



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Sector Workforce Engagement Programme

## Proposal for Change

15 April 2024



# Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

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

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

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

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

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

of the Government's fiscal sustainability objectives so that we can be prepared to deliver on their priorities.

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

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

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

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

Thank you for the work that you do.

Ngā mihi nui

**Carolyn Tremain**

Secretary for Business, Innovation and Employment, and Chief Executive

Te Tumu Whakarae mō Hīkina Whakatutuki

## Introduction from Robert Pigou

Tēnā koutou,

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 – mahi tahi – ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

I acknowledge that this change proposal 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 the consultation process 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



**Robert Pigou**

Deputy Secretary Head of Kānoa – Regional Economic Development

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# How to read this document

## Scope of this change proposal

This document proposes a change for the Sector Workforce Engagement Programme (SWEPE) team.

## Understanding proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your team/branch. Current and proposed organisational charts have been included at the end of each proposal to help demonstrate the impacts that proposed changes would have to the structure of our group. There is a summary table with more detail about proposed changes to individual positions and proposed new positions at the end of this document.

The current organisational charts exclude positions which will become vacant and will not be filled, such as those vacated by an employee leaving through the recent voluntary redundancy process as these will be closed within our systems. Where we know reporting line changes are happening in the future, these have been reflected in the current structure in this document.

In addition, all people who may be significantly impacted by the proposal will receive a letter that outlines specific detail about their position and proposed change process.

## Proposed change process

Find out more about MBIE's proposed change process in Appendix 1. This determines how we classify the impact to our people, based on the proposed impacts to their position.

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

## Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on 8 April 2024.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email [Donna.McLeod@mbie.govt.nz](mailto:Donna.McLeod@mbie.govt.nz).

## Providing feedback and indicative timeframes

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

Please consider how proposed changes will support the delivery of our priorities and work programme.

We welcome your feedback on all aspects of this proposal for change and feedback can be provided individually or as a group.

Once the consultation period has closed, all feedback will be carefully considered by Robert Pigou before final decisions made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the change process including EOI if applicable.

This proposal has been shared with the Public Service Association (PSA). You can contact the PSA during the consultation period for support and to discuss your feedback.

### Indicative timeline

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

## Case for change

Since November, we have been working closely with the new Government to deliver on its 100 Day Plan and understand how we can support delivery of its goals for New Zealand. We have been in conversation with our Ministers about their portfolio priorities and the contribution they will make to rebuilding and growing the economy.

We now have a clear sense of these priorities, and how MBIE will support them as we continue our work to grow Aotearoa New Zealand for all. We're also seeing that some work programmes are being scaled up or joined up, while others have scaled down or stopped.

## Consolidating labour market functions

MBIE provides various functions that supports the Minister of Social Development and Employment. It is proposed to consolidate some of the labour market functions into the Employment, Skills and Immigration (ESIP) branch within the LSE group to enable connections across the portfolio including strengthening connection to immigration.

It is proposed for the Sector Workforce Engagement Programme (SWEP) from Kānoa to have a reporting line change to the ESIP branch, with the Programme Director proposed to report to the General Manager, ESIP. The SWEP team will continue reporting to the Programme Director.

Bringing the SWEP team into the ESIP branch will strengthen the ability to share real-time insights and provide a more joined-up perspective to the Minister on the challenges and opportunities facing industry and help inform potential Policy changes.

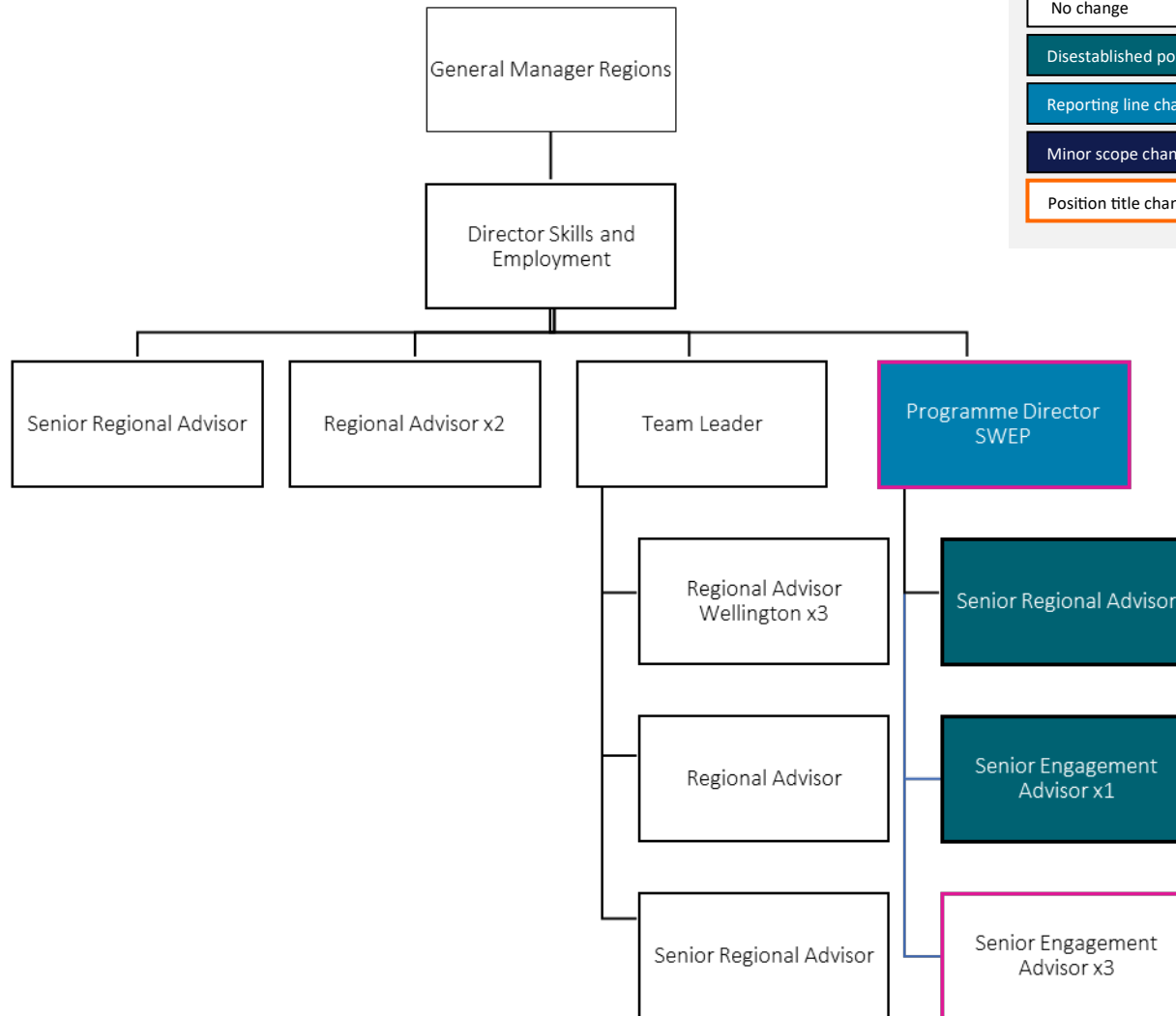
### **We ask you to consider whether changes will achieve our desired outcomes.**

Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail

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

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

## Current organisational chart – Regional Development branch



**KEY:**

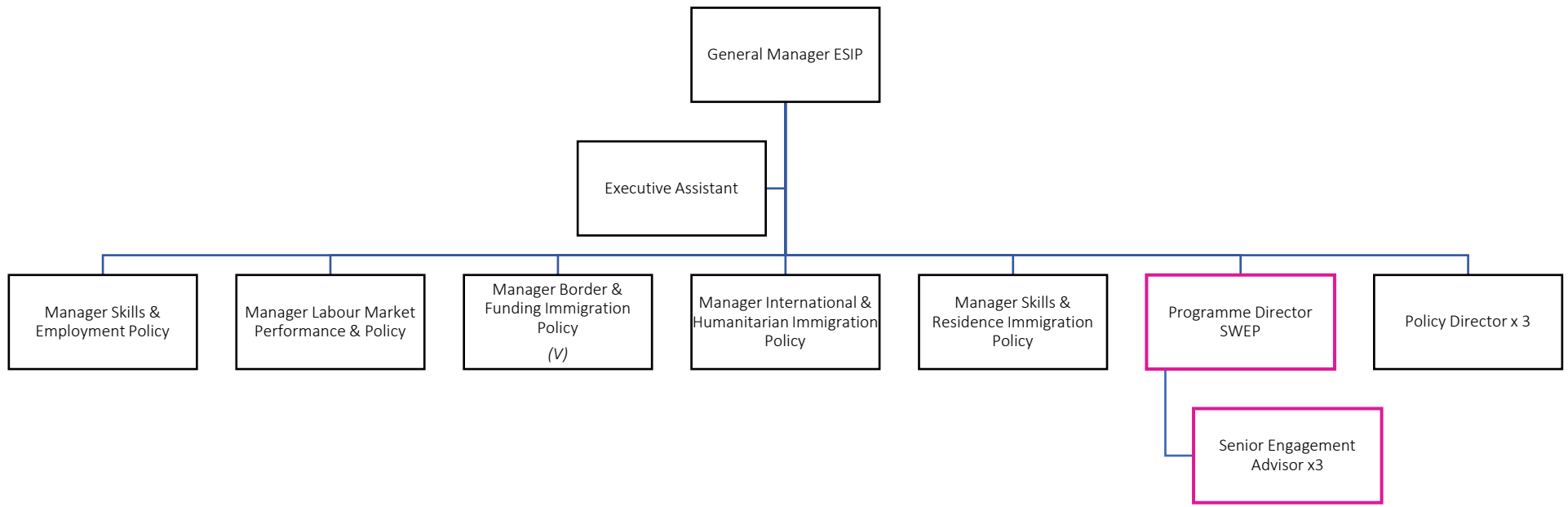
No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	MBIE group change to LSE
Position title change	Allocated via expression of interest



# Proposed organisational chart – Employment, Skills and Immigration Policy branch

**KEY:**

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



# Summary of proposed changes

## Proposed minor changes

Position title	Current reporting line	Description of proposed change
Programme Director SWEP (10094730)	10188380 Director Skills and Employment	Change of Branch and Reporting Line
Senior Engagement Advisor (10094740)	10094730 Programme Director SWEP	Disestablished
Senior Engagement Advisor (10094760)	10094730 Programme Director SWEP	Change of Branch
Senior Engagement Advisor (10094750)	10094730 Programme Director SWEP	Change of Branch
Senior Engagement Advisor (16204919)	10094730 Programme Director SWEP	Change of Branch
Senior Regional Advisor (10161120)	10094730 Programme Director SWEP	Disestablished

## Appendix 1: Proposed change process

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

### Reconfirmation

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

For reconfirmation to apply:

- The position description you are being reconfirmed into is the same (or substantially the same) as what you currently do, and
- Salary and other terms and conditions for the position are no less favourable, and
- Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).

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

## Appendix 2: Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. You can talk to your People Leader, colleagues and/or union representative or the People and Culture team.

### Wellbeing support options

We recognise that change may be difficult and encourage you to reach out to your support network and draw on the resources available to you. You can:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#)
- Use our [Employee Assistance Programme](#), which provides support for both work and personal life
- Call or text [1737](#) to access free counselling services from the national telehealth service
- 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.