



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Building & Tenancy

Proposal for Change

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 GM Building & Tenancy

The Building & Tenancy (B&T) Branch fosters public trust and confidence in housing, tenancy and construction markets. People's homes are a determinant of social and wellbeing outcomes and the work we do in B&T plays a big part in achieving these positive outcomes. I know just how dedicated everyone in B&T is to this and to making a difference for Aotearoa New Zealand through our mahi.

B&T has undergone several changes in recent years – taking on additional functions and responsibilities in response to the challenges facing the building and housing sectors; and changing the size, structure, and roles of our teams to meet the needs of our customers.

Over the last few months, MBIE has been highly focused on supporting the Government in respect of its 100-day plan, Mini Budget, and Coalition Agreements. These activities have focused on how our organisation can operate in a tighter fiscal environment. Part of operating in this environment will mean doing things differently, and for our branch this will mean looking at how we can deliver our regulatory and service delivery functions in more efficient and effective ways to achieve savings and continue to serve our customers.

The changes outlined in this proposal provide us with opportunities to operate in a more cohesive and integrated manner; ensure that our team sizes and spans of leadership are appropriate; and more effectively deliver on the Te Whakatairanga Service Delivery goals of Kaitiakitanga (world class stewards of our systems, delivering services for the future) and Puāwaitanga (deliver the best possible value from our services and regulatory systems).

I have proposed changes that fall into four broad categories:

- 1. Bringing together our building and construction functions** – so that we can operate in a more integrated way and deliver better outcomes for customers, deliver on the government's significant work programme for the regulatory system, as well as strengthen our response to the challenges facing the building sector.
- 2. A realignment of Tenancy Services functions** – with a focus on the future direction of our services and regulatory activities, and balancing team sizes.
- 3. Revising the Business Directorate function in the Temporary Accommodation Service** – in response to reductions in funding and to better align with demand.

- 4. Bringing together the Principal Advisor Māori positions in Engagement & Experience** – to help build the centre of excellence for Māori engagement.

Within these proposals we have prioritised our resources into our frontline services; and in our enabling functions, we are focusing on supporting our frontline to deliver more effectively and efficiently.

While a great deal of thought has gone into the changes outlined in this document, it is only a proposal. I genuinely want to hear your feedback and suggestions about how we can approach change in a way that delivers required efficiencies and savings and remains in the best interests of our people and the public we serve.

This proposal contains detail such as organisational charts to support you to understand the proposed changes, their potential impacts, and how they would be implemented. While I've worked to ensure that this proposal accurately reflects every position in our branch, there is a possibility that some details have been missed or appear inaccurate. Please escalate any errors you see so that we can check them and ensure the correct information is used for decision-making.

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. Please consider what support you may need during the consultation process and discuss this with your people leader, remember to show kindness to your colleagues during this time, and ensure that you look at the range of support options available that are outlined later in this document.

Thank you again for your ongoing professionalism and commitment to making a difference for our customers. I look forward to your feedback.

Ngā mihi nui

Ingrid Bayliss

General Manager, Building & Tenancy



Building & Tenancy Proposal for Change

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How to read this document

This document proposes changes across the B&T branch and provides a detailed organisational structure for your consideration and feedback.

Scope of this change proposal

This consultation document outlines proposed changes within the following B&T teams:

- Building Resolution
- Building System Delivery & Assurance
- Tenancy Bond Services
- Tenancy Compliance & Investigations
- Temporary Accommodation Service
- Business and Systems Delivery

As part of this change, you are also invited to provide initial thoughts on ways to optimise delivery and achieve efficiencies in our business management functions. The document also outlines changes being made to the New Zealand Claims Resolution Service that are not subject to formal consultation, however, these have been included in this document for transparency.

Understanding proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your team. Current and proposed organisational charts have been included at the end of each team proposal to help demonstrate the impacts that proposed changes would have to the structure of your team. A summary table is included [later in this document](#) with more detail about proposed changes to individual positions and proposed new positions.

In addition, all people who may be substantially impacted by the proposed change have already received a letter that outlines specific detail about their position and the 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 change proposals and the proposed change process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems as at 13 March 2024. If you notice any inconsistencies in the organisational structure represented, please advise your People Leader or email BuildingandTenancyFeedback@mbie.govt.nz.

Supporting our people through change

People will have a wide variety of feelings in relation to the proposed changes. Please remember to be respectful of each other's opinions and privacy. If you have further questions regarding this change proposal or your personal situation, have a conversation with your People Leader.

Further information on the support available is available in [Appendix 2](#).

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 and what opportunities exist to improve customer experiences and excel at our mahi.

Your feedback can be at any level, from the high-level design to the impact on specific positions or the proposed implementation approach. Please reference the specific proposed change and/or proposal area you are giving feedback on.

Feedback can be provided individually or as a group and we welcome your input on this proposal for change, even if you may not be directly impacted by it. We encourage feedback on all aspects of the proposal, including the EOI process and position descriptions which includes the selection criteria. All feedback is important and will be carefully considered.

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.

MBIE recognises that feedback can be provided in formats other than written, and as such will enable verbal submissions upon request. This also includes where the PSA wishes to speak to their collective submission orally.

There are several ways for you to provide your feedback, including:

- Drop-in sessions over Teams where you will have the opportunity to ask any questions.
 - Friday 12 April 2024 – Proposal 1 (Bringing together our building and construction functions)
 - Friday 12 April 2024 – Proposal 2 (Realignment of Tenancy Services functions)
 - Monday 15 April 2024 – Proposal 3 (Revising the Business Directorate function in the Temporary Accommodation Service)

and Proposal 4 (Bringing together the Principal Advisor Māori positions within the Engagement & Experience branch)

- Email feedback from individuals or groups – open for duration of consultation.

If you wish to provide your feedback via email, please send your feedback to: BuildingandTenancyFeedback@mbie.govt.nz by **Friday 26 April 2024**. If you wish to provide your feedback verbally, please email the consultation address and we will arrange a suitable time.

Once the consultation period has closed, all feedback will be carefully considered by Ingrid Bayliss, GM Building & Tenancy before final decisions are put forward to Suzanne Stew, DCE Te Whakatairanga Service Delivery for approval. If the final decision is made to proceed, we will confirm the new structure and its impact on positions.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Thursday 11 April 2024
Consultation closes	Friday 26 April 2024
Final decisions considered	Monday 29 April – Wednesday 8 May 2024
Final decisions announced	Thursday 9 May 2024
Expressions of interest (EOI) and selection process starts	From Friday 10 May 2024
Implementation of new structure	By 24 June 2024

Objectives of this Proposal

This change proposal aims to achieve the following objectives:

- Enable us to successfully deliver our statutory and regulatory stewardship responsibilities as effectively and efficiently as possible within the current environment of fiscal constraint.
- Better enable B&T to engage effectively with its sectors, partners, and stakeholders with a particular focus on putting customers at the centre of what we do.
- Strengthen our ability to take a cohesive and integrated approach across our regulatory systems and better enable us to identify gaps and make the most of opportunities.
- Ensure appropriate spans of leadership and team size.
- Strengthen our approach and response to the challenges across our regulatory systems.
- Future proof B&T to ensure we can deliver services now and in the future to meet changes in customer demand and expectations.
- Ensure appropriate business continuity and ensure duplication is not occurring across teams.
- Reduce operational costs where possible.

I welcome your thoughts about where this proposal could be strengthened to better deliver on our change objectives. 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.

Proposal 1 – Bringing together our building and construction functions

A vibrant, high-performing building and construction sector is vital to providing safe and durable buildings where New Zealanders work, live and play. The sector plays a key role in delivering the Government’s housing and urban development priorities to improve housing supply, affordability and quality and the design and quality of buildings effect people’s health, safety and happiness, material wealth and the natural environment.

Three of B&T’s teams play a key role in supporting the sector’s ability to deliver safe, healthy, durable and low emissions buildings, driving the right behaviour so the system can operate at its optimum level, holding people to account and delivering on government priorities. These teams are summarised below:

- The **Building System Delivery & Assurance (BSDA) team** delivers a range of regulatory functions that are critical to delivering on MBIE’s role as the central regulator – from emergency management; to service delivery such as Multiproof; to a broad variety of investigations, compliance and assurance activities involving Territorial Authorities; Building Consent Authorities; and building products across the country. Many of the Government’s commitments in the Building and Construction portfolio will impact BSDA in various ways.
- The **Determinations team** provides clarity and direction in the grey areas on the Building Act and Building Code (both for those parties directly involved and for the wider building sector) as well as providing a means of resolving disputes about Building Code compliance or a Council’s exercise of certain powers of decision under the Building Act.
- The **Weathertight Services team** supports people to resolve weathertight building issues under the Weathertight Homes Resolution Services (**WHRS**) Act 2006, helping them to navigate the claims process and ensure that a robust, enduring, and fair outcome can be reached for all parties.

Recent investment in these teams has improved our ability to deliver services and regulatory compliance and assurance activity and deliver better outcomes for our customers. For example:

- The BSDA team has developed into a more mature regulator through its transformation and adopted a new structure in late-2023 to support the delivery of new regulatory functions and responsibilities and enable the team to take a more system-wide focus.
- The Determinations team has undergone a transformation and made considerable progress in reducing the backlog of cases on hand. There is more work to do, and the team is on track for making further improvements. From a peak of 102 cases on hand around 15 months ago, the backlog has improved by almost one third to 70 cases.
- The number of open claims that Weathertight Services is managing and resolving has reduced significantly, with the change in approach driving claims closing quicker than expected when the team last underwent change in July 2023. Fewer than 62 claims now remain, with most of these claims expected to be closed within the next two years.

Why change is proposed

In order to be more efficient and effective as a regulator and increase the impact that we have for the benefit of our customers and communities, it is important that we are open to making changes to how we deliver our regulatory and service delivery functions, including, where necessary, changes to our organisational structure.

Within our building and construction functions, there are opportunities to strategically align the teams to support us to operate in a more cohesive and integrated way to deliver better outcomes for our customers and strengthen our approach and response to the challenges facing the sector.

The following changes are proposed

Ref.	Proposed change
1A	Disestablish National Manager Building Resolution
1B	Disestablish Building Resolution PA/Team Administrator
1C	Disestablish x1 Principal Advisor Determinations (vacant)
1D	Disestablish Manager Operations Support and Improvement
1E	Disestablish x1 Technical Writer position (FT)
1F	Disestablish Manager Advisory
1G	Disestablish Principal Advisor Transition (FT)
1H	Disestablish Manager Business Systems & Operations
1I	Disestablish x3 Senior Business Operations Advisor
1J	Change in reporting line and minor change in scope for Senior Advisor Operations
1K	Change in reporting line and minor change in scope for Case Coordinator position x2
1L	Change in reporting line and minor change in scope for Senior Case Coordinator position

1M	Change in reporting line and minor change in scope for Operations Advisor (FT)
1N	Change in reporting line and position title for Principal Advisor x2
1O	Change in reporting line for Determinations Specialist x2
1P	Change in reporting line for Senior Determinations Specialists x9 (1 of which is vacant)
1Q	Change in reporting line for Technical Writer x1
1R	Change in reporting line for Manager Weathertight Services
1S	Change in reporting line for Determinations Referee (casual position)
1T	Minor change in scope for Head of Building System Delivery & Assurance
1U	Minor change in scope for National Manager Assurance & Monitoring
1V	Establish Manager Determinations
1W	Establish Lead Determinations Specialist
1X	Establish Determinations Specialist
1Y	Establish Manager Business Systems & Operations (filled via contestable reassignment)
1Z	Establish x2 Senior Business Operations Advisor (filled via contestable reconfirmation)

Changes to the leadership of the Building Resolution functions

I am proposing to bring the functions currently within the Building Resolution team (Determinations and Weathertight) into the BSDA team. Because of their functional similarities, I see the following benefits in bringing the teams together:

- They have shared and complementary knowledge of the building system and there is an opportunity to better align the building focused parts of the branch to enable us to more effectively deliver on our strategic and operational ambitions for the system.
- They share some of the same stakeholders and suppliers.
- The insights from each team can be better shared to drive efficiencies and improve performance of the respective teams and system.

These proposed changes will enable improved alignment and cohesion for the building focused parts of the Branch, reporting to a single role, the Head of Building System Delivery & Assurance.

As a result of the proposal, the following changes are proposed:

- Disestablish National Manager Building Resolution
- Disestablish the Building Resolution PA/Team Administrator
- Minor change in scope for the Head of Building System Delivery & Assurance.

Changes to the structure of the Determinations function

In bringing the Determinations functions into the BSDA team, I am proposing some changes to the structure of the Determinations function.

I am proposing to establish a new Manager Determinations to lead the Determinations function. This role would be responsible for efficiently and effectively delivering determinations decisions and case flow, delivering the strategic goals and continuously improving service delivery.

To ensure that the function has capacity to continue to meet the increasing demands from the sector, I am also proposing to establish a new Determinations Specialist role. This would support successful delivery of the Determinations work programme and address capacity shortfalls that have resulted from the need to reprioritise resources on to other aspects of the Determinations work programme in recent months.

To establish this role with consideration to our current fiscal environment, one of the existing Technical Writer positions would be disestablished. As one position is currently filled on a Fixed-Term basis this role is proposed to be disestablished and the permanent Technical Writer position is proposed to have a reporting line change, as discussed below.

To ensure that the Determinations function is supported by the right capability to provide technical support for the Manager Determinations and to address perceived or actual conflicts of interest on specific cases, I am proposing to create a new Lead Determinations Specialist position. This role would take the lead on technical and statutory matters across determinations decisions as well as identify any themes that require necessary or desirable change through practice of legislative amendment. To establish this role with consideration to our current fiscal environment, I am proposing to disestablish the vacant existing Principal Advisor position.

As a result of this proposal the following changes are proposed:

- Disestablish Manager Advisory
- Disestablish Technical Writer x1 (FT)
- Disestablish Principal Advisor Determinations x1 (vacant)
- Change in reporting line for Determinations Specialist x2
- Change in reporting line for Senior Determinations Specialist x9 (1 of which is vacant)
- Change in reporting line and position title for Principal Advisor x2

- Change in reporting line for Determinations Referee (casual position)
- Establish Manager Determinations
- Establish Determinations Specialist
- Establish Lead Determinations Specialist

I am aware that in very specific and rare circumstances there may be a perception of a conflict of interest between the Determinations function and wider functions performed within BSDA. However, having taken legal advice, I am satisfied that this would be manageable and would not impede the delivery of robust, impartial and high-quality decision making. It is proposed that the creation of the Lead Determinations Specialist role is critical to managing perceived conflict of interest, with this position reporting through to the General Manager Building and Tenancy on specific cases as required.

Changes to the functions that provide support across the building focused parts of the branch

In bringing together the Building Resolution and BSDA teams, I am proposing to make changes to functions that provide support across the building and construction focused parts of the branch. I am proposing that the roles currently within Building Resolution's Operations Support and Improvement team be split between the newly established Determinations team and the Business Systems & Operations Team. This proposal would create a truly cross-team focus, enabling us to operate in a more cohesive, integrated, and collaborative way that will more effectively deliver on the goals of the regulatory system, reduce cost and duplication, and account for the current and future direction of our services and regulatory activities. It would also offer new career development and opportunities for our people and ensure appropriate spans of control.

This team would be led by a Manager Business Systems & Operations. Due to the similarity of the Manager Operations Support and Improvement and the Manager Business Systems & Operations positions a contestable reassignment process is

proposed to fill the Manager Business Systems & Operations. This process is proposed to be ring-fenced to the two individuals who substantively hold these roles.

As a result of the proposal the following changes are proposed:

- Disestablish Manager Operations Support and Improvement
- Disestablish Manager Business Systems & Operations
- Establish Manager Business Systems & Operations (to be filled via a contestable reassignment process ring-fenced to the existing Manger Operations Support and Improvement and Manager Business Systems & Operations)
- Disestablish Senior Business Operations Advisor x3
- Establish Senior Business Operations Advisor x2 (to be filled via a contestable reconfirmation process ring-fenced to the existing Senior Business Operations Advisors)
- Minor change in scope and reporting line for Senior Advisor Operations
- Minor change in scope and reporting line for Case Coordinator x2
- Minor change in scope and reporting line for Senior Case Coordinator
- Change in reporting line for Technical Writer x1
- A change in reporting line and minor scope change for the Operations Advisor (FT) from Weathertight.

Aligning Weathertight and Compliance & Assurance functions

I am proposing that the Weathertight Services team reports to the National Manager Assurance & Monitoring. The exception to this would be the Weathertight Services Operations Advisor role, which I propose reports to the Manager Business Systems & Operations alongside other related roles to further strengthen our cross-regulatory system approach and remove duplication.

Engagement with Councils and building compliance forms a key component of both the Weathertight and the Assurance and Monitoring work programmes, and therefore this proposal would support more effective engagement with our stakeholders. Additionally, as Weathertight Services continues its transition to closure, this proposal would ensure the team's knowledge and experience can provide an enduring contribution to the wider Building Regulatory System. This proposal would also ensure that the National Manager Assurance & Monitoring has a more appropriate span of control for roles of this type.

I am also proposing to make changes to the resources dedicated to transitioning Weathertight Services to closure. The Principal Advisor Transition position was established as a fixed-term position (to November 2024) to provide dedicated resourcing to implement the transition work programme. With this work now well advanced and with consideration to our current fiscal environment, I am proposing to disestablish the current fixed-term position. Transition support will be provided by the Business Systems & Operations team.

As a result of this proposal, the following changes are proposed:

- Disestablish Principal Advisor Transition (FT)
- Change in reporting line for the Manager, Weathertight Services.
- Minor scope change for the National Manager, Assurance & Monitoring.

Implementation

If the proposals are confirmed the following positions would be included in a contestable process.

- Manager Business Systems & Operations (contestable reassignment)
- Senior Business Operations Advisor (contestable reconfirmation)

We ask you to consider whether the changes under Proposal 1 will achieve our overall objectives

I welcome your feedback on Proposal 1, particularly on whether you consider it will achieve the desired objectives stated [earlier in this document](#).

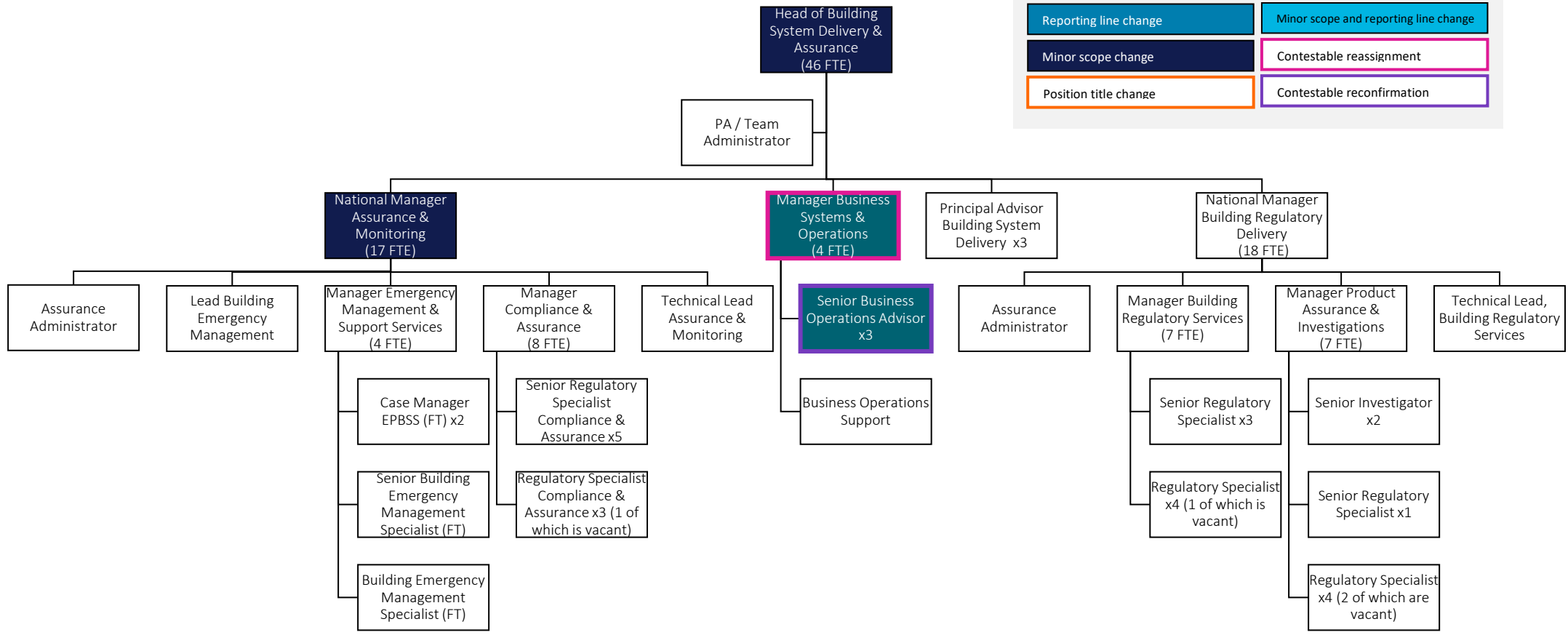
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions is provided at the [end of this document](#).

We welcome your thoughts about where this proposal could be strengthened to better deliver on our change objectives. 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 – Building System Delivery & Assurance

KEY:

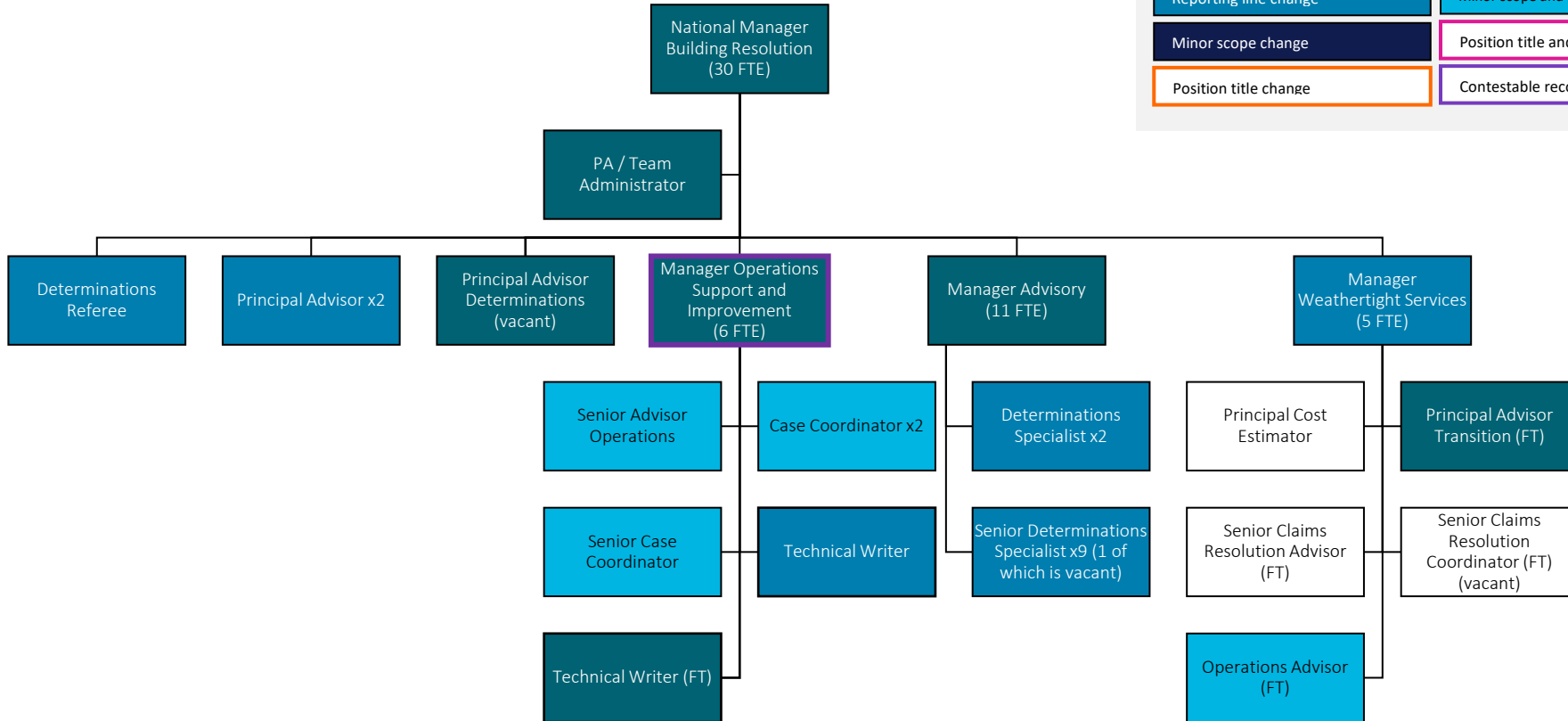
No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Contestable reassignment
Position title change	Contestable reconfirmation



Current organisational chart – Building Resolution

KEY:

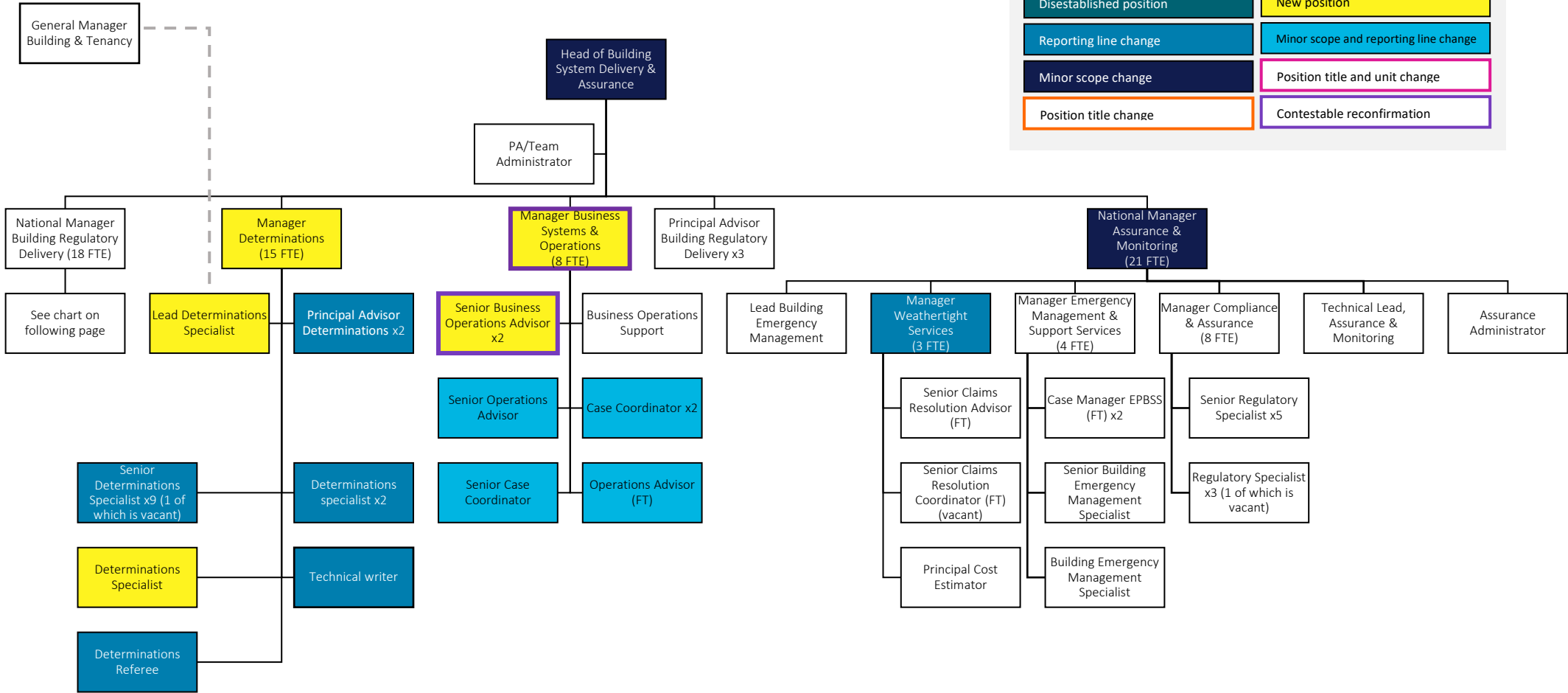
No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation



Proposed organisational chart – Building System Delivery & Assurance

KEY:

No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation

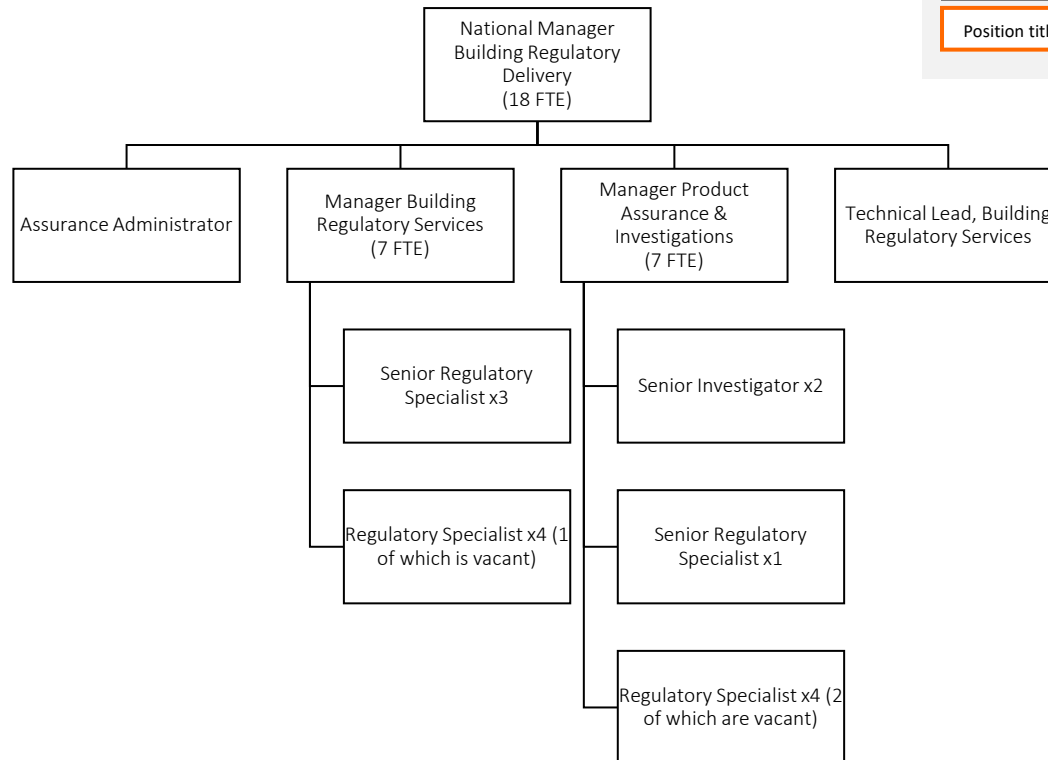


Proposed organisational chart – Building System Delivery & Assurance

Building Regulatory Delivery

KEY:

No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation



Proposal 2 – Realignment of Tenancy Services teams

The quality, affordability, and security of housing are determinants for a range of social and economic outcomes such as health, educational attainment, employment and income, social cohesion, and intergenerational mobility. To support wellbeing, every house – whether owner-occupied or rented, public or privately – needs to be warm, dry, and safe, provide security of tenure, and be fit for purpose.

MBIE is the central regulator for the residential tenancies and unit titles sectors and is responsible for delivering a range of frontline services critical to ensuring a well-functioning housing and tenancy system. The last review of the Tenancy Services structure in 2021 saw a number of changes to strengthen our approach and response to the challenges in the sector and provide improved service delivery across the tenancy system as a whole. The changes included the creation of the Head of Tenancy role and Practice & Stewardship team and increasing capacity for tenancy compliance and investigations. These changes have seen a significant improvement in our ability to address current and future regulatory challenges in a cohesive and integrated way.

Why change is proposed

With these changes now embedded, and in the current environment of fiscal constraint, there is a need to look at how we are delivering our regulatory and service delivery functions to ensure that we are being as efficient and effective as possible.

Taking account of the current and future direction of our services and regulatory activities, it is also important that we look for ways that we can think and work differently to become more efficient and effective as a regulator, increase the impact we can have and improve the outcomes we are seeking for our customers.

The following changes are proposed

Ref.	Proposed change
2A	Disestablish Team Leader Tenancy Bond Services (FT)
2B	Disestablish vacant Tenancy Bond Officers x3
2C	Disestablish Regional Operations Manager x4
2D	Disestablish Support Officer x4
2E	Change in reporting line for Senior Tenancy Bond Officers x2
2F	Change in reporting line for Tenancy Bond Officer x9 (1 of which is vacant)
2G	Change in reporting line for Compliance Officers x15
2H	Change in reporting line for Investigators x14
2I	Change in reporting line and change in position title for Investigations Officer
2J	Change in reporting line for Senior Investigators x5
2K	Establish x3 Support Officer (filled via contestable reconfirmation)
2L	Establish Operations Manager Compliance (filled via contestable reassignment)

2M	Establish Operations Manager Investigations (Northern) (filled via contestable reassignment)
2N	Establish Operations Manager Investigations (Central & Southern) (filled via contestable reassignment)

Ensuring appropriate spans of control within Tenancy Bond Services

MBIE’s Tenancy Bond Services (**TBS**) team processes all residential tenancy bond transactions. TBS undertakes approximately 500,000 transactions per year.

TBS has a significant transformation programme underway to deliver a replacement tenancy bond system. This new system will not only address technology risks but will also deliver significant operational efficiencies, much needed service delivery improvements, and enable flexibility for more rapid implementation of changes to legislation. This new system will support TBS to operate in different ways in the future.

In the current environment of fiscal constraint there is a need to look at how we are delivering our service delivery functions to ensure that we are being as efficient, effective and streamlined as possible. The current span of control for Team Leaders is below MBIE best practice for processing teams.

We currently have four teams within Tenancy Bond Services (**TBS**) ranging from 8 FTE to 11 FTE. We need to ensure our people leaders have reasonable spans of leadership and team size. While it depends on the functional area, this is expected by MBIE to be around 10 to 15 FTE for a processing team. We can achieve this while reducing from four teams to three within TBS, which would see each team comprising 11-12 FTE.

The following changes are proposed within TBS:

- Disestablish one of the Team Leader roles. This position is currently filled on a Fixed Term basis, therefore, the remaining Team Leader’s positions will remain unchanged.
- Change in reporting line for some of the Senior Tenancy Bond Officer and Tenancy Bond Officer positions, with positions allocated to teams to address existing imbalances in team size.
- Disestablish three vacant Tenancy Bond Officer positions. My view is that TBS can maintain timeliness even without these three roles, as TBS generally has a number of vacant positions at any one time.

I also ask that the Tenancy Bond Services Leadership Team identify further ways to operate more efficiently and to actively manage the resourcing split between refund and lodgment processing actions to manage demand. It is also my expectation that any vacancies that arise in future are assessed for need and recruited in a timely way.

Introducing a new operating model and structure for Tenancy Compliance and Investigations

MBIE’s Tenancy Compliance and Investigations Team (**TCIT**) was established in 2016 to strengthen compliance with the RTA. The main objective of our TCIT work is to change behaviour in the marketplace by using a range of regulatory tools and interventions. TCIT interventions are not intended as a substitute for self-resolution, and information and education plays a complementary and critical role in changing people’s behaviour.

The team has expanded over time – from a team of 5 in 2016 to 42 in 2024 – to enable delivery of new regulatory functions and responsibilities (including ensuring compliance with the Healthy Homes Standards), meet the needs and expectations of our customers and the sector, and reflect the development of the team into a more mature regulator.

While the team has expanded over time, the operating model has remained largely unchanged since establishment. I consider that the current operating model is not delivering optimal outcomes and adjustments are needed to ensure it is fit-for-purpose and reflects the current and future direction of our regulatory activity. Adjustments to the operating model and team structure are needed to better target our resources towards addressing the most significant risk and egregious harm and supports us to manage regulatory risk and lift the performance of the regulatory system.

I am proposing to reorganise the TCIT teams and introduce a structure centred around our core service areas of compliance and investigations to support the effective delivery of our statutory duties. It is proposed that the existing four TCIT teams be reduced to three teams – two focused on investigations and one on compliance.

Implementing a different team structure will support us to strengthen our approach and response to the challenges across the regulatory system. It will help to address the regional inconsistencies that are inherent in the current regionally focussed structure. It will also ensure consistency in the compliance and investigations approach taken across regulatory regimes.

As a result of this proposal, the following changes are proposed to the TCIT leadership team:

- Disestablish the four existing Regional Operations Manager positions.
- Establish Operations Manager Compliance.
- Establish Operations Manager Investigations (Northern).
- Establish Operations Manager Investigations (Central and Southern).

It is proposed that the new Operations Manager roles be filled via a contestable reassignment process, ring-fenced to the four individuals who substantively hold the Regional Operations Manager roles.

As a result of the proposed new structure, the following changes are also proposed:

- Disestablish the four existing Support Officer positions.
- Establish three Support Officer positions, reporting to the newly established Operations Manager positions. A contestable reconfirmation process is proposed to fill these roles. This process is proposed to be ring-fenced to the four individuals who substantively hold the existing Support Officer roles.
- Change in reporting line for existing Compliance Officer, Investigator, and Senior Investigator positions.
- Change in reporting line and change in position title for Investigations Officer.

Investigator and Senior Investigator roles will be allocated to teams based on their existing location. Although initially our current spread of people by location means teams may have a different balance, this can be realigned over time if required through recruitment of vacancies.

I acknowledge that implementing this proposal would require TCIT to work in different ways and a reshaping of their existing work programme and priorities. To support the Leadership Team to successfully implement the new operating model and embed new ways of working into the business, my intention would be to commission Te Whakatairanga's Operational Policy and Regulatory Systems (OPRS) team to assist with implementing the new operating model. The OPRS team has experience working across Te Whakatairanga's regulatory regimes and would be able to ensure that insights from embedding similar operating models in other regulatory regimes can be drawn upon during the implementation process.

If confirmed following consultation, I would expect this new functionally focussed approach to also be improved by increased use of MBIE's intelligence capability and that the National Manager and Operations Managers would work with that team to mature our commissioning of intelligence product to target the most egregious harm occurring in the market. I recognise this may require an adjustment to the current volume-based estimate measure – I am open to this and

have asked for alternative measure(s) to be recommended by the TCIT leadership team that are aligned more to the impact of the regulatory interventions.

Implementation

If the proposals are confirmed the following positions would be included in a contestable process.

- Support Officer (contestable reconfirmation)
- Operations Manager Compliance (contestable reassignment)
- Operations Manager Investigations (Northern) (contestable reassignment)
- Operations Manager Investigations (Central and Southern) (contestable reassignment)

We ask you to consider whether the changes under Proposal 2 will achieve our overall objectives

I welcome your feedback on Proposal 2, particularly on whether you consider it will achieve the desired objectives stated [earlier in this document](#).

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 is provided at the [end of this document](#).

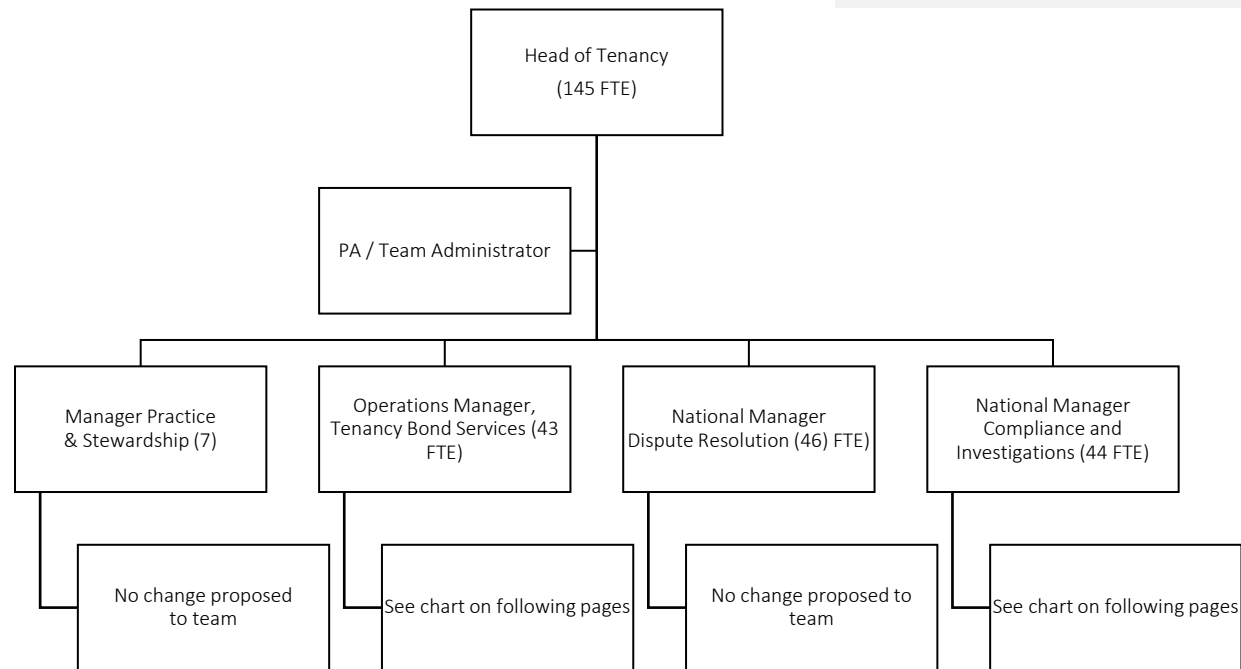
We welcome your thoughts about where this proposal could be strengthened to better deliver on our change objectives. If you believe there is an alternative to the changes proposed, please share your thoughts and include how you see the alternative improving on desired outcomes.

Current organisational chart – Tenancy Services

Leadership Team

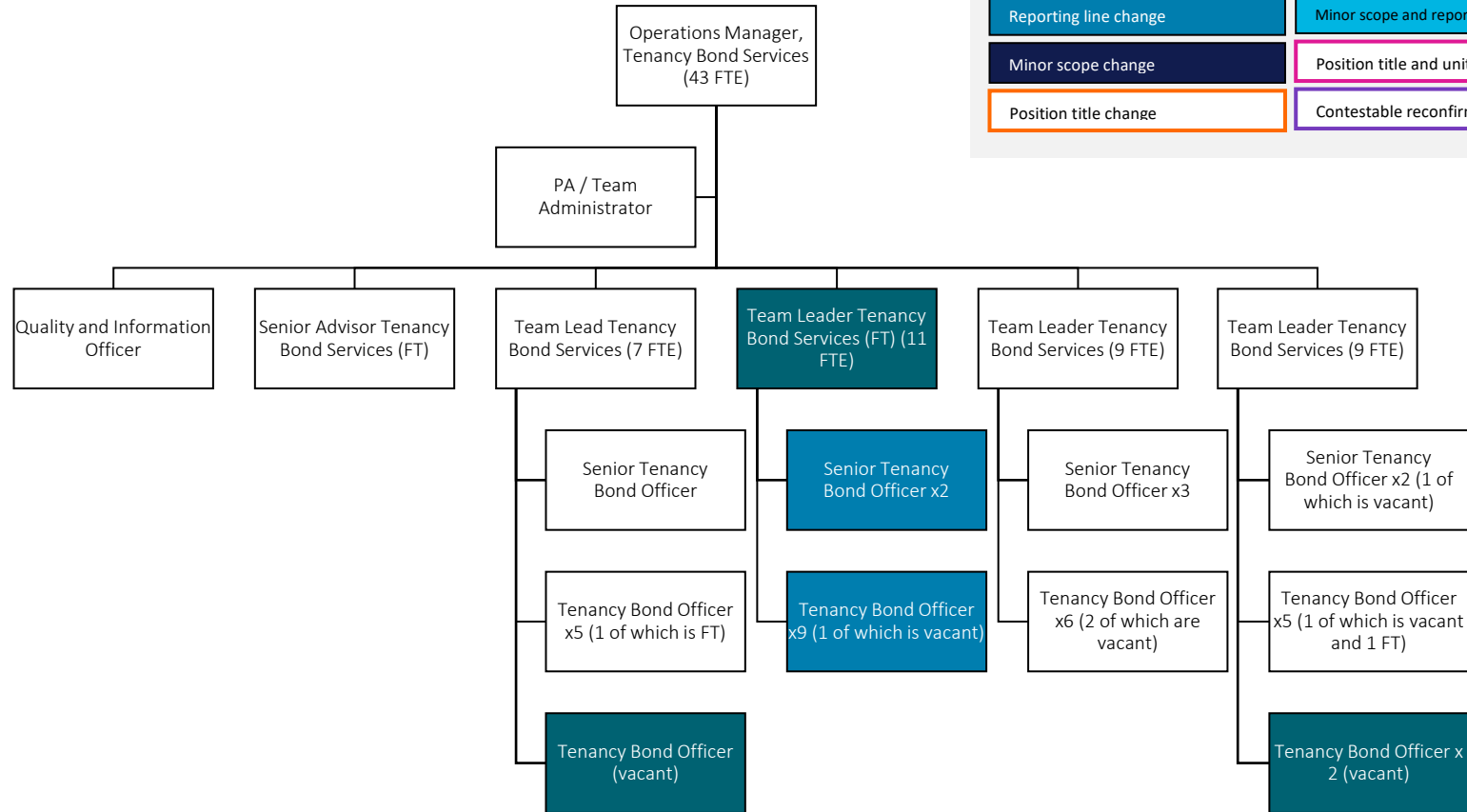
KEY:

No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation



Current organisational chart – Tenancy Services

Tenancy Bond Services

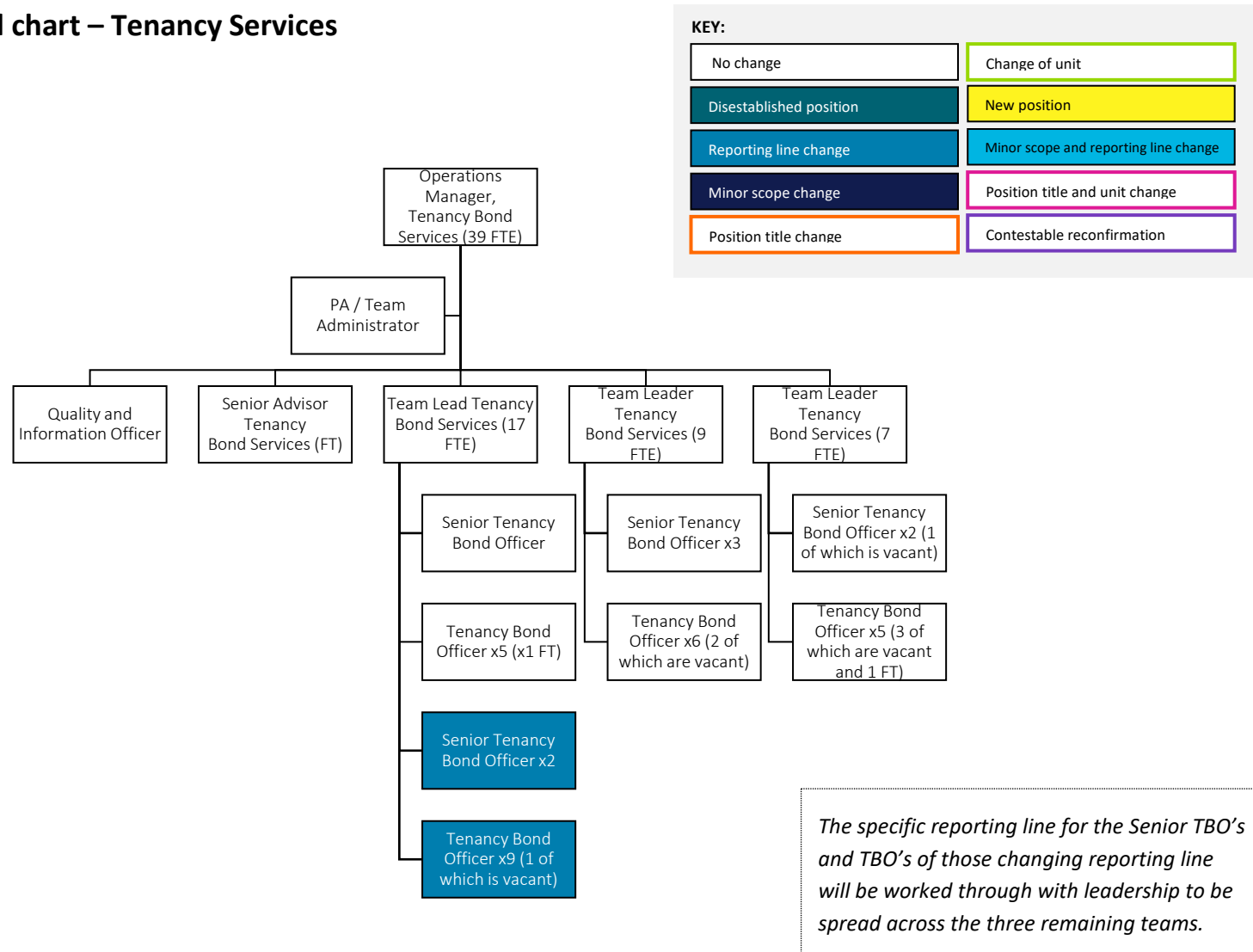


KEY:

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Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Contestable reconfirmation

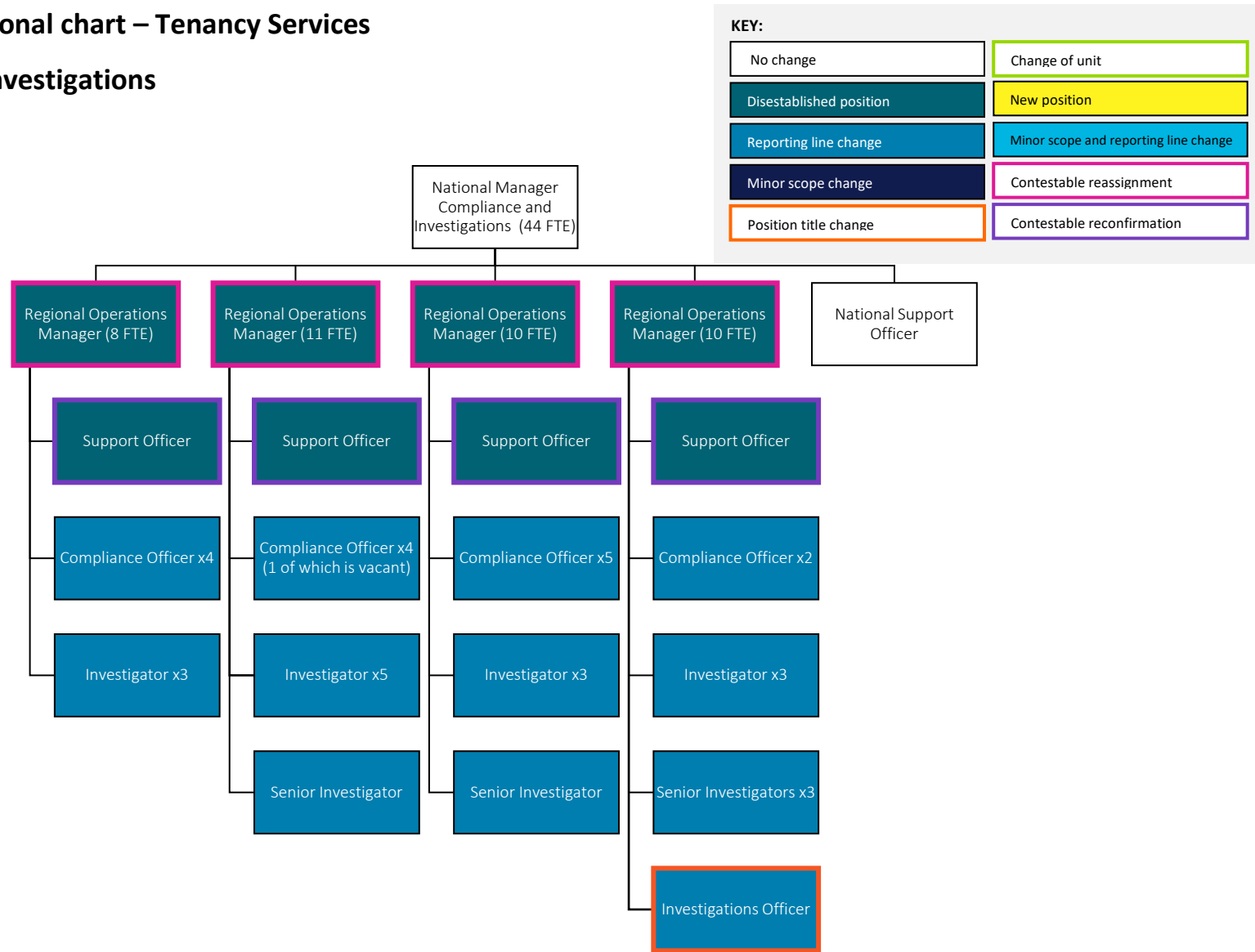
Proposed organisational chart – Tenancy Services

Tenancy Bond Services



Current organisational chart – Tenancy Services

Compliance and Investigations

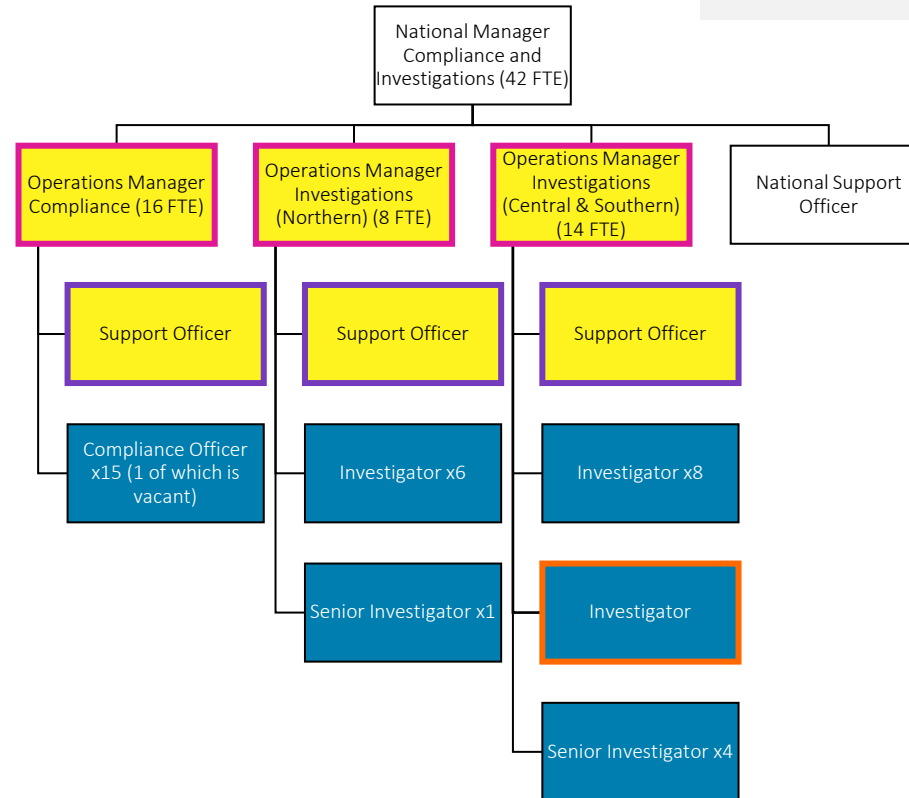


Proposed organisational chart – Tenancy Services

Compliance and Investigations

KEY:

No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Contestable reassignment
Position title change	Contestable reconfirmation



Proposal 3 – Adjusting the size of the Temporary Accommodation Service’s Business Directorate function

Under the National Civil Defence Emergency Management Plan 2015, MBIE is responsible for co-ordinating the provision of temporary accommodation for people displaced by a civil emergency. MBIE delivers this function through its frontline TAS team, who source and maintain temporary accommodation options, and match and place households into suitable accommodation solutions.

TAS scaled up significantly in response to the North Island Weather Events from a core team of 16 FTE to around 200 FTE. Since those events, over 3,100 households have registered for temporary accommodation support and TAS has accommodated over 1,200 households. Just under 200 households are currently in TAS accommodation.

Throughout the response and recovery phases the size and structure of TAS has evolved and changed to best manage the needs of customers and the funding it has. TAS has made progress developing new enduring policies, processes and procedures and while there is still work to do this work is expected to be completed within the next few months.

The TAS team currently has 50 FTE and through fixed term arrangements coming to an end and adjustments to other fixed term roles the team size will reduce to below 40 FTE by 30 June 2024.

Why change is proposed

In addition to this staged reduction of fixed term roles, I am also proposing changes to TAS’s Business Directorate function. I am proposing that the function is resized to better align with reduced demand and to manage its capacity and capability in response to reduced funding. Altering the size of this function would address current spans of control for the Director and Team Leader roles, which are smaller than MBIE best practice.

The following changes are proposed

Ref.	Proposed change
3A	Disestablish Business Director
3B	Disestablish Business Improvement Team Leader
3C	Disestablish Senior Business Advisor
3D	Disestablish Business Analyst x1
3E	Disestablish Senior Reporting Insights Analyst
3F	Disestablish Senior Operational Policy Advisor x1 (FT)
3G	Change in reporting line for Business Analyst x1
3H	Change in reporting line for Senior Advisor Operational Policy
3I	Change in reporting line for Operational Engagement Advisor
3J	Change in reporting line for Senior Advisor Service Delivery
3K	Change in reporting line and minor change in scope for Business Support Team Leader
3L	Establish Senior Business Operations Advisor (FT)

Amending the size and structure of the function to reflect the reduction in demand

In order to right size the function to reflect the volume and nature of the team's work, and to ensure appropriate spans of control for our people leaders, I am proposing to make a number of changes to the Business Directorate function.

I am proposing the following changes to the existing leadership roles within the function:

- Disestablish Business Director
- Disestablish Business Improvement Team Leader.
- Change in reporting line and minor scope change for the Business Support Team Leader.

I consider that a single Team Leader role is appropriate to lead the function given the current and future direction of our services and would also reduce costs and duplication from within the function and the wider Building & Tenancy branch.

As a result of this proposal, reporting line changes are proposed for the following positions:

- Senior Operational Policy Advisor x1
- Operational Engagement Advisor
- Senior Advisor Service Delivery
- Business Analyst x1

Acknowledging the reduction in demand I am also proposing to disestablish the following positions:

- Senior Advisor Operational Policy x1
- Senior Business Advisor
- Business Analyst x1
- Senior Reporting Insights Analyst

These are permanent positions but are filled on a fixed term basis. I am proposing to disestablish these positions at the end of their current fixed term arrangements on 28 June 2024.

I intend to further reduce the size of the team by one FTE as a result of the fixed-term Senior Operational Policy Advisor position coming to natural end by 30 June 2024. Given that this is a natural end to a fixed-term arrangements, feedback is not being sought on this change, however it is being included within this document for completeness and to provide transparency on changes being progressed across B&T.

I am also proposing to establish a new fixed-term Senior Business Operations Advisor. This role would contribute to the business planning process for TAS, develop and maintain performance indicators and other metrics to monitor and report on the team's performance, manage CRM changes, and analyse relevant data to support effective decision-making by the wider TAS team.

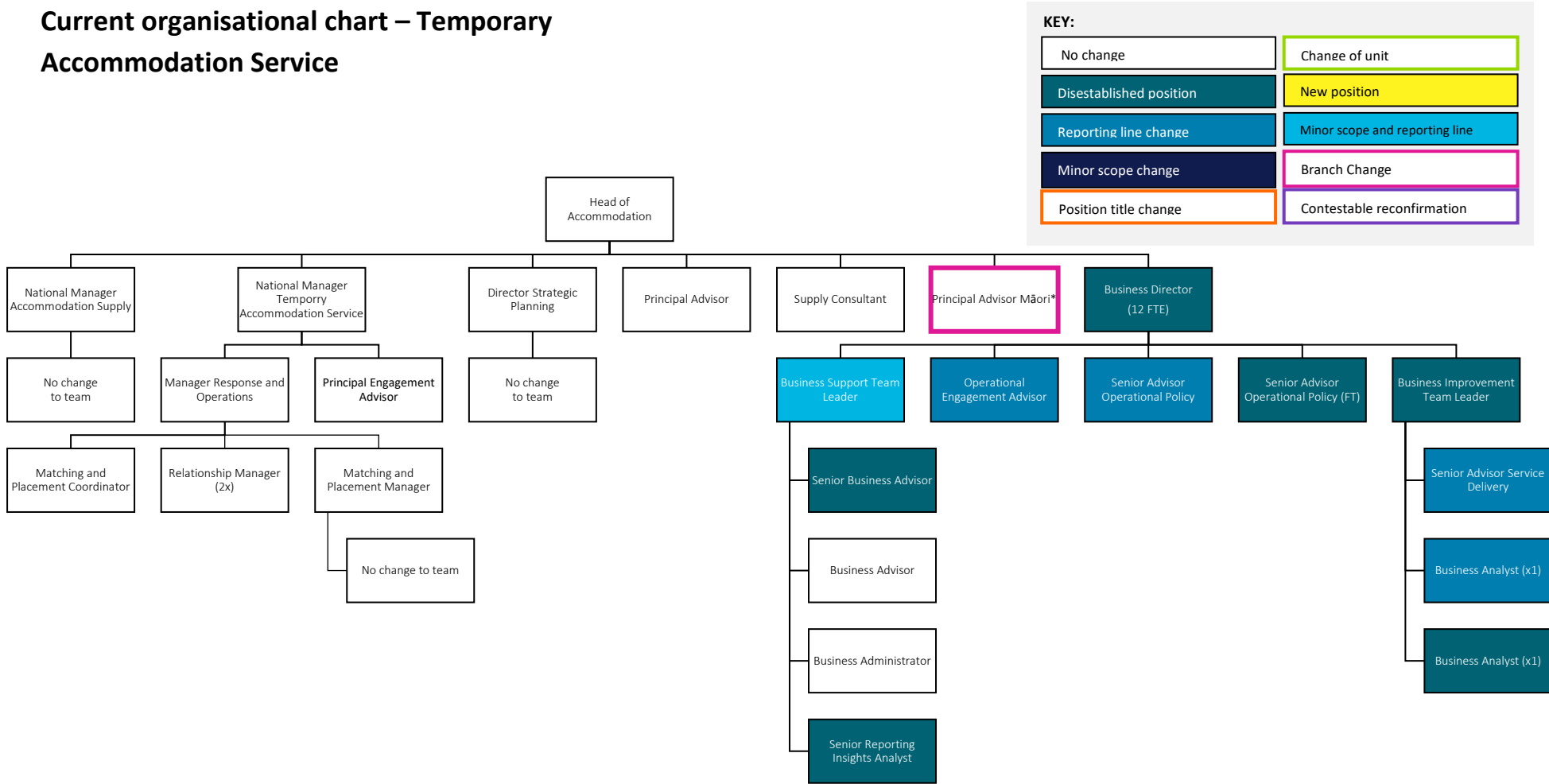
We ask you to consider whether the changes under Proposal 3 will achieve our overall objectives

I welcome your feedback on Proposal 3, particularly on whether you consider it will achieve the desired objectives stated [earlier in this document](#).

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 is provided at the [end of this document](#).

We welcome your thoughts about where this proposal could be strengthened to better deliver on our change objectives. 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 – Temporary Accommodation Service

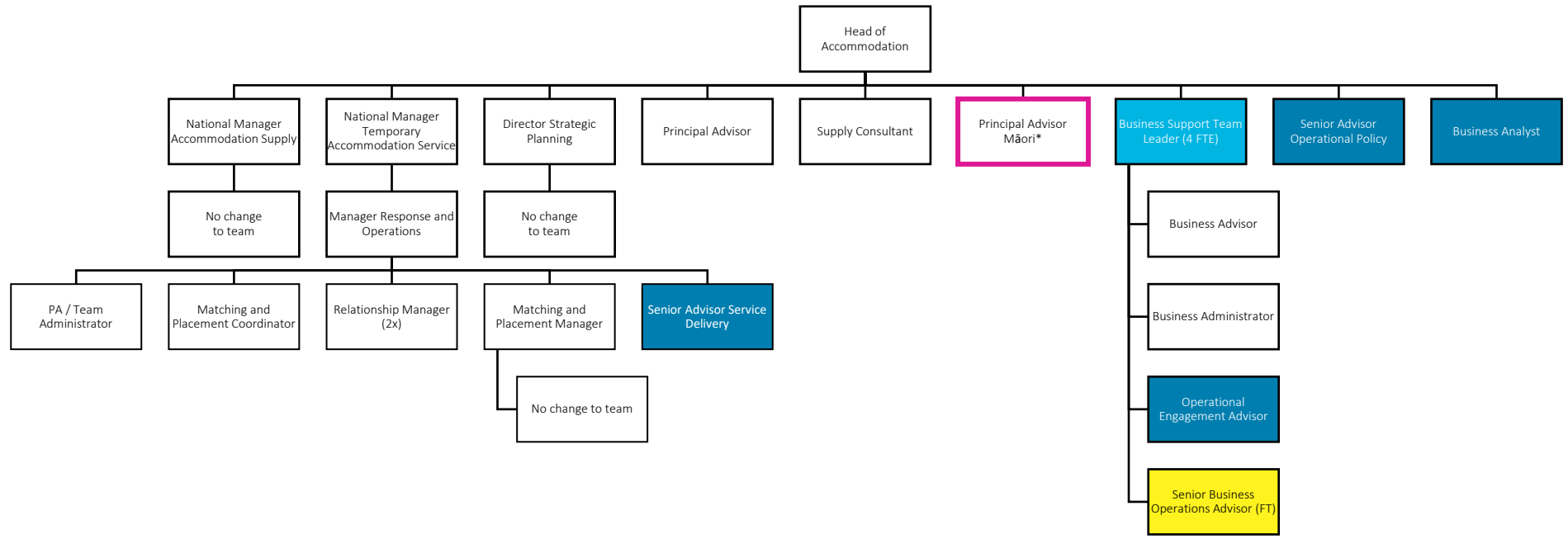


*Refer Proposal 4

Proposed organisational chart – Temporary Accommodation Service

KEY:

No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Branch Change
Position title change	Contestable reconfirmation



Proposal 4 – Bringing the Principal Māori Advisors together

Why change is proposed

Our Principal Advisor Māori positions play an important part in providing high quality specialist strategic and pragmatic advice as well as programme design to ensure that each branch in Te Whakatairanga Service Delivery is well positioned to support the lifting of outcomes for Māori.

Within B&T, our Principal Advisor Māori roles have been instrumental in ensuring that Māori-Crown obligations are embedded in B&T system culture and supporting our people to further grow their cultural capability and deliver customer-focused services informed by Te Ao Māori. Their work programmes have led to improved engagement with Māori in key regions, supported B&T leaders to gain a better understanding of Māori stakeholders and priorities.

With these foundations in place, the impact these positions have can be amplified through bringing these roles together to advise on how our services, interactions and engagement can be improved to better meet the needs and aspirations of Māori in all the work that we do.

The Engagement and Experience Branch is home to centres of expertise for different functions and we are proposing to bring the Principal Advisor Māori positions together under one team to help build a Kaupapa Māori centre for engagement, risk management, research, design, evaluation and capability building. This will allow Māori intelligence to be integrated into our services, products, processes and governance to ensure Fair markets thrive for Māori. In addition, the team members will have wider influence as they would adopt a portfolio approach, similar to our other centres of expertise, and would continue to keep connected with B&T.

This change would also support the Pou Whakatairanga/Director Māori Service Delivery to have more scale to better implement and streamline the work programme for TWSD as well as reducing duplication across branches.

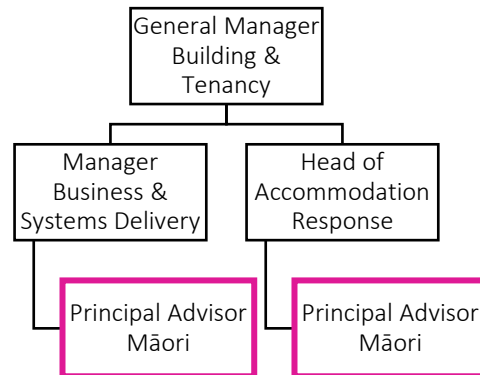
The following changes are proposed

Ref.	Proposed change
4A	Change in branch and line manager for Principal Māori Advisor x2

We ask you to consider whether proposal 4 will achieve our desired outcomes

Organisational charts are provided on the following page to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions is provided at the end of this document. We welcome your thoughts about where proposal 4 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 – Principal Advisor Māori positions in Building & Tenancy



KEY:

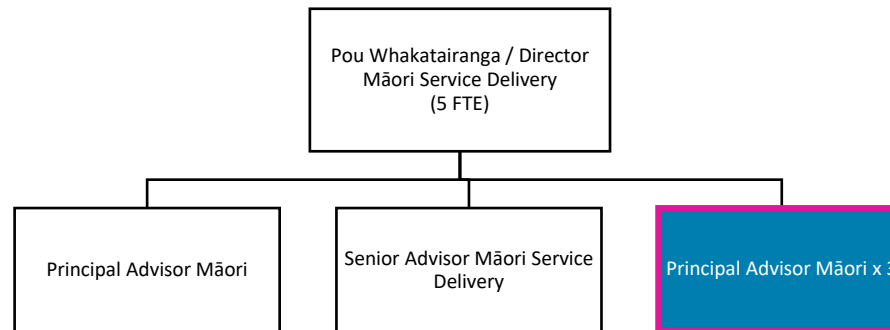
No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Branch change
Position title change	Contestable reconfirmation

Proposed organisational chart

Pou Whakatairanga Director / Māori Service Delivery – Engagement & Experience

KEY:

No change	Change of unit
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Branch change
Position title change	Contestable reconfirmation



Optimising delivery and achieving efficiencies in our business management functions

Across Te Whakatairanga Service Delivery, there are a number of teams responsible for the delivery of a range of business management functions designed to provide efficient and effective advisory and support services to managers and employees across our branches to help deliver MBIE's outcomes. As we consider how best to position ourselves to support the Government's priorities, including how we operate in a tighter financial environment, it is important that we actively consider if there are ways to optimise delivery and achieve efficiencies in our business management functions. This may include what work these teams should be responsible for as well as where these teams, or elements of the work they are currently responsible for, could be located in our structure to best deliver and ensure duplication or other issues are not occurring across teams.

As we start to think about what this could look like and undertake some further analysis, I invite you to provide some initial thoughts, as part of this change proposal, to help inform this process. Going forward, if there are any potential impacts to our current operating model, we will consult with relevant employees on any proposed changes to our organisational structure. I appreciate that this may be unsettling, however, I have committed to being open and transparent with you all as we continue to implement the Government's priorities. If there is any support, you believe we could reasonably provide you with during this time please do not hesitate to reach out to your People Leader in the first instance.

Changes being made not subject to consultation

Reduction of the New Zealand Claims Resolution Service

The New Zealand Claims Resolution Service (**NZCRS**) was launched in February 2023 as a national service providing support to homeowners with an EQC and/or a private insurance claim against a residential property that has been damaged by any natural hazard event. The launch of the Service was fast-tracked to ensure that it could respond to the Severe North Island Weather Events (**NIWE**), with funding provided to scale up to respond to those events. Since those events, NZCRS has supported over 1100 households to resolve their insurance claims and inquiries.

Throughout the response and recovery phases the size and structure of NZCRS has evolved and changed to best manage the needs of customers and the funding it has. A year on we have a better picture of demand resulting from the NIWE, which has been lower than first anticipated and with many cases being successfully resolved through early, light-touch support. Case manager caseloads, which peaked at 81 cases in June 2023, have been steadily reducing and are now down to an average of 60 cases per Case Manager. This compares to the pre-weather events caseloads of 65 in December 2022 and 66 in September 2022.

In an environment of fiscal constraint, with a better picture of demand and with a number of fixed term positions due to come to an end in June 2024, there is a need to reconsider the team's size and ensure that we are being as efficient, effective and streamlined as possible in delivering our services.

I intend to reduce the size of the team by five FTE through fixed-term arrangements coming to a natural end by 30 June 2024. While this will place some short-term pressure on caseload volumes, volumes would remain within the range previously undertaken by Case Managers

Given that this is a natural end to fixed-term arrangements, feedback is not being sought on this change, however it is being included within this document to provide transparency on changes being progressed across B&T.

Summary of proposed changes

Proposed new positions

Position title	Reporting line	Unit/Team	Indicative
Manager Determinations	Head of Building System Delivery & Assurance	Building System Delivery & Assurance	X
Lead Determinations Specialist	Manager Determinations	Building System Delivery & Assurance	X
Determinations Specialist	Manager Determinations	Building System Delivery & Assurance	N
Manager Business Systems & Operations	Head of Building System Delivery & Assurance	Building System Delivery & Assurance	X
Senior Business Operations Advisor x2	Manager Business Systems & Operations	Building System Delivery & Assurance	R
Operations Manager Compliance	National Manager Compliance and Investigations	Tenancy Compliance and Investigations	V
Operations Manager Investigations (Northern)	National Manager Compliance and Investigations	Tenancy Compliance and Investigations	V
Operations Manager Investigations (Central & Southern)	National Manager Compliance and Investigations	Tenancy Compliance and Investigations	V
Support Officer	Operations Manager Compliance	Tenancy Compliance and Investigations	E
Support Officer	Operations Manager Investigations (Northern)	Tenancy Compliance and Investigations	E
Support Officer	Operations Manager Investigations (Central & Southern)	Tenancy Compliance and Investigations	E
Senior Business Operations Advisor (FT)	Business Support Team Leader	Temporary Accommodation Service	R

Proposed disestablished positions

Position title	Reporting line	Unit/Team
National Manager Building Resolution	General Manager, Building and Tenancy	Building Resolution
PA / Team Administrator	National Manager Building Resolution	Building Resolution
Principal Advisor Determinations x1 (vacant)	National Manager Building Resolution	Building Resolution
Manager Operations Support and Improvement	National Manager Building Resolution	Building Resolution
Technical Writer x1 (FT)	Manager Operations Support and Improvement	Building Resolution
Manager Advisory	National Manager Building Resolution	Building Resolution
Principal Advisor Transition (FT)	Manager Weathertight Services	Building Resolution
Manager Business Systems & Operations	Head of Building System Delivery & Assurance	Building System Delivery & Assurance
Senior Business Operations Advisor x3	Manager Business Systems & Operations	Building System Delivery & Assurance
Team Leader Tenancy Bond Services x1 (FT)	Operations Manager, Tenancy Bond Services	Tenancy Bond Services
Tenancy Bond Officer x3 (vacant)	Team Leader Tenancy Bond Services	Tenancy Bond Services
Regional Operations Manager x4	National Manager Compliance and Investigations	Tenancy Compliance and Investigations
Support Officer x4	Regional Operations Manager	Tenancy Compliance and Investigations
Business Director	Head of Accommodation	Temporary Accommodation Service
Business Improvement Team Leader	Business Director	Temporary Accommodation Service

Position title	Reporting line	Unit/Team
Senior Advisor Operational Policy (FT)	Business Director	Temporary Accommodation Service
Senior Business Advisor	Business Support Team Leader	Temporary Accommodation Service
Business Analyst x1	Business Improvement Team Leader	Temporary Accommodation Service
Senior Reporting Insights Analyst	Business Support Team Leader	Temporary Accommodation Service

Proposed minor change

Position title	Unit/Team	Description of change
Determinations Referee (Casual)	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
Principal Advisor x2	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Change in position title
Senior Advisor Operations	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Minor scope change
Case Coordinator x2	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Minor scope change
Technical Writer	Building Resolution	<ul style="list-style-type: none"> Change in reporting line
Senior Case Coordinator	Building Resolution	<ul style="list-style-type: none"> Change in reporting line Minor scope change
Determinations Specialist x2	Building Resolution	<ul style="list-style-type: none"> Change in reporting line

Position title	Unit/Team	Description of change
Senior Determinations Specialist x9	Building Resolution	<ul style="list-style-type: none"> • Change in reporting line
Manager Weathertight Services	Building Resolution	<ul style="list-style-type: none"> • Change in reporting line
Operations Advisor (FT)	Building Resolution	<ul style="list-style-type: none"> • Change in reporting line • Minor scope change
Head of Building System Delivery & Assurance	Building System Delivery & Assurance	<ul style="list-style-type: none"> • Minor scope change
National Manager Assurance & Monitoring	Building System Delivery & Assurance	<ul style="list-style-type: none"> • Minor scope change
Tenancy Bond Officer x9	Tenancy Bond Services	<ul style="list-style-type: none"> • Reporting line change
Senior Tenancy Bond Officer x2	Tenancy Bond Services	<ul style="list-style-type: none"> • Reporting line change
Compliance Officer x15	Tenancy Compliance and Investigations	<ul style="list-style-type: none"> • Reporting line change
Investigations Officer	Tenancy Compliance and Investigations	<ul style="list-style-type: none"> • Reporting line change • Change in position title to Investigator
Investigator x14	Tenancy Compliance and Investigations	<ul style="list-style-type: none"> • Reporting line change
Senior Investigator x5	Tenancy Compliance and Investigations	<ul style="list-style-type: none"> • Reporting line change
Senior Advisor Operational Policy	Temporary Accommodation Service	<ul style="list-style-type: none"> • Reporting line change
Operational Engagement Advisor	Temporary Accommodation Service	<ul style="list-style-type: none"> • Reporting line change
Business Support Team Leader	Temporary Accommodation Service	<ul style="list-style-type: none"> • Change in reporting line • Minor scope change

Position title	Unit/Team	Description of change
Senior Advisor Service Delivery	Temporary Accommodation Service	<ul style="list-style-type: none"> Reporting line change
Business Analyst	Temporary Accommodation Service	<ul style="list-style-type: none"> Reporting line change
Principal Advisor Māori	Temporary Accommodation Service	<ul style="list-style-type: none"> Change in branch and line manager
Principal Advisor Māori	Business Systems & Delivery	<ul style="list-style-type: none"> Change in branch and line manager

Appendix 1: Proposed change process

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

This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

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

Where there are more affected employees who could be considered for reconfirmation 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 reconfirmation**” 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. This process would be based on selection criteria from within the position description for the role.

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 substantially 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 are 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, as well as 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 need not 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 offered reassignment 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. This process would be based on selection criteria from within the position description for the role.

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees across MBIE 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 decision pack 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 Expression of Interest (EOI) process

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you would have the following available options:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website.
- Express an interest in voluntarily ending your employment without actively seeking redeployment opportunities within MBIE. MBIE may decline any expression of interest on the grounds that you have skills and experience that need to be retained and a reassignment option is available.

You will be considered an affected employee if you are permanently employed in a position that is:

- To be disestablished;
- To be changed to the extent that it cannot reasonably be considered to be the same position or a substantially similar position; or
- Subject to a significant location change outside of the current local area.

Please note that you will not be considered an affected employee 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).

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in up to 5 available position/s for which you are suitably qualified. Using the EOI form you would provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria is in the draft position descriptions and will be outlined as part of the decision document along with final position descriptions. For people leader roles selection criteria may also include the Leadership Success Profile. A CV would not be required as part of any EOI submission, however if you wish to provide one this is optional. You may also provide additional supporting information as part of your EOI, whether this be a covering letter, or other additional information such as location preference. However, please note that this would not be mandatory.

Once the EOI and/or advertisement period closes, all submissions would be shortlisted against the position criteria (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant’s EOI submission and no additional information or interview would be required.

For some positions, additional selection tools may be appropriate, including:

- Demonstrated skill and experience level against the key accountabilities and deliverables as outlined in the position description.

- Consideration of skills, experience and qualifications against the person specifications as outlined in the position description.
- Consideration of skills and experience against the Leadership Success Profile.
- Presentation and/ or role specific testing.

All applicants will be advised if additional selection tools are required.

Selection and recruitment timeline

Where possible 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.

Redeployment

If you wish to apply for any other existing MBIE vacancies (i.e. vacancies that are being advertised separately to the change processes), this can be done via the MBIE careers site at any stage of the process.

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description. In situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is best for the role.

Review process

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to raise any concerns with your People Leader at the earliest opportunity so these can be worked through with you on a case-by-case basis.

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.

People will continue in their temporary position 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](#)) – Niki Williams & Howden Gray
- 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.