

Updated proposal to disestablish the Business Manager position and establish a new Head of Project Planning and Business Performance position in Partnerships and Programmes Branch

Final decision

DDI Realignment 2024

May 2024

Background

Over the last few months, MBIE has been working closely with the new Government to support their priorities and help confirm and set up portfolio work programmes that will deliver on those priorities. MBIE, including Digital, Data and Insights (DDI) group, is now in a more fiscally constrained environment. Our structure needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the Government's fiscal sustainability objectives. This means being deliberate in working together – mahi tahi – ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise. Positioning ourselves with flexibility to respond to future demands is something we have been working on as an organisation for some time. Beyond the focus on the fiscals, we need to keep looking at the operating model to make sure we are organised in a way to work efficiently and effectively.

When considering the initial proposals for change as part of the DDI Realignment Process, the DDI LT considered the programmes of work, our financial position and the size and capability of our workforce. On Thursday 21 March 2024, a number of proposals for change were released to our people to provide feedback on. Based on this feedback received, DDI LT had to re-think how some areas work.

Feedback received suggested that some demand management and workforce planning capability is required to support a successful Project Delivery and Governance function under the proposed new model and structure, as well as maintaining the capability for centralised invoicing and reconciliation of project costs and reporting of resource utilisation and performance across the branch.

Updated proposal for re-consultation

A revised proposal was developed that proposed to disestablish the current Business Manager position in Partnerships and Programmes branch and establish a new position of Head of Project Planning and Business Performance position reporting to the General Manager Partnerships and Programmes. This new position would be responsible for branch business management, workforce planning and financial performance across our programmes and projects function.

This proposal provides an opportunity to combine functions that align well together, whilst creating greater efficiency in what we do. A strong planning and performance function will ensure we are well positioned to deliver on the Government's priorities. The DDI LT invited feedback on the revised proposal from those who would be more directly impacted should the proposal proceed.

Thank you to everyone who took the time to provide us with feedback on this revised proposal.

Summary of feedback received on the proposal

Feedback theme	Summary of feedback	Response
Support for proposal	Most feedback received supported the proposal. There was particular support for one role that has responsibility for business management and more strategic drive for better project performance and the positive impact a role of this nature would have on data driven decisions.	Thank you for your support.
Business management function	<p>A question was asked as to how this proposal would impact other Business Manager roles across DDI.</p> <p>A question was asked as to whether any thought or consideration had been given to consider what other Business Managers do across DDI and how we can run DDI more efficiently by reassessing collectively on what more these roles can do, or how can these roles be aligned for consistency.</p>	This proposal would not impact other Business Manager positions across DDI. Each Business Manager role is aligned to the branch it works within. This proposal is aimed at aligning existing functions with additional functions where a need exists to support successful business outcomes.
Use of 'Head of' position title	Some feedback suggested that the use of 'Head of' in the title of the proposed new role could cause some business confusion, whilst other feedback questioned the seniority required of the role and potential inconsistency of the use of the title with other existing Head of roles.	This is similar to feedback received across the substantive DDI Realignment proposal. For consistency, the 'Head of' title has been applied to a number of Manager roles in the structure where it makes sense to do so. The intention is for this role to have a small team in the future.
Alternative structures proposed	<p>Alternative structures were proposed. These included:</p> <ul style="list-style-type: none"> Whether the responsibilities of the proposed new role could be allocated across a number of existing positions in the branch. 	The intention of this role is to align accountability for a number of activities into one role/team rather than divide parts of the accountability across multiple roles and teams. Once the role is established and if in the future it is considered to be beneficial to align other existing functions to report to this new role, this can be considered by the GM at a future date.
Direct reports	Further clarity was sought on whether the role would have a team reporting to it and if so what the make-up of the team would be. Some feedback	The intention is to allocate resource into this role in the future. Our current project capability workforce has a small number of roles that currently carry out some of these functions. Going forward we will

	suggested specific functions within the branch which could align well with function.	assess interest in working within this function when the delivery teams are formed.
Draft PD	<p>Feedback noted that the draft PD mentions risk management to support project planning and delivery and that this has the potential to cause confusion in the business.</p> <p>Other feedback noted that the draft PD needed some clarity in some areas such as “management of time sheeting and invoicing” to ensure clarity of roles and responsibilities within the branch.</p>	Duties like ‘management of time sheeting’ was directed at ensuring all timesheets across the business unit are being submitted and approved in a timely fashion so that we can accurately track our financial position. ‘Invoicing’ was in reference to administrative activities that occur today to ensure invoices are allocated to the correct project codes.
Cost savings and efficiency	Some feedback suggested that the proposal was inconsistent with cost saving and efficiency drivers of the initial proposal, particularly if the role was to have team reporting to it.	The outcome of this proposal is within our goal of efficiency through centralisation of functions that need to occur across the branch. We currently have a number of non-billable roles in our structure that have the potential to be centralised into this function in future without additional FTE being required across the branch.
Mandate of the role	Feedback suggested that the role will need support from the GM P&P and Heads of Digital and Programmes to ensure success.	This is noted and expected.

Decision

We have carefully considered the feedback received on this proposal and has decided to proceed with the disestablishment of the Business Manager role and the establishment of the Head of Project Planning and Business Performance role.

Next steps

We realise that times of change can be challenging for those involved. Please do remember that our Wellbeing Health and Safety Team is available to provide support, if need be, as is EAP Services. The PSA is available to provide support to their members. If you have any questions about the process, please don’t hesitate to email these to DDIRealignment2@mbie.govt.nz

Confirmed organisational chart – Partnerships and Programmes Leadership Team

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
D	Minor scope change	I	MBIE group change
E	Position title change	J	Contestable reconfirmation

