



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Preparing Engagement & Experience for the Future

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 Suzanne Boslem

Tēnā koutou,

The Engagement & Experience branch was formed in November 2020 and our purpose hasn't changed: make it easy for people to do the right thing.

However, we have continued to evolve over that time as our operating environment has continued to change.

The MBIE Change in 2023 saw us become a truly MBIE-wide branch. The Information and Education team joined the MBIE Customer Service Centre in supporting all parts of the organisation.

We are MBIE's front door. We are the only team with a holistic view of all of MBIE's customers, which allows us to provide a simple, better, cost effective service.

We are a key part of MBIE's service delivery. We have a stewardship role over MBIE's frontline customer information and education channels, ensuring people have what they need to act with confidence.

We also have a role to see how customers interact across channels and regulatory systems. Our customer data provides our business partners with valuable insights into what MBIE can do to improve the customer experience.

We support the delivery of a recognised and active partnership between the Crown and tangata whenua to realise better outcomes for Māori and all New Zealanders, working closely with our communities to understand their needs.

This change proposes to put similar functions together to create centres of expertise that also offer value for money. This way we can support the Government's priorities and ensure we are more efficient, effective and integrated.

I know the work you do every day to help people across MBIE, New Zealand and abroad to understand what they need to do to interact with MBIE's regulatory systems and services. So, thank you.

Change is not easy and everyone will react differently, so please take up the support on offer from your people leader or the MBIE support detailed in this document.

Ngā mihi nui

Suzanne Boslem

General Manager Engagement & Experience

Introduction from Mark Hollingsworth

Tēnā koutou,

Our team's mahi is a critical part of the Ministry's service delivery to the people and businesses within our communities. We have a positive impact on people's lives across Aotearoa New Zealand and offshore, and we contribute every day to MBIE's purpose to Grow New Zealand for All.

We support over 1.8 million customer interactions every week across the channels, products, and partnerships we are responsible for. We help to make it easy for people and businesses to understand their rights and obligations and to do the right thing. We also support MBIE's people to thrive every day by making sure information on the intranet is easy to access, navigate and understand.

In May 2023, the Chief Executive announced a change decision that brought together teams from across MBIE to create a 'centre of expertise' for information and education. The change integrated similar functions enabling us to be more effective and efficient by combining our collective skills and capabilities. The change brought all these teams, functions, and their responsibilities together with MBIE's other key channel for public information, the Customer Service Centre. An integrated approach to channels not only strengthens our capabilities and effectiveness for the benefit of MBIE's customers, but also offers increased career opportunities for our people.

Since July 2023, we have maintained the ways we worked in our previous Groups and Branches, and we've maintained our individual work programmes. In parallel, however, we have worked on our future operating model strategy, which was recently endorsed by the Te Whakatairanga Service Delivery Senior Management Team (SMT). It sets out and provides a clear mandate for how we work as one I&E team and deliver to the intent of establishing a centre of expertise for Information & Education. Already we have seen many benefits of combining our skillsets and knowledge and sharing in each other's talents. However, we have also identified areas of duplication and siloed working where changes are required to ensure we are as efficient and effective as possible given our current operating environment.

Our future operating model strategy sets out our collective purpose: to reach, engage and influence people to easily do the right thing, with excellent content and products, designed and delivered through integrated and optimal channels. As we signalled in July last year, with a new operating model there would also be an opportunity to look at how we provide our service and organisational structure to identify changes that could support better alignment and delivery.

In addition, it is important that we recognise that these changes are being proposed in a different operating environment to that which existed in July 2023. Therefore, as we seek to position Information and Education to effectively support the Government's priorities, we do so within a tighter financial environment which means we have had to review our work programmes and the size and function of our workforce. Our organising structure needs to respond to this. For us it means maintaining a focus on the value we provide to the public of New Zealand in a leaner and more efficient team with a more focused and re-prioritised work programme.

We have worked closely with the systems, groups and branches we support to ensure that what we are proposing works for them and received their approval to proceed with this consultation.

This proposal contains a lot of detail, such as organisational charts, to ensure you are fully informed about the proposed changes and the potential impacts, and how they would be implemented. I've worked to ensure, as far as possible, that this document is accurate. However, there is a possibility that something has been missed or is inaccurate. If there is an error, please let me know as soon as possible so it can be checked, and the correct information 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. I encourage you to show kindness to your colleagues during this time. Please also look after yourself and consider what support you may need during the consultation process and discuss this

with your people leader and ensure that you look at the range of support options available at the back of this document.

The opportunity in becoming a single team has always been about drawing on the things we do well in our individual functions and teams and across our amazing people to find efficiencies and improve the impact we have for our customers. The changes proposed in this document are about helping us to step into that and set ourselves up appropriately for long term success.

Ngā mihi nui-

A handwritten signature in black ink, appearing to read 'M. Hollingsworth'.

Mark Hollingsworth

Head of Information & Education

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How to read this document

This document proposes changes to the Engagement & Experience (E&E) branch.

Scope of this change proposal

This change proposal is about organising ourselves appropriately so we can set ourselves up in the long term to achieve the intent of a centralised team within the context of our future operating model and operating environment.

Overall this document proposes a reduction in the size and shape of our workforce that acknowledges our current operating environment and the required changes to our work programme in response to the Government's priorities. These changes also seek to take advantage of the efficiencies we have identified by breaking down siloes and removing current duplication. Proposing to reduce positions is not a consideration taken lightly and recognises the need for a more concentrated future work programme within I&E – which will require greater integration and more efficient use of our resources.

We have set out the proposed approach we would take to implementing any confirmed changes and it is important to note that this is also open for consultation and we are keen to hear your feedback. Where possible we are proposing to reassign people, however where we are proposing a reduction in the number of positions available that perform similar tasks and require similar capabilities, we are proposing that affected employees would be subject to a contestable reconfirmation or reassignment process. We propose that any individual who has affected status as a result of any confirmed changes as a direct result of the proposed changes articulated within this document would be eligible to participate within an EOI process.

It is acknowledged there are other I&E and Channels functions within MBIE which fall outside of the responsibility of the current team. These fall outside of the scope of this change proposal, which focuses on how the current team is organised.

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.

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. There is a summary table with more detail about proposed changes to individual positions and proposed new positions.

In addition, all people who may be impacted by the proposed change will receive 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 upon proposed changes. 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 include the selection criteria.

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). You can contact the PSA during the consultation period for support and to discuss your feedback please contact one of the following people:

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 Engagementandexperiencefeedback@mbie.govt.nz

If you wish to provide your feedback verbally, please email the consultation email address and we will arrange a suitable time.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	4 th April 2024
Consultation closes	18 th April 2024
Feedback reviewed and considered	18 th April 2024 – 3 rd May 2024
Final decision	9 th May 2024
Expressions of interest (EOI) and selection process starts	From 10 th May 2024
Proposed 'go-live' of new structure	24 th June 2024

Why change is proposed

Change is required to help us step into the strategic priorities within a changing operating environment. The Engagement & Experience branch was established in November 2020 to enable people to do the right thing. This purpose exists in 2024.

Since July 2023, we were brought together to achieve a more efficient enterprise-wide I&E function simply by being centralised and setting new ways of working together. With a new operating model and a more targeted work programme we need to move beyond that and ensure we are organised efficiently to deliver within a tighter fiscal environment. This means we need to reconsider how we deliver our services in a way that makes the most effective use of our skills and capabilities.

Over the past eighteen months MBIE has made considerable efforts to enhance our services for customers by making it easy for them to engage with MBIE and the regulatory systems we support. We have centres of expertise within Te Whakatairanga Service Delivery focused on integrating our customer voice and experience in the way we design and deliver services. When we considered the changes required for I&E, we have also taken the opportunity to consider how best to position our customer experience expertise to maximise the understanding of our varied customer base and our MBIE wide approach to establishing centres of expertise.

A constrained fiscal environment

We need to consider the scope and scale of our service delivery within our current operating environment. We acknowledge that the changes proposed would mean that some of things we do today would need to reduce or even stop, how we provide services may need to be reconsidered, and the innovation pathway we want to set may need to be planned over a longer timeframe.

More efficient ways of working

It is as important as ever for us to find efficient ways of working, making the most of the resources we do have to add optimal value to our partners as well as the people

and businesses of Aotearoa New Zealand. Our I&E team is a centre of expertise – we know how to provide these services across MBIE’s partners, businesses, and communities. However, there is more work to do to make sure our centre of expertise is organised in a way that:

- Makes the most of our connections and partnerships
- Establishes clear roles and responsibilities
- Effectively and efficiently delivers our agreed work programme.

We also recognise the potential benefits of extending the centre of expertise approach and learnings to both our customer experience and Whāinga Amorangi capability. As our organisational environment continues to evolve, it’s also critical that the story we tell as a centre of expertise draws clear lines to our value, and the value for money we provide.

For I&E specifically, our future operating model strategy sets out a pathway for us to do that anchoring around our core functions as a single team – strategy and relationship management; customer and channel integration and delivery; community partnerships; and customer insights; supported by capability management and development.

Collaboration across all of our teams is essential. It will be the responsibility of every individual in our team to be customer led – working together to take an integrated approach across our channels and programmes, for the benefit of our end customer. By consolidating customer and cultural expertise from across our wider Group together, we believe we can realise maximum impact as well as strengthen our capabilities.

This approach as well as our I&E operating model will support us to focus more intently on our primary responsibilities by outlining what we 'must do' and 'should do'. As a result, we have proposed changes to right-size our workforce around that principle and ensure that we can manage risk appropriately, maintain accurate channels and content, meet standards and accessibility requirements, and reduce duplication and/or double-handling through efficient processes and consolidation.

The proposed structure and size of the team reflects a responsible and fiscally sustainable service to deliver on the Government's priorities and the reality of a leaner core work programme. The opportunity within that is to work closely with our business partners, to be clear on what our priorities are, and to achieve them in a way that enables our amazing people with their skills and experience to innovate and continue to make it easy for people to do the right thing.

Proposal 1.1 – Information and Education Leadership Team

Why change is proposed

Our leadership team will collectively be responsible for leading the implementation of our change programme and future operating model. It is critical that this team works together to deliver to our business partners' requirements, connect our customers across our programmes and align our channels.

Effective, efficient and integrated leadership

The changes outlined in this proposal focus on re-organising our leadership team to deliver on a more targeted work programme and new operating model.

Our leadership team will collectively be responsible for leading and supporting our people through this change and for setting the strategies and business plans required to achieve it. I want to ensure that our leadership team represents all the core functions set out in our future operating model to ensure we are focusing appropriately to deliver the change across all of them.

It is proposed to disestablish the existing three Manager I&E positions and establish two new Manager Strategy and Engagement roles who would be responsible for the management and oversight of I&E's business partnerships and stakeholder relationships within their realigned portfolios. One of these roles would manage a team responsible for our Building, Tenancy, Employment and Immigration (INZ) business partnerships; whereas the other would be responsible for our Market Integrity and Business & Consumer business partnerships.

The creation of a Principal Advisor Customer Insights role reporting directly to the Head of I&E is also proposed to lead and co-ordinate our work on customer and channel insights which would enable us to significantly progress our ability to tell the story and measure the impact that we are having for our customers, for our business partners and overall as a centre of expertise. It would allow us to be more targeted and effective, focusing our effort on high performing channels. This role was originally established as part of our organising structure in July 2023 but was not filled.

It is proposed that the currently fixed term Senior Operations Advisor position would be established permanently to develop and co-ordinate how we manage our processes with multiple business partners and to co-ordinate the oversight of a work programme and governance with the breadth that we have. As we have observed with this role in a fixed term capacity it is critical to helping us to manage an integrated team and to support our operating model strategy in the future. This role would be expected to work closely with the Business Operations Support function within the Engagement & Experience branch, our Service Centre and other relevant delivery partners.

The following changes are proposed

1. Disestablish 3 x Manager Information & Education
2. Disestablish 1 x Senior Operations Advisor (FT)
3. Establish 2 x Manager Strategy & Engagement
4. Establish 1 x Principal Advisor Customer Insights
5. Establish permanently 1 x Senior Advisor Operations

Please note the leadership team is also currently supported by a fixed term Principal Advisor position which is currently filled via a secondment. This position is due to end prior to the proposed launch of any confirmed structural changes and will not be extended.

Implementation

If the proposals are confirmed the following positions would be included in a contestable reassignment process. The following positions would be open to all those affected across Engagement & Experience as a result of this change proposal.

- 1 x Principal Advisor Customer Insights
- 1 x Senior Advisor Operations

We ask you to consider whether changes under Proposal 1.1 will achieve our desired outcomes.

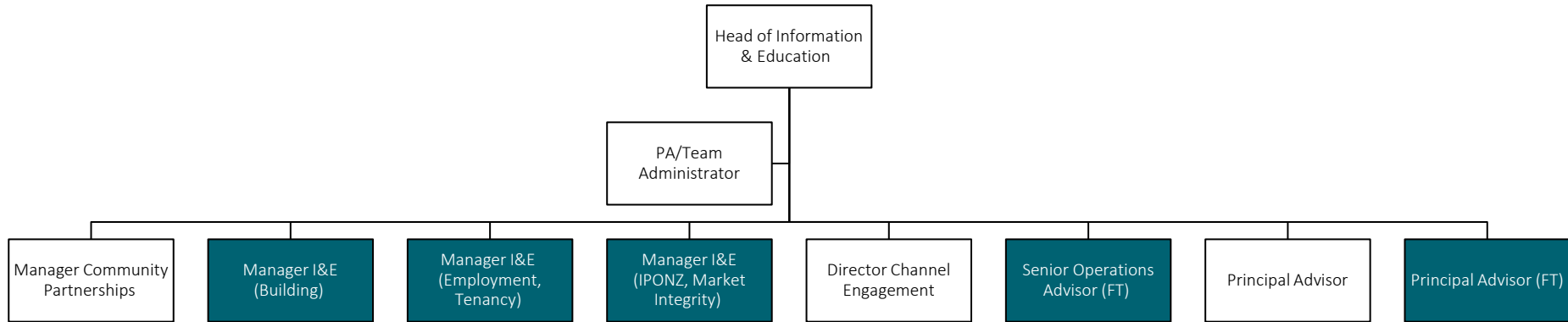
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the end of this document.

We welcome your thoughts on where Proposal 1.1 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – Information and Education Leadership Team

KEY:

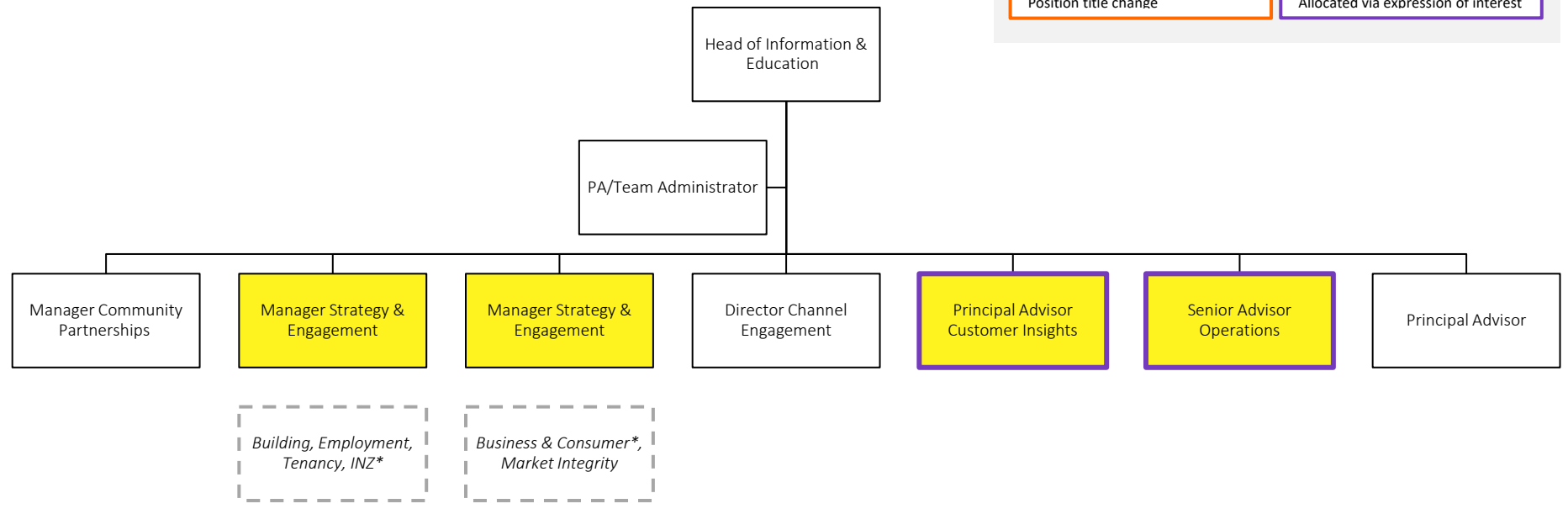
No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest



Proposed organisational chart – Information and Education Leadership Team

KEY:

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



Proposal 1.2 – Strategy & Engagement Realignment

Why change is proposed

Strengthening our focus on I&E business partnering

Following on from the first proposal, this proposal sees the disestablishment of the current three I&E teams and the creation of two 'Strategy & Engagement' teams. This proposal also includes a reduction in the current workforce to better reflect the current operating environment and move towards a more targeted, prioritised work programme and set of responsibilities. As set out in Proposal 1.1, one team would be responsible for our Building, Tenancy, Employment and Immigration (INZ) business partnerships; whereas the other would be responsible for our Market Integrity and Business & Consumer business partnerships.

In alignment with their portfolio responsibilities, internal business partnering and external stakeholder relationships we are responsible for, would be led out of these two teams. It means we could stay in touch more easily and consistently; maintain an appropriate level of subject matter expertise within our teams; and more clearly identify and connect our programmes where our channels and customers intersect.

The role of the two proposed 'Strategy & Engagement' teams would be to focus on:

- strategic business partnerships, work programme planning, budgeting and oversight
- stakeholder engagement
- maintaining subject matter expertise
- Partnering with our Channel Engagement team, Community Partnerships team, and other delivery partners (eg Customer Service Centre or Comms) to develop our operational work programmes, and monitoring and reporting on

our performance to how we are collectively delivering to our business partners' goals

- Close collaboration with each other where our objectives or customers across MBIE intersect.

Any work that the current three I&E teams do in terms of maintaining our digital and print channels (eg content writing, marketing, social media, user experience, website maintenance, tool development, etc) is proposed to move to the Channel Engagement team. Any work that these teams do in our communities, is proposed to move to the Community Partnerships team.

How we connect with the Building Regulatory System

The creation of a centre of expertise in July 2023 moved responsibility for the I&E strategy and delivery across regimes and teams in BRM into TWSD. The I&E team that was transferred as a result is more focused on delivery than cross regulatory-system I&E strategy, planning, monitoring and reporting. We are also not currently positioned to take a strategic approach to I&E across MBIE, particularly within the Market Integrity and Building & Tenancy branches of TWSD. This proposal seeks to ensure I&E is able to partner more effectively through the creation of a function dedicated to strategy, planning, monitoring and reporting and delivery by working with our channels functions and teams.

How we connect with Immigration NZ (INZ) and Business & Consumer (B&C)

The proposal sets out that one of the Strategy & Engagement team's portfolio includes B&C, and one includes INZ. Our work programmes and channels connect significantly with these particular business partners – for example as we seek to reach and engage small business or new migrants in our other regulatory contexts. There is a case to strengthen these partnerships to support our delivery. The responsibility in these

contexts is to develop connections across our wider portfolio as opposed to specific I&E strategies as we are responsible for elsewhere (eg Employment, Tenancy, Building).

It is proposed to add the Immigration portfolio relationship in here on the basis of connecting our programmes where people as migrants cross our wider portfolio (e.g. Employment, Tenancy, and our business regulatory contexts), not to lead the I&E strategy, which remains in the Immigration NZ Group. The proposed Strategy & Engagement team would be our primary contact into INZ and would be expected to establish and monitor the channel objectives we are responsible for and to work with our Channel Engagement team on the delivery plan and reporting.

The proposed Strategy & Engagement teams are considered new teams because significant changes are proposed to the way some functions are grouped and the position descriptions within them.

The following changes are proposed

- Establish two new Strategy and Engagement teams and integrate the portfolio responsibilities from across our current I&E1 (Employment, Tenancy), I&E2 (IPONZ and Market Integrity), I&E3 (Building) and Immigration Digital Channels team:
- Disestablish 5 x Principal Engagement Advisors
- Disestablish 5 x Senior Advisor I&E
- Disestablish 13 x Senior Engagement Advisors
- Disestablish 6 x Engagement Advisors
- Establish 3 x Principal Advisor Strategy & Engagement
- Establish 8 x Senior Advisor Strategy & Engagement
- Establish 3 x Advisor Strategy & Engagement

Implementation

If the proposals are confirmed, the following positions would be included in a contestable reassignment process. The following positions would be open to all those affected across Engagement & Experience as a result of this change proposal.

- 3 x Principal Advisor Strategy & Engagement
- 8 x Senior Advisor Strategy & Engagement
- 3 x Advisors Strategy & Engagement

We ask you to consider whether changes under Proposal 1.2 will achieve our desired outcomes.

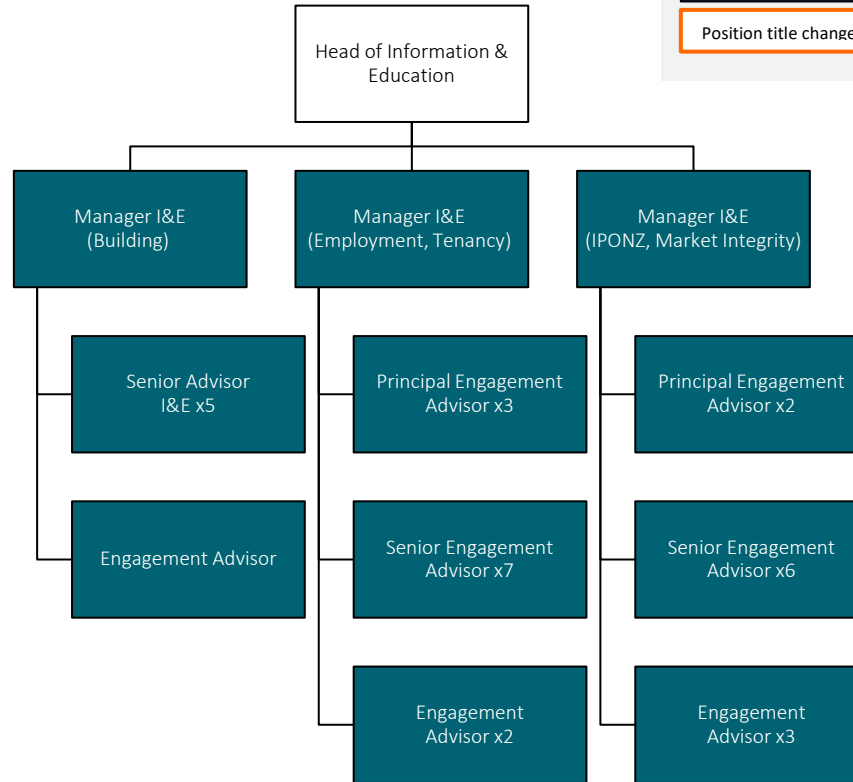
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the end of this document.

We welcome your thoughts on where Proposal 1.2 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.

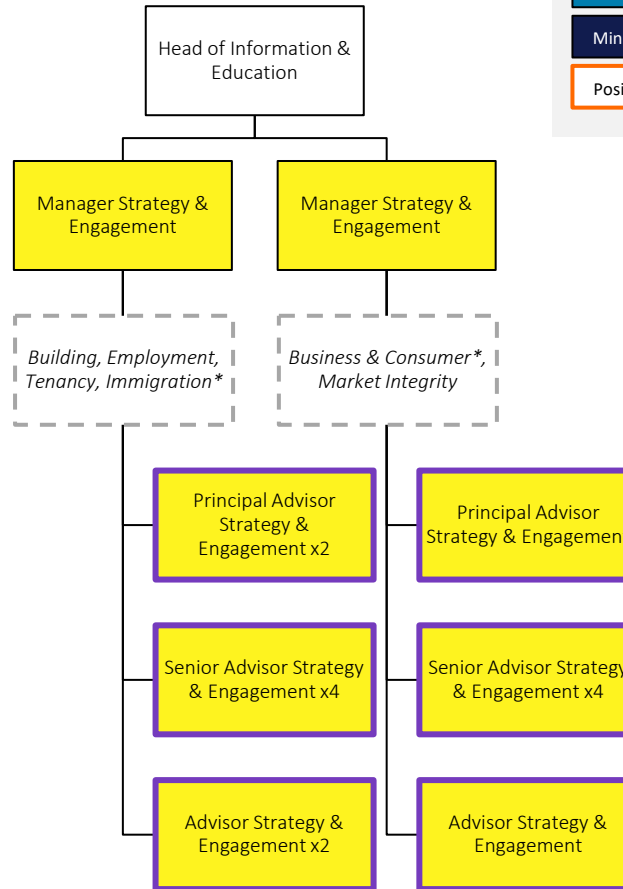
Current organisational chart – Information & Education

KEY:

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



Proposed organisational chart – Information & Education Strategy & Engagement



KEY:

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

Proposal 1.3 – Community Partnerships

Why change is proposed

It is proposed to permanently integrate community engagement from across Information & Education into one team. This formalises the temporary arrangement of this team established in July 2023.

The focus of this team is to promote and facilitate integrated community I&E across MBIE, including being a genuine partner with Māori (Te Tāpuhipuhi) and limiting multiple, often disjointed approaches from MBIE regulators. Through the Community Partnerships team, we will build better relationships with our colleagues operating in communities. Co-delivery of ‘one-car-up-the-drive’ community channels will help us to understand people’s worlds and deliver MBIE’s contexts together as one through a more targeted approach based on priorities agreed with the regulators. It is also an opportunity for us to capture what the communities and community groups want from MBIE.

It is proposed that three Senior Advisor Community Partnership roles would be permanently established as part of this change proposal. These new roles are proposed to support the Manager Community Partnerships in developing and implementing a new enterprise-wide community engagement strategy, enabling us to take a community-first approach to our I&E engagement.

The Employment Services change proposal launched on 20 March 2024, proposed a change in reporting line for their Principal Advisor Māori to the Community Partnerships team in recognition that a core focus for this role is community engagement. The scope of this role will expand to work across the I&E business partner portfolio to support the delivery of our agreed work programme.

The following changes are proposed

- Change in reporting line for Principal Advisor Māori from the Employment Services Branch to the Manager Community Partnerships and minor change in scope.
- Establish permanently 3 x Senior Advisor, Community Partnerships.

Implementation

If the proposals are confirmed the following positions would be included in a contestable reassignment process. The following positions would be open to all those affected across Engagement & Experience as a result of this change proposal.

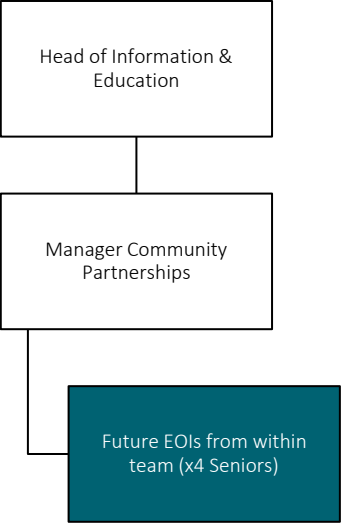
- 3 x Senior Advisor, Community Partnerships.

We ask you to consider whether changes under Proposal 1.3 will achieve our desired outcomes.

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

We welcome your thoughts on where Proposal 1.3 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 – Information & Education Community Partnerships

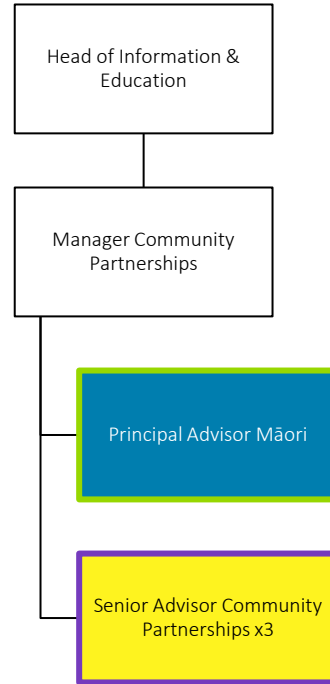


KEY:

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



Proposed organisational chart – Information & Education Community Partnerships



KEY:

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

Proposal 1.4 – Channel Engagement, Information & Education

Why change is proposed

People and businesses currently engage with MBIE through a variety of online and offline channels managed primarily across our Channel Engagement team. These are essential information, education, and engagement platforms, and this team was brought together to provide a single line of sight across MBIE's channels and be seamlessly connected to the Ministry's other significant front door, the MBIE Customer Service Centre.

It is proposed that we now will take an MBIE-wide customer centric approach to how we manage these channels. Through our business planning processes and agreed programmes of work, developed in collaboration with the proposed Strategy & Engagement teams, we will support our business partners to deliver their strategic priorities, build and maintain fit for purpose channels and deliver better outcomes for our customers.

This change proposal aims to structure our channel engagement team, so our skills and capabilities are better integrated and right sized for our current environment and future work programme. Our current siloed state creates inefficiencies, inconsistent practices, double handling, duplication and does not fully utilise the skills of our people. Our MBIE websites are a part of our channel portfolio that customers interact with. We need to be more closely aligned and integrated to give effect to the intent of one team of channel engagement experts taking a customer centric approach.

To achieve this, we will establish a Channel Development team that will take a lead role in providing strategic advice on the technical requirements for our channels and tools and a delivery roadmap on user experience (UX). They will play a key role in translating between technical and business needs, working with our MBIE delivery partners and external vendors to ensure the smooth, efficient, and safe technical operations of MBIE's channels and tools.

As part of this proposal, we will bring together our existing products and marketing roles and capability from across all of our current teams into our existing Products & Marketing team. This team would be responsible for leading and implementing all I&E marketing activities, print publications, event (including webinar) collateral, newsletters, social media, Adwords and E-Learning. This team would directly manage our partnership with MBIE Design & Marketing.

It is proposed to establish three new Digital teams to collectively build, maintain and optimise our core delivery channel for our customers – our websites. The teams are proposed to be grouped into the following three portfolios:

- Employment, INZ and Tenancy,
- MBIE, LSE, BRM, TWSD - Building and Corporate,
- IPONZ and Market Integrity

Within the digital teams, it is proposed that we would have a pool of senior content designers that would be responsible for writing content for all channels for their respective business partner portfolios. Our senior advisors would bring a specialist focus and expertise according to their team and portfolio allocation. It would be expected that these teams would work closely with Subject Matter Experts within our business partners' teams in their relevant branches.

We would also create a pool of advisors who, through clear strategy, consistent processes and a comprehensive training programme will ensure collective capability can be scaled, reducing reliance on singular teams or roles particularly during increased demand. More deliberate integrated work would also support cross-training and increase visibility of career pathways across specialist areas. This was a core intent of the Chief Executive's change in July 2023.

The following changes are proposed

- Disestablish all roles within Channel Engagement with the exception of;
 - Director Channel Engagement
 - Manager Products & Marketing
 - Senior E-Learning Advisor
 - Senior Digital Engagement Advisor (FT)
 - Principal Advisor – Accessibility which is proposed to have a reporting line change to the Director Channel Engagement.
 - Senior Advisor Stack Management x 2
- Establish a Principal Advisor to the Director Channel Engagement.

Within the Products & Marketing team we propose to:

- Establish 3x Senior Advisor Product & Marketing roles.
- Change the reporting line of the Senior E-Learning Advisor to the Manager Products & Marketing and increase their scope to work across our portfolios.
- Establish 3x Advisor Products & Marketing roles.

Across the three newly proposed Digital teams we propose to:

- Establish 3 x Manager Digital
- Establish 7x Senior Content Designer roles.
- Establish 9x Senior Advisor Digital roles.

- Retain 1 x Fixed Term Senior Digital Engagement Advisor supporting the Employment Leave Entitlements Bill Implementation Programme.
- Establish 13x Advisor Digital roles.

The allocation of these roles across the three proposed teams can be seen via the following Organisational charts.

Within the Channel Development Team we propose to:

- Establish a Team Leader Channel Development.
- Establish a Senior Advisor UX.
- Change the reporting line of the 2x Senior Advisor Stack Management to the new Team Leader Channel Development and change position titles to Senior Advisors Channel Development and scope change to include all web platforms and digital tools.
- Establish a Senior Advisor Channel Development and Advisor Channel Development to create capacity and develop a career pathway to provide technical support to enterprise-wide initiatives and MBIE websites across all platforms and digital tools.

Implementation

If the proposals are confirmed the following positions would be included in a contestable reassignment process. The following positions would be open to all those affected across Engagement & Experience as a result of this change proposal.

- 1 x Manager Products & Marketing
- 1 x Principal Advisor
- 1 x Team Leader Channel Development

- 3 x Senior Advisor Products & Marketing
- 3 x Advisor Products & Marketing
- 1x Senior Advisor UX
- 1x Senior Advisor Channel Development
- 1x Advisor Channel Development
- 7 x Senior Content Designer
- 9 x Senior Advisor Digital
- 13 x Advisor Digital

proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

We ask you to consider whether changes under Proposal 1.4 will achieve our desired outcomes.

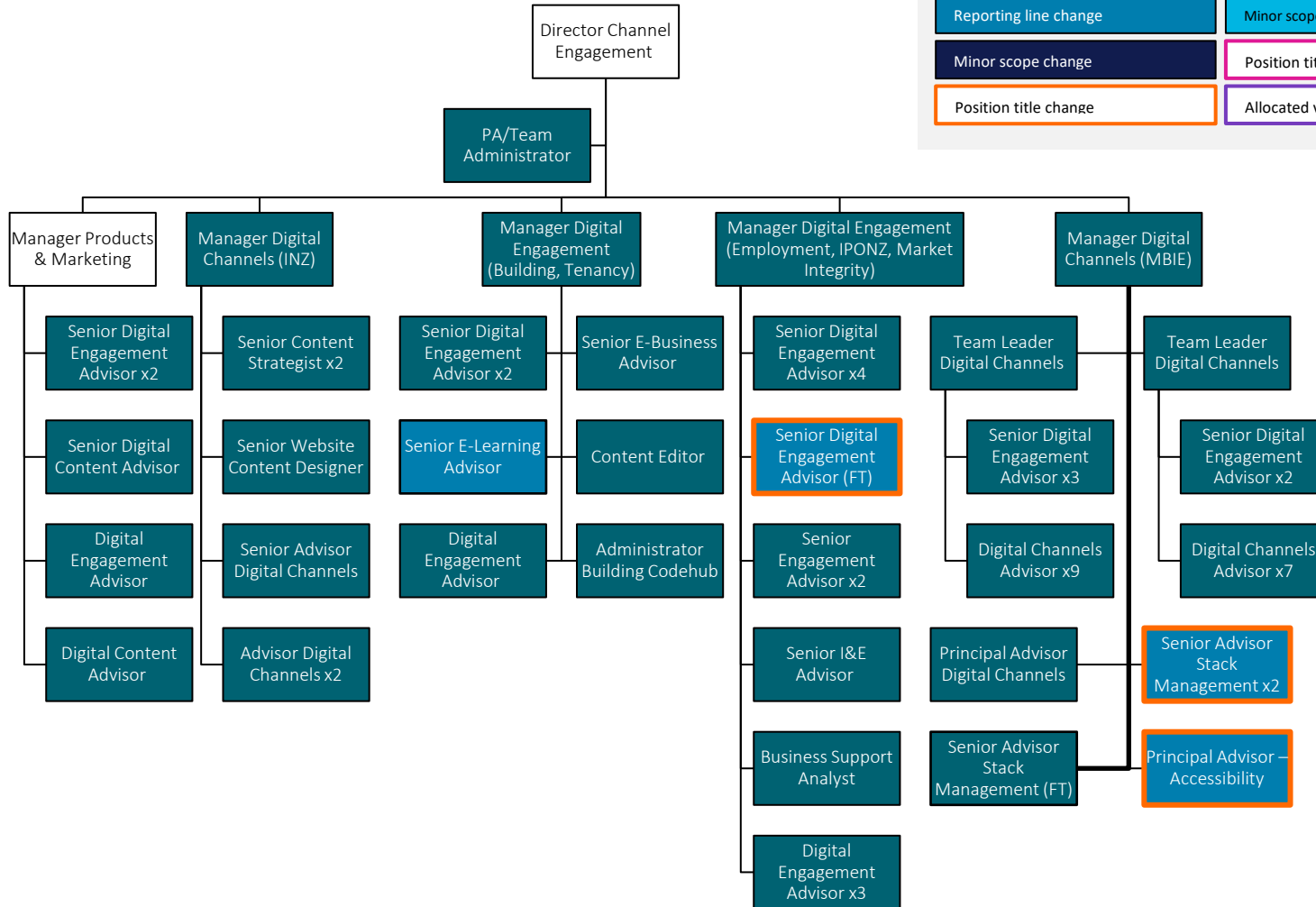
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the end of this document.

We welcome your thoughts on where Proposal 1.4 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes

Current organisational chart – Information & Education Channel Engagement

KEY:

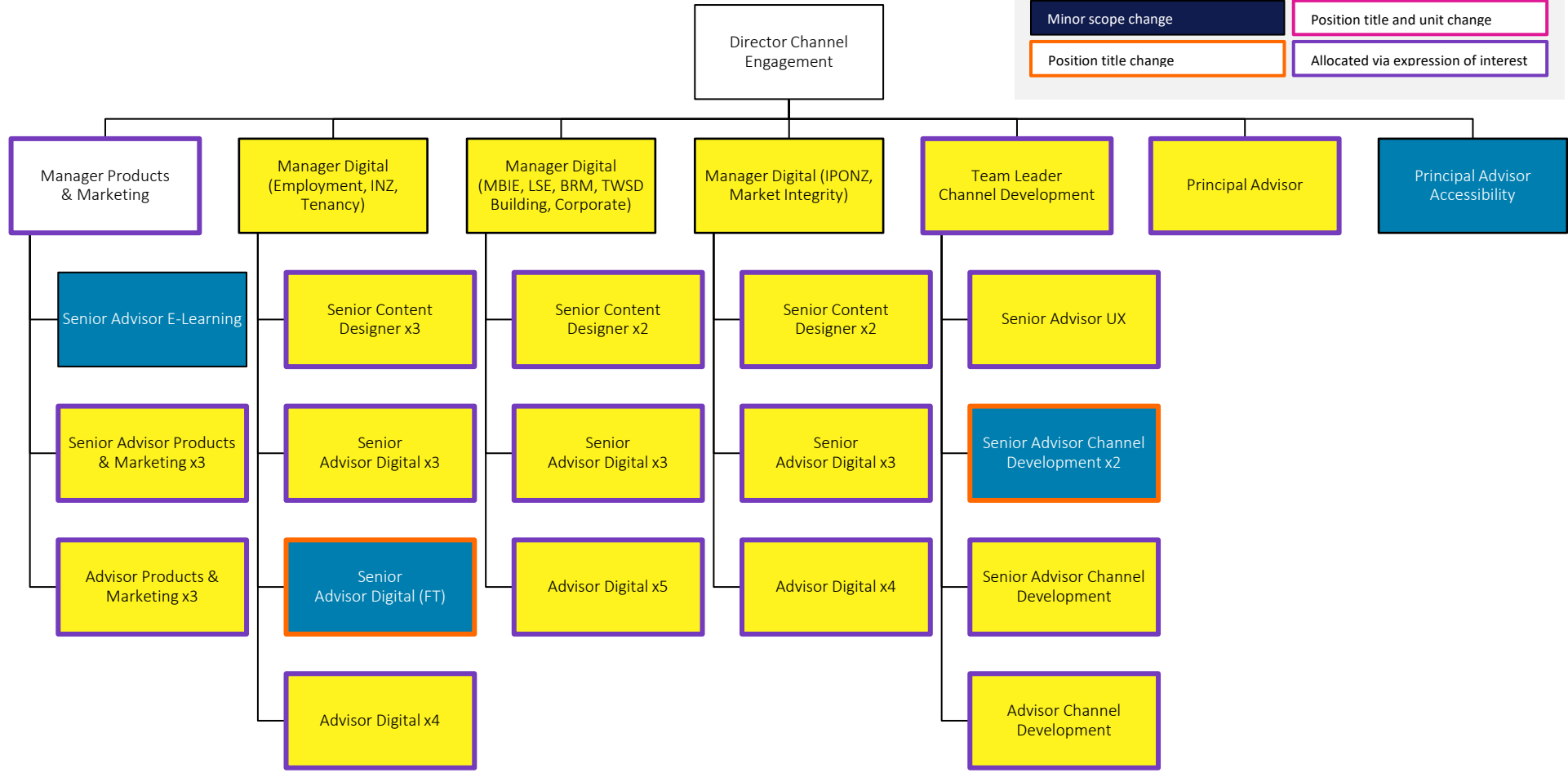
No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line change
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest



Proposed organisational chart – Information & Education Channel Engagement

KEY:

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



Proposal 2 – Customer Experience

Why change is proposed

Over the past eighteen months MBIE has made considerable efforts to enhance our services for customers by making it easy for them to engage with MBIE and the regulatory systems we support. We have centres of expertise within Te Whakatairanga Service Delivery focused on integrating our customer voice and experience in the way we design and deliver services. These functions are closely aligned and add value by ensuring that when we develop new services or change the way we currently do our business, any solutions are aligned with MBIE's 'Customer Promise' and are suitable and simple for customers. TWSD is grateful to partner regularly with the Kiritaki team who provide advice and guidance from an MBIE-wide perspective, and we think there is now an opportunity to maximise the understanding of TWSD's varied customer base by consolidating functions with specialist skills in bringing TWSD's customer voice to delivery of our services.

In line with several recent changes across the organisation the intention of this proposal is to integrate complementary services so we can consolidate expertise, drive consistency and realise maximum impact as well as strengthen our capabilities while offering increased career pathways for our people. The proposal is to join the functions of Service Design and Customer Experience within the Design and Insights directorate in the Strategy, Performance and Design branch. These two functions both drive and hero the voice of the customer in delivery of regulatory services, they both champion the 'Customer Promise' and frequently work together towards the shared goal of bringing the customer to the centre of what we do.

Both functions bring their end-to-end customer engagement, experience, and perspective to work in partnership across the wider Te Whakatairanga Service Delivery group. With comparable skills such as system thinking, design thinking, stakeholder and relationship engagement, problem identification, solution development and analytical and critical thinking skills, the merging of the Service

Design and Customer Experience functions will enhance the service experience for MBIE's customers. The proposal is to join these functions under the renamed Service Design and Customer Experience team.

The following changes are proposed

- It is proposed to move the Customer Experience team from the Engagement and Experience branch into the Strategy, Performance and Design branch under Design and Insights. The Service Design team will be renamed as Service Design and Customer Experience with the following changes:
- Disestablish 1 x Manager Customer Experience
- Disestablish 1 x Principal Customer Experience Advisor
- Disestablish 4 x Senior Customer Experience Advisors
- Disestablish 1 x Customer Experience Advisor
- A change in title for the Manger Service Design to Manger Service Design and Customer Experience
- Establish 3 x Senior Customer Experience Advisors reporting to the Manager Service Design and Customer Experience within the Strategy, Performance & Design branch.
- Change in team name for Service Design to Service Design and Customer Experience within the Strategy, Performance & Design branch.

Implementation

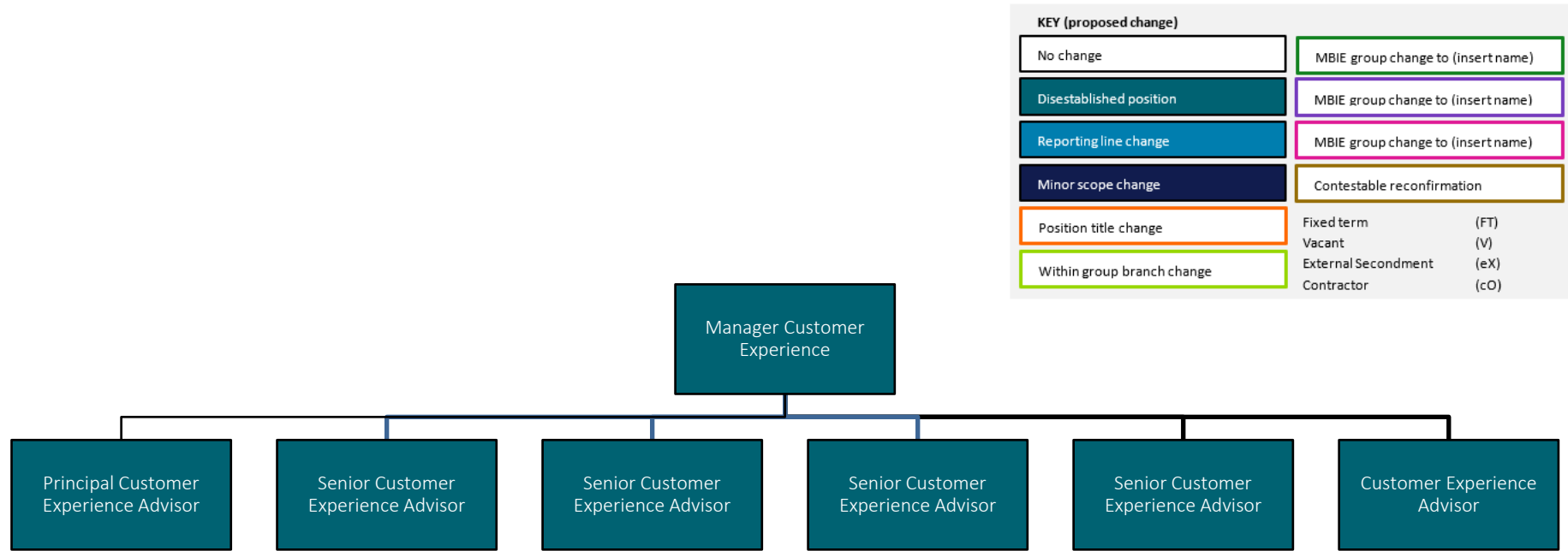
If the proposals are confirmed the following positions would be included in a contestable reconfirmation process. The positions would be open to all those substantively employed as a Senior Customer Experience Advisor within the Engagement & Experience branch who have affected status as a result of this change proposal.

- 3 x Senior Customer Experience Advisor

We ask you to consider whether proposal 2 will achieve our desired outcomes

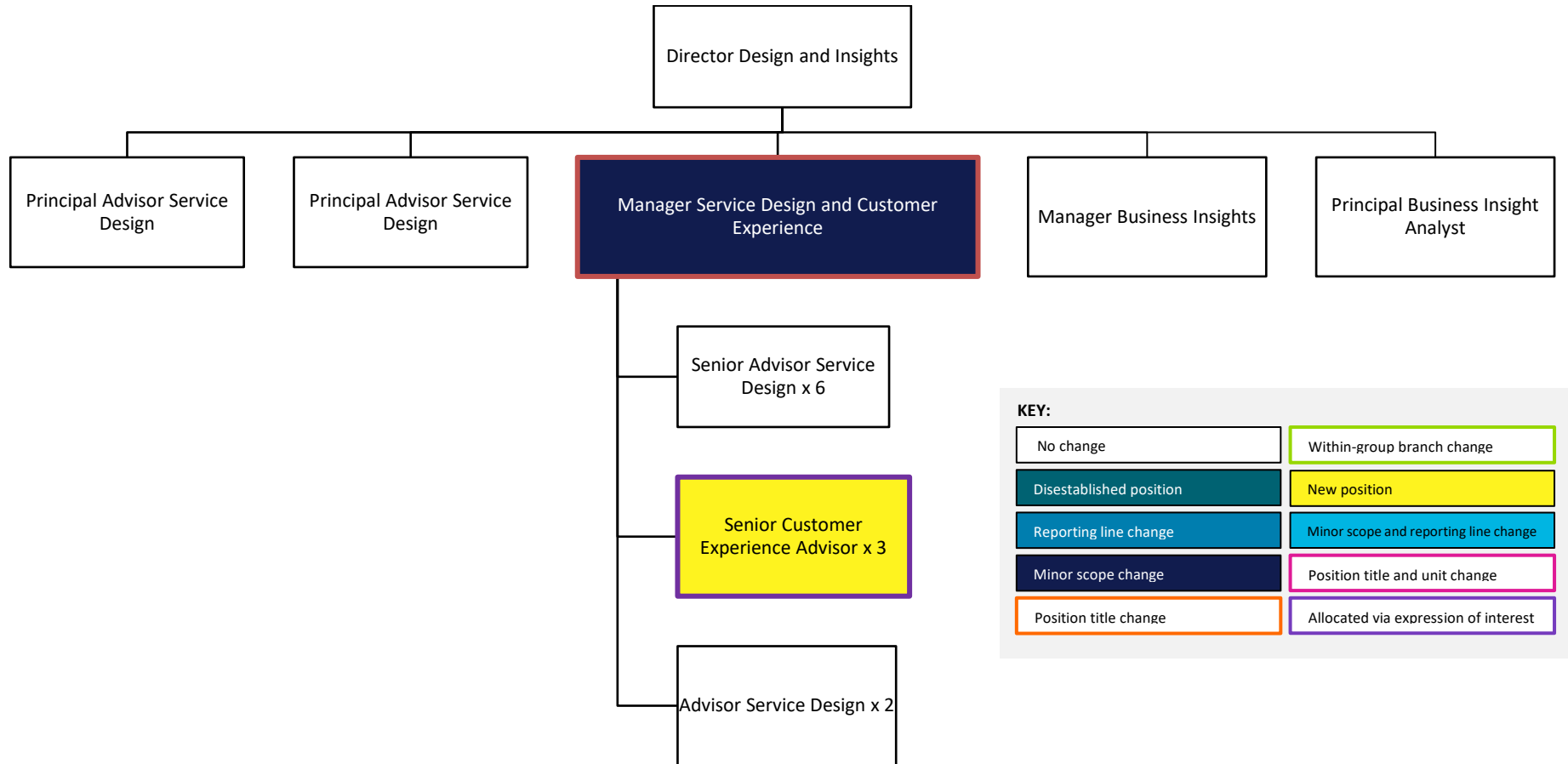
An organisational chart is provided on the following page to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions is provided at the end of this document. We welcome your thoughts about where proposal 2 could be 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.

Current organisational chart Customer Experience, Engagement & Experience



Proposed organisational chart

Service Design and Customer Insights, Strategy Performance & Design



Proposal 3 – Māori Service Delivery

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. Their advice on how our services, interactions and engagement could 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 of excellence 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

- A change in reporting line for the Principal Advisor Māori currently reporting to the Manager Business and Systems Delivery within the

Building & Tenancy branch to report to the Pou Whakatairanga within Engagement & Experience.

- A change in reporting line for the Principal Advisor Māori currently reporting to the Head of Accommodation Response within the Building & Tenancy branch to report to the Pou Whakatairanga within Engagement & Experience.
- A change in reporting line for the Principal Advisor Māori currently reporting to the Director Business Management within the Strategy, Performance & Design branch to report to the Pou Whakatairanga within Engagement & Experience.

We ask you to consider whether proposal 3 will achieve our desired outcomes

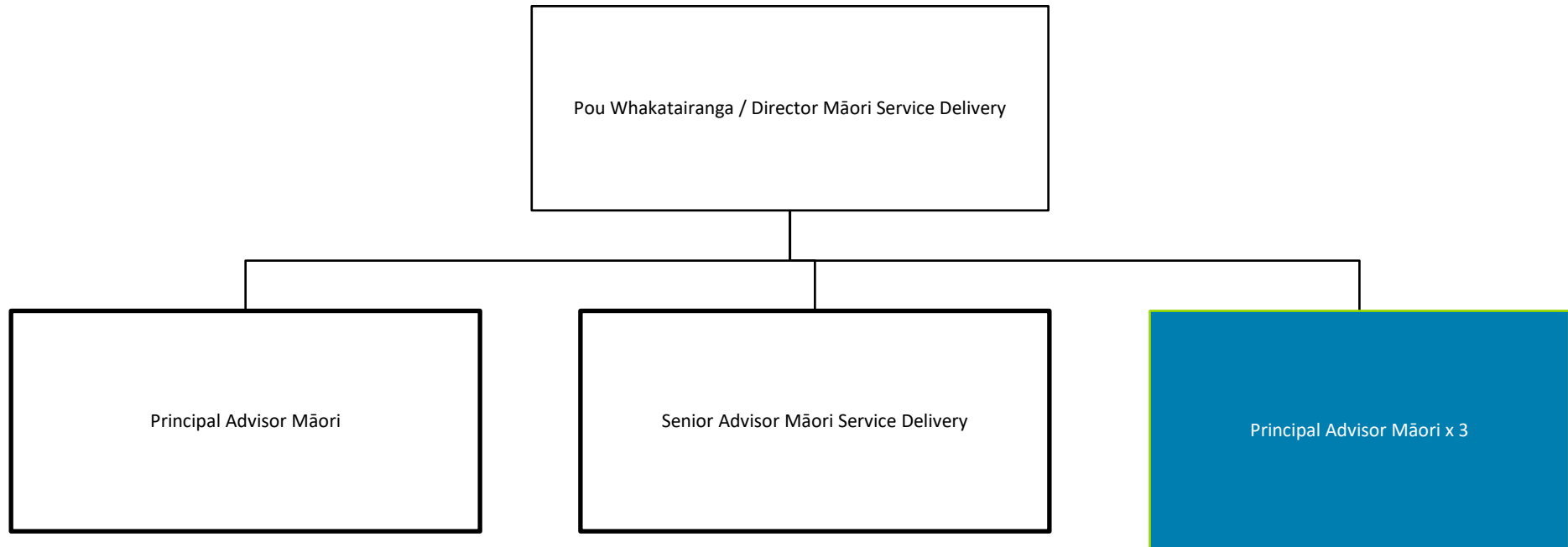
An organisational chart is provided on the following page to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions is provided at the end of this document. We welcome your thoughts about where proposal 3 could be 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.

Proposed organisational chart

Pou Whakatairanga Director / Māori Service Delivery

KEY:

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



Summary of proposed changes

Proposed new positions

Position title	Reporting line	Portfolio	Indicative band	FTE
Manager Strategy and Engagement	Head of Information and Education	Building, Employment, Tenancy, INZ	X	1
Manager Strategy and Engagement	Head of Information and Education	Business & Consumer and Market Integrity	X	1
Principal Advisor Strategy & Engagement	Manager Strategy and Engagement	Building, Employment, Tenancy, INZ	V	2
Senior Advisor Strategy & Engagement	Manager Strategy and Engagement	Building, Employment, Tenancy, INZ	R	4
Advisor Strategy & Engagement	Manager Strategy and Engagement	Building, Employment, Tenancy, INZ	J	2
Principal Advisor Strategy & Engagement	Manager Strategy and Engagement	Business & Consumer and Market Integrity	V	1
Senior Advisor Strategy & Engagement	Manager Strategy and Engagement	Business & Consumer and Market Integrity	R	4
Advisor Strategy & Engagement	Manager Strategy and Engagement	Business & Consumer and Market Integrity	J	1
Principal Advisor Customer Insights	Head of Information and Education		V	1
Senior Advisor Operations	Head of Information & Education		R	1
Senior Advisor Community Partnerships	Manager, Community Partnerships		R	3
Principal Advisor	Director Channel Engagement		V	1
Team Leader Channel Development	Director Channel Engagement		V	1

Position title	Reporting line	Portfolio	Indicative band	FTE
Manager Digital	Director Channel Engagement	Employment, INZ, Tenancy	X	1
Manager Digital	Director Channel Engagement	MBIE, LSE, BRM, TWSD Building, Corporate	X	1
Manager Digital	Director Channel Engagement	Market Integrity, IPONZ	X	1
Senior Advisor Operations	Team Leader Channel Development		R	1
Senior Advisor Channel Development	Team Leader Channel Development		R	1
Advisor Channel Development	Team Leader Channel Development		J	1
Senior Advisor Products & Marketing	Manager Products and Marketing	Building, Employment, IPONZ, Market Integrity, Tenancy	R	3
Advisor Products & Marketing	Manager Products and Marketing	Building, Employment, IPONZ, Market Integrity, Tenancy	J	3
Senior Content Designer	Manager Digital	Employment, INZ, Tenancy	R	3
Senior Advisor Digital	Manager Digital	Employment, INZ, Tenancy	R	3
Advisor Digital	Manager Digital	Employment, INZ, Tenancy	J	4
Senior Content Designer	Manager Digital	MBIE, LSE, BRM, TWSD Building, Corporate	R	2
Senior Advisor Digital	Manager Digital	MBIE, LSE, BRM, TWSD Building, Corporate	R	3
Advisor Digital	Manager Digital	MBIE, LSE, BRM, TWSD Building, Corporate	J	5

Position title	Reporting line	Portfolio	Indicative band	FTE
Senior Content Designer	Manager Digital	IPONZ, Market Integrity	R	2
Senior Advisor Digital	Manager Digital	IPONZ, Market Integrity	R	3
Advisor Digital	Manager Digital	IPONZ, Market Integrity	J	4
Senior Customer Experience Advisor	Manager Service Design and Customer Experience		R	3

Proposed disestablished positions

Position title	Reporting line	Portfolio	FTE
Manager Information and Education	Head of Information and Education	Employment, Tenancy	1
Manager Information and Education	Head of Information and Education	IPONZ, Market Integrity	1
Manager Information and Education	Head of Information and Education	Building	1
Principal Advisor (FT)	Head of Information and Education	MBIE	1
Senior Operations Advisor (FT)	Head of Information and Education	MBIE	1
Principal Engagement Advisor	Manager Information and Education	Employment, Tenancy	3
Senior Engagement Advisor	Manager Information and Education	Employment, Tenancy	7
Engagement Advisor	Manager Information and Education	Employment, Tenancy	2
Principal Engagement Advisor	Manager Information and Education	IPONZ, Market Integrity	2
Senior Engagement Advisor	Manager Information and Education	IPONZ, Market Integrity	6
Engagement Advisor	Manager Information and Education	IPONZ, Market Integrity	3
Senior Advisor Information and Education	Manager Information and Education	Building	5
Engagement Advisor	Manager Information and Education	Building	1
PA/ Team Administrator	Director Channel Engagement	MBIE	1

Position title	Reporting line	Portfolio	FTE
Manager Digital Channels	Director Channel Engagement	INZ MBIE	2
Manager Digital Engagement	Director Channel Engagement	Building, Tenancy Employment, IPONZ, Market Integrity	2
Senior Digital Engagement Advisor	Manager Products and Marketing	Employment, Tenancy, IPONZ, Market Integrity	2
Senior Digital Content Advisor	Manager Products and Marketing	Employment, Tenancy, IPONZ, Market Integrity	1
Digital Engagement Advisor	Manager Products and Marketing	Employment, Tenancy, IPONZ, Market Integrity	1
Digital Content Advisor	Manager Products and Marketing	Employment, Tenancy, IPONZ, Market Integrity	1
Senior Content Strategist	Manager Digital Channels	INZ	2
Senior Website Content Designer	Manager Digital Channels	INZ	1
Senior Advisor Digital Channels	Manager Digital Channels	INZ	1
Advisor Digital Channels	Manager Digital Channels	INZ	2
Senior Digital Engagement Advisor	Manager Digital Engagement	Building, Tenancy	2
Senior E-Business Advisor	Manager Digital Engagement	Building, Tenancy	1

Position title	Reporting line	Portfolio	FTE
Content Editor	Manager Digital Engagement	Building, Tenancy	1
Digital Engagement Advisor	Manager Digital Engagement	Building, Tenancy	1
Administrator Building Codehub	Manager Digital Engagement	Building, Tenancy	1
Senior Digital Engagement Advisor	Manager Digital Engagement	Employment, IPONZ, Market Integrity	4
Senior Engagement Advisor	Manager Digital Engagement	Employment, IPONZ, Market Integrity	2
Business Support Analyst	Manager Digital Engagement	Employment, IPONZ, Market Integrity	1
Senior I&E Advisor	Manager Digital Engagement	Employment, IPONZ, Market Integrity	1
Digital Engagement Advisor	Manager Digital Engagement	Employment, IPONZ, Market Integrity	3
Team Leader Digital Channels	Manager Digital Channels	MBIE	2
Principal Advisor Digital Channels	Manager Digital Channels	MBIE	1
Senior Digital Engagement Advisor	Team Leader Digital Channels 1	MBIE	3
Digital Channels Advisor	Team Leader Digital Channels 1	MBIE	9
Senior Digital Engagement Advisor	Team Leader Digital Channels 2	MBIE	2
Digital Channels Advisor	Team Leader Digital Channels 2	MBIE	7
Manger Customer Experience	General Manger Engagement & Experience		1

Position title	Reporting line	Portfolio	FTE
Principal Customer Experience Advisor	Manager Customer Experience		1
Senior Customer Experience Advisor	Manager Customer Experience		4
Customer Experience Advisor	Manager Customer Experience		1

Proposed minor change

Position title	Portfolio	Description of change
Principal Advisor - Accessibility	All MBIE	<ul style="list-style-type: none"> Reporting line change from Manager Digital Channels (MBIE) to Director Channel Engagement. Minor change in scope to work across Channel Engagement.
Senior e-learning Advisor	Building	<ul style="list-style-type: none"> Reporting line change from Manager Digital Engagement (Building, Tenancy) to Manager Products and Marketing Position title change to Senior Advisor e-learning Minor change in scope to work across Channel Engagement
Senior Advisor Stack Management x2	All MBIE	<ul style="list-style-type: none"> Reporting line change from Manager Digital Channels (MBIE) to Team Leader Channel Development. Position title change to Senior Advisor Channel Development. Minor change in scope to support multiple platforms as required.
Senior Digital Engagement Advisor (Fixed term)	Employment	<ul style="list-style-type: none"> Reporting line change from Manager Digital Engagement (Employment, IPONZ, Market Integrity) to Manager Digital (Employment, INZ, Tenancy) Position title change to Senior Advisor Digital
Personal Assistant/ Team Administrator	All MBIE	<ul style="list-style-type: none"> Minor change in scope to support both the Head of I&E and the Director Channel Engagement.
Manager Service Design	Strategy, Performance & Design	<ul style="list-style-type: none"> Position title change to Manger Service Design & Customer Experience
Principal Advisor Māori	Building & Tenancy	<ul style="list-style-type: none"> Change in reporting line to the Pou Whakatairanga within Engagement & Experience.
Principal Advisor Māori	Building & Tenancy (TAS)	<ul style="list-style-type: none"> Change in reporting line to the Pou Whakatairanga within Engagement & Experience.

Position title	Portfolio	Description of change
Principal Advisor Māori	Strategy, Performance & Design	<ul style="list-style-type: none"> Change in reporting line to the Pou Whakatairanga within Engagement & Experience.

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

Learning support options

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

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

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

Career development support

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