MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Cyber Security

Final Change Decisions

April 2024

Te Kāwanatanga o Aotearoa
New Zealand Government

Final Decisions for Cyber Security

Introduction from David Habershon

When DDI was formed and the Cyber Security Assurance team created in February 2022, most of the Cyber Security Assurance team were contractor or vendor resources. Since then, Cyber Security Assurance has expanded the scope of what the team do. We now not only support projects but provide support to systems holistically over their lifecycle and develop continuous assurance processes for key MBIE systems. Due to this, the Cyber Security Assurance team has grown, and the Manager currently has approximately 23 direct reports.

The confirmed structure will split the Cyber Security Assurance team into three and this will be aligned to the different business groups across MBIE and will align with other parts of DDI who support the wider MBIE environment. The confirmed position title changes will align the team with other groups across DDI and/or better reflect what the position does.

Ngā mihi nui

David Habershon

Chief Information Security Officer

Cyber Security Change Programme

Contents

How to read this document

This document confirms changes to the Cyber Security Branch

Scope of these change decisions

This final change decisions document confirms changes to the Cyber Security Branch.

As outlined in the consultation document, these changes aim to limit concern and disruption for our people and work-in-progress, particularly in frontline operations. Wherever possible, teams have been kept together and the number of positions impacted have been minimised.

Understanding changes to your position

If changes are confirmed for your position this will be outlined in the section related to your team/branch. Confirmed organisational charts have been included at the end of each team/branch proposal to demonstrate the impact that these change decisions will have to the structure of your team/branch. There is a summary table at the end of this document with more detail about changes to individual positions and new positions.

In addition, all people who are confirmed as impacted by these change decisions will receive a letter that outlines specific detail about their position and the change process.

Let us know

If you notice any inconsistencies in the organisational structure represented please advise your people leader.

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

Implementation timeline

Activity	Indicative Timeframes
Final decisions confirmed	16 April 2024
Implementation of new structure	24 April 2024
Recruitment to new positions commences	From 24 April 2024

Your feedback on the Cyber Security change proposal

The following table summarises overall feedback themes and questions that we received about this change proposal and our responses.

Summarised feedback and questions		Response
New Roles/Positions	1. We received feedback that the proposed structure of 14 new Senior Cyber Security Architects was too top heavy and concerns that we will have too many permanent positions for the upcoming work Cyber Security team will have. 2. We received feedback that the Cyber Security Portfolio Manager band should be aligned with the Principal Cyber Security Architect 3. Is it intended that the Portfolio Managers have their own budgets with associated cost centres? 4. Why are the roles within the Assurance team not being renamed to better reflect the responsibilities of the role? 5. Why does the Cyber Security Assurance team not have a Principal role? 6. How has this proposal accounted for future cost savings targets?	1. We have taken into consideration feedback about a 'top heavy' or senior heavy team. When assessing the number of roles, the Cyber LT looked at the impact of the work in the Security Assurance team pivoting from just project-led Certification activities to system assurance, vendor assurance and continuous assurance. We are now going to establish 5 Cyber Security Architects and 9 Senior Cyber Security Architects, although we retain flexibility to change that ratio. 2. The band for the Cyber Security Portfolio Managers aligns with other Tier 5 managers across DDI and MBIE. All position descriptions at MBIE are sized through a Job Evaluation process using the Korn Ferry Hay job sizing method. 3. The Cyber Security Portfolio Manager roles will have their own budgets and associated cost centres. These Manager roles will not be recoverable against projects. 4. Reassessment of the existing roles was not in scope of this consultation. This feedback will be taken onboard for future consideration. 5. The Principal Architect roles are in the Advisory team. These team members create strategy and roadmaps for the Branch. This work is distinctly different (although there is some deliberate areas of crossover) to the work of the Assurance team which is to perform Certifications and Continual Assurance for MBIE's systems.

		6. The new positions will allow for more permanent team members which will support us in meeting MBIE's obligations for cost savings, as we reduce costs associated with contractors and third-parties.
Workload	1. Will the proposed scope of assurance activities continue to require funding to complete assurance activities, or will there be an uplift in unfunded assurance? 2. With the Cabinet mandated move to cloud much of the assurance work, especially around SaaS procurement, can be self-serviced by business units. This initiative isn't reflected in this proposal. Is this deliberate? 3. The quality of outputs will improve with the increased permanent headcount in the assurance team. 4. Why are the Portfolios even when the number of systems within each MBIE Business Group differs? 5. An obstacle to improving assurance at MBIE has been the financial model of cost recovery through projects. Does this proposal address that issue?	1. The MBIE funding model is under review. Project-led recovery will continue to be a part of the Cyber Security Assurance operating model. The Cyber LT are investigating other options to source funding for assurance activities beyond projects. This is not a change that can be proposed in a proposal but with the MBIE SLT. 2. This was not a deliberate decision to leave out reference to this work. The security assurance team will continue to develop and uplift assurance processes – we're doing work right now with the patterns, recertifications, and controls/remediations assurance that will continue, and that aligns with the initiative sponsored in 2023. 3. Absolutely agree. 4. We will be flexible and share resources, however without priority systems across MBIE, this is our modem operandi. 5. The Cyber Security Portfolio Manager roles are not recoverable to projects, this dedicated role to specific Business Group(s) will be able to provide reporting and information to Business Owners to support financial investments into security assurance. The overall financial model is not considered in this proposal.
PD Content	1. Head of Cyber Security Assurance PD: *"Providing expert input into security monitoring undertaken by the Advisory component of the cyber security team as well as the Digital Operations branch".* Is this accurate? 2. Does the assurance function include continuous assurance or is it only the audit function (C&A)?	1. The PD encompasses some duties which are at the periphery of what the Assurance team is accountable for. The position also assumes ITSM duties. They will need to therefore check that the work of the Advisory team is appropriate and meets MBIE's cyber security outcomes.

	3. The Cyber Security Portfolio Manager has no responsibility for continuous assurance across their allocated business group, is this an oversight?	2. The assurance team functions include providing assurance of regarding MBIE's existing cyber security controls. The assurance teams work is wider than the audit function of C&A. 3. We have amended the position description accordingly.
Wider Branch and Wider MBIE	1. We received a lot of feedback regarding changes to the Cyber Security Advisory team. 2. Alternative structures of the Cyber Security Branch have been proposed. 3. There were concerns that the timing of this change is inappropriate.	1. As this pertains to the Cyber Security Advisory team this is out of scope for this change proposal. 2. This change proposal has been focussed on formalising the Cyber Security Portfolio Manager roles, reducing staff headcount for the Manager Cyber Security Assurance and reducing reliance on contractors and external third parties. Alternative structures for the wider branch will be taken into consideration for future proposals. 3. These external factors don't impact what we must do, to support the Cyber Branch build our maturity. The existing systems that we must provide security assurance of, is not changing.

Confirmed Changes

Proposal 1 – Establishing three new Cyber Security Portfolio Manager positions

To support maturing Cyber Security Assurance at MBIE, it was proposed to establish three permanent Cyber Security Portfolio Manager positions in the Cyber Security Assurance team.

Benefits

Establishing the three new proposed Cyber Security Portfolio Manager permanent positions intends to:

- Formalise the roles and create stability for the team
- Create further career pathways across the Cyber Security team
- Bring in more permanent team members to the team
- Support managerial span of control
- Align with other parts of DDI who support the wider MBIE environment and works for Cyber Security because the different Business Groups at MBIE have varied systems, risk appetites, Business Owners, and System Owners.
- Allocating team members across specific portfolios supports with the ability to build relationships with the Business, understand their risk appetite, and deliver better services and advice that are more fit-for-purpose for their context and situation.

Confirmed Changes

It is confirmed that we will proceed with establishing the three Cyber Security Portfolio Manager positions in the Cyber Security Assurance team.

Proposal 2 - Reporting line changes to the new Cyber Security Portfolio Manager positions

It was proposed change the reporting lines for all the positions that currently report to the Manager Cyber Security Assurance to the new Cyber Security Portfolio Managers.

Benefits

We said this change would allow across specific Business Groups to build relationships with the business, understand their risk appetite, and deliver better services and advice that are more fit-for-purpose for their context and situation.

Confirmed change

The current direct reports to Manager Cyber Security Assurance will have a change in reporting line to the Cyber Security Portfolio Manager positions.

Proposal 3 - Minor change in scope and position title change for the Manager Cyber Security Assurance position

We said that with establishing the three new Cyber Security Portfolio Manager positions this would impact the scope the Manager Cyber Security Assurance position. It was also proposed to change the position title to Head of Cyber Security Assurance from Manager, Cyber Security Assurance to align with other areas of DDI.

Confirmed change

The Manager Cyber Security Assurance will have a change in title to Head of Cyber Security Assurance and have a minor change in scope to reflect the new accountabilities in the position description.

Proposal 4 – Position title change for Manager Cyber Security Advisory

It was proposed to change the title of Manger Cyber Security Advisory to Head of Cyber Security Advisory and Operations to ensure consistency across the team and DDI. The position has evolved overtime and I proposed to update this position description to reflect the new accountabilities.

Confirmed change

The position title for this role will change to Head of Cyber Security Advisory and Operations and will have minor change in scope.

Proposal 5 – Cyber Security Architect position titles

It was proposed to change the position title of the Associate Cyber Security Architect to Cyber Security Architect and change the Cyber Security Architect position title to Senior Cyber Security Architect. This was proposed position title change was to reflect the level of experience and skills outlined in the position descriptions to the position titles.

Confirmed change

The position titles for these roles will change as per the proposal.

Proposal 6 – Establishing 14 new Senior Cyber Security Architect positions.
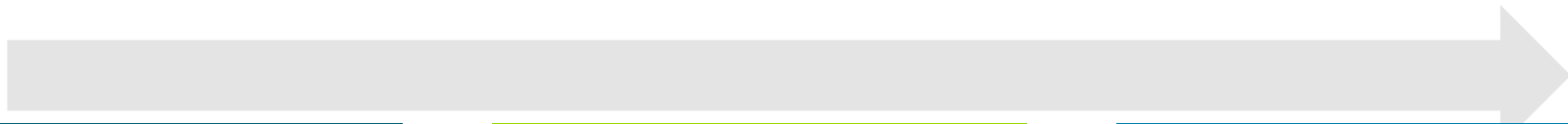
It was proposed that the Cyber Security Assurance team would establish 14 new Senior Cyber Security Architect positions reporting to the Cyber Security Portfolio Managers. The team is currently filled with contractors and it has been determined we need these positions on a permanent resources going forward.

Confirmed changes

We have decided to establish nine Senior Cyber Security Architect positions and five Cyber Security Architect position in the Cyber Security Assurance team.

Embedding change

Transition, implementation, and embedding are phases which happen after a final decision is made. These phases focus on the critical things we need to do to bring our new organisational structure and ways of working to life. Below is a summary of key focus areas and activities during each of these phases:

Transition to new structure
24 April 2024

- We'll continue with our mahi through this transition process.
- Start the recruitment process for the new positions

Implement new ways of working
24 April 2024 - 3 June 2024

- Some teams will start to work with new hoamahi and attend new meetings.
- Within our teams and branches, we'll determine our priorities and how we need to work together to achieve those.
- Some teams may focus on new ways of working to support new goals/outcomes.
- We'll continue the relationships that are critical to the success of our mahi, irrespective of which branches and groups those people are based in.

Embed new ways of working
3 June Onwards

- We'll test and refine new ways of working and evaluate their effectiveness.
- We'll maintain a focus on developing our people and creating an environment that supports them to thrive, through:
  - Kōrero – regular check-ins between you and your people leader, as well as informal check-ins with senior leaders.
  - Wānanga – opportunities to reflect on new ways of working, as well as for growth and learning.
  - Manaaki – respect and care through living our values and welcoming diverse perspectives.
  - Hui – regular meetings with your team, branch, and group to solidify your vision, purpose, and priorities, as well as make or maintain connections.

Confirmed organisational change
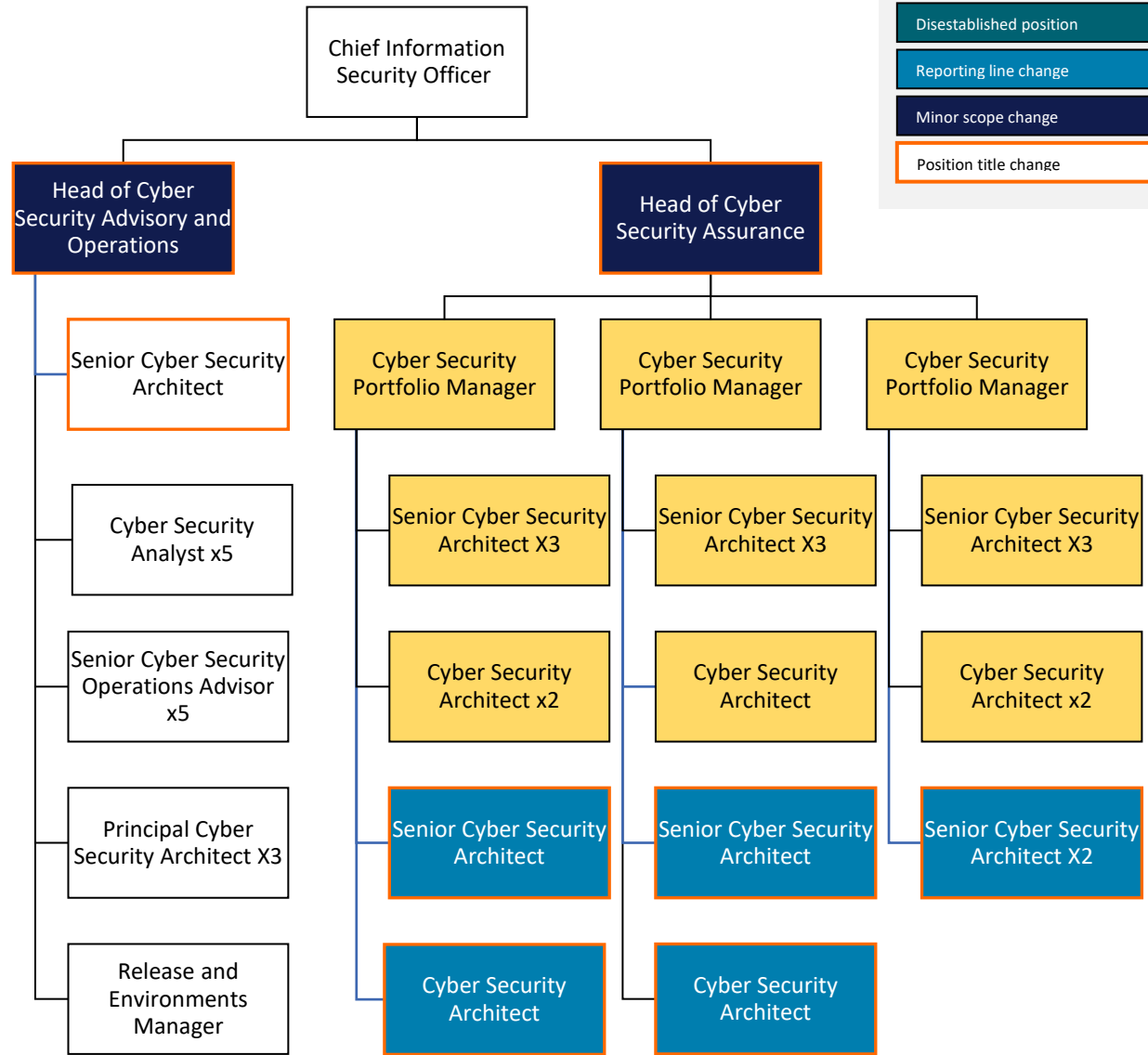
KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest

Chief Information Security Officer

Head of Cyber Security Advisory and Operations
- Senior Cyber Security Architect
- Cyber Security Analyst x5
- Senior Cyber Security Operations Advisor x5
- Principal Cyber Security Architect X3
- Release and Environments Manager

Head of Cyber Security Assurance

Cyber Security Portfolio Manager
- Senior Cyber Security Architect X3
- Cyber Security Architect x2
- Senior Cyber Security Architect
- Cyber Security Architect

Cyber Security Portfolio Manager
- Senior Cyber Security Architect X3
- Cyber Security Architect
- Senior Cyber Security Architect
- Cyber Security Architect

Cyber Security Portfolio Manager
- Senior Cyber Security Architect X3
- Cyber Security Architect x2
- Senior Cyber Security Architect X2

Summary of changes

New positions

Proposal	Position title	Number of positions	Reporting line	Branch	Band
1	Cyber Security Portfolio Manager	3	Cyber Security Assurance	Head of Cyber Security Assurance	X
6	Senior Cyber Security Architect	9	Cyber Security Assurance	Cyber Security Portfolio Manager	W
6	Cyber Security Architect	5	Cyber Security Assurance	Cyber Security Portfolio Manager	R

Minor change

Proposal	Position title	Team	Description of change
3	Manager Cyber Security Assurance	Cyber Security Assurance	• Position title change to Head of Cyber Security Assurance and minor change in scope.
2 & 5	Associate Cyber Security Architect	Cyber Security Assurance	• Position title change to Cyber Security Architect. • Reporting line change from Manager Cyber Security Assurance to Cyber Security Portfolio Manager.
2 & 5	Cyber Security Architect	Cyber Security Assurance	• Position title change to Senior Cyber Security Architect • Reporting line change from Manager Cyber Security Assurance to Cyber Security Portfolio Manager.
5	Cyber Security Architect	Cyber Security Advisory	• Position title change to Senior Cyber Security Architect.
4	Manager Cyber Security Advisory	Cyber Security Advisory	• Position title change to Head of Cyber Security Advisory and Operations and minor change in scope.

Change process

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

Reconfirmation

As part of the consultation process your substantive position may be proposed to be "reconfirmed". In these circumstances your substantive position in the proposed new structure is substantially the same as your current substantive position and you are the only person able to be reconfirmed to the role. Examples include - change in reporting line, title, a minor change in work content.

For reconfirmation to apply:

- The position description you are being reconfirmed into is the same (or substantially the same) as what you currently do, and

- Salary and other terms and conditions for the position are no less favourable, and

- Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).

If your substantive position is reconfirmed as part of the final structure, you will not need to take any action as you will automatically be reconfirmed into the position.

New positions

All new positions will be advertised internally first to employees across MBIE affected by change.

First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

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 that change may be difficult and encourage you to reach out to your support network as well as taking advantage of the resources available to you, including:

- Your People Leader

- Your union delegate or representative (PSA) / (NUPE)

- The Wellbeing, Health and Safety Team

- Our Employee Assistance Programme (EAP) 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 which is our central learning platform and holds many free e-learning courses – including a series of e-learning modules focused on change, suitable for all staff.
- Percipio which is the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- Explore MBIE's library which has 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 MBIE's Leadership, Talent and Growth team to discuss your development interests.

Career development support

MBIE's (Career Services | EAP Services Limited) 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.