MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
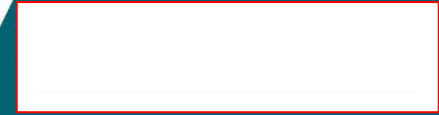HĪKINA WHAKATUTUKI

DDI Realignment 2024

Final Change Decisions

16 May 2024

Te Kāwanatanga o Aotearoa
New Zealand Government

Introduction from Greg Patchell

Tēnā koutou,

The Digital Data and Insights (DDI) group is now over 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 projects, change and services to MBIE, and now must embed and improve on the progress made by re-setting for the future.

On Thursday 21 March 2024, I shared with you the DDI Leadership Team's proposal for how we organise our structure to respond to several drivers for change. These drivers are:

- The need to reset the operating model, given what we have achieved and learnt over the last two years.
- Embedding into how we work the new investments in tools and capability we have delivered.
- Implementation of our new data strategy – Te Mātahi.
- The need to adapt to a new operating environment to ensure we can deliver on the Government's priorities.

Thank you to all of you that took the time to provide us with this feedback. We received 409 pieces of feedback that were high quality, detailed and helped us to make informed decisions.

The Leadership Team had some hard decisions to make, and wanted to ensure that all feedback was considered. In finalising the structure, we have assessed the feedback received, sought more input where significant feedback was provided, and contrasted that with the overarching objectives of the change.

As you will see, several changes have been made because of the feedback received. In some areas we have undertaken an additional period of consultation with individuals where significant changes are being made to what was initially proposed (referenced in this document). Once feedback has been considered on those proposals and decisions are made, the outcome will be communicated to everyone.

I believe the final structure positions us well to deliver to MBIE. What is outlined in this pack is the start of the next part of our journey. Transition planning will start soon to ensure we are well set up to move into the new financial year. As part of implementing the new structure there may be a need to further refine team structures in the coming months, particularly where teams have been moved in full between Branches. This will be considered by the Digital, Data & Insights Leadership Team.

From May 2024, affected people will be able to express interest in new positions. We plan to have our new structure from Friday 28 June 2024. Certainty for everyone affected by these decisions as quickly as possible is important to me; we will keep you informed as the EOI progresses and we transition to the new structure.

I acknowledge that a lot of change is happening within MBIE and the public sector; that change can often be difficult, and everyone's response is unique. Please consider what support you may need during this time and discuss this with your people leader and ensure that you look at the range of support options available later in this document.

Ngā mihi nui

Greg Patchell
Deputy Secretary Digital, Data & Insights.

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Responding to the case for change

As outlined in the change proposal, the main drivers behind proposed changes in the DDI group were:

- Two years of experience under the initial operating model, and the need to consider whether we were still operationally effective.

- A new operating context in which MBIE needed to ensure it remains effective and efficient in how it works.

- A new Data Strategy – Te Mātahi.

- Rapidly changing technology and data trends that require us to evolve our capabilities.

Overall direction of change

The decisions contained in this document reflect agreement by the DDI Leadership Team that Branches needed to design and implement an operating model that reflects how the work is organised in that Branch, and a model that makes sense to each Branch's customers and partners and that fits the current context.

The key points underpinning our decisions are as follows:

1. Our customers need us to operate a **domain-based data operating model**. A clearer split of functional responsibilities between Data, Strategy and Knowledge and Data, Insights and Intelligence was necessary to align to the new data strategy, Te Mātahi, and the new data capabilities framework: Govern and Manage, Strategy, Operate and Deliver.

2. We needed improved **functional alignment** in several areas.

   a. Our architectural functions will be brought together, (apart from a data architect reporting to the Chief Data Officer to deliver critical next steps for our data infrastructure).

   b. Our ICT "change" vs "run" functions will be clearer with the move of INZ systems team to Digital Operations.

   c. We are proposing to move the research, evaluation and insights function to Labour Science and Enterprise to better align that work with the policy function.

3. We needed **improved resource alignment to business unit portfolios** in delivering projects. In Partnerships and Programmes various positions have been moved out of the current functional or capability model and are now aligned as dedicated resources to business portfolios. This provides transparency on the resources available to support each portfolio and associated funding. Digital Solutions Delivery has remained capability led because it is a specialist resource branch that contributes technical expertise to projects and other work.

4. A more **efficient delivery cadence** between Digital Solution Delivery; Partnerships and Programmes; Technology and Architecture and Digital Operations should improve our operational performance and delivery to the MBIE investment plan.

5. We **considered the capabilities** we need to grow, and those that we do not have the scale or type of work to continue in-house. This thinking has informed decisions to establish a data architect, bring together a data science team, and to no longer maintain a software engineering team.

How final decisions were made

The feedback you provided through the consultation period created an opportunity to clarify, refine and reconsider aspects of the proposal.

Additionally, drop-in Q&A sessions and face-to-face sessions gave an opportunity for detailed conversations about proposals, to highlight changes which were supported, and which changes needed further input or detail to be fully considered.

This engagement during the consultation period gave the DDI Leadership Team an overall sense of your reactions to proposed changes and emphasised areas that warranted further consideration.

Once the consultation period was completed, all feedback was reviewed and summarised into the themes that we have shared across this document. Based on those themes, workshops were held with the DDI Leadership Team and the Deputy Secretary DDI to discuss feedback and confirm final change outcomes.

The Leadership Team assessed the feedback received and contrasted that with the overarching objectives we wanted to achieve. In some cases, there were alternate structures proposed through feedback which the DDI LT agreed would improve on desired outcomes. This has resulted in three parts of the change proposal being re-consulted on, and the proposals have been reflected in this decision document.

Major changes to the proposal by branch

As a result of your feedback, DDI LT can confirm the following major changes to what was initially proposed:

Data, Strategy and Knowledge:

- A new Data Platform Architecture role will be established reporting to the Chief Data Officer.
- The shift of Data Operations into DSK will now also include the Reporting and Delivery team.

Data, Insights and Intelligence:

- It is proposed that the Research, Evaluations, and Insights teams, originally proposed to remain in Data, Insights and Intelligence branch would move to report to the Workplace Relations and Safety branch in the Labour, Science and Enterprise Group. This is currently being re-consulted on.
- The number of roles and mix of domain teams in the Data Service Delivery unit has been changed to better reflect the work programme.

Partnerships and Programmes:

- A PMO lead role will be established with responsibility for governance, audit, and operations.
- The existing benefits role will be retained.
- It is proposed to disestablish the existing Senior Governance Advisor role and establish a new Principal Governance and Reporting Advisor role.
- It is proposed to disestablish the existing Business Manager role and establish a new Head of Project Planning and Performance role.

Digital Solution Delivery:

- The Digital Data Tooling team, currently in Data Operations, will move to the new Functional Consulting team within DSD.
- One Capability Lead Business Analysis and one Capability Lead Quality Assurance and Testing position are proposed to be disestablished. This proposal is still under consultation.

Technology and Architecture:

- Solution Architecture will move to Technology and Architecture but remain in its current structure. Over the next three months, the Technology and Architecture Leadership Team will work to identify solution architecture activity and identify an efficient delivery model that enables us to meet the demand of our projects and change efforts.

Looking ahead

The decisions in this document are just the start of our pathway forward. A clear plan to stand up and transition to the new structure will be developed. General Managers will work to implement and embed new ways of working with their Branches. This will rely on us working collectively to change how we do things and bring our new operating model to life.

The DDI Leadership Team will work together to identify and strengthen key integration points internally to DDI, to ensure we can achieve a joined-up approach in the different ways we work. Examples of where this is important are: our new Data Service Delivery unit where we will look to embed agile ways of working using data squads. For our project delivery teams we will continue using mostly waterfall project methodology but focus on working in portfolio-based teams as per the "Heads of Digital and Programmes" structure.

As part of implementing the new structure there may be a need to further refine team structures, and this will be considered by the Deputy Secretary Digital, Data & Insights with the relevant General Manager and their team.

Re-consultation

Following feedback, four parts of the original proposal have been changed to a degree deemed significant enough to require re-consultation with some people. These are:

- It is proposed that the Research, Evaluations, and Insights teams, originally proposed to remain in Data, Insights and Intelligence branch would move to report to the Workplace Relations and Safety branch in the Labour, Science and Enterprise Group. This is currently being re-consulted on. Further information about this updated Proposal can be seen under Proposal 2.2.

- It is proposed that the number of Capability Leads in Digital Solution Delivery be reduced by two FTE.

- It is proposed to disestablish the existing Senior Governance Advisor role and establish a new Principal Governance and Reporting Advisor role.

- It is proposed to disestablish the existing Business Manager role and establish a new Head of Project Planning and Performance role.

All re-consultations will be managed through separate consultation processes. Should these proposals proceed any affected people will still be able to participate in the expression of interest process for the overall change process.

Success Criteria

We will use the following objectives and goals from our DDI Strategy to understand whether the change is delivering the outcomes we set out, as well as through our regular Leadership Team monthly and quarterly reporting.

We deliver customer-centric services and solutions:

- Timely, accessible, and good quality data and insights feed MBIE's policy and operational functions.

- MBIE's technology solutions are simple, can be industrialised and enable new digital capabilities.

- We deliver solutions in a collaborative and customer-focused way.

We are trusted and transparent:

- We actively contribute to MBIE's organisational direction through robust governance and stewardship.

- MBIE's (technology) investments have reliable long-term value.

- We proactively work to help keep the business and their customers safe.

We grow careers and empower our people:

- DDI is a trusted, diverse, and inclusive environment for our people.

- We have a highly skilled and capable data and digital workforce.

- DDI is recognised as a leading employer and workplace of choice.

Transitioning to new structures

Transition, implementation, and embedding are phases happen after final decisions are made. These phases focus on the critical things we need to do to bring our new organisational structure and ways of working to life. During the next 6 weeks, leading up to 28 June, you will see:

- People being confirmed and appointed into new positions.
- People being welcomed and integrated into teams/branches/groups.
- Distribution lists refreshed.
- Our business systems access and workflows being updated, e.g., CAMMS, MAKO, etc.
- Roles and responsibilities reset to align with our organisational structure.
- A strategy session with the leadership team and extended leadership team to set group priorities and 18-month goals.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	16 May 2024
Supplementary consultation on EOI selection criteria (additional new or significantly updated PDs/selection criteria)	17-21 May 2024
Confirmed selection criteria for all roles part of EOI process	By 23 May 2024
Expressions of interest (EOI) and selection process starts	By 29 May 2024
Expression of interest forms to be completed by	5pm, 5 June 2024
Proposed transition to new structure commences	From 28 June 2024

Overarching feedback on the DDI Realignment 2024 change proposal

A significant amount of feedback was received from staff on the proposed change. Thank you very much for your engagement; this has made this process more robust and meaningful in achieving the right outcome. The following table summarises feedback we received about the overall proposal, as well as themes relating to multiple proposals and branches.

Feedback themes and details		Response
Operating model	Confusion on how the other parts of DDI not in scope of the change fit within the proposed structure deliver on Te Mātahi and new operating model. Ability to develop, maintain and support 'new technology' is lost by disestablishing so many SME roles. Desire for performance measurement that goes beyond cost savings and headcount – how will we know in the short and medium term whether the proposed structure is working? Wanted more clarity on what a functional model will look like, in terms of allocations to appropriated areas of MBIE. A functional model would indicate the Capability structure is retained, but this is not reflected in cuts proposed in P&P. Inconsistency in how business analysts are reporting outside of the Manager Business Analysis.	A different approach to operating model has been taken in each Branch, to reflect the best way for work to be organised based on how that Branch interacts with the rest of MBIE/external partners. Some Branches have chosen a functional model, some domain based, others a capability led approach. Two parts of DDI were not included in the DDI realignment: Planning, Risk and Assurance and Cyber Security. It was not considered that any change was needed to PRA to continue to provide the functions to DDI they are required to. Cyber Security was already engaged in a Branch change at the time this proposal was released, which was designed to strengthen the team's alignment to business groups. The way in which DDI works together to deliver on Te Mātahi will be planned for as part of implementation of the strategy over the coming months. The proposal has not removed areas of expertise required, but there has been a decision to outsource expertise that DDI cannot maintain internally in an efficient way. We agree that good performance measurement is key to understanding how well we are working. The monthly report and performance dashboard used by the Leadership Team provides a lot of this information.

Feedback themes and details		Response
		We will monitor some our key measures closely to ensure performance is maintained or improved.
People	Consider approaching cost reduction in a different way, e.g. through FTE or pay band reductions, rather than straight headcount reductions. Feeling that VR should have remained available to apply for after proposed restructure information was released. Ensure people filling new roles have the right capabilities – particularly when it comes to technical leadership roles, and that people leadership skills are not assumed.	We appreciate that times of change are challenging for everyone. We have identified ways to create greater efficiencies in how we work as part of our rationale for change. For some areas, and where the known pipeline of work requires less resource for delivery, a decision has been made to reduce the workforce accordingly. Those who are confirmed to have affected status because of final change decisions will have the ability to express interest for voluntary redundancy as part of the EOI process.
Leadership	Desire to see Leadership structure reviewed to ensure it's still fit for purpose in the proposed structure. Requirement for leadership to be more māia (bold, brave), future-focused, and to invest more in the development and capabilities of DDI kaimahi.	Thank you for your feedback. Wider leadership changes are not in scope of this change proposal. We acknowledge that the right leadership across DDI and wider MBIE is key to ensuring this change is a success.
Te Mātahi	Alignment between the proposal and Te Mātahi is clear and, on the face of it, a good idea. However, Te Mātahi ignores a good chunk of the work DDI is responsible for, such as IDI.	Thank you for your feedback. We reviewed constructive feedback on areas for improvement for the strategy also noting implementation and some omissions such as the Integrated Data Infrastructure (IDI). We have taken those comments on board, and it will inform our next review of the strategy. Te Mātahi is explicitly focused on an improved data system for MBIE that enables more powerful insights from this data, including where able to be integrated with other data.
Career development / pathways	Removal of career pathways for technical roles e.g. reduction in scope of R&E team and move from technical to	A lot of the feedback received on career development was in relation to data roles. There were also several comments made about the combining of skills in certain roles (such as technical

Feedback themes and details		Response
	customer-facing responsibilities. This was seen to contradict the 'people centred' principal for change.	and leadership skills and work programme and management skills).
Career development / pathways	Concern about bringing together technical leadership, work programme and people management in a number of roles across the proposal.	The Capability Framework DDI uses will in time be updated to reflect the change in teams and roles.
	Difficulty understanding how disestablishing the people-centred capability structure represents a people-centred outcome and creates career development opportunities.	*Technical Leaders vs People leaders* • We expect roles like the Domain Leads in Data Service Delivery to have sufficient time to spend for line management due the broader system changes we are implementing. For example, the commissioning and allocation of work will be handled primarily by the Demand Management team in future.
	Interest in career pathways for data roles.	
	Proposal creates generalist positions, whereas current staff are experts in their domain and across their customers.	• Changes in this area are designed to enable technical experts to gain experience as people leaders, where that is of interest.
	Interest to understand whether the Competency Framework would be updated.	• The new Workstream Manager role proposed for Partnerships and Programmes is a leadership function widely used in the technology and digital industry where groups (multi-disciplinary, cross-functional, persistent, product) work under a leadership function that is aligned to a business value or set of outcomes.
		Creation of generalist positions • Domain expertise and skillsets held by current staff will still be required in the new structure, particularly with the decision to retain a hybrid model.
		• In the Data Service Delivery Unit, staff will still be able to specialise in particular domains and will also have more flexibility to undertake work across different domains.

Feedback themes and details		Response
Funding	There is interest in the balance of funding for positions proposed to be disestablishment, i.e. between overhead and appropriation funding. Feeling DDI is carrying a disproportionate chunk of the 7.5% reduction target and that 7.5% is just the tip of the iceberg.	While MBIE's financial environment and 7.5 % savings target formed an aspect of this change proposal, our drivers for change and the outcomes we are seeking are broader than financial. We are undertaking change to re-set our operating model and ensure we can continue to deliver to MBIE effectively. There will be an ongoing need to review our efficiency and effectiveness, and to ensure our support functions are appropriately aligned to MBIE's work programmes and priorities. The financial impact of changes confirmed in this decision document have been reviewed by the DDI Leadership Team and will be managed.
Gender Disparity	Proposed disestablishments in E&I (with no new positions suitable as redeployment opportunities) appear to disproportionately impact female incumbents. New positions in DSD are typically filled by men. New positions in R&E/Insights (which have reduced in number and scope) are commonly filled by women.	When undertaking organisational change, the focus of both proposals and decisions is centred on the functions, and then capability needed for each role, to deliver required outcomes. To mitigate against any unintended outcomes of change proposals and to ensure these are not impacting one group over another, our change processes have been set up to make them as easy and as equitable as possible to engage with, and feedback can be provided in a way that is relevant and accessible for every employee in scope. The ability to provide submissions in multiple formats (including verbal), as well as the ability for groups like the PSA to be able to provide combined submissions ensure that MBIE can hear from all in scope employees regardless of their gender or ethnicity.

Feedback themes and details		Response
		All new positions will be part of an Expression of Interest process and appointments made based on merit and this approach is in line with our recruitment process.
Māori input	Needs a systemic approach (implemented by DDILT) to specifically seek iwi and Māori input. Could include a place for Raraunga Matihiko Māori to provide strategic advice to DDI LT on Iwi Māori partnerships and effective Māori governance data. Needs clearer decision-making structure, to ensure work with iwi and Māori is sufficiently resourced.	Thank you, this is a well-made point. The DDI Leadership Team have agreed that because our expertise mostly sits in the Raraunga Matihiko Māori team, this is our primary area for engaging with Māori. Ideas about how we can build an appropriate decision-making structure into our model are welcome but would not at this stage lead to a change in our overall operating model.
Artificial Intelligence	There should be dedicated AI resource within the proposed structure.	There are four roles dedicated to Governance and Ethics in the new structure. Part of the focus of this area will be algorithm use.
Capacity	How do we plan and prioritise for scope creep, ensuring remaining kaimahi (staff) aren't overburdened? • Concern for kaimahi (staff) wellbeing, with perception that workload will remain but will be spread across fewer people. • Expectation to deliver the same work, with constrained and inexperienced resources. • Administrative support is not sufficient to cover the current work programme nor absences; ratios of PA/TA support to FTE supported are rising in the proposal	Thank you for concerns about ensuring staff are not impacted through increased and un-sustainable workload in the future. We are developing a transition plan to manage the first 6 to 12 months. It is a reality that with a smaller FTE our work will have to be prioritised and some things scaled or stopped. The topic of capacity is being proactively managed across MBIE with other parts of the business experiencing similar pressure to rethink their delivery models. We will continue to work closely with our stakeholders to manage expectation. In Data Insights and Intelligence, the risk of people becoming overburdened will also be mitigated by the Demand Management teams work to triage and allocate work more effectively across teams.

Feedback themes and details		Response
Implementation	There is not sufficient time for transition, particularly for some teams, such as R&E whose projects need to be documented extensively and detailed briefings held. • There's little confidence in DDI's ability to reduce pace/quality of work in response to reduced capacity; and a feeling that DDI customers won't be so understanding. • Concern about losing momentum with existing priorities while in the transition phase. There were suggestions that six months would be too short, and that we should consider establishing a fixed term Change Manager to oversee the transition process. • Concern to ensure that DSD and R&E teams maintain connected.	Transition planning will be critical to DDI being able to manage through this period of change. We acknowledge the feedback received in relation to establishing a fixed term Change Manager to support the transition phase. A robust transition plan will be key to ensuring a smooth transition, but we do not believe a dedicated Change Manager is required. It will be up to our people leaders to implement change in their areas and support new ways of working. Regarding the Research and Evaluation unit, based on feedback that the resourcing for this team could not cover all the core work required by General Managers, we have now aligned resourcing levels in this area. Its connection to Data Service Delivery will be necessary if we are to continue to deliver high-quality research, evaluation and insights work that meets the needs of our customers. Ultimately, this will come down to how we work together: the new structure does not prevent cross-team collaboration from occurring.

Proposal 1 – Data, Strategy and Knowledge

Summary of changes proposed

We want to acknowledge all those who took the time to either attend the drop-in sessions and pose questions and/or provided feedback on the Data, Strategy and Knowledge proposal. We have taken our time to review all feedback received and balance it against the strategic priorities, our current operating context, and the impact of the change on the teams.

Outlined below is a summary of the changes proposed in the consultation document.

Proposal 1.1: Data Strategy & Governance

- Separate out the data strategy functions to ensure clearer focus on data governance and data ethics activities.
- Disestablish the existing Manager Data Strategy and Governance role and establishment of the Head of Data governance and Ethics.
- Wind down the Empowered by Data Programme.
- Disestablish the Change Manager Empowered by Data role.

Proposal 1.2: Capability, Data Strategy and Knowledge (DSK)

- Change the focus of the team and rename it to Data Enablement and Performance.
- Title change for the Manager Capability, Data Strategy and Knowledge to Head of Data Enablement and Performance.
- Change in reporting line for the Principal Advisor Data and Information from the Manager Data Strategy and Governance to the Head of Data Enablement and Performance.

Proposal 1.3: Director Data, Insights, and Intelligence

- Formalise the responsibilities undertaken by the Director and enhance the support function to the Chief Data Officer (CDO).
- Change in reporting line for the Principal Advisor Data and Information from the CDO to the Director.
- Change in reporting line for the Principal Advisor Data and Insights from the Manager Data Strategy and Governance to the Director.

Proposal 1.4: Information Management, Records and Library Services

- Change in reporting line for the Manager Information Management from the CDO to the Head of Data Platforms and Operations.
- Change in reporting line for the Manager Library Services and Records from the CDO to the Head of Data Platforms and Operations.

Proposal 1.5: Data Sharing

- Change in reporting line for the Director Data Sharing from the CDO to the General Manager Data, Insights and Intelligence.

Proposal 1.6: Data Operations

- Move Data Operations to the DSK branch and include platforms as in-scope for the Data Management and Modelling team.
- Change in title, reporting line, scope, and branch for the Head of Data Operations to the Head of Data Platforms and Operations.
- Minor scope change, change of branch and position title for the Manager Data Management and Modelling to Manager Platforms and Environments.
- Establish three new roles including a Data Platform Architect, Data Engineer – Ingestion and Manager Test and Release.

Your feedback on Proposal 1

Your feedback covered the range of change proposed for DSK. We are pleased with the feedback on the data strategy noting that the vision and strategic direction is supported. We reviewed constructive feedback on areas for improvement for the strategy also noting implementation and some omissions such as the Integrated Data Infrastructure (IDI). We have taken those comments on board, and it will inform our next review of the strategy.

We are also pleased with the response to agile ways of working promoted in Te Mātahi. We have considered some constructive comments on the approach and implementation that will feed into our thinking on the finalised structure.

Where feedback was not supportive of a proposal such as new roles, we have taken the time to consider it carefully. We appreciate the testing of our thinking and rationale which we believe has strengthened the finalised structure.

We have looked at the suggestions and recommendations with a fresh perspective and this has either contributed directly to the finalised structure or is informing our thinking on our ways of working and the transition plan for the change.

The following table summarises feedback we received about Proposal 1.

Feedback on Proposal 1		Response
Data Strategy and Governance	Overall, the feedback was supportive of this proposal with some suggestions for further consideration. The feedback largely focused on right-sizing resource for the new Data Governance and Ethics team. The submitters considered the proposed resourcing insufficient and may present a 'bottleneck in the overall data pipeline'. There was also feedback that considered the distribution of Principal roles, currently located in the Data Strategy and Governance Team, positive. The feedback and suggestions for further consideration included: • Adding an Advisor Data and Information to the team.	*General* We have considered the feedback and understand the issues raised about resourcing constraints to deliver the new governance and ethics work programme and Te Mātahi priorities. Our current operating environment requires us to carefully balance savings priorities with outcomes sought for this area. We have continued to communicate the need for new ways of working that promote agility and how shared resourcing will be required to help navigate the current environment. Once the new leadership team is in place, work will continue determining resourcing priorities and needs across the branch.

Feedback on Proposal 1		Response
	• Change in title for the Programme Coordinator to Governance Coordinator to better reflect their current role. • Retaining the Principal Data Analyst noting that removing this role will impact on future budget and resourcing options when Informatica becomes available.	*Adding an Advisor Data and Information to the team* • We note the suggestion for an advisor role and the resourcing challenges facing the team. • We will work with the Head of Governance and Ethics during the transition phase to determine resourcing requirements in more detail. *Change in title for the Governance Coordinator* • We agree and confirm a change in title for the Programme Coordinator to Governance Coordinator. *Retaining the Principal Advisor Data and Insights* • We understand the issues raised and work currently being undertaken by the Principal Data Analyst. • We will work with the Head of Data Governance and Ethics to develop a transition plan for this work. • We confirm a change in reporting line as proposed for the Principal Advisor Data and Insights to the Director DSK.
Capability Data Strategy and Knowledge	Overall, feedback that impacts on this proposal was positive. We received significant feedback and support for moving the Agile Champion role into the data teams. We have considered this carefully including the alternative options if an in-house Agile Champion role was not available. The feedback was grouped around two themes: • Moving the Principal Advisor for Data Enablement and Performance to be located alongside the Principal Advisor Data and Information (reporting to the Director).	*General* We have reviewed the feedback carefully noting that there is general support for agile ways of working across the data teams. We note that the suggestion to align the Principal for Data Enablement and Performance to the Director has merit. However, part of promoting agile ways of working includes ensuring that we have Principal Advisor capability distributed across teams who will be responsible for driving key parts of Te Mātahi.

Feedback on Proposal 1		Response
		Moving the Principal Advisor for Data Enablement & Performance to the Director • We confirm a change in reporting line as proposed for the Principal Advisor Data and Information to the Head of Data Enablement and Performance.
Director Data, Insights and Intelligence	There was a mix of feedback received for this proposal. Feedback ranged from suggesting position changes, responsibilities, and title suggestions. Overall, feedback was supportive of this proposal. The feedback and suggestions included: • Change in the Director title to better reflect its responsibilities and positioning. • Establish an Advisor position to support the Director and Principal Advisor Data and Information. • Change in title for the Principal Advisor Data and Information currently responsible for the business management for the branch among others.	We have considered the feedback carefully and note the suggestions for a change in title for the Director Data Insights and Intelligence. We also acknowledge the suggestions for more resource to be added to the team to support strategy implementation. *Change in title for the Director Data, Insights, and Intelligence* • We agree and confirm a change in title for the Director Data Insights and Intelligence to the Director DSK. *Establishment an Advisor Position* • We acknowledge the resourcing challenges, and we will work with the Director DSK during the transition phase to address these. *Change in* title *for Principal Advisor to Business Manager* • DSK has implemented a comprehensive career progression framework including job families. The addition of a Business Manager role will need to be considered within this framework. At this stage the title Principal Advisor Data and Information will remain unchanged.

Feedback on Proposal 1		Response
Information Management and Records and Library Services	The questions received focused on understanding the rationale for moving Information Management and Records & Library Services to Data Platforms and Operations. There was some support for the change noting the potential synergies that can be achieved. No recommendations were received.	*Information Management* • We confirm the change in reporting line as proposed for the Manager Information Management from the CDO to the Head of Data Platforms and Operations. *Records and Library Services* • We confirm the change in reporting line as proposed for the Manager Records and Library Services from the CDO to the Head of Data Platforms and Operations.
Data Sharing	There was strong support received for this proposal. No recommendations were received.	*Data Sharing* • We confirm the change in reporting line as proposed for the Director Data Sharing from the CDO to the General Manager Data, Insights, and Intelligence.
Data Operations	Feedback for this proposal was mixed and covered a few themes and topics for consideration. These included: *Establishment of the Data Platform Architect* The Data Platform Architect role generated polarising feedback. While many questioned the role and noted the inconsistencies in the structure, others in the data teams noted the strong need for such a resource. Suggestions included: • The skills and capabilities are already available in the Enterprise Architecture team and pool of domain and solutions architects. • The role should be renamed to data modelling architect.	*Establishment of the Data Platform Architect Role* We acknowledge that the creation of a data platform architect role in DSK is an exception to the overall move towards improved functional alignment in DDI. However, this capability is considered critical for the CDO to implement transition to the new cloud data platform. We have received feedback both in support of and questioning this proposal. A large amount of feedback drew on the similarities between the Data Platform Architecture role and all other architecture roles. The role is a critical part of the overall architecture landscape and will need to work closely with Technology and Architecture and Cyber Architects. The Data Architect will work cross-functionally with both teams. There is

Feedback on Proposal 1		Response
	Right sizing, resourcing, roles, and teams Feedback noted that Data Operations has historically been under resourced. Questions were received on whether the consultation will consider the current work programme and load. Feedback also suggested changes to the structure, roles and teams. The issue of career progression was raised and noted the need for more senior roles within the team for career development. Suggestions included: • No requirement for non-technical Principal roles. • Remove the Data Engineer or consider a name change to Data Platform Engineer. • Establish two Junior Analysts instead. • Move Reporting and Visualisation team into the Data Platforms and Environments team. • Establish Principal or Technical/Team Lead in Data Platforms and Environments to enable career development pathways.	considerable business expectation, cost savings potential, return on investment realisation and efficiencies that are dependent on the success of the CDP. Establishing the Data Platform Architect role as reporting to the CDO will facilitate more responsive and timely decision-making for use cases and projects wanting to onboard into the platform. This approach establishing the Data Architect role as reporting to the CDO will facilitate more responsive and timely decision-making for use cases and projects wanting to onboard into the platform. Therefore, we confirm the following changes: • The establishment of the Data Platform Architect as proposed is confirmed. • There will be a change in the proposed reporting line from the Head of Data Platforms and Operations to the CDO. *Right sizing, resourcing, roles, and teams* <u>Non-Technical Principal Data Operations Analyst Role</u> We have considered the feedback on this role and have looked across DSK for how this role can contribute to supporting Branch related outcomes. As a result: • The Principal Data Operations Analyst (Engagement) will have a change in reporting line to the Director DSK. • We see this role as providing expertise and support for DSK engagement with customers. <u>Move Reporting and Delivery to Data Platforms and Operations</u> • This feedback is also addressed under Proposal 2.

Feedback on Proposal 1		Response
		• We confirm that there will be a change in reporting line for the Manager Reporting and Delivery to the Head of Data Platforms and Operations.
		• There will also be a change in the title for the Manager Reporting and Delivery to Manager Data Integration to better reflect the current ways of working with the Data Operations team.
		• We will work closely with the new Head of Data Platforms and Operations to focus resources efficiently against priority areas.
		Remove the Data Engineer – Ingestion or change the title
		• We agree that a change in title may assist in reducing confusion and naming inconsistencies.
		• Therefore, we confirm the change in title to Data Platform Engineer.
		• We confirm a change in the proposed reporting line from Manager Data Platforms and Environments to Manager Data Integration to reflect the feedback received regarding the number of direct reports.
		Establish Principal or Technical/Team Lead
		• We agree that career progression is an important consideration in our workforce planning.
		• DSK have implemented a career progression framework. This will be explored and developed alongside the data platforms and operations team to ensure consistency and complementarity across the branch.

Proposal 1: Confirmed changes

The Chief Data Officer position will have a minor change in scope.

Proposal 1.1: Data Strategy and Governance

- Separate data strategy and refocus the team to Data Governance and Ethics.

- Disestablishment of the Manager Data Strategy and Governance.

- Establishment of the Head of Data Governance and Ethics.

- The Project Coordinator will have a change in position title to Governance Coordinator and a change in reporting line to the Head of Data, Governance and Ethics.

- The Senior Advisor Data and Insights and Principal Advisor Data and Insights will have a change in reporting line to the Head of Data, Governance and Ethics.

- Change in reporting line for Principal Advisor Data and Insights to Director Data Strategy and Knowledge.

Proposal 1.2: Capability, Data Strategy and Knowledge

- Minor change in scope and a change in position title for Manager Capability, Data Strategy and Knowledge to Head of Data Enablement and Performance.

- Change in reporting line for Principal Advisor from Manager Data and Governance to Head of Data Enablement and Performance.

Proposal 1.3: Director Data Strategy and Knowledge

- Change in position title and minor change in scope for Director Data Insights and Intelligence to Director Data Strategy and Knowledge.

- Change in reporting line for Principal Advisor Data and Information from the Chief Data Officer to Director Data Strategy and Knowledge.

- Change in reporting line for Principal Advisor Data and Insights from the Manager Data Strategy and Governance to Director Data Strategy and Knowledge.

- Change in reporting line and branch for Principal Data Operations Analyst from the Head of Data Operations to the Director Data Strategy and Knowledge.

Proposal 1.4: Information Management and Records and Library Services

- Change in reporting line for the Manager Information Management from the CDO to the Head of Data Platforms and Operations.

- Change in reporting line for the Manager Library Services and Records from the CDO to the Head of Data Platforms and Operations.

Proposal 1.5: Data Sharing

- Change in reporting line and branch for the Director Data Sharing from the CDO to the General Manager Data, Insights, and Intelligence.

- Change in branch for Principal Advisor and Senior Advisor (Level 2) from Data Strategy and Knowledge to Data, Insights and Intelligence.

Proposal 1.6: Data Operations

- Minor scope change, change in reporting line, position title, and change of branch for the Head of Data Operations to the Head of Data Platforms and Operations.

- Minor scope change, change in branch and change in position title for the Manager Data Management and Modelling to Manager Data Platforms and Environments.

- Establishment of three new roles which includes Data Platform Architect, Data Platform Engineer and Manager Test and Release.

- Change in position title and branch for the Manager Reporting and Delivery to Manager Data Integration.

- Change in proposed reporting title for the Data Engineer – Ingestion to Data Platform Engineer.

- Change in proposed reporting line for the Data Platform Engineer from Manager Platforms and Environments to Manager Data Integration.

- Change in proposed reporting line for the Data Platform Architect from the Head of Data Platforms and Operations to the Chief Data Officer.

- Change in proposed reporting line for the Principal Data Operations Analyst from the Head of Data Platforms and Operations to the Director Data Strategy and Knowledge.

Confirmed organisational chart – Data Strategy and Knowledge

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D
Chief Data Officer

A
Executive Assistant

A
Pou Raraunga Matihiko - Director Māori Digital Data & Insights

G
Head of Data, Governance & Ethics

D, E
Director, Data Strategy and Knowledge

D, E
Head of Data Enablement & Performance

G
Data Platform Architect

E, F, H
Head of Data Platforms and Operations

A
Senior Advisor (Level 2) Data & Information

C
Principal Advisor

C
Principal Advisor Data and Information

C
Principal Advisor

A
Senior Advisor (Level 1) Data and Information x2

See following pages

A
Advisor Data & Insights

C
Senior Advisor Data and Insights

C
Principal Advisor Data and Insights

A
Senior Advisor (Level 2) Data and Information

A
Advisor Data and Information

C, E
Governance Co-ordinator

C, F
Principal Data Operations Analyst

A
Govtech Graduate

Confirmed organisational chart – Data Strategy and Knowledge
Data Platforms and Operations

	KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

E, F, H
Head of Data Platforms & Operations

E, F
PA/Team Administrator

D, E, F
Manager Data Platforms & Environments

D
Manager Data Integration

D, F
Principal Data Operations Analyst

G
Manager Test and Release

C
Manager Records & Library Services

C
Manager Information Management

F
Govtech Graduate

F
Data Warehousing and BI Developer x6

F
Data Warehousing and BI Developer x3

F
Senior Data Warehousing and BI Developer x4

D, E
Power BI SME

G
Data Platform Engineer

A
Senior Advisor (Level 1) Data and Information (x3)

A
Advisor Data and Information (x3)

A
Senior Technical Advisor

A
Advisor Data and Information (Information Mgmt.)

A
Senior Advisor (Level 1) Data and Information x2

A
Senior Advisor (Level 2) Data and Information

Proposal 2 – Data, Insights and Intelligence

Thank you to everyone who provided feedback on the Data Insights and Intelligence (DII) proposal. We appreciate the time and energy people put in by attending drop-in sessions and by submitting questions and comments through the 'What Say You' platform and by email.

We also sought feedback from Deputy Secretaries and General Managers across MBIE who hold appropriation funding, which has informed our final decisions.

The summary of the DII proposal is below.

2.1 Data Service Delivery

- Create a new Data Service Delivery unit consisting of five teams:

  a. Domains team: create 6 Lead Domain analyst positions to lead data related work in each data domain currently undertaken by E&I.

  b. Establish new domains: Building Systems and Tenancy Markets, Immigration NZ, Regions, Tourism, Science and Innovation and Workforce and Workplace, and, Corporate.

  c. Data Analytics: The manager and all related staff to change their reporting line from Data Operations to the new Data Service Delivery unit. Disestablish the Business Analyst position and replace with a new Data Analyst position.

  d. Data Science: create a new Data Science team, led by a Manager Data Science position, and to move all Data Science positions from Data Operations to the new unit.

  e. Reporting and Visualisation: retain the Reporting and Delivery team within Data Operations in the Data Service Delivery unit, with some small changes in scope to work on producing the reporting and visualisation needs of the Data Service Delivery unit.

  f. Disestablish a Team Administrator position

  g. Disestablish the Programme Manager Data Operations

2.2 Evidence and Insights

- Disestablish the Evidence and Insights business unit and establish new Research and Evaluation and Data Service Delivery units (2.1).

- The Research and Evaluation team will consist of the following positions:

  a. Director Research and Evaluation and a PA/team administrator role.

  b. Manager Research and Evaluation, 1x Principal Research and Evaluation Adviser, 2x Senior Research and Evaluation Adviser, 1x Research and Evaluation Adviser, 1x Business Analyst.

- Separate the Insights team to sit alongside the R&E team to deliver Insights work comprised of the following positions:

  c. Manager Insights, 2x Principal Analyst Research and Data, 3x Senior Analyst Research and Data, 3x Analyst Research and Data.

- An alternative option was presented to reallocate the Insight team roles out to respective Policy appropriation areas to manage directly.

2.3 Allocation and Coordination

- Create a new team within Allocation and Coordination called Demand Management with the following positions:

  a. Manager, Demand Management by disestablishing the current Senior Program Manager role,

  b. 2x Principal Demand Management Advisors,

  c. 1x Senior Business Advisor,

d.   Create a permanent Principal Business Advisor position to replace the current fixed term role.

2.4 Data Sharing

- As discussed in section 1.5, realign the Data Sharing unit from the Data Strategy and Knowledge branch to the Data Insights and Intelligence branch.

  a.   Director Data Sharing,

  b.   2x Principal Demand Management Advisors,

  c.   1x Senior Business Advisor.

Your feedback on Proposal 2.1 – Data Service Delivery

Overall, there was support for the establishment of a new Data Service Delivery function. Substantial feedback was also received about the nature of the work programme and required resource to deliver this, across all of Evidence and Insights' current work.

Detailed feedback was provided about some specific data teams and roles, as well as the proposal to establish new Domain Leads, which has been helpful to refine decisions.

Detailed and wide-ranging feedback was provided regarding the proposed Research and Evaluation unit.

The following table summarises feedback we received about Proposal 2.1.

Feedback on Proposal 2.1		Response
Data Science	Concerns that the scope of the Data Science team needs a more fulsome review before establishing new team; considering capacity and capability within the existing team, and particularly to take on work coming from E&I teams. Query about what 'source' data means. There was a view that there is a lack of demand for this kind of work, particularly from Data Operations. Requirement for the Manager, Data Science to be educationally, technically and managerially experienced – i.e. that all three are required. Current Data Science team remains in Data Analytics; Re-establish the Principal Data Scientist role to assess requirements for Data Science across MBIE; hold off on establishing Manager Data Science position.	This is an opportunity to ringfence existing Data Scientist positions in Data Operations to support advanced data requirements of the domains that previously could not occur. On that basis, we confirm the establishment of the Data Science team, within Data Service Delivery. As well as ringfencing current Data Scientist positions, the decision to create the Data Science team is intended to set up future capability, once Te Mātahi is in place, and the new data platform is operational. This reflects staff concerns that skilled data practitioners are not enabled to use their full potential. We agree with feedback that the Manager Data Science should ideally have both technical expertise and people leadership. We set the requirements in the position description as proposed as a practical decision to anticipate the need to attract candidates for this highly specialised role. In light of feedback from staff, including the Data Science Group, we confirm the structure of the Data Science team as follows: • 1x Manager Data Science • 2x Data Scientist – moving from Data Operations

Feedback on Proposal 2.1		Response
Domains	*Lead Domain Analysts* • Responsibilities are broad and particular concern for those whose portfolios span many appropriations/GMs. • Splitting across policy GMs doesn't reflect GM's need for insights and research. *Overlap with other DSD/DDI teams* • Questions around how the Domains and Data Analytics teams interact with each other, as well Domains and Reporting & Visualisation teams. • Maintaining best practice between teams, particularly Domains and Data Analytics. • Interactions with Heads of Digital and Programmes. *Structure* • Flat management structure that ignores the connections between the domains, and places a lot of burden on the one Manager, Domains. • The size of each domain team doesn't reflect portfolios serviced e.g. Science and Innovation domain team under resourced. *Domains* • Consider 'clustering' domain teams e.g. 'people', 'business', and 'corporate'. • Consider one larger domain team including RSBED, Migration and Workforce, with smaller teams for Tourism, Science, Energy & Markets, Building and Corporate. • Align Science with RSBED.	We received considerable and highly useful feedback from both customers and staff on how to set up domains in the currently complex and changing environment. The overall system and role changes are designed to balance the range of technical and managerial work this branch will need to do in future and provide increased developmental opportunities. We consider that Lead roles will have sufficient time to dedicate to line management, as commissioning and work allocation will be primarily handled by the Demand Management function. This change also allows for technical experts who are looking to develop themselves as people leaders while continuing to hone their technical expertise. Successful candidates will be supported to develop this people leader skillset. We appreciate comments about the potential overlap between domain teams but want to move to a more agile way of working where capability will be deployed more flexibly. These teams will need to work closely together and adapt to ensure we are operating as efficiently as possible over time. During the first 6 to 12 months, there will be a transition to allow for business continuity for the teams transferring from Data Operations. Best practice will be developed as a unit noting the unique attributes of some work. The proposed structure gives more ability for the Lead Domain Analysts to work with their Appropriation GMs, with the Manager focusing on troubleshooting major issues.

Feedback on Proposal 2.1		Response
		The Manager of the Domains team will be supported in practice by all leadership in DSD, the Demand Management team, as well as DII leadership where appropriate.
		We have decided to increase the resources allocated to each domain to reflect priority work. This was in response to Appropriation GM feedback on resourcing levels. We are also not proceeding to establish a Corporate data domain.
Agile	To support working in an Agile environment, retain the Agile Champion position, and supporting positions e.g. BA, Change Manager, Admin/Support in this space.	We intend for our Data Delivery teams to work in an agile model, so building capability in agile ways of work will be part of a transition to the intended future state.
Reporting and visualisation team	If it is decided to keep Reporting & Visualisation (R&V) responsibility within DSD then merge it with the Data Analytics team. Administrative responsibility for Visualisation platforms could sit with DPE (DSK). If this team is kept with DSD will their remit extend beyond reporting and visualisation needs within PowerBI? Or will the R&V and Data Analytics teams have similar remits? Retain the Business Analyst position (currently in the Data Analytics team), reporting to Head of Data Service Delivery.	We confirm the disestablishment of the Team Administrator role. We note that the Team Administrator role is currently operating as a project coordinator for the SAS to SQL project. Given that this project is due to complete at the end of June the project coordinator role will no longer be required. As noted earlier, we confirm that the Manager Reporting and Delivery title will change to 'Manager, Data Integration' to better reflect the current ways of working with the Data Operations team. This role will be moved into DSK reporting to the Head of Data Platforms and Operations. We confirm all remaining staff in the Reporting and Delivery team (initially proposed to be renamed 'Reporting and Visualisation') will have their reporting lines changed to Platforms and Operations in DSK, retaining their current job descriptions. We have made this change for the purposes of business continuity as feedback confirmed this team

Feedback on Proposal 2.1		Response
		primarily carries out data warehousing work and this will be picked up by the Platforms and Operations area in future.
		We acknowledge staff feedback that the Business Analyst currently works across all Data Operations teams, builds processes and documentation, and is involved in projects such as the SAS to SQL Migration.
		We note that SAS to SQL Migration project is expected to finish on 30 June 2024, and that there is a reduced requirement to build processes and process documentation in the remaining Data Analytics team or the wider Data Service Delivery unit given its focus on 'deliver' work. Some activity undertaken by the Business Analyst is also more appropriately undertaken at a whole-of-branch level by the Demand Management function within Allocation and Coordination.
		For these reasons we confirm the disestablishment of the Business Analyst role and note we are no longer proposing to replace this role with a new Data Analyst role in Data Analytics.

Proposal 2.1: Confirmed changes

We confirm the establishment of the Head of Data Service Delivery.

Domains team

- We confirm the establishment of the Manager Domains

- We have accepted feedback on the size of the domain team, and feedback on team clusters. Please see the new structure below:

    o Migration and Workforce and Workplace Domain: 1x Lead Domain Analyst, 5x Senior Data Analysts, and 3x Data Analysts.

    o RSBED and Science and Innovation Domain: 1x Lead Domain Analyst, 3x Senior Data Analysts, and 2x Data Analysts.

    o Tourism Domain: 1x Lead Domain Analyst, 3x Senior Data Analysts, and 3x Data Analysts, and

    o Building System and Tenancy Domain: 1x Lead Domain Analyst, 3x Senior Data Analysts, and 2x Data Analysts.

    o Markets Domain: 1x Lead Domain Analyst, 4x Senior Data Analysts, and 3x Data Analysts.

- We confirm the Corporate Data domain team is no longer proposed.

Data Analytics

- We confirm that the Manager Data Analytics, and staff will move to Data Service Delivery.

- The Business Analyst position is confirmed to be disestablished.

- The Analytics team will consist of 1x Manager Data Analytics, 2 Senior Data Analysts, and 3x Data Analysts.

Data Science

- We confirm the creation of the Data Science team, with the following positions:

    o The establishment of the Manager Data Science position.

    o Confirm reporting line changes for 2x Data Scientists moving from Data Operations.

    o Disestablishment of the Principal Data Scientist.

Reporting and Delivery

- We confirm the team proposed to be called Reporting and Visualisation will no longer be moved to the Data Service Delivery unit, and will now move to DSK under the Head of Data Platforms and Operations

- The Team Administrator position is confirmed disestablished.

- The Manager Reporting and Delivery's title is confirmed to be changed to Manager, Data Integration reporting to the Head of Data Platforms and Operations in DSK.

Principal Advisor, Data Service Delivery

- We confirm we will no longer be proposing the creation of the Principal Advisor, Data Service Delivery.

Data Operations

- We confirm the disestablishment of the Programme Manager Data Operations position.

- We confirm the disestablishment of the Senior BI Developer position and SAS Developer positions.

2.2 – Evidence and Insights

A change to proposal for the Research and Insights unit

Proposal 2.2 was to disestablish the Evidence and Insights business unit and establish a Data Service Delivery Unit (discussed in 2.1) and a Research and Evaluation unit.

We received a considerable amount of feedback from staff and policy stakeholders about the research and evaluation aspect of this proposal. This led to a wider range of discussions with policy management and senior leadership.

Following this consultation, we are not proceeding with the proposal to establish a new Research and Evaluation Unit in DII. We are now proposing to move the research, evaluation and insights capability from DII into the Labour, Science and Enterprise (LSE) Group. As a result, we are reconsulting with the Evidence and Insights unit on this proposal.

Key points about the response and process to adapt the approach to this area are:

- We received a large volume of feedback via What Say You, and from written submissions from policy stakeholders to this proposal. The DCE and GM DII met with policy appropriation owner and other stakeholders to discuss what the best outcome for MBIE might be. The MBIE Senior Leadership team then considered options.

- The rationale for the proposed shift of research, evaluation and insights capability to LSE is to house a centralised function closer to the largest policy customer for this work.

- After consultation with the relevant general managers, we are proposing that the NZRIS project also return to the LSE Group. We are seeking feedback through the re-consultation on the right resourcing for the NZRIS project.

- Currently in the re-consultation document the Tourism Data Leadership Group governance secretariat position is proposed to be disestablished but we are seeking feedback on whether it should return to LSE and if so, whether it should be a ringfenced position.

We understand the decision to alter and reconsult on this proposal may cause some further uncertainty. Affected staff will be able to participate in the EOI processes for both DDI and LSE depending on where staff consider their skillsets best fit the roles on offer.

Your feedback on Proposal 2.2 – Evidence and Insights

This section summarises feedback and responses relevant to the changes proposed in Proposal 2.2. The significant scope, breadth, and volume of feedback from different parts of the organisation led to considerably more work to find the best way forward for this area.

Some feedback received about this proposal was also relevant across other change areas, for example around the risks of overburdening kamahi (staff), and around the mixture of competencies required for different roles. Where these issues have already been discussed in this document, they have not been repeated in detail here.

Feedback on Proposal 2.2		Response

Research & Evaluation	• The proposed team is under-resourced for current work-programme and for known and anticipated future demands.
	• The BA role seems orphaned by this proposal.
	• Career Pathways
	   o Descoping and resizing the roles is not supported.
	   o Mismatch between PD requirements for R&E team (being a Research/Evaluation practitioner) and a scope that excludes 'conducting the subject of their practice'.
	• Suggestions to have Insights and R&E teams together, under one manager, to reflect multi-disciplinary nature of their approach.
	• Separation is not viewed as practicable, is disruptive of current mahi tahi approach and could lead to less actionable and more fragmented insights.
	• Maintain a the multi-disciplinary / domain approach, revisiting the combinations.
	• The domain approach allows for skill and expertise sharing that will be lost in the proposed structure.
	• Another benefit of the current approach is providing career development and progression opportunities for team members who are exploring which path they'd like to focus in on i.e. data, research, or evaluation.
		Resourcing
		We are re-consulting on an adapted proposal that addresses many of the issues raised in this section. We are now proposing two Insights teams reporting to a Head of Insights.
		The proposal generated a lot of feedback about different models for these teams to work under. What research and evaluation will be provided internally or commissioned externally in future will be worked through once re-consultation has taken place and transition planning starts.
		We acknowledge that with fewer positions across these capabilities, the work programme will need to be prioritised as would normally be the case as priorities change.
		Career pathways
		We are now consulting on an adapted proposal that addresses many of the issues raised in this section.
		Surveys
		Future survey support roles undertaken currently by the Evidence and Insights unit will be considered following decisions on the re-consultation, as part of transition planning.
		System impacts

Feedback on Proposal 2.2		Response

	• Surveys
	    ○ Unclear where the Survey Advisory Panel will sit, and responsibility for Survey Monkey.
	    ○ R&E is not sufficiently resourced to retain the Survey Advisory Panel.
	    ○ Concern around design of surveys that feed into Annual Report.
	• Wider System impacts
	    ○ Disestablishing the Secretariat role severs MBIE's contribution to the sector-led leadership group.
	    ○ How will stakeholder relationships across MBIE, the government, relevant industries/sectors and internationally (including reporting obligations), be supported with reduced resources.
	• Query as to where responsibility for Ministerial reporting and externally facing reports would sit.
		As part of transition planning, stakeholder management will be considered, as well as the core work programme deliverables that need to continue.
		
		We are seeking further feedback on the Tourism Data Leadership Group secretariat role.
		
		Data requirements for the Tourism Data Leadership Group will be delivered by the Tourism domain sub-team in Data Service Delivery, which can also act as a connection point for the secretariat role.
		
		Ministerial Reporting
		
		Ministerial reporting will be a function of Domains team roles in line with Appropriation GM requirements.

Impact on the Customer	• Concern that the reduced size of the R&E team won't be sufficient to service their MBIE customers.
	• Tourism Data Leadership Group (TDLG)
	    ○ The scope and Ministerial requests for this work is currently growing.
	    ○ Current discussions on whether this sits with Policy – will team members move with it?
	• E&I restructure impacts on appropriated work
	    ○ Where are these appropriations reallocated?
	    ○ How will the new teams provide accountability to appropriation holders?
		Impact on the customer
		
		As discussed, the feedback in this area helped inform the decision to adapt the proposal and reconsult. MBIE is in the process of determining what its priorities will be given the outcome of Budget 24 and other work programme planning for financial year 24/25. DDI will be part of this.
		
		Impacts on appropriations
		
		The proposed change to locate Research, Evaluation and Insights in LSE are anticipated to strengthen connections to appropriation areas. The new proposal is based on engagement with appropriation owners about their needs.
		
		Internal MBIE feedback

Feedback on Proposal 2.2		Response
	o Maintaining delivery of current priorities (i.e. appropriated work) within smaller teams. • The Enterprise Performance team (within Finance and Performance, CSFE) are concerned Estimates and Outcome measures for the Annual Report, previously provided by E&I, would fall to appropriation areas. This is deemed inappropriate. • The Organisational Strategy & Planning team within CSFE are similarly concerned about the disestablishment of a Senior Analyst role in the Insights, Stewardship and Practice Development team and the impact that would have on a maturing but still at-risk space of visual accountability and performance reporting.	We value the feedback from the Enterprise Performance team, and Organisational Strategy and Planning teams. We note the issues raised about Annual reporting and Performance reporting and will work to transition the required work following stand up of the new structure.
NZRIS	• Where does this business programme sit? There is concern the new structure doesn't create a logical space for the team. • Recommendation to establish a Specialist Bibliometric Analyst position	• Following discussion with appropriation owners, we are proposing that the NZRIS project return to the LSE Group and seeking feedback as to how resourcing would be best organised. • We are not able to establish a specialist position for bibliometric analysis at this stage.
Proposal misunderstands / misrepresents status quo	• The use of the Products and Services Catalogue to indicate E&I work-programme excludes development, ad hoc research and advice functions. • The reduction in size of the E&I space doesn't reflect current policy priorities and Ministerial requests to include evaluation of policy intervention. • The scope of the new Research & Evaluation team is reductive, to only include writing business proposals and contracting R&E; the current structure means collaboration and iteration between Policy and R&E will be limited and result in outputs that are of less value to Policy. The current	The feedback in this area contributed significantly to the decision to adapt the proposal and reconsult.

Feedback on Proposal 2.2		Response
	team's specialist subject matter knowledge and skillsets are their strength, and this proposal ignores that. • This raises risks around delivery of evidence to support priority policy programmes and meet legislative comments, and broader strategic and reputational risks. • The proposal assumes current research across MBIE is 'misaligned'. • The value of the Insights team lies in understanding policy programmes and how any insights can and would be used. Team is under-resourced to continue this. • Could lead to non-DDI teams setting up insights capability and reducing efficiency in this space.	

Challenges of Outsourcing	• Outsourcing has a role where the capability doesn't exist in MBIE. However, many external suppliers have also reduced their capacity.
	
	 • R&E capability
	
	     o Difficulty accepting that outsourcing will represent cost savings.
	
	     o Loss of institutional knowledge, skills and relationships.
	
	     o Current data governance maturity is low, meaning institutional knowledge provides 'patches'.
	
	     o Outsourcing R&E work will not necessarily result in 'agility' and often does result in poorer quality output.
	
	     o Can result in low job satisfaction.
	
	     o Effective outsourcing requires experienced research project managers and relies heavily on the relationships MBIE has built with stakeholders – outsourced providers won't necessarily have these relationships.
		This feedback supported further thinking about the approach MBIE takes to managing research and evaluation work going forward. We feel many of these issues are addressed in the adapted proposal. We anticipate decisions about what is out-sourced and in-sourced will be worked through on a case-by-case basis.

Feedback on Proposal 2.2		Response
	o The appropriateness of outsourcing interview activities, assessing the impacts of government policy and programmes, designing and reviewing survey methodology and designing survey questionnaires is questioned. • Maintaining strong ethics controls is more difficult in an outsourced environment; MBIE retains responsibility for ethical and privacy breaches.	

Structural Alternatives Proposed	• Move the Immigration Levy Fund and the current Migration E&I team into LSE or INZ.
	• In order to fulfil full complement of Insights roles, there is a need for:
	   o 6 Principal Analysts
	   o 8 Senior Analysts
	• Consider maintaining the current multi-disciplinary approach but focus on cohesion between tools, approaches and processes.
	• Consider co-locating R&E and policy teams.
	• A hybrid approach to outsourcing where low value/smaller projects are completed in-house, and larger projects (or those requiring independence from MBIE) are outsourced.
	• Opportunities to create transitional teams within certain portfolios (e.g. Energy) to meet short-term obligations, while working with DSD to integrate processes in the medium/long-term.
	• Include explicit responsibilities to support GM DII in the position description for the Director, R&E.
	• Any and all cuts should be proportional to changes in government priorities and policy teams in each domain.
		Resourcing
		We have proposed a different resourcing model for support to domains resulting in an FTE increase across most domains. We believe this will be sufficient to deliver existing priority work.
		
		Multi-disciplinary approach
		We acknowledge and agree with feedback that there is benefit in having the same people who deliver research and evaluation also gleaning the 'so what' from the findings and translating this into usable insights.
		We are now consulting on an adapted proposal that addresses many of the issues raised in this section.
		
		Outsourcing
		As noted elsewhere, based on feedback we expect this to be worked through case-by-case in future, but have proposed changes based on an understanding that in future, a hybrid model is likely to continue to be needed.

Feedback on Proposal 2.2		Response

Other	• Concern to understand how contract management and dataset purchase will be managed.
	
	• Support function for 'R' needs to be retained.
	
	• Unclear as to why a management-heavy structure has been implemented, with many layers and inconsistent banding.
	
	• Te Mātahi
	    ○ Concern MBIE's data system isn't yet efficient or mature enough to start realising the strategy's direction.
	    ○ There is also concern that the strategy does not address the wider 'evidence ecosystem' i.e. needs outside of data alone.
		Dataset purchase and contract management
		
		It is envisaged that the home for the procurement of data products and services externally and associated contract management activity will be the Domains team. In practice, this activity will involve a range of staff including Data Service Delivery leadership.
		
		Specific business processes will be developed as necessary during the transition period.
		
		Support function for 'R'
		
		The new structure does not prevent staff in the business from providing SME support to projects such as R Refresh. We expect this to continue in the same way it happens currently and will confirm this requirement as part of the transfer of Data Operations to the new Platform and Operations team in DSK.
		
		Management-heavy structure
		
		We have used common practice to organise the ratio of managers to staff. In some areas teams would be smaller than current ones and, in some cases, slightly larger but overall, we are aiming to achieve a balanced workload of people management work per manager.
		
		We are now consulting on an adapted proposal that addresses many of the issues raised in this section. We are now proposing two Insights teams reporting to a Head of Insights.

Updates to Proposal 2.2 – Evidence and Insights

Due to the feedback received, Evidence and Insights are now being reconsulted with on the revised proposed structure. This proposed structure would replace the proposed Research and Evaluation unit and move some of the existing Evidence and Insights unit to the Labour Science and Enterprise group.

The following is proposed in their re-consultation:

- The previously proposed Research and Evaluation team would be renamed as Insights, and it is now proposed to transfer from the Data Insights and Intelligence branch in DDI, to the Workplace Relations and Safety Policy branch in the Labour, Science and Enterprise group.

- The proposed structure is:

  - 1x Head of Insights,

  - 1x PA/Team Administrator,

  - 1x Manager Insights with the following reports:

    - 2x Principal Analyst Insights,

    - 4x Senior Analyst Insights, and

    - 3x Analyst Insights.

  - 1x Manager Insights with the following reports:

    - 2x Principal Analyst Insights.

    - 4x Senior Analyst Insights, and

    - 3x Analyst Insights

  - We are seeking further feedback on NZRIS and Tourism Data Leadership Group secretariat roles.

Your feedback on Proposal 2.3 – Allocation & Coordination

A small number of staff noted the Allocation and Coordination (A&C) model has not proven successful and should not be expanded. Feedback also noted the benefit of the increased A&C function, such as Principal roles focussing on customer relationships, and Senior roles driving day-to-day commissioning and prioritisation. Other feedback identified the potential to use Business Analyst resources from a pool, rather than orphaning a few in individual teams.

The following table summarises feedback we received about Proposal 2.3.

Feedback on Proposal 2.3		Response
Unproven success	- The current model hasn't seen success since inception and remains relatively immature. Expansion at this time was viewed as risky and unnecessary. - Delaying expansion could identify bottlenecks and seems counterproductive to increase flow of work to delivery areas that don't have capacity to complete. - Concerns about reducing Customer experience. - Customer experience was seen to vary from customer to customer; there are well formed and maintained stakeholder relationships, but service quality is inconsistent. - How is evidence of customers' experience gathered? - No centralised view of priorities. - Lack of control gate to challenge customer notion of their requirements, resulting in unfit-for-purpose solutions.	*Limitations of current model* The A&C team was established to triage, allocate and prioritise requests for work from the branch. It is responsible for developing the systems needed to perform the function including building the front door interface. Additional resourcing is designed to ensure this area can provide increased focus on this task in future. *Demand Management* This team is intended to work proactively across the existing DII customer base to understand customers' business objectives and helping shape how products and services can support these. Over time, we will expand to other areas within MBIE. Where products or services are delivered by single teams or functions without the need for complex cross-functional concerns, it is envisioned that those teams would maintain direct engagement with their customers within the Front Door environment. *Customer experience* Work on the data operating model to-date has highlighted that customer experiences with requesting and accessing the range of products and services on offer from DII and DSK vary significantly from team to team. While there are a range of high-value relationships with key stakeholders across our branches, there is room to improve.

Feedback on Proposal 2.3		Response
Business Analyst	• Suggestion that BA resourcing could be sought through the Digital Solution Delivery pool. • If these roles differ from the DSD pool, then consider renaming them to reflect this difference.	We consider the BA role specific to working on and improving the DII Front Door system, with the Principal Business Analyst, in line with the needs of the Demand Management team (and wider DII/DSK).
Demand Management	• Leadership needs to promote the team across MBIE (i.e. outside of DDI) for it to be successful. • Is this where Data Squads would sit? If so, the current Demand Management position descriptions do not reflect the skill sets required to deliver on that work. • Retain current Senior Business Advisor and Business Coordinator reporting to Head of A&C, to retain Business Management responsibilities more clearly. • Rename Senior Business Advisor within Demand Management to Senior Demand Management Advisor, consistent with Principal roles.	It is agreed that a stakeholder engagement plan will be required to inform MBIE customers of how they can access products and services delivered by DII and DSK. It is not intended that data squads would sit in Allocation and Coordination. It has been acknowledged and agreed that the Senior Business Advisor should be retained, with a change in reporting line to the Head of Allocation and Coordination. Experience over the last two years has clearly demonstrated that this is a critical role needed to support core business management functionality at a branch level to ensure DII meets its obligations.
Challenges of implementation	• Integration and prioritisation between A&C and Data Service Delivery. • Where will development of the Front Door tool be resourced? • Suggestion that resourcing in the Digital Data and Tools team within DSK is bolstered to support this.	The Demand Management team is responsible for prioritisation and covers all work inputs within Data Service Delivery. The development of the DII Front Door tool will be resourced by Allocation and Coordination staff. Further resourcing can be looked at after implementation of the new model.
Structural Alternatives Proposed	• Establish a Business Manager role for DII, reporting into the Head of Allocation & Coordination.	We note the feedback around establishing a Business Manager role for DII. We do not see the need to expand the Principal Business Advisor to a Business Manager currently, as the role performs the same business management functions regardless of the title.

Feedback on Proposal 2.3	Response
• Retain current Senior Business Advisor and Business Coordinator reporting to Head of A&C, to retain Business Management responsibilities more clearly (as above). • Rename Senior Business Advisor within Demand Management to Senior Demand Management Advisor, consistent with Principal roles (as above).	The Principal Business Advisor title also reflects that the role provides advisory support and contingency as part of the Office of the GM function. As discussed elsewhere, we have made minor adjustments to the Allocation and Coordination structure to reflect feedback. The Business Coordinator will remain in the Demand Management team. We agree with feedback regarding naming consistency. The Demand Management Senior Business Advisor roles will now be titled, Senior Advisor Demand Management.

Proposal 2.3: Confirmed changes

Allocation and Coordination

- We confirm the minor change in scope to the Head of Allocation and Coordination.

- We confirm the creation of the following positions reporting to the Head of Allocation and Coordination:

  o 1x Principal Business Advisor,

  o 1x Business Analyst.

- The Senior Business Advisor will have a change in reporting line to the Head of Allocation and Coordination.

- We confirm the creation of the Demand Management team, to support the Data Delivery function:

  o 1x Manager Demand Management, reporting to the Head of Allocation and Coordination,

  o 2x Principal Advisor, Demand Management, reporting to the Manager Demand Management,

  o 2x Senior Advisor Demand Management reporting to the Manager Demand Management, and

- We confirm the Business Coordinator will have a change in reporting line to the Manager Demand Management.

- We confirm the reporting line changes for the Govtech Graduate positions to the Head of Allocation and Coordination as proposed.

Your feedback on Proposal 2.4 – Data Sharing

Moving the data sharing function to DII was supported. Feedback noted that the Data Sharing team proven its value since expanding beyond INZ.

The following table summarises feedback we received about Proposal 2.4

Feedback on Proposal 2.4		Response
Where should Data Sharing sit?	• Feedback that Data Sharing is appropriately placed within DII was generally supportive. • There was also feedback that suggested it would be better placed within DSK, alongside Data Strategy, Governance and Platforms.	We agree that Data Sharing is best placed in the 'Delivery' function. We consider there are merits for both DSK and DII to be appropriate homes, and in this case, we consider the expertise of Data sharing will be best placed in the delivery arm of DDI to appropriately guide data production and sharing of reports and data sets once finalised, rather than the high-level settings it would work on within DSK.
Resourcing levels	• The team was seen to be under-resourced. • There was appetite to consider alternative resourcing approaches e.g. rotation or surge capacity provided from across DII.	We consider the resourcing that was in place prior to the move remains fit for purpose, and we will consider if any further resourcing is needed post re-alignment, including if we can introduce any measures like rotations into the team.
Scope	Roles and responsibilities were seen to cross over between the Data Sharing team and many Heads of and Director roles across DII/DDI.	We consider all positions in MBIE have a role in appropriately sharing data with agencies or the public, similar to privacy obligations and don't agree that this role is a duplication of other roles in DDI.

Proposal 2.4: Confirmed changes

We confirm the change in reporting line of the Data Sharing team from DSK to DII. The Director will have its reporting line changed to report to the General Manager Data Insights and Intelligence.

Proposal 2: Confirmed changes DII

A summary of all decisions related to Proposal 2 is included below:

We confirm the minor change in scope to the General Manager Data, Insights and Intelligence position.

Data Service Delivery – Proposal 2.1

We confirm the establishment of the Head of Data Service Delivery.

Domains team

- We confirm the establishment of the Manager Domains position.

- We have accepted feedback on the size of the domain team, and feedback on team clusters. Please see the new structure below:

    o Migration and Workforce and Workplace Domain: 1x Lead Domain Analyst, 5x Senior Data Analysts, and 3x Data Analysts,

    o RSBED and Science and Innovation Domain: 1x Lead Domain Analyst, 3x Senior Data Analysts, and 2x Data Analysts,

    o Tourism Domain: 1x Lead Domain Analyst, 3x Senior Data Analysts, and 3x Data Analysts, and

    o Building System and Tenancy Domain: 1x Lead Domain Analyst, 3x Senior Data Analysts, and 2x Data Analysts.

    o Markets Domain: 1x Lead Domain Analyst, 4x Senior Data Analysts, and 3x Data Analysts.

- We confirm the Corporate Data domain team is no longer proposed.

Data Operations

- We confirm the disestablishment of the Programme Manager Data Operations position.

- We confirm the disestablishment of the Senior BI Developer position and SAS Developer positions.

Data Analytics

- We confirm that the Manager Data Analytics and team will move to Data Service Delivery.

- The Business Analyst position is confirmed to be disestablished.

- The Data Analytics team will consist of 1x Manager Data Analytics, 2 Senior Data Analysts, and 3x Data Analysts.

Data Science

- We confirm the creation of the Data Science team, with the following positions:

    o 1x Manager Data Science,

    o Confirm reporting line changes for 2x Data Scientists moving from Data Operations.

    o Disestablishment of the Principal Data Scientist

Reporting and Delivery

- We confirm the team proposed to be called Reporting and Visualisation will no longer be moved to the Data Service Delivery unit and will now move to the DSK branch and will be called Ingestion.

- The Manager Reporting and Delivery title is confirmed to be changed to Manager, Data Ingestion reporting to the Head of Platforms and Operations in DSK.

- The Team Administrator position is confirmed disestablished.

Principal Advisor, Data Service Delivery

- We confirm we will no longer be proposing the creation of the Principal Advisor, Data Service Delivery

Allocation and Coordination

- We confirm the minor change of scope to the Head of Allocation and Coordination.

- We confirm the creation of the following positions reporting to the Head of Allocation and Coordination:

  o 1x Principal Business Advisor,

  o 1x Business Analyst

- The Senior Business Advisor will have a change in reporting line to the Head of Allocation and Coordination.

- We confirm the creation of the Demand Management team to support the Data Delivery function:

  o 1x Manager Demand Management, reporting to the Head of Allocation and Coordination

  o 2x Principal Advisor, Demand Management, reporting to the Manager Demand Management,

  o 2x Senior Advisor Demand Management reporting to the Manager Demand Management, and

- We confirm the Business Coordinator will report to the Manager Demand management.

- We confirm the reporting line changes for the Govtech Graduate positions to the Head of Allocation and Coordination as proposed.

Confirmed organisational chart – Data, Insights and Intelligence

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

```
                    D
          General Manager Data,
          Insights & Intelligence
                    |
                    A
            Executive Assistant
                    |
 ┌────────────┬────────────┬────────────┬────────────┐
 A            G            C, F          D            A
Principal   Head of Data  Director    Head of      Head of
Advisor to  Service       Data        Allocation   Intelligence
General     Delivery      Sharing     and
Manager                               Coordination
              |            |            |            |
        See following  ┌────────┐  See following  No change
        pages          F          pages           to team
                       Principal
                       Advisor Data
                       and
                       Information
                       
                       F
                       Senior Advisor
                       Data and
                       Information
```
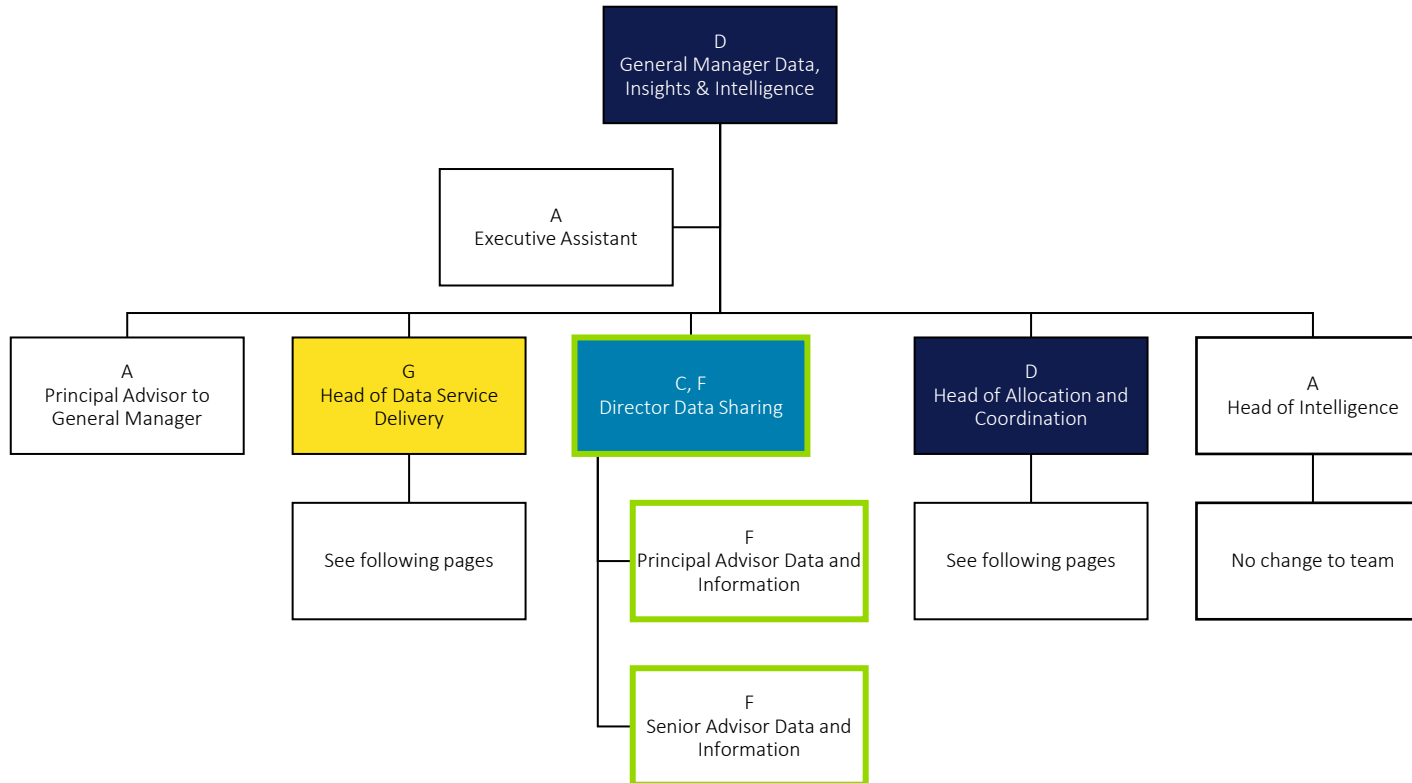
Proposed organisational chart – Labour, Science and Enterprise

Positions marked with * are subject to a re-consultation process.
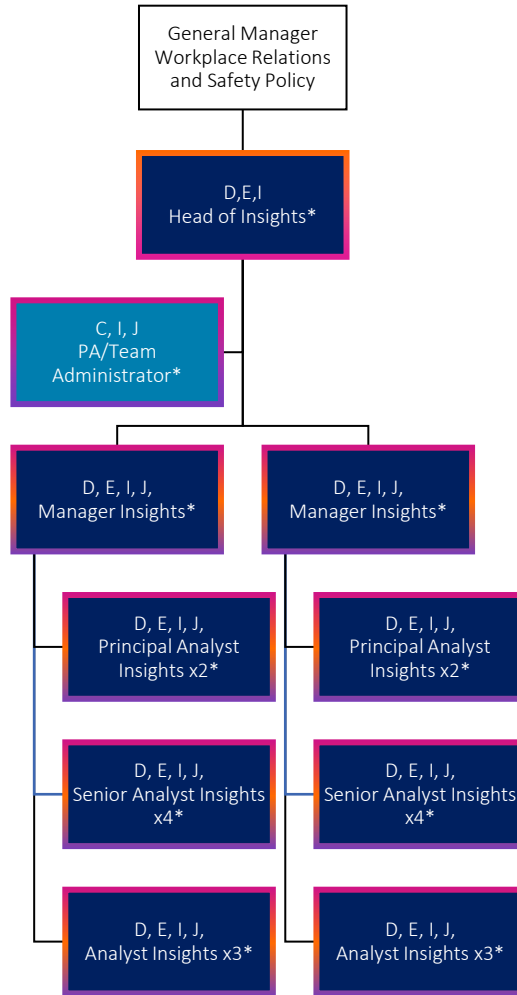
```
                    General Manager
                    Workplace Relations
                    and Safety Policy
                            |
                          D,E,I
                    Head of Insights*
                            |
                          C, I, J
                        PA/Team
                      Administrator*
                            |
        ┌───────────────────┴───────────────────┐
      D, E, I, J,                            D, E, I, J,
    Manager Insights*                      Manager Insights*
        |                                      |
      D, E, I, J,                            D, E, I, J,
    Principal Analyst                      Principal Analyst
    Insights x2*                           Insights x2*

      D, E, I, J,                            D, E, I, J,
    Senior Analyst Insights                Senior Analyst Insights
    x4*                                    x4*

      D, E, I, J,                            D, E, I, J,
    Analyst Insights x3*                   Analyst Insights x3*
```

	KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

Confirmed organisational chart – Data, Insights and Intelligence Data Service Delivery

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

```
                    G
            Head of Data Service
                 Delivery
                     |
                  C, J
           PA/Team Administrator
                     |
     ┌───────────────┼───────────────┐
     G               G             E, H
 Manager Domains  Manger Data    Manager Data
                   Science        Analytics
     |               |               |
 See following       G          ┌────┴────┐
    pages        Data Scientist  A         A
                    x2       Senior Data  Data
                             Analyst x2  Analyst x3
```

Confirmed organisational chart – Data, Insights and Intelligence Domains

	KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

G
Manager Domains

G
Lead Domain Analyst (Migration & WFWP)

G
Lead Domain Analyst (RSBED & SCI)

G
Lead Domain Analyst (Tourism)

G
Lead Domain Analyst (BST)

G
Lead Domain Analyst (Markets)

G
Senior Data Analyst x5

G
Senior Data Analyst x3

G
Senior Data Analyst x3

G
Senior Data Analyst x3

G
Senior Data Analyst x4

G
Data Analyst x 3

G
Data Analyst x2

G
Data Analyst x3

G
Data Analyst x2

G
Data Analyst x3
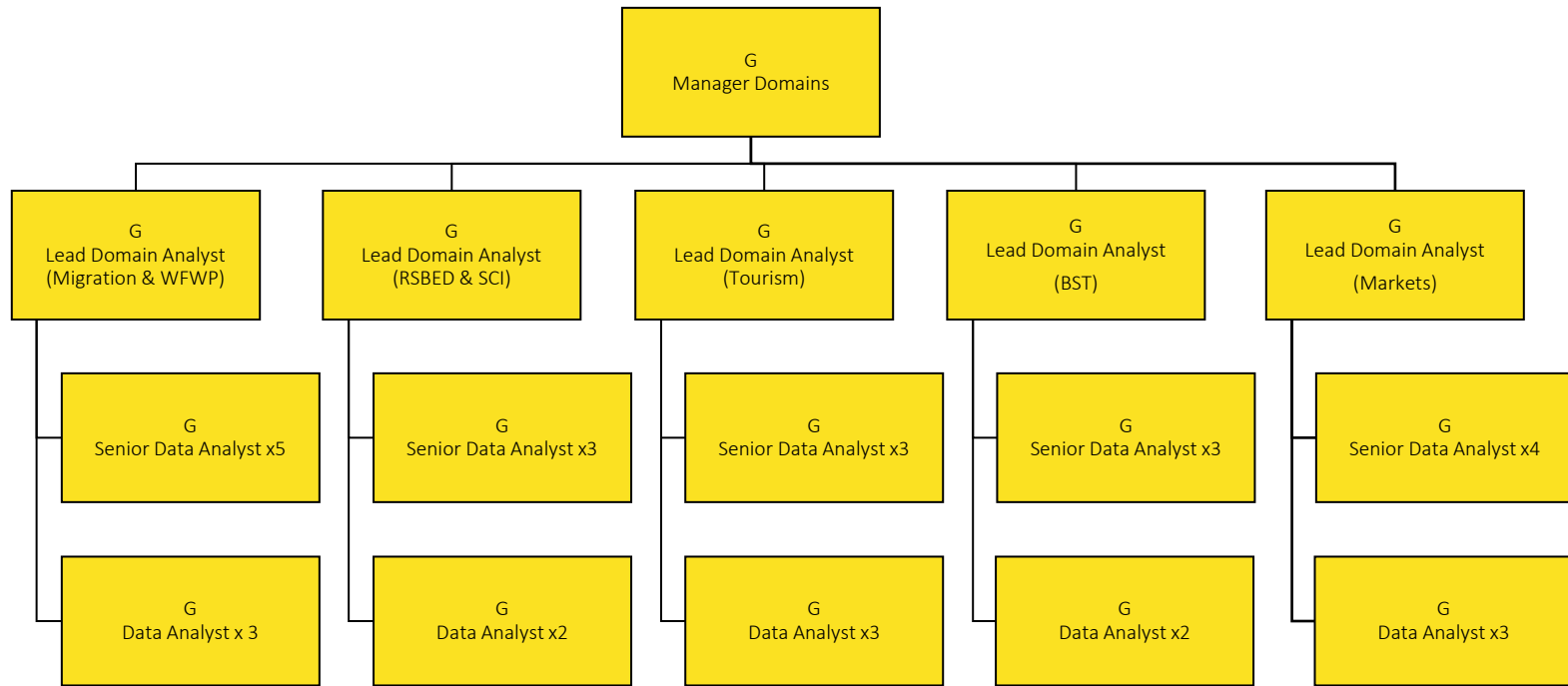
Confirmed organisational chart – Data, Insights and Intelligence Allocation and Coordination

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D
Head of Allocation and Coordination

A
PA/Team Administrator

A
Principal Business Analyst

G
Principal Business Advisor

C
Senior Business Advisor

G
Business Analyst

G
Manager Demand Management

C
Govtech Graduate x3

G
Principal Advisor Demand Management x2

G
Senior Advisor Demand Management x2

C
Business Coordinator
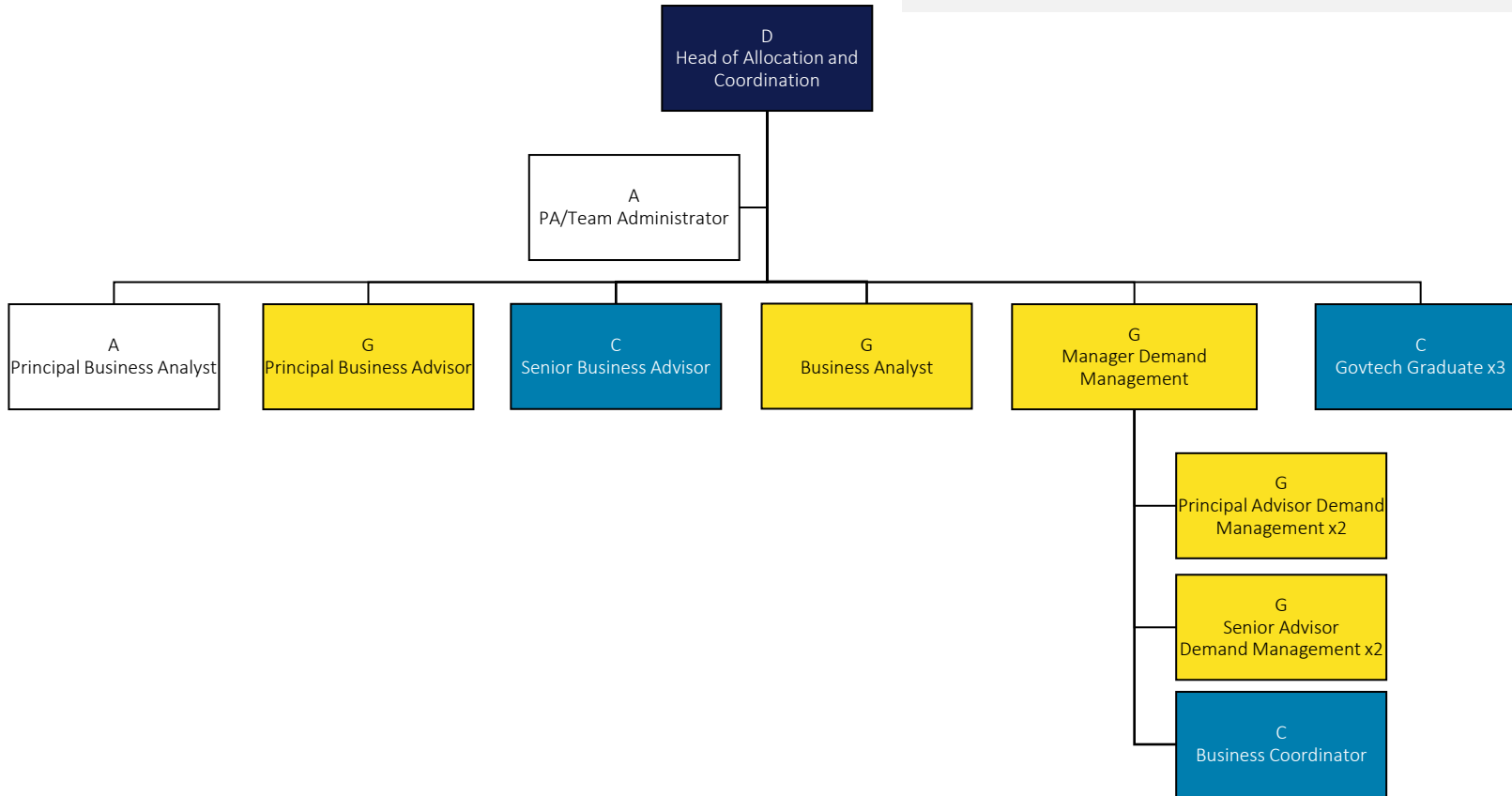
Proposal 3 – Partnerships and Programmes

Summary of changes proposed

- Alignment of INZ operational functions to report into Digital Operations.

- A reshape and enhancement of the PMO service offering and maturity.

- A more sustainable and efficient way of managing people and delivery accountabilities through convergence of the capability and workstream management roles.

Your feedback on Proposal 3

Overall, the following aspects of the proposal were supported:

- Aligning ADEPT and INZ release management.

- Pooling Release & Environment Managers together under Head of Digital & Programmes INZ (HDPINZ).

- Moving the Manager INZ Systems and team into Digital Operations.

- Head of roles seem to be aligned, supporting tight coupling with systems management function(s).

- The new flatter PMO structure, making it easier to collaborate and share knowledge. Maintaining two Principal Advisor level roles.

- Agile squads are considered good in practice, so long as they're supported by other resources in Testing, Architecture and Business Analysis.

- The improved accountability within the proposal is supported, but without bolstering the architecture and test environments, it's considered it only fixes half the problem.

- The proposal focusses on efficiency and effectiveness, while addressing financial constraints.

- The capability function is an overhead that can be suitably consolidated under the Heads of positions.

- The benefit of a portfolio approach can be seen, in understanding the priorities and outcomes of the business unit, forming meaningful relationships with stakeholders, and understanding how they operate.

Re-consultation processes

Following consideration of feedback, further consultation processes are underway that propose to:

- o Disestablish Business Manager – Partnerships & Programmes.
- o Disestablish Senior Governance Advisor – PMO.
- o Establish a new Head of Project Planning and Business Performance role.
- o Establish a new Principal Governance and Reporting Advisor role.

Your feedback on Proposal 3.1 – Digital Programmes

The following table summarises feedback we received about Proposal 3.1.

Feedback on Proposal 3.1		Response
Challenges with a workstream approach	Concerns for consistency of project methodology, resourcing in the required places, prioritisation of supporting roles (e.g. architects, BAs, testers) across workstreams.	We acknowledge these concerns raised. Overall, the project methodology decided on will align with the PMO. Prioritisation of work will be established by working closely with INZ to determine where change is needed across various applications (ADEPT, NZTD, ETA, etc.) and our people will have the ability to move into workstreams based on working towards Immigration system priorities. Other key resource like Architects, Cyber Consultants, etc., will have the ability to work alongside this model. Fluctuation in workload over longer periods will be managed by the Head of Digital & Programmes who can ensure resource is aligned with demand. We have also addressed the workstream approach in Proposal 3.3 'Portfolio Capability and Workstream Management'.
Wellbeing and personal development	Concern about the availability of career pathways. How will the mix of contractor and permanent staff ensure permanent staff are given opportunities to grow in their careers? I.e. what's the appeal of a permanent role if contract roles are also available? Reduced focus on career development and progression for project staff (i.e. Managers, Coordinators, Change Managers) working to Workstream Managers.	We have considered the feedback and acknowledge the concerns raised about potential impacts on wellbeing. However, we are confident that these can be mitigated through the right transition and set up of the new model. The proposal to disestablish both the Capability Lead positions in the Project Capability business unit and the current Workstream Manager positions and establish a new Workstream Manager position reporting to the three Heads of Digital and Programmes is confirmed. The Project capability roles currently reporting to the various Capability Leads in Project Capability will be redistributed across the new Workstream Management teams.

Feedback on Proposal 3.1		Response
	Size of Workstream Manager role interpreted as having most impact on people's wellbeing, with increased team size and delivery expectations.	We are committed to providing opportunities to our permanent workforce to pursue career development and, for example, this could come in the form of on-the-job training or secondments.
		Contractors will be used on an as-required basis and based on demand and skills availability.
		The new Workstream Manager role is accountable for career development of their people. Given the accountability for delivery also resides with the people leader, they are incentivised to develop a high performing team.
		We have also addressed the workstream approach in Proposal 3.3 'Portfolio Capability and Workstream Management'.
INZ Systems team	ADEPT Systems Owner role is underutilised, with perceived duplication of tasks delivered elsewhere. Its scope change (including new responsibilities) needs to be clearer to ensure value from the role.	We considered the feedback and concerns carefully. The approach of this proposal ensures that the 'Systems Owner' role is not aligned to a single system, and this enables the role to be able to operate across multiple environments. The proposal is confirmed in this regard.
	The team is currently under pressure. Concern for how reducing resources will exacerbate this pressure and could lead to further resignations.	One of the drivers behind the proposal was to shift some of the activities that exist in Digital Operations (like licencing and contract management) so that we can leverage some of the scale that exists for these activities rather than rely on a smaller team to manage this. Project Administration and Financial Management will still be a shared resource from Project Coordination and Finance Business Partners.
	The team currently have project administration support, supporting financial management.	
	There is argument that the team isn't operational, and the Manager position description reflects this.	The INZ Systems team is not fully operational, and the proposal aims to differentiate between 'business as usual' support function and the delivery of change – hence some roles would move to Digital Operations, and some would remain in Partnerships and Programmes.
	By moving the team, there is potential for functions to become misaligned due to differing drivers and INZ support could suffer.	
		As with many teams across DDI, there is the need for teams to meet and work together to ensure we deliver outcomes for MBIE. The structure ensures

Feedback on Proposal 3.1		Response
		operational activities can be governed by Digital Operations whilst Partnerships and Programmes are still responsible for delivery of change and accountability for spend.
Scope changes	The notion that changes to the Head of roles are 'minor' was challenged, given: o ~70 FTE moving from Project Capability into the Head of portfolios across five different skill sets o the shift from delivery accountability and customer relationships to people leadership o the new span of control, which was seen to exceed what would ensure good service delivery and team success. The full span of their control and decision-making powers is not well understood. Consider dotted line to DCE for escalation purposes. Where is the connection between how they're representing DDI to MBIE and reporting this back to DDI LT?	The Heads of Digital & Programmes role is a senior leadership role within the Digital, Data, & Insights group. Given the seniority of this role, the proposal to incorporate a greater people leadership component within the role is not considered a significant change to the position. The Head of Digital and Programme role is currently accountable for engaging with all parts of MBIE on the delivery of projects and programmes. The proposal enables them to have more responsibility for an area that they are already accountable for which is the delivery of change. This proposal is confirmed. Given the Head of Digital and Programmes role is accountable for delivery, the General Manager Partnerships & Programmes is an appropriate level of role for these positions to report to. Transparency of delivery performance and effectiveness is supported through reporting via the PMO and oversight from Delivery Governance Board of which the Deputy Secretary is a member.
Other	Workstream Manager roles will need delegations to manage vendors and deliver outcomes. Some confusion around disestablishing three Workstream Manager roles to then establish three Workstream Manager roles. Digital Operations Value Stream Leads are seen as critical roles, not reflected adequately in the new structure (as compared with Workstream Leads).	The Head of Digital & Programme role has delegated financial authority aligned to spend. Additional delegations may be introduced as required to support delivery of successful outcomes. Delegations will be shifted for some outcomes to Digital Operations. e.g., Contract Management, Asset Refresh Plans, and Licence Management. The decision has been made to disestablish the existing Workstream Manager, Capability Lead, and Head of Project Capability positions and establish new

Feedback on Proposal 3.1		Response
		Workstream Manager roles that are accountable for delivery and people leadership. Digital Operations Value Stream Leads are not part of this change proposal.

Proposal 3.1: Confirmed changes

Realignment of Immigration NZ operational functions from Partnerships & Programmes Branch to Digital Operations Branch.

Change in reporting line of Manager INZ Systems to Manager Service Operations in Digital Operations.

Disestablishment of existing Principal Advisor Digital Systems position.

Disestablish the three current Workstream Manager positions.

Establish three new Workstream Manager positions.

Disestablish the Systems Analyst position.

Change in reporting line for the Release and Environment Manager from Manager INZ Systems to Head of Digital & Programmes – INZ.

Change of branch for Principal Advisor Digital Systems to Digital Operations.

Change of branch for System Owner ADEPT to Digital Operations.

Your feedback on Proposal 3.2 – Portfolio Management Office (PMO)

The following table summarises feedback we received about Proposal 3.2.

Feedback on Proposal 3.2		Response
Agile approach	Feedback on Proposal 1 and parts of Proposal 2 included support for retaining the Agile Champion position. Feedback on Proposal 3.2 expands to include thoughts on an agile approach. Confusion was caused by referencing agile practices throughout the proposal while proposing to disestablish the Agile Champion position. A decision around an agile approach or a waterfall approach needs to be made quickly and communicated. Some disappointment expressed that the waterfall approach is being considered; seen as outdated. The agile approach would support consistency across Projects@MBIE. Demand for agile resource and training is high, and the pipeline is full.	We have considered the feedback and understand the issues raised about agile approach. However, the decision has been made to progress with the disestablishment of the Agile Champion position. This proposal aims to increase the focus on PMO governance, assurance and delivery of outcomes and benefits. At this point in time, 'agile' as a project delivery methodology is not widespread or within our governance framework, hence the proposal to disestablish the position of Agile Champion. Reference to 'agile practices' is not uncommon within a digital organisation as operational teams are also familiar with agile concepts like backlogs, stand-ups, sprints, etc. These are currently employed within operational teams, and data squads.
Structure and alternative suggestions	Concern about the breadth of PMO and its lack of depth, as well as key person risks. Consider retaining PMO Manager role in place of Head of PMO. A variety of impacts in disestablishing PMO Manager role were provided. Loss of generalist role, providing 'core duties' of PMO, DGB Governance and Reporting, Assurance, Benefits and training/induction as required. Concern for lack of technical expertise and support in the PMO for project roles e.g. Managers & Coordinators. A variety of impacts in combining Benefits and Assurance Advisor roles were provided.	It is acknowledged that the PMO plays a critical function in governing Projects@MBIE and in support of the Delivery Governance Board. We agree that the PMO ToR needs to be reviewed with a clear decision/mandate that confirms measures and outcomes at an MBIE level rather than just DDI. This will ensure PMO focuses on all projects run through the Delivery Governance Board and applies the appropriate level of assurance and support to ensure benefits are realised. Following consideration of feedback, a number of changes have been made to the PMO structure. The following decisions are confirmed: Establishment of a PMO Lead role that has core duties including governance, audit, PMO operations, and technical PMO knowledge.

Feedback on Proposal 3.2		Response
	Struggle to meet increasing needs for benefit and assurance outcomes, through early benefit identification for example.	This decision recognises feedback with respect to maintaining separation of Assurance and Benefits capabilities.
	Assurance and Benefits are separate technical fields, requiring different expertise – consolidating the roles will dilute technical expertise having negative impacts on cost and delivery overruns, improper governance and not meeting standards within the ICT Operations Assurance Framework.	• Retain the separate role dedicated to benefits realisation by way of Benefits Management Advisor. This decision recognises feedback with respect to maintaining separation of assurance and Benefits capabilities. This role will also provide support to the Investment Planning team as they consider future projects and benefits and be able to assist with benefits identification and then within PMO to track benefits realisation through the life of a project.
	The new PD does not cover all functions the current roles manage.	
	Terms of Reference for new PMO need to be clear and communicated to ensure that operations are focused, and outcomes can be measured.	
	Suggestion to retain both Principal Assurance Advisor and Benefits Management Advisor roles.	It is proposed to establish a new Principal Governance & Reporting Advisor position. This position would be a combination of the current Senior Governance Advisor role and the proposed new Senior Insights and Reporting Analyst role. This is considered an improved combination of duties.
	Suggestion that the Benefits & Assurance functions could sit across PMO and Investment spaces.	
	Combine the Senior Governance Advisor and Senior Insights & Reporting Analyst roles into one Principal Governance, Insights and Reporting Analyst role.	An additional period of consultation is currently underway which proposes to disestablish the current Senior Governance Advisor position and establish the proposed new position of Principal Governance & Reporting Advisor. The proposed new Senior Insights and Reporting role would no longer proceed based on this updated proposal.
Other	Concern for recent losses of institutional knowledge in the PMO and how positions retained and disestablished could exacerbate this.	We acknowledge this concern and believe the establishment of PMO Lead will mitigate some of this concern by adding the additional capability to the team that can support all roles.

Proposal 3.2: Confirmed changes

Position title change for the Head of Portfolio Management to Head of Portfolio Management Office.

Disestablish the PMO Manager.

Disestablish the Agile Champion position.

Disestablish the of Principal Assurance Advisor position.

Retain the Benefits Management Advisor position.

Disestablish the of Senior Portfolio Advisor position.

Change in reporting line for Principal Advisor, Portfolio Analyst, and GovTech Grad from PMO Manager to Head of Portfolio Management Office.

Establish a new PMO Lead position.

Disestablish the Agile Champion position.

Your feedback on Proposal 3.3 – Portfolio Capability & Workstream Management

The following table summarises feedback we received about Proposal 3.3.

Feedback on Proposal 3.3		Response
Community of Practice (COP)	DDI Project Managers and Coordinators work on projects across MBIE, not just those led by DDI. A COP facilitates collaboration, consistency, dependency and priority management, and can be responsive to absences. How have Project Coordinators working on non-DDI projects been considered within the proposal?	We have considered the feedback and understand these issues raised. The DDI Realignment proposal is not intended to prevent communication and collaboration between groups either within DDI or more broadly across MBIE. Project Coordinators working on non-DDI projects are still considered part of our overall delivery capability and we expect to continue to support non-DDI projects in a consistent way.
Siloed structure	Concern that the current divide between P&P and DSD will only widen as a result of the proposed P&P structure. The current functionally based structure being replaced by a siloed approach, focussing on portfolios. Can movement between portfolios occur, for both career development and capacity requirements? Risk of capacity discrepancies between portfolios. Risk that a mismatch between PM practice (in PMO) and PM resource (with Heads of) would lead to inconsistency of methodology and practice loss of ability to easily support each other stunting Change Management maturity.	We have considered the feedback and understand the issues raised about potential risk of a siloed approach. Through transition planning and set up of the new model we are confident that these issues can be overcome. The realignment within Partnerships and Programmes is about putting the customer at the heart of what we do - "We deliver customer-centric services and solutions." As the pool of resource has decreased, the leadership structure that has served us well does not scale in proportion to the workforce. The business aligned approach will allow us to operate across two dimensions as we navigate the peaks and troughs of demand. The intention is that some of the team will remain aligned to the business environment so that we build and retain knowledge in the workforce that supports our customers. Others will work across multiple portfolios based on business demand, priority of work, and the skills required to deliver outcomes.

| --- | --- | --- |
| | | Where-ever possible and in line with the requirements of the business at the time, we will try to accommodate development opportunities for our people.

Functions still exist in the Partnerships & Programmes branch, but they work alongside other functions to deliver change. Management of this multi-functional team resides with the People Leader who is accountable for people and performance. |
| **Workstream Manager** | There is a lack of confidence in the likely success of the Workstream Manager role, given how much the workforce is already stretched (including Manager and Head of roles).

The varied skillsets managed by the role can't sufficiently be supported, from a career development perspective, by one people leader.

Flight risks were raised for Coordinator roles, particularly as career pathways become less visible.

How does this role enable each project practice (e.g. Project, Change, Coordination) to remain cohesive?

The use of guilds could mean that each capability is supported from a career development perspective, but this again requires a time investment and support from the Workstream Manager.

There was low confidence in DDI's ability to reduce pace/quality of work in response to reduced capacity; customers won't be so understanding.

The increase in Workstream Manager resource was seen as disproportionate to the decrease in Project Capability and PMO. | We have considered the feedback and understand the considerations raised about the Workstream Manager role.

The new Workstream Manager role is a leadership function widely used in the technology and digital industry where groups (multi-disciplinary, cross-functional, persistent, product) work under a leadership function that is aligned to a business value or set of outcomes.

The proposal did not suggest the entire structure should operate in this way, but there are some obvious areas where this makes sense or is already heading in this direction.

The new structure provides the opportunity for people to facilitate some of the support required to share best practice or establish functional meetings. It is not intended that people should stop working together outside of teams. Like today, people need to communicate and work across teams as well as within their team.

The topic of capacity is being proactively managed across MBIE with other parts of the business experiencing similar pressure to rethink their delivery models. We will continue to work closely with our stakeholders to manage expectation.

We have had to make some difficult choices at times. We have had to |

Feedback on Proposal 3.3		Response
		rethink how we manage people and delivery in a more efficient model.
Structure alternatives proposed	An alternative proposal was provided which received positive support. This suggested: • Only realigning Project Managers to the Workstream Manager roles. • Maintaining the PMO Manager role, with Senior Governance Advisor, Senior Insights & Reporting Analyst and Portfolio Analyst reporting to this position. • Establishing a Project Coordination Capability & Practice Lead position for Project Coordinators to report into. • Establishing a Change Management Capability & Practice Lead position for Change Managers to report into. • Rescoping the Manager Delivery Workforce & Planning to focus on integrated DDI resource demand and supply planning, and investment plan coordination. • Disestablishing the Resource Planning Analyst and Resource Analyst roles. • Repurposing the new 'Principal Assurance and Benefits Advisor' to a 'Project Management Practice Lead'.	Alternative proposals were shared during the consultation period and reviewed as options for consideration. We considered the feedback and alternatives carefully. The identification of the resource management activity and support is significant and something we have further considered when paired with overall feedback that the new structure places a lot of strategic planning, project and financial support on the proposed new Workstream Manager role. On this basis a revised proposal has been consulted on that brings together the branch Business Management function with project workforce planning and performance.
Other	Concern that the scale of change to P&P is disproportionate to the rest of changes proposed to DDI. Query about how DDI BAU change would be supported. Question about why contractors would continue to be used in a fiscally constrained environment. Concern around how changes to current E&I team would impact access to SMEs supporting the R-Refresh Project.	We have considered the feedback and understand these issues raised. The change proposed for Partnerships and Programmes is in consideration of delivery resource having reduced significantly, whilst the management structure in our operating model has remained fixed. This highlighted the requirement to reconsider our leadership and management model to be more flexible. The outcome reflects a decision to move to a different way of managing our delivery resource.

Feedback on Proposal 3.3		Response
	Desire to see a longer term (beyond three years) plan for DDI. Confusion around the proposal's approach to disestablishing project capability, while establishing functional consultancy roles and retaining other capabilities as is.	DDI BAU change will be supported as required through the leadership and management structure. We will need to learn, and course correct as we progress. Our contractor workforce continues to be an important resource type that enables us to attract skills that we cannot readily access or manage the peaks and troughs in demand as required. We continue to look at cost efficiencies and the contract workforce is also subject to cost effectiveness. As changes happen across other DDI and MBIE groups, we will continue to support them as best we can. This will be based on priority of work and resource availability. MBIE is moving towards a longer-term forecast. The FY24/25 year is already being finalised with a plan to develop multi-year planning. We are working closely with Investment Planning and the Enterprise Strategy, Risk & Transformation team to achieve this.

Proposal 3.3: Confirmed changes

Disestablish the Head of Project Capability position.

Disestablish eight Workstream Manager positions.

Disestablish five Capability Lead positions in the Project Capability.

Establish nine new Workforce Manager positions with a people leadership and portfolio delivery focus.

Confirmed organisational chart – Partnerships and Programmes

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

```
                    D
            General Manager
             Partnerships &
              Programmes
                    │
                    A
            Executive Assisstant
                    │
 ┌──────────┬──────────┬──────────┬──────────┬──────────┬──────────┐
 D          D          D          D, E       A          B          G
Head of    Head of    Head of    Head of    Principal  Business   Head of Project
Digital &  Digital &  Digital &  Portfolio  Advisor    Manager*   Planning &
Programmes Programmes Programmes Management  to GM                 Business
- Immi-    - Te Whaka- - Corpo-  Office                            Performance*
gration NZ tairanga   rate
           Service
           Delivery
 │          │          │          │
See        See        See        See
following  following  following  following
pages      pages      pages      pages
```
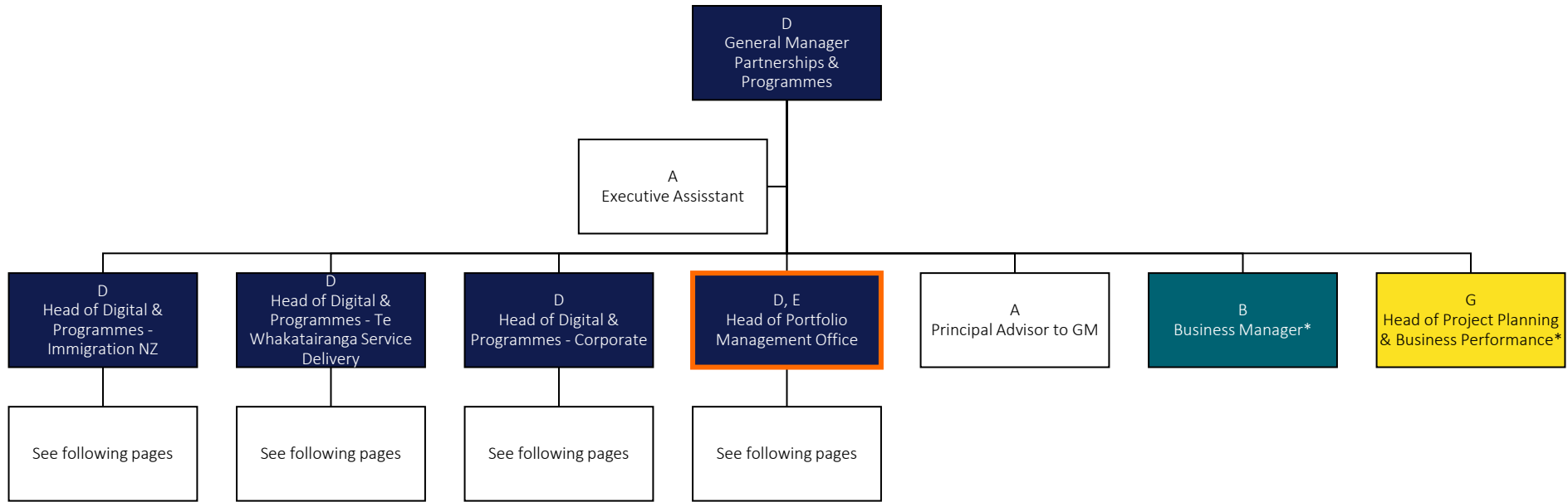
Positions marked with * are subject to a re-consultation process.

Confirmed organisational chart – Partnerships & Programmes Digital Programmes – Immigration NZ

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

```
                        D
              Head of Digital Programmes -
                   Immigration NZ
   ┌──────────┬──────────┼──────────┬──────────┐
   G          G          G          C          C
Workstream  Workstream  Workstream  Release and  Release and
Manager 1   Manager 2   Manager 3   Environment  Environment
                                     Manager      Manager
   │          │          │
   C          C          C
Team consists  Team consists  Team consists
of Project     of Project     of Project
Coordination,  Coordination,  Coordination,
Project        Project        Project
Management,    Management,    Management,
and Change     and Change     and Change
Management     Management     Management
roles.         roles.         roles.

Placements   Placements   Placements
to be        to be        to be
confirmed.   confirmed.   confirmed.
```

Confirmed organisational chart – Partnerships & Programmes Digital Programmes – Te Whakatairanga Service Delivery

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

```
                    D
        Head of Digital Programmes - Te
        Whakatairanga Service Delivery
```

G	G	G
Workstream Manager 1	Workstream Manager 2	Workstream Manager 3

C	C	C
Team consists of Project Coordination, Project Management, and Change Management roles. Placements to be confirmed.	Team consists of Project Coordination, Project Management, and Change Management roles. Placements to be confirmed.	Team consists of Project Coordination, Project Management, and Change Management roles. Placements to be confirmed.

Confirmed organisational chart – Partnerships & Programmes Digital Programmes – Corporate & Policy

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D
Head of Digital Programmes - Corporate & Policy

G
Workstream Manager 1

G
Workstream Manager 2

G
Workstream Manager 3

C
Team consists of Project Coordination, Project Management, and Change Management roles.

Placements to be confirmed.

C
Team consists of Project Coordination, Project Management, and Change Management roles.

Placements to be confirmed.

C
Team consists of Project Coordination, Project Management, and Change Management roles.

Placements to be confirmed.

Organisational chart – Partnerships & Programmes Portfolio Management Office

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D, E
Head of Portfolio Management Office

- **A** Manager Delivery Workforce and Resourcing
  - **D** Resource Planning Analyst
  - **A** Resource Analyst
- **D** Principal Advisor
- **A** Principal Advisor - Portfolio Management
- **G** PMO Lead
- **B** Senior Governance Advisor*
- **G** Principal Governance and Reporting Advisor*
- **A** Benefits Management Advisor
- **C** Portfolio Analyst
- **C** GovTech Graduate
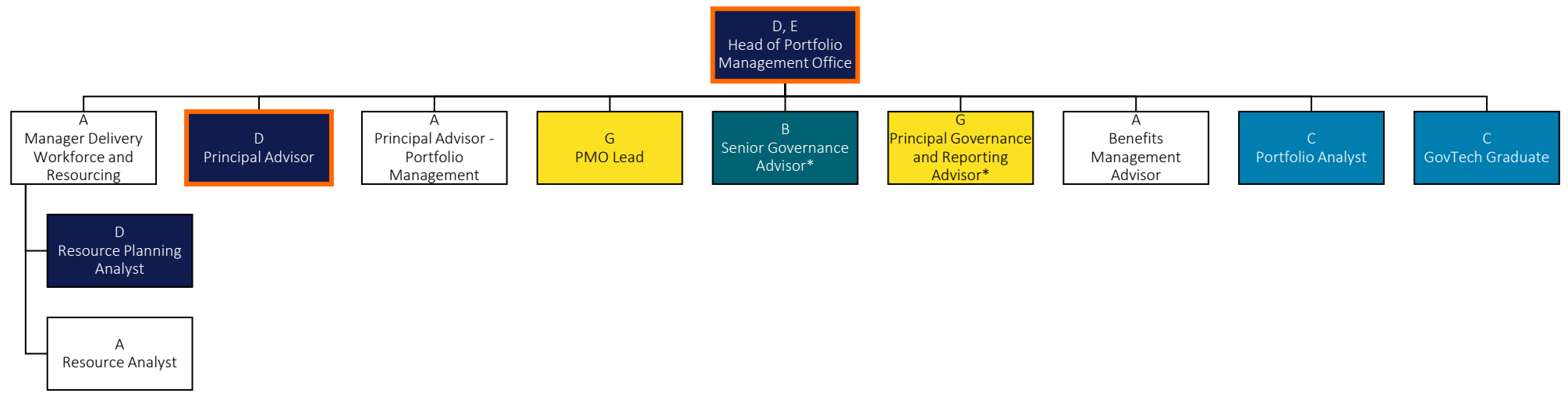
Positions marked with * are subject to a re-consultation process.

Proposal 4 – Digital Solution Delivery

Summary of changes proposed

The changes proposed for Digital Solution Delivery were:

Proposal 4.1 Software Engineering and Support Services

- Disestablish all permanent positions in the Software Engineering and Support team.
- Outsource the user access provisioning and the support and maintenance functions to a support partner.
- Change the reporting line for the 8 x contract Developer positions to the Manager, Architecture Governance Standards for the duration of their contract arrangements.

Proposal 4.2 Technical Writer

- Disestablish the Technical Writer position.

Proposal 4.3 Functional Consulting

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

- Disestablish the Manager Solution Architecture position.
- Disestablish the 2 x Capability Lead Solution Architecture positions.
- Change in reporting line for all permanent Solution Architects to a new Manager Architecture Services position.
- Change in reporting line for all contract Solution Architects to Manager Architecture Governance Standards.
- Change in position title to Solution Architect Service Design and change in reporting line to Manager Architecture Governance Standards for the Solution Architect currently reporting to the Manager Solution Architecture responsible for development of support operating models to support new applications coming into production.

Proposal 4.5 ADEPT Operations

- 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 Manager Functional Consulting.

- Change in reporting line for one Functional Consultant contractor position to Manager Functional Consulting.

Re-consultation process – proposal to adjust the number of Capability Leads

We have carefully considered the feedback received, the current demand for our services, and how to provide more clarity about where capabilities sit and fit within our operating model. Due to the reducing workforce, both permanent and contractor, the known pipeline of work at this stage and the changing MBIE operating environment, there is a need to review the ratio of employees to people leaders across the Quality Assurance and Testing capability and the Business Analysis capability.

A re-consultation process is underway with the Capability Leads in both teams. This proposal has been indicated in organisational charts later in this section.

Your feedback on Proposal 4

Feedback covered a range of focus areas, from specific questions about the transition to an outsourced arrangement, and the perceived disadvantages of this arrangement, to detailed alternative proposals and organisational structures and areas for consideration around the CICD core pipeline. Specific feedback around the Technical Writer position and the perceived risk to MBIE and impact on business units of this position being disestablished was received.

Feedback was supportive of establishing a Functional Consulting function in DSD, reflecting a similar set up as BAs and Testers; capability development in this space is seen as warranted given ADEPT's long life. This is seen as providing career pathways for Functional Consultants that weren't there before, including pathways to other Power Platforms. However, there was also a lot of feedback about where these resources should best sit and the potential for greater synergies with the Digital Data Tools team that also operates in the Power Platform.

Most feedback was supportive of the current model for Solution Architecture and did not support the disestablishment of the Capability Lead roles, with widespread concern around the proposed volume of positions reporting into the proposed new Manager Architecture Services. There were multiple submissions with alternative organisational structures for consideration.

Feedback covered a range of views on the proposed changes to the ADEPT team. There was support for the following proposals:

- To 'retain the discovery function in the delivery workstream', supporting development of a single change pipeline from INZ channelled through P&P.

- Release Manager positions having a change in reporting line, as the function serves more than just one application and this change offers an opportunity for synergies. However, there is concern about where it has been placed, and

feedback suggested that the structure is not quite right; simple lift and shifts don't work if consequences or support is not considered. Alternatives offered below in 'Structure Alternative Proposed'.

- Creating tailored business support roles (e.g. Business Application Analyst). However, resourcing levels were raised as insufficient, and a second Senior Business Application Analyst is recommended.

The feedback did not support the separation of the production and business support functions, and there were multiple alternative organisational structures presented for consideration.

Your feedback on Proposals 4.1 and 4.2 – Software Engineering and Support Services and Technical Writer

The following table summarises feedback we received about Proposal 4.1 and 4.2

Feedback on Proposals 4.1 and 4.2		Response
CI/CD	Projects are not using CI/CD Core for all deployments to Azure Production environments, which has created a false impression that there is no demand for Core, whereas feedback suggests that the standard is not being enforced. How will the CI/CD Standard be upheld when relevant positions have been disestablished? Concern that current documentation won't be sufficient for it to be 'picked up'. MBIE will not be successful in 'IAC, baked-in standards, reusable templates and moving away from bespoke solutions', if the infrastructure to do this is not supported. Is the CI/CD Core proposed to be abandoned? If it is, the standard needs to be updated to reflect this.	We have considered the feedback and understand the issues raised about CI / CD. The CI/CD core is not proposed to be abandoned. MBIE will utilise the CI/CD standard and continue to have vendors build to the standard. The standard review cycle includes an annual review to confirm ongoing suitability. To date, the governance across the CI/CD has not been enforced due to the lack of a full support model from end to end (pipeline development through to deployment into the enterprise landing zone). In a previous realignment of functions, we noted that MBIE's maturity in this area was low, and we intended to outsource the CI/CD pipeline build function. Therefore, MBIE is intending to partner with our current landing zone delivery partner to bridge this gap. The CI/CD standard has been created to capture the IP that existed in MBIE previously. The intent was to give vendors guidance on MBIE's expectations from a security and architecture perspective. When vendor pipeline designs are coming through the Design Review Board, the designs are checked to confirm that they meet these standards. At a later date, when funding allows, we would look to automate this work through our delivery partner. MBIE's landing zone's core design principle uses IAC and the support model has been developed with our current landing zone partner to maintain the code.
Cost recovery	The cost recovery model has encouraged the business to find alternative ways to get the work done e.g. individual subscriptions to applications	Thank you for your feedback. The expectations surrounding the cost recovery model require our resource to allocate their time in

Feedback on Proposals 4.1 and 4.2		Response
	(Atlassian tools). This exposes MBIE to risks around indemnity liability, and MBIE data/IP in unapproved host locations. Inconsistent approach to use of codes across cost recoverable teams, has led to an inaccurate picture of utilisation in SE&S. Limitations within the cost recovery model leading to considerable technical debt and lack of maintenance and support.	alignment with the timesheet guidance. In the previous financial year, in consultation with the Finance teams, all business units that had business applications supported by the software engineering function were asked to make provision in their budgets for the support and maintenance of the business applications for FY23/24. They are charged on an actuals basis for any work carried out on them through the cost recovery model. The business applications currently supported by the Software Engineering and Support team need the right level of support, and the current resource levels in the team does not enable this. MBIE needs to mitigate key person risk and outsourcing the support and maintenance of these business applications will enable this.
Impacts of outsourcing	Move resources to Digital Operations with other product ownership and maintenance functions, rather than outsourcing. Outsourcing infrastructure related responsibility means a loss of control over practice consistency, including a potential lack of understanding whether the work completed by third parties meets MBIE standards. If provisioning access (to LOB systems) will be outsourced, will support and maintenance also be outsourced? Concern that classifying many of the 'small LOB systems' as such, ignores their criticality to MBIE business units, and outsourcing will lead to slower response times and increased costs, particularly for urgent issues/enhancements. Customer experience and satisfaction with DDI service will suffer.	We acknowledge and understand the potential issues raised about impacts of outsourcing. However, the decision has been made to proceed with the proposal to outsource the user access provisioning and the support and maintenance functions to a support partner. It is because of the criticality of many of the 'small LOB systems' MBIE needs to mitigate risk by using its support partners' scale to manage these systems. MBIE needs to mitigate against dependency on singe points of failure for technology support. The transition activities for outsourcing the support and maintenance of these business applications includes an assessment of each application against a series of criteria and tier them accordingly. The tiered support model will include contracted service levels for business and technical priority applications. MBIE's infrastructure capability has always been outsourced by default to a series of providers. MBIE's operational readiness for any

Feedback on Proposals 4.1 and 4.2		Response
	The cost and time to 'upskill' third party providers in these systems, will more than outweigh costs of retaining the current, highly experienced in-house resource.	new application going into production process contains various check points to confirm that the work undertaken by suppliers is in alignment with all MBIE's standards and policies. We recognise that there is a high level of subject matter expertise within the Software Engineering and Support team that increases our single point of failure exposure. We would ensure that we work with a support partner collaboratively to ensure the handover is as comprehensive as possible.
Impacts of disestablishment	Concern that impacts to roles supporting the R-Posit platform doesn't reflect R being one of the four pillars of Te Mātahi. Concern that using BAs to replace the Technical Writer role will result in their reduced productivity, and reduced quality of this work. The Help & Manual system is an old tool with few across DDI able to operate it competently. Appetite to understand how updates to content would be delivered before being moved into the ProMapp application (e.g. upcoming updates to TACCP and TAS).	The proposal to disestablish the Technical Writer position is confirmed. The BA capability will work proactively and collaboratively with the relevant Heads of Digital and Programmes and business units whose documents are still in Help and Manual to agree how these will be managed in the future. It will also work closely with the business units to agree an approach for how updates in ProMapp will be managed.
Structure alternatives proposed	Migrate the SE&S functions into Enterprise Platform Management team, or with Solution Architects.	Thank you for your proposed alternative structure suggestions. Business Application Support is not a function of the Enterprise Platform Management team, Solution Architecture capability, nor Technology and Architecture branch.
Other	Business Analyst Structure – confusion around why the Business Analyst roles retain Capability Lead support, versus other IT specialists being placed under Workstream Leads.	The Digital Solution Delivery branch capabilities are technical specialities focused on growing our internal capability and they provide technical expertise to support and guide our kaimahi as well

Feedback on Proposals 4.1 and 4.2	Response
	as the people leadership and development and career progression opportunities. We believe it is not reasonable to expect Workstream Managers to be technical experts in every discipline required in the delivery lifecycle and understand the development needs and opportunities that are unique to each technical discipline.

Proposals 4.1 and 4.2: Confirmed changes

Disestablish the Manager Software Engineering and Support position.

Disestablish the Senior Software Engineer position.

Disestablish the Infrastructure Automation Engineer position.

Disestablish 3 x Software Analyst positions.

Disestablish the Technical Writer position in the Business Analysis capability.

Change in reporting line for Contract Developers to Manger Functional Consulting for the duration of the contracts.

Your feedback on Proposal 4.3 – Functional Consulting

The following table summarises feedback we received about Proposal 4.3

Feedback on Proposal 4.3		Response
Consider different alignment options	*Digital Data Tools (DDT)* • Is the expectation that DDT are building front-line end user applications? • Given focus for Functional Consulting in Power Platforms, could this resource be allocated to DDT and bolster the function that builds and supports the functionality on a technical level? *Functional Consulting* • Concern that building Functional Consulting capability is inconsistent with approach to outsourcing in other parts of DDI and suggestion to align with Delivery streams instead. *Partnerships & Programmes* • Could this team sit underneath the INZ Workstreams Manager(s)? • If available, this could facilitate Workstream Managers engaging Functional Consultants for project work.	The feedback has suggested that there are opportunities to consider greater synergies between the Digital Data Tools team and the Functional Consulting capability who both work in the Power Platform. We agree and confirm that the Digital Data Tools team will move into the confirmed new Functional Consulting capability. The Manager Functional Consulting will consider how this team operates and whether there are further opportunities for greater functional alignment. The ADEPT model was established with the intent that MBIE functional consultants would carry out all Power Platform configuration. It is possible that future demand for this skill set may be needed to support an enhanced delivery model. It will continue to reside in Digital Solution Delivery as a standalone capability with emphasis on establishing and enhancing the functional consulting practice and capability development dimensions with appropriate technical leadership. Functional Consultants will be deployed into ADEPT in the same way the resources from the other DDI capabilities are. Future consideration will be given to utilisation of the functional consulting skill set to work outside ADEPT if the demand exists and can be accommodated within resourcing constraints. Digital Operations position is that it will have an enterprise view of the use of Power Platform and will have a position that will manage wave releases and work closely with the DSD and other DDI Power Platform experts.

Feedback on Proposal 4.3		Response
Consider renaming	'Functional Consultant' isn't a well understood term and implies a focus on process improvements across manual and automated solutions. The role is focused on Power Platforms, but the name doesn't suggest this. Consider a name that reflects the scope of the work the team is responsible for, and that is more understandable for those outside of DDI. 'Internal IT Consultant' has been suggested.	The title 'Functional Consultant' is an industry standard title, particularly in the realm of Microsoft Power Platform. Functional Consultants are considered experts who can apply practical knowledge and understanding of the Power Platform to create and configure solutions to address business problems. They have comprehensive business knowledge and can map business needs to Power Platform product capabilities. They are considered the bridge between business problems and technical solutions.
Other	Perceived risk that Functional Consulting may risk being outsourced in the future and could be managed by fixed term resourcing.	ADEPT was designed and built on the basis that the platform configuration activities would be undertaken by MBIE functional consultants. MBIE engages our support vendor to carry out the development activities in the common services layer, however, all work in the configuration layer is undertaken by MBIE functional consultants. The ADEPT work programme will be enduring and there is no intention to outsource functional consulting configuration activities at this time.

Proposal 4.3: Confirmed changes

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.

Digital Data Tools team will move from Data Operations (DII branch) into the Functional Consulting) team with a change in reporting line for the Manager Digital Data Tools to Manager Functional Consulting.

Change in reporting line for 7 x contract developers to Manger Functional Consulting.

Your feedback on Proposal 4.4 – Solution Architecture

The following table summarises feedback we received about Proposal 4.4.

Feedback on Proposal 4.4		Response
Impacts of disestablishing solution architecture leadership positions	Reducing Architecture leadership to two positions (i.e. Manager Architecture Services and Manager Architecture Governance Standards) raised concerns.	We acknowledge the feedback on both Digital Solution Delivery and Technology & Architecture proposals for a preference for smaller team size with a consistent leadership approach. The decision has been made to not proceed with disestablishing the two Capability Lead positions. These positions will have a change in reporting line to the new Manager Architecture Professional Services position.
	The new Manager Architecture Services will have 36 direct and dotted line reports, which was seen as too many to be successful in both delivery and people management.	
	Placing contract Solution Architects beneath the Manager Architecture Governance Standards was seen to lessen their scope and increase the administration burden.	The additional support from Architecture Governance and Standards was part of our overall approach to managing cost within the Technology & Architecture Branch and not something that is seen as a burden.
	Without Capability Leads or a middle management layer these managers will need to prioritise people leadership to engage with PMs and understand their teams' strengths and skills to appropriately assign architects to projects, as well as approve timesheets and manage contractor arrangements.	The ability to realign the solution architecture resource with the capability lead function in place is agreed to be a more conservative approach which would enable the team to identify a new way of working and resourcing projects whilst working within a single branch.
	There is seen to be poor development of leadership skills within the SA team, and the disestablishment of leadership positions was seen to reduce career pathway options.	The development of leadership skills within the SA team is something that will be addressed with a more structured career development model for architects. This is something that will benefit all architects and show the importance being good at different types of architecture, and more importantly, working together as a team to ensure solution, domain and enterprise architecture come together as discipline to improve the overall digital and technology environments.
	Is the success of this move going to be measured and reviewed?	
	Disestablishing Capability Leads in SA was seen as inconsistent with proposals for other teams that have retained them. The need for organisational and pastoral care provided by the leads still exists for SA, as it does for those other areas.	There was never an intent to place contract and permanent solution architects in different teams. Contractors in general require some different administrative activities to be performed in relation to invoicing

Feedback on Proposal 4.4		Response
	Who will be responsible for assuring quality of Solution Architect work triaging/sizing projects actively manage Solution Architect workloads, ensuring full allocation of chargeable work. Reducing SA support was expected to create a disconnect between contract and permanent solution architects, should they be placed in a separate team. Downstream effects will include poor quality and security of solutions, uncertainty, increased turnover and the loss of IP and experience in the SA space. The Current Manager, Solution Architecture has been a pivotal escalation point, influencing other key MBIE/DDI teams and priorities to ensure projects progress through 'red tape'. Management responsibilities for Solution Architects was seen as unclear, between Manager Architecture Services, manager Architecture Governance Standards and Practice Leads. E.g. will the Practice Lead roles within Architecture Governance Standards also direct the practice for Solution Architects in the Architecture Services team too? If Practice Leads have people management responsibilities, would this trigger a scope change for the position?	and pay and it was intended for these activities to be performed centrally within the branch. Contractors will continue to play an important role in delivery of work within DDI, and we will continue to use contingent labour to deliver work that exceeds our current capacity or any skills that do not reside in the team.
The status quo works	Concern that previous attempts at consolidating the Solution Architecture (SA) and Technology, Strategy & Architecture (TSA) teams did not work, and the current structure has proven successful. The business is more satisfied, there is faster 'speed to market', engagement scores are higher, productivity is higher, kaimahi have desirable career pathways and the cost recovery approach is working. The general drivers of the proposal were not seen to justify the transition of SA into TSA, particularly without SA leadership.	The current model has identified some areas that we are looking to improve. It's important that our resource is allocated to projects that are on our agreed list of projects that align to our MBIE priorities. The existing model for Solution Architecture has faced a continued challenge to hire resource that enables us to retain the IP that we need within MBIE. We need to identify a more sustainable way to do this, that leverages contract resource for high demand and skills shortage rather than on a permanent basis.

Feedback on Proposal 4.4		Response
	The proposal misunderstands how different SA and TSA are: TSA focuses on MBIE standards, patterns and practices at the enterprise level, while SA work is project-based and aligned with the business units a project is delivering for.	The Technology & Architecture Branch will benefit from the high level of engagement, skill, and leadership that the Solution Architecture team has established.
Increased workload	There was suggestion that SA and BA resourcing would be necessary to map out required changes and implementation solutions because of the E&I proposal.	Changes in workload have been factored into the DII and DSK proposal.
Structure alternative proposed	See changes proposed to resource between Architecture Services and Architecture Governance Standards. See alternative leadership structure for Technology and Architecture See alternative options for reducing costs proposed	Following consideration of feedback, an alternative structure has been confirmed to provide time to gather more information on workload, practice, and demand. A number of options were considered and will be further evaluated. Aligning the architecture resource into a single branch is still identified as the best way to identify an optimal model for efficiency.

Proposal 4.4: Confirmed changes

Disestablish Manager Solution Architecture position.

Change in reporting line and title for Solution Architect reporting to Manager Solution Architecture. Role will be renamed Solution Architect Service Design and report to Head of Architecture Governance and Standards.

Retain Capability Lead Solution Architecture 1 & 2 with a change in reporting line and change of branch to report to the new position of Head of Architecture Professional Services in Technology & Architecture Branch.

All existing Solution Architect resource (Senior Solution Architects. Solution Architects, Solution Architects Contractor, Data Architect) will have a change in branch from Digital Solution Delivery to Technology & Architecture Branch.

Your feedback on Proposal 4.5 – ADEPT Operations

The following table summarises feedback we received about Proposal 4.5

Feedback on Proposal 4.5		Response
Integration between parts of AOT in new structure	There was concern about where accountability for maintaining integrity of the system would lie. The current AOT and workstream teams work together to deliver fixes and changes/enhancements. Will this change when roles like Technical Writer are rescoped? The same cadence for monthly releases, along with Policy, Enhancements and Technology teams led by PMs. Who will lead these releases? How the Production and Business support teams will continue to identify and resolve issues like gaps and bugs. Separating the two parts means loss of the current streamlined communication and timely resolution of high-priority issues.	At present, the ADEPT Operations team and ADEPT delivery workstreams are co-located and work closely together to deliver ADEPT services to INZ. This is not anticipated to change in the future. It is acknowledged that further clarity is required of roles, responsibilities, activities, and priorities needs to be undertaken within the ADEPT ecosystem. To best support this and as part of the implementation process, we are intending to run a series of workshops to agree these and support better understanding and clarity.
Production Support is Run, not Change	Query whether the motivation for the split is cost recovery for ADEPT. It was seen that the overlap between and cohesion of 'change' and 'run' is clear and does not warrant separation. Unlike other delivery streams, the Production Support work is more aligned with 'run'. Run was seen to include services that ADEPT needs to function and operate soundly, even when change doesn't exist. Production Support will always exist, even when they are no aspects of 'change' to deliver.	The cost recovery model is not a driver for the migration of the production support function into the ADEPT delivery workstreams. The ADEPT Support team will have dedicated funding for all positions within it. All positions from the capabilities that will be assigned into the Delivery workstream (Business Analysts, Functional Consultants, Testers etc.) will be charged via the cost recovery model. Thank you for your alternative suggestions on the separation between change and run. It is acknowledged that definitions of 'change' and 'run' are very nuanced and context dependent.
The status quo works	The parts of the ADEPT team have operated separately before. At that time, bugs were neglected and took a long time to remedy. When Production	At present, the ADEPT Operations team and ADEPT delivery workstreams are co-located and work closely together to deliver ADEPT services to INZ. This is not anticipated to change in the future

Feedback on Proposal 4.5		Response
	Support sat in 'change' they were easily neglected and deprioritised in the broader change programme. Since being one team, the process for resolving bugs has been smoother and quicker, delivering better results for the customer. Further, the teams work together to identify and plan for potential bugs and fixes. Despite the terminology of Business Support and Production Support teams within the current AOT, they are in-practice one 'run' team working together, pivoting to meet business needs. The terminology split represents the proactive and reactive nature of their work, only.	and our expectation is that in the time since the previous separation referred to as part of feedback, the ADEPT ecosystem has matured and has demonstrated that the various component teams can and do work effectively together with no detrimental impact to INZ. With Production Support being an explicit function of the ADEPT delivery workstream model, it is anticipated that it will be prioritised in alignment with the reallocation of resources into the capabilities and that the function will be responsive to the demand for its services.
Challenges with splitting	Introduces inefficiencies and creates room for inconsistency in escalation pathways and priorities. How will the ADEPT Support team gain access to Functional Consulting resource? How will the Workstream team gain access to the Technical Writer resource?	We acknowledge that further clarity is required about the roles, responsibilities, activities, and priorities that need to be undertaken within the ADEPT ecosystem. To best support this and as part of the implementation process, we are intending to run a series of workshops to agree these and support better understanding and clarity.
Structural alternatives proposed	Release Managers need to report to a Programme Director-type role that has capacity for both pastoral and development care, and for escalation and timely decision-making to enable efficient and effective release activities. A further Senior Business Application Analyst is established to provide sufficient support in the new ADEPT team. Should Business Support functions (and the BAU Change Workstream Manager) move into Operations, with INZ Systems? Should the Technical Writer role be relocated to the Standard Operating Procedures team in the Service Design & Implementation branch of Immigration New Zealand?	Thank you for your proposed alternative structure suggestions. We don't consider it appropriate to create a Programme Director role in the Head of Delivery and Programmes INZ structure at this time. It is confirmed that the Release and Environment Manager positions will report into the Head of Digital and Programmes INZ. The Head of Digital and Programmes INZ is a senior position, and the addition of two additional FTE is considered manageable both from a people leader to people ratio and also appropriate as the Release and Environment Manager positions are considered a key component of the INZ delivery ecosystem.

Feedback on Proposal 4.5		Response
		In the current ADEPT ecosystem it is acknowledged that the Business Support function is often compromised due to production support and delivery initiatives that are considered higher priority. Two dedicated business support resources (Business Application Analyst and Senior Business Application Analyst) represent the opportunity for greater focus on this important function. Should the ADEPT delivery programme scale up in the future, it will be necessary to consider corresponding levels of business support required, however, for the immediate future, the resourcing is confirmed with a Business Application Analyst and Senior Business Application Analyst). Business Support for business applications is not a function of Digital Operations branch. Given the integral relationship of the Technical Writer in the with the ADEPT delivery workstreams and business support function, it is considered appropriate to retain this role in the ADEPT Support team.

Proposal 4.5: Confirmed changes

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 title 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 Manager Functional Consulting.

Change in reporting line for one Functional Consultant contractor position to Manager Functional Consulting.

Confirmed organisational structure – Digital Solution Delivery

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D
General Manager Digital Solution Delivery

A
Executive Assisstant

D
Manager Business Analysis
— See following pages

G
Manager Functional Consulting
— See following pages

G
Manager ADEPT Support
— See following pages

A
Business Manager

D
Manager Quality Assurance and Testing
— See following pages

A
ECLI Director (FT)
— No change to team
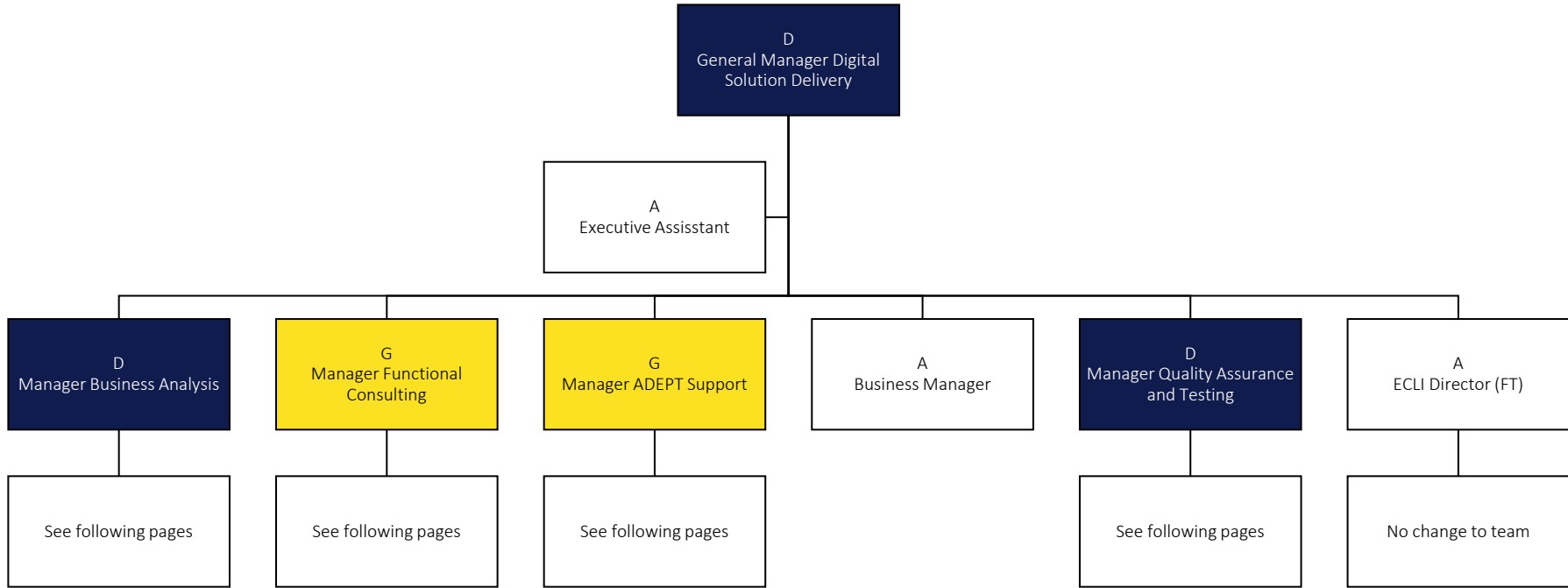
Proposed organisational chart – Digital Solution Delivery Quality Assurance and Testing

	KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D
Manager Quality Assurance and Testing

J
Capability Lead Quality Assurance and Testing*

J
Capability Lead Quality Assurance and Testing*

J
Capability Lead Quality Assurance and Testing*

J
Capability Lead Quality Assurance and Testing*

C
Positions reporting to the five existing Capability Lead positions would be redistributed across four remaining Capability teams, following any contestable reconfirmation process for the Capability Lead positions.

C
Positions reporting to the five existing Capability Lead positions would be redistributed across four remaining Capability teams, following any contestable reconfirmation process for the Capability Lead positions.

C
Positions reporting to the five existing Capability Lead positions would be redistributed across four remaining Capability teams, following any contestable reconfirmation process for the Capability Lead positions.

C
Positions reporting to the five existing Capability Lead positions would be redistributed across four remaining Capability teams, following any contestable reconfirmation process for the Capability Lead positions.

Positions marked with * are subject to a re-consultation process.

Proposed organisational chart – Digital Solution Delivery Business Analysis

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D
Manager Business Analysis

J
Capability Lead Business Analysis*

J
Capability Lead Business Analysis*

J
Capability Lead Business Analysis*

A
Principal Business Analyst

C
Positions reporting to the four existing Capability Lead positions would be redistributed across three remaining Capability teams, following any contestable reconfirmation process for the Capability Lead positions.

C
Positions reporting to the four existing Capability Lead positions would be redistributed across three remaining Capability teams, following any contestable reconfirmation process for the Capability Lead positions.

C
Positions reporting to the four existing Capability Lead positions would be redistributed across three remaining Capability teams, following any contestable reconfirmation process for the Capability Lead positions.

Positions marked with * are subject to a re-consultation process.

Confirmed organisational chart – Digital Solution Delivery Functional Consulting

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

```
                        G
                  Manager Functional
                     Consulting
    ┌──────────┬──────────┬──────────┬──────────┐
    G          G          C          C          C, F
Principal  Functional  Functional  Functional  Manager Digital
Functional Consultant  Consultant  Consultant  Data Tools
Consultant               x5         (cO)
                                                    │
                                          ┌─────────┤
                                          F
                                    Principal Advisor, Digital
                                          Data Tools

                                          F
                                    Senior Technical Advisor x4

                                          F
                                    Technical Advisor
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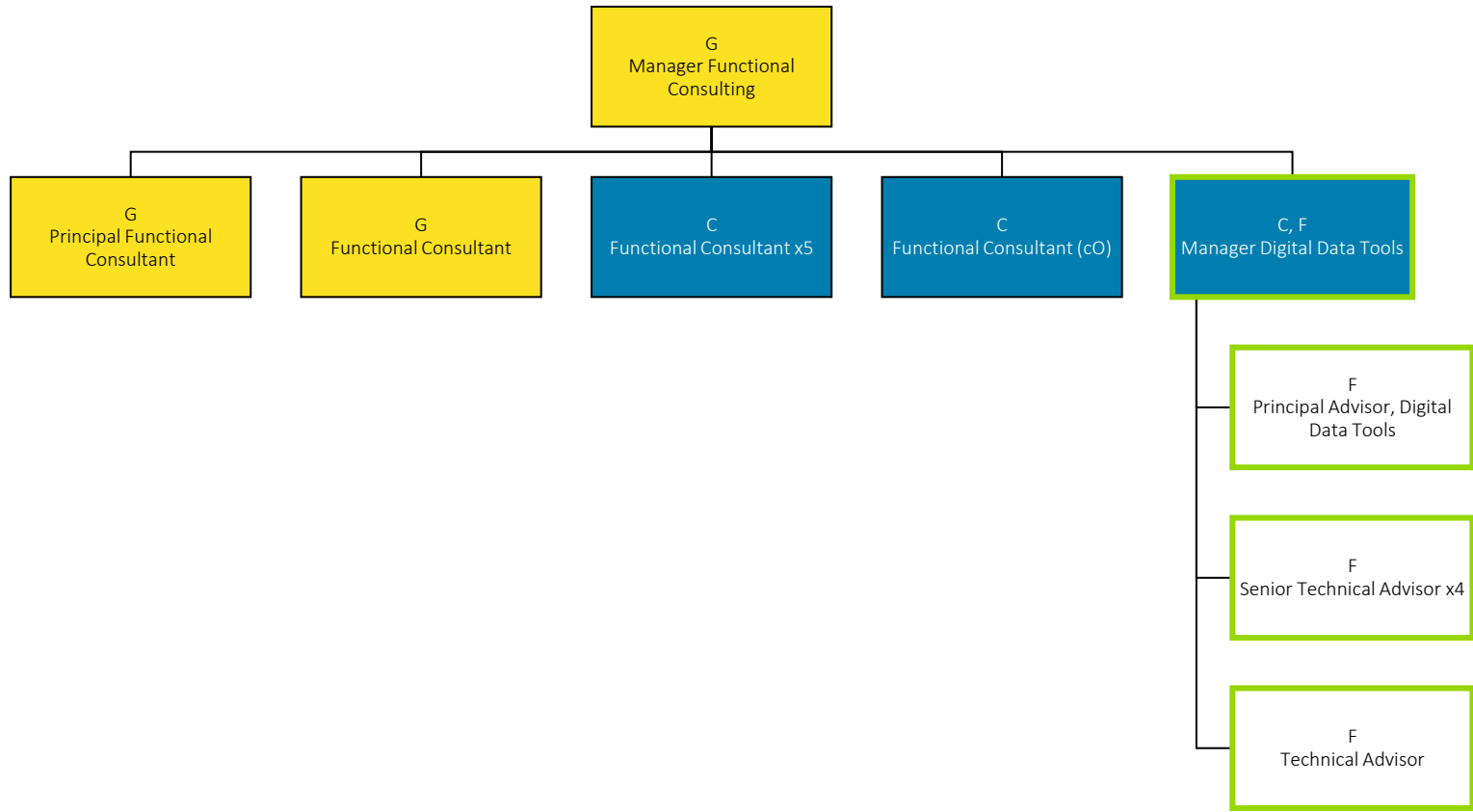
Confirmed organisational chart – Digital Solution Delivery ADEPT Support

KEY				
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

```
                            G
                       Manager ADEPT
                         Support
                            |
   ┌───────────────┬────────────┼────────────┬───────────────┐
   G               G          C, E            G              E, H
Senior Business  Business   Technical      Senior BI      Senior BI
Application      Application  Writer        Developer      Developer
Analyst          Analyst
```
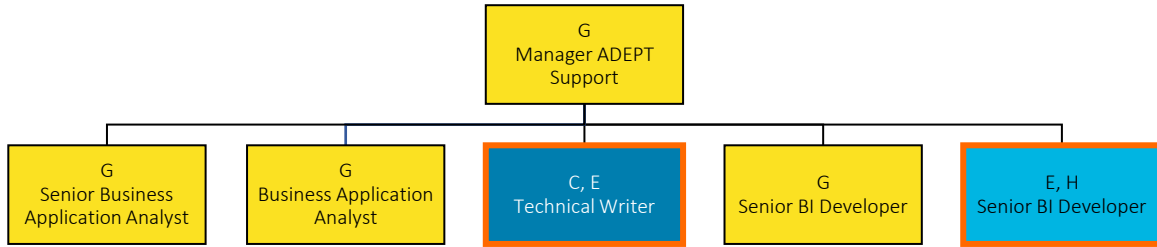
Proposal 5 – Technology and Architecture

Summary of changes proposed

Disestablish Manager Architecture position.

Realign Solution Architecture Function from Digital Solutions Delivery Branch to Technology & Architecture Branch.

Change in title and reporting line of Solution Architect from Digital Solutions Delivery to Architecture Governance and Standards and a name change from Solution Architect to Solution Architect Service Design.

Your feedback on Proposal 5

The majority of feedback was in support of re-titling the Solution Architect to Solution Architect Service Design and moving to within Manager Architecture Governance Standards.

The following table summarises feedback we received about Proposal 1.

Feedback on Proposal 5		Response
Change process inconsistencies	Concerns that change to the Manager Architecture Governance Standards and Manager Architecture Services hadn't been considered consistently. Query as to whether the Practice Lead positions reporting to Manager Architecture Governance Standards should also be disestablished, given their expanded scope with the inclusion of Solution Architect and Software Engineering resources in the team.	The decision has been made to make minor changes to the existing Manager Architecture Governance & Standards position with an additional direct report (Solution Architect Service Design). An alternative structure is more appropriate for the Solution Architecture contract resource, and on this basis, there will be no changes to the Practice Lead positions.
Capacity impacts	Concern for capacity of the Manager Architecture Governance Standards, for governance and standards related work, particularly when/if project work surges. Could create a bottleneck. If the proposed structure moves ahead, should contract Solution Architects report to Practice Leads to free capacity to Manager Architecture Governance Standards?	The Architecture Governance and Standards function has had additional resource allocated within this financial year to ensure we have the depth and capability to manage our governance process and focus on the tooling that will help us maintain and grow the architectural artefacts needed to document and plan our IT landscape. We don't consider

Feedback on Proposal 5		Response
	How will the surge capacity for contract Solution Architects be managed? Will they have any job security?	adding additional resource in this team will create a bottleneck in either the governance or tooling activities. After careful consideration of feedback received, we have decided to keep the process and tooling function separate from the professional services component of the Technology and Architecture function. Contract Solution Architects will continue to play an important role in the delivery of change at MBIE. As always, this is based on demand.
Structure inconsistencies	Placing permanent Solution Architects under a different manager than contract Solution Architects created confusion. Similarly, placing contractor Software Engineer resources within Architecture Governance Standards team also created confusion. Query as to whether Manager roles reporting to CTO should be Head of roles, consistent with other branch structures. E.g. Architecture Services Manager should be Head of Architecture – this is a title widely recognised in the industry.	We have considered the feedback and alternatives carefully. After careful consideration of feedback received, we have decided to: • Proceed with the proposal to disestablish the current Manager position. • Establish a new Head of Architecture Professional Services position. This position will maintain people leadership accountability for all Solution Architects. This will be supported by the existing Capability Leads as we assess the work and people required to support delivery of change. • The Manager Architecture Governance and Standards function will assist with some of the administrative functions to support Architecture. • The Manager Technology Strategy (through the Enterprise Architects) will provide technology oversight within the business domains. It is agreed that for consistency we will move to 'Head of' role titles for senior leadership positions in the branch.

Feedback on Proposal 5		Response

Structural alternatives proposed	Realign CTO based into the following areas (with a Manager):
	
	  o Strategy – including Enterprise and Domain Architects
	
	  o Solution – including all Solution Architect resource, with an additional resource manager (team or capability lead)
	
	  o Practice Management – to own and manage governance, standards, patterns, templates, and design processes.
	
	Align Solution Architecture practice with value streams, business groups and projects, following on from the P&P branch approach. This would require a Workstream Manager for each team.
	
	Align all Solution Architects in the Architecture Governance Standards team, leaving Domain Architects to focus on their strategic rather than delivery scope.
	
	Align Domain Architects to Technology Strategy team and move all Solution Architects to Architecture Services team.
		We have acknowledged these suggestions. We are working to assess the workload and demand profile that creates the work within the Technology & Architecture branch.
		
		While we do this, the model that gives us the flexibility to dive more deeply into the function moving forward is:
		
		• Head of Technology Strategy with the Enterprise Architects will provide technical review and oversight of all architecture work that occurs within the business domains (INZ, TWSD, Corporate and Policy).
		
		• Head of Architecture Professional Services will lead the Technology Domain Architects and the Solution Architects. The Capability Leads will move to Technology & Architecture Branch to provide more time to assess the demand for resource and identify an efficient delivery model that meets the needs of MBIE.
		
		• Head of Architecture Governance and Standards will continue to own architecture governance processes and tooling to ensure we can measure maturity, document out key decisions and build the collateral necessary for us to improve on our investment decisions through reporting and governance.
		
		As always, we will continually evaluate our model to identify better ways of working and efficient delivery of outcomes.

Proposal 5: Confirmed changes

Disestablish the Manager Architecture position.

Establish a Head of Architecture Professional Services position.

Minor scope change for the Solution Architect currently reporting to Manager Solution Architecture, a change of title to Solution Architect Service Design and a change in reporting line to Head of Architecture Governance & Standards.

Capability Leads from Solution Architecture to have a change in reporting line from Manager Solution Architecture to Head of Architecture Professional Services.

Solution Architects and Senior Solution Architects will have change in branch from Digital Solution Delivery Branch to Technology and Architecture Branch.

Over the next three months, the Technology and Architecture Leadership Team will work to identify all solution and domain architecture activity and identify an efficient delivery model that enables us to meet the demand of our projects and change efforts.

Confirmed organisational chart – Technology and Architecture

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

D
Chief Technology Officer

- **E** Head of Technology Strategy
  - **A** Enterprise Architect x3
- **G** Head of Architecture Professional Services
  - **C** Domain Architect Infrastructure
  - **C** Domain Architect x3
  - **C, F** Capability Lead Solution Architecture - 1
    - No change to team
  - **C** Domain Architect Data
  - **C** Associate Architecture Analyst (FT)
  - **C, F** Capability Lead Solution Architecture - 2
    - No change to team
- **D, E** Head of Architecture Governance Standards
  - **A** Business Architect
  - **A** Practice Lead - Architecture x2
  - **C, E, F** Solution Architect Service Design
- **A** Principal Advisor
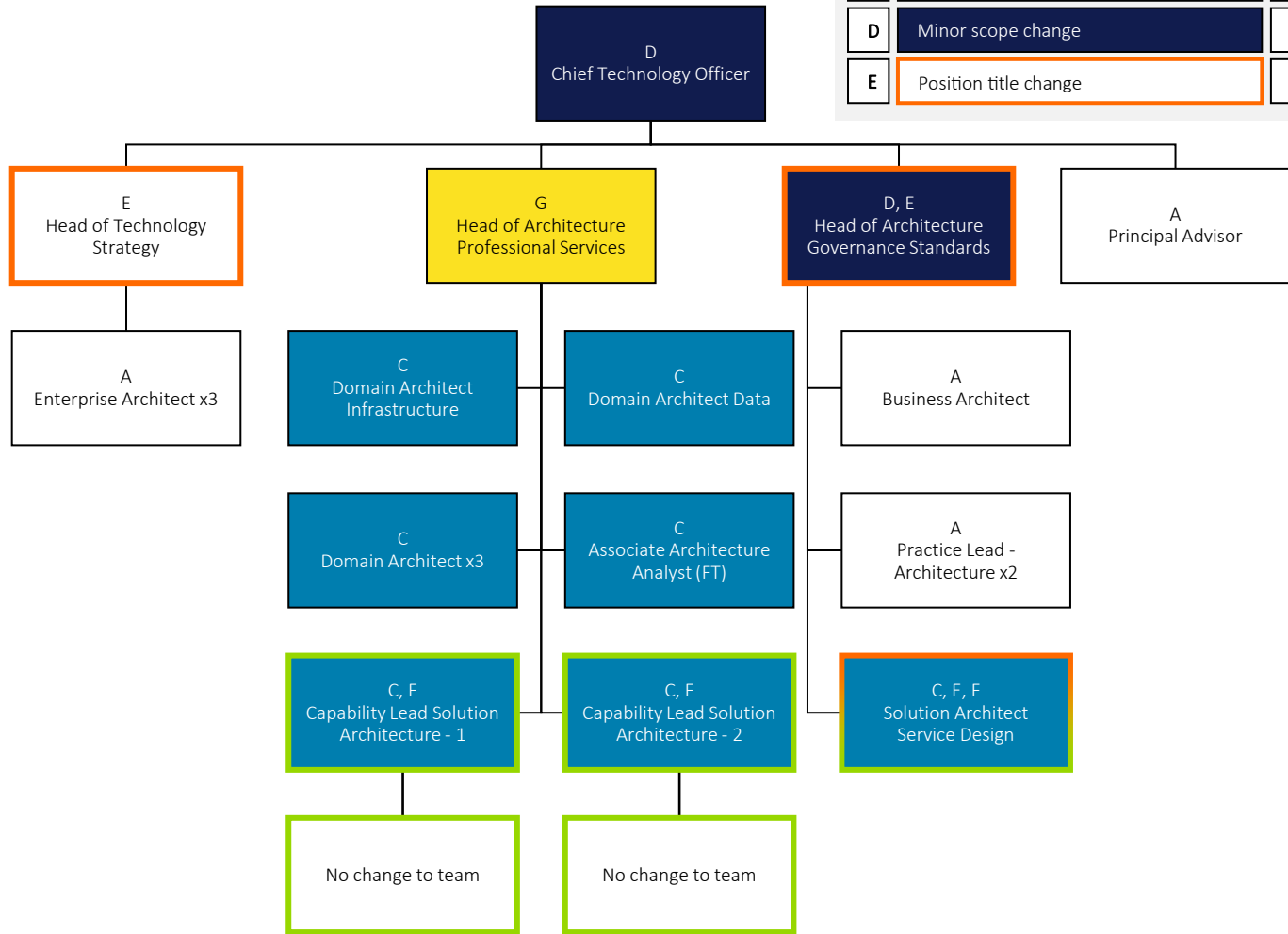
Proposal 6 – Digital Operations

Summary of changes proposed

As referred to in Proposal 3.1, it was proposed to move the majority of the existing Immigration support team from Partnerships and Programmes Branch to Digital Operations. It was also proposed that the ADEPT System Owner role would have a change in title to Systems Owner.

Your feedback on Proposal 6

The majority of feedback was in support of aligning ADEPT and INZ release management and moving the Manager INZ Systems and team into Digital Operations.

For the detailed feedback on Proposal 6, please refer to Proposal 3.1.

Proposal 6: Confirmed changes

The following changes are confirmed for the Digital Operations Branch:

- Realignment of Immigration NZ operational functions from Partnerships & Programmes Branch to Digital Operations Branch.

- Change in reporting line of Manager INZ Systems to Manager Service Operations in Digital Operations.

- Change of branch for Principal Advisor Digital Systems from Partnerships & Programmes to Digital Operations.

- Change of branch for System Owner ADEPT from Partnerships & Programmes to Digital Operations.

Confirmed organisational chart – Digital Operations Service Operations:

KEY

A	No change	F	Within-group branch change	
B	Disestablished position	G	New position	
C	Reporting line change	H	Minor scope and reporting line change	
D	Minor scope change	I	MBIE group change	
E	Position title change	J	Contestable reconfirmation	

A
General Manager Digital Operations

D
Manager Service Operations

A
Manager Operational Readiness

A
Manager Technology Operations

F, H
Manager INZ Systems

No change to team

No change to team

F
Principal Advisor Digital Systems

E, F
System Owner
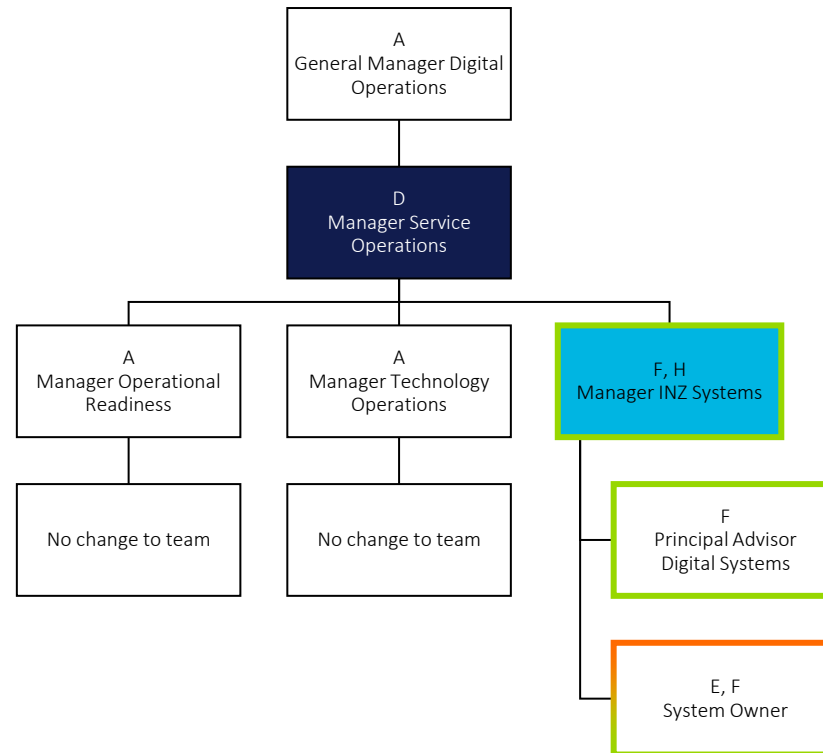
Summary of changes

New positions

* denotes position descriptions and/or selection criteria subject to supplementary consultation which will be confirmed prior to EOI opening.

Position title	Reporting line	Branch	Band
Business Analyst	Head of Allocation and Coordination	Data, Insights and Intelligence	J
Business Application Analyst	Manager ADEPT Support	Digital Solution Delivery	M
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	J
Data Platform Architect	Chief Data Officer	Data, Strategy and Knowledge	X
Data Platform Engineer	Manager Data Integration	Data, Strategy and Knowledge	T
Functional Consultant	Manager Functional Consulting	Digital Solution Delivery	T
Head of Architecture Professional Services*	Chief Technology Officer	Technology & Architecture	20F
Head of Data Governance and Ethics	Chief Data Officer	Data, Strategy and Knowledge	20F
Head of Data Service Delivery	General Manager Data, Insights and Intelligence	Data, Insights and Intelligence	21F
Head of Project Planning and Business Performance	General Manager Partnerships and Programmes	Partnerships & Programmes	20F
Lead Domain Analyst	Manager Domains	Data, Insights and Intelligence	X
Lead Domain Analyst	Manager Domains	Data, Insights and Intelligence	X
Lead Domain Analyst	Manager Domains	Data, Insights and Intelligence	X

Lead Domain Analyst	Manager Domains	Data, Insights and Intelligence	X
Lead Domain Analyst	Manager Domains	Data, Insights and Intelligence	X
Manager ADEPT Support	General Manager Digital Solution Delivery	Digital Solution Delivery	X
Manager Data Science	Head of Data Service Delivery	Data, Insights and Intelligence	20F
Manager Demand Management	Head of Allocation and Coordination	Data, Insights and Intelligence	X
Manager Domains	Head of Data Service Delivery	Data, Insights and Intelligence	20F
Manager Functional Consulting	General Manager Digital Solution Delivery	Digital Solution Delivery	20F
Manager Test and Release	Head of Data Platforms and Operations	Data, Strategy and Knowledge	T
PMO Lead*	Head of Portfolio Management Office	Partnerships & Programmes	X
Principal Advisor - Demand Management	Manager, Demand Management	Data, Insights and Intelligence	V
Principal Advisor - Demand Management	Manager, Demand Management	Data, Insights and Intelligence	V
Principal Functional Consultant	Manager Functional Consulting	Digital Solution Delivery	W
Principal Governance and Reporting Advisor	Head of Portfolio Management Office	Partnerships & Programmes	V
Senior Advisor Demand Management*	Manager, Demand Management	Data, Insights and Intelligence	R
Senior Advisor Demand Management*	Manager, Demand Management	Data, Insights and Intelligence	R
Senior BI Developer*	Manager ADEPT Support	Digital Solution Delivery	V
Senior Business Application Analyst	Manager ADEPT Support	Digital Solution Delivery	T
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
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Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R

Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Senior Data Analyst	Lead Domain Analyst	Data, Insights and Intelligence	R
Workstream Manager 1	Head of Digital & Programmes - Corporate & Policy	Partnerships & Programmes	X
Workstream Manager 1	Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes	X
Workstream Manager 1	Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes	X
Workstream Manager 2	Head of Digital & Programmes - Corporate & Policy	Partnerships & Programmes	X
Workstream Manager 2	Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes	X
Workstream Manager 2	Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes	X
Workstream Manager 3	Head of Digital & Programmes - Corporate & Policy	Partnerships & Programmes	X
Workstream Manager 3	Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes	X
Workstream Manager 3	Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes	X
PA/Team Administrator	Head of Data Service Delivery	Data, Insights and Intelligence	E
Principal Business Advisor	Head of Allocation and Coordination	Data, Insights and Intelligence	V

Note - The proposed new positions of Head of Project Planning and Business Performance and Principal Governance and Reporting Advisor are subject to an additional re-consultation process. These proposed position descriptions/and or selection criteria will be available as part of the supplementary consultation process as noted above. If these proposals were to proceed, these roles would form part of the EOI process and be available for reassignment.

Disestablished positions

Position title	Reporting line	Branch
Capability Lead - Change Management	16207520 Head of Project Capability	Partnerships & Programmes
Principal Data Scientist	16207511 Head of Data Operations	Data, Insights and Intelligence
Senior Business Analyst	16206380 Team Leader	Digital Solution Delivery
Technical Writer	10134430 Capability Lead - Business Analysis 4	Digital Solution Delivery
Manager Architecture	16206947 Chief Technology Officer	Technology & Architecture
Manager ADEPT Operations	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
Manager Software Engineering and Support	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
Manager Solution Architecture	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
Head of Project Capability	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
Principal Business Advisor	16207513 Head of Allocation and Coordination	Data, Insights and Intelligence

Programme Manager Data Operations	16207511 Head of Data Operations	Data, Insights and Intelligence
SAS Developer	16207511 Head of Data Operations	Data, Insights and Intelligence
SECONDED OUT - Programme Manager - Data Operations	16207511 Head of Data Operations	Data, Insights and Intelligence
Senior BI Developer	16207511 Head of Data Operations	Data, Insights and Intelligence
Workstream Manager	16207514 Head of Digital & Programmes - Corporate & Policy	Partnerships & Programmes
Workstream Manager	16207514 Head of Digital & Programmes - Corporate & Policy	Partnerships & Programmes
Workstream Manager	16207515 Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes
Workstream Manager	16207515 Head of Digital & Programmes - Immigration NZ	Partnerships & Programmes
Workstream Manager	16207518 Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes
Workstream Manager	16207518 Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes
Workstream Manager	16207518 Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes
PMO Manager	16207519 Head of Portfolio Management	Partnerships & Programmes
Agile Champion	16207519 Head of Portfolio Management	Partnerships & Programmes
Principal Assurance Advisor	16207519 Head of Portfolio Management	Partnerships & Programmes
Capability Lead - Project Coordination 2	16207520 Head of Project Capability	Partnerships & Programmes
Capability Lead - Project Management 2	16207520 Head of Project Capability	Partnerships & Programmes
Capability Lead - Project Management 3	16207520 Head of Project Capability	Partnerships & Programmes
Capability Lead - Project Management 4	16207520 Head of Project Capability	Partnerships & Programmes
Team Leader	16203642 Manager ADEPT Operations	Digital Solution Delivery
Team Leader	16203642 Manager ADEPT Operations	Digital Solution Delivery
Business Analyst	10187572 Manager Data Analytics	Data, Insights and Intelligence
Senior Programme Manager	16207513 Head of Allocation and Coordination	Data, Insights and Intelligence
Principal Advisor Digital Systems	16210119 Manager INZ Systems	Partnerships & Programmes
Systems Analyst	16210119 Manager INZ Systems	Partnerships & Programmes
Infrastructure Automation Engineer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Senior Software Engineer	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Software Analyst	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Software Analyst	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Software Analyst	16211042 Manager Software Engineering and Support	Digital Solution Delivery
Senior Data Analyst	16206380 Team Leader	Digital Solution Delivery

Business Analyst	16206381 Team Leader	Digital Solution Delivery
Team Administrator	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
Change Manager, Empowered by Data	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
Manager Data Strategy and Governance	16207452 Chief Data Officer	Data, Strategy and Knowledge
SAS Developer	16207511 Head of Data Operations	Data, Insights and Intelligence
Senior Portfolio Advisor	16207527 PMO Manager	Partnerships & Programmes
Capability Lead - Project Coordination 1	16207520 Head of Project Capability	Partnerships & Programmes

Minor change

Confirmed change	Current Position title	Current Reporting line	Current Branch
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
reporting line change	Senior Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
position title change	Manager Technology Strategy	16206947 Chief Technology Officer	Technology & Architecture
Minor scope change	Manager Quality Assurance & Testing	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
minor scope change and change in reporting line	Senior Business Analyst	16203642 Manager ADEPT Operations	Digital Solution Delivery
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
minor scope change and change in position title	Manager Capability, Data Strategy and Knowledge	16207452 Chief Data Officer	Data, Strategy and Knowledge
minor scope change and change in position title	Director Data, Insights and intelligence	16207452 Chief Data Officer	Data, Strategy and Knowledge
minor scope change and change in position title	Manager Architecture Governance Standards	16206947 Chief Technology Officer	Technology & Architecture
minor scope change	General Manager Partnerships & Programmes	16203268 Deputy Secretary Digital, Data & Insights	Partnerships & Programmes
minor scope change	Chief Technology Officer	16203268 Deputy Secretary Digital, Data & Insights	Technology & Architecture
minor scope change	General Manager Digital Solution Delivery	16203268 Deputy Secretary Digital, Data & Insights	Digital Solution Delivery
minor scope change	General Manager Data, Insights and Intelligence	16203268 Deputy Secretary Digital, Data & Insights	Data, Insights and Intelligence
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 Reporting Line, Position title and Branch	Head of Data Operations	16207456 General Manager Data, Insights and Intelligence	Data, Insights and Intelligence
minor scope change	Chief Data Officer	16203268 Deputy Secretary Digital, Data & Insights	Data, Strategy and Knowledge

change of branch and reporting line	Director Data Sharing	16207452 Chief Data Officer	Data, Strategy and Knowledge
reporting line change	Business Coordinator	16217374 Senior Programme Manager	Data, Insights and Intelligence
change of Branch and Reporting Line	Principal Data Operations Analyst	16207511 Head of Data Operations	Data, Insights and Intelligence
minor scope change	Manager Service Operations	16207453 General Manager Digital Operations	Digital Operations
minor scope change	Manager Business Analysis	16207454 General Manager Digital Solution Delivery	Digital Solution Delivery
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	Head of Digital & Programmes - Te Whakatairanga Service Delivery	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
position title and minor scope change	Head of Portfolio Management	16207457 General Manager Partnerships & Programmes	Partnerships & Programmes
minor scope change	Head of Allocation and Coordination	16207456 General Manager Data, Insights and Intelligence	Data, Insights and Intelligence
reporting line change	Principal Advisor Data and Information	16207452 Chief Data Officer	Data, Strategy and Knowledge
reporting line change	Principal Advisor Data and Insights	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
change of Branch	Principal Data Operations Analyst	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
change of Branch and Reporting Line	Manager Digital Data Tools	16207511 Head of Data Operations	Data, Insights and Intelligence
Change of Branch and Position Title	Manager Reporting and Delivery	16207511 Head of Data Operations	Data, Insights and Intelligence
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 reporting line	Manager Data Analytics	16207511 Head of Data Operations	Data, Insights and Intelligence
reporting line change	Manager Information Management	16207452 Chief Data Officer	Data, Strategy and Knowledge

position title change and change of branch	PA to the Head of Data Operations	16207511 Head of Data Operations	Data, Insights and Intelligence
change of branch	GovTech Graduate	16207511 Head of Data Operations	Data, Insights and Intelligence
reporting line change	Principal Advisor	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
change of branch and reporting line	Release and Environment Manager	16203642 Manager ADEPT Operations	Digital Solution Delivery
reporting line change	Release and Environment Manager	16210119 Manager INZ Systems	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
minor scope change, change in position title and change in reporting line	Principal Data Analyst	16206380 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
change of branch, reporting line and position title	Solution Architect	16207483 Manager Solution Architecture	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery

change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Senior Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Senior Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Solution Architect	10155750 Capability Lead - Solution Architecture 1	Digital Solution Delivery
change of Branch	Senior Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
change of Branch	Solution Architect	10155770 Capability Lead - Solution Architecture 2	Digital Solution Delivery
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 Data	16209023 Manager Architecture	Technology & Architecture
reporting line change	Domain Architect Infrastructure	16209023 Manager Architecture	Technology & Architecture
change of position title and change in reporting line	Programme Coordinator	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
reporting line change	Senior Advisor Data and Insights	16207478 Manager Data Strategy and Governance	Data, Strategy and Knowledge
change of Branch	Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence

change of Branch	Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
change of Branch	Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
change of Branch	EXTENDED LEAVE - Data Warehousing and BI Developer	16207525 Manager Reporting and Delivery	Data, Insights and Intelligence
change of Branch	Power BI SME	16207525 Manager Reporting and Delivery	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
reporting line change	Data Scientist	10187572 Manager Data Analytics	Data, Insights and Intelligence
minor scope change	Resource Planning Analyst	10184660 Manager Delivery Workforce & Resourcing	Partnerships & Programmes
reporting line change	Senior Business Advisor	16217374 Senior Programme Manager	Data, Insights and Intelligence
change of branch	EXTENDED LEAVE - Technical Advisor	10021950 Manager Digital Data Tools	Data, Insights and Intelligence
change of branch	Principal Advisor Digital Data Tools	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
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
reporting line change	Functional Consultant	16206381 Team Leader	Digital Solution Delivery
change of branch	Senior Data Warehousing and BI Developer	16207526 Manager Data Management and Modelling	Data, Insights and Intelligence

		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
change of branch	Principal Advisor Digital Systems	16210119 Manager INZ Systems	Partnerships & Programmes
position title change and change of branch	System Owner Adept	16210119 Manager INZ Systems	Partnerships & Programmes
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 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 and Reporting Line	Capability Lead - Solution Architecture 1	16207483 Manager Solution Architecture	Digital Solution Delivery
change of Branch and Reporting Line	Capability Lead - Solution Architecture 2	16207483 Manager Solution Architecture	Digital Solution Delivery
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
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
reporting line change	Senior Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
reporting line change	Senior Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
reporting line change	Senior Project Coordinator	16204482 Capability Lead - Project Coordination 1	Partnerships & Programmes
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
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
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
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
reporting line change	Associate Project Manager	16204332 Capability Lead - Project Management 2	Partnerships & Programmes
reporting line change	Change 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 Change/Communications 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
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	Change Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
reporting line change	Project Manager	10134440 Capability Lead - Project Management 3	Partnerships & Programmes
reporting line change	Senior Change 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
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	Change Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
reporting line change	Change Manager	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
reporting line change	Lead Scrum Master	10147610 Capability Lead - Project Management 4	Partnerships & Programmes
reporting line change	Senior Change 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
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
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
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	10137980 Manager Markets	Data, Insights and Intelligence
reporting line change	Data Scientist	10187572 Manager Data Analytics	Data, Insights and Intelligence
reporting line change	Programme Manager	16207518 Head of Digital & Programmes - Te Whakatairanga Service Delivery	Partnerships & Programmes

Confirmed 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

This is where your substantive position is "reconfirmed" because your current substantive position remains substantially the same and you are the only person able to be reconfirmed to the role. Examples include – change in reporting line, title, a minor change in work content. 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 has been reconfirmed as part of the final structure, you will not need to take any action as you will automatically be reconfirmed into the position.

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 we will use a "***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 final position description for the role.

Reassignment

As part of the consultation process if you were proposed to be "directly reassigned" into a different but comparatively similar role this decision will be communicated as part of final decisions, and you will not need to take any action.

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 we will use a "***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 final 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 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 you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options and responsibilities:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website.
- 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 are considered an affected employee if you are permanently employed in a position that is:

- To be disestablished;
- To be changed to the extent that it cannot reasonably be considered 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 will 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 will be taken to minimise the number of interviews that any affected employee will 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.

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 Tahi / (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.

# Appendix one: Data capabilities framework
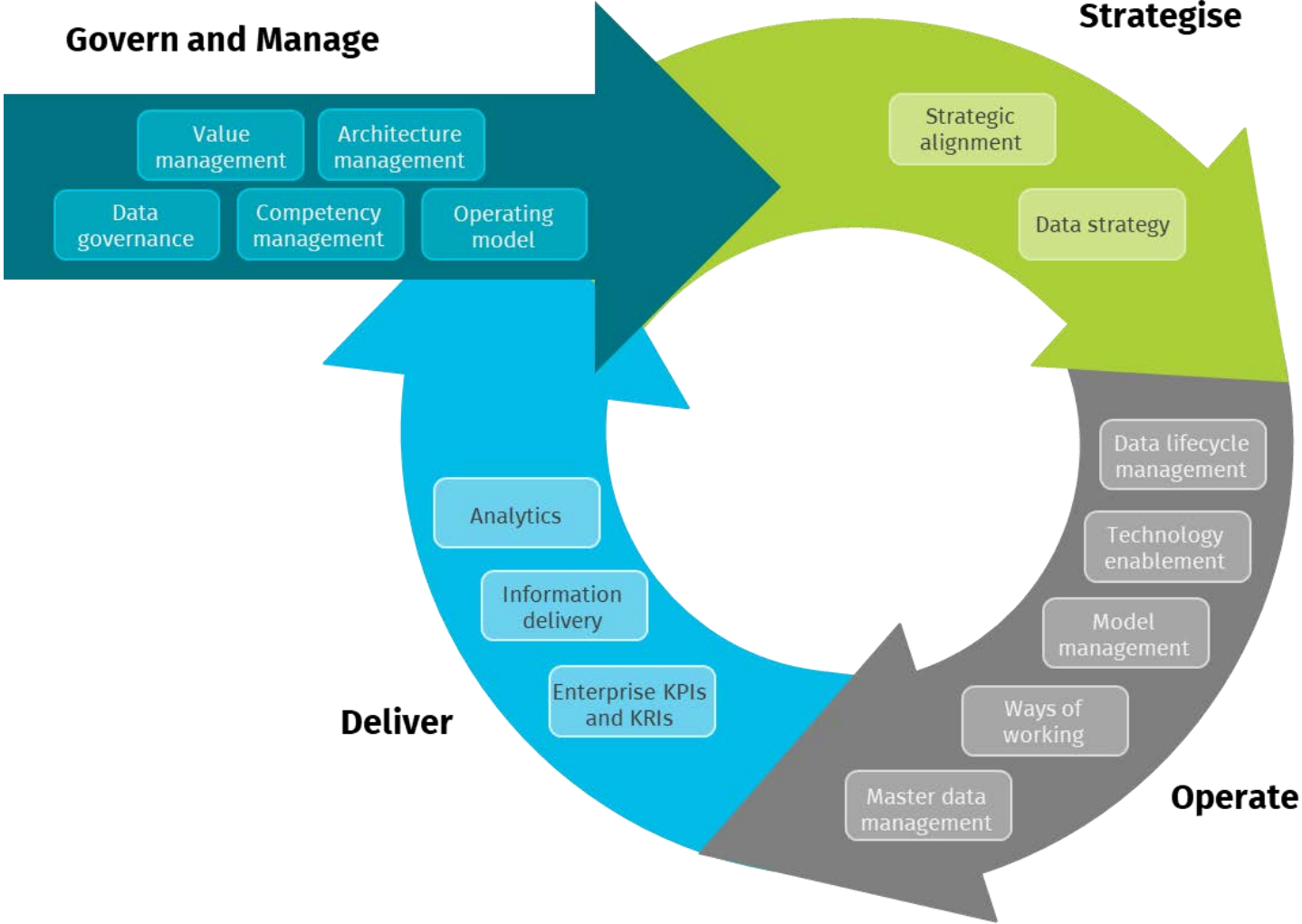
Appendix two: Front Door Future State

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.
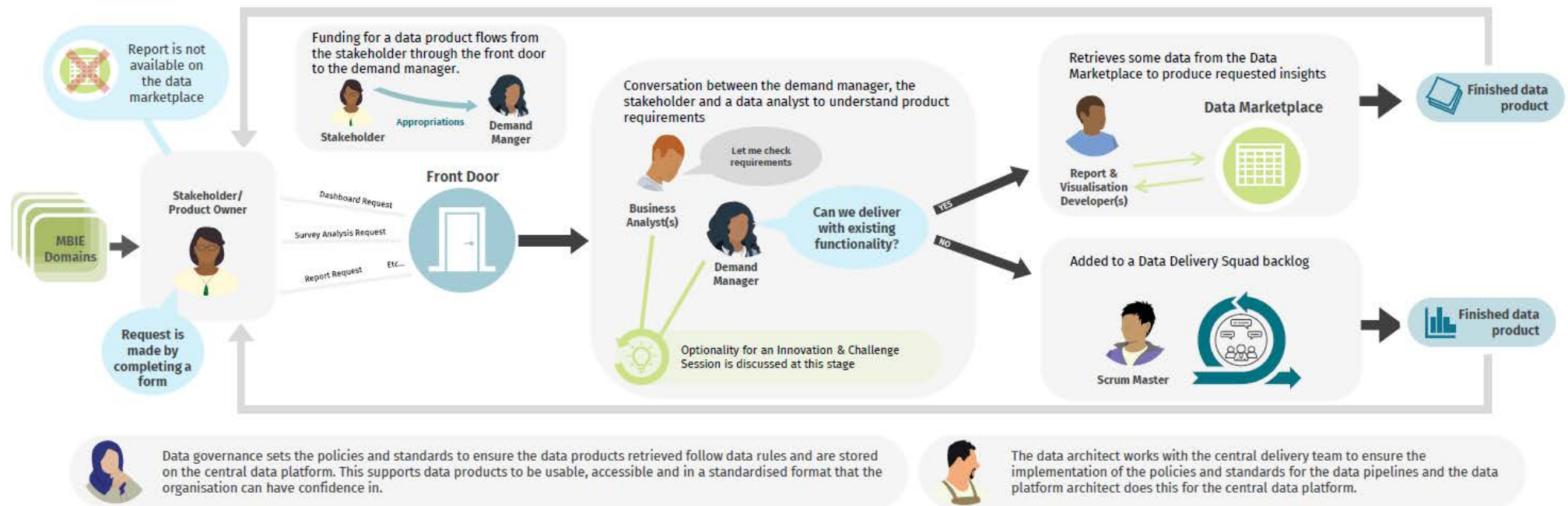
Appendix three: Agile ways of working

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.

The agile process supports:

- Process adaptability
- Cross team alignment on strategy and objectives
- Customer centric mindset
- Small incremental builds by data delivery squads
- Complete focus on delivery of a product