



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Business Connect and New Zealand Business Number 2024

Proposal for Change

April 2024

Business Connect 2024 – Change Proposal

Introduction from Daryl Pettitt

Kia ora koutou,

The Business Connect, invoicing and NZBN services have been confirmed as areas of priority by the Minister for Small Business and Manufacturing in 2024. Despite overlaps in the shared customer base, these services currently operate largely independently from each with limited functional cross-over. At the same time, MBIE has been working on how best to position itself to support the Government's priorities, including how we operate in a tighter financial environment. I believe now is a good time to look for efficiencies across the teams' operating models, aiming to bring relevant functions closer together, while also ensuring excellent customer service and simplifying our customers' access to our services and products.

This document outlines a proposal for change for Business Connect and NZBN that recognises where we are at and why now is a good time to change the way we're working.

Business Connect:

- Over the past year our team has implemented a successful product-led approach across Business Connect which has seen a rapid increase in service adoption. At the same time, we have also released our FormBuilder.govt tool and are now working on a self-service option for our customers. These are significant achievements, and now is a good time to consider our structure to ensure we are well set up to continue to deliver into the future.

New Zealand Business Number (NZBN)

- Over the past 10 years NZBN has been working on adoption using a model based on government providing directions to agencies that they should use NZBN, complimented with a strong information and education focus. This has seen a steady, but slow uptake of services.

- NZBN will also form a critical part of NZ's increased focus on Digitisation going forward. With these things in mind, now is a good time to consider how we best improve our service uptake and enable us to deliver on the Digitisation focus.

In the pages that follow I have outlined my thinking regarding proposed changes to the existing operating models so that these services are ready and fit-for-purpose for the next generation of digital services. This document also sets out the proposed organisational structure changes which I believe will help us to effectively deliver support for small businesses across Aotearoa into the future.

While a great deal of thought has gone into the proposed changes outlined in this document, it is only a proposal, and I want to hear your feedback and ideas. I am committed to making changes that are in the best interests of our people, our customers, stakeholders and partners, and the public we serve. I look forward to hearing your feedback.

I acknowledge that any degree of 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 me directly, 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.



Ngā mihi

Daryl Pettitt, Director, Business Connect

Business Connect and New Zealand Business Number 2024 – Change Proposal

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How to read this document

This document outlines proposed changes to the Business Connect and NZBN structures for your consideration and feedback.

This document also provides you with information on the process for providing feedback on the proposed changes and the proposed high-level plan to implement any changes that are confirmed at the end of this process.

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 future state 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. There is a summary table at the end of this document with more detail about proposed changes to individual positions and proposed new positions.

In addition, all people who may be affected by the proposed change have been communicated with separately and have received a letter that outlines specific detail about their position and proposed change process.

Providing feedback

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. 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.

Once the consultation period has closed, all feedback will be carefully considered before final decisions are made. If the final decision is made to proceed, we will confirm the new structure and its impact on positions.

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

- Howden Gray: howden.gray@mbie.govt.nz
- Niki Williams: niki.williams@mbie.govt.nz

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.

Email feedback from individuals or groups – open for duration of consultation – should be sent to Daryl Pettitt directly to Daryl.Pettitt@mbie.govt.nz. If you wish to provide your feedback verbally, please email the consultation address and we will arrange a suitable time. We encourage feedback on all aspects of the proposal, including the EOI process and position descriptions which include the selection criteria.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	11 April 2024
Consultation closes	26 April 2024
Final decision	9 May 2024
Expressions of interest (EOI) and selection process starts	9 May 2024
Proposed 'go-live' of new structure	3 June 2024

Proposal 1: Product-led Approach

Summary of Proposed Changes

Why change is proposed

Our recent experience shows us that by using a product led approach we can build great digital services that benefit New Zealand's economy. In practical terms, this means aligning teams around building great products, and then improving the products based on customer feedback through a continuous cycle. We have been able to successfully develop product features that balance Government direction with user feature requests. This proposal seeks to expand, and develop this product led approach across Business Connect (BC) and extend it to the NZBN product set.

Business Connect

In 2023, BC moved away from a service-led approach to a product-led approach with the team turning their attention to improving the product and customer experience. This change in approach assumed that services would arrive if the product was fit-for-purpose and has desirable features. This approach led to the creation of the FormBuilder.govt (FB) tool which has allowed BC to rapidly create high quality digital services. This has improved the capacity for digitisation of services from being able to complete 4-6 a year, to 30-50 each year. As the BC and FB products move into a mature state, we anticipate the resources and roles required to effectively support our work will change.

The BC team is currently working on improvements to the FB tool, and during 2024 we are launching a self-service component. This tool will allow agencies to build their own forms using their own employees as 'Form Builders' as and when needed. This is a significant achievement, and you should all be proud of your efforts in getting the tool to this stage. It will be an important resource for existing and future customers, and we anticipate a large uptake in usage. With such a change, comes a need to review the resources required going forward. We are already seeing that the self-

service approach is reducing the need for the for the BC function to design forms for customers, however, we anticipate there will continue to be a need for a core service design team for those agencies that want or need us to build their services. We believe the team needs to look a bit different to efficiently meet our future requirements.

With these changes to our requirements in mind, changes are proposed to enable a greater focus on the support and onboarding for new FB self-service This model would support the self-service approach by providing additional support resourcing to assist agencies to engage, and then onboard as new self-service form builder users.

NZBN

Over the last 10-12 years the adoption of NZBN has been steady, but the product set remains constrained by data completeness and the existing product set. With the Minister for Small Business and Manufacturing signalling increased support for NZBN and eInvoicing, this product set expects an increase in focus on digitisation, which will be enabled by the NZBN.

We need the NZBNs technical products to become more adaptive and easily adjusted appropriately based on anticipated changes in demand.

To ensure we can meet this demand the team structure needs to be well positioned to meet the technical requirements of the NZBN product. Therefore, we propose that NZBN also aligns to the product-led approach and operating model, with a greater focus on product simplification, accessibility and the technical aspects of NZBN.

What is proposed

We believe we will be able to more effectively deliver to our customers by combining our two teams, creating a Small Business Enablement team that can leverage the work that is needed across different areas, working in an agile manner and be optimally structured for continuing to deliver high quality services for our products and meeting the changing needs of our customers.

Change is needed to align the team with the new proposed operating model driven by the 'build it yourself' Form Builders, and to support the customer experience and onboarding activity that is required as the SaaS offering scale. It is also proposed that the supporting roles for Business Development and engagement need to be adjusted to better suit the expected long-term nature of the service.

Change is also needed to ensure that NZBN can react to the expected focus on its role as a digital enabler, and to improve its product set. Aligning the NZBN programme under a proposed new Technical Product Manager position that is focussed on the implementation of the work programme, and able to set the technology roadmap for the products is key to ensuring the product set is fit for purpose. This proposed role would need to be able to cover the technical aspects of the product sets and help support future integrations as well as establishing NZBN as a foundational element of the Digitisation.

Additionally, it is proposed that creating a Product Management practice model where Product Managers can build and grow a product management practice is expected to have correlated benefits, resulting in a combined impact that exceeds the sum of their individual efforts.

Business Development roles

The current Business Development Lead and Senior Advisor Business Development were established to drive uptake of Business Connect. With the proposed move towards self-service, we envisage that Business development would be driven from targeted advertising, and at the Director level. It is therefore proposed that the Business Development Lead and Senior Advisor Business Development positions are disestablished.

To effectively support this self-service model, it is proposed that we establish a new Advisory function. The new proposed Advisor roles would be responsible for managing the pipeline of new leads through the process of learning about the

services, and then onboarding the agencies, as well as supporting the numerous events that the Director and Product Managers will speak and present at.

Manager NZBN

The Manager NZBN position was originally established to enable adoption through information and education. Over the years, the role has focussed on engaging with government agencies and businesses to promote NZBN. As NZBN moves out of the adoption phase, and with our proposed shift towards a more technical focus, this position is proposed to be disestablished.

To enable a technology focussed approach to NZBN we propose to establish a new Technical Product Manager, NZBN. This proposed new role would be focussed on establishing a technical roadmap to improve the technical products, driving the necessary delivery related activities and being the central point for technical discussions on the product sets capabilities, reporting on product usage and setting the priority for product backlogs. This role would be supported by the proposed new Advisor role and Senior Advisor as appropriate. It is also proposed that the NZBN Senior Advisor role will support the wider BC team as demand for that service requires.

Summary of proposed changes

- The NZBN and Business Connect team is combined into one team, under the proposed new name of Small Business Enablement.
- A new Technical Product Manager, NZBN is established to provide the requisite technology and product focussed approach that is required to improve and grow the NZBN product set.
- The Business Connect Senior Advisor, Business Development role is disestablished with the expectation being that the Principal Advisor, Business Development role will assist the Director with this activity.

- One new Advisor, Small Business Enablement role is established to provide overarching support for the BC and NZBN products.
- The Manager NZBN role is disestablished due to the proposed shift towards a more technical focus.
- The Business Development Lead Fixed Term role expired on 29 March 2024 and will be disestablished.
- The Business Connect Product Owner and Delivery Lead and Product Delivery Lead roles (both filled with contractors) are disestablished due to the product now moving into an enhancement phase.
- Title change for the Director Business Connect to Director Small Business Enablement

We ask you to consider whether proposal 1 will allow BC and NZBN to grow and support their product offerings. 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 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.

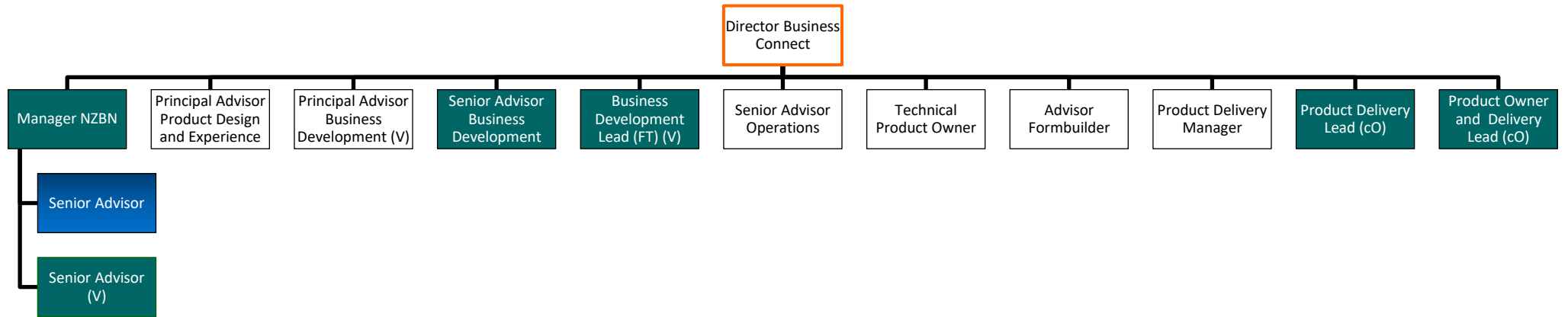
Proposal 1: Product-led Approach

Current state organisational chart

KEY (proposed change)

No change
Disestablished position
Reporting line change
Minor scope change
Position title change

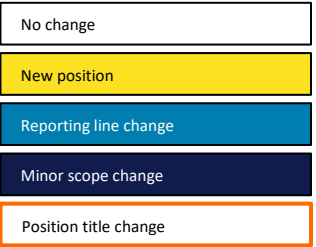
Fixed term (FT)
 Vacant (V)
 Contractor (cO)



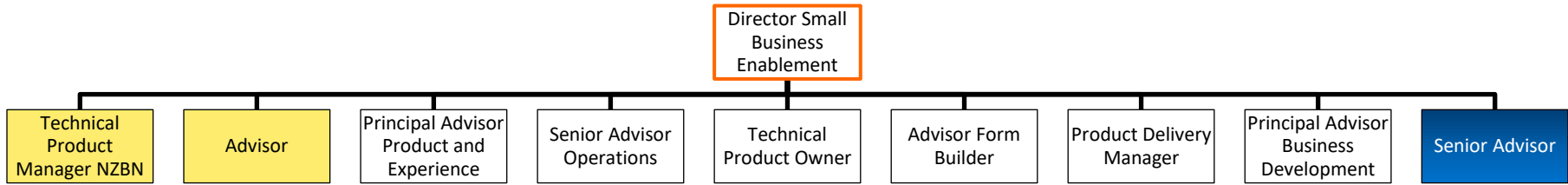
Proposal 1: Product-led Approach

Proposed organisational chart

KEY (proposed change)



Fixed term (FT)
Vacant (V)
Contractor (cO)



Proposal 2: NZBN alignment for awareness and adoption with eInvoicing

Summary of Proposed Changes

The eInvoicing and NZBN services cover a common set of customers but are not currently engaged in a dedicated and tightly managed approach. This proposal outlines ways we believe we could work closer together and leverage processes, experiences and relationships to provide a more joined up service for our customers.

Why change is proposed

NZBN is coming to the end of a 10-year programme and there is expectation that the NZBN product set needs to be refreshed and ready itself for Digitisation. The Government is exploring ways to improve adoption that is not just about marketing and awareness raising through information and education. The skills that we need are to assist digital services and grow the capability of the NZBN product set.

The eInvoicing and NZBN teams are currently loosely aligned with customer education and onboarding to the respective products. It is proposed to bring these teams closer together, ensuring alignment across the awareness and adoption team. Business customers and agencies could then be approached in a coordinated manner.

Closer alignment of the eInvoicing and NZBN business adoption approach seeks to drive efficiency through the combination of relevant skillsets that can be utilised across both products through the sharing of resources. Where needed the Small Business Enablement resources will support the BC and NZBN activities as each product goes through the expected peaks, and troughs, of demand. It is also believed that bringing the NZBN Senior Advisor role closer to eInvoicing could provide career development opportunities. Any work done on Business Connect or NZBN by the shared resources will be charged to eInvoicing. The ratio for this is expected to be 25% eInvoicing, 75% NZBN/BC.

What is proposed

Senior Advisor NZBN

The Senior Advisor NZBN roles were established to support the Manager NZBN to engage with agencies through the provision of information and education. We propose to leverage the similarities within the eInvoicing team that sits in the Corporate Services, Finance and Enablement Group, and bring the Senior Advisor role closer to the eInvoicing team while still formally sitting within the proposed Small Business Enablement team. This would see a reporting line change of the Senior Advisor NZBN position to Director Small Business Enablement, with a minor change in scope and position description.

It is proposed that the role would support eInvoicing initiatives as well as providing broader support to Small Business Enablement and being the driver on NZBN activity. We also propose to disestablish the vacant Senior Advisor role as this workload has reduced with the recent reduction in marketing and awareness campaigns.

Summary of proposed changes

- Reporting line and minor position description change for the NZBN Senior Advisor, from NZBN Manager to Director Small Business Enablement. The proposed revised position description is attached to this document to reflect the shared nature of the role between Small Business Enablement and Commercial Projects & Business Adoption.
- It is also proposed that while the NZBN Senior Advisor role would continue to deliver NZBN work, a component of their work programme would be directed by the Head of Commercial Projects & Business Adoption in relation to eInvoicing. The Senior Advisor would also need to be able to support the NZBN technical product set.

- Disestablishment of the vacant Senior Advisor NZBN position.

We ask you to consider whether proposal 2 will achieve better alignment with customers across products and provide greater efficiency across Small Business Enablement.

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 proposal 2 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.

Please see pages 5 and 6 for current and proposed structural organisation charts.

Summary of proposed changes

Proposed new positions

Position title	Reporting line	Focus	Indicative band
Small Business Enablement Advisor	Director, Small Business Enablement	Support for the BC and NZBN product teams	J
Technical Product Manager NZBN	Director, Small Business Enablement	Drive the technical road map, establishing a technical roadmap to improve the technical products, driving the necessary delivery related activities and being the central point for technical discussions	V

Summary of proposed changes by role

Position title	Proposed change
Manager NZBN	Disestablished
Senior Advisor NZBN (vacant)	Disestablished
Senior Advisor Business Development	Disestablished
Business Development Lead (Fixed Term position, vacant)	Disestablished
Product Delivery Lead (contractor position)	Disestablished
Product Owner and Delivery Lead (contractor position)	Disestablished

The below table outlines minor changes to roles:

Position title	Proposed change
Senior Advisor NZBN	Minor scope change and change to reporting line

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 affected by the 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 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 are 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.

Process for 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.

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 that change may be difficult and encourage you to reach out to your support network as well as taking advantage of the resources available to you, including:

- Your People Leader
- Your union delegate or representative ([PSA](#)) / ([NUPE](#))
- The [Wellbeing, Health and Safety Team](#)
- Our [Employee Assistance Programme](#) (EAP) 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](#) which is our central learning platform and holds many free e-learning courses – including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) which is the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- Explore [MBIE's library](#) which has a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.

You can also reach out to MBIE's Leadership, Talent and Growth team to discuss your development interests.

Career development support

MBIE's ([Career Services](#) | [EAP Services Limited](#)) 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.