



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

Building, Resources and Markets Realignment

Proposal for Change

15 April 2024

Building, Resources and Markets Realignment

Contents

Introduction by our Chief Executive Carolyn Tremain.....	3
Introduction from Paul Stocks	4
How to read this document	5
Providing feedback and indicative timeframes	6
Case for change.....	8
Overview of change proposals.....	9
Proposal 1 – Reconfigure Digital, Communications and Transformation Branch to be Communications, Infrastructure and Trade Branch	11
Proposal 2 – Repositioning Small Business, Commerce & Consumer	17
Proposal 3 – Building System Performance	21
Proposal 4 – Shifting the balance for administrative support.....	39
Proposal 5 – NZ Government Procurement	41
.....	44
Summary of proposed changes to Building, Resources and Markets	45
Appendix 1: How to read organisational charts	53
Appendix 2: Support through change.....	55
Appendix 3: Proposed change process.....	56

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 Hīkina Whakatutuki

Introduction from Paul Stocks

Kia ora koutou,

Our Building, Resources and Markets Group has a critical role to play in delivering the Government's agenda. As the work programmes to support the Government's priorities are established and start rolling out, we need to make sure BRM is well aligned.

We have heard for some time that MBIE, as an organisation, will need to make changes, including how we operate in a tighter fiscal environment. Stop work notices were issued for some of BRM's work programmes, resulting in redundancies for our teams. Our BRM people have also been offered a limited voluntary redundancy (VR) to help MBIE move towards our fiscal target in a managed way.

We're now turning to the next phase of our formal change process.

As the Government's work programmes start moving at pace, it's time to ensure that BRM is set up in a way that aligns to this work and the resourcing required to progress it.

This consultation document outlines proposals for change to help achieve that. We know we need to adapt and find new ways of working to reflect the shift in Government priorities.

We have considered areas where work is scaling up, joining up, and scaling down. As Government priorities develop, it is likely that further changes will be needed in the future – to reflect both this and the new fiscal conditions we will be operating in. The next few months should bring further clarity, as more budgets are announced. The changes proposed in this document set us up to be able to flexibly respond to future demands and ensure we are "right-sized" at both organisation and system level.

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

We encourage you to carefully consider this proposal and we look forward to hearing your feedback through *What Say You* or by emailing BRMChangeApril@mbie.govt.nz. Please consider what support you may need during the consultation process. Discuss this with your people leader and look at the range of support options available on page 49 of this document.

The work you do across BRM really matters to New Zealanders and I want to thank you for the significant effort I see you all putting in every day. You continue to deliver with such integrity and dedication, even in these times of change and uncertainty, and I am so proud of the work you do.

We are in a particularly challenging time at the moment with the ongoing change and uncertainty and we know that you may be experiencing other change outside of work. I will keep sharing as much information and certainty as often as I can.

Please take the time you need to process what this change means for you, be kind to yourself and those around you, and reach out for support – both personally and professionally – where you need it.

Ngā mihi nui



Paul Stocks

Deputy Secretary
Building, Resources and Markets

How to read this document

This document proposes change to how the BRM Group is organised with change proposals specific to branches within those Groups.

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. Where there are changes proposed between LSE and BRM, these changes are mirrored in each Group's change document. 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 the 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 [here](#).

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 BRMChangeApril@mbie.govt.nz.

Providing feedback and indicative timeframes

Your feedback is important to the success of any changes we make across BRM 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, Paul Stocks, 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 representation some of our kaimahi, the Public Service Association (PSA). You can contact the PSA 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: BRMChangeApril@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 BRMChangeApril@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 people to share their views and exchange ideas in a safe space.

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

1. Comments and questions are moderated

All comments and questions will be published on *What Say You* following moderation from the consultation team to ensure that the process shows respect for our MBIE people. Moderation will focus on ensuring that comments and questions are respectful and consider the privacy of others. Comments can't be changed or deleted. But, in cases where they breach privacy or are not respectful, the consultation team will get in touch with the author to give them an opportunity to edit 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 BRMChangeApril@mbie.govt.nz.

Indicative timeline

Activity	Indicative timeframes
Consultation opens	15 April 2024
Consultation closes	1 May 2024
Feedback reviewed and considered by Deputy Secretary	By 17 May 2024
Final decision (indicative date)	23 May 2024
EOI process commences	24 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 their 100-Day Plan and understand how we can support delivery of their 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.

The current Government is ambitious about transformational change for New Zealand and many of those ambitions and priorities are led right here in BRM. We have a critical role to play in delivering the Government's agenda. Ambition and transformation mean change, which in turn means we need to take the opportunities ahead of us to challenge how we approach our work and deliver what Ministers are looking for.

As you are aware, MBIE has been asked to find 7.5% savings as part of the Budget 2024 process. Through this, and the detail the Government continues to share on New Zealand's economic position, that the fiscal outlook is challenging.

We have been holding vacancies and trying to downsize since the middle of last year. Stop work notices were issued for some of BRM's work programmes, which resulted in redundancies for some. We have now offered Voluntary Redundancy to all BRM people. That's got us a long way and we had hoped it would be sufficient, but it has become clear further change is required to make sure we are organised in a way to work efficiently and effectively in a tighter fiscal environment, and to ensure our structures are aligned with our portfolios.

We need to be set up in a way that leverages the interconnections across and within our groups and ensures areas of common mahi that are closely linked within ministerial portfolios, are located close together. Our structure needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the

Government's fiscal sustainability objectives. Resourcing has been considered in the context of the Government's direction to MBIE to make fiscal savings while making sure we have an appropriately sized organisation to deliver for New Zealanders. MBIE has grown over the years and we now need to rebalance.

We also need to ensure that the way we are organised enables us to continue to deliver high-quality, trusted advice, to build on our skills and experience, and make the most of the opportunities the new ministerial work programmes offer.

The changes proposed in this consultation document are intended to achieve the further change we need. In particular, the changes are to:

- Realign certain functions between BRM and LSE to reflect the digital, small business and manufacturing portfolio change and to bring together our supply chains, standards policy and trade cooperation functions
- Better align the Building System Performance branch with the new priorities of this government, and address the span of control in the policy teams
- Create consistency in the level of administrative support provided across managers and teams
- Close the Government Centre for Disputes Resolution
- Suspend the All-of-Government Procurement Graduate Programme for the foreseeable future

As budgets become clearer over the following months, there is a possibility we could be asked to make further savings and we will continue to take a considered approach to filling any future vacancies. 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.

Overview of change proposals

1. The renaming of BRM's Digital, Communications and Transformation Branch to the Communications, Infrastructure, and Trade Branch, reflecting that digital technologies policy will move to a new Technology and Innovation branch in LSE, and the Trade and International team from Science Innovation and International Branch will merge with the Critical Supply Chain team to become the Trade and Supply Chains team in BRM.
2. The shifting of manufacturing policy and implementation from LSE's Economic Development and Transitions branch to BRM's re-named Commerce, Consumer and Business branch, to work alongside Small Business and reflect a joined-up portfolio.
3. Closing the Government Centre for Dispute Resolution (GCDR). MBIE considers that the function has successfully delivered on its purpose and can be closed.
4. Disestablishing the Senior Iwi Engagement Advisor position in SBCC.
5. Creating a new Principal Iwi Engagement Advisor position in Resources Markets where there is demand for support in engaging with Māori who are key stakeholders to our regulatory.
6. Rename Building Policy team to Building Regulatory Policy and Building for Climate Change team to Building Resilience Policy in BSP to ensure they better reflect the program of work going forward and redistributing policy resources across the two teams.
7. In BSP create two new teams from System, Strategy and Performance to enable a better span of responsibilities and focus for managers and team members. This involved a new System Performance team that would focus on sector trends monitoring and reporting, supporting regulatory partners, regulatory system stewardship, and Branch-wide programme and project management support. The second team would be a System Policy team that would leading strategic policy advice on significant Government priorities and issues across the building system.
8. Disestablishing the System Design and Implementation Team in BSP in its current format, with some functions moving to be incorporated into the Building, Performance and Engineering team.
9. Some reductions in team size to support MBIE to achieve appropriate level of resourcing to deliver on government priorities and its work program. It is proposed this is done by reducing some filled roles in BSP and running a contestable reconfirmation process where appropriate and also closing most vacancies BRM.
10. Redistributing administrative support capability across BRM, including by identifying areas to move to a standardised ratio of Personal Assistant/Team Administrator (PA/TA) for people leaders across BRM to 1:2 such as in SBCC and BSP.
11. Suspending our Procurement Graduate Programme for the foreseeable future
12. We will also be closing a range of vacant positions across BRM.

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 – Reconfigure Digital, Communications and Transformation Branch to be Communications, Infrastructure and Trade Branch

This proposal would turn the existing Digital, Communications and Transformation Branch in BRM into a new Communications, Infrastructure and Trade Branch.

This new branch in BRM would bring together a range of related policy and regulatory functions from BRM and LSE. Core functions include communications policy, radio spectrum policy and planning, critical supply chains policy, trade and international policy, and the coordination of work related to infrastructure and Resource Management reform across MBIE.

The branch's direct responsibilities would span the Media and Communications, Economic Development, Commerce and Consumer Affairs and Auckland Ministerial portfolios.

As LSE is leading the servicing of the Science, Innovation and Technology portfolio, there is a stronger alignment for the Digital Policy team to sit in that business group.

Why change is proposed

A key theme running through the Communications, Infrastructure and Trade Branch would be a strong focus on infrastructure related work and trade and international issues. Bringing together teams that work on these issues would be helpful for providing consistent and coordinated policy advice in these areas.

The existing Digital, Communications and Transformation branch in BRM has already undergone significant change recently with the standing up of the Critical Supply Chains function, the addition of Auckland Portfolio staff, and the disestablishment of the Construction Sector Accord. Realignment with LSE presents a further opportunity to align functions related to international trade, which have a strong connection with the critical supply chain work.

We are also proposing to merge the Trade and International and Critical Supply Chains teams. There are significant synergies between these two teams given their strong

focus on international relationships, especially in the trade context. This would provide more scale to the currently small Critical Supply Chains team and provide flexibility for staff to work on a broader range of issues. It would also provide savings by removing one Policy Manager position.

The following changes are proposed to deliver on this:

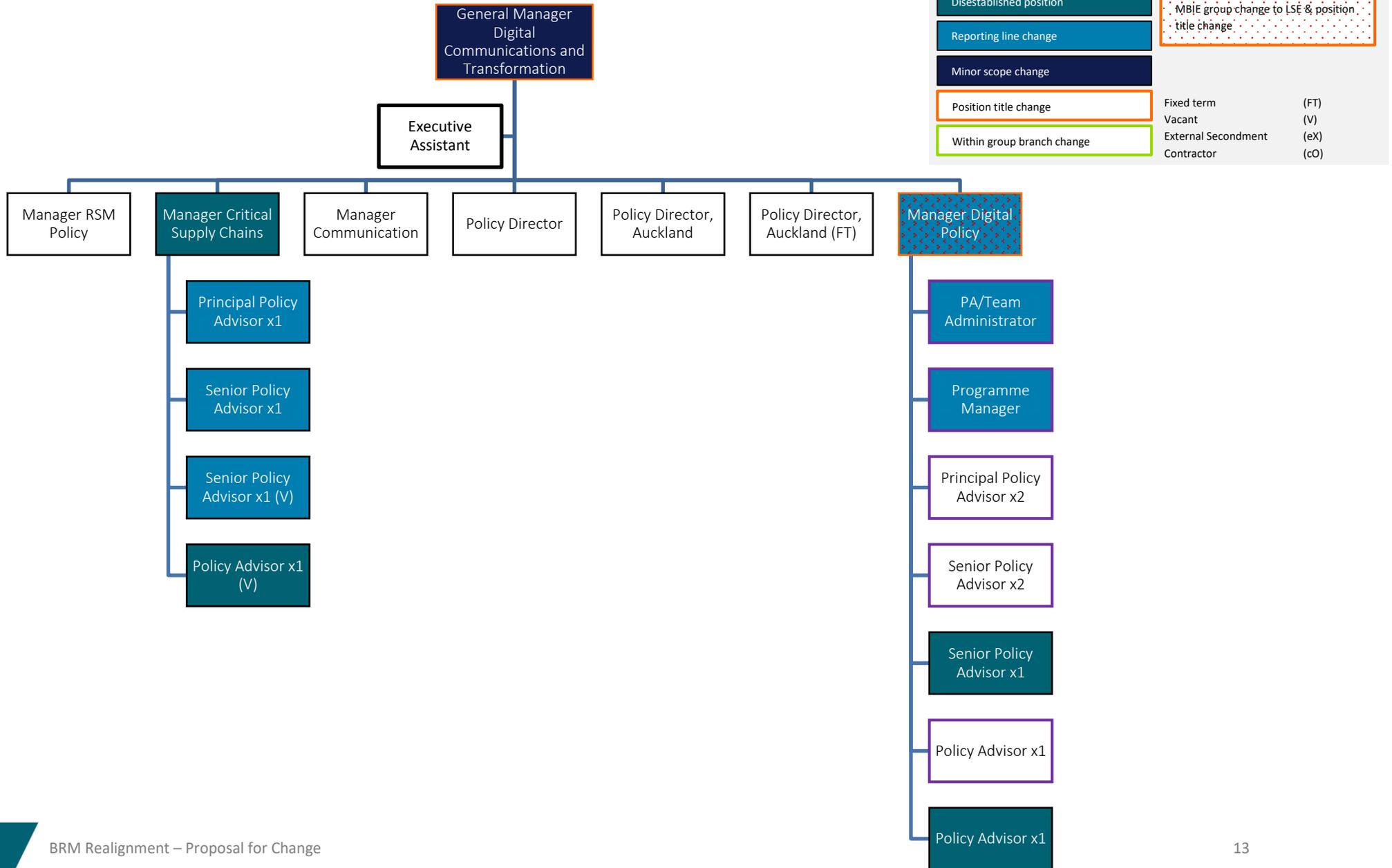
1. A name change of the existing Digital, Communications and Transformation Branch to Communications, Infrastructure and Trade Branch, to better reflect better the branch's future composition and responsibilities.
2. The current Trade and International Team in LSE would move into this branch. It would merge with the Critical Supply Chains team and the new team would be named *Trade and Supply Chains*. Two positions from the Trade and International Team would remain in LSE as their work is focussed on helping coordinate New Zealand's economic development contributions to multilateral fora such as APEC and the OECD.
3. The existing Digital Policy team will move from BRM to Technology and Innovation in LSE and be renamed *Digital Economy Policy*. This team includes a Manager, 2 Principal Policy Advisors, 2 Senior Policy Advisors, and 1 Policy Advisors. The Programme Manager will move to the Technology and Innovation Projects team. The PA/Team Administrator will move to the Space Policy & Sector Development Team in the Science and Space Branch.

We ask you to consider whether changes under Proposal 1 will achieve what's intended.

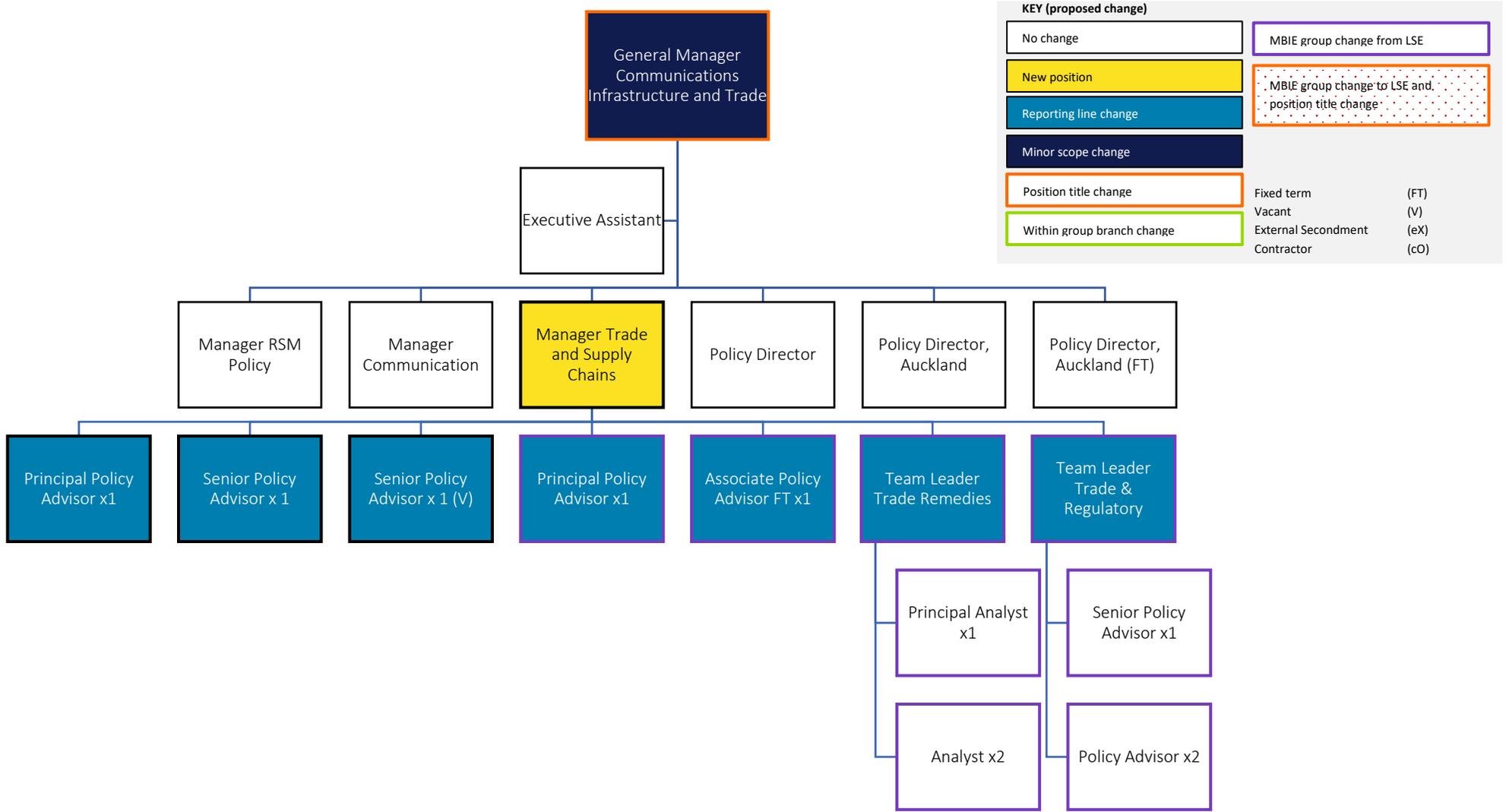
The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 1 could be

strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

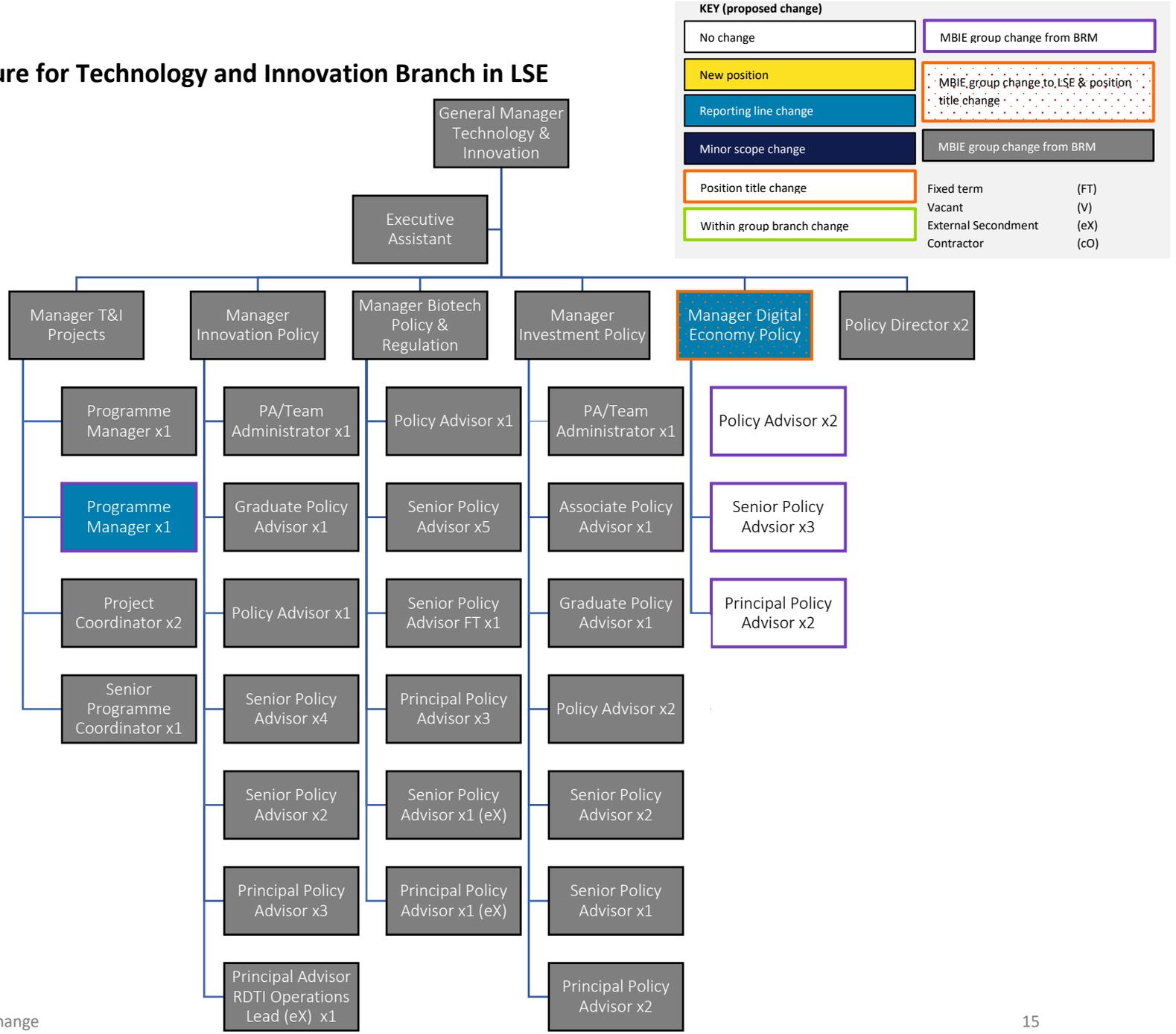
Current structure: Digital, Communications and Transformation Branch



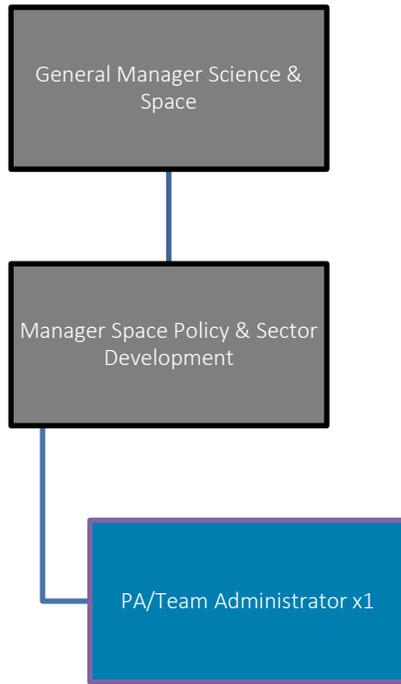
Proposal 1: Proposed structure for Communications, Infrastructure and Trade Branch



Proposal 1: Proposed structure for Technology and Innovation Branch in LSE



Proposal 1: Proposed structure for Science and Space Branch in LSE



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

Proposal 2 – Repositioning Small Business, Commerce & Consumer

This proposal involves creating a combined Small Business and Manufacturing policy team, bringing together the existing Small Business policy team in BRM and a small number of positions from the Economic Development and Transitions Branch in LSE. This shift would realign our policy work to the new Small Business and Manufacturing portfolio and bring the teams together into one policy team.

We have also had to consider where there is work which can be scaled back and delivered differently, and where there is also opportunity to re-distribute administrative support.

Why change is proposed

The Government has created a new Small Business and Manufacturing Portfolio which integrates the existing Small Business portfolio with a new focus on supporting performance and productivity growth in New Zealand's manufacturing sector. Both parts of the new portfolio require working collaboratively across the sectors and government to achieve their goals. There is an opportunity to leverage the knowledge and skillsets in these two areas by bringing them together.

The shift would realign our policy work to the new Small Business and Manufacturing portfolio and enable better coordination and alignment within the policy space of the portfolio and better support to the Minister.

The GCDR works across government to support regulatory systems to deliver fair, effective, and people-centred dispute resolution services for individuals and businesses. Since its establishment the GCDR has developed a wide range of high-quality tools and resources, supported by advice and support, to help dispute resolution services design and deliver appropriate and accessible dispute resolution services. These tools and resources are now well suited to provide ongoing and enduring support to dispute resolution services through an online presence with periodic review. MBIE considers that the function has successfully delivered on its purpose and can be closed.

The following changes are proposed to deliver on this:

1. Rename BRM's Small Business, Commerce and Consumer Policy Branch to Commerce, Consumer and Business Branch to better reflect the scope of the branch, which would encompass the manufacturing aspect of the Small Business and Manufacturing portfolio.
2. Rename the Small Business Policy team to Small Business and Manufacturing Policy to align with the new Ministerial portfolio.
3. Move four positions from the Economic Development and Transitions Branch of LSE into the Small Business and Manufacturing Policy team in BRM to add manufacturing expertise to the team. These positions are Advisor, 1 Policy Advisor, 1 Graduate Policy Advisor, 1 Project Coordinator. The policy director position previously supporting manufacturing work is being repurposed.
4. Disestablish the four positions in the GCDR.
5. Disestablish the Senior Iwi Engagement Advisor position in SSCB as this role has position SBCC well for engaging with Māori.
6. Reducing the number of PA/Team Administrator positions in the branch to align with other teams that have one PA/Team Administrator resource to support two teams.

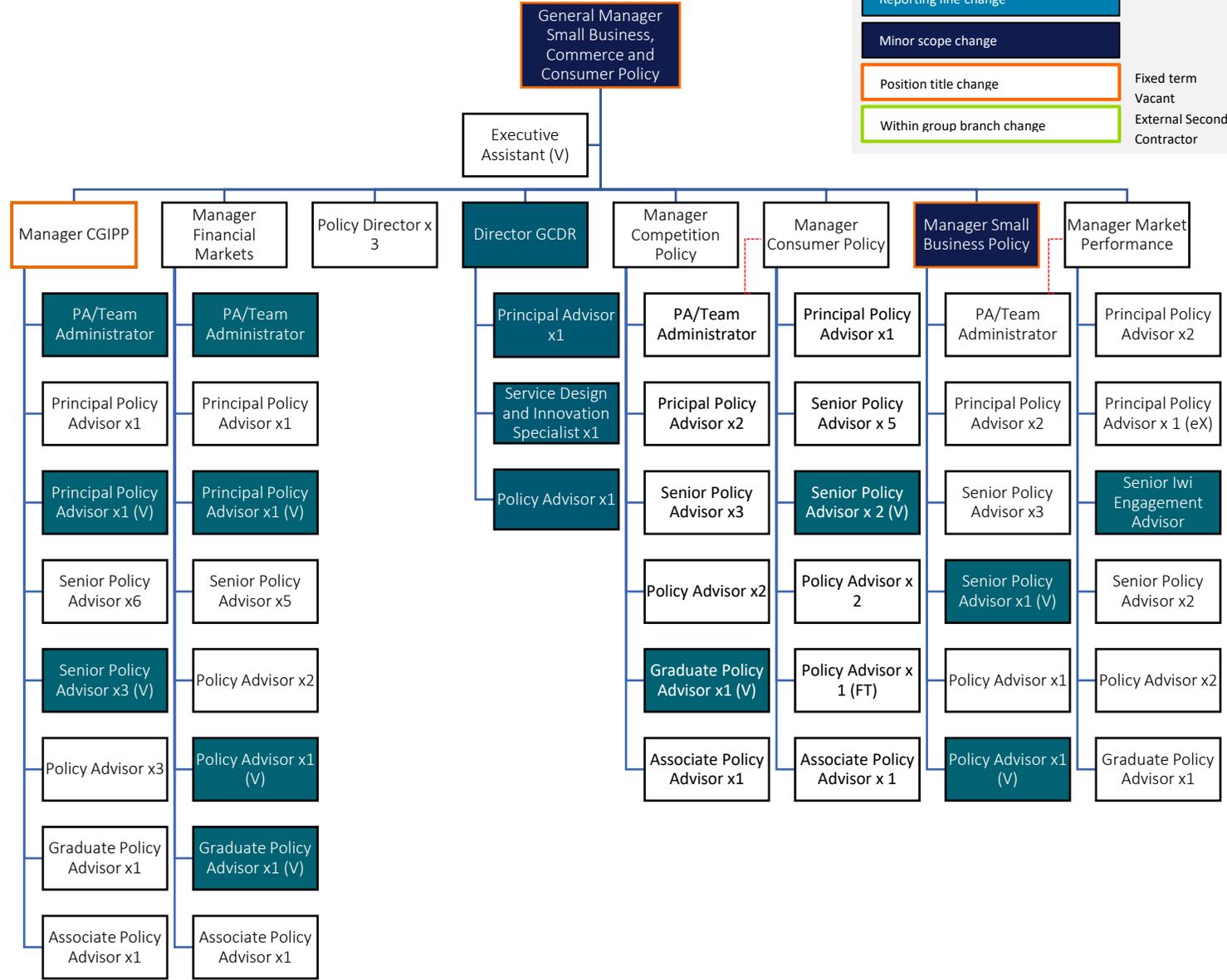
We ask you to consider whether changes under Proposal 2 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

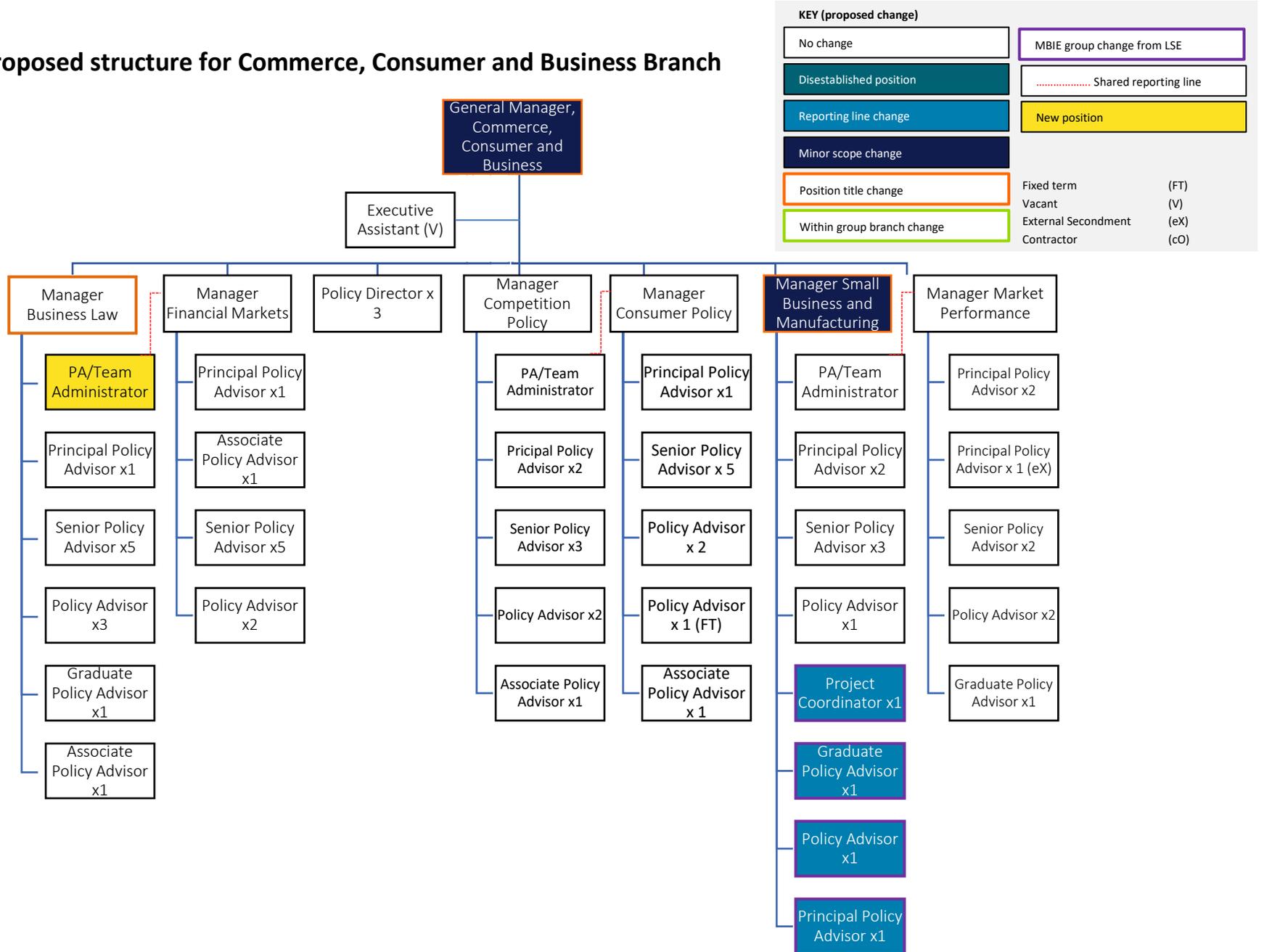
Current structure: Small Business, Commerce and Consumer Policy

KEY (proposed change)

No change	MBIE group change from LSE
Disestablished position	
Reporting line change	Shared reporting line
Minor scope change	
Position title change	Fixed term (FT)
Within group branch change	Vacant (V)
	External Secondment (eX)
	Contractor (cO)



Proposal 2: Proposed structure for Commerce, Consumer and Business Branch



Proposal 3 – Building System Performance

Building System Performance has a significant programme of work to deliver over the next few years that will require the skills, expertise and resources of policy professionals, technical and operational specialists within the branch.

While there has been a significant growth of levy-funded resourcing, we are now entering a new phase which will have an increasing focus in changing the how the building system is shaped and a lesser emphasis on adjustment within the existing regulatory settings.

Why change is proposed

We need a structure that can support us to deliver on immediate work, sustain our broad role as regulatory stewards of the building and construction sector, and enable us to be agile as government policy priorities evolve and change.

The structure also needs to reflect a more constrained fiscal operating environment (for both government and business). This means that some areas of work that we currently deliver would need to reduce or stop, while in other areas we would need to explore more efficient ways of working.

The proposals outlined in this document are intended to:

- Spread responsibilities for delivering policy advice more evenly across managers responsible for policy staff within the current Building Policy, Building for Climate Change and System, Strategy and Performance teams
- Achieve a better balance and greater agility in allocating policy staff resource to deliver the work programme, and encourage greater cross-team working
- Power up our role in delivering strategically savvy and big picture policy advice to inform the direction of the regulatory system

- Elevate work on the construction accord to support the importance of this ongoing partnership between Government and the building sector
- Enable better delivery of system strategy and performance functions, reflecting BSP's lead role in supporting a well-functioning building regulatory system
- Take a more focused and streamlined approach to operational policy and implementation, better integrated with our technical building performance and engineering capabilities.

The following changes are proposed to deliver on this Kaupapa:

Building Policy team

We propose to rename the Building Policy team to Regulatory Policy to reflect the scope of its work, which would include policy relating to the Building Act, occupational regulation and other related areas. Specific changes proposed are:

1. A reporting line change for the Team Leader (Building Policy Two), who would report to the newly established Manager Resilience Policy. This position would also have a name change to Team Leader Resilience Policy - Team 1
2. Within-branch team changes for 2 x Policy Advisors, 4 x Senior Advisors, and 1 x Graduate Policy Advisor, who would move to the Resilience Policy team, continuing to report to the newly titled Team Leader Resilience Policy – Team 1.

Building for Climate Change team

We proposed to rename the Building for Climate Change team to Resilience Policy to reflect the scope of its work, which would include climate change emissions reduction and adaptation, seismic resilience and fire safety. Specific other proposed changes are:

1. Establish 1 x Team Leader, Resilience Policy
2. A reporting line change for 2 x Policy Advisors, 3 x Senior Advisors, 1 x Associate Policy Advisor, who would report to the newly established Team Leader Resilience – Team 2
3. Disestablish 1x Senior Policy Advisor (Fixed term)

System, Strategy and Performance team

We propose to create two new teams from System, Strategy and Performance to enable a better span of responsibilities and focus for managers and team members:

- a System Performance team that would focus on sector trends monitoring and reporting, supporting regulatory partners, regulatory system stewardship, and Branch-wide programme and project management support
- a System Policy team that would leading strategic and system policy advice on significant Government priorities and issues across the building system

Reflecting a more constrained fiscal operating environment, the overall number of Principal Advisor, Senior Advisor and Policy Advisor positions across the teams would reduce.

With the disestablishment of the SDI team there is no other natural home for the Construction Accord team. We propose that the Lead, Construction Accord would report to the General Manager, BSP, reflecting the importance of the ongoing partnership with the building and construction sector. There would be a consequential within-branch team change for the Construction Accord Project Co-ordinator and Senior Advisor. In addition, one Principal Advisor position from the System Design and Implementation team would report to the Accord Lead, to provide an increased focus on engagement.

1. Specific proposed changes for SSP are:
2. Disestablish 1 x Manager, System Strategy and Performance position

3. Disestablish 2 x Strategy Manager positions.
4. Disestablish 1x Principal Policy Advisor position, resulting in a reduction in Principal Advisors from three to two. We propose to run a contestable reconfirmation process for all Principal Policy Advisors for the remaining 3x positions.
5. Disestablish 1x Principal Advisor Māori Regulatory Partners position. We are proposing to create a new Principal Iwi Engagement Advisor position in Resources Markets where there is demand for support in engaging with Māori who are key stakeholders to our regulatory.
6. Disestablish 1 x Senior Advisor position (currently vacant)
7. Disestablish 1 x Policy Advisor (currently vacant)
8. Disestablish 1 x Project Manager in the Capability Team, resulting in a reduction in Project Managers from two to one. We propose to run a contestable reconfirmation process for the remaining Project Manager role.
9. Disestablishment of the PA/TA Administrator position.
10. We propose to have 1 x PA/TA resource shared between System Policy and Regulatory Policy and a second PA/TA resource shared between System Performance and Resilience Policy.
11. Establish 1x Manager System Policy
12. Reporting line changes for 2x Policy Advisors, 4x Senior Policy Advisors, and 1 x Principal Policy Advisor who would report to the newly established Manager, System Policy
13. Establish 1 x Manager System Performance
14. Reporting line changes for the Programme Capability Manager, Principal Advisor Regulatory Partners, 1 x Senior Advisor and 2 x Principal Advisors, who would report to the newly established Manager System Performance

Building Performance and Engineering team

We propose to incorporate some operational policy and service design functions into Building Performance and Engineering, alongside a reduced number of engineering and technical resources, to reflect a more constrained fiscal operating environment.

Specific changes proposed are:

1. Disestablish 1 x Principal Advisor, resulting in a reduction in Principal Advisor positions from four to three. A contestable reconfirmation process will be run for these remaining positions.
2. Disestablish 1 x Senior Fire Engineer from the Building Engineering team, resulting in a reduction in Senior Fire Engineers from two to one. A contestable reconfirmation process will be run for this remaining position.
3. Disestablish 1 x Senior Advisor (Fixed Term) from the Building Performance Team
4. Disestablish 3x Senior Advisors (permanent) from the Building Performance team, resulting in a reduction in Senior Advisors from eight to five. A contestable reconfirmation process will be run for these remaining positions.

System Design and Implementation team

We propose to disestablish the System Design and Implementation Team, with some functions moving to be incorporated into the Building, Performance and Engineering team. This reflects the more constrained fiscal operating environment, alongside opportunities to better integrate the operational policy and technical functions currently sitting with this team and work across MBIE (including within Te Whakatairanga Service Delivery).

Specific changes proposed are:

1. Disestablish the Manager, System Design and Implementation position
2. A reporting line change for the Design and Implementation Manager, who would report to the Manager, Building Performance and Engineering.

3. Disestablish 1 x Principal Advisor position, resulting in a reduction in Principal Advisor positions from four to three. A contestable reconfirmation process will be run for these remaining positions.
4. A reporting line change for 2 x Principal Advisors, who would report to the Manager, Building Performance and Engineering
5. A reporting line change for 1 x Principal Advisor, who would report to the Lead, Construction Accord
6. Disestablish 4 x Senior Advisor, Design and Implementation positions, resulting in a reduction in Senior Advisor positions from nine to five positions. A contestable reconfirmation process will be run for these remaining positions.

Changes to Branch leadership and support

The following additional changes are proposed to streamline and better focus BSP leadership and team support functions:

1. Change the title of the Building for Climate Change Director to Policy Director, reflecting that this role would provide policy director support across all teams within the Branch
2. Disestablish the Business Director position, reflecting that this position is no longer required as core functions relating to system-wide improvements, governance and support would be picked up within the System Performance team
3. Reduce the number of PA/ Team Administrator positions in the branch to align with other teams that have one PA/ Team Administration resource to support two teams

We ask you to consider whether changes under Proposal 3 will achieve what's intended.

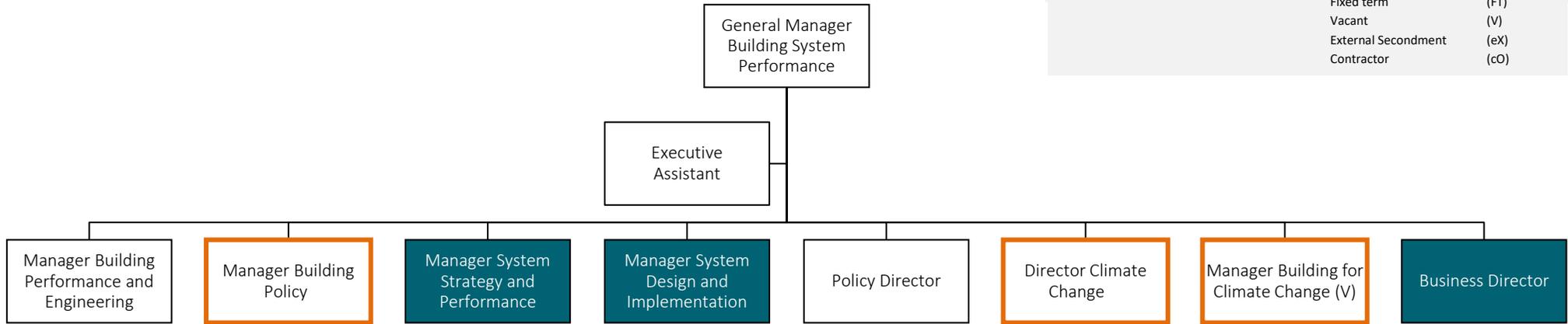
The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 3 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

Current structure: Building System Performance Leadership Team

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

Fixed term	(FT)
Vacant	(V)
External Secondment	(eX)
Contractor	(cO)

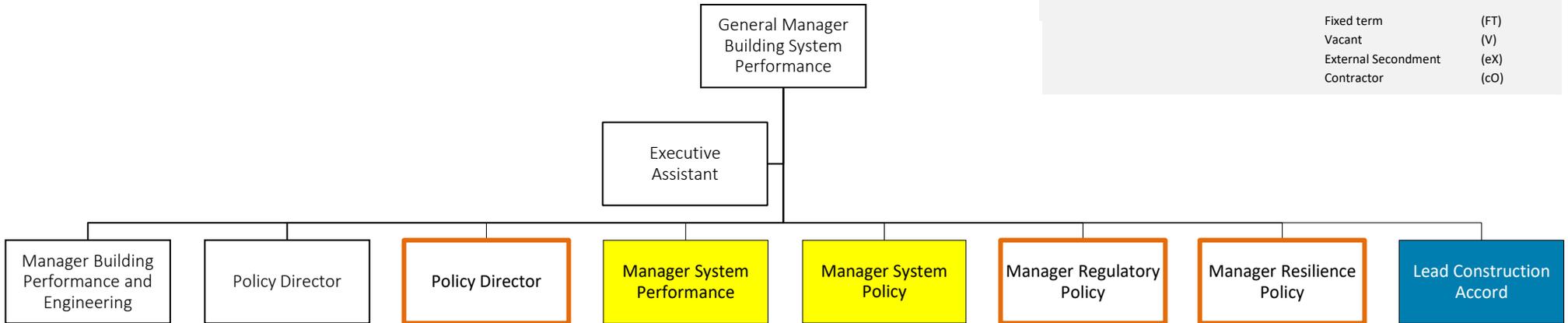


Proposal 3: Proposed structure Building Systems Performance Leadership Team

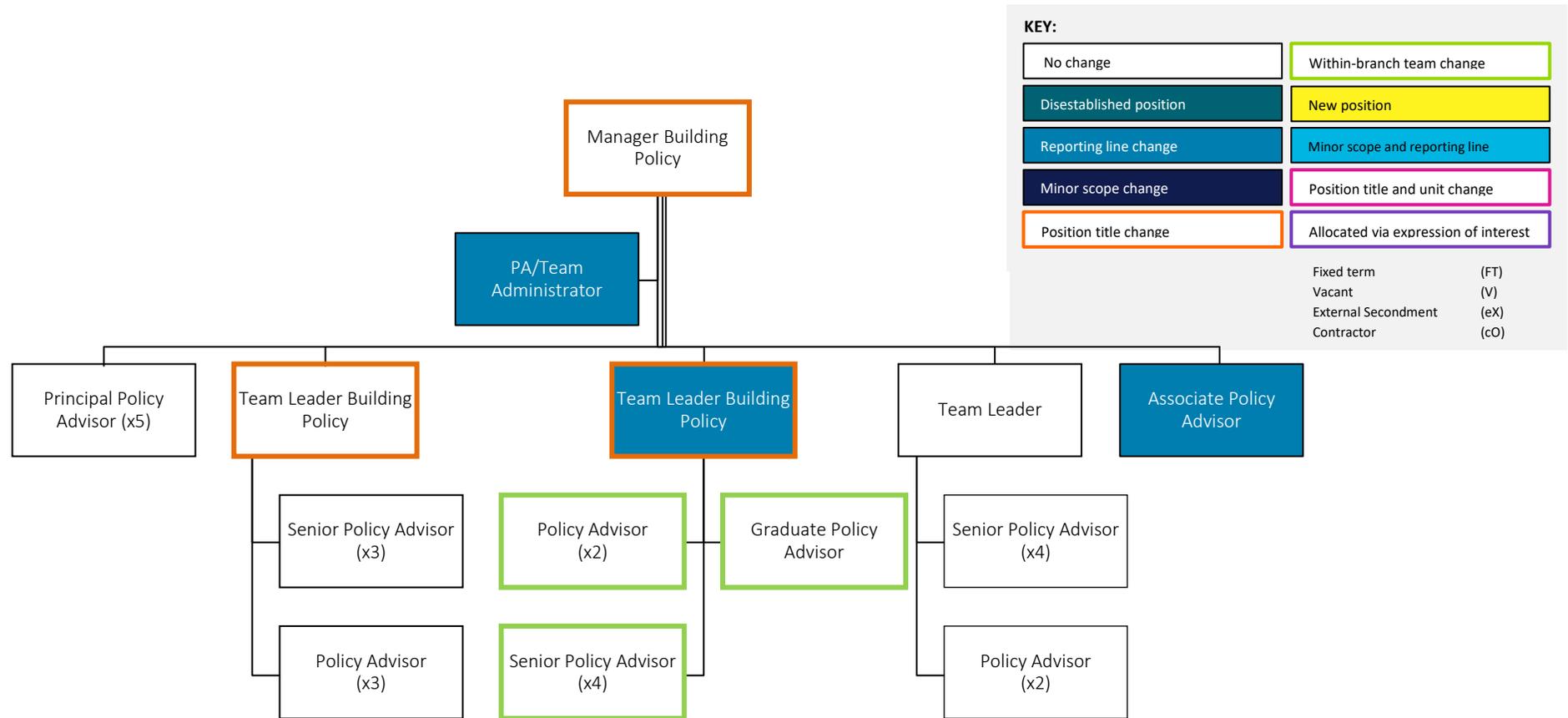
KEY:

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

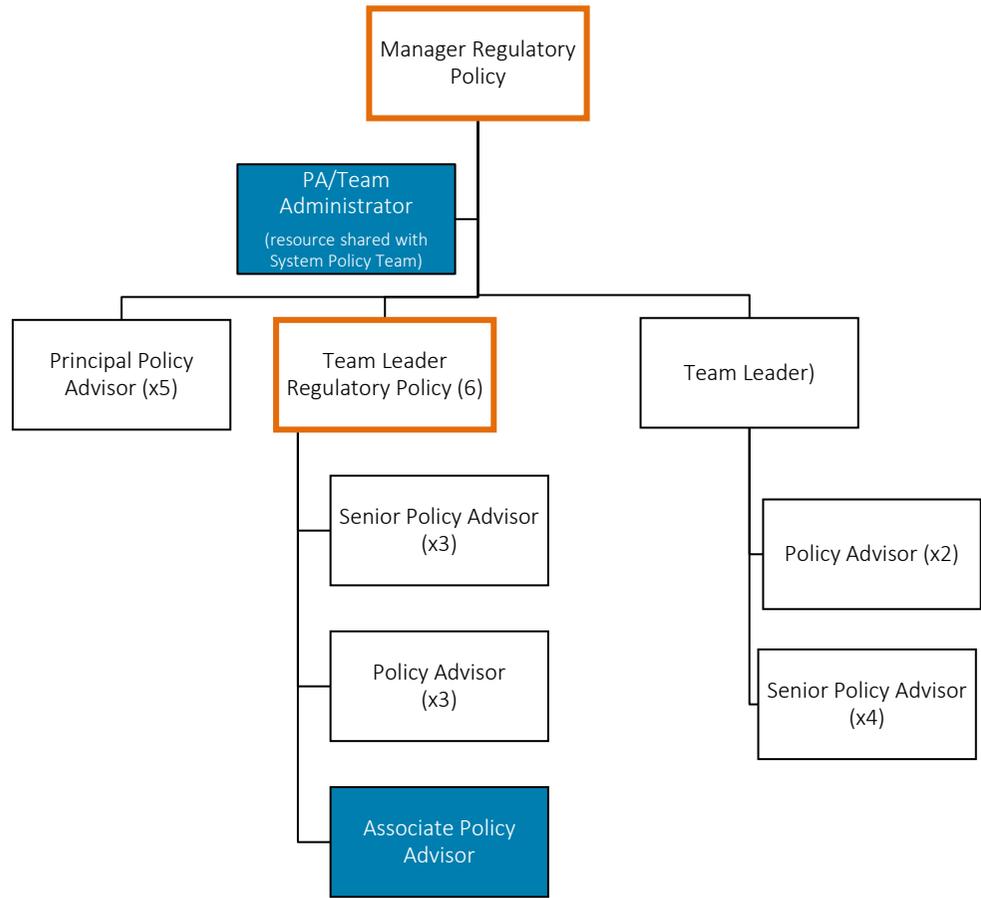
Fixed term	(FT)
Vacant	(V)
External Secondment	(eX)
Contractor	(cO)



Current structure Building Policy Team



Proposal 3: Proposed structure Regulatory Policy Team

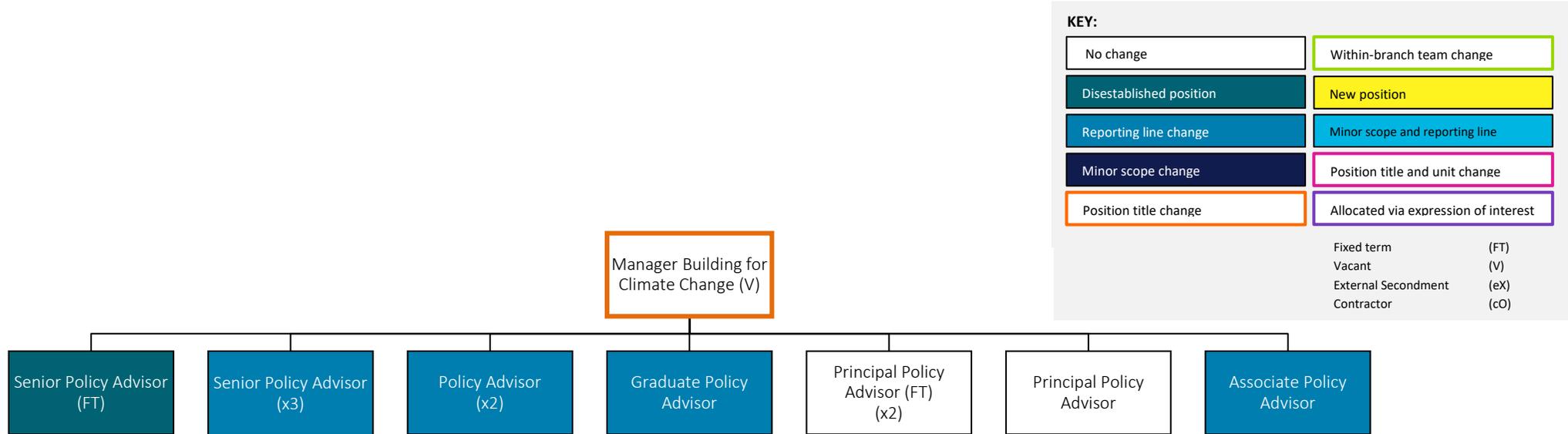


KEY:

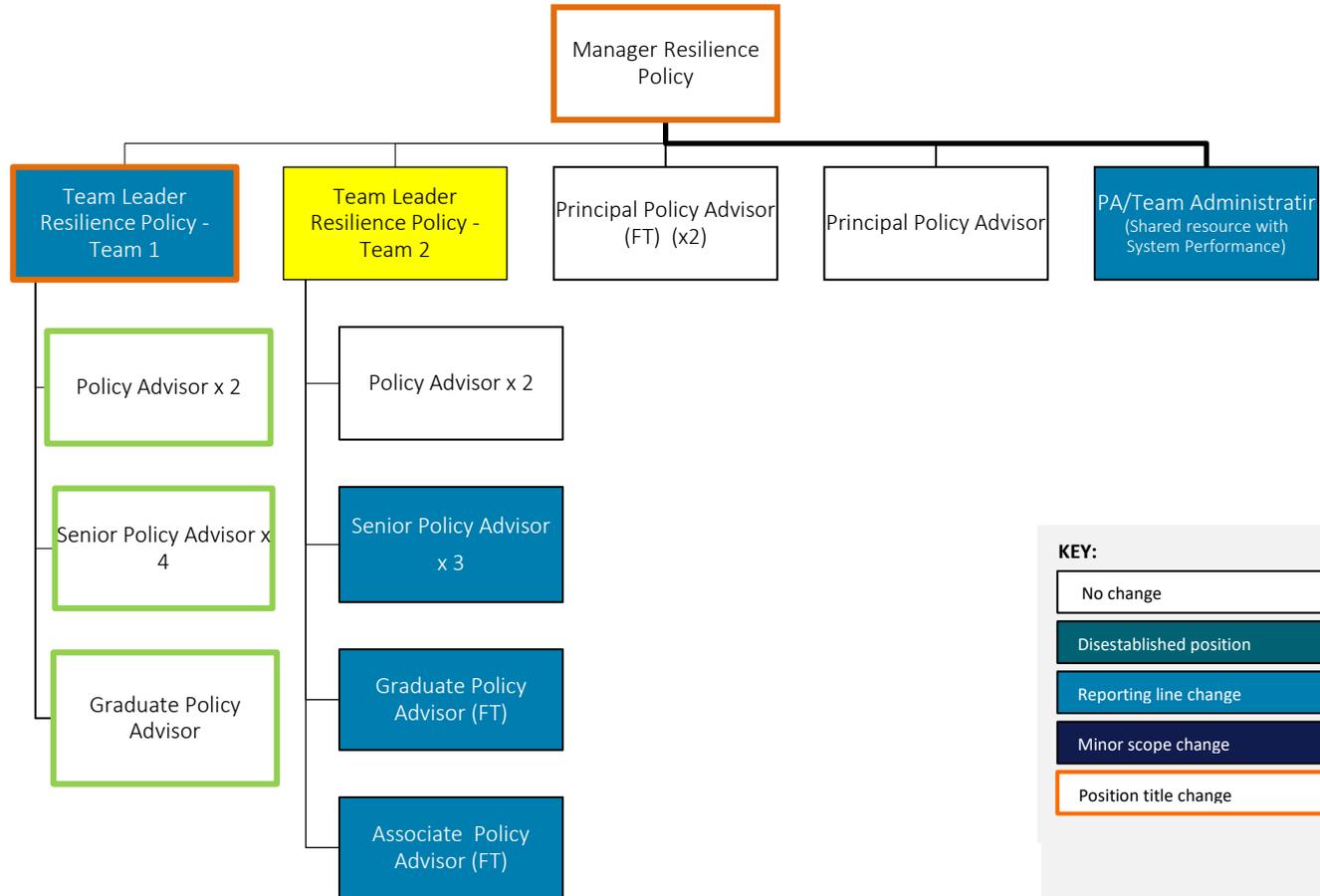
No change	Within-branch team change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest

Fixed term	(FT)
Vacant	(V)
External Secondment	(eX)
Contractor	(cO)

Current structure: Building for Climate Change Team



Proposal 3: Proposed structure Resilience Policy Team

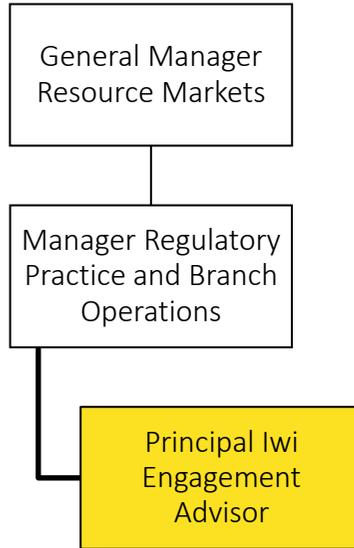


KEY:

No change	Within-branch team 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

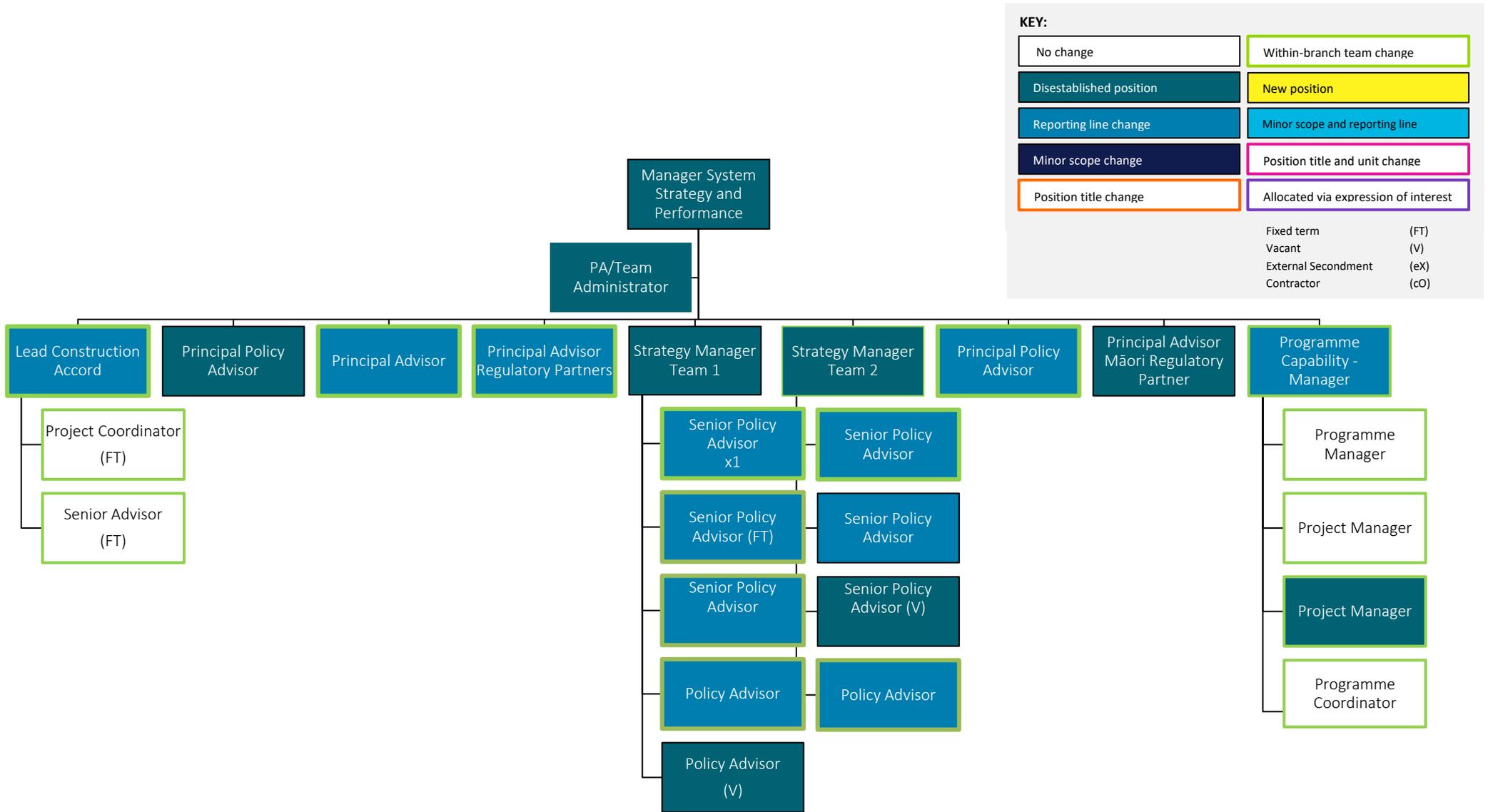
Fixed term	(FT)
Vacant	(V)
External Secondment	(eX)
Contractor	(cO)

Proposal 3: Proposed change to Resource Markets

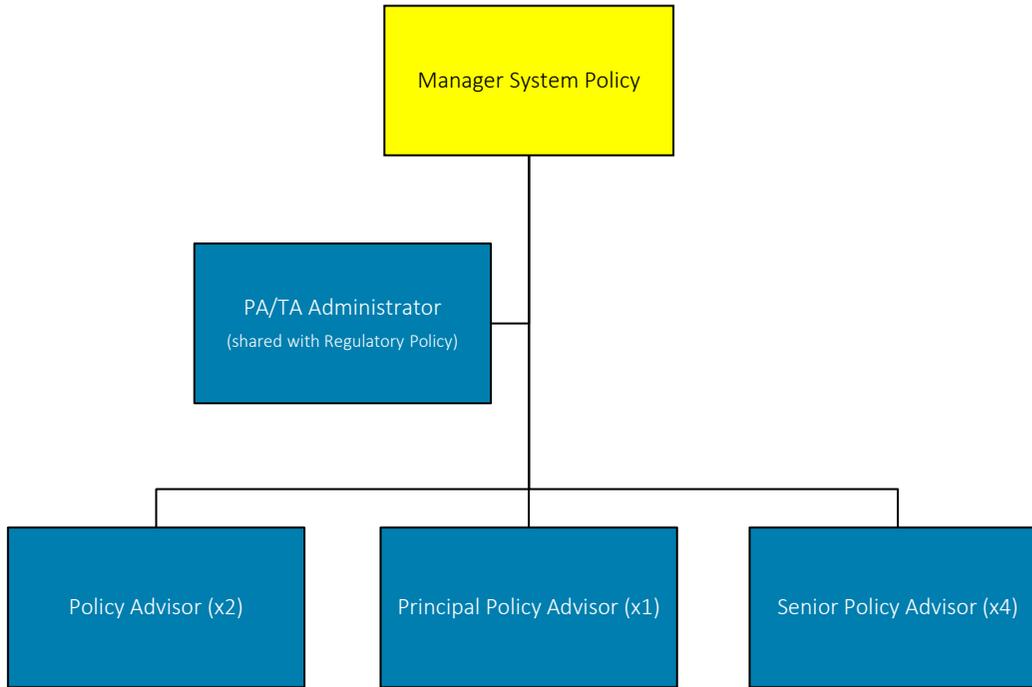


KEY (proposed change)	
No change	MBIE group change from LSE
Disestablished position	New position
Reporting line change	
Minor scope change	
Position title change	Fixed term (FT)
	Vacant (V)
	External Secondment (eX)
Within group branch change	Contractor (cO)

Current structure: System, Strategy and Performance Team



Proposal 3: Proposed structure System Policy Team

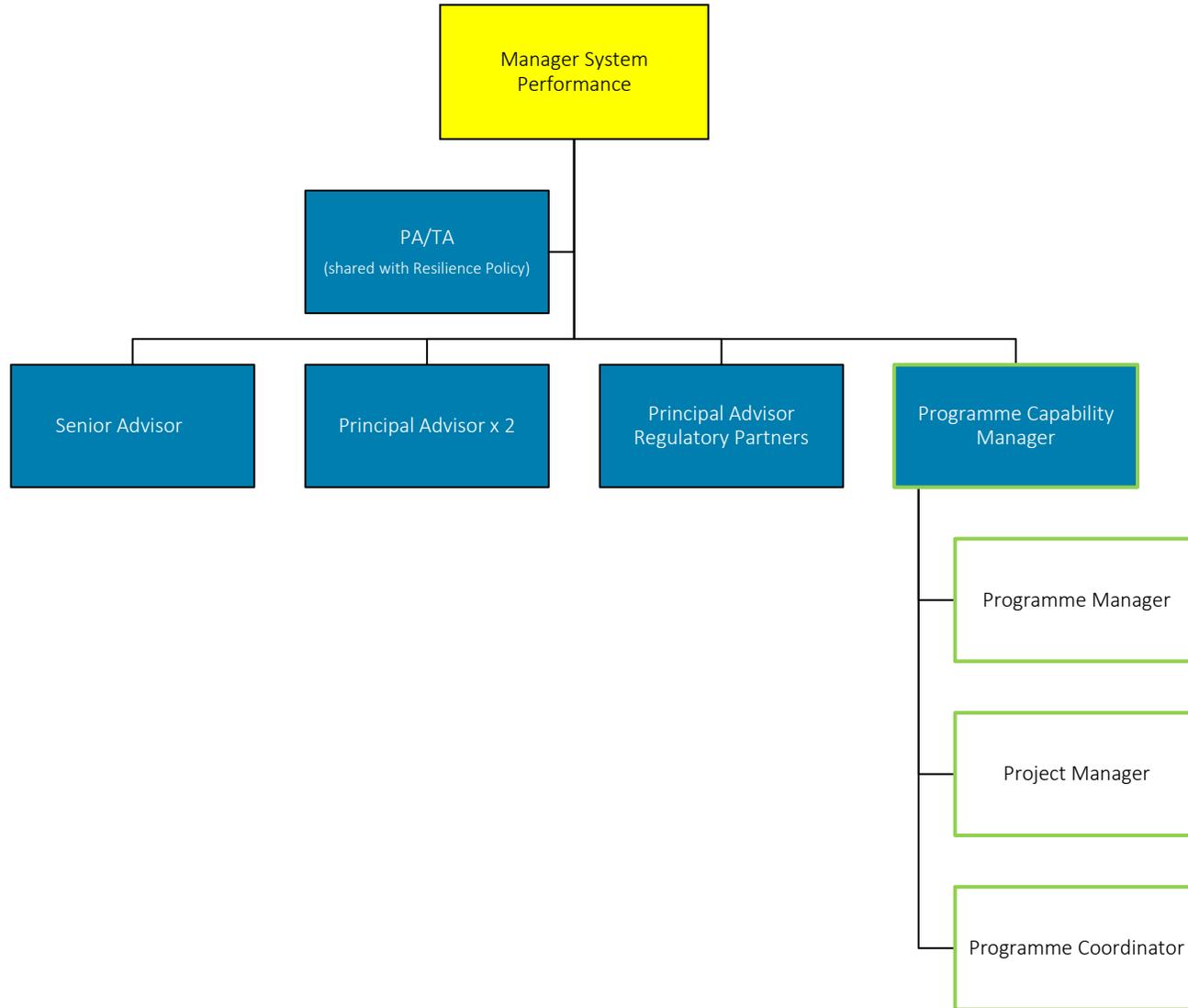


KEY:

No change	Within-branch team 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

Fixed term	(FT)
Vacant	(V)
External Secondment	(eX)
Contractor	(cO)

Proposal 3: Proposed structure System Performance Team



KEY:

No change	Within-branch team 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

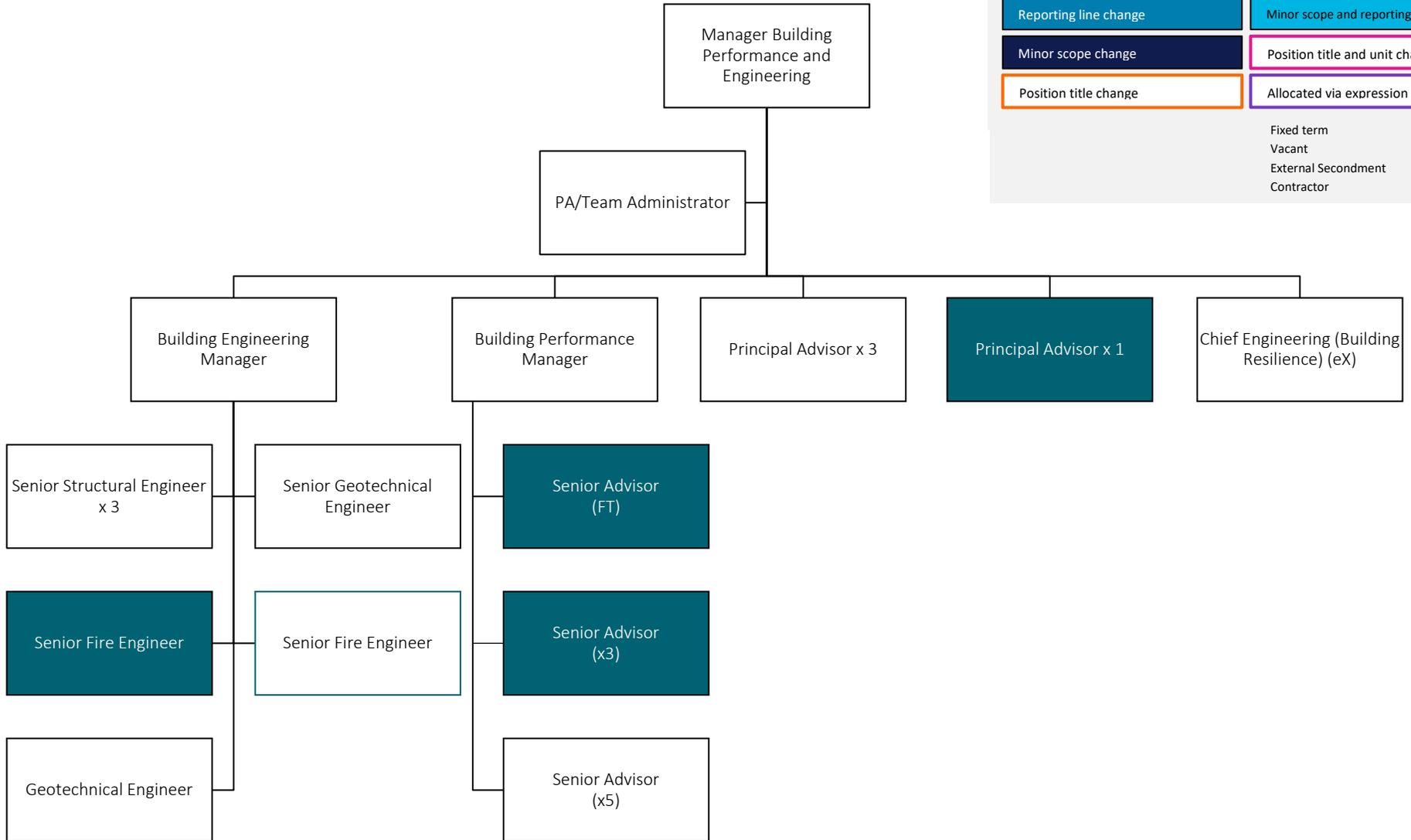
Fixed term	(FT)
Vacant	(V)
External Secondment	(eX)
Contractor	(cO)

Current structure: Building, Performance and Engineering

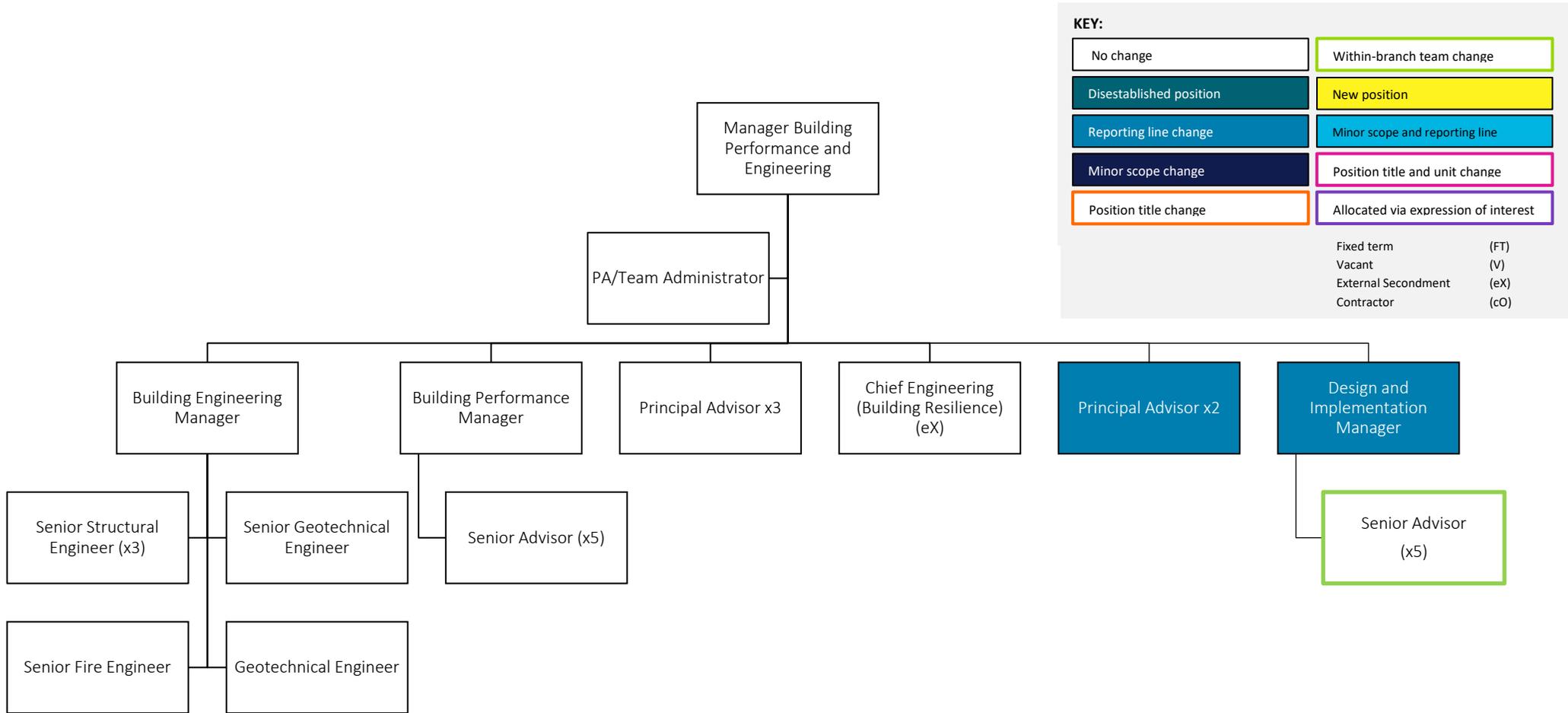
KEY:

No change	Within-branch team 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

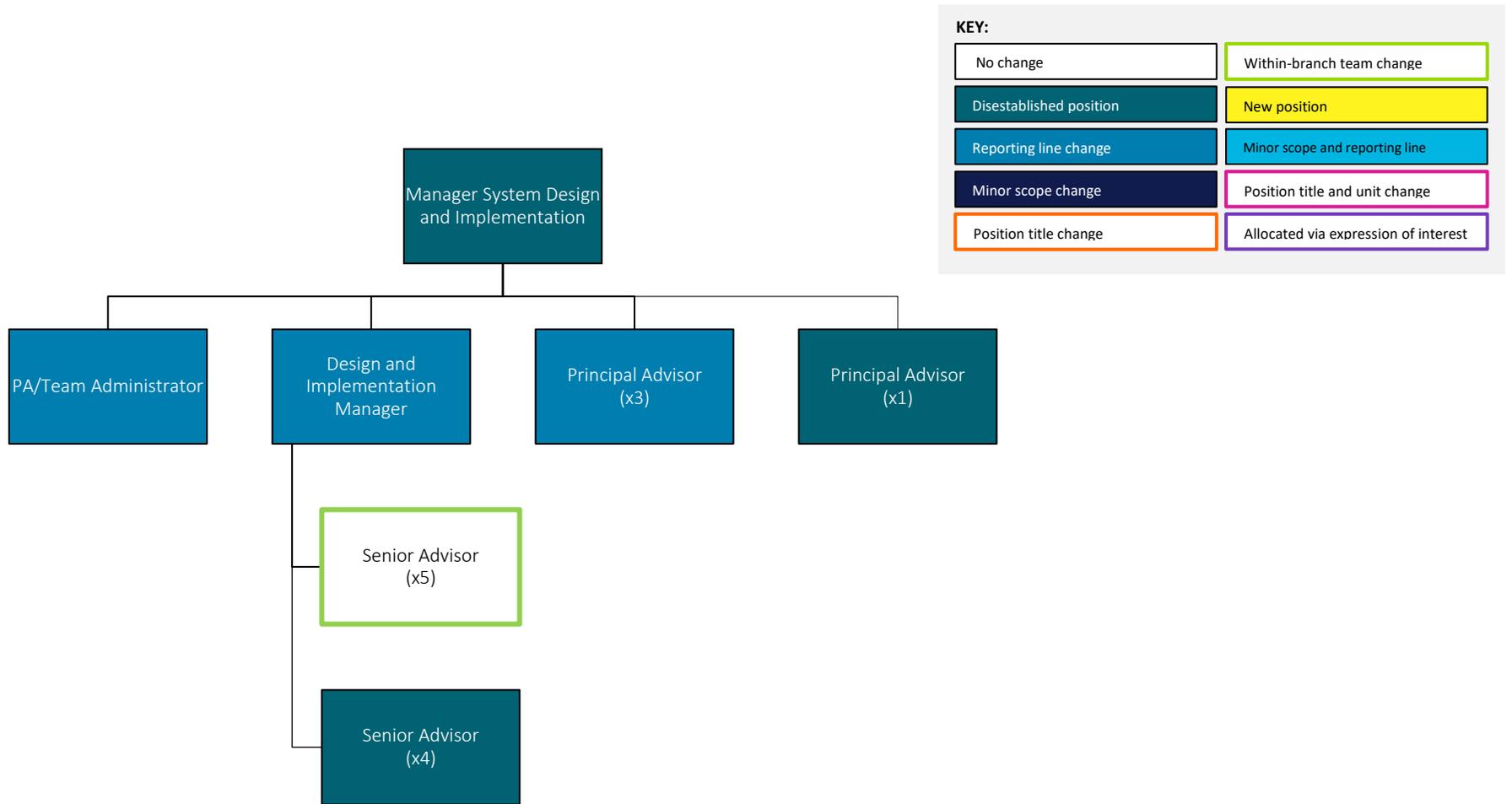
Fixed term (FT)
 Vacant (V)
 External Secondment (eX)
 Contractor (cO)



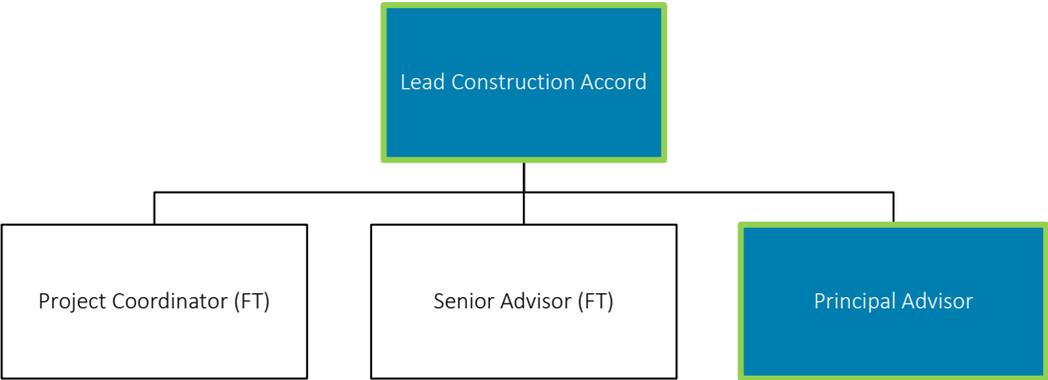
Proposal 3: Proposed structure Building, Performance and Engineering



Current structure: System, Design and Implementation



Proposal 3 - Proposed structure Lead Construction Accord



KEY:

No change	Within-branch team 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

Proposal 4 – Shifting the balance for administrative support

This proposal seeks to start to move to a standardised ratio of Personal Assistant/Team Administrator (PA/TA) for people leaders across BRM to 1:2. This is a similar practice with the approach taken in LSE and Kānoa.

There are also two opportunities to consolidate executive-level support positions in the branch – where in the future the level of resourcing required can be reduced and positions combined.

Why change is proposed

Across BRM we are reviewing what our prioritised work is, and where we might dial up or down the level, scope, or nature of the work that we do.

As our core Policy and Regulatory structures shift, we are also looking at the levels of PA/TA support we have across the group, and where they are most needed. Some areas in BRM are well-served, while in others there is a lighter level of resourcing.

Our aim in making changes for this important function is to even out the distribution across BRM; moving as a general principle to a 1:2 ratio - that's one PA/TA role to two tier four managers.

This would be where it is appropriate for the size, scale and relative complexity of the function. For example, the size of some teams in NZGP may warrant more support positions than smaller functions such as the new CIT branch. Another key factor is that consolidation makes most sense there the portfolio areas are similar such as the Energy Markets and Resource Markets branches.

The following changes are proposed to deliver on this kaupapa:

1. Disestablish the Executive Assistant to the Deputy Secretary, BRM and the Executive Assistant to the Head of the Office of the Deputy Secretary (and Director, Partnerships & Capability) and create a new joint Executive Assistant

position that works to the Deputy Secretary and Head of Office only. The position would have a hard reporting line to the Deputy Secretary BRM.

2. Changing the scope of the Executive Assistant to the GM Energy and to extend to working to the GMs of Energy and Resources branches.
3. The other changes in PA/TA resourcing are detailed in the relevant Branch Proposal – i.e.: SBCC, BSP, NZGP

Where possible and appropriate, we would also look to take a flexible approach to resourcing across teams and branches, responding to peaks and troughs of activity to ensure workloads are managed. While providing variety and development opportunities, it would also support cover when there are absences due to annual leave or illness.

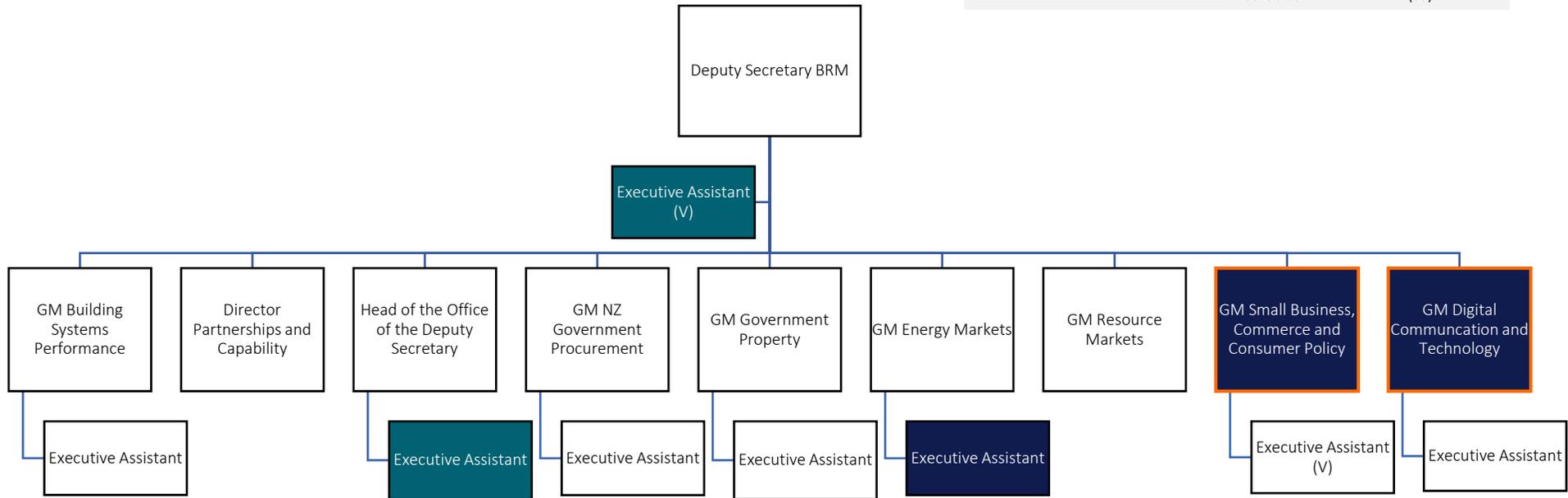
We ask you to consider whether changes under Proposal 4 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts from page 45. We welcome your thoughts on where Proposal 4 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

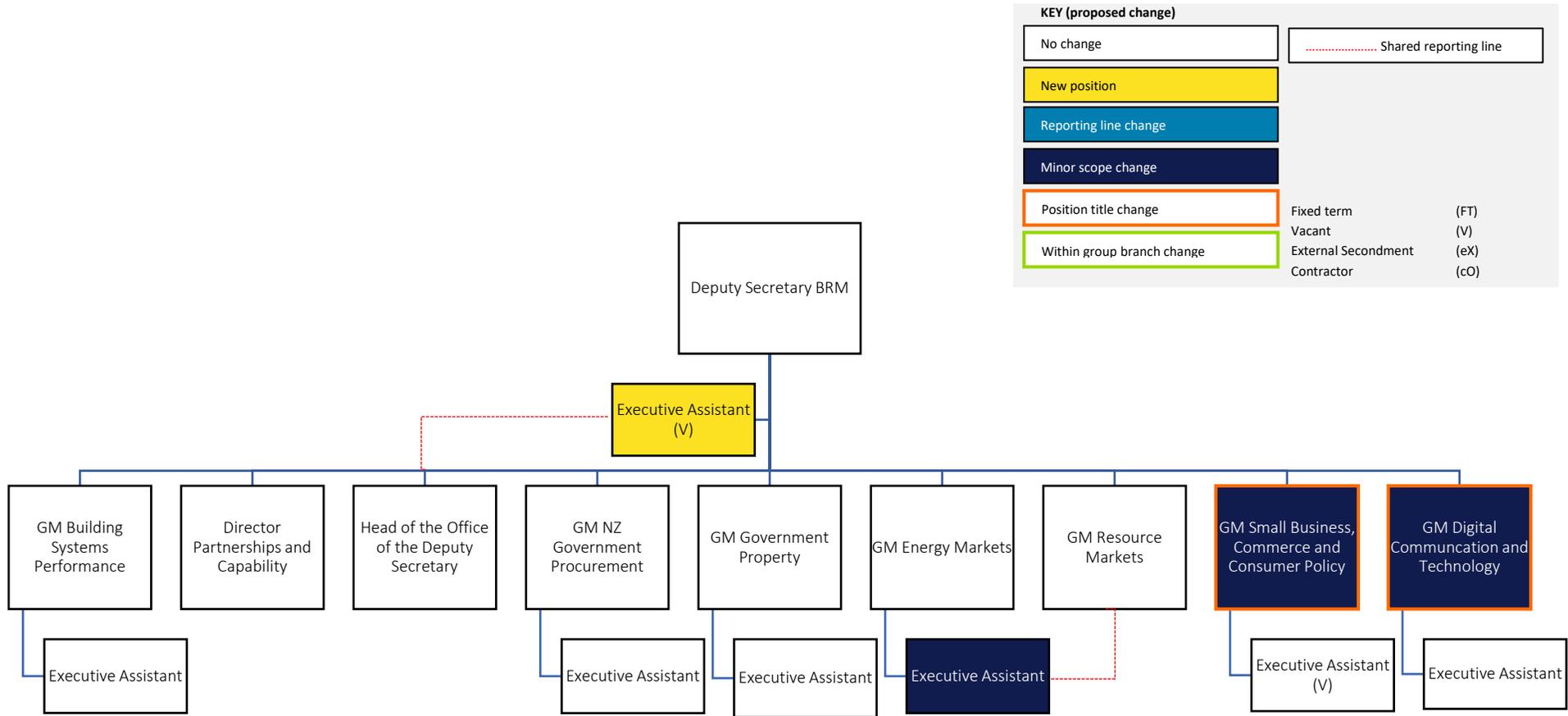
Current structure: BRM Executive Support

KEY (proposed change)

No change		
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 4: Proposed structure BRM Executive Support



Proposal 5 – NZ Government Procurement

NZ Government Procurement (NZGP) worked through a significant organisational design and subsequent change process less than a year ago, where we implemented a new operating model, stood up new functions in order to deliver change both internally and externally in the NZ Government Procurement System.

As a system leadership function our challenge is to ensure that we are appropriately sized and resourced to deliver value and impact across the Public Service.

Why change is proposed

We've managed to a high number of vacant positions, and while we have made good strides in this, due to constraints across MBIE we're no longer in a position to be able to fulfil our original ambitions for the NZGP structure.

Our operating model is still appropriate and resilient enough that we can manage with scaling back. Our challenge will be ensuring that we focus on the essential work that we need to do; that which has the greatest impact on Government's procurement system, while ensuring that we can cement in the elements that will ensure the NZGP function is successful and able to continue to withstand significant system change.

Further steps now need to be taken to reduce our costs and headcount – and this is going to impact the shape of NZGP.

The following changes are proposed to deliver on this kaupapa:

1. The proposed change removes 27 vacant roles from our current branch structure. While it will leave some teams disproportionately resourced it also gives us certainty around our envelope. Over time we might need to do some further work to better balance team resourcing. It might mean some programmes need to slow down and possibly stop, but mostly it will just need us to be a bit more deliberate and prioritised in our activities.

2. The proposal also includes suspending our Procurement Graduate Programme for the foreseeable future. Difficult decisions are being made across the organisation and the Public Service and this step has not been taken lightly. It in no way reflects on the quality of the procurement graduate programme and the graduates
3. This will impact 21 procurement graduate roles currently in rotation, and including the Procurement Graduate Programme Lead position within the Procurement Workforce and Capability team
4. Disestablish 1 vacant PA/TA position to align with the approach to administrative resourcing across BRM

We ask you to consider whether changes under Proposal 5 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts from page 42. We welcome your thoughts on where Proposal 5 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

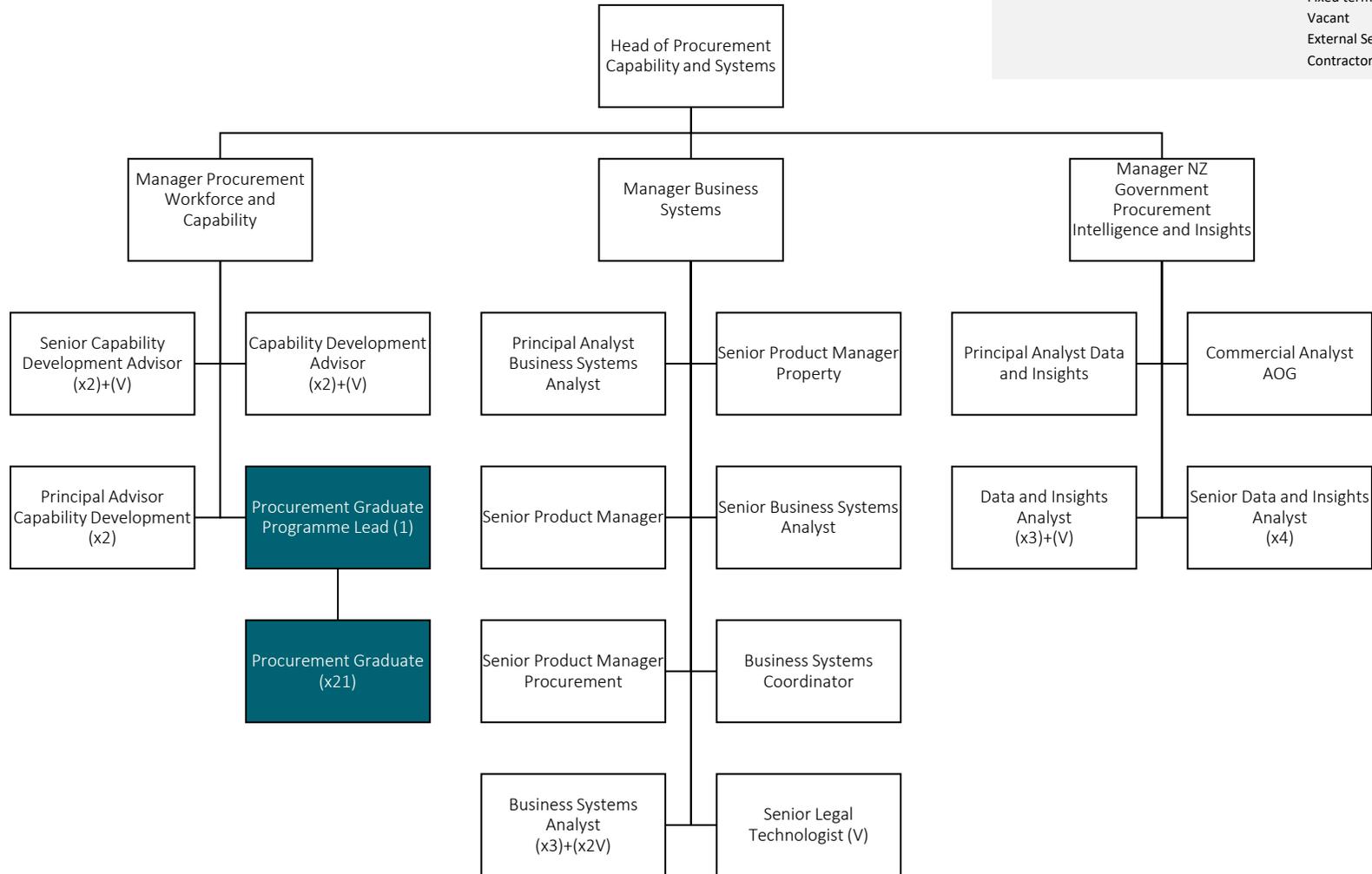
Current structure: NZ Government Procurement

Procurement Capability and Systems

KEY:

No change	Within-branch team 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

Fixed term (FT)
 Vacant (V)
 External Secondment (eX)
 Contractor (cO)

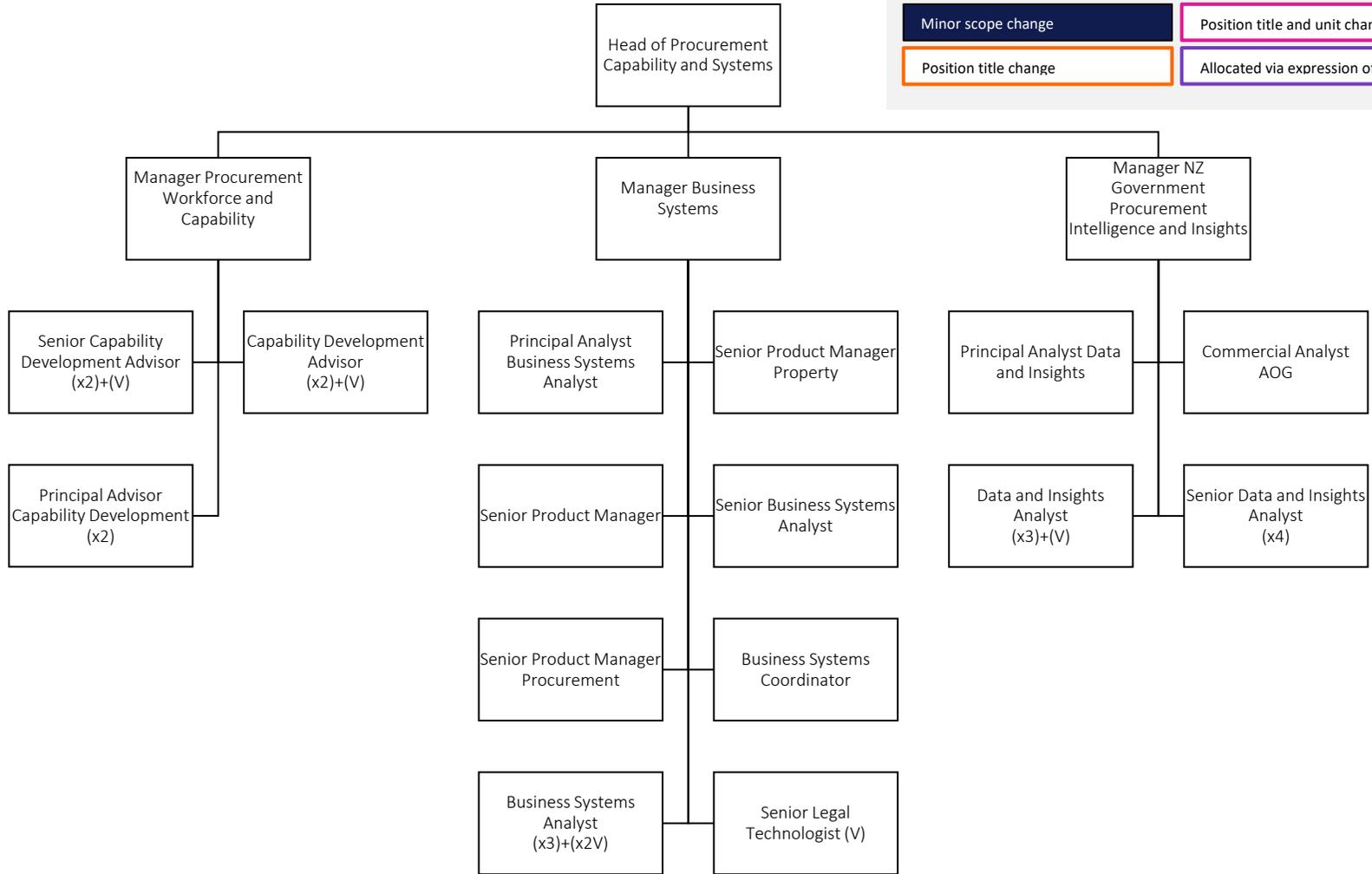


Proposal 5: Proposed structure NZ Government Procurement

Procurement Capability and Systems

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



Summary of proposed changes to Building, Resources and Markets

Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	53
Number of positions proposed to be disestablished from Voluntary Redundancy process	17
Number of proposed new positions	5
Number of vacant positions being closed	58
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	38
Number of positions transferring in from LSE	14
Number of positions transferring to LSE	7

Proposed new positions

Proposal	Position title	Reporting line (future)	Branch	Indicative band
1	Manager Trade and Supply Chains	General Manager Digital Communications and Transformation	Communications Infrastructure and Trade	20F
2	PA/Team Administrator	Manager Business Law and Manager Financial Markets	Commerce, Consumer and Business	E
3	Manager System Performance	General Manager Building System Performance	Building System Performance	20F
3	Manager System Policy			20F
3	Team Leader Resilience Policy Team 2	Manager Resilience Policy		X
3	Principal Iwi Engagement Advisor	Manager Regulatory Practice and Branch Operations	Resource Markets	X
4	Executive Assistant	Deputy Secretary Building, Resources and Markets and Head of the Office of the Deputy Secretary	Building, Resources and Markets	L

Proposed disestablished positions – shown in organisation charts

Proposal	Position title	Reporting line	Branch
1	<ul style="list-style-type: none"> Manager Critical Supply Chains 	General Manager Digital Communications and Transformation	Digital Communications and Transformation
1	<ul style="list-style-type: none"> Policy Advisor (vacant) 	Manager Critical Supply Chains	
	<ul style="list-style-type: none"> Senior Policy Advisor (vacant) Policy Advisor (vacant) 	Manager Digital Policy	
2	<ul style="list-style-type: none"> Director Government Centre Dispute Resolution 	General Manager Small Business, Commerce and Consumer Policy	Small Business, Commerce and Consumer Policy
2	<ul style="list-style-type: none"> Principal Advisor Service Design and Innovation Specialist Policy Advisor 	Director Government Centre Dispute Resolution	
2	<ul style="list-style-type: none"> PA/Team Administrator Senior Policy Advisor x3 (vacant) Principal Policy Advisor (vacant) 	Manager GCIPP	
2	<ul style="list-style-type: none"> PA/Team Administrator Policy Advisor (vacant) Graduate Policy Advisor (vacant) Principal Policy Advisor (Vacant) 	Manager Financial Markets	
2	<ul style="list-style-type: none"> Graduate Policy Advisor (vacant) 	Manager Competition Policy	
2	<ul style="list-style-type: none"> Senior Policy Advisor x2 (vacant) 	Manager Consumer Policy	
2	<ul style="list-style-type: none"> Senior Iwi Engagement Advisor 	Manager Market Performance	
2	<ul style="list-style-type: none"> Senior Policy Advisor (vacant) Policy Advisor (vacant) 	Manager Small Business Policy	

3	<ul style="list-style-type: none"> • Manager System Design and Implementation • Manager System Strategy and Performance • Business Director 	General Manager Building System Performance	Building System Performance	
3	<ul style="list-style-type: none"> • Senior Policy Advisor FT 	Manager Building for Climate Change		
3	<ul style="list-style-type: none"> • Principal Advisor 	Manager System Design and Implementation		
3	<ul style="list-style-type: none"> • Senior Advisor x4 	Design and Implementation Manager		
3	<ul style="list-style-type: none"> • Principal Policy Advisor • Strategy Manager Team 1 • Strategy Manager Team 2 • Principal Advisor Māori Regulatory Partner • PA/Team Administrator 	Manager System Strategy and Performance		
3	<ul style="list-style-type: none"> • Policy Advisor (vacant) 	Strategy Manager Team 1		
3	<ul style="list-style-type: none"> • Senior Policy Advisor (vacant) 	Strategy Manager Team 2		
3	<ul style="list-style-type: none"> • Project Manager 	Programme Capability - Manager		
3	<ul style="list-style-type: none"> • Principal Advisor 	Manager Building Performance and Engineering		
3	<ul style="list-style-type: none"> • Senior Fire Engineer 	Building Engineering Manager		
3	<ul style="list-style-type: none"> • Senior Advisor x3 Senior Advisor (FT) 	Building Performance Manager		
4	<ul style="list-style-type: none"> • Executive Assistant (vacant) 	Deputy Secretary BRM		Building, Resources and Markets
4	<ul style="list-style-type: none"> • Executive Assistant 	Head of the Office of the Deputy Secretary		Office of the Deputy Secretary BRM
5	<ul style="list-style-type: none"> • Procurement Graduate Programme Lead 	Manager Procurement Workforce and Capability	NZ Government Procurement	
5	<ul style="list-style-type: none"> • Procurement Graduate x21 	Procurement Graduate Programme Lead		

Proposed minor changes

Proposal	Position title	Reporting line	Description of change
1	<ul style="list-style-type: none"> General Manager Digital, Communications and Transformation 	Deputy Secretary Building, Resources and Markets	Change in position title to General Manager Communications, Infrastructure and Trade
1	<ul style="list-style-type: none"> Manager Digital Policy 	General Manager Digital, Communications and Transformation	Change of team to Digital Economy Policy Change of branch to Technology and Innovation Change in group to Labour, Science and Enterprise
1	<ul style="list-style-type: none"> Policy Advisor x2 Principal Policy Advisor x2 Senior Policy Advisor x3 	Manager Digital Policy	Change of team to Digital Economy Policy Change of branch to Technology and Innovation Change in group to Labour, Science and Enterprise
1	<ul style="list-style-type: none"> Programme Manager 	Manager Digital Policy	Change of team to T&I Projects Change of branch to Technology and Innovation Change in group to Labour, Science and Enterprise
1	<ul style="list-style-type: none"> PA/Team Administrator 	Manager Digital Policy	Change of team to Space Policy & Sector Development Change of branch Science and Space Branch Change in group to Labour, Science and Enterprise
1	<ul style="list-style-type: none"> Senior Policy Advisor Senior Policy Advisor (vacant) Principal Policy Advisor 	Manager Critical Supply Chains	Change in reporting line to Manager Trade and Supply Chains Change in team to Trade and Supply Chains
2	<ul style="list-style-type: none"> General Manager Small Business, Commerce and Consumer Policy 	Deputy Secretary Building, Resources and Markets	Change in position title to General Manager Commerce, Consumer and Business
2	<ul style="list-style-type: none"> Manager CGIPP 	General Manager Small Business, Commerce and Consumer Policy	Change in position title to Manager Business Law Change in branch name to Commerce, Consumer and Business
2	<ul style="list-style-type: none"> Manager, Small Business Policy 	General Manager Small Business, Commerce and Consumer Policy	Change in position title to Manager, Small Business and Manufacturing Change in branch name to Commerce, Consumer and Business

2	<ul style="list-style-type: none"> PA/Team Administrator Policy Advisor Principal Policy Advisor x2 Senior Policy Advisor x3 	Manager, Small Business Policy	<p>Change in team name to Small Business and Manufacturing Policy</p> <p>Change in branch name to Commerce, Consumer and Business</p>
3	<ul style="list-style-type: none"> Manager Building Policy 	General Manager Building System Performance	Change in position title to Manager Regulatory Policy
3	<ul style="list-style-type: none"> Director Climate Change 		Change in position title to Policy Director
3	<ul style="list-style-type: none"> Manager Building for Climate Change 		Change in position title to Manager Resilience Policy
3	<ul style="list-style-type: none"> Associate Policy Advisor 	Manager Building Policy	Change in reporting line to Team Leader Regulatory Policy
3	<ul style="list-style-type: none"> Team Leader Building Policy 		<p>Change in position title to Team Leader Resilience Policy</p> <p>Change in reporting line to Manager Resilience Policy</p> <p>Change in team to Resilience Policy</p>
3	<ul style="list-style-type: none"> Team Leader Building Policy 		<p>Change in position title to Team Leader Regulatory Policy</p> <p>Change in reporting line to Manager Regulatory Policy</p> <p>Change in team to Regulatory Policy</p>
3	<ul style="list-style-type: none"> Senior Policy Advisor x4 Policy Advisor x2 Graduate Policy Advisor 	Team Leader Building Policy	Change in team to Resilience Policy
3	<ul style="list-style-type: none"> Senior Policy Advisor x3 Policy Advisor x2 Graduate Policy Advisor (FT) Associate Policy Advisor (FT) 	Manager Building for Climate Change	<p>Change in reporting line to Team Leader Resilience Policy Team 2</p> <p>Change in team to Resilience Policy</p>
3	<ul style="list-style-type: none"> Lead Construction Accord 	Manager System Strategy and Performance	Change in reporting line to General Manager Building System Performance
3	<ul style="list-style-type: none"> Programme Capability Manager Principal Advisor Regulatory Partners 		<p>Change in reporting line to Manager System Performance</p> <p>Change in team to System Performance</p>

3	<ul style="list-style-type: none"> Policy Advisor Senior Policy Advisor 	Strategy Manager Team 2	Change in reporting line to Manager System Policy Change in team to System Policy
3	<ul style="list-style-type: none"> Senior Policy Advisor 		Change in reporting line to Manager System Performance Change in team to System Performance
3	<ul style="list-style-type: none"> Senior Policy Advisor x3 Policy Advisor 	Strategy Manager Team 1	Change in reporting line to Manager System Policy Change in team to System Policy
3	<ul style="list-style-type: none"> Principal Advisor x3 	Manager System Design and Implementation	Change in team to Building Performance & Engineering or Construction Accord
3	<ul style="list-style-type: none"> PA/Team Administrator 		Change in reporting line to Manager Regulatory Policy Change in team to Regulatory Policy
3	<ul style="list-style-type: none"> Design and Implementation Manager 		Change in reporting line to Manager Building Performance and Engineering Change in team to Building Performance and Engineering
3	<ul style="list-style-type: none"> Senior Advisor x5 	Design and Implementation Manager	Change in team to Building Performance and Engineering
4	<ul style="list-style-type: none"> Executive Assistant 	General Manager Energy Markets	Change in reporting line of the GM Energy to also report to the GM Resources

Proposed vacant disestablished positions – shown not in organisation charts

Position number	Job Title	Position Type	Reporting line	Current Branch
10000180	PA/Team Administrator	Establishment	Manager Communications Policy	Digital, Communications and Transformation
10175750	Principal Policy Advisor	Establishment	Manager Communications Policy	Digital, Communications and Transformation
16212337	Associate Policy Advisor	Establishment Fixed Term	Manager, Electricity Generation, Infrastructure and Markets Policy	Energy Markets
16218332	Senior Communications Advisor	Establishment Fixed Term	Change & Engagement Lead	Government Property
16218327	Principal Advisor Commercial	Establishment Fixed Term	Commercial Lead	Government Property
16218324	Principal Advisor Organisational Design	Establishment Fixed Term	Organisation Design Lead	Government Property
16212515	Principal Commercial Specialist AOG	Establishment	AOG Portfolio Manager - Team 4	New Zealand Government Procurement
16212510	Senior Commercial Specialist AOG	Establishment	AOG Portfolio Manager - Team 4	New Zealand Government Procurement
16212514	Senior Commercial Specialist AOG	Establishment	AOG Portfolio Manager - Team 4	New Zealand Government Procurement
16212522	Senior Commercial Specialist AOG	Establishment	AOG Portfolio Manager - Team 4	New Zealand Government Procurement
16212645	Manager Change Implementation	Establishment	Head of System Improvement and Engagement	New Zealand Government Procurement
16212476	Commercial Procurement Advisor	Establishment	Manager Advisory Services - Team 1	New Zealand Government Procurement
16212466	Commercial Procurement Leader	Establishment	Manager Advisory Services - Team 1	New Zealand Government Procurement
16216720	Senior Commercial Procurement Leader	Establishment	Manager Advisory Services - Team 1	New Zealand Government Procurement
16212473	Commercial Procurement Leader	Establishment	Manager Advisory Services - Team 2	New Zealand Government Procurement
16212469	Procurement Specialist	Establishment	Manager Advisory Services - Team 2	New Zealand Government Procurement
16212463	Senior Commercial Procurement Leader	Establishment	Manager Advisory Services - Team 2	New Zealand Government Procurement
16212471	Senior Commercial Procurement Leader	Establishment	Manager Advisory Services - Team 2	New Zealand Government Procurement
16212477	Senior Procurement Specialist	Establishment	Manager Advisory Services - Team 2	New Zealand Government Procurement
16212485	Strategic SRM Advisor	Establishment	Manager Business Relationships	New Zealand Government Procurement
16212562	Business Systems Analyst	Establishment	Manager Business Systems	New Zealand Government Procurement
16218335	Business Systems Analyst	Establishment	Manager Business Systems	New Zealand Government Procurement
16212569	Senior Legal Technologist	Establishment	Manager Business Systems	New Zealand Government Procurement

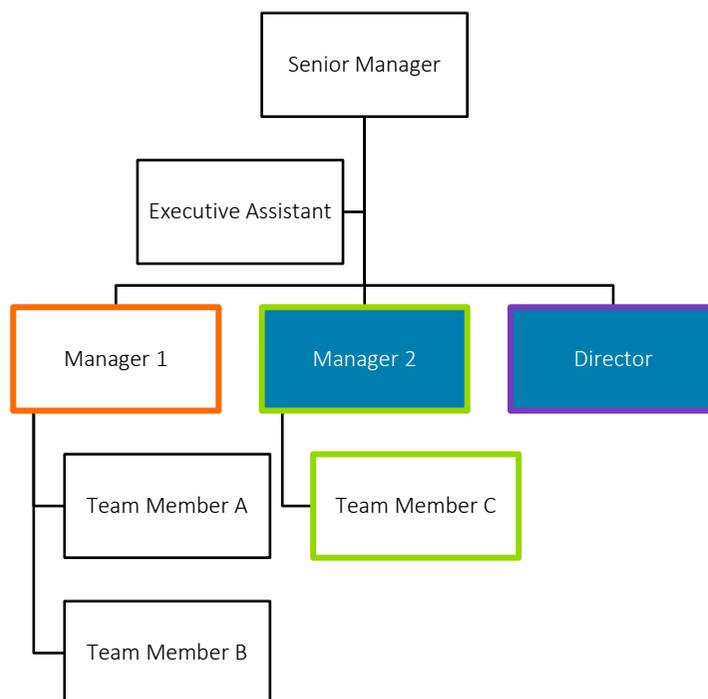
16212644	Change Lead	Establishment	Manager Change Implementation	New Zealand Government Procurement
16212646	Operational Policy Advisor	Establishment	Manager Change Implementation	New Zealand Government Procurement
16212647	Senior Business Analyst	Establishment	Manager Discovery and Service Design	New Zealand Government Procurement
16212650	Senior Service Designer	Establishment	Manager Discovery and Service Design	New Zealand Government Procurement
16217145	Data and Insights Analyst	Establishment	Manager NZ Government Procurement Intelligence and Insights	New Zealand Government Procurement
16212577	Capability Development Advisor	Establishment	Manager Procurement Workforce and Capability	New Zealand Government Procurement
16212576	Senior Capability Development Advisor	Establishment	Manager Procurement Workforce and Capability	New Zealand Government Procurement
16212651	Stakeholder Engagement Advisor	Establishment	Manager System Engagement	New Zealand Government Procurement
16212657	Stakeholder Engagement Advisor	Establishment	Manager System Engagement	New Zealand Government Procurement
16212493	PA/Team Administrator	Establishment	Team Lead PA/Administrator	New Zealand Government Procurement
16208954	Policy Director	Establishment	Head of the Office of the Deputy Secretary, BRM	Office of the Deputy Secretary BRM
16218290	Policy Director	Establishment	Head of the Office of the Deputy Secretary, BRM	Office of the Deputy Secretary BRM
10167002	Ministerial Advisor	Establishment	Manager Ministerial Services BRM	Office of the Deputy Secretary BRM
16205759	Ministerial Advisor	Establishment	Manager Ministerial Services BRM	Office of the Deputy Secretary BRM
16212496	Business Advisor	Establishment	Manager, Group Business Management	Office of the Deputy Secretary BRM
16208097	Senior Advisor Geospatial	Casual	Manager Business Systems	Resource Markets
16208717	Graduate Geoscience Data Advisor	Establishment	Manager Geoscience Information	Resource Markets
16212338	Associate Policy Advisor	Establishment Fixed Term	Manager Resource Policy	Resource Markets
10001530	Senior Policy Advisor	Establishment	Manager Resource Policy	Resource Markets
16207811	Compliance Officer	Establishment	National Manager Compliance	Resource Markets

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.

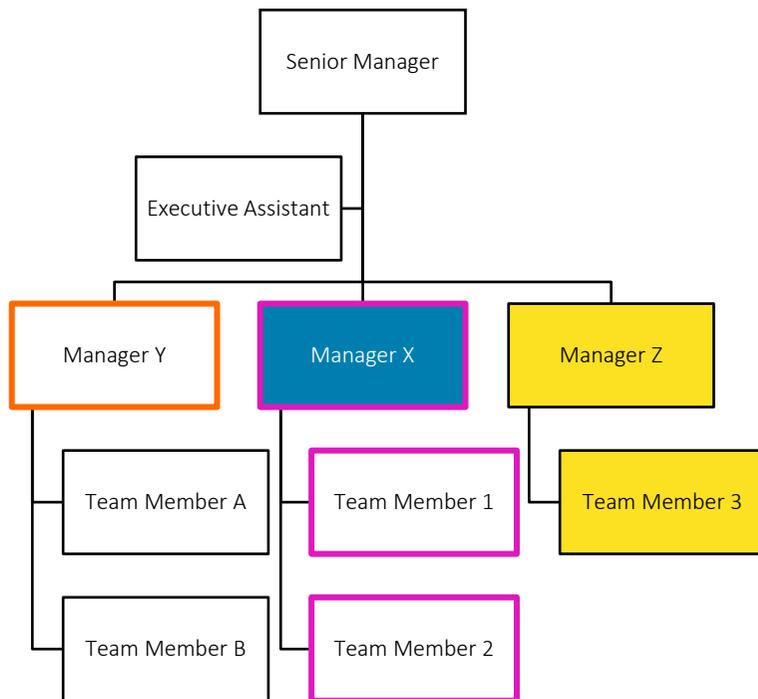


KEY (proposed change)	
No change	MBIE group change to (insert name)
Disestablished position	MBIE group change to (insert name)
Reporting line change	MBIE group change to (insert name)
Minor scope change	Contestable reconfirmation
Position title change	Fixed term (FT)
	Vacant (V)
Within group branch change	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.