



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

Labour, Science and Enterprise Realignment

Proposal for Change

15 April 2024

Labour, Science and Enterprise Realignment

Contents

| | |
|---|----|
| Introduction by our Chief Executive Carolyn Tremain | 3 |
| Introduction from Nic Blakeley | 4 |
| How to read this document | 5 |
| Providing feedback and indicative timeframes | 6 |
| Case for change | 8 |
| Overview of change proposals | 9 |
| Approach to placement of kaimahi | 10 |
| Proposal 1 – Establish a new Technology and Innovation Branch | 11 |
| Proposal 2 – Reconsolidate Tourism and Economic Development Policy into a joint Tourism and Economic Development Branch | 15 |
| Proposal 3 – Establish a new Science and Space Branch | 19 |
| Proposal 4 – Science System Investment and Performance Consolidation | 24 |
| Proposal 5 – Consolidating labour market functions in Employment, Skills and Immigration Policy | 27 |
| Proposal 6 – Establish a Team Leader Ministerial Services in the Office of the Deputy Secretary | 32 |
| Summary of proposed changes to Labour, Science and Enterprise | 35 |
| Appendix 1: How to read organisational charts | 46 |
| Appendix 2: Support through change | 48 |
| Appendix 3: Proposed change process | 49 |

Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

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

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

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

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

Positioning ourselves with flexibility to respond to future demands is something we have been working on as an organisation for some time, by bringing together like functions and teams; better utilising the skills, experience, and capabilities of our people; and automating processes to enable us to place greater focus on delivering for the people we serve. We will continue this approach as we move forward in our support of the Government's fiscal sustainability objectives so that we can be prepared to deliver on their priorities.

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

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

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

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

Thank you for the work that you do.

Ngā mihi nui

Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive

Te Tumu Whakarae mō Hikina Whakatutuki

Introduction from Nic Blakeley

Tēnā koutou

Over the last few months, MBIE has been working closely with the new Government to support its priorities and help confirm and set up portfolio work programmes that will deliver on them.

We have also been working hard to achieve the Government's savings target. In Labour, Science and Enterprise (LSE), we have held vacancies over the past six months and recently completed a voluntary redundancy process. We need to keep exploring ways to find efficiencies in how we work, but there is no need to make any further reductions in the number of roles in LSE at this point.

It is now time to make sure LSE is set up in a way that effectively aligns our smaller size to the Government's work programme and Ministerial portfolios.

This consultation document outlines a proposal for change that I hope will enable us to achieve that. A key principle is that areas of common work that are closely linked within Ministerial portfolios are located close together. Another key consideration is whether work is scaling up, joining up, or scaling down, such as the need to create a new gene technology policy team, manufacturing becoming part of the Small Business portfolio, and digital policy work becoming part of the Science, Innovation and Technology portfolio.

This proposal includes changes to the shape of most branches across LSE, as well as some changes between LSE and Building, Resources and Markets (BRM) and Kānoa. If your position is changing, you will be advised individually where we are proposing you are placed in the new structure, so you can feed back on that aspect as well as the structure itself. Change has not been proposed for any areas that remain aligned to Ministerial priorities and work programmes.

Any structure needs to continue to flex and adapt over time as circumstances change. I consider the proposed structure will provide us with a strong foundation from which we can continue to evolve as needed.

We can also respond flexibly to priorities in the way we work, such as people opting to take on shorter-term work in another branch. We're exploring how we could make this sort of flexibility more systematic in how we work across policy groups in MBIE.

I encourage you to carefully consider this proposal and I look forward to hearing your feedback via *What Say You* or by emailing LSERealignment@mbie.govt.nz.

I acknowledge that this change proposal is one of a number of proposals across MBIE and the wider public service. Your friends and family members may also be experiencing change. I know this can be unsettling and can present us with difficulties and challenges that will be unique to each person. Please consider what support you may need during the consultation process and discuss this with your people leader, remember to show kindness to your colleagues during this time, and ensure that you look at the range of support options available on page 48 of this document.

Ngā mihi nui



Nic Blakeley

Deputy Secretary
Labour, Science and Enterprise

How to read this document

This document proposes change to how the LSE Group is organised with change proposals specific to branches.

It outlines the case for change and the guiding principles behind the proposed structure. It then provides detailed information about each proposed change, including charts showing the current and proposed structures.

Scope of this change proposal

Each chapter of this consultation document outlines changes to certain areas of work, or branches.

Change proposals have also been developed for BRM and Kānoa. Proposals that involve moving teams between Groups are included in each Group's change document for feedback. Any feedback on these proposals will be shared across the two groups – you don't have to submit to both.

This proposal aims to limit concern and disruption for our kaimahi and work-in-progress. Wherever possible, teams have been kept together and the number of positions impacted have been kept to a minimum.

Understanding proposed change to your position

If changes are proposed to your position, this will be outlined in the proposal related to your branch. Current and proposed organisational charts have been included at the end of each branch proposal to help demonstrate the impacts that proposed changes would have to the structure of your branch.

The current organisational charts exclude positions which will become vacant and will not be filled, such as those vacated by an employee leaving through the recent voluntary redundancy process as these will be closed within our systems. There is

a summary table at the end of this document with more detail about proposed changes to individual positions and proposed new positions at page 35.

You can review proposed changes to your position by reading through the proposal for your group and reviewing both current and proposed organisational charts. In addition, kaimahi who may be impacted by the proposed change will receive a letter that outlines specific detail pertaining to their position and the proposed change process.

Proposed change process

Find out more about MBIE's proposed change process [in Appendix 3](#). This determines how we classify the impact to our kaimahi, based on the proposed impacts to their position.

As part of this consultation process, you are invited to provide feedback on both the branch proposals and the proposed change process.

Let us know

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

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

Providing feedback and indicative timeframes

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

We welcome your feedback on this proposal for change, even if you may not be directly impacted by it. Feedback can be provided individually or as a group.

Once the consultation period has closed, all feedback will be carefully considered by the Deputy Secretary, Nic Blakeley, before final decisions are made. As part of final decisions, we will confirm what our realigned structure looks like and its impact on positions.

This proposal has been shared with unions representing some of our kaimahi, the Public Service Association (PSA) and NUPE. You can contact the PSA or NUPE during the consultation period for support and to discuss your feedback.

‘What Say You’

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

If you or your team are in scope and do not receive an invite or have issues with access, please email your feedback to: LSERealignment@mbie.govt.nz.

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

Consultation on the proposed changes will start on **15 April 2024** and close at 5.00pm on **1 May 2024**.

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

Your feedback is encouraged on all aspects of this proposal, such as organisational structure, branches, accountabilities, and positions. Your ideas and suggestions are valuable and will contribute to ensuring that the changes we make will position us well for the future.

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

What Say You is about connecting kaimahi through open and thoughtful conversations. We want kaimahi to share their views and exchange ideas in a safe space.

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

1. Comments and questions are moderated

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

2. Questions can be made private

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

3. Names are not published

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

4. 'Likes' are anonymous

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

5. Rating this change proposal

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

6. Group comments

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

7. Close of consultation

You can make and edit submissions up until the consultation closes at 5.00pm on **1 May 2024**. After that, you will still be able to log in to read the proposal and published submissions.

Please note that because contractor positions are not included in this proposal, kaimahi in contract roles will be communicated with via letter and won't receive a registration email. If you would like to provide feedback, please send your thoughts to LSERealignment@mbie.govt.nz.

Indicative timeline

| Activity | Indicative timeframes |
|--|-----------------------|
| Consultation opens | 15 April 2024 |
| Consultation closes | 1 May 2024 |
| Feedback reviewed and considered by Deputy Secretaries | By 17 May 2024 |
| Final decision (indicative date) | 23 May 2024 |
| Proposed 'go-live' of new structure | 19 June 2024 |

Case for change

Since November, we have been working closely with the new Government to deliver on its 100 Day Plan and understand how we can support delivery of its goals for New Zealand. We have been in conversation with our Ministers about their portfolio priorities and the contribution they will make to rebuilding and growing the economy. We now have a clear sense of these priorities, and how MBIE will support them as we continue our work to grow Aotearoa New Zealand for all. We're also seeing that some work programmes are being scaled up or joined up, while others have scaled down or stopped.

This proposal reflects the opportunity we have to deliver high-quality, trusted advice and delivery for the new Government by ensuring we are better aligned to the work we need to deliver for Ministers.

The proposal includes changes both within LSE, across LSE and BRM and Kānoa. Some of our branches and teams retain their existing functions, with no changes proposed.

When designing this proposal, the principles used were:

- Areas of work should align to what Ministers have asked MBIE to deliver
- Teams should be focused around common work areas
- Areas of work that are closely related should be close together
- Span of control should be reasonable for managers and teams
- Common functions should be centralised across LSE where appropriate to get economies of scale and enhance best practice

We have also considered the size of resourcing for each work area during this process, with some scaled up or down to reflect the size of the work programme. Overall resourcing has also been considered in the context of the Government's direction to

MBIE to make fiscal savings and the structure has been updated to take into account people who will be leaving MBIE as part of our voluntary redundancy process. This document outlines the proposed shape of the branches going forward, and where we are proposing people are placed.

As budgets become clearer over the following months, there is a possibility we could be asked to make further savings. We will continue to take a considered approach to filling any future vacancies as we look to ensure we can deliver on the Government's fiscal sustainability objectives. This means continuing to be agile and taking a mahi tahi approach, ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

Further detail on changes is provided on the following pages, including what the proposed change for each branch is and why. We look forward to hearing your feedback on these proposals.

Overview of change proposals

This document proposes the following high-level changes:

1. The creation of a new Technology and Innovation Branch, bringing greater focus on emerging and innovative sectors and delivering on ministerial priorities to grow the tech sector and enable the biotech sector.
2. The reconsolidation of Tourism and Economic Development Policy into a single branch, to reflect the reduction in the Economic Development work programme. This branch would leverage the skills and capabilities of our kaimahi to grow the value of tourism, while maintaining social licence, and more broadly lifting the performance of sectors and firms, and in-place policy and implementation. It would be responsible for delivery of key funds such as Major Events Fund and the International Visitor Levy.
3. The creation of a new Science and Space Branch to bring together the leadership, regulatory and policy functions of these areas to create a high-performing science and space system for New Zealand. This branch will include two Science Policy teams who will continue to progress reform of the science system and work closely with the Science Advisors.
4. The consolidation of science investment functions into the Science Investment and Performance Branch. This reflects the upcoming work programme focused on consolidating some funds, the end of some, and the need to rebalance the workload across teams while providing people the opportunity to work on new funds.
5. The redeployment of the Income Insurance team to other areas of Employment, Skills and Immigration and LSE. Furthermore, a reporting line change for the Sector Workforce Engagement Programme (SWEP) team from Kānoa to Employment, Skills and Immigration to consolidate labour market functions.
6. The introduction of a Team Leader Ministerial Services in the LSE Office of the Deputy Secretary to reflect an in-principle decision by LSE's Leadership Team for a centralised approach to LSE Ministerial Service.
7. No structural changes are proposed for LSE's Entity Performance and Investment Branch and Workplace Relations and Safety branches.

Approach to placement of kaimahi

Our intention with these changes is to provide certainty for our kaimahi as early as possible. If there is a proposed change for your position, you will receive a letter advising you which role or team you are proposed to be placed in. If there is no change for your position, you will not receive a letter. We also wanted to avoid the challenges and uncertainty of a drawn-out Expression of Interest (EOI) process to populate the new structure.

General Managers have worked across the business groups and branches to make proposals for placement based on current jobs and where roles are needed. If you have feedback on where you are individually placed, please provide this as a submission. It will be considered by the respective Leadership Teams, and changes made wherever possible. It's unlikely we will be able to satisfy all requests.

2023 Graduate Policy Advisors placement approach

Due to the timing of the decision to undertake a Voluntary Redundancy round and this change process, there will be an amendment to previous placement approach for Graduates to transition from the Graduate Programme to their first Policy Advisor role.

Please note that Policy Graduate Advisors will still transition to be a Policy Advisor at the conclusion of the Programme as outlined in their employment agreements, on 1 June 2024. However, you will remain in your current team until after the new structure has been implemented. We would then consider whether a separate placement process for the 2023 Graduates is also needed, and if so, this would happen once any structural changes have been implemented.

What does the realignment mean for the annual Policy Progression round?

MBIE usually conducts an annual progression round in April/May for people wishing to apply for progression from a Policy Advisor to a Senior Policy Advisor role. Again, due to the decision to undertake a Voluntary Redundancy round and this change process, we are pausing undertaking a progression round until after this organisational change has been completed.

Flexible Policy workforce approach

At the Voluntary Redundancy webinar in March the Policy Deputy Secretaries talked about how we could work more flexibly across policy at MBIE. Many of you had questions about how this would work and asked how you could have input to the development of these practices.

Alongside this change consultation we will be providing opportunities for people across the policy groups to participate in developing an approach to working flexibly.

Information about our initial thinking and how you can get involved will be sent out via email to all people in the policy groups at the same time as this change consultation is launched.

Proposal 1 – Establish a new Technology and Innovation Branch

The new Technology and Innovation Branch will be responsible for providing strategic insight and advice on new issues and developments in technology and innovation. The Technology and Innovation Branch will provide Ministers with policy advice and implement initiatives aimed at encouraging and incentivising the sustainable growth of new and emerging businesses and sectors. Technology and Innovation will be particularly focused on emerging sectors that have the potential to make a meaningful contribution to New Zealand’s macroeconomic performance.

The branch will lead on innovation policy (including the Research and Development Tax Incentive), investment policy, digital policy, including the New Zealand Game Development Sector Rebate, and be responsible for passing the necessary legislation and establishing a New Zealand biotech regulator. The branch will be responsible for developing policy related to Callaghan Innovation and New Zealand Growth Capital Partners.

The kaupapa of the Technology and Innovation Branch will be to:

- provide strategic insight and advice on new issues and developments in technology and innovation
- support the commercialisation of science and research
- encourage and facilitate private investment in technology and innovation
- help expand New Zealand’s international connections (including trade, investment, capital, people and ideas) to help the technology sector grow
- develop and pass enabling legislation and regulations to support the sustainable growth of the technology sector

Why change is proposed

This change is designed to deliver on the Government’s increased priority for achieving greater value from emerging and innovative sectors, including objectives to increase the value of the tech sector from \$17b to \$30b by 2030 and pass enabling gene technology regulation and establish a gene technology regulator.

The Technology and Innovation Branch will need to work closely with many other parts of MBIE, particularly the proposed Tourism and Economic Development and Science and Space Branches. This branch will bridge between the more foundational science focus of the Science and Space Branch and the more established-sector focus of the Tourism and Economic Development Branch.

The following changes are proposed to deliver on this kaupapa:

1. A new General Manager position for the Technology and Innovation branch is created, disestablishing the General Manager Economic Development and Transitions role. The General Manager’s EA will move across branches to Technology and Innovation. People in the current Economic Development and Transitions branch are being redeployed across LSE and BRM to support Ministerial work programmes.
2. One Policy Director will move to Technology and Innovation, and a second to Tourism and Economic Development.
3. Members of the Industry and Enterprise Policy teams, and the Just Transitions team will be redeployed to a variety of places across LSE and BRM. The Manager Industry Policy, Manager Enterprise Policy, and Manager Just Transitions roles will be disestablished. Vacant roles in the Just Transitions team will be disestablished.
4. The EDT Policy Projects Team will move from the Economic Development and Transitions to the new Technology and Innovation Branch. This team will be renamed Technology and Innovation Projects. This team will include 1 Manager, 1 Programme Manager and 2 Project Coordinators from the current EDT Policy Projects team, plus 1 Programme Manager and 1 Senior Project Coordinator who will shift reporting lines into this team. 1 Project Coordinator from EDT Policy Projects is proposed to move to BRM to support the Small Business and Manufacturing team. 2 Programme Manager roles in EDT Policy projects will be disestablished.

5. The Investment Policy team will move from Economic Development and Transitions to Technology and Innovation. One vacant Senior Policy Advisor role (held for a Private Secretary) will move to the Innovation Policy team. One vacant Policy Advisor role will be disestablished.
6. The existing Innovation Policy team will move from Science, Innovation and International to Technology and Innovation. One Policy Advisor currently in Innovation Policy will move to the Biotech Policy and Regulation Team, and one Associate Policy Advisor will move to Investment Policy. The two vacant Team Leader Positions in Innovation Policy will be disestablished. Two Senior Policy Advisor positions will be included in the new Innovation Policy team from Economic Development and Transitions.
7. The existing Digital Policy team will move from BRM to Technology and Innovation and be renamed *Digital Economy Policy*. This team includes a Manager, 1 Principal Policy Advisor, 2 Senior Policy Advisors, and 1 Policy Advisors. The Programme Manager will move to the Technology and Innovation Projects team, and the PA/team administrator will move to the Space Policy and Sector Development Team. One vacant Principal Advisor role, 1 vacant Senior Policy Advisor role and 1 vacant Policy Advisor role will be disestablished.
8. A new Biotechnology Policy and Regulation Team will be created. This team will include a new Manager role, 4 Principal Policy Advisors, 7 Senior Policy Advisors, 1 Policy Advisor and a Strategic Partnership Manager. These team members are drawn from across LSE.

changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 1 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, and include how you see they improve on desired outcomes.

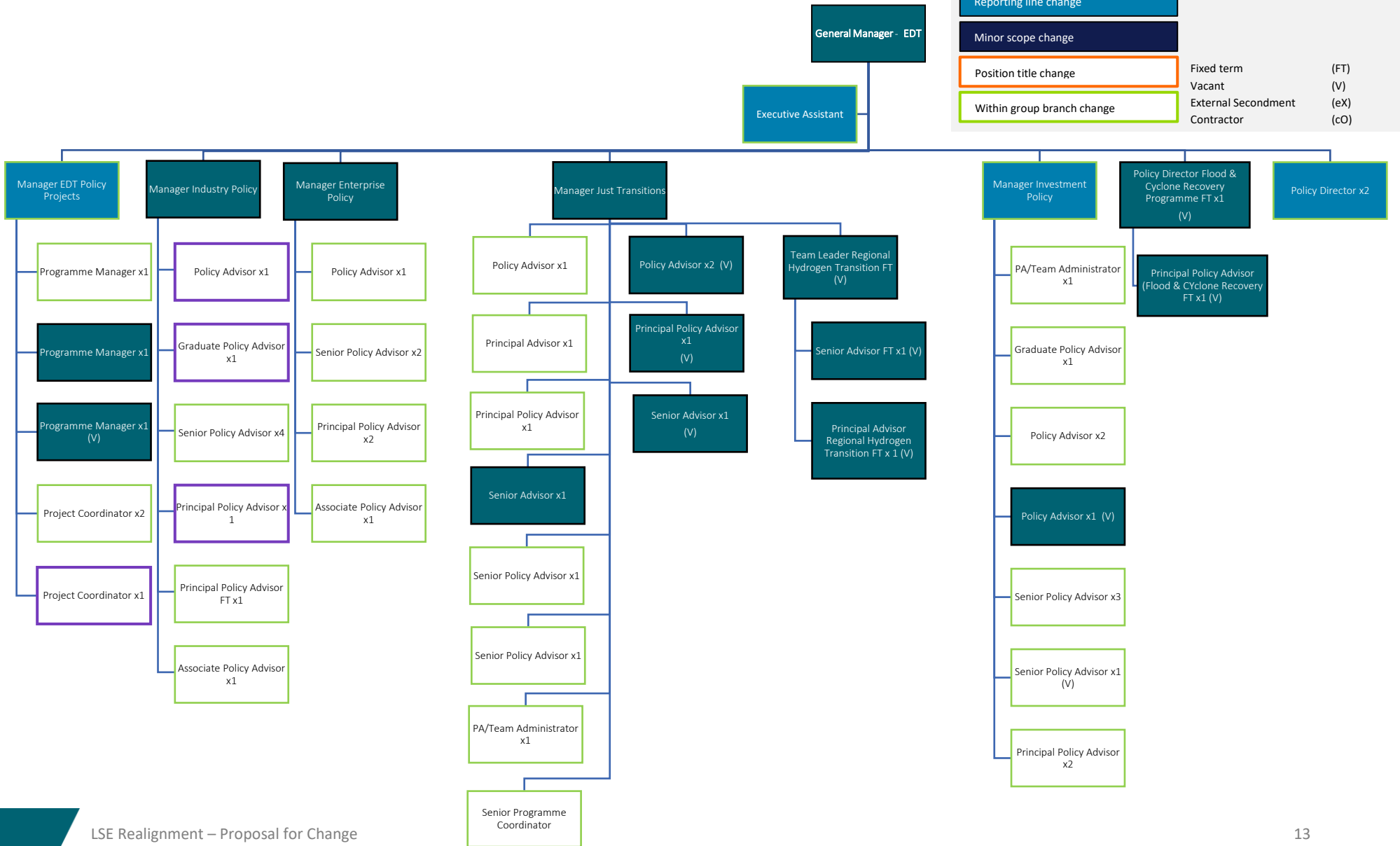
We ask you to consider whether changes under Proposal 1 will achieve desired outcomes.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed

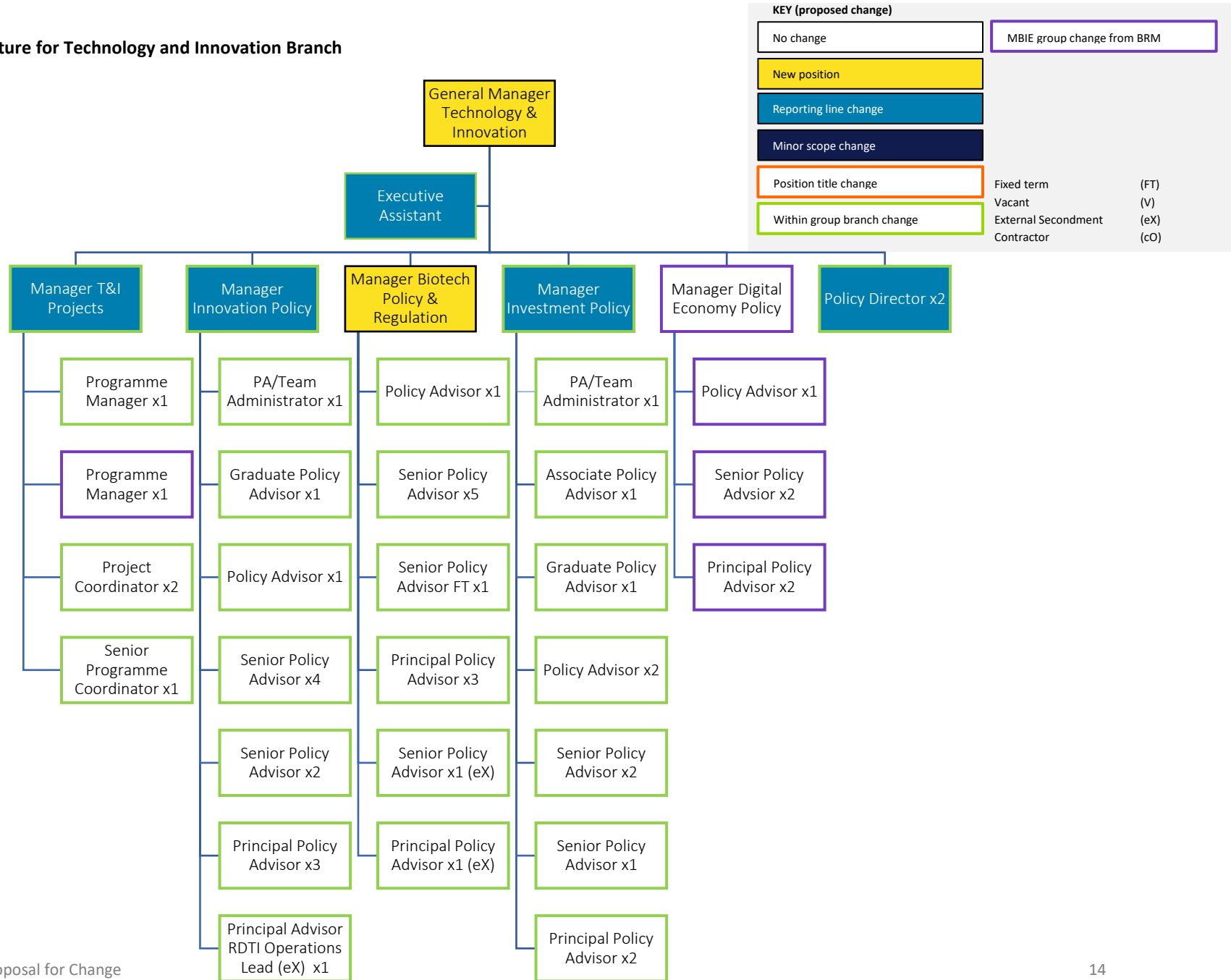
Current organisational chart – Economic Development and Transitions Branch

KEY (proposed change)

| | |
|----------------------------|--|
| No change | MBIE group change to BRM |
| Disestablished position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) Vacant (V) External Secondment (eX) Contractor (cO) |
| Within group branch change | |



Proposal 1 – Proposed structure for Technology and Innovation Branch



Proposal 2 – Reconsolidate Tourism and Economic Development Policy into a joint Tourism and Economic Development Branch

Economic Development and Transitions and Tourism were previously a joint function in LSE, and it's proposed they are reconsolidated given the natural synergies between their work programmes and objectives. The kaupapa of the branch will be to provide advice on Tourism and Economic Development policy, manage associated funds (including the Major Events Fund and the International Visitor Levy), and be a source of 'at place' knowledge and connections that is used to inform and implement policy advice.

The proposed functions of the Tourism and Economic Development Branch are:

- economic development policy advice, particularly with respect to firms and sectors
- tourism and hospitality policy advice
- development of policy advice with an 'at place' approach
- Major Events Fund administration and management
- administration and management of tourism-related funds, and the New Zealand Screen Production Rebate – International
- Policy responsibility for New Zealand Trade and Enterprise

Why change is proposed

Greater focus in the Economic Development work programme and associated resourcing requirements has provided a catalyst to think about how best to support the work in this area at this time. The current work areas in Economic Development are being spread amongst the newly formed Technology and Innovation Branch, and the Tourism and Economic Development Branch so that areas of work that are closely related are together.

The merging of Economic Development Policy and Tourism will broaden the economic understanding and capability of the Tourism team and enable us to leverage the skills around policy 'at place' that exists in both teams.

The Tourism and Economic Development Branch will reconsolidate functions around firm performance (including emergency business support when required), sector performance including screen, and Economic Development at place.

The following changes are proposed to deliver on this kaupapa:

1. A new General Manager position for the Tourism and Economic Development branch is created, disestablishing the General Manager Tourism role. The General Manager's EA will move across branches to Tourism and Economic Development. People in the current Tourism branch will also move across in their current teams and roles.
2. A new Economic Development Policy team is created, led by a new Manager Economic Development Policy role. The kaimahi from this team will be shifting across from the current Economic Development and Transitions branch. This team will include 2 Principal Policy Advisors, 1 Principal Advisor, 2 Senior Policy Advisors, and 2 Policy Advisors. A Graduate Policy Advisor from Science, Innovation and International will also join the team.
3. Including additional roles in the Tourism Communities and Regions team to increase capacity and leverage expertise for at place policy and implementation. An additional Senior Policy Advisor from the Economic Development and Transitions would be included in this expanded team.
4. A Principal Policy Advisor and Associate Policy Advisor will also join the Tourism Stewardship and Systems team.
5. One Associate Policy Advisor will join the Tourism, Environment and Economy team.
6. In the General Manager's office, two PAs / Team Administrators would join the Tourism and Economic Development Branch. PA / Team Administrator

resource will be centralised in the General Manager's Office to enable deployment across the Branch's work programme.

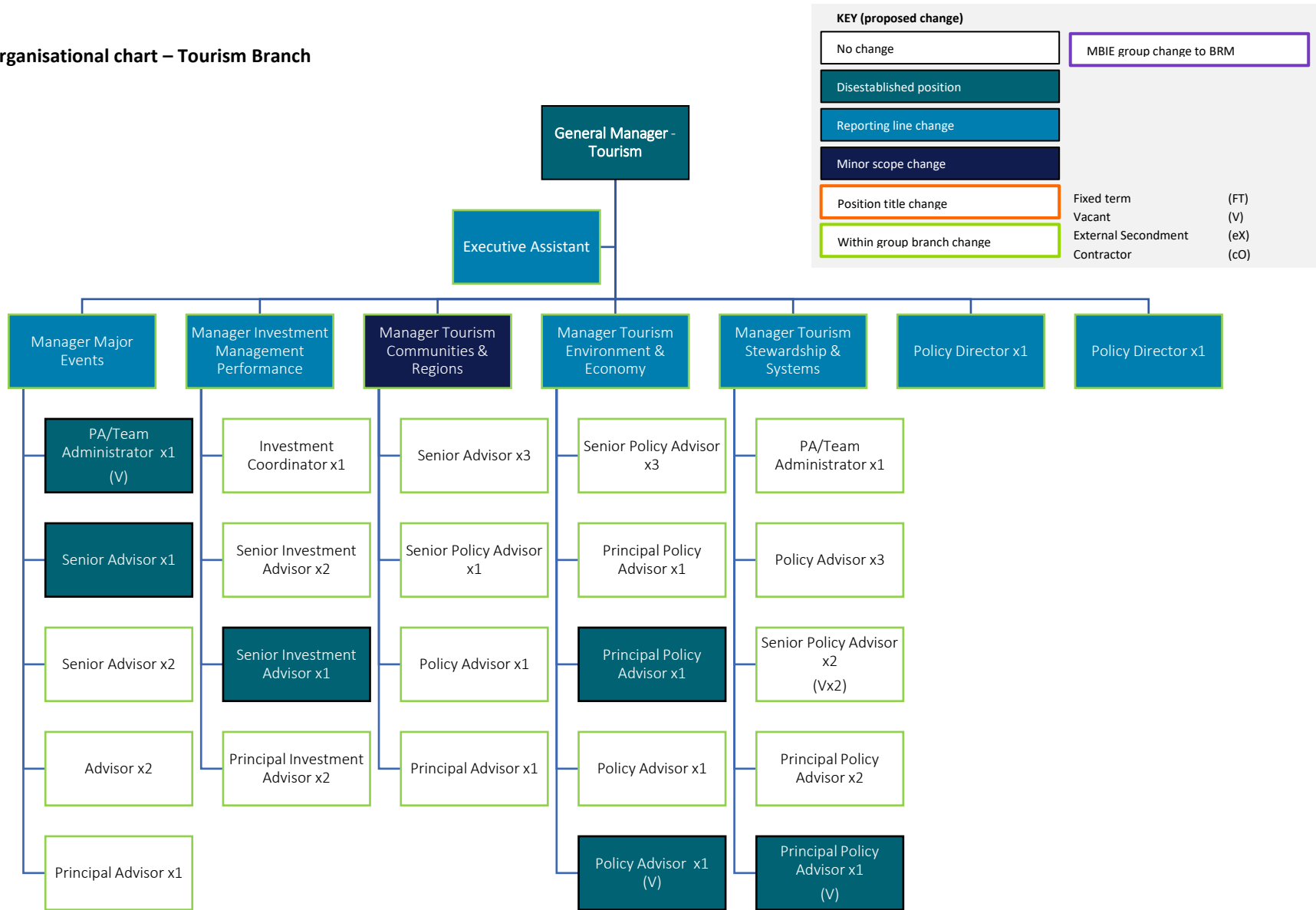
7. One Policy Director will join the branch from Economic Development and Transitions.

We ask you to consider whether changes under Proposal 2 will achieve desired outcomes.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

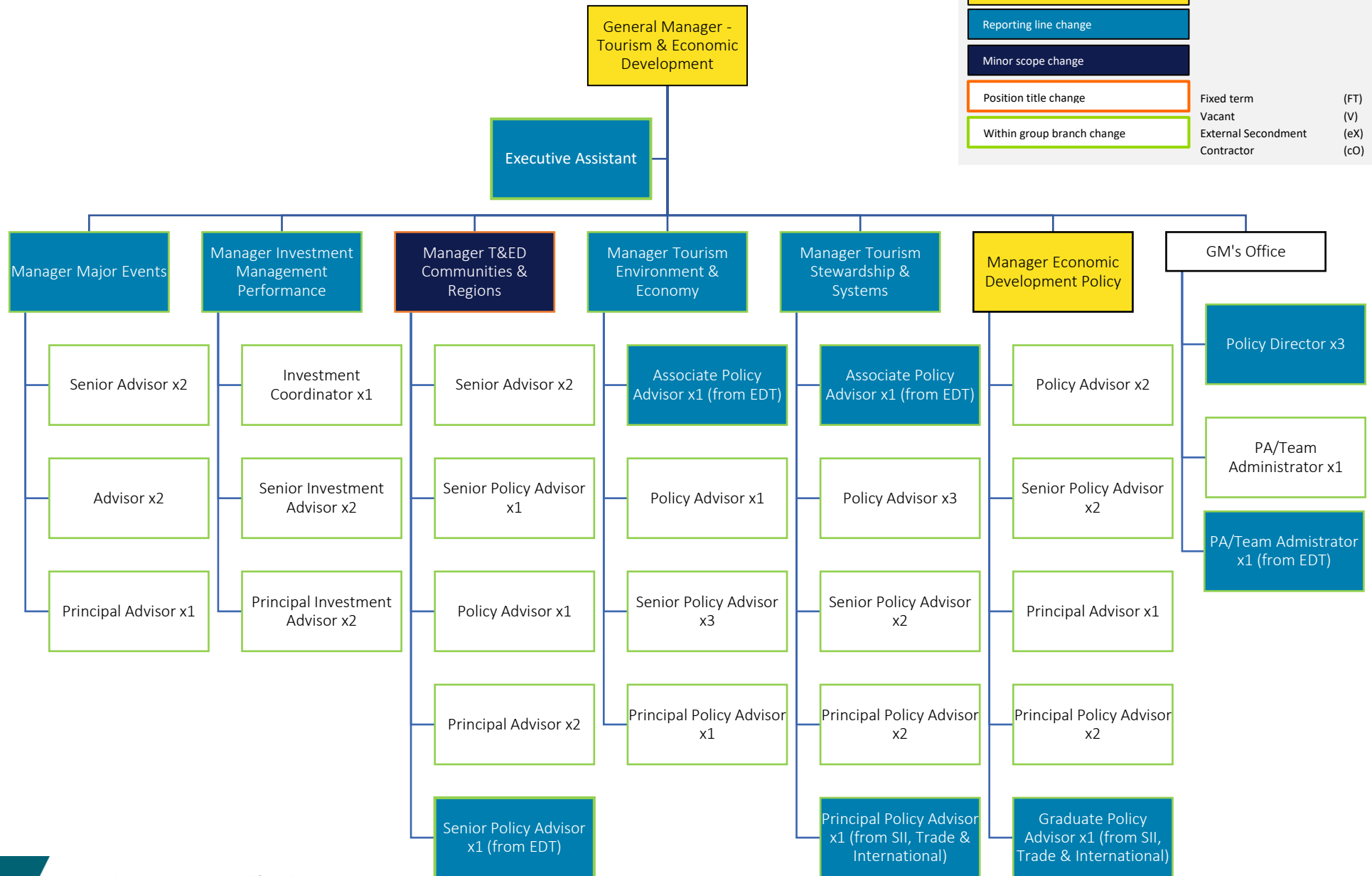
We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, and include how you see they improve on desired outcomes.

Current organisational chart – Tourism Branch



Proposal 2 – Proposed structure for Tourism and Economic Development Branch

| KEY (proposed change) | |
|----------------------------|----------------------------|
| No change | MBIE group change from BRM |
| New position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) |
| | Vacant (V) |
| | External Secondment (eX) |
| | Contractor (cO) |
| Within group branch change | |



Proposal 3 – Establish a new Science and Space Branch

The Science and Space Branch brings the Ministry's existing policy, regulatory and international functions across these areas into one new branch. The branch will focus on ensuring that New Zealand's science and research system is fit for purpose to respond to the challenges and opportunities that New Zealand will face in the decades ahead. This will include leadership of the Government's science reform programme that will be advanced in 2024, with subsequent implementation of recommendations in later years.

Through its responsibility for the Ministry's space functions, the branch will continue to lead on New Zealand's work programme around the further growth of the space sector, and associated regulatory responsibilities, as well as host the New Zealand Space Agency.

The branch will continue to have responsibility for building strong, targeted international partnerships in science and space, as well as engaging in relevant security issues relating to its research and space functions.

Why change is proposed

The new branch will lift relevant science and space teams from the current Science, Innovation and International Branch and the temporary Future Research System Branch to align areas focused on high performing science and space systems, with some adjustments at the team level. It brings together science functions that are currently in three separate branches (Science, International and Innovation; Future Research System and Science Systems Investment and Performance) and provides for an increased degree of leadership focus on science and space.

The current Future Research System Branch was established for a fixed period to ensure there was an appropriate focus on designing and delivering the Te Ara Paerangi reform programme. The Government has discontinued Te Ara Paerangi and future reforms will be part of the baseline science policy work programme. Our kaimahi who are working on Future Pathways are being redeployed into the new Science and Space Branch.

The changes proposed at the team levels are to ensure our policy capability is able to focus on the development of strong and well evidenced policy advice by ensuring that other functions like contract management are undertaken where the relevant expertise and systems reside.

The following changes are proposed to deliver on this kaupapa:

1. A new General Manager position for the Science and Space branch is created, disestablishing the General Manager Science, Innovation and International role. The General Manager's EA will move across branches to Science and Space. Policy Directors will also move across.
2. The temporary Future Research System Branch will be disbanded, and staff will be redeployed. The General Manager Future Research System and the vacant EA position will be disestablished, with staff moving to a different position. The 2 Senior Policy Advisors will move to Biotech Policy and Regulation, and a fixed term Policy Director will move to Science and Space.
3. The Science Policy team will move to the new Science and Space branch. An additional Science Policy Team will be created in Science and Space, made up of members from the current Future Research Systems branch. This team will include 4 Principal Policy Advisors, 1 Senior Policy Advisor, and 1 Policy Advisor. A new Manager position will be created to lead this team. The managers and teams will collectively own and share the policy work programme in Science, with managers working to ensure there is an even spread of strategic and business-as-usual work across both teams. Kaimahi will be expected to work flexibly and collaboratively across the teams.
4. The Ministry's Science Leadership function (Science Advisors) move from Science System Investment and Performance Branch to the Science and Space Branch, more closely aligning their expertise to the Ministry's policy function. The Chief Science Advisor will continue to report to the Deputy Secretary LSE.

5. The International Science Partnerships team will move from Science, Innovation and International to Science and Space. An additional Advisor or Senior Advisor will move to this team however we will run an EOI process for this in the near future. The Director Innovative Partnerships position will be disestablished, and staff offered reassignment to the new Science and Space branch.
6. The Space Policy and Sector Development, and Space Regulatory System teams will move to the Science and Space branch, operating under the *New Zealand Space Agency*. Three kaimahi from the Innovative Partnerships team will move into the Space Policy and Sector Development team.
7. The Trade and International Team will move to BRM, with the exception of 1 Graduate Policy Advisor and 1 Principal Policy Advisor that will move to the Tourism and Economic Development branch.
8. Innovation Policy will move to the new Technology and Innovation Branch (see Proposal One).

We ask you to consider whether changes under Proposal 3 will achieve desired outcomes.

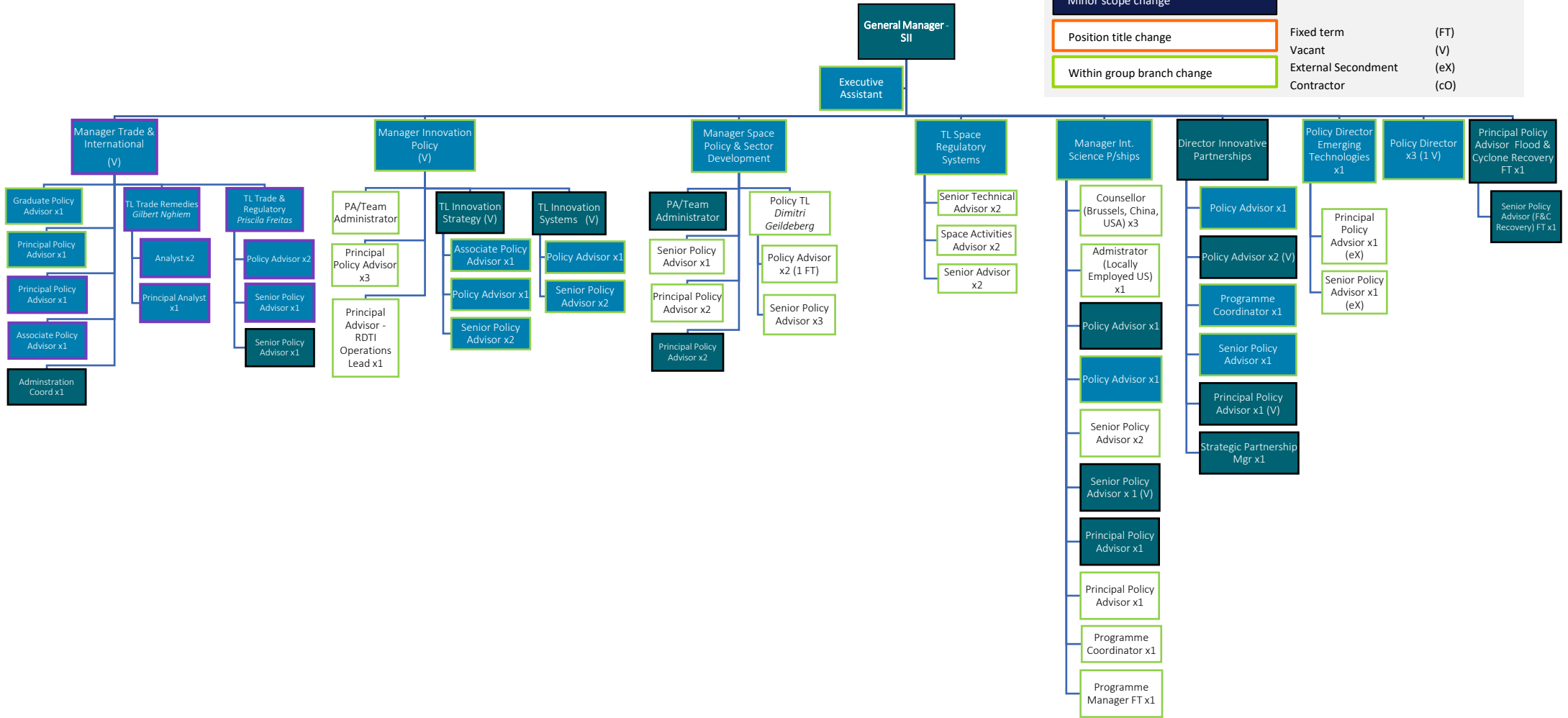
The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 3 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, and include how you see they improve on desired outcomes.

Current organisational chart – Science, Innovation and International Branch

KEY (proposed change)

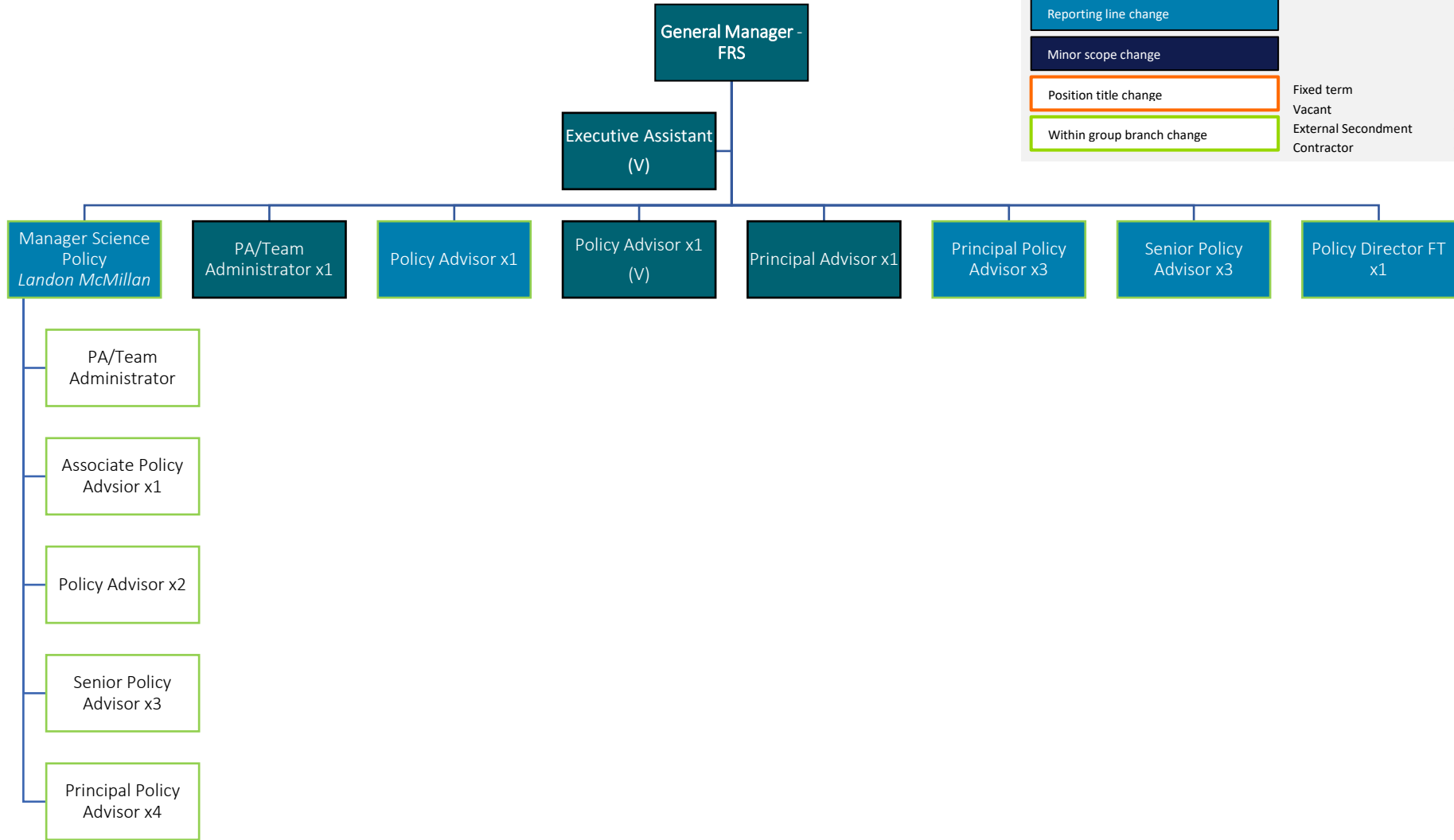
| | |
|----------------------------|--------------------------|
| No change | MBIE group change to BRM |
| Disestablished position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) |
| | Vacant (V) |
| | External Secondment (eX) |
| Within group branch change | Contractor (CO) |



Current organisational chart – Future Research Systems Branch

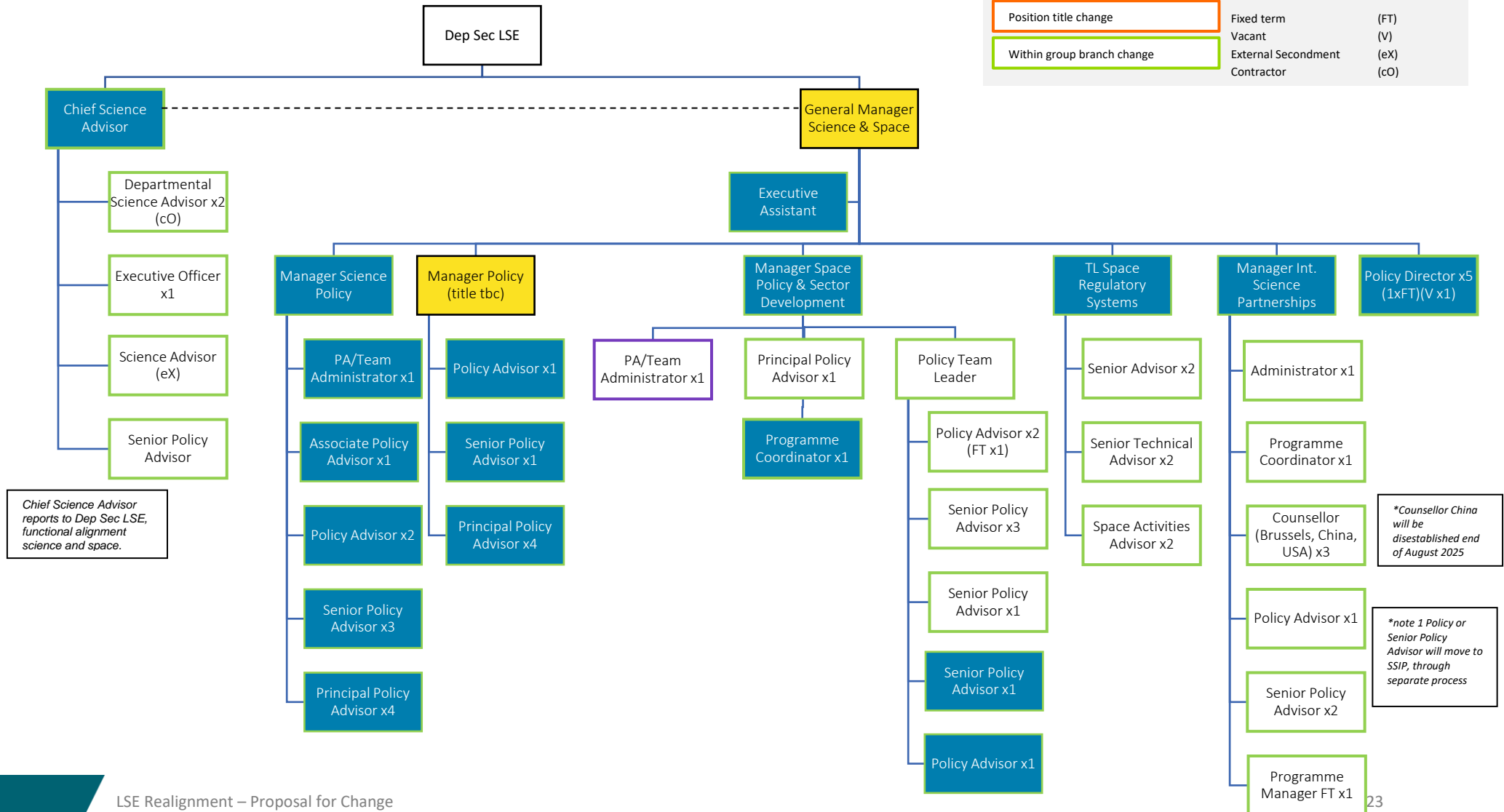
KEY (proposed change)

| | |
|----------------------------|--------------------------|
| No change | MBIE group change to BRM |
| Disestablished position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) |
| | Vacant (V) |
| | External Secondment (eX) |
| | Contractor (cO) |
| Within group branch change | |



Proposal 3 – Proposed structure for Science and Space Branch

| KEY (proposed change) | |
|----------------------------|--|
| No change | MBIE group change from BRM |
| New position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) Vacant (V) External Secondment (eX) Contractor (cO) |
| Within group branch change | |



Proposal 4 – Science System Investment and Performance Consolidation

The Science System Investment and Performance Branch (SSIP) makes, manages, assesses, and advises on research investments to meet New Zealand’s economic, social and environmental goals.

Why change is proposed

There is an opportunity to further consolidate science investment and contract management by bringing international science investment processes into SSIP. We can enhance our stewardship of science investments through fund consolidation and improved oversight of interrelated contracts and create efficiencies through consolidation of funds and contracts. Some of these funds are split across teams, and bringing them into the same team will facilitate consolidation and efficiencies (e.g. Vision Mātauranga Capability Fund and Expanding the Impact of Vision Mātauranga; Strategic Science Investment Fund programmes and Strategic Science Investment Fund Infrastructure; international science investments)

The proposed changes will also rebalance workloads across teams and provide opportunities to work on new funds. Some funds and contracts will end in the next year (e.g. National Science Challenges, Unlocking Curious Minds), creating an imbalance in workload across the teams. We propose to move responsibility of some funds between teams.

The proposed change will also enable better integration of the Science leadership with the policy as the Science Advisors shift into the new Science and Space branch to work alongside the new Science Policy team.

The following changes are proposed to deliver on this kaupapa:

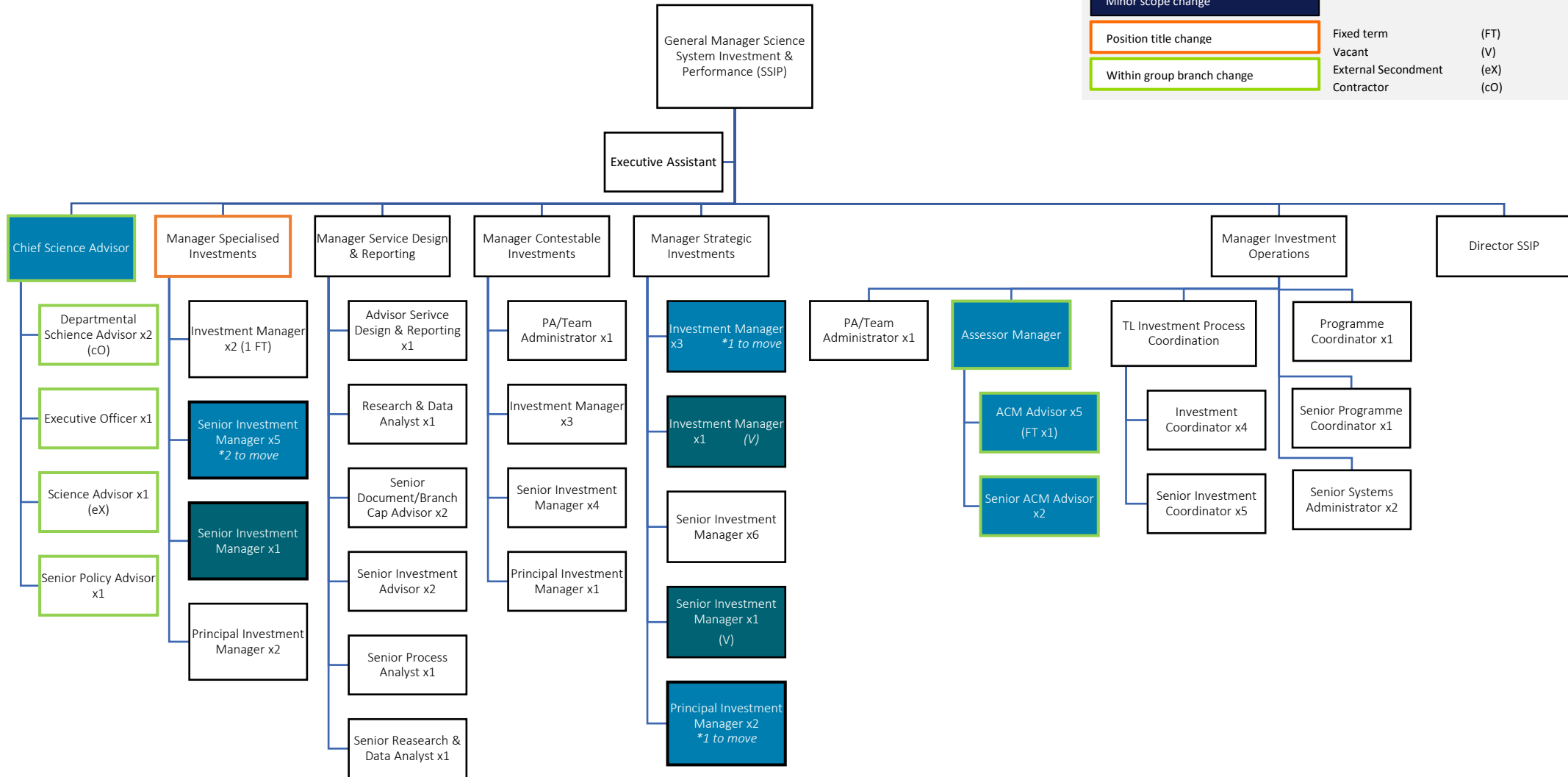
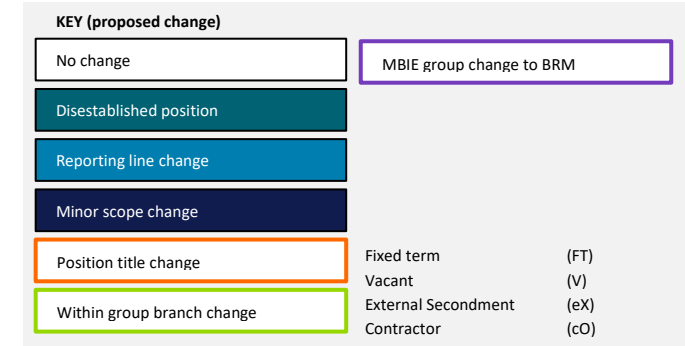
1. The Science Leadership Team (Science Advisors) will move from SSIP to the Science and Space Branch. These roles will not change.
2. Two Senior Investment Managers will move from Specialised Investments to Strategic Investments.
3. One Principal Investment Manager and one Investment Manager will move from Strategic Investments to Contestable Investments.
4. The Assessor team will move from Investment Operations to Service Design and Reporting.
5. The Specialised Investments team will be renamed *Talent and International Investments*.

We ask you to consider whether changes under Proposal 4 will achieve desired outcomes.

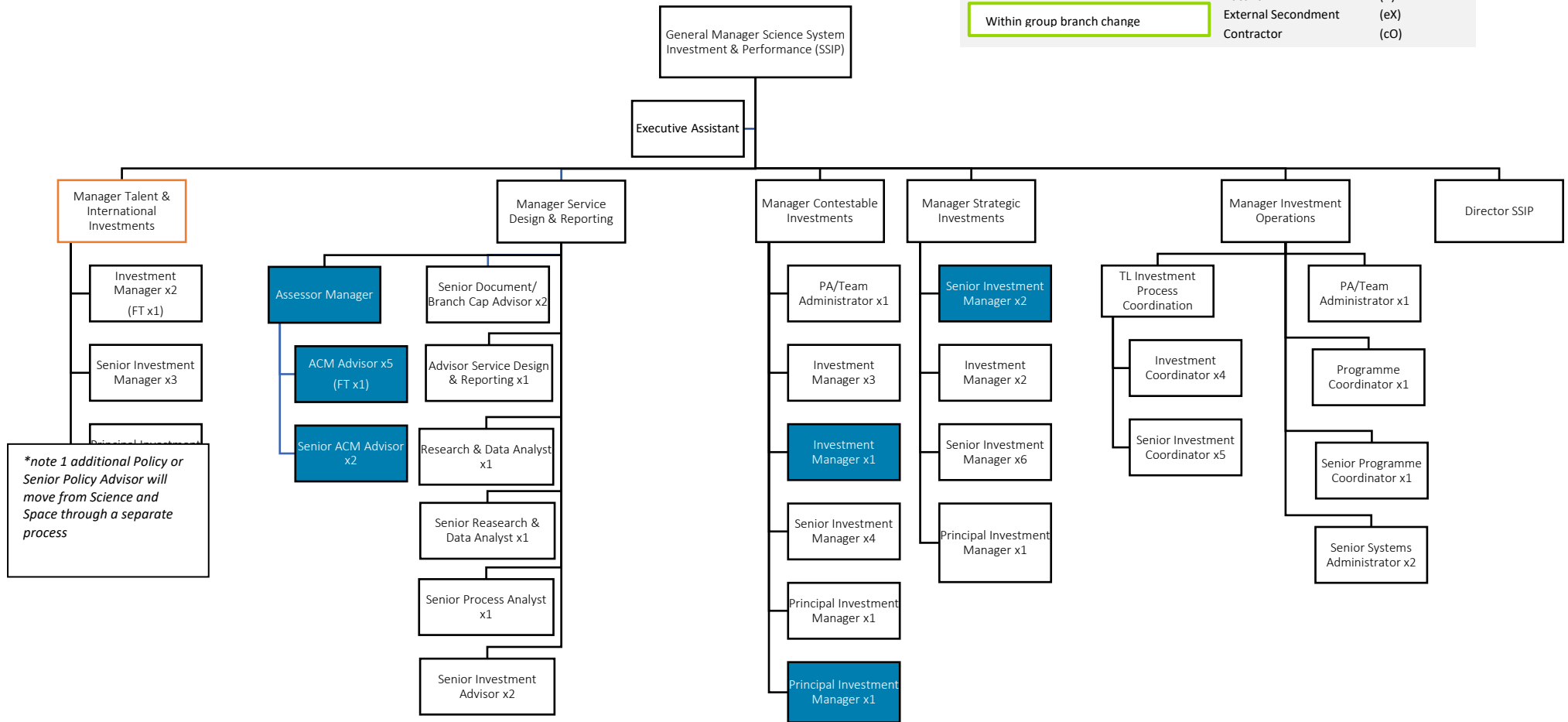
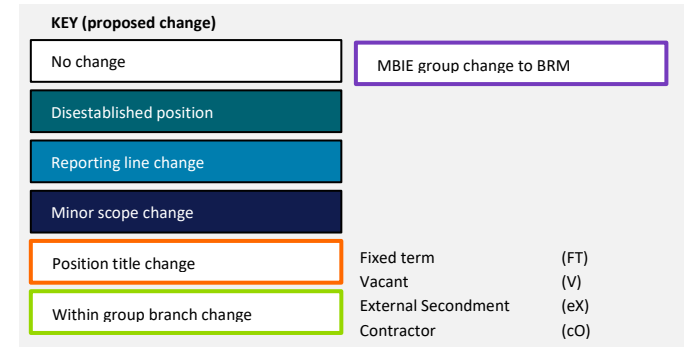
The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 4 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, and include how you see they improve on desired outcomes.

Current organisational chart – Science System Investment and Performance Branch



Proposal 4 – Proposed structure for Science System Investment and Performance Branch



Proposal 5 – Consolidating labour market functions in Employment, Skills and Immigration Policy

The Employment, Skills and Immigration Branch works with a range of government and non-government stakeholders to facilitate good labour market outcomes. We are particularly focused on three high-level policy goals that capture our long standing and future labour market challenges: Improving the quality of jobs, better matching, and preparing for the future. We also advise on immigration policy, which directly influences the availability of migrant labour and the incentives on employers to improve wages, training, and productivity, and supports wider goals of the immigration system.

Employment, Skills and Immigration Policy contributes to this kaupapa in close concert with other branches within MBIE and other agencies. Our key value add is understanding how the labour market works as a system and nudging other players in the right direction.

Why change is proposed

As part of its 100-Day Plan, the Government stopped all work on an Income Insurance Scheme. This proposal confirms the disestablishment and redeployment of the Income Insurance Policy team. To give effect to the redeployment, the proposal shifts the reporting line of two roles within the Employment, Skills and Immigration Policy branch, and moves two Senior Policy Advisors to other branches within Labour, Science and Enterprise.

This document also proposes to consolidate some of the labour market functions MBIE provides into ESIP. This brings together the various functions MBIE provides to support the Minister of Social Development and Employment into a single branch. It enables us to make better connections across that portfolio and provide a more joined up perspective to the Minister. Specifically, this would move the Sectoral Workforce Engagement Programme team from the Regions Branch in Kānoa into ESIP.

The following changes are proposed to deliver on this kaupapa:

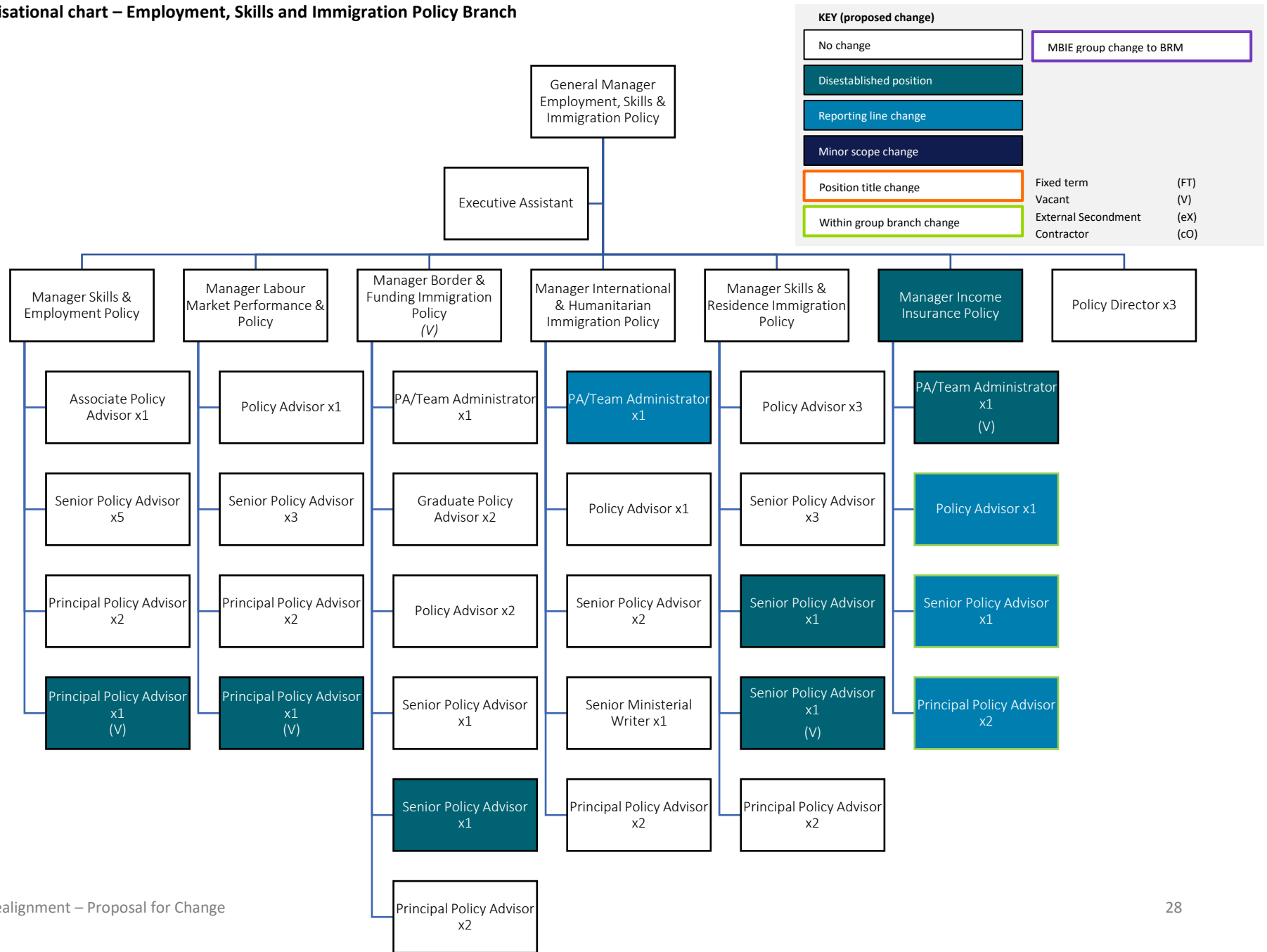
1. The Income Insurance Policy team will be disbanded, and the Manager and vacant PA / Team Administrator roles disestablished. Team members will be redeployed across Employment, Skills and Immigration Policy, Workplace Relations and Safety Policy, and Science and Technology.
2. The reporting line for 1 PA/Team Administrator in the International & Humanitarian Immigration will change.
3. The Programme Director, Sector Workforce Engagement Programme in Kānoa would change reporting lines to report to the GM, Employment, Skills and Immigration Policy. All reporting lines within the Sector Workforce Engagement Programme would remain unaffected.

We ask you to consider whether changes under Proposal 5 will achieve desired outcomes.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 5 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, and include how you see they improve on desired outcomes.

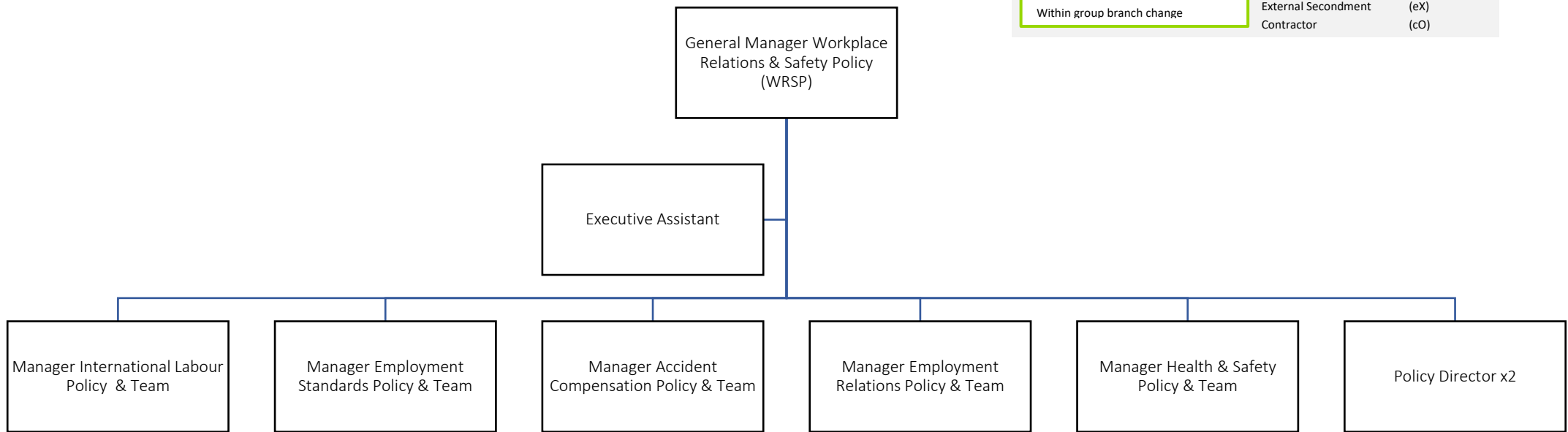
Current organisational chart – Employment, Skills and Immigration Policy Branch



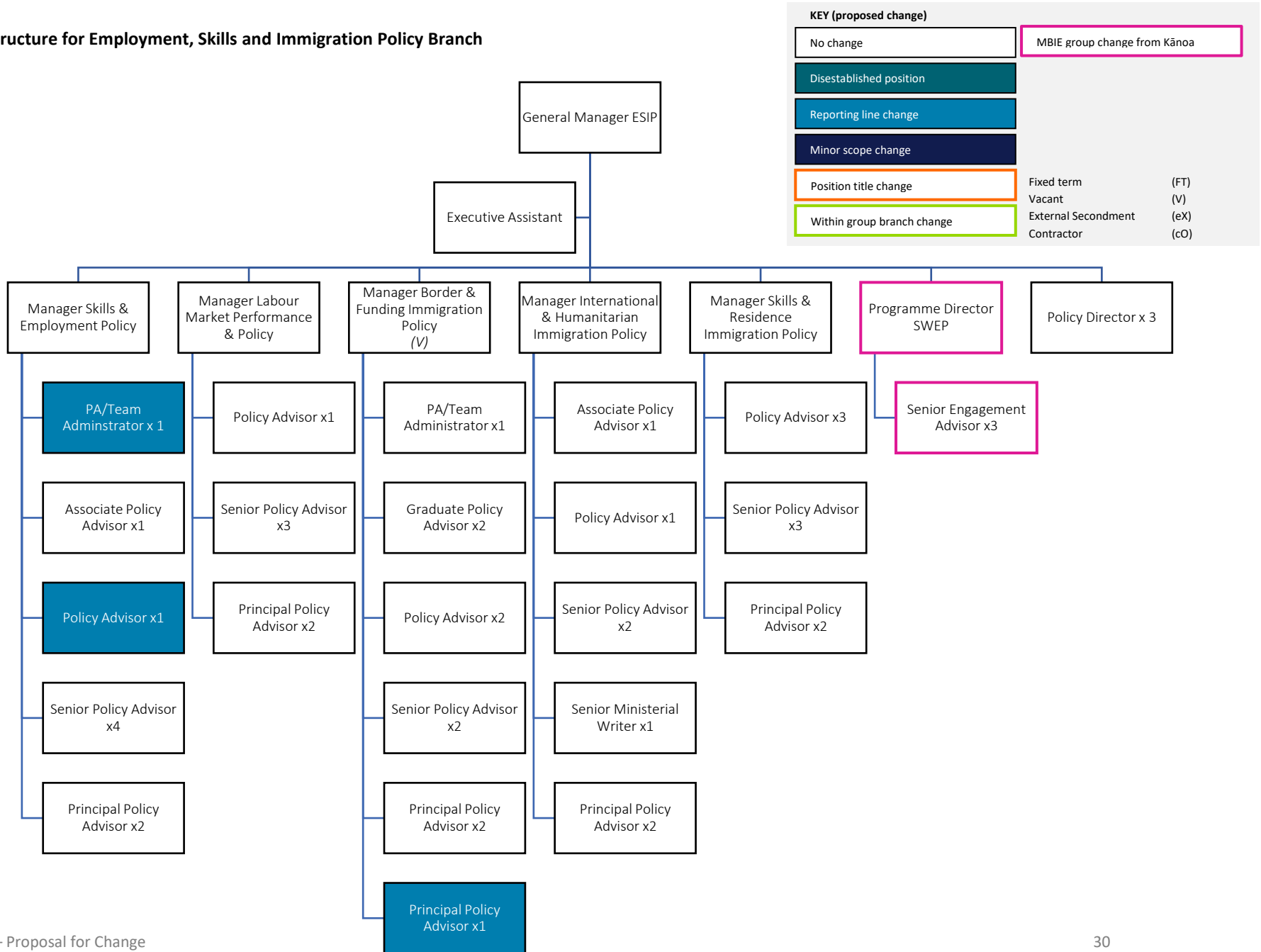
Current organisational chart – Workplace Relations and Safety Policy Branch

KEY (proposed change)

| | |
|----------------------------|--------------------------|
| No change | MBIE group change to BRM |
| Disestablished position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) |
| | Vacant (V) |
| | External Secondment (eX) |
| | Contractor (cO) |
| Within group branch change | |

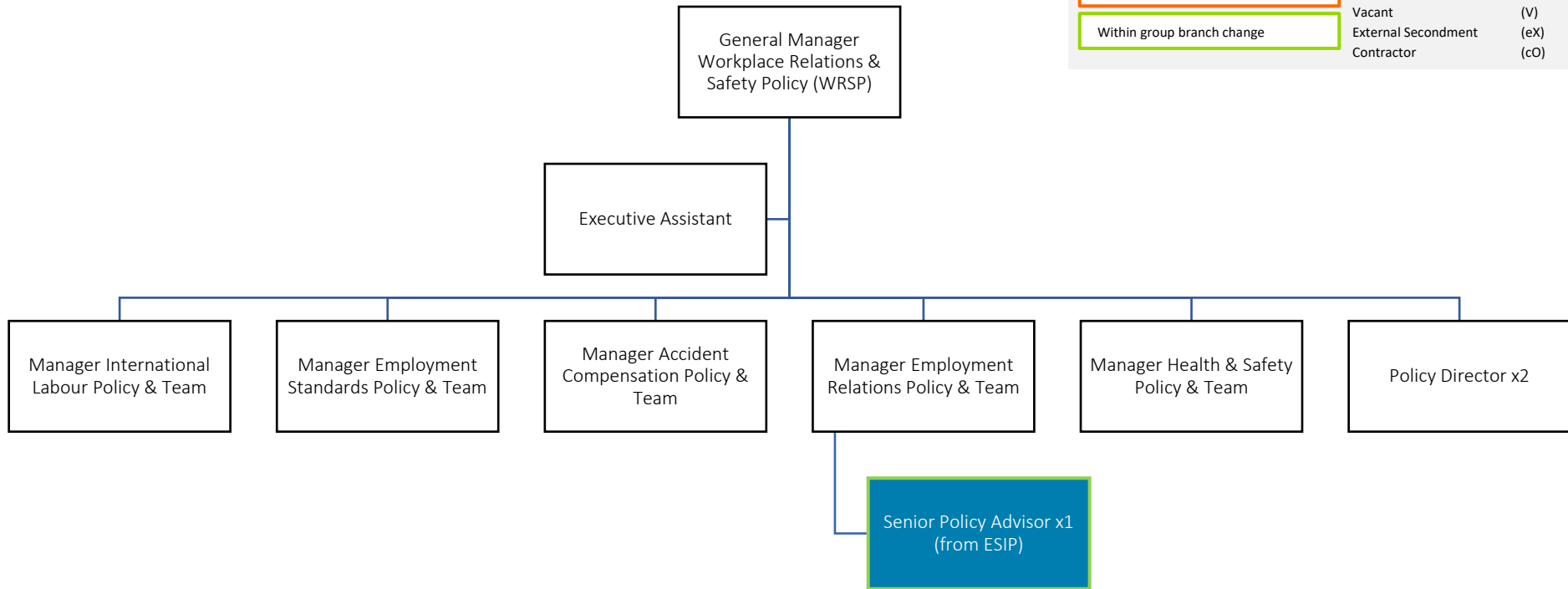


Proposal 5 – Proposed structure for Employment, Skills and Immigration Policy Branch



Proposal 5 – Proposed structure for Workplace Relations and Safety Policy

| KEY (proposed change) | |
|----------------------------|----------------------------|
| No change | MBIE group change from BRM |
| New position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) |
| | Vacant (V) |
| Within group branch change | External Secondment (eX) |
| | Contractor (cO) |



Proposal 6 – Establish a Team Leader Ministerial Services in the Office of the Deputy Secretary

The Office of the Deputy Secretary supports the LSE Deputy Secretary and Leadership Team and ensures the smooth running of LSE as significant business group in MBIE. It also has a critical function to connect LSE to the centre of MBIE and represent our needs in MBIE-wide processes. The Office delivers Ministerial services for LSE, manages all the accountabilities processes for LSE, recruits and manages the LSE private secretaries in Parliament, provides advice and support to the Deputy Secretary and leads the LSE Kaupapa programme focused on building our capability to partner with Māori and growing our kaimahi and culture.

Why change is proposed

This proposal is about ensuring the Office of the Deputy is well-placed to support the group over the next few years. The proposed changes respond to a new Government with changing priorities and a significant work programme to deliver, enabling greater capacity for MBIE-wide process and approaches, a desire by the LSE Leadership Team to provide a supportive and interesting environment for kaimahi. The changes would also enable a greater focus on achieving efficiencies by centralising LSE-wide Ministerial Servicing functions

This proposal establishes a Team Leader Ministerial Services role to reflect an in-principle decision by LSE's Leadership Team to centralise LSE Ministerial servicing. The change is designed to ensure well managed functions, manageable spans of control, and sufficient agility so that the team can respond to changing priorities.

The following changes are proposed to deliver on this kaupapa:

1. A new Team Leader is created to centralise LSE's OIA and Ministerial correspondence functions in the Office of Deputy Secretary, following an in-

principal decision by LSE's Leadership Team. This team will include 4 Ministerial Services Advisors, and 1 Senior Business Advisor (Fixed Term). The reporting line for these kaimahi will change.

2. The title of the Business Manager role will be renamed to Manager Business Services and the scope of the role will change to provide enhanced focus on business management functions.
3. The vacant Flexi-PA/Team Administrator role under the Business Manager will be disestablished.
4. The vacant fixed term Senior Advisor role will be disestablished.

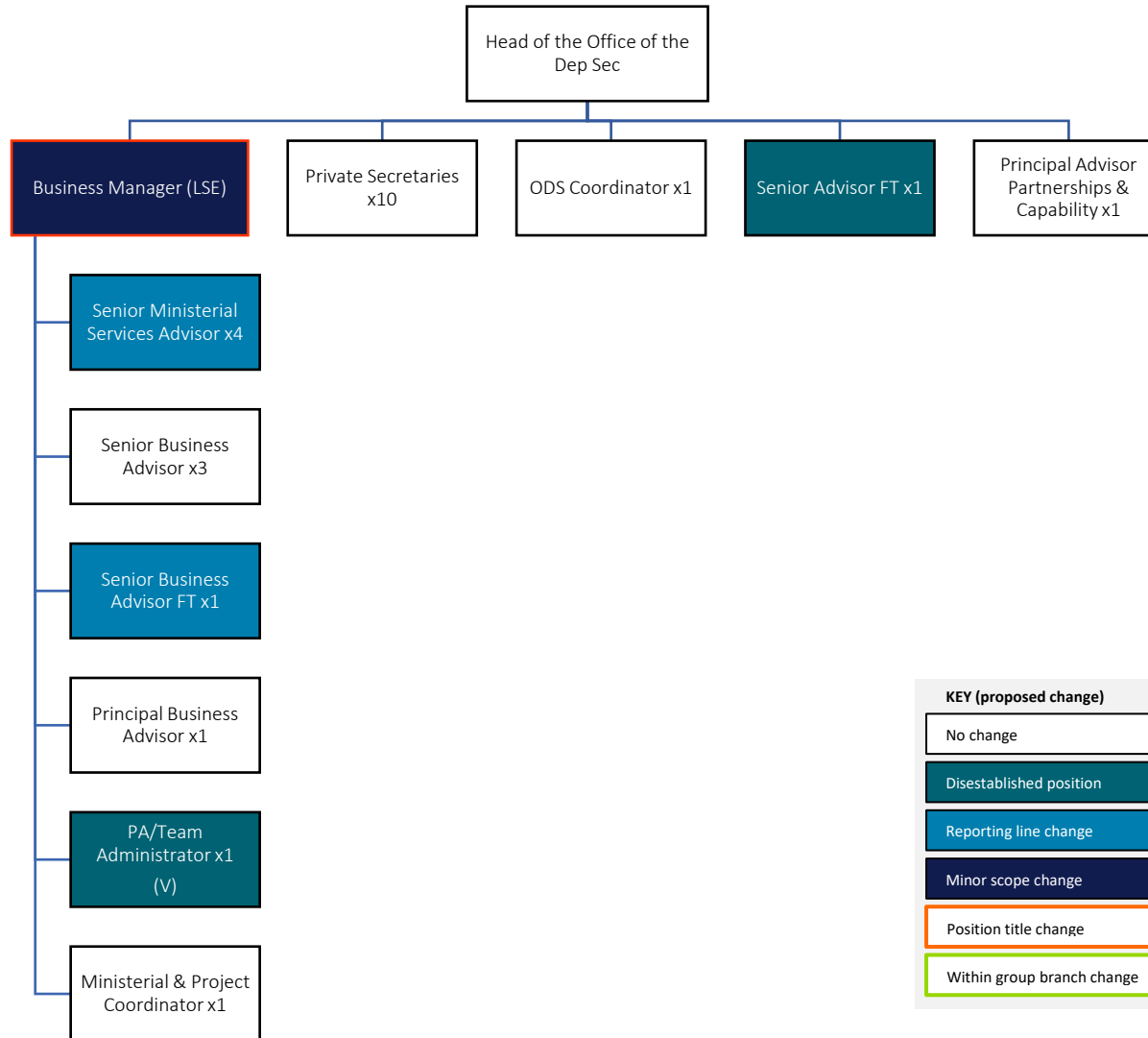
We ask you to consider whether changes under Proposal 6 will achieve desired outcomes.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 6 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, and include how you see they improve on desired outcomes

Current organisational chart – Office of the Deputy Secretary

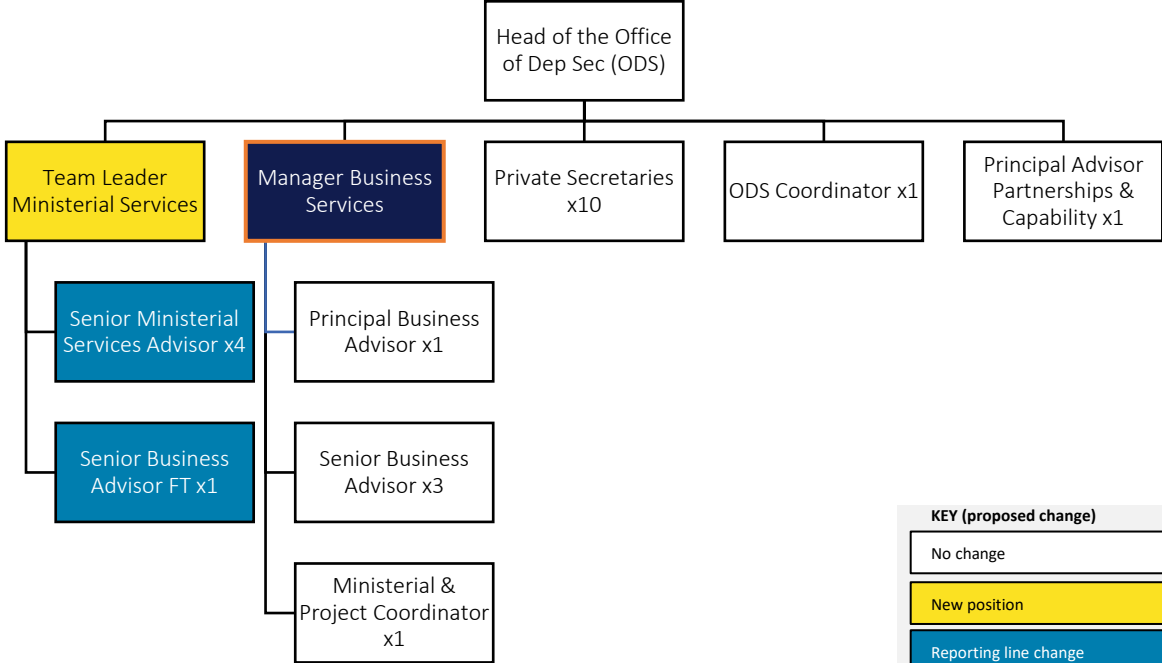
Note: Holding positions for former MIQ people are not showing on this chart.



KEY (proposed change)

| | |
|----------------------------|---|
| No change | MBIE group change to BRM |
| Disestablished position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) Vacant (V) |
| Within group branch change | External Secondment (eX) Contractor (cO) |

Proposal 6 – Proposed structure for Office of the Deputy Secretary



KEY (proposed change)

| | |
|----------------------------|----------------------------|
| No change | MBIE group change from BRM |
| New position | |
| Reporting line change | |
| Minor scope change | |
| Position title change | Fixed term (FT) |
| | Vacant (V) |
| | External Secondment (eX) |
| | Contractor (cO) |
| Within group branch change | |

Summary of proposed changes to Labour, Science and Enterprise

Overall proposed changes

| Proposed changes | |
|---|-----|
| Number of positions proposed to be disestablished | 11 |
| Number of positions proposed to be disestablished from Voluntary Redundancy process | 26 |
| Number of proposed new positions | 7 |
| Number of vacant positions being closed | 29 |
| Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc. | 219 |
| Number of positions transferring in from BRM and Kānoa | 11 |
| Number of positions transferring to BRM | 14 |

Proposed new positions

| Proposal | Position title | Reporting line (future) | Branch | Indicative band |
|----------|--|--|----------------------------------|-----------------|
| 1 | General Manager Technology and Innovation | Deputy Secretary, Labour, Science and Enterprise | Technology and Innovation | 23F |
| 1 | Manager Biotech Policy and Regulation | General Manager Technology and Innovation | Technology and Innovation | 20F |
| 2 | General Manager Tourism and Economic Development | Deputy Secretary, Labour, Science and Enterprise | Tourism and Economic Development | 23F |
| 2 | Manager Economic Development Policy | General Manager Tourism and Economic Development | Tourism and Economic Development | 20F |
| 3 | General Manager Science and Space | Deputy Secretary, Labour, Science and Enterprise | Science and Space | 23F |
| 3 | Manager Science Policy 2 | General Manager Science and Space | Science and Space | 20F |
| 6 | Team Leader Ministerial Services | Head of the Office of the Deputy Secretary | Office of the Deputy Secretary | V |

Proposed disestablished positions

| Proposal | Position title | Reporting line | Branch |
|----------|--|---|--------------------------------------|
| 1 | <ul style="list-style-type: none"> General Manager Economic Development and Transitions | Deputy Secretary Labour, Science and Enterprise | Economic Development and Transitions |
| 1 | <ul style="list-style-type: none"> Manager Enterprise Policy Manager Just Transitions Manager Industry Policy Policy Director, Flood and Cyclone Recovery Programme (vacant) | General Manager Economic Development and Transitions | |
| 1 | <ul style="list-style-type: none"> Programme Manager Programme Manager ITP (vacant) | Manager EDT Policy Projects | |
| 1 | <ul style="list-style-type: none"> Policy Advisor (vacant) | Manager Investment Policy | |
| 1 | <ul style="list-style-type: none"> Senior Advisor Policy Advisor x2 (vacant) Senior Advisor (vacant) Senior Policy Advisor (vacant) Principal Policy Advisor (vacant) Team Leader – Regional Hydrogen Transition FT (vacant) | Manager Just Transitions | |
| 1 | <ul style="list-style-type: none"> Principal Policy Advisor, Flood and Cyclone Recovery Programme (vacant) | Policy Director, Flood and Cyclone Recovery Programme | |
| 1 | <ul style="list-style-type: none"> Principal Advisor – Regional Hydrogen Transition (vacant) Senior Advisor – Regional Hydrogen Transition | Team Leader, Regional Hydrogen Transition | |
| 2 | <ul style="list-style-type: none"> General Manager Tourism | Deputy Secretary Labour, Science and Enterprise | |
| 2 | <ul style="list-style-type: none"> PA/Team Administrator (vacant) | Manager Major Events | |
| 2 | <ul style="list-style-type: none"> Policy Advisor (vacant) | Manager Tourism Environment and Economy | |
| 2 | <ul style="list-style-type: none"> Principal Policy Advisor (vacant) | Manager Tourism Stewardship and Systems | |

| | | | |
|---|--|---|---|
| 3 | <ul style="list-style-type: none"> General Manager Science, Innovation and International | Deputy Secretary Labour, Science and Enterprise | Science, Innovation and International |
| 3 | <ul style="list-style-type: none"> Director Innovative Partnerships Principal Policy Advisor, Flood & Cyclone Recovery Programme Manager Trade and International | General Manager Science, Innovation and International | |
| 3 | <ul style="list-style-type: none"> Policy Advisor x2 (vacant) Principal Policy Advisor (vacant) Strategic Partnership Manager | Director Innovative Partnerships | |
| 3 | <ul style="list-style-type: none"> Policy Advisor Principal Policy Advisor | Manager International Science Partnerships | |
| 3 | <ul style="list-style-type: none"> Team Leader - Innovation Strategy (vacant) Team Leader - Innovation Systems (vacant) Principal Advisor – RDTI Operations Lead (vacant) | Manager Innovation Policy | |
| 3 | <ul style="list-style-type: none"> Principal Policy Advisor x2 PA/Team Administrator x1 | Manager Space Policy And Sector Development | |
| 3 | <ul style="list-style-type: none"> Administration Coordinator Senior Policy Advisor | Manager Trade & International Team Leader Trade and Regulatory Cooperation | |
| 3 | <ul style="list-style-type: none"> Senior Policy Advisor, Flood and Cyclone Recovery Programme (vacant) | Principal Policy Advisor, Flood and Cyclone Recovery Programme | |
| 3 | <ul style="list-style-type: none"> General Manager, Future Research System | Deputy Secretary Labour, Science and Enterprise | Future Research System |
| 3 | <ul style="list-style-type: none"> Executive Assistant Policy Advisor (vacant) PA / Team Administrator Principal Advisor | General Manager, Future Research System | |
| 4 | <ul style="list-style-type: none"> Investment Manager (vacant) Senior Investment Manager (vacant) | Manager, Strategic Investments | Science System Investment and Performance |

| | | | |
|---|--|---|---|
| 4 | <ul style="list-style-type: none"> Senior Investment Manager | Manager Specialised Investments | |
| 5 | <ul style="list-style-type: none"> PA/Team Administrator (vacant) | Manager Income Insurance Policy | Employment, Skills and Immigration Policy |
| 5 | <ul style="list-style-type: none"> Senior Policy Advisor (vacant) | Manager, Immigration (Skills and Residence) Policy | |
| 5 | <ul style="list-style-type: none"> Principal Policy Advisor (vacant) | Manager, Skills and Employment Policy | |
| 5 | <ul style="list-style-type: none"> Principal Policy Advisor (vacant) | Manager, Labour Market Performance and Policy | |
| 5 | <ul style="list-style-type: none"> Manager Income Insurance Policy | General Manager Employment, Skills and Immigration Policy | |
| 5 | <ul style="list-style-type: none"> Senior Policy Advisor | Manager Immigration Border and Funding | |
| 5 | <ul style="list-style-type: none"> Senior Policy Advisor | Manager Immigration Policy Skills Residence | |
| 6 | <ul style="list-style-type: none"> PA/Team Administrator – Flexi (vacant) | Business Manager (LSE) | Office of the Deputy Secretary Labour, Science and Enterprise |
| 6 | <ul style="list-style-type: none"> Senior Advisor FT (vacant) | Head of Office of the Dep Sec | |

Proposed minor changes

| Proposal | Position title | Reporting line | Description of change |
|----------|---|--|--|
| 1 | <ul style="list-style-type: none"> Manager Investment Policy Policy Director Executive Assistant | General Manager Economic Development and Transitions | <ul style="list-style-type: none"> Change in reporting line to General Manager Technology and Innovation Change in branch to Technology and Innovation |
| 1 | <ul style="list-style-type: none"> Policy Director | | <ul style="list-style-type: none"> Change of reporting line to General Manager Tourism and Economic Development Change in branch to Tourism and Economic Development |
| 1 | <ul style="list-style-type: none"> Manager EDT Policy Projects | | <ul style="list-style-type: none"> Change in branch to Technology and Innovation Change in team title to T&I Projects |
| 1 | <ul style="list-style-type: none"> Project Coordinator x2 Programme Manager x1 | Manager EDT Policy Projects | <ul style="list-style-type: none"> Change in branch to Technology and Innovation Change in team title to T&I Projects |
| 1 | <ul style="list-style-type: none"> Project Coordinator | | <ul style="list-style-type: none"> Change in team to Small Business and Manufacturing Policy |

| | | | |
|---|--|---------------------------|---|
| | | | <ul style="list-style-type: none"> • Change in branch to Commerce, Consumer and Business • Change in Group to Building, Resources and Markets |
| 1 | <ul style="list-style-type: none"> • Associate Policy Advisor | Manager Enterprise Policy | <ul style="list-style-type: none"> • Change in team to Tourism Environment and Economy • Change in branch to Tourism and Economic Development |
| 1 | <ul style="list-style-type: none"> • Senior Policy Advisor x2 • Principal Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Biotech Policy and Regulation • Change in branch to Technology and Innovation |
| 1 | <ul style="list-style-type: none"> • Policy Advisor • Principal Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Economic Development Policy • Change in branch to Tourism and Economic Development |
| 1 | <ul style="list-style-type: none"> • Associate Policy Advisor | Manager Industry Policy | <ul style="list-style-type: none"> • Change in team to Tourism Stewardship and Systems • Change in branch to Tourism and Economic Development |
| 1 | <ul style="list-style-type: none"> • Senior Policy Advisor x2 | | <ul style="list-style-type: none"> • Change in team to Economic Development Policy • Change in branch to Tourism and Economic Development |
| 1 | <ul style="list-style-type: none"> • Senior Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Innovation Policy • Change in branch to Technology and Innovation |
| 1 | <ul style="list-style-type: none"> • Senior Policy Advisor • Principal Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Biotech Policy and Regulation • Change in branch to Technology and Innovation |
| 1 | <ul style="list-style-type: none"> • Graduate Policy Advisor • Policy Advisor • Principal Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Small Business and Manufacturing Policy • Change in branch to Commerce, Consumer and Business • Change in Group to Building Resources and Markets |
| 1 | <ul style="list-style-type: none"> • Senior Policy Advisor x4 • Graduate Policy Advisor • PA/Team Administrator • Policy Advisor x2 • Principal Policy Advisor x2 | Manager Investment Policy | <ul style="list-style-type: none"> • Change in branch to Technology and Innovation |
| 1 | <ul style="list-style-type: none"> • PA/Team Administrator | Manager Just Transitions | <ul style="list-style-type: none"> • Change in team to GM Tourism and Economic Development Office • Change in branch to Tourism and Economic Development |

| | | | |
|---|---|---|---|
| 1 | <ul style="list-style-type: none"> • Senior Policy Advisor | | <ul style="list-style-type: none"> • Change in branch to Tourism and Economic Development |
| 1 | <ul style="list-style-type: none"> • Principal Policy Advisor • Policy Advisor • Principal Advisor | | <ul style="list-style-type: none"> • Change in team to Economic Development Policy • Change in branch to Tourism and Economic Development |
| 1 | <ul style="list-style-type: none"> • Senior Programme Coordinator | | <ul style="list-style-type: none"> • Change in team to LSE Projects • Change in branch to Office of the Deputy Secretary LSE |
| 2 | <ul style="list-style-type: none"> • Policy Director x2 • Manager Tourism Communities and Regions • Manager Tourism Environment and Economy • Executive Assistant • Manager Investment Management Performance • Manager Major Events • Manager Tourism Stewardship and Systems | General Manager Tourism | <ul style="list-style-type: none"> • Change in branch to Tourism and Economic Development |
| 2 | <ul style="list-style-type: none"> • Investment Coordinator • Senior Investment Advisor x3 • Principal Investment Advisor x2 | Manager Investment Management Performance | <ul style="list-style-type: none"> • Change in branch to Tourism and Economic Development |
| 2 | <ul style="list-style-type: none"> • Senior Advisor x3 • Advisor x2 • Principal Advisor | Manager Major Events | <ul style="list-style-type: none"> • Change in branch to Tourism and Economic Development |
| 2 | <ul style="list-style-type: none"> • Senior Advisor x3 • Policy Advisor • Principal Advisor | Manager Tourism Communities and Regions | <ul style="list-style-type: none"> • Change in branch to Tourism and Economic Development |

| | | | |
|---|--|---|--|
| | <ul style="list-style-type: none"> Senior Policy Advisor | | |
| 2 | <ul style="list-style-type: none"> Principal Policy Advisor x2 Policy Advisor Senior Policy Advisor x3 | Manager Tourism Environment and Economy | <ul style="list-style-type: none"> Change in branch to Tourism and Economic Development |
| 2 | <ul style="list-style-type: none"> Policy Advisor x3 Principal Policy Advisor x2 Senior Policy Advisor x2 | Manager Tourism Stewardship and Systems | <ul style="list-style-type: none"> Change in branch to Tourism and Economic Development |
| 2 | <ul style="list-style-type: none"> PA/Team Administrator | | <ul style="list-style-type: none"> Change in team to GM's Office Change in branch to Tourism and Economic Development |
| 3 | <ul style="list-style-type: none"> Policy Advisor Senior Policy Advisor Programme Coordinator | Director Innovative Partnerships | <ul style="list-style-type: none"> Change in team to Space Policy and Sector Development Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> Manager, International Science Partnerships Manager Space Policy and Sector Development Policy Director International Environment Team Leader – Space Regulatory Systems Policy Director x2 Executive Assistant | General Manager Science, Innovation and International | <ul style="list-style-type: none"> Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> Manager Innovation Policy Policy Director - Emerging Technologies | | <ul style="list-style-type: none"> Change in branch to Technology and Innovation |
| 3 | <ul style="list-style-type: none"> Principal Policy Advisor x3 | Manager Innovation Policy | <ul style="list-style-type: none"> Change in branch to Technology and Innovation |

| | | | |
|---|---|---|---|
| | <ul style="list-style-type: none"> • PA/Team Administrator • Principal Advisor – RDTI Operations Lead | | |
| 3 | <ul style="list-style-type: none"> • Associate Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Investment Policy • Change in branch to Technology and Innovation |
| 3 | <ul style="list-style-type: none"> • Principal Policy Advisor x1 • Policy Team Leader • Senior Policy Advisor | Manager Space Policy and Sector Development | <ul style="list-style-type: none"> • Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> • Graduate Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Economic Development Policy • Change in branch to Tourism and Economic Development |
| 3 | <ul style="list-style-type: none"> • Principal Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Tourism Stewardship and Systems • Change in branch to Tourism and Economic Development |
| 3 | <ul style="list-style-type: none"> • Team Leader - Trade and Regulatory Co-Operation • Team Leader - Trade Remedies • Principal Policy Advisor • Associate Policy Advisor | Manager Trade and International | <ul style="list-style-type: none"> • Change in team to Trade and Critical Supply • Change in branch to Communications, Infrastructure and Trade • Change in group to Building, Resources and Markets |

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| 3 | <ul style="list-style-type: none"> • Counsellor Brussels • Policy Advisor x1 • Counsellor USA • Administrator • Principal Policy Advisor • Programme Coordinator • Senior Policy Advisor x2 • Counsellor China • Programme Manager | <p>Manager International Science Partnerships</p> | <ul style="list-style-type: none"> • Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> • Senior Policy Advisor • Principal Policy Advisor | Policy Director, Emerging Technologies | <ul style="list-style-type: none"> • Change in team to Biotech Policy & Regulation • Change in branch to Technology & Innovation |
| 3 | <ul style="list-style-type: none"> • Policy Advisor x2 • Senior Policy Advisor x3 | Policy Team Leader | <ul style="list-style-type: none"> • Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> • Policy Advisor | Team Leader, Innovation Strategy | <ul style="list-style-type: none"> • Change in team to Biotech Policy and Regulation • Change in branch to Technology and Innovation |
| 3 | <ul style="list-style-type: none"> • Graduate Policy Advisor • Senior Policy Advisor x2 | | <ul style="list-style-type: none"> • Change in branch to Technology and Innovation |
| 3 | <ul style="list-style-type: none"> • Policy Advisor • Senior Policy Advisor x2 | Team Leader, Innovation Systems | <ul style="list-style-type: none"> • Change in branch to Technology and Innovation |
| 3 | <ul style="list-style-type: none"> • Space Activities Advisor x2 • Senior Advisor, Operational Policy x2 • Senior Technical Advisor x2 | Team Leader, Space Regulatory Systems | <ul style="list-style-type: none"> • Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> • Policy Advisor x2 • Senior Policy Advisor x1 | Team Leader, Trade and Regulatory Co-Operation | <ul style="list-style-type: none"> • Change in team to Trade and Critical Supply • Change in branch to Communications, Infrastructure and Trade • Change in group to Building, Resources and Markets |
| 3 | <ul style="list-style-type: none"> • Trade Remedies Analyst x2 | Team Leader, Trade Remedies | <ul style="list-style-type: none"> • Change in team to Trade and Critical Supply |

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|---|---|---|--|
| | <ul style="list-style-type: none"> Principal Analyst, Trade Remedies | | <ul style="list-style-type: none"> Change in branch to Communications, Infrastructure and Trade Change in group to Building, Resources and Markets |
| 3 | <ul style="list-style-type: none"> Policy Advisor Principal Policy Advisor x4 Senior Policy Advisor | General Manager, Future Research System | <ul style="list-style-type: none"> Change in team to Science Policy Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> Manager Science Policy | | <ul style="list-style-type: none"> Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> Policy Director | | <ul style="list-style-type: none"> Change in team to GM's Office Change in branch to Science and Space |
| 3 | <ul style="list-style-type: none"> Senior Policy Advisor x2 | | <ul style="list-style-type: none"> Change in team to Biotech Policy and Regulation Change in branch to Technology and Innovation |
| 3 | <ul style="list-style-type: none"> Associate Policy Advisor PA/Team Administrator Policy Advisor x2 Principal Policy Advisor x4 Senior Policy Advisor x3 | Manager Science Policy | <ul style="list-style-type: none"> Change in branch to Science and Space |
| 4 | <ul style="list-style-type: none"> Chief Science Advisor | Deputy Secretary Labour, Science and Enterprise | <ul style="list-style-type: none"> Change in branch to Science and Space (functional only) |
| 4 | <ul style="list-style-type: none"> Senior Policy Advisor Executive Officer Departmental Science Advisor x2 External Secondment - Science Advisor | Chief Science Advisor | <ul style="list-style-type: none"> Change in branch to Science and Space |
| 4 | <ul style="list-style-type: none"> Assessor Manager | Manager Investment Operations | <ul style="list-style-type: none"> Change in team to Service Design and Reporting |
| 4 | <ul style="list-style-type: none"> Senior Assessment and Contract Monitoring Advisor x2 Assessment and Contract Monitoring Advisor x5 | Assessor Manager | <ul style="list-style-type: none"> Change in team to Service Design and Reporting |

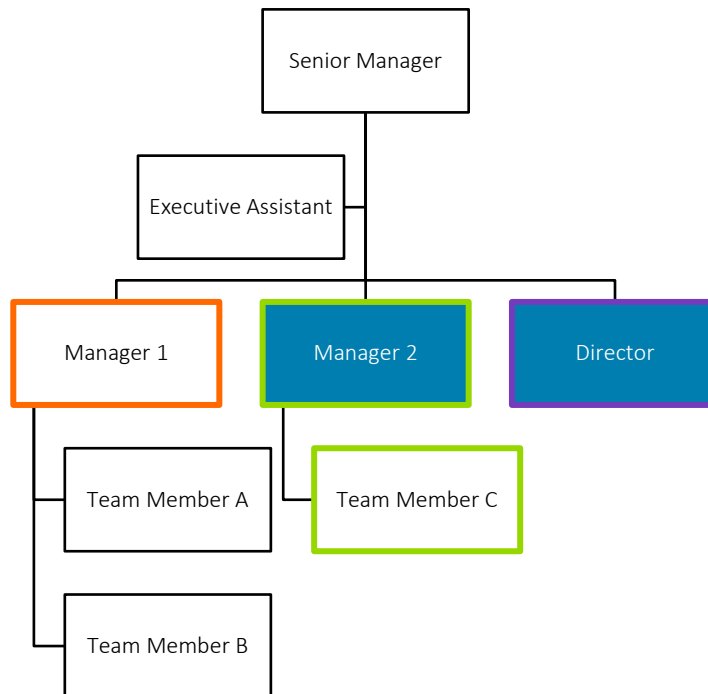
| | | | |
|---|---|---|--|
| 4 | <ul style="list-style-type: none"> • Manager Specialised Investments | General Manager Science System Investment and Performance | <ul style="list-style-type: none"> • Change in team title to Talent and International Investments |
| 4 | <ul style="list-style-type: none"> • Senior Investment Manager x2 | Manager Specialised Investments | <ul style="list-style-type: none"> • Change in team to Strategic Investments |
| 4 | <ul style="list-style-type: none"> • Investment Manager x2 • Senior Investment Manager x3 • Principal Investment Manager x2 | | <ul style="list-style-type: none"> • Change in team title to Talent and International Investments |
| 4 | <ul style="list-style-type: none"> • Investment Manager • Principal Investment Manager – Māori Research | Manager Strategic Investments | <ul style="list-style-type: none"> • Change in team to Contestable Investments |
| 5 | <ul style="list-style-type: none"> • PA/Team Administrator | Manager Immigration (International and Humanitarian) Policy | <ul style="list-style-type: none"> • Change in team to Skills and Employment Policy |
| 5 | <ul style="list-style-type: none"> • Policy Advisor | Manager Income Insurance Policy | <ul style="list-style-type: none"> • Change in team to Skills and Employment Policy |
| 5 | <ul style="list-style-type: none"> • Senior Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Employment Relations Policy • Change in branch to Workplace Relations and Safety Policy |
| 5 | <ul style="list-style-type: none"> • Principal Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Biotech Policy and Regulation • Change in branch to Technology and Innovation |
| 5 | <ul style="list-style-type: none"> • Principal Policy Advisor | | <ul style="list-style-type: none"> • Change in team to Immigration Border and Funding |
| 6 | <ul style="list-style-type: none"> • Business Manager (LSE) | Head of the Office of the Deputy Secretary, LSE | <ul style="list-style-type: none"> • Change in position scope and title to Manager Business Services |
| 6 | <ul style="list-style-type: none"> • Principal Business Advisor • Senior Business Advisor x3 • Ministerial and Project Coordinator | Business Manager, LSE | <ul style="list-style-type: none"> • Change in team to Business Services |
| 6 | <ul style="list-style-type: none"> • Senior Ministerial Services Advisor x4 • Senior Business Advisor (FT) | Business Manager, LSE | <ul style="list-style-type: none"> • Change in team to Ministerial Services |

Appendix 1: How to read organisational charts

Current organisational charts

Current organisational charts are included in this document to explain how the current structure is proposed to change. Refer to the colour-coded key to review the proposed changes. Below is an example chart that shows:

- No change is proposed for the Senior Manager and Executive Assistant positions.
- The Manager 1 position has a proposed position title change.
- There is no change proposed to the team that reports to the Manager 1 position.
- The Manager 2 position has a proposed reporting line and branch change within their current MBIE group.
- As a result, the Team Member C position will also move branch, but they will report to the same Manager.
- The Director position has a proposed reporting line and MBIE group change.

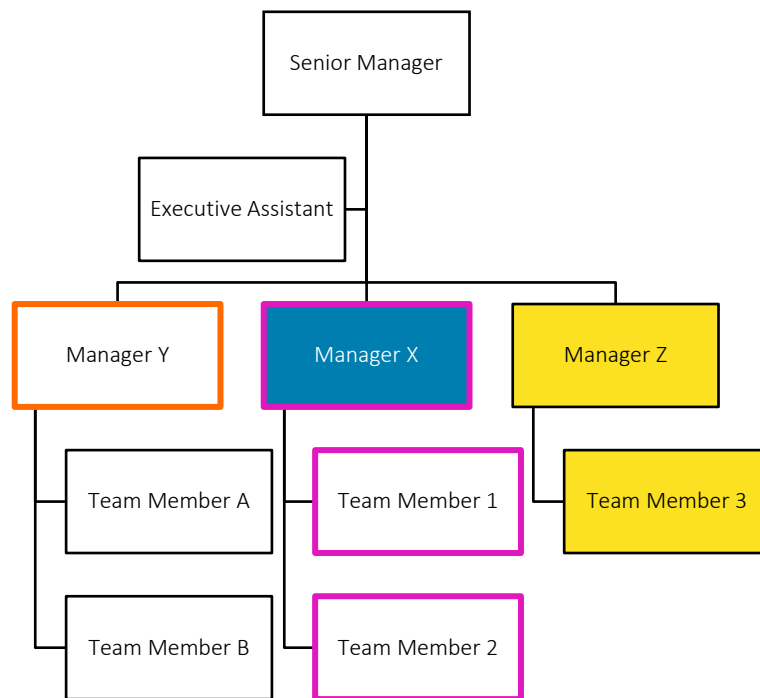


| KEY (proposed change) | |
|----------------------------|------------------------------------|
| No change | MBIE group change to (insert name) |
| Disestablished position | MBIE group change to (insert name) |
| Reporting line change | MBIE group change to (insert name) |
| Minor scope change | Contestable reconfirmation |
| Position title change | Fixed term (FT) |
| | Vacant (V) |
| Within group branch change | External Secondment (eX) |
| | Contractor (cO) |

Proposed organisational charts

Proposed organisational charts are included in all chapters to explain how proposed changes would look in a future structure. Refer to the colour-coded key to review the proposed changes. This example chart shows:

- There has been no change to the Senior Manager and Executive Assistant positions.
- The Manager Y position has had a title change.
- There has been no change to the team that reports to Manager Y.
- The Manager X position has a new reporting line and has moved into this group from another group.
- As a result, Team Member 1 and Team Member 2 positions have also moved groups, but report to the same Manager.
- Two new positions have been established: Manager Z and Team Member 3.



| KEY (proposed change) | | |
|----------------------------|-------------------------------|------|
| No change | MBIE group change from (name) | |
| New position | MBIE group change from (name) | |
| Reporting line change | MBIE group change from (name) | |
| Minor scope change | Contestable reconfirmation | |
| Position title change | Fixed term | (FT) |
| | Vacant | (V) |
| Within group branch change | External Secondment | (eX) |
| | Contractor | (cO) |

Appendix 2: 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](#)) / ([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

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 MBIE's Leadership, Talent and Growth team to discuss your development interests.

Career development support

MBIE's [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 3: Proposed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the standard change processes which would apply to any changes confirmed as a result of this consultation process. This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

As part of the consultation process your substantive position may be proposed to be “reconfirmed”. In these circumstances your substantive position in the proposed new structure is substantially the same as your current substantive position and you are the only person able to be reconfirmed to the role. Examples include change in reporting line, title, and/or 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 doesn’t 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.

Affected status

You would have affected status if, after final decisions are confirmed, your substantive position is disestablished, and you are not reconfirmed in a position. Please note that you will not be considered affected 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).

Reassignment

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

For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties is 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, and 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 doesn’t 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 reassigned into the position.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to contestable reassignment via an Expression of Interest (EOI) process.

In this situation we will use a contestable selection process to determine who is the best fit for the role.

New positions

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

Where the specialised nature of a role requires it to be advertised externally in parallel, this will be specified as part of the proposal and final decisions 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 recruitment timeline

Timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

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.

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

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.