Building, Resources and Markets Realignment

Final Decisions

29 May 2024

MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Te Kāwanatanga o Aotearoa
New Zealand Government

Contents

Introduction from Paul Stocks

Tēnā koutou

As you are aware, over the last few months, MBIE has been working closely with the new Government to support their priorities and help confirm and set up portfolio work programmes that will deliver on those priorities.

Our structure needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the Government's fiscal sustainability objectives. This means being deliberate in working together and ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

On 15 April 2024, I shared with you the BRM Leadership Team's proposal for how we can organise our structure to be set up in a way that leverages the interconnections across and within our groups and ensure areas of common work that are closely linked within ministerial portfolios are located close together.

We have been consulting on the following proposed changes:

- Realigning certain functions between BRM and LSE to reflect the small business and manufacturing portfolio change and to bring together our supply chains, standards policy and trade cooperation functions. The Digital Technologies policy team is proposed to move to a new Technology and Innovation branch in LSE.

- Aligning the Building System Performance branch with the new priorities of this Government and address the span of control in the policy teams.

- Creating consistency in the level of administrative support provided across managers and teams.

- Closing the Government Centre for Disputes Resolution.

- Suspending the All of Government Procurement Graduate Programme for the foreseeable future.

Thank you for your patience and participation during the consultation phase of our proposed changes. We received over 350 individual pieces of feedback that were high quality, detailed and helped us to make informed decisions.

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

I read all the feedback received and also talked with a number of individuals and teams over the Consultation period. As a result, you will see that we have made several changes because of what we have heard from you. These are detailed in each branch section of this document.

I believe the final structure positions us well to deliver to MBIE and to grow Aotearoa New Zealand for all. What is outlined in this pack is the start of the next part of our journey.

From 5 June 2024, we will run an EOI process for contestable reassignments. We plan to have our new structure from 24 June 2024. Certainty for everyone affected by these decisions as quickly as possible is important to me; we will keep you informed as the EOI progresses and we transition to the new structure.

I acknowledge that this change may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. I encourage you to show kindness to your colleagues during this time. Please consider what support you may need during this time and discuss this with your people leader and ensure that you look at the range of support options available later in this document.

Ngā mihi nui

Paul Stocks

Deputy Secretary Building, Resources and Markets

Your feedback on the BRM change proposal

The following table summarises feedback we received about the overall proposal, as well as themes relating to multiple proposals and branches.

General feedback themes		Response
Misalignment with Government priorities	• Feedback received sought clarity on the drivers for change. • Responses noted it was unclear if the change was trying to achieve a reduction in FTE or cost savings. Others noted the proposed changes were positioned as supporting government priorities such as, good regulatory practice, however the changes themselves would impacts MBIEs capacity to meet its statutory obligations and business as usual (BAU) work. • There was strong feedback that reducing headcount, particularly specialist roles, conflicts with the notion that the proposal "…positions ourselves with flexibility to respond to future demands…" or reflects that the "…work you do really matters to New Zealand."	What MBIE has been asked to do is multifaceted. The Government has asked MBIE to find fiscal savings and also signalled it expects to see reductions in overall headcount. This is at the same time as MBIE being asked to lead/implement new policy and work programmes, such as the work we are doing in the Energy and Resources portfolios. Getting the right balance across our workforce to achieve these objectives, means that we have had to take a range of approaches to ensure we have capability and capacity in the right places.
Diversity impact	• Feedback raised questions where diversity and inclusion were considered when determining what positions were proposed to be disestablished. Feedback also commented that proposal would reverse the hard work and representation changes that have occurred to date.	• Decisions have been made on Business need. • MBIE and BRM absolutely values diversity and the importance this brings to the work we do. We remain committed to ensuring we have a diverse workforce that has good representation of our wider community.

General feedback themes		Response

Vacancies	• While the rationale for closing vacancies (as opposed to making people redundant) is understood, there was repeated feedback that:
	  ○ The removal of vacancies creates a relatively arbitrary skill/capacity gaps, unrelated to requirements but merely reflective of the timing of recent departures or inability to fill vacancies from previous restructure processes.
	  ○ "Vacancies are not necessarily ghost roles."
	  ○ There is a missed opportunity to assess the requirements of teams and shift resources accordingly.
		• Our first priority is to retain people in roles. Closing vacant positions means there are less people impacts and we are able to retain the valuable skills and knowledge of our people. We appreciate closing vacancies does mean some teams will be leaner than before which will see us having to prioritise our work and, in some cases, work differently.
		• We are also continuing to develop the Flexible Policy Workforce Approach, which is designed to enable us to be more agile and flex resource into high priority and time-constrained programmes. Thank you to those of you across BRM who are contributing to developing this approach. We received feedback and suggestions on the approach through the Consultation and this has been fed into the development process.
		• The process to develop the Flexible Policy Workforce Approach has run parallel with the Consultation process for the LSE Realignment. Policy people from across BRM, LSE, Te Waka Pūtahitanga and Kānoa attended workshops in early May and worked up some principles, options and draft processes for how we might flex our policy capability in the future. The PSA National Delegates also attended one of the workshops.
		• The outputs from the workshops along with your feedback will be shaped into some options for the Policy Coordination and Alignment Committee to consider in June. Following this we expect to share the approach with our Policy community.

Policy Progression	• There were a number of questions about whether the policy progression grounds would occur. • There were also concerns raised that disestablishing senior and principal level roles would limit career progression within those teams.	• It's important to us that MBIE is a place where people can thrive and reach their full potential, including by developing their skills and capabilities. This will continue to be a key focus for GMs and managers and there are many opportunities to develop policy careers across BRM and the wider MBIE policy function. There is considerable opportunity for rapid skill and

General feedback themes	Response
	expertise development, and we will ensure managers and senior team members are engaged in supporting individuals' career aspirations. We encourage both managers and kaimahi to use the great resources we have available on [Te Taura | Performance and Career Development](#) to plan and discuss your development. • Graduate Policy Advisors will transition to be Policy Advisors at the conclusion of the Programme, on 1 June 2024. However, they will remain in their current team until after the new structure has been implemented. We will 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 and embedded. • 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 implemented and embedded and we understand the business need.

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.

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.

Implementation and embedding change

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your business group and viewing both current and new organisational charts. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions.

How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position your People Leader or your General Manager will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE's change process in Appendix 1. This includes MBIE's Expression of Interest (EOI) and selection process for affected people.

Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email to BRMChangeApril@mbie.govt.nz. These decisions have been shared with the Public Service Association (PSA).

Implementation

Transition, implementation, and embedding are phases which happen after a final decision is made. These phases focus on the critical things we need to do to bring our new organisational structure and ways of working to life.

To support our transition, GMs and branch leadership teams will manage the distribution of work programmes across teams and branches where the structural shifts make this necessary. We will need to work together to smoothly hand over relevant work programmes, responsibilities and stakeholder relationships.

Embedding the changes happens over time and will be supported by branches and teams coming together, where relevant, to build new ways of working and supporting Mahi Tahi across their work programmes.

Notice

Notice will be given at final decisions where a fixed term position is ending earlier.

There will be an EOI process for people who are affected due to a 'More to less" positions situation e.g., 4 Advisor positions reducing to 3 Advisor positions. In this case notice will be provided at the point that EOI process is concluded.

For other people who are affected due to their position being disestablished and aren't included in the EOI process notice will be given on 13 June 2024.

Implementation timeline

Activity	Date
Final decision released	29 May
Feedback on EOI selection criteria (BSP affected people only)	30 May – 4 June
Expressions of interest (EOI) open (BSP affected people only)	5 June
Expressions of interest (EOI) close (BSP affected people only)	13 June
EOI decisions confirmed	by 21 June
'Go-live' of new structure	24 June

Proposal 1 – Reconfigure Digital, Communications and Transformation Branch to be Communications, Infrastructure and Trade Branch

Summary of changes proposed

It was proposed that the existing Digital, Communications and Transformation Branch in BRM would come the 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. 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 also proposed 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 were 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.

Your feedback on Proposal 1

There was a small amount of feedback provided on the proposed changed to the Digital, Communications and Technology Branch. Engagement with the online feedback portal in What Say You suggested people were supportive of the proposed move for Digital Policy to Technology & Innovation in LSE. Other submissions raised comments about where the Trade and International team should be located and questions the proposal to split the team.

The following table summarises feedback we received about Proposal 1.

Feedback on Proposal 1		Response
Trade and International merge with Critical Supply Chains	• Overall, the feedback received on the proposal did not raise significant concerns. There were mixed comments about where the Trade and International team would best fit. One suggestion was that the team should be positioned in the SBCC Branch due to its link with the Commerce and Consumer Affairs portfolio, while others agreed with the proposal. • There was feedback that the two positions in the team that were proposed to stay in LSE should come with the team, given that they also focussed on core teamwork.	• We have considered the most appropriate location for the Trade and International team and have decided to confirm the proposal as consulted on and create a merged Trade and Supply Chains team in the Communications, Infrastructure and Trade branch. We acknowledge the strong links with SBCC via the Commerce and Consumer Affairs portfolio but are conscious that the scale and breadth of that branch's work is already significant. The connection with supply chains work is strong, and moving to the same group as the Commerce and Consumer Affairs portfolio will help to ensure alignment with that function. • We agree with the feedback and have decided that the two roles (Principal Policy Advisor and Graduate Policy Advisor) that had been proposed to remain in LSE should instead come with the rest of the team as part of the new Trade and Supply Chains team.
Unbalanced structure	• There was some concern about the consequence of vacant positions being disestablished, particularly having enough of and the right mix of resources needed to deliver the work programme.	• We will continue to review the work priorities and where we need to, rebalance or reallocate resources within the branch and MBIE more broadly.

Confirmed changes

After careful consideration of all the feedback received, the final decisions are to:

1. Disestablish the Manager Critical Supply Chains.

2. Create a new Manager Trade and Supply Chains.

3. Change the reporting line for six positions and their teams currently reporting to Manager Trade and International in LSE to report to Manager Trade and Supply Chains.

4. Change the reporting line for three positions reporting Manager Critical Supply Chains to Manager Trade and Supply Chains.

5. Move the Digital Policy team from BRM report to General Manager Technology & Innovation in LSE and rename the team Digital Futures Policy team.

6. Change the reporting line of the Programme Manager currently reporting to the Manager Digital Policy in BRM to report to Manager T&I Projects in the Technology & Innovation branch in LSE.

7. Change the reporting line of the PA/Team Administrator currently reporting to the Manager Digital Policy in BRM to report to Manager Space Policy & Sector Development in the Space and Science Branch in LSE.

Confirmed structure – Communications Infrastructure and Trade

KEY

A	No change	F	MBIE group change from LSE
B	Disestablished position	G	New position
C	Reporting line change	H	Reporting line and title change
D	Minor scope change	I	MBIE group change from BRM
E	Position title change	J	Contestable reconfirmation

D & E
General Manager Communications Infrastructure and Trade

A
Executive Assistant

A
Manager RSM Policy

A
Manager Communication

G
Manager Trade and Supply Chains

A
Policy Director

A
Policy Director, Auckland

A
Policy Director, Auckland (FT)

C & F
Team Leader Trade Remedies

C & F
Team Leader Trade & Regulatory Co-operation

C & F
Principal Policy Advisor x2

C & F
Graduate Policy Advisor

C & F
Associate Policy Advisor x1

C
Principal Policy Advisor x1

C
Senior Policy Advisor x1 (V)

C
Senior Policy Advisor x1

F
Principal Analyst x1

F
Senior Policy Advisor x1

F
Trade Remedies Analyst x2

F
Policy Advisor x2
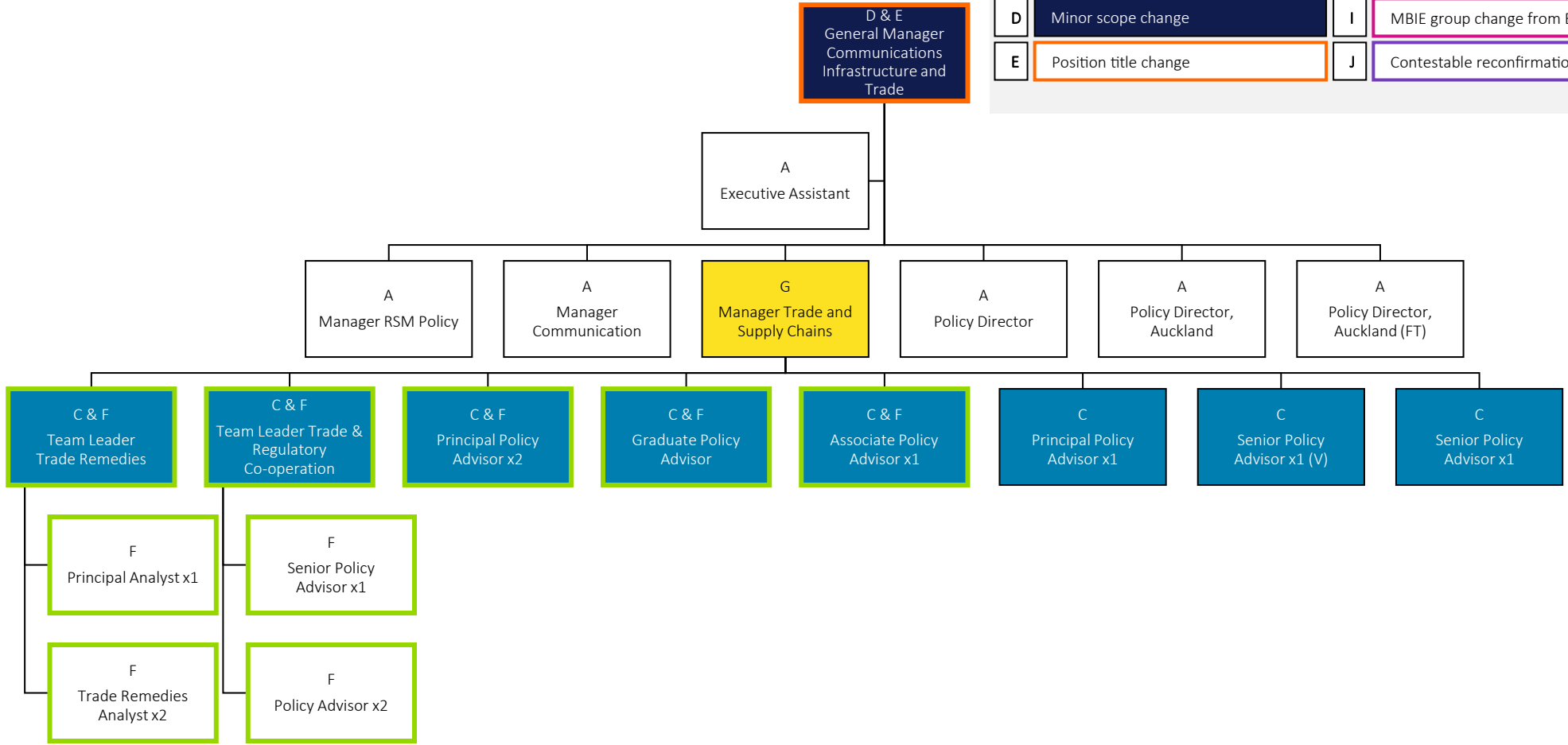
Confirmed structure for Digital Futures Policy in Technology and Innovation Branch in LSE

KEY

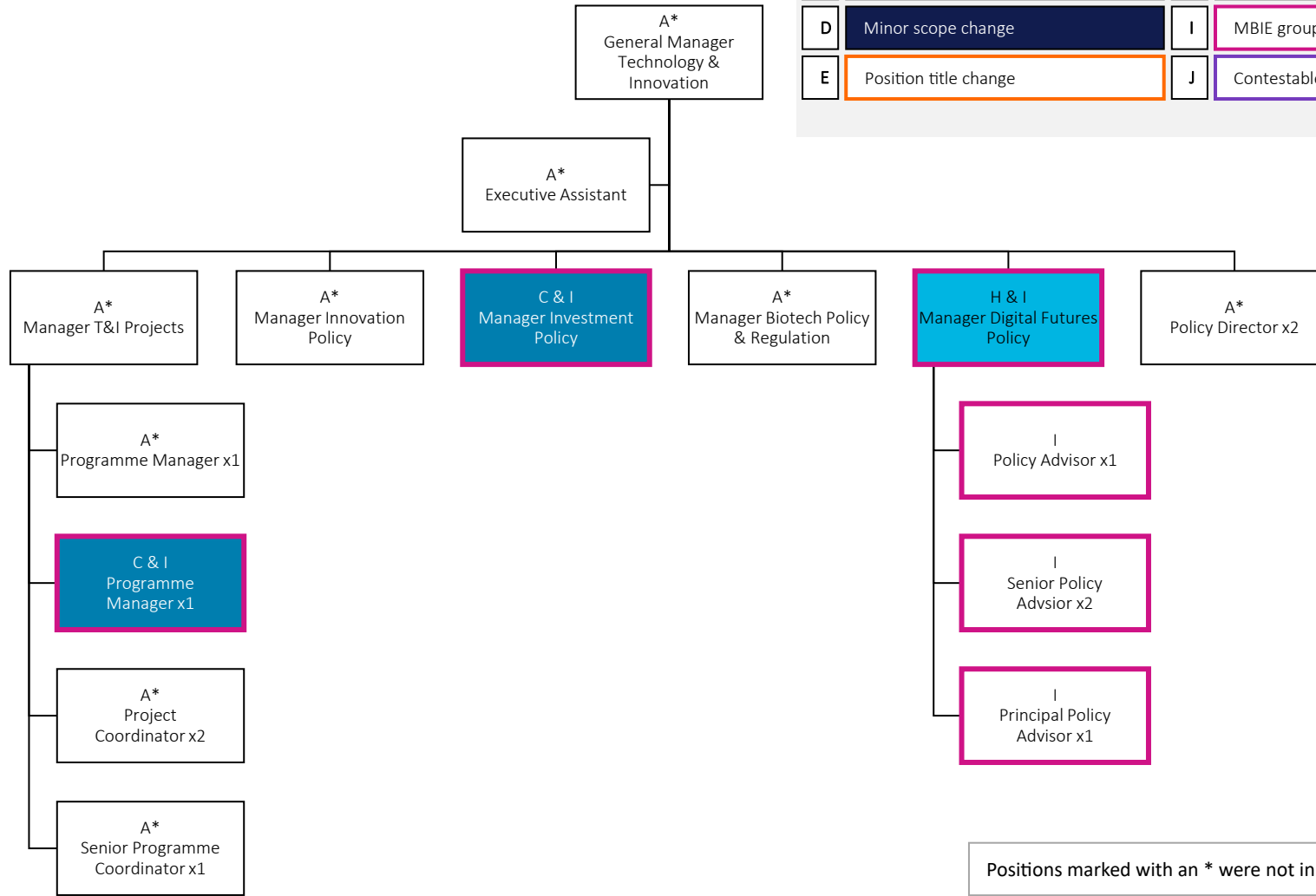|			
A	No change	F	MBIE group change from LSE
B	Disestablished position	G	New position
C	Reporting line change	H	Reporting line and title change
D	Minor scope change	I	MBIE group change from BRM
E	Position title change	J	Contestable reconfirmation

A*
General Manager Technology & Innovation

A*
Executive Assistant

- **A*** Manager T&I Projects
  - **A*** Programme Manager x1
  - **C & I** Programme Manager x1
  - **A*** Project Coordinator x2
  - **A*** Senior Programme Coordinator x1
- **A*** Manager Innovation Policy
- **C & I** Manager Investment Policy
- **A*** Manager Biotech Policy & Regulation
- **H & I** Manager Digital Futures Policy
  - **I** Policy Advisor x1
  - **I** Senior Policy Advsior x2
  - **I** Principal Policy Advisor x1
- **A*** Policy Director x2

Positions marked with an * were not in scope for this change.

Confirmed structure for PA/TA in Science and Space Branch in LSE

KEY

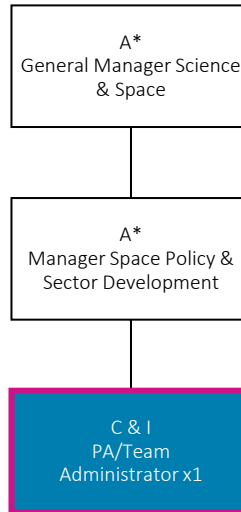|				
A	No change	F	MBIE group change from LSE
B	Disestablished position	G	New position
C	Reporting line change	H	Reporting line and title change
D	Minor scope change	I	MBIE group change from BRM
E	Position title change	J	Contestable reconfirmation

```
A*
General Manager Science
& Space
         |
A*
Manager Space Policy &
Sector Development
         |
C & I
PA/Team
Administrator x1
```

Positions marked with an * were not in scope for this change.

Proposal 2 – Repositioning Small Business, Commerce & Consumer

Summary of changes proposed

This proposal involved 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 was proposed to realign our policy work to the new Small Business and Manufacturing portfolio and bring the teams together into one policy team.

The following changes were 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. Create a new Principal Iwi Engagement Advisor in Resource Markets Branch to focus on capability development for this branch.

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.

Your feedback on Proposal 2

The proposal for Small Business, Commencer and Consumer Branch included some relatively significant impacts for our people. Overall, the feedback to disestablish roles was not supported with a reoccurring theme that the work proposed to stop was needed, would put pressure on other roles or would see key capability lost. There was mixed feedback on the proposal to move the manufacturing to join the Small Business Team with a key concern being about having the right level of resourcing to do the work.

The following table summarises feedback we received about Proposal 2

Overall feedback on Proposal 3 (non-team specific)		Response
Disestablishing Government Centre for Dispute Resolution	- The feedback received did not support the proposal and many suggested GCDR should be retained either in its current format or variation of it. Comments raised concerns that there is an ongoing need for the GCDR to provide a one-stop shop to support all Government dispute resolution regimes also noting upcoming work on the financial dispute resolution or at a minimum, maintenance work will be required to refresh and update the available resources. - Alternative structures were put forward as a different way to manage the remaining work including:<ol type="a"> - GCDR moves to Regulatory System Branch in Te Waka Pūtahitanga or Ministry for Regulation or Ministry of Justice - Extension of wind-down timeline to allow GCDR to finish new resources and prepare the sector - Chief Advisor DR role (placed within the Regulatory System Branch in Te Waka Pūtahitanga, Ministry for Regulation or Ministry of Justice) - Panel approach or virtual team to provide expert advice and be a government touchpoint for the sector	- We have carefully considered this feedback. - The final decision is to close the GCDR and disestablish the four roles. However, we agree that an orderly and systematic wind-down of the programme is desirable. The final decision is to retain the Programme Director role until 27 September2024 to complete this work.

Overall feedback on Proposal 3 (non-team specific)		Response
Combining Small Business & Manufacturing teams	- There was mixed support for this proposal. - Some feedback commented the Manufacturing team should remain in LSE noting there was a stronger policy connection with LSE rather than BRM. Feedback also commented that the rationale behind adding Manufacturing to the existing Small Business portfolio was more about restricting the number of portfolios for the Government, rather than the policy linkages between the two. - There was a general concern that if the proposal proceed it did not provide enough policy resources for the busy Manufacturing team to deliver its function. Feedback commented that the Manufacturing teams is currently provided strong support from a Policy Director. - Alternative structures were also put forward to help alleviate the additional pressure the Manager Small Business and Manufacturing may face by absorbing the Manufacturing function which included creating a new Team Leader role. - There were also questions submitted wanting to understand how the two teams would work together. For example, will each sub team continue to work on either just Small Business or Manufacturing, or will team members work across both functions	- We have considered the location of the Manufacturing team. We see strong alignment between the kinds of work and the necessary skillsets needed to support the manufacturing and small business portfolios. Work in both portfolios requires strengths in managing relationships and working across other teams, portfolios, and the sector to deliver outcomes. This creates opportunities to tailor learning and development activities towards those competencies. We also see team members being able to work flexibly across both parts of the portfolio, depending on priorities or pressure points which will lend itself to improved efficiencies. More generally, locating the two functions that come under the one Ministerial portfolio makes sense for how we engage with and service the Ministers office. - Regarding the resourcing concerns, we intend to address this in a range of different ways, working together with the team. This includes: - Effective work programme management and prioritisation. We will review our existing programme priorities against our resourcing and where necessary make adjustments to the scope and timing of deliverables in consultation with the Minister. - Our operating model and systems. We will look at how we can make best use of our people and processes to deliver on our priorities. This includes the systems and processes that we use to manage workflows, but also our core values and way of working together. - Supporting and developing our people. We will work to ensure that Small Business and Manufacturing Policy is a place where

Overall feedback on Proposal 3 (non-team specific)		Response
		staff are supported to develop in their role, acquire new skills and foster talent. • The team will have access to support from a Policy Director working close with the Manager to help guide the work programme and aide in prioritisation. There will be some vacancies in the team on establishment and we will look to fill those as soon as possible. The Project Coordinator position is currently vacant, so it is intended to re-purpose this role into an advisor position.
Reducing TA/PA roles	• The disestablishment of one of the two the PA/Team Administrator roles within the CGIPP and Financial Markets teams is not supported. • Feedback raised concerns that disestablishing one of these roles would shift additional administrative work onto the technical roles. It was also noted that the 2:1 ratio was not appropriate for these teams have very busy workloads compared to other areas. There were also concerns the proposal would result in an inability to 'cover for absence'.	• The PA/Team Administrators play a very important role in supporting our teams. However, to meet the governments objectives of 'right sizing' the public service we have made the decision to maintain the proposal and reduce the number of PA/Team Administrators that support CGIPP and Financial Markets to one. • We appreciate this may make coving absences harder. The Leadership Team will be asked to look at how we can better utilise our PA/Team Administrators across the branch to ensure we have appropriate coverage.
Disestablishing Senior Iwi Engagement Advisor role	• Feedback received about the proposal to disestablish the Senior Iwi Engagement Advisor raised several concerns. This included concern there would be a loss of subject matter in future consultation processes and risks of undermining and losing networks for effective engagement with Māori.	• We have considered this feedback and recognise the important role this position has played with engaging with Māori and supporting consultation. In the current fiscal environment, and as the role is currently vacant, we will maintain the proposal to disestablish this role.

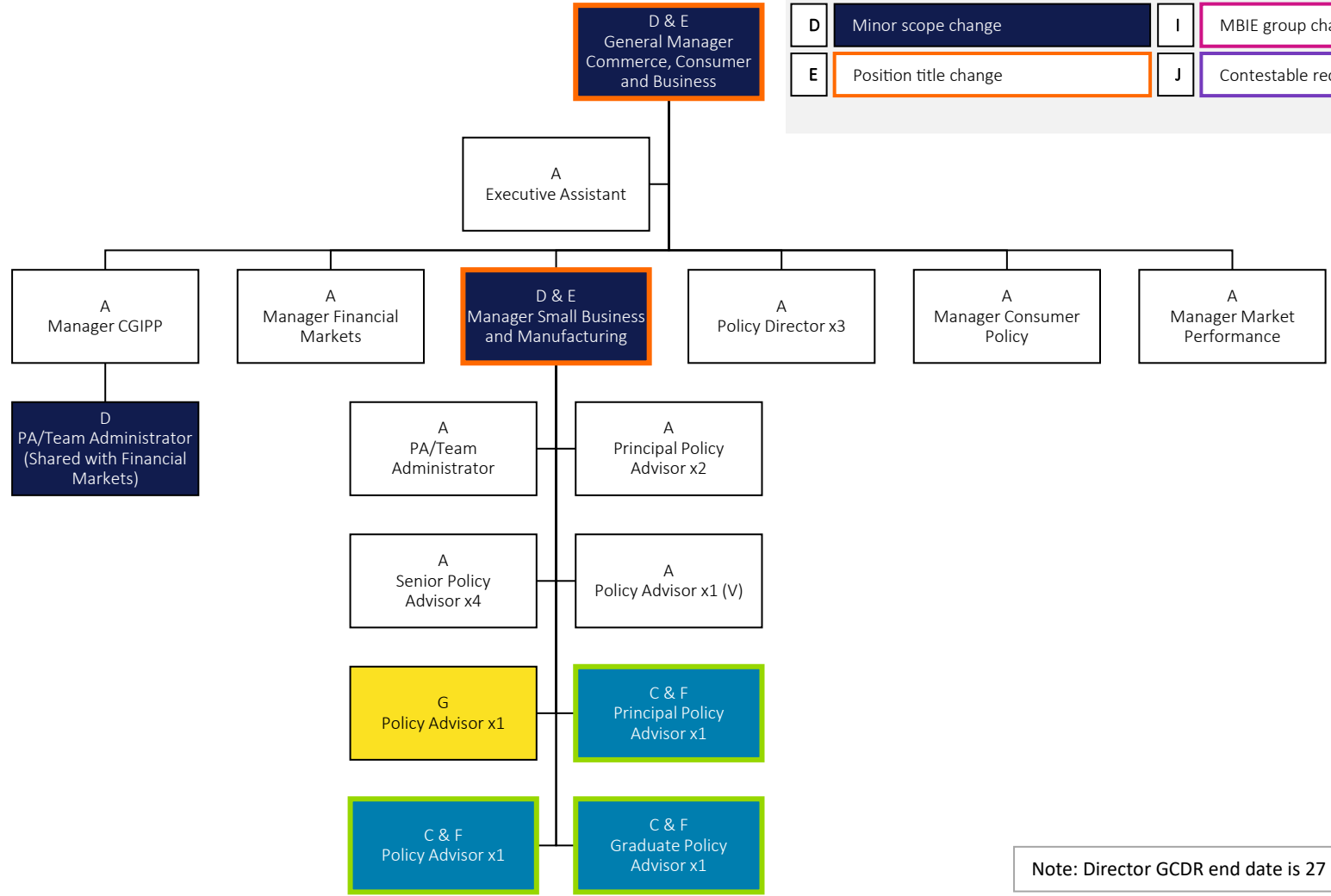| Overall feedback on Proposal 3 (non-team specific)		Response
		• Where there is a need to support the branch engagement with Māori, we will look at what other internal capability across the group we can utilise to assist with this.
Naming	• There was mixed feedback on some of the name changes proposed. The feedback generally did not support renaming CGIPP to Business Law noting this did not really capture the nature of the teams work. • There was also feedback that the proposal to rename Small Business, Commerce and Consumer Branch to Commerce, Consumer and Business Branch did not make sense as Commerce and Business are one in the same.	• We accept the feedback about Business Law and will maintain the CGIPP team name as is. • For the branch name, we do see a distinction between commerce and business. Shifting from 'Small Business' to 'Business' is intended to capture the broadening of our function to encompass manufacturing. We have decided to maintain the proposal and will change the branch name to "Commerce, Consumer and Business".

Confirmed changes

After careful consideration of all the feedback received, the final decision is to:

1. The Small Business, Commerce and Consumer Branch will be renamed Commerce, Consumer and Business Branch.

2. The General Manager Small Business, Commerce and Consumer Branch will have a minor change of scope and title change to General Manager Commerce, Consumer and Business Branch

3. The GCDR function will close and the four positions in that team will be disestablished. The GCDR Director will remain in place until the 27 September 2024 to close the program closure.

4. The Senior Iwi Engagement position will be disestablished.

5. The number of PA/Team Administrator positions will reduce from 2 to 1 in the CGIPP and Financial Markets teams.

6. 4 FTE working on manufacturing policy will transfer from LSE into a renamed Small Business and Manufacturing Policy team. One of the FTE will be changed into a new Policy Advisor role.

7. The Manager Small Business will have a minor change in scope and title change to Manager Small Business and Manufacturing

Confirmed structure – Commerce, Consumer and Business Branch

KEY

A	No change	F	MBIE group change from LSE
B	Disestablished position	G	New position
C	Reporting line change	H	Reporting line and title change
D	Minor scope change	I	MBIE group change from BRM
E	Position title change	J	Contestable reconfirmation

D & E
General Manager Commerce, Consumer and Business

A Executive Assistant

- **A** Manager CGIPP
  - **D** PA/Team Administrator (Shared with Financial Markets)
- **A** Manager Financial Markets
- **D & E** Manager Small Business and Manufacturing
  - **A** PA/Team Administrator
  - **A** Principal Policy Advisor x2
  - **A** Senior Policy Advisor x4
  - **A** Policy Advisor x1 (V)
  - **G** Policy Advisor x1
  - **C & F** Principal Policy Advisor x1
  - **C & F** Policy Advisor x1
  - **C & F** Graduate Policy Advisor x1
- **A** Policy Director x3
- **A** Manager Consumer Policy
- **A** Manager Market Performance

Note: Director GCDR end date is 27 September 2024.

Proposal 3 – Building System Performance

Summary of changes proposed

We proposed a number of changes for BSP with the intention 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 were proposed to deliver on this:

Building Policy team

We proposed 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 were:

1. A reporting line change for the Team Leader (Building Policy Three), 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 proposed 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.

We proposed 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, we proposed that one Principal Advisor position from the System Design and Implementation team would report to the Accord Lead, to provide an increased focus on engagement.

Specific proposed changes for SSP were:

1. Disestablish 1 x Manager, System Strategy and Performance position.

2. Disestablish 2 x Strategy Manager positions.

3. 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.

4. 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.

5. Disestablish 1 x Senior Advisor position (currently vacant).

6. Disestablish 1 x Policy Advisor (currently vacant).

7. 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.

8. Disestablishment of the PA/TA Administrator position.

9. We proposed 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.

10. Establish 1x Manager System Policy.

11. 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.

12. Establish 1 x Manager System Performance.

13. Reporting line changes for the Programme Capability Manager, Principal Advisor Regulatory Partners, 1 x Senior Advisor and 1 x Principal Advisor, who would report to the newly established Manager System Performance.

Building Performance and Engineering team

We proposed 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 were:

1. We proposed that the Principal Advisor, Regulatory Partners position be retained. However, we proposed to disestablish 1 x Principal Advisor, resulting in a reduction in Principal Advisor positions from three to two, and a contestable reconfirmation process be run for the remaining two 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. We proposed a contestable reconfirmation process be run for these remaining positions.

System Design and Implementation team

We proposed 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 were:

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 were 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.

Your overall feedback on Proposal 3

Extensive feedback was received on the Building Performance and Engineering proposal, and as a result we reconsulted on an altered proposal prior to final decisions being made. Main points of feedback focused on the impacts on delivery and work programmes from the loss of FTEs across the Branch, with a particular concern about the balance of technical and implementation roles that were proposed to be disestablished. Feedback contained mixed views on the proposed changes to team structures, with some areas being broadly supported (such as the creation of the 'Resilience' team) while other changes were less well supported (such as incorporating Design and Implementation functions into Building Performance and Engineering).

The following table summarises general feedback we received about Proposal 3.

Overall feedback on Proposal 3 (non-team specific)		Response
Model	• People questioned how the proposal makes policy staff more 'agile'. • Some state that there is an inconsistency between a) the goal of 'creating flexibility between policy areas' and b) the proposal's shift from the current matrix approach to specified teams responsible for set work-programmes.	• Under the proposed new structure there remains a strong expectation of flexible working across all of the policy teams in the branch, including matrix management and cross-team working for some projects. • As part of the new structure, we will refresh the BSP operating model to help provide clarity for staff on roles and responsibilities, ways of working across teams, governance arrangements and work programme planning.

Rationale	• Some people thought that the proposal doesn't meet key government priorities:
	  o Cut spend of taxpayer's money: BSP staff are almost exclusively levy funded.
	  o Maintain services: BPE and SDI teams, most heavily impacted by the proposal, are also the most 'sector-facing' for the branch.
	  o Remaining structures are not to be top-heavy: Non-managerial roles are being reduced by 20%, while LT level positions remain unchanged.
		• While the Government has asked MBIE to find fiscal savings, it has also signalled it expects to see reductions in overall headcount. This means that roles that are levy-funded are in scope for savings, regardless of any levy memorandum account surplus.
		• The final structure has been amended to reflect feedback on the number of positions and the proportion of managerial vs non-managerial positions being disestablished.

Overall feedback on Proposal 3 (non-team specific)	Response
• One submission noted that disestablishing the 'engine room', of 'people who do the doing' will not allow us to continue to meet regulatory stewardship obligations. • Some people queried whether forecasts of decreasing levy revenue supported the rationale for reducing headcount, noting that the recent adjustments to the building levy threshold will have a minor impact on the overall balance within the building levy account.	

Your feedback on Branch leadership and support

The majority of feedback was focused on the proportion of manager and people leader roles, compared to team members, in particular given the overall reductions in FTE across the Branch.

Feedback on Proposal 3 – Branch Leadership and support		Response

Size and make-up of the leadership team	• There was some feedback that the Leadership Team under the new structure is too top-heavy, including that:
	
	  ○ It is inappropriate to establish a second Policy Director role given the number of senior and principal roles disestablished.
	
	  ○ There is a disconnect between disestablishing positions across BSP, and outsourcing work to other parts of MBIE, yet the leadership structure remains or grows (e.g. Manager System, Strategy & Performance role becomes three leadership roles: Manager System Performance, Manager System Policy and Lead Constructure Accord).
	
	• Some feedback suggested it would be appropriate to review the Leadership Team structure and apply the contestable
		• The consultation document did not propose a new Policy Director position, as there were already two Policy Directors in the existing structure and one Business Director. The final structure confirms the proposed change in title for one of these positions from 'Director, Building for Climate Change' to 'Policy Director' and disestablishes the Business Director position.
		
		• The final structure retains the overall number of Manager and Director positions that was proposed. However, changes to combine System Performance and System, Design and Implementation teams, result in a more even span of team sizes, with the largest team now being 20.5 FTEs. In the new structure, there are tier 5 Manager/Team Leader roles where the overall size of the team requires it.

Feedback on Proposal 3 – Branch Leadership and support	Response
reconfirmation process, to reflect the reduced size and scope of the teams below them. • The size of the teams that Managers are responsible for is inconsistent, spanning from teams of three to 25. • Submitters also noted that there are inconsistencies across the Branch in use of tier 4 managers and tier 5 managers or team leaders.	

Confirmed changes – Branch leadership and support

After careful consideration of all the feedback received, the final decisions in relation to the BSP Leadership Team are:

1. The Building for Climate Change Director will have a title change to Policy Director.

2. The Manager, Building Policy will have a title change to Manager, Consenting and Practitioners Policy, to reflect the new scope of this team to include work on the building consent system, occupational regulation and consumer protection.

3. The Manager, Building for Climate Change will have a title change to Manager, Building Performance & Resilience Policy, to reflect the broader scope of this team to include work on seismic, climate change and resilience issues.

4. The Manager, System Design and Implementation position will have a change of title to Manager, System Performance and Implementation. It will also have a change in scope. This team will be responsible for functions previously within the System Design and Implementation team and some functions previously within the System, Strategy and Performance team.

5. The Manager, System Strategy and Performance position will have a change in title to Manager, System and Markets Policy. It will also have a change in scope. This team will be responsible for the policy functions previously within the System, Strategy and Performance team.

6. The Business Director position will be disestablished.

7. The Lead Construction Accord will have a change in reporting line to the General Manager, Building System Performance.

8. 1x PA/Team Administrator positions will be disestablished. The remaining PA/Team Administrator positions will be allocated across the newly formed teams, in further consultation with the incumbents and Managers.

Confirmed structure – BSP Leadership Team

KEY

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

```
                          A
                   General Manager
                   Building System
                     Performance
                          |
                          A
                      Executive
                     Assistant (V)
```

| A Manager Building Performance and Engineering | A Policy Director (V) | E Policy Director | D & E Manager System Performance and Implementation | D & E Manager System and Markets Policy | E Manager Consenting and Practitioners Policy | E Manager Building Performance and Resilience Policy (V) | C Lead Construction Accord |
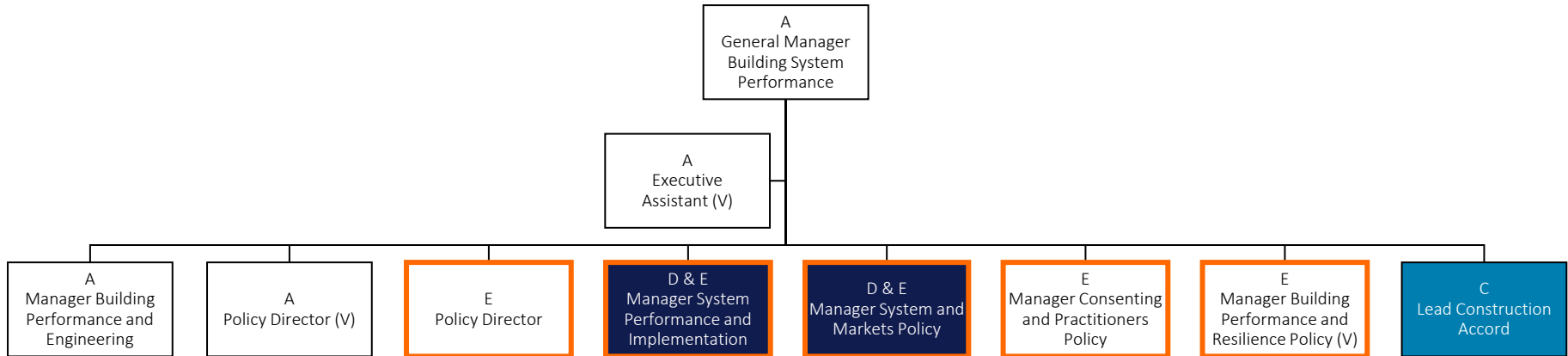
Your feedback on System Design & Implementation (SDI) team

The majority of feedback was focused on the work that SDI currently delivers and the risk that reduced capacity within the team will impact negatively on the Branch's overall performance and functioning. Submitters also raised concerns that incorporating the Design and Implementation team into Building and Performance and Engineering would not create an effective or 'future-proofed' structure.

Feedback on Proposal 3 - System Design & Implementation (SDI) team	Response
Locating Design and Implementation functions within BPE	- Many submitters did not support moving the design and implementation team to BPE and were not convinced that it would deliver the benefits identified. - One submission proposed that, if SDI was not retained as a stand-alone team, a preferable alternative would be for it to integrate with the System Performance team and functions, as this would provide a greater degree of alignment. - Submitters thought that the proposal did not reflect the current model, where SDI's involvement with policy teams is required from the outset to help make sure policy decisions are well informed by design thinking. - They noted that it is unlikely this same level of support will be provided by resources in TWSD (or by any outsourced resource), as work tends to only be commissioned once policy development is complete. - Many submissions also highlighted the important role that SDI plays in engaging with stakeholders to enable effective policy implementation: - Policy needs to be informed by a good understanding of the behaviour and needs of system participants. - It's important to implement and design changes in a manner which is consumable by the general public.	- We agree with this feedback and have amended the final structure to reflect it. The System Design and Implementation function will now form part of a new System Performance and Implementation team. - This change is intended to ensure that the Branch retains sufficient leadership and visibility for service design and implementation work. We acknowledge the importance of this function in supporting good policy implementation and effective engagement with stakeholders and the public.

Feedback on Proposal 3 - System Design & Implementation (SDI) team	Response
Capacity for delivery	- Many submitters thought that the delivery of government priorities is at risk by reducing resources available in System Design and Implementation: - SDI delivers a 'front-line' service to bridge the gap between policy and the customer, who has to comply with the policy. They are demanding more from the guidance and information related services their levy pays for. - This proposal ignores the government's expectation for good regulatory practice. - Some submissions also felt that BAU functions held by SDI under the Building Act would be compromised, as only urgent workstreams would be prioritised. - People also noted that SDI is seen as a pivotal part of MBIE's effective emergency response activity, and there are concerns for how we will meet obligations under the CDEM Plan Order 205 and Building Act 2004 for Building Emergency Management.	- We don't consider that being sector facing makes this frontline. We have considered the feedback, and on balance are comfortable with the overall resourcing proposed for design and implementation work. We acknowledge that the reduced team of five senior advisors and three principal advisors will require a greater degree of work prioritisation than at present. - As part of the new structure, we will refresh the BSP operating model to help provide a greater focus on project and programme planning, resource planning and governance. - BSP will continue to be involve Building Emergency Management. in support of TWSD's role.
Principal Advisor position	There was feedback that the proposal for one Principal Advisor with a focus on stakeholder engagement to the Lead, Construction Accord was not a good fit. Submitters proposed that this position should stay with the other Principal Advisors within SDI, or as an alternative should report to the Manager of System Policy or System Performance.	- The original rationale for the position reporting to the Construction Accord lead was that with SDI being disestablished, there was no longer a natural home for the stakeholder engagement role. - However, with the amendment to create a System Performance and Implementation team we now think that the Principal Advisor would best report to this new team, noting that the team will include other roles with a stakeholder focus (such as the Principal Advisor, Regulatory Partners).

Confirmed changes

After careful consideration of all the feedback received, the final decisions relating to the Building Performance and Engineering Team are:

1. The Manager, System Design and Implementation position will have a change of title to Manager, System Performance and Implementation. It will also have a change in scope. This team will be responsible for functions previously within the System Design and Implementation team and some functions previously within the System, Strategy and Performance team.

2. 1x Principal Advisor position will be disestablished, with a contestable reconfirmation process run for the remaining three positions. These positions will report to the Manager, System Performance and Implementation

3. 4x Senior Advisor, Design and Implementation positions will be disestablished, with a contestable reconfirmation process run for the remaining five positions.

4. The Design and Implementation Manager will have a change in title to Team Leader, Design and Implementation and will report to the Manager, System Performance and Implementation.

5. There will be a reporting line change for the following SSP positions: Programme Capability Manager, Principal Advisor Regulatory Partners, 1x Senior Advisor and 1 x Principal Advisor, who will report to the Manager, System Performance and Implementation.

Your feedback on System, Strategy & Performance (SSP) team

The majority of feedback was focused on the impacts of proposed staff reductions on the ability of teams to deliver on their statutory functions and government expectations. There were mixed views on the proposed split into a System Performance and a System Policy team with some submitters seeing value in the new teams (with comments on staff allocation between the teams), while others preferred the existing model of a single team. There were also a number of submissions that identified specific positions that they thought needed to be retained.

Feedback on Proposal 3 – System, Strategy and Performance team		Response
Rationale of the structure	• Some people provided feedback on the proposed split between System Policy & System Performance: o Most of the current SSP team's work seems to go to System Performance in the proposed structure, but they have been 'allocated' the least resource in the split from Policy. • There was also some submissions that supported keeping the SSP team structure as it is at present, including maintaining the Construction Sector Lead within the team.	• We have amended the proposed structure based on feedback received. The final structure merges the proposed System Performance team with the System Design and Implementation team. This will result in larger team overall, though it will also cover functions relating to system design and implementation.

System Performance	• Submitters raised concerns that the proposal is risking MBIE's stewardship performance, possibly resulting in poor decision-making.
	
	• They noted that the workload of System Performance seems to be increasing, not reducing along with reduced capacity. In particular, other restructures within MBIE will put additional pressure on the reduced capacity System Performance team:
	
	   o Business Director work falling into System Performance team
	
	   o Proposed cuts to DDI E&I team will mean increased expectations for this work on System Performance
		• We have considered feedback on overall level of resourcing, for system performance functions but consider that FTE levels are appropriate given the overall fiscal constraints and need to balance different needs across the Branch.
		
		• As part of the new Branch operating model we will continue work to identify work that can be scaled back or delivered more efficiently within the resourcing constraints.

	• Submitters also noted increased expectations on the System Performance team from the government's new priorities (e.g. performance monitoring, Ministry of Regulation) • Many submissions indicated that the System Performance capacity needs to be increased and proposed that a further Principal Advisor and Senior Advisor position is added to the proposed System Performance team structure.	

System Policy	• Some submitters queried whether a central System Policy team was the best use of resources:
	
	    o A lot of the System Policy work is conducted within teams themselves (e.g., Building Policy team, System Assurance and SDI).
	
	    o Stronger justification is needed for a discrete team, when work is covered by individual policy teams with direct connection to stakeholders.
	
	• Another submission supported the need for a System Policy team, including ensuring the manager position is filled by someone with substantial policy expertise. The submitter also recommends that the Senior Advisor fixed term role is converted to a permanent position to adequately resource the team.
		• We consider that a stand-alone policy team is appropriate as it will enable a better focus on some complex and longer-term strategic policy issues, while the other policy teams continue to deliver on more immediate government priorities.
		
		• We have considered feedback about creating a new permanent role instead of a fixed term senior advisor position, but this is not possible given the expectations of reducing our overall workforce.

Programme/ Project Capability	• A number of submitters queried the rationale for maintaining a Programme Capability team:
	
	    o There are no 'branch wide' projects, so capacity would be better placed within the BPE and SDI teams themselves.
	
	    o Each of the BPE and SDI managers could pick up one of the three project related roles.
		• We think there is an ongoing need for project and programme support to help co-ordinate planning and resource allocation. We agree there is merit in considering further how we do project and programme support in the future.

	o The proposal prioritises maintaining project capability resources over technical resources in teams such as BPE and SDI (who also manage their own projects). • A smaller number of submissions thought that two Project Mangers needed to be retained to cover the scope of current and potential projects.	
Iwi advisor capability	• Some submitters felt that disestablishment of the Principal Māori Regulatory Partners role signals that Te Tiriti no longer applies to the building system and ignores the significant contribution that Māori make to Aotearoa's building system/economy. • People also noted that one resource across the BRM group is not sufficient to support the needs of each regulatory system, their approach to engaging with Māori and delivering on obligations under Te Tiriti. • There was comment that BRM is 'on the verge of developing a structure process for engaging with Māori on building regulation that can inform decision making' and that disestablishing this role could impact this capability.	• We have considered this feedback and agree that there have been developments in terms of engaging with Māori on building regulation and that it will be important to build on these. • While our final decision is still to disestablishing this position, we are moving it closer to an area where there is currently a greater demand for this capability, namely in Resource Markets. There are a number of roles across BRM with this specialist knowledge and capability and it's expected that this can be leveraged across the business group from time to time.

Naming	• Some submitters felt that the names 'System Policy' and 'System Performance' don't reflect their work and will not be easily understood by internal or external stakeholders.
	
	• 'Strategy Policy' or 'Building Strategy' are proposed as alternatives to System Policy
		• We have considered this feedback, alongside the revised allocation of functions, and have amended the names in the final structure to:
		    o System and Markets Policy
		    o System Performance and Implementation

Confirmed changes

After careful consideration of all the feedback received, the final decisions relating to the System, Strategy and Performance Team are:

1. The Manager, System Strategy and Performance position will have a change in title to Manager, System and Markets Policy. It will also have a change in scope. This team will be responsible for the policy functions previously within the System, Strategy and Performance team.

2. The following positions will be disestablished:

    a. 2 x Strategy Manager

    b. 1x Principal Policy Advisor position resulting in a reduction in Principal Policy Advisor positions from three to two, with a contestable reconfirmation process for the Principal Policy Advisors for the remaining two positions

    c. 1 x Principal Advisor, Māori Regulatory Partners position. Note that a new Principal Iwi Engagement Advisor position will be established in Resources Market which has significant need to increase its Iwi engagement capability

    d. 1 x Project Manager position resulting in a reduction in Project Manager positions from two to one, with a contestable reconfirmation process for the remaining position.

    e. 1 x Senior Advisor (vacant)

    f. 1 x Senior Advisor (fixed term)

    g. 1 x Policy Advisor (vacant)

    h. 1x PA/ Team Administrator

3. There will be a reporting line change for 2x Policy Advisors, 3x Senior Policy Advisors, and 1 x Principal Policy Advisor who will report to the Manager, System and Markets Policy.

4. The Systems and Markets Policy team will be supported by a PA/ Team Administrator position shared with a second team (yet to be worked through).

5. There will be a reporting line change for the Programme Capability Manager, Principal Advisor Regulatory Partners, 1x Senior Advisor and 1 x Principal Advisor, who will report to the Manager, System Performance and Implementation.

6. There will be a reporting line change for the Lead, Construction Accord who will report to the General Manager.

Confirmed structure – System Performance and Implementation Team

KEY

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

D & E
Manager System Performance and Implementation

C
PA/Team Administrator [shared]

C & J
Principal Advisor x4

C
Principal Advisor Regulatory Partners

C
Senior Advisor x1

C & F
Programme Capability Manager

C & E
Design and Implementation Team Leader

F
Programme Manager x1

F & J
Project Manager x1

F
Programme Coordinator x1

F & J
Senior Advisor x 5
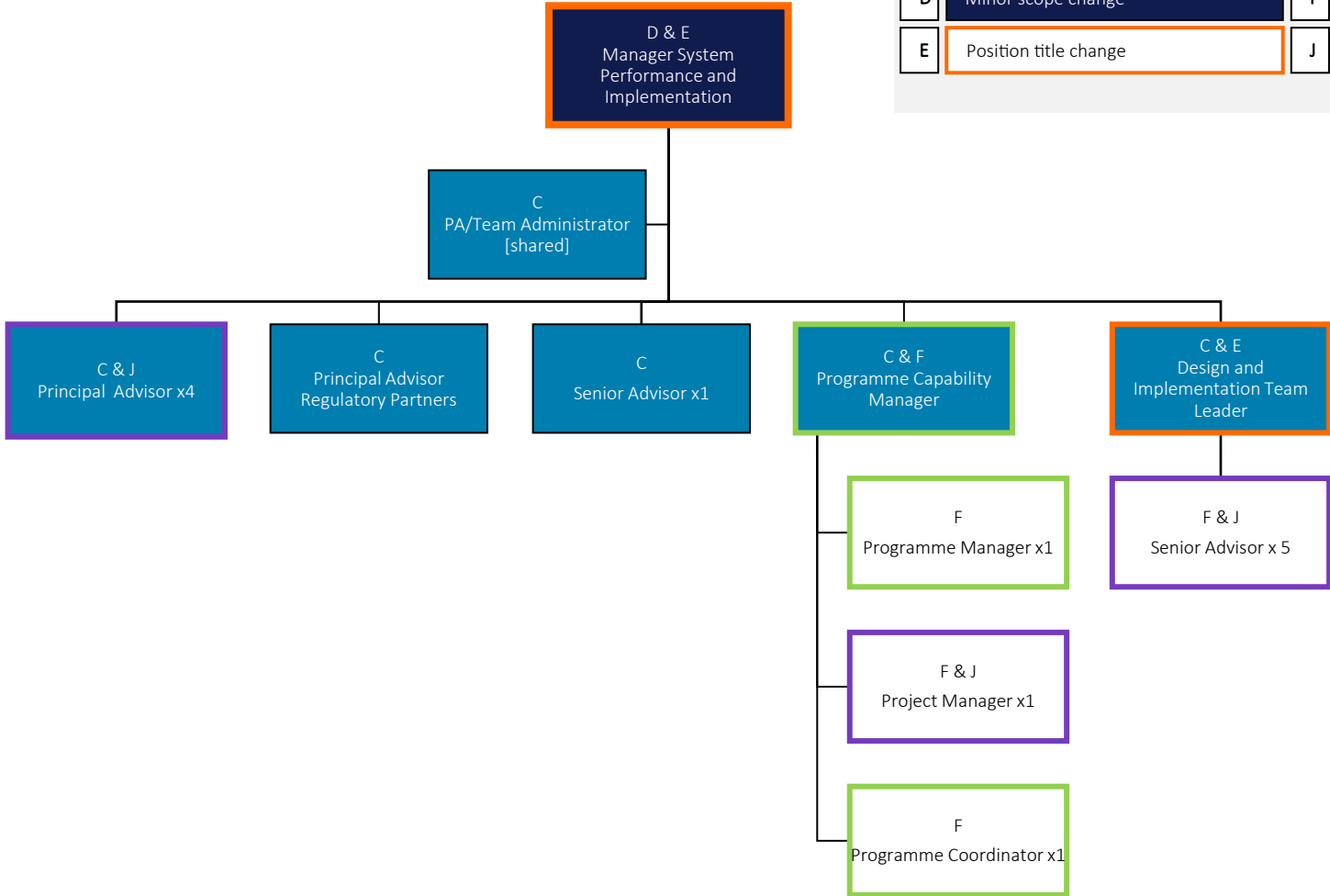
Confirmed structure – System and Markets Policy Team

KEY

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

```
                    D & E
                    Manager System and
                    Markets Policy

            C
            PA/Team Administrator
            [shared]

   C & J                    C                    C
   Principal Policy         Senior Policy        Policy Advisor x 2
   Advisor x1               Advisor x3
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Confirmed structure – Lead Construction Accord

KEY

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

A
General Manager Building System Performance

C
Lead Construction Accord

F
Senior Advisor x1

Confirmed structure – Principal Iwi Engagement Advisor position in Resource Markets

KEY

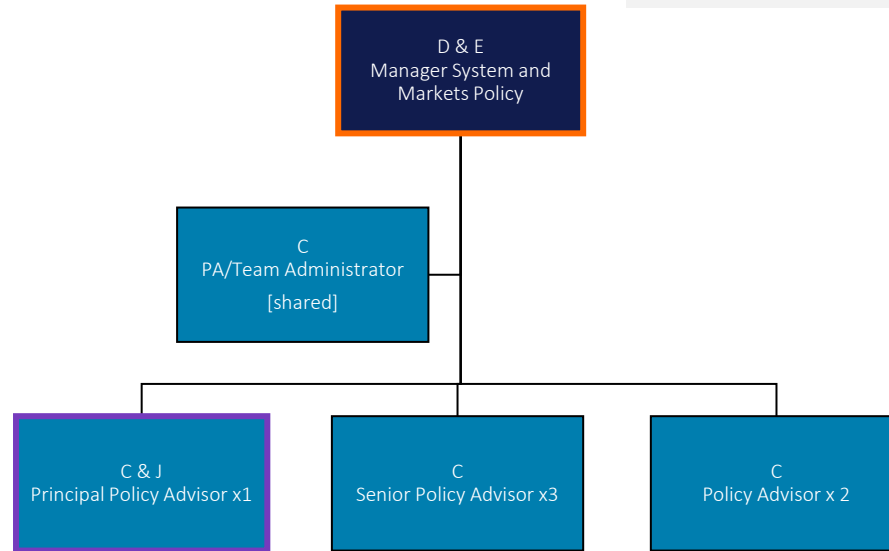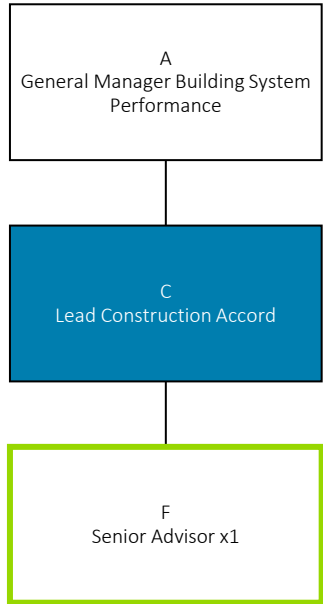|				
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Reporting line and title change
D	Minor scope change	I	MBIE group change from BRM
E	Position title change	J	Contestable reconfirmation

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         A
General Manager Resource
        Markets
           |
           A
Manager Regulatory Practice
  and Branch Operations
           |
           G
      Principal Iwi
   Engagement Advisor
```
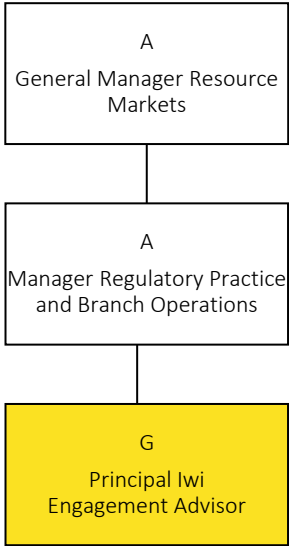
Your feedback on the Building Performance & Engineering (BPE) team

The majority of feedback was focused on the loss of technical capability within the BPE team, and the risks that posed for the overall functioning of the Branch, and ability to deliver to Government priorities and stakeholder needs. There were also concerns raised about incorporating the Design and Implementation team into BPE, based both on 'fit' between the different functions, and because the size of the team and span of control would be too large for a single BPE manager.

A number of submitters noted that technical roles within the BPE team are highly specialised, with particular skills and experience that are not interchangeable and that it was inappropriate to have single contestable reconfirmation processes for 'Senior Advisor' positions with the Building Performance team and for the 'Principal Advisor' positions. Based on this initial feedback, we modified the change proposal and re-consulted on an alternative approach as follows:

- The Principal Advisor Architecture and Design would be disestablished, with the remaining three Principal Advisor Positions (Principal Advisor, Engineering; Principal Advisor, Regulatory; and Principal Advisor, Building Code) no longer being subject to a contestable reconfirmation process.

- The Senior Advisor responsible for Plumbing and Hydraulic services would remain in this role, with a change of title to Senior Plumbing and Hydraulics Services Engineer. This position will no longer be subject to a contestable process.

- The Senior Advisor responsible for Mechanical and Environmental Systems would remain in this role, with a change of title to Senior Building Services Engineer. This position will no longer be subject to a contestable process.

- The fixed term contract for the Senior Advisor responsible for Building Science would end as per the proposal.

- There would be two separate contestable reconfirmation processes to fill the following positions:

  o 2x Senior Architect positions – the three current Senior Advisors (Architect) would be eligible to be considered for these roles. These positions are proposed to have a change of title to Senior Architect, with an amended position description.

  o 1x Senior Building Scientist position – the two current permanent Senior Advisors (Building Science) positions would be eligible to be considered for this role. These positions are proposed to have a change of title to Senior Building Scientist, with an amended position description.

The table below includes feedback on both the original and modified change proposal.

Feedback on Proposal 3 - Building Performance & Engineering (BPE) team		Response
Lost Capability	• Submissions noted that BPE is seen as the engine room for key building regulation work, providing technical and institutional knowledge to support policy development and implementation.	• Based on the feedback from both initial consultation, and re-consultation on the alternative proposal, we agree that there is a need for additional capacity within Building, Performance and Engineering than what was

Feedback on Proposal 3 - Building Performance & Engineering (BPE) team		Response

	• People raised concerns about:
	
	   o Loss of specialist knowledge - each engineering speciality is vitally important and losing this specialist institutional knowledge is not seen as a viable option. Neither is it possible for a 'flexible' approach to apply here, given the technicality of the work required.
	
	   o Outsourcing technical advice comes with its own challenges including narrowed scope of advice (limited to technical only, not considering wider system), availability of resource and their appetite to engage (i.e. wanting complete indemnity).
	
	• Submitters also were concerned about a potential risk to MBIE's credibility as the central regulator, working with industry experts without expertise in our own ranks. Additionally, these specialists are able to engage with the industry in a way that 'speaks their language'.
	
	• Submitters noted that lost capability also means lost institutional and historical knowledge, meaning 'learnings' from the past will be forgotten and mistakes may re-occur.
		initially proposed. The final structure has been amended, resulting in seven positions being retained within the Building and Performance team, rather than the five positions originally proposed.
		
		• We also agree that there are specific technical skills within the Building Performance team, that are not well described with the current title of 'Senior Advisor'. The final structure therefore provides for new titles and position descriptions.
		
		• Given the constrained fiscal environment, we have decided to continue with the proposal to disestablish the Principal Advisor, Architecture and Design, and the Senior Fire Engineer.

Capacity for delivery	• Submitters outlined some challenges within the current operating environment that they saw being exacerbated by the proposed changes:
	
	   o Policy programmes already bottleneck from lack of BPE capacity. Priority work will suffer, as the team are even less able to meet short deadlines.
	
	   o Particular concern as to how maintaining and updating Building Codes will be delivered responsibly.
		• The final structure retains two additional positions than what was originally proposed. However, alongside the rest of the Branch, BPE will need to actively manage work programmes and priorities within more constrained FTE resources.

Feedback on Proposal 3 - Building Performance & Engineering (BPE) team	Response
o Reducing capacity within a team that already experiences the impacts of a restricted labour market is seen as damaging in the long-term. Availability of outsourced resources is also low.	

Confirmed changes

After careful consideration of all the feedback received, the final decisions relating to the Building Performance and Engineering Team are:

1. 1x Principal Advisor Architecture and Design position will be disestablished.

2. The Principal Advisor position responsible for engineering will have a position title change to Principal Advisor, Engineering.

3. 1x Senior Fire Engineer position will be disestablished, with a contestable reconfirmation process for the remaining position.

4. 1x Senior Advisor position responsible for Building Science will be disestablished.

5. The Senior Advisor position responsible for Plumbing and Hydraulic services will have a change of title to Senior Plumbing and Hydraulics Services Engineer. This position will no longer be subject to a contestable process.

6. The Senior Advisor position responsible for Mechanical and Environmental Systems will have a change of title to Senior Building Services Engineer. This position will no longer be subject to a contestable process.

7. The three current Senior Advisor (Architect) positions will have a title change to Senior Architect and an amended position description.

8. The two current permanent Senior Advisor (Building Science) positions will have title change to Senior Building Scientist.

Confirmed structure – Building, Performance & Engineering
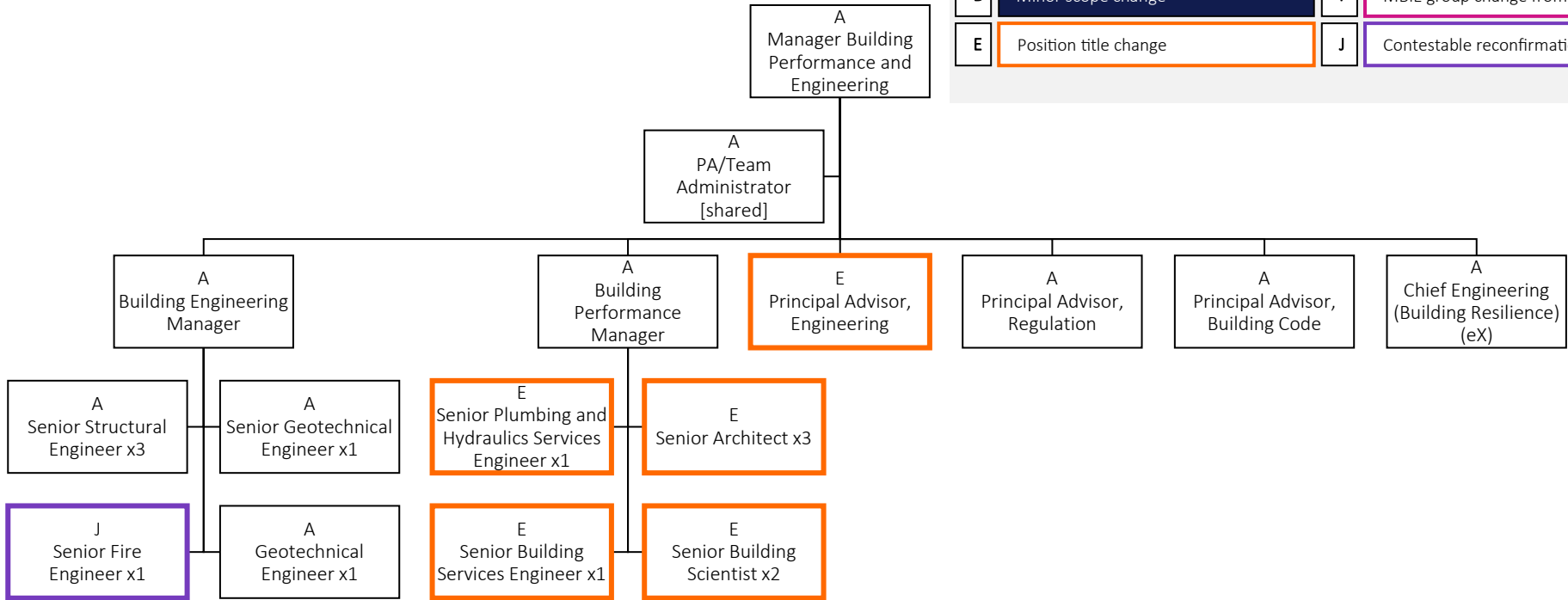
KEY

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

A — Manager Building Performance and Engineering

A — PA/Team Administrator [shared]

- **A** — Building Engineering Manager
  - **A** — Senior Structural Engineer x3
  - **A** — Senior Geotechnical Engineer x1
  - **J** — Senior Fire Engineer x1
  - **A** — Geotechnical Engineer x1
- **A** — Building Performance Manager
  - **E** — Senior Plumbing and Hydraulics Services Engineer x1
  - **E** — Senior Architect x3
  - **E** — Senior Building Services Engineer x1
  - **E** — Senior Building Scientist x2
- **E** — Principal Advisor, Engineering
- **A** — Principal Advisor, Regulation
- **A** — Principal Advisor, Building Code
- **A** — Chief Engineering (Building Resilience) (eX)

Your feedback on Building Policy team

Feedback was generally supportive of the proposed approach to rebalance policy work more evenly across the Branch and to reduce the span of work for the Building Policy manager and teams. Submitters noted that they valued, and wanted to see retained, existing cross-team collaboration and working and flexibility. They also expressed concerns about overall FTE numbers, in particular the impacts that reductions in other teams within the Branch would have on the ability of the policy teams to complete their work effectively.

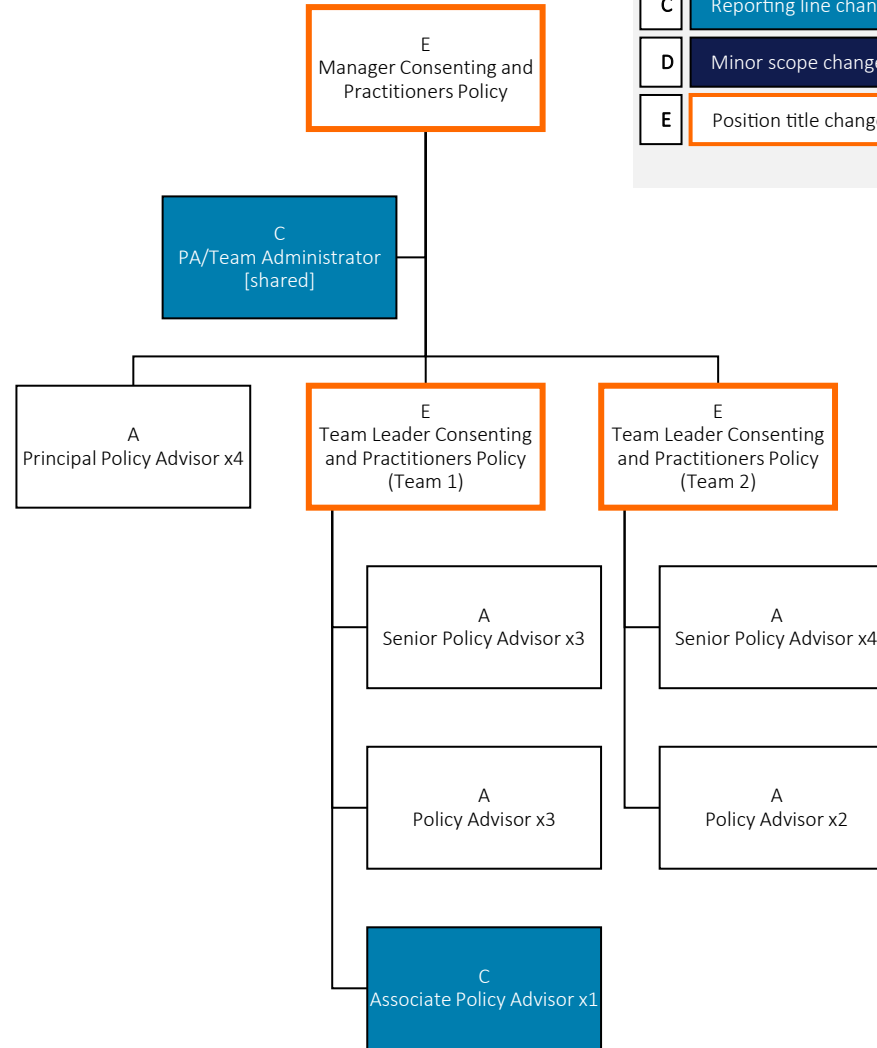| Feedback on Proposal 3 - Building for Policy team		Response

Team Name	• A number of submissions said that **'Regulatory Policy'** does not reflect the work of the team. They noted that it is a name that could apply across many of the policy teams in BSP or MBIE, and conversely that this team also does 'non-regulatory' policy.
	
	• Submitters thought that, assuming Resilience Policy covers BfCC, EBP and Seismic, and System Policy covers risk, liability and competition, Regulatory Policy needs a name that reflects its policy topic areas.
	
	• Some suggestions for alternative names were:
	    o Keep the name Building Policy
	    o 'Performance Policy'
	    o Building Policy Teams 1, 2, 3 (instead of System Policy, Regulatory Policy and Resilience Policy)
		• We agree with the feedback provided on 'Regulatory Policy' as a name and have amended this in the final structure to "Consenting and Practitioners Policy". This reflects the key topic areas that are will be a focus for the team, noting more broadly that we continue to expect flexible and cross-team working on key projects and workstreams.

Ways of working across policy teams	• Some submissions said that the proposed new structure would not address issues with a bottleneck at policy manager sign-out, and it would be more effective to empower Team Leaders to sign out more work. • Submitters thought that the current matrix model is more fit for purpose and allows reactive and flexible work across policy teams better than a 'flexible work' model that would require more formality with secondments etc	• As part of the new structure, we will refresh the BSP operating model to help provide clarity for staff on roles and responsibilities, including the roles of Team Leaders and Principal Advisors, empowering people to make decisions and building stronger policy capability across the Branch.

Feedback on Proposal 3 - Building for Policy team		Response
	• People noted a need to ensure fluidity between new Regulatory and Resilience policy teams to maintain career pathways and kaimahi development. • Moving Building Policy Team 3 to Resilience Policy does not reflect who is currently working on seismic issues. Some people in Team 3 work on other areas, some in seismic project work in other teams.	• In response to feedback, one Principal Advisor position currently focused on seismic work will have a change of reporting line to the newly titled 'Building Performance and Resilience' team manager. • If there is a need to balance specific skillsets across the policy teams, Managers and team leaders will work with staff to identify what these additional requirements may be, taking into account the overall size of team. • The intention is to continue the current matrix model, with cross-team working between policy teams to support both effective project delivery and career pathways
Loss of capability	• Submissions from policy teams were concerned about the loss of technical capability . in BPE and SDI in the proposed structure, as it reduces Building Policy's ability to deliver holistic outputs, and instead seems to rely on delivering policy in the absence of necessarily technical and implementation advice. • Some thought that senior / policy/ graduate / associate policy advisors were disproportionately impacted by proposal, while Principal level roles remain static.	• The final structure has been adjusted to account for feedback on the overall number of technical roles required. • We have taken into account feedback but considered that the overall mix and number of policy positions within the team is appropriate, given the need to balance resources across the Branch. There are no proposed reductions in roles within the Building Policy team, other than where staff have chosen to take voluntary redundancy.
PA/Team Admin Resources	• Some submitters thought it would make more sense to share PA/TA resources between 'Regulatory Policy' and 'Resilience Policy', and, 'System Policy' and 'System Performance'.	• Following this current change process, PA/TA Admin positions will be allocated across the newly formed teams, in further consultation with the incumbents and Managers.

Confirmed changes – Building Policy team

After careful consideration of all the feedback received, the final decisions relating to the Building Policy Team are:

1. The team will be renamed the Consenting and Practitioners Policy team.

2. There will be title changes for the Team Leader (Building Policy One) to Team Leader, Consenting and Practitioners Policy (Team One) and Team Leader (Building Policy Two) to Team Leader, Consenting and Practitioners Policy (Team Two).

3. The Associate Policy Advisor position will report to the Team Leader, Consenting and Practitioners Policy (Team One) in the Building Policy team.

4. There will be a reporting line change for the Team Leader (Building Policy Three) who will report to the Manager, Building Performance and Resilience Policy and will also have a title change to Team Leader, Building Performance and Resilience Policy (Team One).

5. There will be a reporting line change for 1x Principal Advisor position who will report to the Manager, Building Performance and Resilience Policy.

6. There will be within-branch team changes for 2 x Policy Advisors, 4 x Senior Advisors and 1 x Graduate Policy Advisor who will move to the Building Performance and Resilience Policy team, continuing to report to the newly titled Team Leader Building Performance and Resilience Policy (Team One).

Confirmed structure – Consenting and Practitioners Policy Team

```
                        E
                Manager Consenting and
                 Practitioners Policy

                        C
                PA/Team Administrator
                      [shared]

        A                  E                      E
 Principal Policy    Team Leader Consenting   Team Leader Consenting
   Advisor x4        and Practitioners Policy  and Practitioners Policy
                          (Team 1)                  (Team 2)

                           A                       A
                    Senior Policy Advisor x3  Senior Policy Advisor x4

                           A                       A
                    Policy Advisor x3         Policy Advisor x2

                           C
                    Associate Policy Advisor x1
```

Your feedback on Building for Climate Change (BfCC) team

Feedback was generally supportive of the approach to create an expanded resilience team that would focus on seismic, climate and other resilience issues, with people seeing some opportunities from this broader remit in terms of work alignment and visibility. Submitters expressed some concerns about the loss of one fixed term senior advisor position, and about the number of permanent Principal Advisor positions.

Feedback on Proposal 3 – Buidling for Climate Change (Bfcc) team		Response
Team Name	- Some submitters thought that if the Seismic work moved here, 'Resilience Policy' would make sense as a name. - There was also some support for the notion that moving seismic and fire safety policy teams into Resilience would raise the profile of the team. - Other submitters thought that 'Resilience' is not reflective of the scope of the Building for Climate Change team and is a detriment to their well-established brand. They also thought that the use of 'Team 1' and 'Team 2' doesn't provide insight into each team's scope.	- We have amended the name in the final structure to Building Performance and Resilience Policy. - While we note the interest in having more descriptive names, we think that retaining these sub-teams as Building Performance and Resilience Policy 'Team One' and 'Team Two', will better reflect the intention that resources are pooled flexibly across these teams to work on different priority projects and workstreams as needed.
Scope of work and team make-up	- Some submitters felt that those in Building Policy Team 3 working on seismic related policy should have an option to move to the Resilience Policy team or not. - One submitter suggested that the Chief Engineer (Building Resilience) should also move from the BPE, to the Resilience team.	- If there is a need to balance specific skillsets across the policy teams, Managers and team leaders will work with staff to identify what these additional requirements may be, taking into account the overall size of team. - The intention is to continue the current matrix model, with cross-team working between policy teams to support both effective project delivery and career pathways. - We consider that the Chief Engineer (Building Resilience) role should remain within BPE. While moving to multi-disciplinary teams has some merit it would be a substantial change to the current Branch operating model. We also consider that there may be opportunities for this position

Feedback on Proposal 3 – Buidling for Climate Change (Bfcc) team		Response
		to more actively engage with the newly formed policy team that now has a broader resilience focus.
Capacity for delivery	• There was a suggestion to devolve more responsibility to Team Leaders, to ensure the new Manager has sufficient capacity for the expanded role. • Some people queried what would happen when the current fixed term contracts for Principal Advisor positions end, with concern that there would be a loss in overall capacity. Submitters felt that there is justification for converting these roles to permanent, consistent with other policy teams in the branch. • There was also a suggestion that Principal Advisor positions should be more evenly distributed across the three policy teams.	• As part of the new structure, we will refresh the BSP operating model to help provide clarity for staff on roles and responsibilities, including the roles of Team Leaders and Principal Advisors, empowering people to make decisions and building stronger policy capability across the Branch • As noted above, one Principal Advisor position will move from Building Policy to the Building Performance and Resilience Policy team. • We have considered the feedback, but do not think it is appropriate to create additional permanent (as opposed to fixed term) Principal Advisor positions at this time. • The final structure retains one Principal Advisor position, with a fixed term end date in 2025, but brings forward the end date for the other Principal Advisor position from August to June 2024.
Other	• Submitters queried why the Graduate and Associate Policy Advisor roles are shown as fixed term in the proposed structure, and what does that mean for the roles at the end of the fixed term? • Could the Resilience and Building Policy teams share a PA/TA resource?	• The Graduate positions will transition automatically to policy advisor position at end of the graduate programme. Confirming that all people are permanent. • Following this current change process, PA/TA Admin positions will be allocated across the newly formed teams, in further consultation with the incumbents and Managers.

Confirmed changes – Building for Climate Change team

After careful consideration of all the feedback received, the final decisions relating to the Building for Climate Change Team are:

1. The team will be renamed the Building Performance and Resilience Policy team.

2. The Team Leader (Building Policy Three) position currently located in Building Policy, will have a change of reporting line to the Manager, Building Performance and Resilience Policy and will also have a title change to Team Leader, Building Performance and Resilience Policy (Team One). The positions reporting through to the Team Leader (Building Policy Three) position will now be part of the Building Performance and Resilience Policy team.

3. 1x Team Leader, Building Performance and Resilience Policy (Team Two) position will be established.

4. There will be a reporting line change for 1x Associate Policy Advisor, 2 x Policy Advisors and 3 x Senior Advisors, who will report to the newly established Team Leader, Building Performance and Resilience Policy (Team Two).

5. There will be a reporting line for 1x Principal Advisor currently located in Building Policy, to the Manager, Building Performance and Resilience Policy.

6. 1 x Senior Policy Advisor (fixed term) position will be disestablished.

7. 1 x Principal Advisor (fixed term) position will be disestablished.

Confirmed structure – Building Performance & Resilience Policy

KEY

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

E Manager Building Performance & Resilience Policy (V)

C PA/Team Administrator [shared]

C & E Team Leader Building Performance & Resilience Policy - Team 1

G Team Leader Building Performance & Resilience Policy - Team 2

A Principal Policy Advisor x1

C Principal Policy Advisor x1

A Principal Policy Advisor x1 (FT)

F Senior Policy Advisor x3 (x1 V)

F Policy Advisor x 2

F Graduate Policy Advisor x1

C Senior Policy Advisor x 3

C Policy Advisor x 2

C Associate Policy Advisor x1
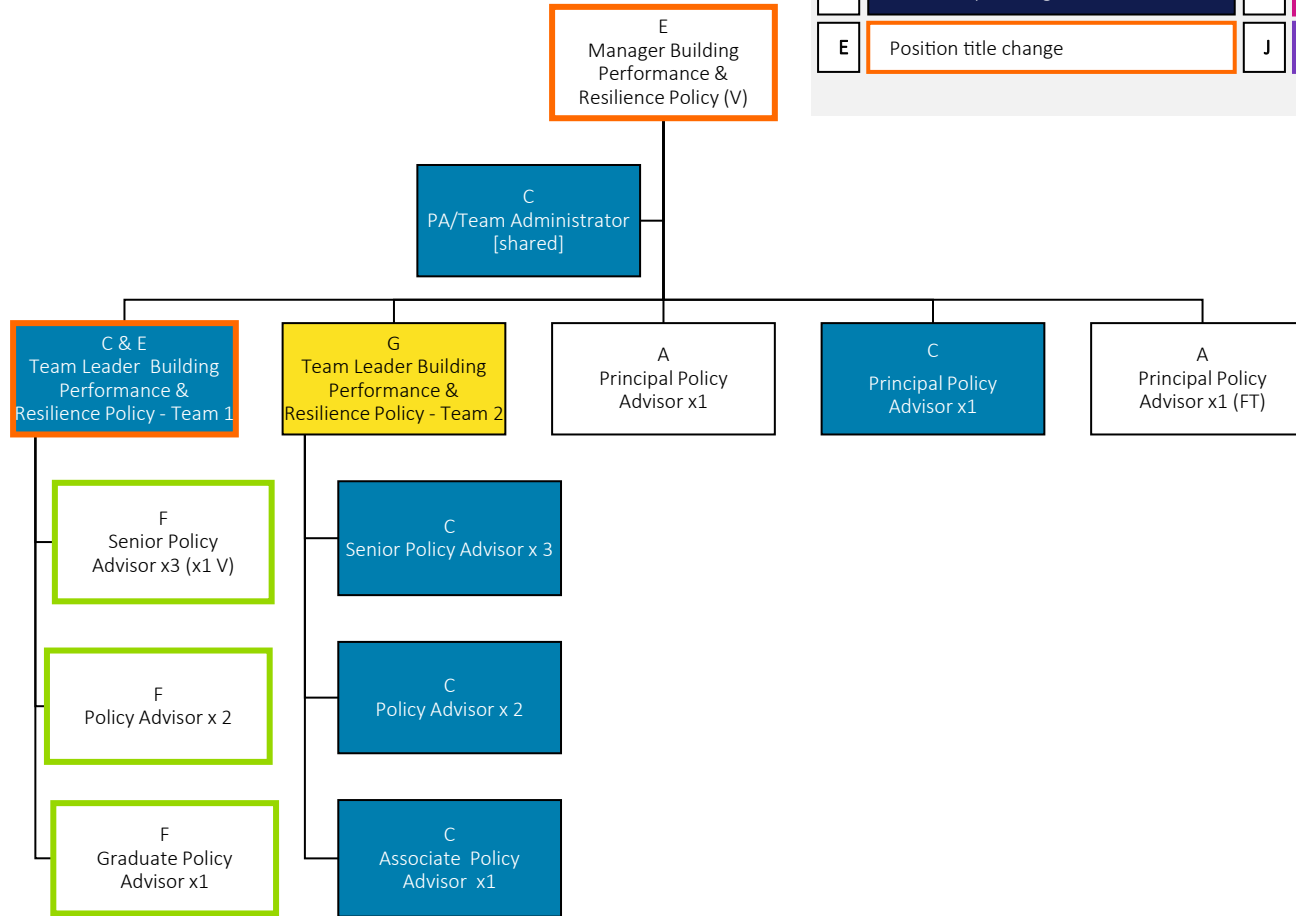
Proposal 4 – Shifting the balance for administrative support

Summary of changes proposed

This proposal sought 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.

The following changes were proposed to deliver on this:

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.

Your feedback on Proposal 4

There was minimal feedback on proposal 4. Other feedback in response to the proposed changes in PA/TA resourcing are detailed in the relevant Branch Proposal of this document. The table below summarises the feedback received on proposal 4.

Feedback on Proposal 4		Response
Sharing resources	• The feedback received on this proposal was generally supportive of the proposal of sharing executive level support roles to support the DCE and other tier managers. • There were concerned raised about the impact this model would have on workloads for those staff providing executive level support.	• Having one role support more than one manager is not intended to see staff 'do the job of two people' or hours over and above what we they contracted to do. It means everyone will need to work differently, including the DCE and tier three managers to make the model work.
Naming	• Some feedback suggested renaming 'Personal Assistant' to remove negative connotations i.e., all assistants are either Team or Executive Assistants.	• Taking away 'PA' from the job title may support this role being viewed more of a shared resource across teams. However, PA/TA is a title that is widely used across MBIE.
Capacity for Delivery	• Some submitters were concerned that the proposed changes would result 'in an increased workload, adding to the existing lack of capacity within the EA/PA team. • There were also some concerns that the proposed changes would mean that the EAs and PAs would need to learn new roles while continuing to support their ongoing work.	• We have considered feedback about the resourcing needs, however, EAs and PAs have a relatively standard position description across BRM and the wider MBIE. EAs or PAs supporting more than one People Leader does not seek to change the current deliverables of the role, but there will be a shift in how People leaders work and their expectations of the EA/PA role.

Confirmed changes

After careful consideration of all the feedback received, the final decision is to:

1. Create a new Executive Assistant role that will provide support to the Deputy Secretary, BRM and the Head of the Office of the Deputy Secretary.

2. Changing the scope of the Executive Assistant to the GM Energy and to extend working to the GMs of Energy and Resources branches.

Confirmed structure chart – BRM Executive Support

KEY

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

A
Deputy Secretary BRM

G
Executive Assistant (V)

A
GM Building Systems Performance

A
Director Partnerships and Capability

A
Head of the Office of the Deputy Secretary

A
GM NZ Government Procurement

A
GM Government Property

A
GM Energy Markets

A
GM Resource Markets

D & E
GM Small Business, Commerce and Consumer Policy

D & E
GM Digital Communcation and Technology

A
Executive Assistant

A
Executive Assistant

A
Executive Assistant

D
Executive Assistant

A
Executive Assistant (V)

A
Executive Assistant
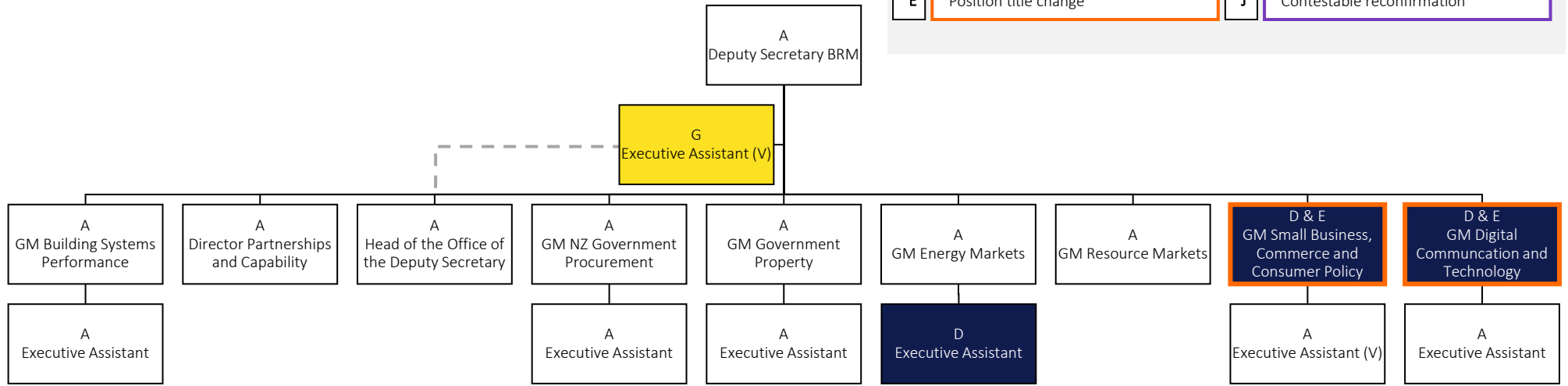
Proposal 5 - NZ Government Procurement

Summary of changes proposed

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 NZGP are appropriately sized and resourced to deliver value and impact across the Public Service. This has meant looking at how we exercise our AoG function. As a result, we had to make a tough call to propose closing vacancies from across the NZGP branch. With the proposed reduction in staffing across the branch we've had to look at what the immediate priorities are for government procurement and the direct capability we need to achieve them.

We have confidence that our operating model is still appropriate and resilient enough that we can manage with scaling back - to reduce our costs and headcount. 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.

The following changes were proposed to deliver on this:

1. Removal of 27 vacant roles from our current branch structure. We understood that this would likely mean that some teams would be disproportionately resourced, we would have certainty around our envelope. There was balancing team resourcing. Alongside this some programmes may 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. Suspension of 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. 21 fixed term procurement graduate roles currently in rotation, would finish as at 30 June, and the Procurement Graduate Programme Lead position within the Procurement Workforce and Capability team would be disestablished.

4. Disestablish 1 vacant PA/TA position to align with the approach to administrative resourcing across BRM.

Your feedback on Proposal 5

The majority of feedback received related to the proposal to suspend the Procurement Graduate Programme for the foreseeable future and the inherent risks of losing the pipeline of procurement talent and capability for the future. There was valuable and well-reasoned feedback received not just from across the graduate cohort but also from the host agencies and other system programmes.

While we received a significant amount of feedback on the graduate programme, the theme tended to be along consistent lines. There was also commentary about the loss of the vacancies in the branch; many of which had not been able to be filled post the 2023 NZGP restructure.

The following table summarises feedback we received about Proposal 5:

Feedback on Proposal 5		Response
Rationale and impacts on the Procurement System	• Many people believed that the concept of disestablishing a nearly cost-neutral programme did not make sense and nor did this align with commentary from Government to minimise impact on junior roles • The Procurement Graduate Programme is seen as providing a positive return on investment to both MBIE and the graduates themselves, and that this would incur risk of not delivering on our strategy to be the system lead and lift capability as well as creating an immediate capability gap for the procurement profession.	• We acknowledge the concerns raised in relation to this proposal and the well-considered submissions made during the consultation period. • In 2023, we took on the 2024 cohort of procurement graduates in good faith, however the operating environment has since shifted to one of needing a smaller Public Service and fiscal savings. Our current context means we now need to reduce the size of BRM and MBIE overall. • To reduce the headcount in NZGP beyond the proposed 27 roles we had to make the difficult decision to also suspend the Graduate programme. In making the proposal to suspend the Procurement Graduate programme, we have considered alternative ways to provide a pipeline of procurement talent. • Since consultation started, we have been working in partnership with agencies to explore all options for the procurement graduate programme.

Feedback on Proposal 5		Response
Engagement with host agencies	• Feedback focused mainly on the perceived risk to MBIE's reputation and relationships with the host agencies and the wider procurement community. There was a view expressed that the pool of agencies interested in participating in the programme has expanded and continues to expand; and that this proposal undermined NZGP's ongoing relationship with these agencies. • People asked whether host agencies had had the opportunity to feed into the proposal, and propose alternatives? They also wanted to ensure that host agencies had the opportunity to provide feedback during the consultation or make (fixed term contract) arrangements for their current Graduates so that contracts don't end at the end of June.	• We acknowledge that circumstances didn't provide the time and space to engage with stakeholders in an optimal way prior to the release of the proposal. • However, during the consultation period we have engaged with key parts of the system and host agencies to workshop what options might work best for agencies and the programme in the future. • We acknowledge that building strong relationships across the system continues to be a priority for NZGP.
Suggestions for alternative approaches	• Many people asked whether there had been consideration of alternatives particularly: 　o Delaying the end of the 2023 and 2024 intake to 30 June rather and 19 June 　o Delaying the end of the programme to the end of this rotation, 11 August 2024 　o Continuing the programme but not having a 2025/26 intake 　o Reducing rather than removing the scope of MBIE's oversight of the programme 　o Removing CIPS training from the curriculum to reduce costs 　o Negotiating with host agencies to employ the graduates	• We acknowledge there could be different ways of delivering the programme, and as stated above we have been working with the host agencies on some alternative options. Due to the sensitivity of these negotiations, we haven't been able to share these with people prior to final decisions. Firstly, we are confirming the decision that all graduates will continue in their current rotations till 11 August 2024. We know that this was important for graduates and their host agencies. This applies to both first- and second-year graduates. Graduates will be able to complete their 1st or 3rd rotation in full. In addition, we have established an interim solution to transition the current graduate programme to an outsourced model managed by Expert Procurement Solutions (EPS).

Feedback on Proposal 5		Response
		The outsourced model enables us to deliver the programme within the new fiscal and capacity constraints we are now facing. It will also meet the key priorities for graduates such as o Rotation o Pastoral care o Professional development o Government procurement focussed Following the release of the decision document, the current cohort of graduates (1st and 2nd year) will have the opportunity to meet with EPS to determine if they want to be part of this outsourced programme. Over the coming weeks NZGP will work with EPS, host agencies and graduates to manage the transition to the new programme from 11th August. In parallel, NZGP will look to work with the system to establish a long-term solution for the graduate programme to be in place for the 2026 cohort of graduates.
Vacancies	• There was a significant and consistent level of comment that disestablishing vacancies as yet unfilled in NZGP would delay the full implementation of the new operating model and hamper delivery. Particularly, where this might be removing roles that people thought were critical to the success of strategic projects and/or limited NZGP's ability to effectively deliver and embed change	• We understand that not filling all of the positions in NZGP means that we will need to ensure that we focus on the essential work that we need to do, which has the greatest impact on Government's procurement system. • However, we acknowledge there are some positions which are key to the operating model working which will be re-established.

Feedback on Proposal 5		Response
	• Many of you thought that the closing of positions was shortsighted and didn't account for the value-add services NZGP provides across the system that ultimately saves public funds.	• Three positions that were to be closed are now included back into the structure to support implementation of change across the system.

Confirmed changes

After careful consideration of all of the feedback received, the final decisions relating to NZ Government Procurement are:

1. Closure of 22 vacancies across the branch with the exception of 1x Senior Commercial Procurement Lead (Advisory Services 2), 1x Senior Service Designer and 1x Continuous Improvement Advisor (both in Discovery and Service Team)

2. Termination of the current fixed term employment for the graduates on 11 August 2024 (the end of this rotation)

3. Transition the management of the Procurement Graduate Programme, including Graduate employment, placement management, pastoral care, study support and the 2026 Graduate cohort recruitment to a third-party provider

4. Disestablishment of the Procurement Graduate Programme Lead position

Confirmed structure – NZGP

KEY

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

A
Head of Procurement
Capability and Systems

A
Manager Procurement
Workforce and Capability

A
Manager Business
Systems

A
Manager NZ Government
Procurement Intelligence
and Insights

A
Senior Capability
Development Advisor
x2 (x1 V)

A
Capability Development
Advisor
x2 (x1 V)

A
Principal Advisor
Capability Development
x2

B*
Procurement Graduate
x21

fixed term

A
Principal Analyst Business
Systems Analyst

A
Senior Product Manager

A
Senior Product Manager
Procurement

A
Business Systems Analyst
x3 (x2 V)

A
Senior Product Manager
Property

A
Senior Business Systems
Analyst

A
Business Systems
Coordinator

A
Senior Legal
Technologist (V)

A
Principal Analyst Data
and Insights

A
Data and Insights Analyst
x3 (x1 V)

A
Commercial Analyst AOG

A
Senior Data and Insights
Analyst
x4

*New end date for Procurement Graduates is 11 August 2024.

Summary of changes

Overall confirmed changes

Confirmed changes	Proposed # of positions	Confirmed # of positions
Number of positions proposed to be disestablished	53	45
Number of positions proposed to be disestablished from Voluntary Redundancy process	17	17
Number of proposed new positions	5	5
Number of vacant positions being closed	58	56
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	38	49
Number of positions transferring in from LSE	14	16
Number of positions transferring to LSE	7	7
Number of FTE people impacted		12.33

New positions

Decision #	Position title	Reporting line	Branch	Status	Confirmed salary band
1	Manager Trade and Supply Chains	General Manager Communications, Infrastructure and Trade	Communications, Infrastructure and Trade	Permanent	20F
2	Policy Advisor	Manager Small Business and Manufacturing	Business, Commence and Consumer	Permanent	K

Decision #	Position title	Reporting line	Branch	Status	Confirmed salary band
3	Team Leader Building Performance and Resilience Policy (team 2)	Manager Building Performance and Resilience Policy	Building System and Performance	Permanent	X
3	Principal Iwi Engagement Advisor	Manager Regulatory Partners and Branch Operations	Resource Markets	Permanent	X
4	Executive Assistant	Deputy Secretary BRM and Head of the Office of the Deputy Secretary		Permanent	L

Disestablished positions under this change

Decision	Position title	Status	Reporting line	Branch
1	Manager, Critical Supply Chains	Permanent	General Manager Digital, Communications & Transformation	Digital, Communications and Transformation
2	Service Design and Innovation Specialist	Permanent	Director Government Centre Dispute Resolution	Small Business, Commerce and Consumer Policy
2	Policy Advisor	Permanent	Director Government Centre Dispute Resolution	Small Business, Commerce and Consumer Policy
2	Principal Advisor	Permanent	Director Government Centre Dispute Resolution	Small Business, Commerce and Consumer Policy
2	Director Government Centre Dispute Resolution	Permanent	General Manager Small Business, Commerce and Consumer Policy	Small Business, Commerce and Consumer Policy
2	PA/Team Administrator	Permanent	Manager CGIPP	Small Business, Commerce and Consumer Policy
2	Senior Iwi Engagement Advisor	Permanent Vacant	Manager Market Performance	Small Business, Commerce and Consumer Policy
3	Senior Fire Engineer	Permanent	Building Engineering Manager	Building System Performance
3	Senior Advisor	Fixed term	Building Performance Manager	Building System Performance

Decision	Position title	Status	Reporting line	Branch
3	Senior Advisor, Design and Implementation x4 *(1 vacant)*	Permanent	Design and Implementation Manager	Building System Performance
3	Business Director	Permanent	General Manager Building System Performance	Building System Performance
3	Project Coordinator	Fixed Term Vacant	Lead Construction Accord	Building System Performance
3	Senior Policy Advisor	Fixed term	Manager Building for Climate Change	Building System Performance
3	Principal Advisor, Architecture and Design	Permanent	Manager Building Performance and Engineering	Building System Performance
3	Principal Advisor	Permanent	Manager System Design and Implementation	Building System Performance
3	Strategy Manager Team 2,	Permanent	Manager System Strategy and Performance	Building System Performance
3	Principal Advisor, Māori Regulatory Partner	Permanent	Manager System Strategy and Performance	Building System Performance
3	Principal Advisor	Permanent	Manager System Strategy and Performance	Building System Performance
3	Project Manager	Permanent	Programme Capability Manager	Building System Performance
3	Senior Policy Advisor, Strategic Policy	Fixed term	Strategy Manager Team 1	Building System Performance
4	Executive Assistant	Permanent	Head of the Office of the Deputy Secretary, BRM	Office of the Deputy Secretary BRM
5	Procurement Graduate Programme Lead	Permanent	Manager Procurement Workforce and Capability	New Zealand Government Procurement
5	Procurement Graduate x21	Fixed Term	Procurement Graduate Programme Lead	New Zealand Government Procurement

Other vacant positions disestablished

Position title	Status	Current Reporting line	Description of change
Strategy Manager Team 1	Permanent	Manager System Strategy and Performance	Building System Performance
Policy Advisor	Permanent	Strategy Manager Team 1	Building System Performance
Senior Policy Advisor, System Strategy and Performance	Permanent	Strategy Manager Team 2,	Building System Performance

Position title	Status	Current Reporting line	Description of change
PA/Team Administrator	Permanent	Manager Communications Policy	Digital, Communications and Transformation
Principal Policy Advisor	Permanent	Manager Communications Policy	Digital, Communications and Transformation
Policy Advisor	Permanent	Manager Critical Supply Chains	Digital, Communications and Transformation
Principal Policy Advisor	Permanent	Manager Digital Policy	Digital, Communications and Transformation
Associate Policy Advisor	Fixed term	Manager, Electricity Generation, Infrastructure and Markets Policy	Energy Markets
Principal Policy Advisor	Fixed term	Manager, Electricity Generation, Infrastructure and Markets Policy	Energy Markets
Special Projects - Policy Lead	Permanent	Manager, Electricity Generation, Infrastructure and Markets Policy	Energy Markets
Graduate Policy Advisor	Permanent	Manager Gas & Fuel Policy	Energy Markets
ICT Project Manager	External Secondment	Manager Project Delivery	Government Property
Senior Programme Coordinator	Fixed term	Programme Director, Property System Leadership	Government Property
Principal Advisor Organisational Design	Fixed term	Organisation Design Lead	Government Property
Principal Advisor Commercial	Fixed term	Commercial Lead	Government Property
Senior Communications Advisor	Fixed term	Change & Engagement Lead	Government Property
Collaborative Contracts Performance Lead	Permanent	Head of Collaborative Procurement	New Zealand Government Procurement
Senior Commercial Procurement Leader	Permanent	Manager Advisory Services - Team 2	New Zealand Government Procurement
Commercial Procurement Leader	Permanent	Manager Advisory Services - Team 1	New Zealand Government Procurement
Procurement Specialist	Permanent	Manager Advisory Services - Team 2	New Zealand Government Procurement
Commercial Procurement Advisor	Permanent	Manager Advisory Services - Team 1	New Zealand Government Procurement
Senior Procurement Specialist	Permanent	Manager Advisory Services - Team 2	New Zealand Government Procurement
Strategic SRM Advisor	Permanent	Manager Business Relationships	New Zealand Government Procurement
Senior Commercial Procurement Leader	Permanent	Manager Advisory Services - Team 1	New Zealand Government Procurement
PA/Team Administrator	Permanent	Team Lead PA/Administrator	New Zealand Government Procurement
Senior Commercial Specialist AOG	Permanent	AOG Portfolio Manager - Team 4	New Zealand Government Procurement

Position title	Status	Current Reporting line	Description of change
Principal Commercial Specialist AOG	Permanent	AOG Portfolio Manager - Team 4	New Zealand Government Procurement
Senior Commercial Specialist AOG	Permanent	AOG Portfolio Manager - Team 4	New Zealand Government Procurement
Senior Legal Technologist	Permanent	Manager Business Systems	New Zealand Government Procurement
Capability Development Advisor	Permanent	Manager Procurement Workforce and Capability	New Zealand Government Procurement
Data and Insights Analyst	Permanent	Manager NZ Government Procurement Intelligence and Insights	New Zealand Government Procurement
Business Systems Analyst	Permanent	Manager Business Systems	New Zealand Government Procurement
Change Lead	Permanent	Manager Change Implementation	New Zealand Government Procurement
Manager Change Implementation	Permanent	Head of System Improvement and Engagement	New Zealand Government Procurement
Operational Policy Advisor	Permanent	Manager Change Implementation	New Zealand Government Procurement
Senior Business Analyst	Permanent	Manager Discovery and Service Design	New Zealand Government Procurement
Stakeholder Engagement Advisor	Permanent	Manager System Engagement	New Zealand Government Procurement
Stakeholder Engagement Advisor	Permanent	Manager System Engagement	New Zealand Government Procurement
Policy Director	Permanent	Head of the Office of the Deputy Secretary, BRM	Office of the Deputy Secretary BRM
Business Advisor	Permanent	Manager, Group Business Management	Office of the Deputy Secretary BRM
Ministerial Advisor	Permanent	Manager Ministerial Services BRM	Office of the Deputy Secretary BRM
Senior Advisor, Māori Intern Programme	Fixed Term	Director Partnerships and Capability	Partnerships and Capability
Senior Policy Advisor	Permanent	Manager Resource Policy	Resource Markets
Associate Policy Advisor	Fixed Term	Manager Resource Policy	Resource Markets
Graduate Geoscience Data Advisor	Permanent	Manager Geoscience Information	Resource Markets
Senior Advisor Capability and Education	Permanent	Manager, Regulatory Practice and Branch Operations	Resource Markets
Technical Project Manager	Fixed Term	Tui Project Director	Resource Markets
Project Coordinator	Fixed Term	Tui Project Director	Resource Markets
Graduate Policy Advisor	Fixed Term	Manager Competition Policy	Small Business, Commerce and Consumer Policy

Position title	Status	Current Reporting line	Description of change
Senior Policy Advisor	Permanent	Manager Consumer Policy	Small Business, Commerce and Consumer Policy
Senior Policy Advisor	Permanent	Manager CGIPP	Small Business, Commerce and Consumer Policy
Principal Policy Advisor	Permanent	Manager CGIPP	Small Business, Commerce and Consumer Policy
Principal Policy Advisor	Permanent	Manager Financial Markets	Small Business, Commerce and Consumer Policy
Policy Advisor	Permanent	Manager Financial Markets	Small Business, Commerce and Consumer Policy
Graduate Policy Advisor	Fixed Term	Manager Financial Markets	Small Business, Commerce and Consumer Policy
Policy Advisor	Permanent	Manager, Small Business Policy	Small Business, Commerce and Consumer Policy

Minor changes

Decision	Position title	Current Reporting line	Description of change
1	General Manager Digital, Communications & Transformation	Deputy Secretary Building, Resources and Markets	Minor change in cope and title change to General Manager Communication, Infrastructure and Trade
1	Principal Policy Advisor	Manager, Critical Supply Chains	Change of reporting line to Manager Trade and Supply Chains
1	Senior Policy Advisor	Manager, Critical Supply Chains	Change of reporting line to Manager Trade and Supply Chains
1	Senior Policy Advisor	Manager, Critical Supply Chains	Change of reporting line to Manager Trade and Supply Chains
1	Principal Policy Advisor	Manager Digital Policy	Change in group to Labour, Science & Enterprise, change in branch to Technology & Innovation and change of team name to Digital Futures Policy
1	Policy Advisor	Manager Digital Policy	Change in group to Labour, Science & Enterprise, change in branch to Technology & Innovation and change of team name to Digital Futures Policy
1	Senior Policy Advisor	Manager Digital Policy	Change in group to Labour, Science & Enterprise, change in branch to Technology & Innovation and change of team name to Digital Futures Policy

Decision	Position title	Current Reporting line	Description of change
1	Programme Manager	Manager Digital Policy	Change in group to Labour, Science & Enterprise, change in branch to Technology & Innovation and change of reporting line to Manager Technology and Innovation Policy Programmes
1	Senior Policy Advisor	Manager Digital Policy	Change in group to Labour, Science & Enterprise, change in branch to Technology & Innovation and change of team name to Digital Futures Policy
1	PA/Team Administrator	Manager Digital Policy	Change in group to Labour, Science & Enterprise, change in branch to Science & Space and change of reporting line to Manager Space Policy & Sector Development
1	Manager Digital Policy	General Manager Digital, Communications & Transformation	Change in group to Labour, Science & Enterprise, change in branch to Technology & Innovation and change of title to Manager Digital Futures Policy
2	General Manager Small Business, Commerce and Consumer Policy	Deputy Secretary Building, Resources and Markets	Minor change in cope and title change to General Manager Commerce, Consumer and Business
2	PA/Team Administrator	Manager Financial Markets	Minor change in scope and change in reporting line to both CGIPP and Financial Markets
2	Manager, Small Business Policy	General Manager Small Business, Commerce and Consumer Policy	Minor change in scope and title change to Manager Small Business and Manufacturing
3	Director Climate Change	General Manager Building System Performance	Title change to Policy Director
3	Senior Policy Advisor	Manager Building for Climate Change	Change of reporting line to Team Leader Building Performance and Resilience Policy 2
3	Policy Advisor	Manager Building for Climate Change	Change of reporting line to Team Leader Building Performance and Resilience Policy 2
3	Associate Policy Advisor	Manager Building for Climate Change	Change of reporting line to Team Leader Building Performance and Resilience Policy 2
3	Senior Policy Advisor	Manager Building for Climate Change	Change of reporting line to Team Leader Building Performance and Resilience Policy 2

Decision	Position title	Current Reporting line	Description of change
3	Senior Policy Advisor	Manager Building for Climate Change	Change of reporting line to Team Leader Building Performance and Resilience Policy 2
3	Policy Advisor	Manager Building for Climate Change	Change of reporting line to Team Leader Building Performance and Resilience Policy 2
3	Manager Building for Climate Change	General Manager Building System Performance	Title change to Manager Building Performance and Resilience Policy
3	Senior Advisor	Building Performance Manager	Title change to Senior Architect
3	Senior Advisor	Building Performance Manager	Title change to Senior Building Scientist
3	Principal Advisor	Manager Building Performance and Engineering	Title change to Principal Advisor Engineering
3	Senior Advisor	Building Performance Manager	Title change to Senior Architect
3	Senior Advisor	Building Performance Manager	Title change to Senior Architect
3	Senior Advisor	Building Performance Manager	Title change to Senior Plumbing & Hydraulic Services Engineer
3	Senior Building Services Advisor	Building Performance Manager	Title change to Senior Building Services Engineer
3	Senior Advisor	Building Performance Manager	Title change to Senior Building Scientist
3	Associate Policy Advisor	Manager Building Policy	Change of reporting line to Team Leader Consenting and Practitioners Policy (team 1)
3	Principal Policy Advisor	Manager Building Policy	Change of reporting line to Manager Building Performance and Resilience Policy
3	Team Leader Building Policy	Manager Building Policy	Change of title to Team Leader Building Performance and resilience Policy (team 1) and change of reporting line to Manager Building Performance and Resilience Policy
3	Team Leader	Manager Building Policy	Title change to Team Leader Consenting and Practitioners Policy (Team 2)
3	Team Leader Building Policy	Manager Building Policy	Title change to Team Leader Consenting and Practitioners Policy (Team 1)

Decision	Position title	Current Reporting line	Description of change
3	Manager Building Policy	General Manager Building System Performance	Title change to Manager Consenting and Practitioners Policy
3	Design and Implementation Manager	Manager System Design and Implementation	Title change to Design & Implementation Team Leader and change of reporting line to Manager System Performance and Implementation
3	Manager System Design and Implementation	General Manager Building System Performance	Minor change in scope and title change to Manager System Performance and Implementation
3	Senior Policy Advisor	Strategy Manager Team 1	Change of reporting line to Manager System and Markets Policy
3	Lead Construction Accord	Manager System Strategy and Performance	Change of reporting line to General Manager, Building System Performance
3	Policy Advisor	Strategy Manager Team 1	Change of reporting line to Manager System and Markets Policy
3	Programme Capability Manager	Manager System Strategy and Performance	Change of reporting line to Manager System Performance and Implementation
3	Senior Policy Advisor, System Strategy and Performance	Strategy Manager Team 2,	Change of reporting line to Manager System Performance and Implementation
3	Senior Policy Advisor, System Strategy and Performance	Strategy Manager Team 2,	Change of reporting line to Manager System and Markets Policy
3	Senior Policy Advisor	Strategy Manager Team 1	Change of reporting line to Manager System and Markets Policy
3	Policy Advisor, System Strategy and Performance	Strategy Manager Team 2,	Change of reporting line to Manager System and Markets Policy
3	Principal Advisor, Regulatory Partners	Manager System Strategy and Performance	Change of reporting line to Manager System Performance and Implementation
3	Manager System Strategy and Performance	General Manager Building System Performance	Minor change in scope and title change to Manager System and Markets Policy
4	Executive Assistant (General Manager, BRM)	General Manager Energy Markets	Minor change in scope and change in reporting line to both GM Energy Markets and GM Resource Markets

Appendix 1: Confirmed change process

Consistent with MBIE's employment agreements and recruitment policy, the following information summarises the standard change processes which will apply to any changes confirmed as part of the final decisions. 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.

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)
- Reach out to the Wellbeing, Health and Safety Team
- Use our Employee Assistance Programme, which provides support for both work and personal life
- Call or text 1737 to access free counselling services from the national telehealth service
- Access your Te Puna Ora dashboard both at work and remotely using your MBIE login details

Learning support options

Focusing on your personal growth and development is a helpful way to direct your attention during times of change and uncertainty – to reinforce your skills and explore career interests.

There are plenty of resources and directories to explore within MBIE, including:

- Learn@MBIE – our central learning platform that holds many free e-learning courses, including a series of e-learning modules focused on change, suitable for all staff.
- Percipio – the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- MBIE's library – a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.
- You can also reach out to People & Culture to discuss your development interests.

Career development support

Our Employee Assistance Programme can assist with general career advice and is available for self-referral. This also includes budgeting and financial advice, personal development and coaching and personal legal advice.