



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Preparing Engagement & Experience for the Future

Final Change Decisions

May 2024

Introduction from GM Engagement and Experience

Tēnā koutou,

Our people and our customers are at the heart of everything we do, and we remain committed to ensuring we are set up to support them, while meeting the challenges and embracing the opportunities that lie ahead.

Deciding to implement change is not a decision that is taken lightly. I knew this organisational change would be complex and that it would impact many people and their mahi. It was important to me that everyone had an opportunity to have a voice in this process.

The Engagement & Experience purpose hasn't changed: we make it easy for people to do the right thing. 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, including Te Taura, ensuring people have what they need to act with confidence.

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 proposed 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.

This document now represents the final decisions made on the organisational changes relating to Engagement & Experience. We received 72 email submissions and over 500 pieces of feedback across many different platforms.

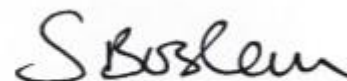
Overall, there was support for the new operating model and most people saw the potential. Even those who didn't support specific elements of the proposals, did agree that change was required if we are to realise the intent behind the MBIE Change from last year. We have made changes as a result of your feedback.

I heard your concerns that we were proposing to reduce too many roles. However, I have worked closely with our Business Partners, and we believe the savings identified are achievable. The Branch will need to work in a more integrated way. We will also need to work closely with our Business Partners to prioritise what we work on and how we will deliver it. We will always seek to deliver high quality services to ensure MBIE's customers and people have the information they need to act with confidence.

My priority is to work through the next steps as quickly as possible to give you certainty, while ensuring we get the process right.

Please look after yourselves, and your colleagues, and take all of the opportunities and support available to work through the next steps based on what is right for you.

Ngā mihi nui



Suzanne Boslem
General Manager, Engagement and Experience

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Overall change proposal and feedback

Case for change

Change was proposed to enable Engagement & Experience to support MBIE's strategic priorities within a changing operating environment. The Engagement & Experience Branch was established in November 2020 to make it easy for people to do the right thing. This purpose has not changed.

Since July 2023, Engagement & Experience has established a more efficient, enterprise-wide Information & Education team function simply by centralising specialist teams from across MBIE and having new ways of working together. With a new operating model and a more targeted work programme, we can move beyond the initial benefits achieved to ensure we can deliver effectively and efficiently within a tighter fiscal environment. This means we had to reconsider how we deliver our services in a way that makes the most effective use of our collective experience, skills, and capabilities.

We also recognised 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 efficient services and support we provide to MBIE.

Key feedback themes and corresponding decisions

We received 72 email submissions and over 500 pieces of feedback across many different platforms. Feedback was also received through team discussions held during the consultation period, at our Branch webinars, at in-person sessions held with our teams and individuals, OfficeVibe surveys and online sessions for individuals, teams, and groups of kaimahi. All feedback was gratefully received and carefully considered.

The feedback received was wide and varied, conflicting in cases, so a balance was sought by analysing the feedback against what our Business Partner General Managers told us about their future work programme and requirements. Where we needed more

clarity or to ensure we fully understood your suggestions, we met with some of you to dive deeper into your feedback.

The overall sentiment acknowledged the need to evolve based on the Chief Executive's principles for change in July 2023, and acknowledged we are also responding to a more fiscally constrained environment requiring us to prioritise our work programme and reduce our costs. We heard that while you understood the need to change to become more integrated you would prefer that we didn't have to reduce our head count as much as was proposed.

Many of you also shared your support for the proposal to re-align our structure. You observed that the proposed changes were designed to align our organisational structure with our future operating model and, for the most part, made sense. You could see the opportunities to improve coherence and consistency within our services and teams. Your feedback illustrated where you thought we could make improvements to better achieve the intent of the change, which we've responded to throughout this document.

Due to the size and scale of the proposed changes across the Engagement & Experience Branch there were a number of feedback themes which spanned across Information & Education, as well as Customer Experience & Pou Whakatairanga. This feedback has been summarised and responded to in the following pages before the function or proposal specific sections begin.

"The new way of working and more focused delivery model that is being stood up will have a huge positive impact on MBIE customers going forward."

Position descriptions

Feedback: You told us that the new position descriptions provided were too general, that you wanted greater clarity on the technical requirements of each role, and to better understand how the Advisors, Seniors and Principals were differentiated. The intention of the proposed position descriptions was to find a balance between providing a clear outline of the skills and capabilities required for each role, while also being general enough to allow us to adapt and flex to business needs over time and to ensure career progression for our people.

Response: Clarity in our position descriptions matters to us too, so we have reviewed and updated all of the new position descriptions to make the competencies, behaviours, technical skills, and experience/qualifications required clearer.

Number of people leader roles affected

Feedback: You asked why the Manager roles were not reducing to the same extent as the Senior and Advisor roles, given we would have a leaner work programme and smaller teams.

Response: Across the Branch, the proposal reduced the number of people leaders from 14 to 10. This reduction was designed to ensure a reasonable span of control across teams, to bring life to the new Information & Education operating model, and to ensure a manageable portfolio split. Following consideration of your feedback, we believe that these principles are still valid and as a result there will be no change to the proposed number of Information & Education people leaders.

Contestability of manager roles

Feedback: You thought that the manager roles should not be directly reassigned as proposed. Your reasons included perceived fairness; you thought we should include those seconded into a manager role and the Team Leaders; or you thought that the

proposed new manager position descriptions were substantially different to the current ones. We sought further advice on this from MBIE's People & Culture team.

Response: Decisions around which individuals are reconfirmed, reassigned or otherwise, are always made in line with their terms and conditions of employment. Individual's terms and conditions talk to their substantive position and, therefore, this is what is used to determine impacts on an individual level. In the case of both the Manager, Strategy & Engagement and Manager, Digital Engagement, the number of individuals who substantively could be mapped to these roles matched the number of positions available in the new structure.

Refer to Appendix 1 (Page 44): Confirmed change process for clarity around the process for standing up the confirmed structure.

Resource versus perceived work programme

Feedback: We received feedback that each proposed new team would struggle to deliver their work with the resourcing proposed. There was overall feedback that the level of people proposed for the future does not match the perceived size of our work programmes or Business Partner expectations and there was concern that Business Partners may feel pressured to start doing Information & Education themselves.

Response: We re-tested this not only with senior leaders in Te Whakatairanga, but also senior leaders in Immigration, Building System Performance and Corporate Services, Finance and Enablement. They are aware of the impacts this change would have and have agreed, in principle, to resetting our work programme around what we must do, what we should do, and what we could do. They understood the Ministry's requirement for us to be leaner and will support us to have more targeted work programmes, noting we also have 'business as usual' functions.

They also acknowledge that we are experts in our functional areas and that we are best placed to do the work we are experienced and skilled in doing.

Alongside MBIE's People & Culture team, for Information & Education we have calculated a standard full time equivalent 32 hours of "work" per week (i.e. excluding

team meetings, professional development, MBIE networks, etc), and this is our expectation looking ahead. We know our people resource is tight, and we may need to adjust our portfolios over time to account for changing work programmes and Government and Ministry priorities.

However, there was also duplication and inefficiencies across our teams and some of the work we were doing wasn't considered a priority by our Business Partners. By bringing teams together and setting the expectation that we work collaboratively across the same agreed, prioritised work programmes, then we will still be able to deliver good support and service. This will also be true where we experience peaks and high demand in our work programme.

Our people and senior leadership support us to be a centralised Information & Education team. There is an acknowledgement we will need to be sharp in prioritising what we do and that we need consistent systems and processes to support how we do it. We will set our horizons a little further out to achieve the innovation and improvements we all want to deliver for the benefit of our customers and ultimately to Grow Aotearoa New Zealand for All. Our confirmed structure for the future provides us the building blocks for us to achieve this.

The future headcount in Information & Education will be 76 Permanent FTE and 1 Fixed Term Employee. This is based off a 'must' and 'limited should' work programme and we will work on what that looks like with our Business Partners. The teams will need to lean in and support each other, in our new operating environment of necessary and targeted prioritisation. When vacancies become available, as one team, we will actively monitor where the needs of the wider team are. Managers will be expected to work collectively to ensure our resourcing is in the right place and move positions to adapt to the Ministry's and our Business Partners' changing environment.

We will continue to work with our Business Partners to ensure we are sufficiently resourced to deliver what is expected of us.

Portfolio split

Feedback: There was mixed feedback on how the proposal set out our portfolios, and a range of methodologies were put forward on how we might consider them differently in the proposed Strategy & Engagement teams and Channel Engagement teams. These ranged from:

- Keep our Building and Immigration portfolios separate, as they have been in the 'lift and shift' model, since some of you saw them as uniquely complex.
- Anchor and integrate around customer segments or where regulatory contexts intersected.
- Align Strategy & Engagement with the portfolios in Channel Engagement.
- Base them on the resource required to manage our Business Partners.
- Integrate Strategy & Engagement and Channel Engagement functions into a single team on the basis of end-to-end Information & Education.
- To split our Channel Engagement teams by skill and capability, rather than portfolio.

Most of you could see the value of taking a more integrated approach and wanting to align the portfolios responsibility where it makes sense, both around the customer and to ensure our teams are right-sized.

Response: Our operating model is about being centralised, where we can connect our customers, strategies, channels, and programmes more effectively. We have acknowledged in our operating model that we need to balance serving individual Business Partners on one hand, many of which have portfolios which are large and complex but achieve the ability to connect better and make use of our collective resource.

We reviewed multiple options and there was no perfect solution. What we have landed on is a balance between being able to support productive, healthy business partnerships, and the size and complexity of the work programmes and regulatory

systems to ensure they are manageable. We also noted that the work programmes will change as we continue to adapt to Government priorities.

It is expected the managers of all teams will work collectively to manage the programmes of work and resourcing required across all of Information & Education.

Based on your feedback, we have changed both the Strategy & Engagement and Channel Engagement portfolio split. We will monitor and review how our portfolio split is working on an ongoing basis. Refer to Appendix 3 (Page 50): Portfolio split across Information & Education for the new portfolio split.

For the purposes of this document, we have numbered the Information & Education teams Tahī, Rua, Toru to help you identify which teams are managing which portfolios and to assist with Expression of Interest (EOI) preferences across the team. Teams will have the opportunity to come up with mana-enhancing names that are more meaningful to them to help differentiate between teams as the final decisions are implemented.

Principal/Senior/Advisor balance

Feedback: You said we didn't have the right balance across Advisors, Senior Advisors and Principal Advisors to allow for sufficient business planning, delivery, and career progression.

Response: We have reviewed this balance on the basis of your feedback and the complexity of each portfolio, and we have made adjustments. The details on those adjustments are set out in each relevant section of this document.

EOI Process

Feedback: We received feedback that questioned the EOI process as outlined in the consultation document. Feedback included:

1. A perception that People Leaders would favour people who are in their current team or who they have a working relationship with as opposed to those that have not previously worked with.
2. The ability to indicate preference should be included as part of the EOI process.
3. If Information & Education employees cannot apply for the Senior Customer Experience Advisor roles in the Strategy, Performance & Design Branch in the first round of the EOI process, then affected Customer Experience individuals should not be able to apply for Information & Education roles in the first round of the EOI process.
4. A desire to enable Fixed Term employees to be able to participate in the EOI process.
5. A desire to wait until the People Leaders are confirmed before indicating team preference where more than one team performs similar functions.
6. All roles should be open to those across MBIE as opposed to change specific ring-fenced EOIs.
7. A concern that those who don't interview well would be disadvantaged by a traditional recruitment process.

Response: We agreed with a number of your points raised around the EOI process and recognise that further clarity and information is required to ensure relevant employees are well positioned and appropriately supported to participate in this process. Specific decisions against each piece of feedback have been noted below:

1. MBIE has full confidence in our People Leaders to appoint the most suitable candidate for the role whilst acknowledging the importance of maintaining people's employment with the Ministry where possible through change. Our People Leaders are often required to interview people who are currently in their team and make an assessment of them against others they are less familiar with. Their recommendations for reassignment through EOI will need to be signed off by the relevant leadership roles. It is our expectation that

where more than one person is being considered, they have a neutral person on their panel.

2. The EOI form will include the ability to indicate preference for a particular team where the same role exists across multiple teams.
3. The Senior Customer Experience Advisor role is remaining within Te Whakatairanga Service Delivery and is having an FTE reduction from 4 to 3. This necessitates a contestable reconfirmation process to fill these 3 roles. The 1 Senior Customer Experience Advisor who is not reconfirmed into this role will be able to express interest in the Information & Education roles allocated to the Expression of Interest process.
4. MBIE's primary obligation through change is to ensure that those who are permanent employees are given every reasonable opportunity to continue their employment. Whilst we acknowledge the skillset of our fixed term workforce, MBIE's commitments to these individuals differs from the commitment to our permanent people.
5. MBIE will work as quickly as possible through the two expression of preference (EOP) processes. These processes may not be concluded before the EOI process begins, but the intention is to have them completed and announced before the EOI process closes.
6. Where a change proposal results in permanent employees being "affected" and new roles are available in that confirmed structure, an EOI process will be used initially to fill these roles. The EOI process will be available to those employees affected by that change proposal as it is more likely they have the skills, knowledge and experience to be the best fit. Following the EOI process, any remaining vacancies will be opened up more widely across MBIE through internal recruitment.
7. The ability to provide a written or oral EOI as well as the potential for an interview should provide our people with different opportunities to showcase their skillset and therefore suitability for the role(s) they have expressed interest in. If an individual would prefer to EOI orally, they will need to

email engagementandexperiencefeedback@mbie.govt.nz at which point they'll be sent a link to answer the same questions via HireVue, MBIE's online video interview partner.

How we will implement our new ways of working

Feedback: Most of you agreed on our future operating model and the need to realign the team to support it. But you wanted to understand how this would all work on a day-to-day basis, e.g. how Strategy & Engagement and Channel Engagement will work together.

Response: We will ensure that the feedback we received on the day-to-day operations of the team will be incorporated into our Operating Model Implementation Plan. Everyone will have a part to play in this to ensure its success, and it will be a priority for the Information & Education Leadership Team moving forward. Put simply, we expect the whole team to work to the same priorities and, where relevant, the same work programme as agreed by the Engagement and Experience Leadership Team, the Information & Education Leadership Team, and our Business Partners.

1.1 – Information & Education Leadership Team

Summary of Changes Proposed:

Proposal	Proposed Change
1.1	Disestablish 3 x Manager Information & Education
1.1	Disestablish 1 x Senior Operations Advisor (FT)
1.1	Disestablish 1 x Principal Advisor (FT)
1.1	Establish 2 x Manager Strategy & Engagement
1.1	Establish 1 x Principal Advisor Customer Insights
1.1	Establish 1 x Senior Advisor Operations

Your feedback

The majority of the feedback showed understanding of the rationale for the Information & Education Leadership Team to be anchored in how we will deliver value as set out in our future operating model strategy through:

- strong strategic business partnerships
- an integrated channel engagement function
- a community partnerships function to support people in our communities
- dedicated capability in understanding the performance of our work and impact for our customers
- and our business strategy and operations.

Feedback was largely around requirements of particular roles, reporting lines, and the portfolio span of the Strategy & Engagement Managers.

"Looking at the proposal objectively, most of the structure makes sense and will help us to work as an integrated team, sharing our skill set and working together to help our Business Partners achieve their regulatory goals."

Reporting line for the Principal Advisor Customer Insights role

Feedback: You were generally supportive of this role being established and the rationale for it in alignment with our future operating model strategy. There was feedback suggesting that the role could move to the Channel Engagement team on the basis that some people considered most of the data points in a future impact framework would come from digital channel data sets. There was also some feedback received suggesting that it could become a Senior Advisor in the Channel Engagement team.

Response: This role would be expected to work across our Information & Education function which includes working closely with the Director, Channel Engagement to ensure we have the systems and processes in place to take a unified approach to channel performance. This role is also designed to help us to tell the story of Information & Education's integrated impact – for example our social impact, connection to our Business Partners' strategic objectives, performance of all of our channels, engagements, and interactions. Those insights can then be used across the whole of Information & Education and will work closely with the Engagement and Experience Business and Operations Support Team as part of our Branch story. This role plays an important part of the Information & Education Leadership Team dialogue, strategy, and planning. There is no change to the proposed Principal Advisor Customer Insights.

Senior Advisor Operations

Feedback: There was mixed feedback on the Senior Advisor Operations, from strong endorsement of making the current fixed term arrangement permanent, leaving it as a fixed term, moving the function to the Engagement and Experience Business and Operations Support Team, and questioning the need for it at all.

Response: We have observed that the key focus areas of this role such as our Information & Education processes, risk management, quality assurance and process auditing, are all part of an ongoing programme of work and more so as we look to improve some of

"We endorse the need for the Senior Advisor Operations as this role will be even more important as the new structure beds in and processes need to be tweaked or developed"

our existing processes. Having this role established permanently will mean we have:

- a dedicated lead for our Information & Education induction and an ongoing training programme
- maintain a detailed understanding of the team's operating model
- documentation, and ongoing maintenance of Information & Education processes, quality assurance and audit register within the wider Engagement and Experience framework
- systems and processes around our time sheeting and reporting
- co-ordination point for our business reporting such as our enterprise websites against Government standards and legislative requirements.

Reporting requirements are extensive across Information & Education. The Senior Advisor Operations will be expected to work closely with the Engagement and Experience Business and Operations Support Team, the MBIE Customer Service Centre, Pou Whakatairanga and other relevant delivery partners to deliver on these requirements.

Director Channel Engagement

Feedback: There was some feedback proposing that the Director Channel Engagement created too many layers within the team, and that this role could report directly to the General Manager Engagement & Experience.

Response: The Director Channel Engagement role was established in July 2023 as part of the MBIE change to lead an integrated, enterprise Information & Education channels and engagement function. We know from our previous operating structures that our channels haven't naturally aligned on the same strategic programme. The Director is a key role within the Information & Education Leadership Team to create an integrated programme with our Strategy & Engagement and Community Partnerships teams and ensure alignment with the Engagement and Experience Branch and Business Partners' priorities and strategic objectives. There will be no change to the Director Channel Engagement.

Proposed name for Strategy and Engagement teams

Feedback: We received feedback on how all teams in Information & Education are part of our strategy and engagement work and that the name 'Strategy & Engagement' didn't fit for this team. Some of you had the opinion that they shouldn't be responsible for any external engagement and should only be an internal business partnership or relationship function, so should be called "business partnerships".

Response: We reviewed what the purpose of the proposed Strategy and Engagement team was. They would provide:

- Strategic business partnerships, work programme planning, budgeting, and oversight
- Partnering with our Channel Engagement team and Community Partnerships team and key delivery partners such as the MBIE Customer Service Centre and Communications, to develop our operational work programmes, monitoring and reporting on our performance to how we are collectively delivering to our Business Partners goals.
- External sector stakeholder engagements for one to many and management of the Te Whakatairanga Service Delivery (TWSD) Stakeholder Engagement framework. Supporting our Business Partners to manage their relationships consistently across TWSD.
- Maintaining a deep level of subject matter knowledge within Information & Education.
- Project management of Information & Education programmes of work on regulatory systems across all Information & Education teams, such as legislative changes.
- Looking across our portfolios with the strategic purpose of identifying opportunities to be integrated, customer-centred and find efficiencies across Information & Education work programmes.

In reviewing the responsibilities of the team. There will be no change to the proposed name Strategy & Engagement.

Outcome from your feedback

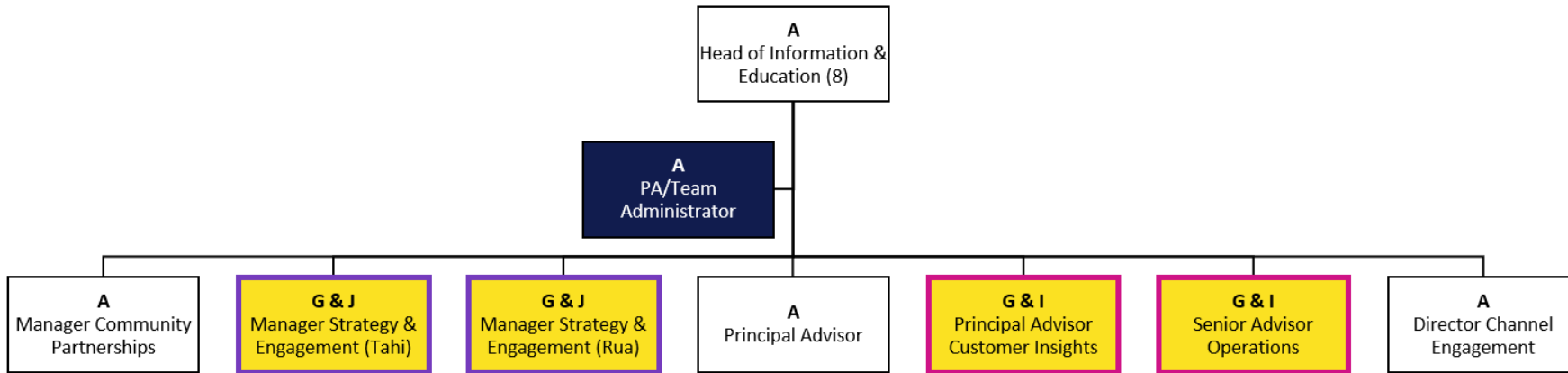
After careful consideration of the feedback received, the final decisions remain unchanged from the proposal and are as follows:

Reference	Outcome
1.1	Disestablish 3 x Manager Information & Education
1.1	Disestablish 1 x Senior Operations Advisor (FT)
1.1	Disestablish 1 x Principal Advisor (FT)
1.1	Establish 2 x Manager Strategy & Engagement
1.1	Establish 1 x Principal Advisor Customer Insights
1.1	Establish 1 x Senior Advisor Operations

Confirmed Organisational Chart - Information & Education Leadership Team

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Allocated via Expression of Interest
E	Position title change	J	Allocated via Expression of Preference



1.2 – Strategy & Engagement Realignment

Summary of changes proposed:

Proposal	Proposed Change
1.2	Disestablish 5 x Principal Engagement Advisors
1.2	Disestablish 5 x Senior Advisor Information & Education
1.2	Disestablish 1x Advisor Information & Education
1.2	Disestablish 13 x Senior Engagement Advisors
1.2	Disestablish 5 x Engagement Advisors
1.2	Establish 2 x Manager Strategy & Engagement
1.2	Establish 3 x Principal Advisor Strategy & Engagement
1.2	Establish 8 x Senior Advisor Strategy & Engagement
1.2	Establish 3 x Advisor Strategy & Engagement

Your feedback

Feedback on the Strategy & Engagement teams was largely supportive of this proposal and, for the most part, you understood the Strategy & Engagement teams' purpose as outlined in the previous section:

- alternative options for portfolio split.
- too few resources to maintain healthy strategic business partnerships across regulatory systems, some of which are highly complex to both teams.
- more detail in the position descriptions to provide clarity on the difference between Advisor, Senior Advisor and Principal Advisor.
- current Information & Education team members are multi skilled in Information & Education planning, engagements, products & marketing, and writing web content.

"The proposal is straight forward and makes sense, with the integration of these teams, this can only enhance consistency across all networks."

As the above feedback were themes across all teams, we have covered this off at the beginning of this document.

Additional feedback specific to 1.2 Strategy & Engagement Realignment was:

Support for the managers across multiple Regulatory Systems and reduction in FTEs

Feedback: There were concerns on how the two managers would cope being across so many portfolios with fewer Principals to support them, how they would complete and maintain Information & Education planning, retain subject matter knowledge, manage our Stakeholder Engagement framework, and manage Information & Education legislative change programmes. This feedback was based on how you perceived the forward work programme. There was also concern over teams taking on more portfolios when role numbers in each team were reducing.

Response: We acknowledge both the complexity and volume of work at a subject matter level to be across multiple regulatory systems. As explained at the beginning of this document, we will build our work programmes based on the people. There are still some unknowns about next year's work programme, but our Business Partners agree with the need for our team to be leaner and more focused. We will build our work programmes with them, based on the intent of a centralised, more collaborative Information & Education team. We will also ensure we have an appropriate roadmap to realise our operating model and to continue to develop and mature our function.

It is important to note that any work that the current three Information & Education teams undertake in terms of maintaining our digital and print channels (e.g. content writing, marketing, social media, user experience, website maintenance, tool development, etc) will move to the Channel Engagement team. Any work that these teams do in our communities, will move to the Community Partnerships team.

However, we acknowledge your feedback regarding the complexities and balance of this work, along with the changing portfolio split across the two teams and we have amended the structure, establishing an additional Principal Advisor role, so that both teams will have 2x Principal Advisors in order to provide more capability and capacity

for directly managing relationships, an integrated work programme, and managing Subject Matter Expertise (SME) knowledge.

As a result of the increase in Principal Advisor positions and taking into consideration our current fiscal environment, each Strategy & Engagement team will be revised to have 1 x Advisor role each.

Clarity on Roles and Responsibilities across Principals and Seniors

Feedback: You told us about current issues you are facing where work of the Principal Advisors and Senior Advisors cross over as Principal Advisors get pulled into specific projects, and Senior Advisors pick up Principal Advisor work. You wanted to see the roles and responsibilities between the Principal Advisors and Senior Advisors made clearer which will also allow us to find efficiencies and deliver to the new operating model.

Response: As detailed earlier, we have reviewed and updated the position descriptions to more clearly articulate where the Principal Advisor and Senior Advisor should be focusing their attention. It is up to the managers to work with their people to ensure the smooth operation of the team and find a balance between ensuring the work is being completed and providing opportunities for our people to grow and develop by doing more complex work.

“Principal should be keeping abreast of the work programme in a way that allows them to find connections between the different work programmes to achieve that integrated approach as well as helping advisors and seniors find opportunities to grow their skillset and become better Information & Education practitioners... not focussed on very specific pieces of work.”

Our strategic partnership with Immigration NZ versus our website channel partnership

Feedback: The proposal outlined an intent to have a strong partnership with Immigration NZ (INZ) covering:

- a broad cross-regulatory system context (e.g. connecting our Information & Education strategy and programme in the ‘Prevention of Temporary Migrant Worker Exploitation’, and where our BAU crosses over, such the AEWV programme).
- ensuring the INZ website was serving INZ’s customers appropriately now and in the future.
- the website was integrated with the wider Information & Education channel strategy and strategic roadmap.

You wanted more clarity on roles and responsibilities between the proposed Strategy & Engagement team and the Channel Engagement team.

Response: The Director Channel Engagement will hold the relationship with INZ’s Operational Marketing and Content team. The Manager Digital Engagement will work with the Operational Marketing and Content team, and Operational Policy team on a day-to-day basis as part of ensuring the website is maintained in accordance with their work programme and deliver to their strategy. INZ’s Information & Education will remain within INZ, however, the Manager Strategy & Engagement will be expected to work across, for example, TWSD Employment, INZ Customer, INZ Risk & Border, TWSD Immigration Compliance & Investigation, to mirror efforts to ensure a more integrated

“People within these teams (Strategy & Engagement) need to be generalists and have a good knowledge and understanding of all the channels we manage to allow for useful conversations with branches. Decisions must be made in collaboration with channels colleagues – come with a problem, not the solution.”

approach to governance of the immigration regulatory system, and TWSD's priority around a more integrated approach to compliance.

Clarity on positions descriptions

Feedback: You asked us to make the position descriptions clearer around project management, stakeholder engagement and account management skills and capability in the Strategy & Engagement teams.

Response: We have updated positions descriptions and included this throughout.

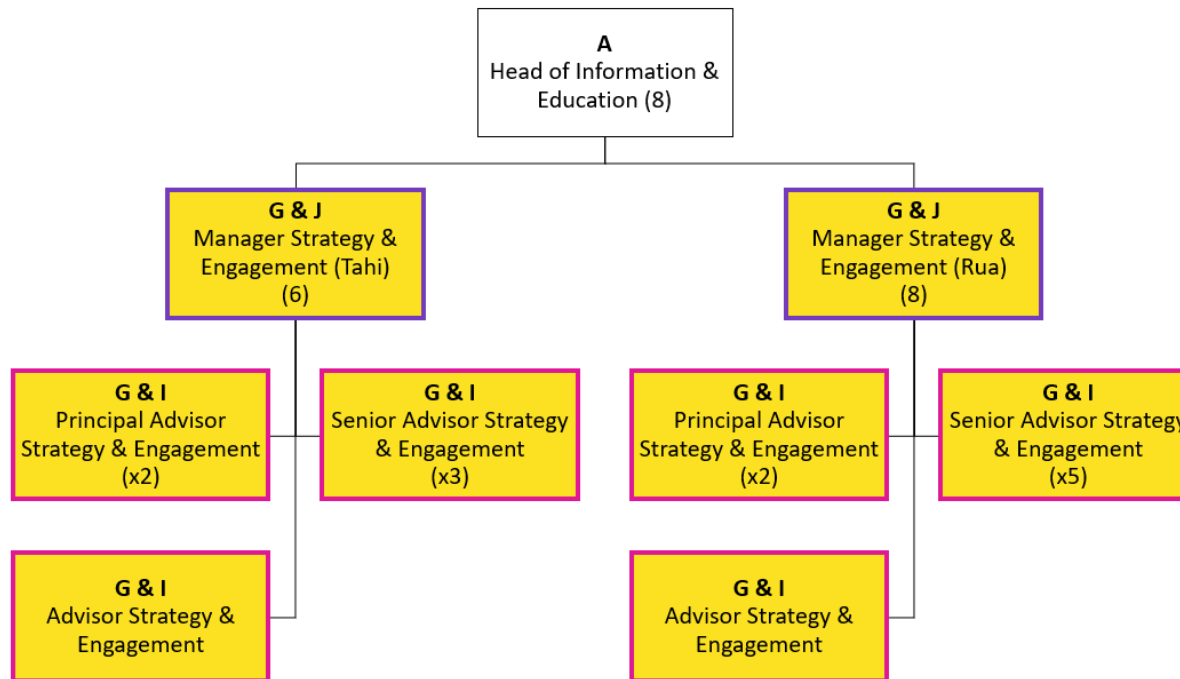
Outcome from your feedback

After careful consideration of the feedback received, the final decisions are as follows:

Reference	Outcome
1.2	Disestablish 5 x Principal Engagement Advisors
1.2	Disestablish 5 x Senior Advisor Information & Education
1.2	Disestablish 1 x Advisor Information & Education
1.2	Disestablish 13 x Senior Engagement Advisors
1.2	Disestablish 5 x Engagement Advisors
1.2	Establish 2 x Manager Strategy & Engagement
1.2	Establish 4 x Principal Advisor Strategy & Engagement
1.2	Establish 8 x Senior Advisor Strategy & Engagement
1.2	Establish 2 x Advisor Strategy & Engagement

Confirmed Organisational Chart - Strategy & Engagement, Information & Education

KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Allocated via Expression of Interest
E	Position title change	J	Allocated via Expression of Preference



1.3 – Community Partnerships, Information & Education

Summary of Changes Proposed:

Proposal	Proposed Change
1.3	A change in reporting line for the Principal Advisor Māori from the Employment Services Branch to the Manager Community Partnerships and minor change in scope.
1.3	Establish 3 x permanent Senior Advisor, Community Partnerships.

Your feedback

The Community Partnerships team was originally established in July 2023 to help ensure we have a function that can support communities with face-to-face Information & Education engagement, especially those who may be disadvantaged or exposed to factors of inequity, or who might have difficulty accessing our information channels and resources, such as our websites or MBIE Customer Service Centre. This team is currently developing its future strategic business plan and action plan to integrate how we partner with communities.

Alongside your supportive responses and enthusiasm for a Community Partnerships team and dedicated function, there were some specific pieces of feedback to Proposal 1.3.

“Good to see a dedicated team established and resourced to support our engagements with the communities.”

Māori Service Delivery

Feedback: Some feedback suggested the Community Partnerships team was a duplicate of the Pou Whakatairanga team. Some feedback suggested the Community Partnerships team was a duplicate of Te Pou Whakatairanga team.

Response: These two functions have distinct objectives. Nonetheless, their complementary nature is evident, and they will continue to work together as they have been doing, such as the design phase for Community Partnerships and the partnership approach these teams have taken to build this new function since July 2023.

We have also covered the response to this in Section 3: Māori Service Delivery, Engagement and Experience.

“By sharing our resources and investing in our communities, we can let go of the old ways and open

Principal Advisor Māori

Feedback: Feedback from within Engagement and Experience, and the Employment Services Branch believed the scope of the position description of the Principal Advisor Māori would fit more appropriately in the Pou Whakatairanga team along with the Principal Advisor Māori positions from Building and Tenancy Branch and Strategy Performance and Design Branch, also proposed to move to Engagement and Experience. Some of you suggested the role may fit more appropriately within the proposed Strategy & Engagement team on the basis it could continue to focus on specific Employment regulatory context.

Response: There will be a change from the proposal. The reporting line for the Principal Advisor Māori from Employment Services Branch will change from the Manager Community Partnerships, Information & Education to Pou Whakatairanga, Engagement and Experience.

We have covered this feedback and response in more detail in Section 3: Māori Service Delivery, Engagement and Experience.

Size of the team is too small and imbalanced

Feedback: You told us that the Ministry should invest more people resources into Community Partnerships to support the permanent establishment of the team. You also highlighted the imbalance of team members across the Information & Education-

wide team structure. Your feedback regarding the need for a clear career pathway for kaimahi and operational support was also evident.

Response: We absolutely agree with the feedback's vision of letting go of old ways and opening ourselves up to change. We also acknowledge the team is currently in the process of laying a solid foundation for its future endeavours. As part of this effort, the first milestone is establishing the team as a permanent one, with a sound and informed approach.

Career pathways were a core part of the rationale for the 2023 establishment of our centre of expertise. We agree we can find a better balance in this team and ensure we are investing in its future, particularly since the Principal Advisor Māori from Employment Services will not be reporting to the Manager Community Partnerships as proposed. On that basis an Advisor role will be added to support the team's operations as we move forward and build into the future with room to grow.

The Manager for Community Partnerships and the team have already demonstrated how working together can provide support for the team, e.g. through their willingness to collaborate and source expertise across the Ministry, such as the Strategy, Performance and Design Branch, Te Pou Whakatairanga, Business and Consumer Branch, within Immigration NZ, and within MBIE's regional teams. This approach has led to a joined-up approach to designing the Community Partnerships approach and strengthened our internal relationships. We encourage the team to continue to work together in this design phase to complete the vision, strategy, and proposed roadmap before further consideration of longer-term resource requirements.

Role titles

Feedback: Feedback was provided that we reconsider the titles of the roles from Senior Advisors to Leads as this would be clearer to our community partners.

Response: We want to be clear and relevant to everyone that we work within all communities we will partner with. We tested this with MBIE People & Culture and

Senior Advisor is a general title across government agencies and so will remain. We are required to find a balance within role titles across the Ministry to help ensure equity and consistency in remuneration and clear roles and responsibilities for our people.

We have also reviewed and edited all Position Descriptions to provide more clarity on the Senior Advisor roles in the team, and to empower our Manager Community Partnerships to shape the team for the skills and capabilities we need.

Stakeholder vs community engagement

Feedback: Some of you asked for clarity in the position descriptions and roles and responsibilities within the Community Partnerships and Strategy & Engagement teams where 'engagement' responsibilities sit.

Response: The success of our future operating model relies on all our teams working together and ensuring their work is aligned against agreed priorities and work plans. To eliminate ambiguity and ensure clarity, we have updated the position descriptions to be clear of each team's and team members' roles and responsibilities, and identifying the lead on specific tasks:

- Community Partnerships is responsible for leading, creating and handling all of our community and community agency partnerships and relationships. One of their main objectives is to help grow community capability and capacity to effectively respond to centrally enabled and locally led initiatives, which is instrumental in attaining our shared goals and ambitions. Community Partnerships' role is critical in facilitating and leveraging our resources to achieve the desired outcomes for the organisation.
- Strategy & Engagement will facilitate or assist our Business Partners in enhancing their external partnerships and relationships with 'sector partners'. The main goal of these efforts is to provide helpful information and education to those sector partners, which can be accomplished through platforms such as webinars or presentations.

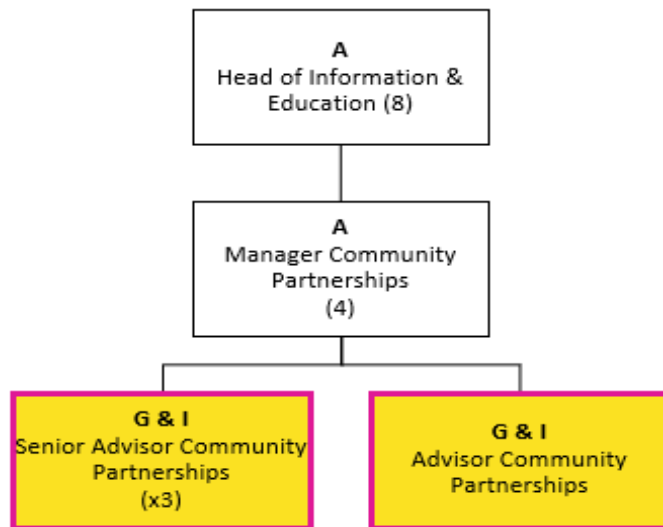
Outcome from your feedback

After careful consideration of the feedback received, the final decisions are as follows:

Reference	Outcome
1.3	Establish 3 x Senior Advisor Community Partnerships
1.3	Establish 1x Advisor Community Partnerships

Confirmed Organisational Chart – Community Partnerships, Information & Education

KEY			
A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Allocated via Expression of Interest
E	Position title change	J	Allocated via Expression of Preference



1.4 – Channel Engagement, Information & Education

Summary of Changes Proposed:

Proposal	Proposed Change
1.4	Disestablish all roles within Channel Engagement, with the exception of: <ul style="list-style-type: none"> • Director Channel Engagement • Manager Products & Marketing • Senior E-Learning Advisor • Senior Digital Engagement Advisor (FT) • Principal Advisor – Accessibility • 2 x Senior Advisor Stack Management
1.4	Establish a Principal Advisor to the Director Channel Engagement
1.4	Establish 3 x Senior Advisor Products & Marketing
1.4	A change in reporting line for the Senior E-Learning Advisor to the Manager Products & Marketing
1.4	Establish 3 x Advisor Products & Marketing
1.4	Establish 3 x Manager Digital
1.4	Establish 7 x Senior Content Designer
1.4	Establish 9 x Senior Advisor Digital
1.4	Retain 1 x Fixed Term Senior Digital Engagement Advisor supporting the Employment Leave Entitlements Bill Implementation Programme.
1.4	Establish 13 x Advisor Digital
1.4	Establish a Team Leader Channel Development
1.4	Establish a Senior Advisor UX
1.4	Change the reporting line of the 2 x Senior Advisor Stack Management to the new Team Leader Channel Development and change position titles to Senior Advisor Channel Development
1.4	Establish a Senior Advisor Channel Development
1.4	Establish an Advisor Channel Development

Your feedback

There was a substantial amount of feedback received regarding proposal 1.4. The feedback was varied and broad, and there were many conflicting counter proposals. Much of the feedback was focused on how the team would work together and across Information & Education, which we will co-design and develop together as a team through the implementation plan for our future operating model. Feedback regarding the portfolio splits, position descriptions, and resourcing allocations across teams has been addressed earlier in this document.

Key areas of feedback to Proposal 1.4 are as follows:

"I think the re-alignment makes a lot of sense and will help organise our business better."

Ensuring we meet externally set standards and urgent requests across our channels

Feedback: There were concerns that there was an intention that we would not meet externally set channel standards such as Government Web standards, accessibility, user experience and plain language requirements. You were also concerned that by reducing the number of roles in our teams, that we risked longer turnaround times for urgent (P1) work requests such as Ministerial announcements.

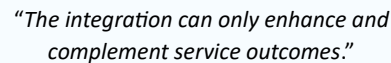
Response: We will be spending more time on our detailed service catalogue as part of our Operating Model Implementation Plan which is based on our 'must do' 'limited should do' and 'could do' activities.

Clearly sitting in the 'must do' for all our channels is ensuring we continue to comply with all relevant externally set standards. Also sitting in the 'must do' for our channels is ensuring that we continue to deliver any urgent (P1) requests within agreed timeframes and that we are ready and able to meet our emergency management obligations across our portfolios. Through our business planning and operating model implementation, we will work to ensure that we remain compliant with our must do requirements and our service level requirements.

Creating one new team and removing silos

Feedback: You expressed a concern that the new structure would not remove the silos that exist within the current team and previous four Information & Education Channel teams.

Response: There is no room in our new operating model for any teams to operate in a silo. Our expectation is that the Chanel Engagement Leadership team will work collectively to set our channel engagement strategy and business plan and manage the delivery of our work programme. They set the tone and the approach for their teams to work together to meet our shared objectives. The Channel Development team will specifically work across Channel Engagement to help build our collective knowledge and capacity, set our standards and roadmaps, and ensure a consistent experience across our channels. It is also an expectation that the Channel Engagement Leadership Team will work collaboratively as part of the extended Information & Education Leadership Team and with the MBIE Customer Service Centre. Channel Engagement itself is not an individual team; it is part of Information & Education, Engagement and Experience and MBIE.



"The integration can only enhance and complement service outcomes."

Changing the name of the digital teams to better reflect the work they perform

Feedback: You asked us to change the name of the digital teams to digital engagement, to better reflect their engagement role working closely across Information & Education, with our Business Partners, subject matter experts and with our delivery partners and external vendors.

Response: We agree and have changed the name of the 3x digital teams to Digital Engagement. The position title for the 3x managers have also been updated accordingly.

Channel Engagement team's relationship with Business Partners and subject matter experts

Feedback: You demonstrated a concern that the Channel Engagement team were expected to go through the Strategy & Engagement teams to write content, and that they would no longer have direct relationships with our Business Partners and their subject matter experts.

Response: Channel Engagement is expected to work directly with our Business Partners when writing content and will maintain their relationships with subject matter experts across MBIE. For strategic business planning, work programmes and project managing legislation changes, the Strategy & Engagement teams holds the relationship lead, but works in partnership with Channel Engagement and Community Partnerships to develop the programmes of work. The expertise of the Channel Engagement team is essential to providing sound advice in designing our Information & Education responses for our Business Partners. Where the Strategy & Engagement team does not hold the relationship (sometimes referred to as "Tier 2" and "Tier 3" Business Partners), the day-to-day relationship sits with our Channel Engagement Managers and teams. The Director Channel Engagement holds the strategic partnership relationship with our Tier 2 and Tier 3 Business Partners outside of the Strategy & Engagement teams' portfolios.

We expect that our teams will take a RASCI approach to how we deliver our work so our people have clarity, while ensuring there is no wrong front door for those we work with. People should be able to contact anyone in Engagement and Experience and be directed to the person they need.

Function and scope of the Channel Development team

Feedback: You provided mixed feedback about the function and scope of the Channel Development team, with some feedback suggesting that the team should be limited to stack management expertise and contrasting views recommending that the team should become a centre of content creation expertise with all content roles moving into

the team. There was overarching feedback that the structure does not help to deliver the centre of expertise.

Response: The Channel Development team plays both a technical and strategic role. We have increased the number of specialist roles within the team in response to feedback that we should group these functions together. The team works across MBIE with our delivery partners, third-party vendors and our Information & Education and Engagement and Experience teams. They ensure the smooth, efficient, and safe technical operations of MBIE's channels and tools, growing our capability and expertise and ensuring our compliance with the New Zealand Government standards for accessibility and usability, digital service design, and accessibility charter requirements.

Expanding stack management function to support more than Silverstripe and Plone

Feedback: We heard that you are concerned about expanding the scope of the stack managers to include stacks outside of Silverstripe and Plone, noting concerns around resource requirements to support additional stacks and misalignment with MBIE's Digital Channel Strategy.

Response: Under this proposal, we are not taking on any additional stacks not already looked after within Information & Education. Any additional stacks that we might take on in the future would need to come with additional resourcing to support the work.

As a centre of expertise, we must be willing to meet the needs of our Business Partners. Expanding the scope of our stack managers sets us up to take on potential stacks in the future, if needed. We will continue to support and give effect to all applicable MBIE strategies and standards and the intention behind them.

Where we might take on the responsibility for website stacks that do not sit on Silverstripe, MBIE's current platform of choice, our approach would be to work closely with our Business Partners to support them to move towards MBIE's platform of choice so that they are able to benefit from pooled efficiencies and reliabilities. Where we

might take on the responsibility for stacks that host tools or forms, it may be that Silverstripe is not the best platform for those tools, and we will work closely with our Business Partners to find an approach to ensure the best outcome for MBIE.

It's also worth noting that we will support Digital, Data and Insights efforts to have a strategic approach to MBIE platforms, and work closely with them at the technology/information channel interface.

Business and Consumer maintenance and support

Feedback: You asked for clarification on the maintenance and support that we provide to the Business and Consumer Branch.

Response: We are actively working with the Business and Consumer Leadership Team to ensure an integrated approach to how we support this Branch. Business and Consumer has a wider role to build capability among those two large portfolio groupings; our role is to ensure those audiences are informed and educated about their rights and responsibilities. Any decisions to change our current scope and level of support will sit outside of this change proposal.

Delivering an effective User Experience function

Feedback: You told us that the Senior Advisor User Experience (UX) role was best placed in the Digital teams where it can work closely with the other Senior Advisors and Advisors to best deliver fit for purpose digital services, user experiences and advice. You also told us that one Senior Advisor UX role could not meet our user experience requirements of the team.

Response: We agree and have changed 1x Senior Content Designer for 1x Senior Advisor UX in each of the three Digital Engagement teams, to ensure we deliver improved, consistent, and functional user experiences across our channels, tools, and online application systems.

Generalist versus specialists in a Digital team

Feedback: You provided mixed feedback on the need for generalists versus specialists at a Senior Advisor level within the Digital Engagement teams. Some feedback suggested that we should make all roles generalists that allow for specialisation within them, and other feedback advocated for a greater number of specialist roles to perform key specialist functions in a team of this size.

Response: We recognise the importance of this balance and have made changes as a result. In recognition of the requirement for the specialist knowledge, training and expertise across User Experience and Content Design and have placed 1x role Senior Advisor UX and 1x role Senior Advisor Content Design within each Digital Engagement team to reflect this. We also recognised the need to have generalists that operate at a senior level, who can be flexible and support across a broad scope of work. As a result we have kept between 3-4 x Senior Advisor Digital Engagement positions within each Digital Engagement team to provide the broad capability and capacity that we need. Within the Senior Advisor Digital Engagement position descriptions, we have built the ability to allow managers to create expertise within their generalist pool of Senior Advisors Digital Engagement as needed. This could include assigning website product leads for large websites and undertaking specialist functions required at a portfolio/website level such as Plone form development and maintenance.

Unique Business Partner requirements should sit with Digital Engagement teams

Feedback: You told us that there are several Business Partners that have unique tool requirements that need specialist knowledge and expertise. These included the development and maintenance of Plone forms for our Immigration Business Partner and Building CodeHub.

Response: We agree, and the relevant Digital Engagement teams will undertake these requirements. It is up to the relevant Manager Digital Engagement to ensure that they have the required knowledge and expertise within their team to deliver any unique

business requirements, working with the Channel Development team and third-party vendors as needed.

Lack of career pathways and Principal level roles

Feedback: You told us that the proposed structure and roles did not provide career pathways for our people. You asked for more Principal level roles to provide specialist expertise in the team, and to more clearly define the senior level roles to support different career pathways for our people.

Response: We agree and have created 2x additional Principal level roles in the team and called them Practice Leads to reflect their specialist technical expertise. The Practice Lead User Experience, Practice Lead Content, and the renamed Practice Lead Accessibility (formerly Principal Advisor Accessibility), will sit in the Channel Development team and work across Information & Education to set standards, and lift capability across our team. We have also created 1x Senior Advisor UX and 1x Senior Advisor Content Design as two specialist roles, and between 3-4x Senior Advisor Digital Engagement as generalist roles that will sit in each Digital Engagement team.

Channel Development Team Leader

Feedback: You told us that the Team Leader Channel Development role should be a manager level role, given the scope and responsibility of the position and that it should be on the same level as other managers in the Channel Engagement leadership team.

Response: We agree. The position description has been updated and reevaluated through the Ministry's job evaluation committee. As a result, it has been changed to Manager Channel Development to reflect the scope and responsibility of the role.

Principal Advisor Accessibility

Feedback: You told us that the Principal Advisor Accessibility role should sit in the Channel Development team together with other specialist roles that work across the Channel Engagement function.

Response: We agree. The position is required to lead accessibility across MBIE and Information & Educations multi-channel environment and lift our kaimahi knowledge and capability in web accessibility standards. The position is best suited together with roles that perform similar functions and has been moved to the Channel Development team, reporting to the Manager Channel Development. The position title has also been updated to Practice Lead Accessibility to align with the other Practice Leads in the team as set out previously.

Te Taura is a key channel

Feedback: Some of you told us that you were concerned that the resource allocated was not adequate to deliver Te Taura based on current demand, address the backlog of work and deliver much needed enhancements was not adequate. It was also suggested that the channel could be moved to the Corporate Communications team to allow us to focus on our external facing websites and tools.

Response: The requirements of an intranet are largely the same as an external facing website. That is, it must be fit for purpose, comply with relevant standards, effectively deliver key information, and support customers to comply or take action. Whilst the audience is different, being our internal MBIE kaimahi, Te Taura is a key channel for MBIE and as such, it will remain within the remit of Information & Education. It is just as important that we work collaboratively with the owners of Te Taura content and subject matter expertise, and that we have shared and agreed service levels in place.

The work that we will undertake and the role that we play in supporting Te Taura will need to align to our new operating environment. Like our other channels, our focus will shift to the 'must do' and 'should do in a limited way'. As part of our implementation

plan, we will collaborate with our key delivery partners and Business Partners to agree what the 'must do' and 'should do' will be for Te Taura.

Products and Marketing team

Feedback: There was a range of feedback, questions and suggestions relating to the Products and Marketing team. Whilst there was a lot of support for this team, there were also suggestions that it could be combined with or moved to the Design and Marketing team in Communications, Design and Ministerial Services, or that the function should be performed by the Digital Engagement teams as per the previous Information & Education model prior to the June 2023 Change decision. We also received feedback that the team was not adequately resourced in the proposal to take on the additional work currently undertaken by other teams in Information & Education.

Response: The Products and Marketing team will remain as proposed. Whilst there are similarities and a strong relationship with the Design and Marketing team, the function performed by Products and Marketing is quite different. The work of the Products and Marketing team is part of an integrated cross-regulatory channel and system approach. We have retained the same number of resources as originally proposed, so that the team has the capacity we believe is needed to take over the centralised delivery of our products and marketing function within Information & Education.

Digital Channels Enterprise model

Feedback: Some of your feedback expressed a lack of support for the new model within Channel Engagement. You told us that the current Digital Channels Enterprise model already effectively meets the requirements of MBIE and should be extended to absorb the Digital Engagement teams and Immigration Digital Channels team.

Response: We received lots of wonderful feedback about our people who operate across all of our teams and the work that they do. It was encouraging to read how the

skills and expertise of our people are so valued across MBIE. This proposed change should not be taken as an indication that anyone is unhappy with the performance of the individuals in our teams.

The MBIE Change in 2023 set out the rationale for centralising expertise within Te Whakatairanga. This reflected a desire to evolve our Digital Channels Enterprise model to effectively work for all of our Business Partners. We have heard that our partners are seeking a more collaborative and comprehensive service offering that helps them to get it right first time. Within the workshops we held when the new Information & Education team was established, which helped to inform our future operating model, many of you told us that you wanted to be more involved at the beginning of the process, not having to “say no” at the end of it.

Our new future Information & Education operating model takes the skills and capability that we have within our existing teams and combines them to deliver an integrated holistic service that removes inefficiencies from our current siloed approach. This change has, since July 2023, been about bringing together all the amazing people, skills, and capabilities across the four teams that were integrated, because each of them had something brilliant to bring to a collective future, not just one team’s operating model.

Outcome from your feedback

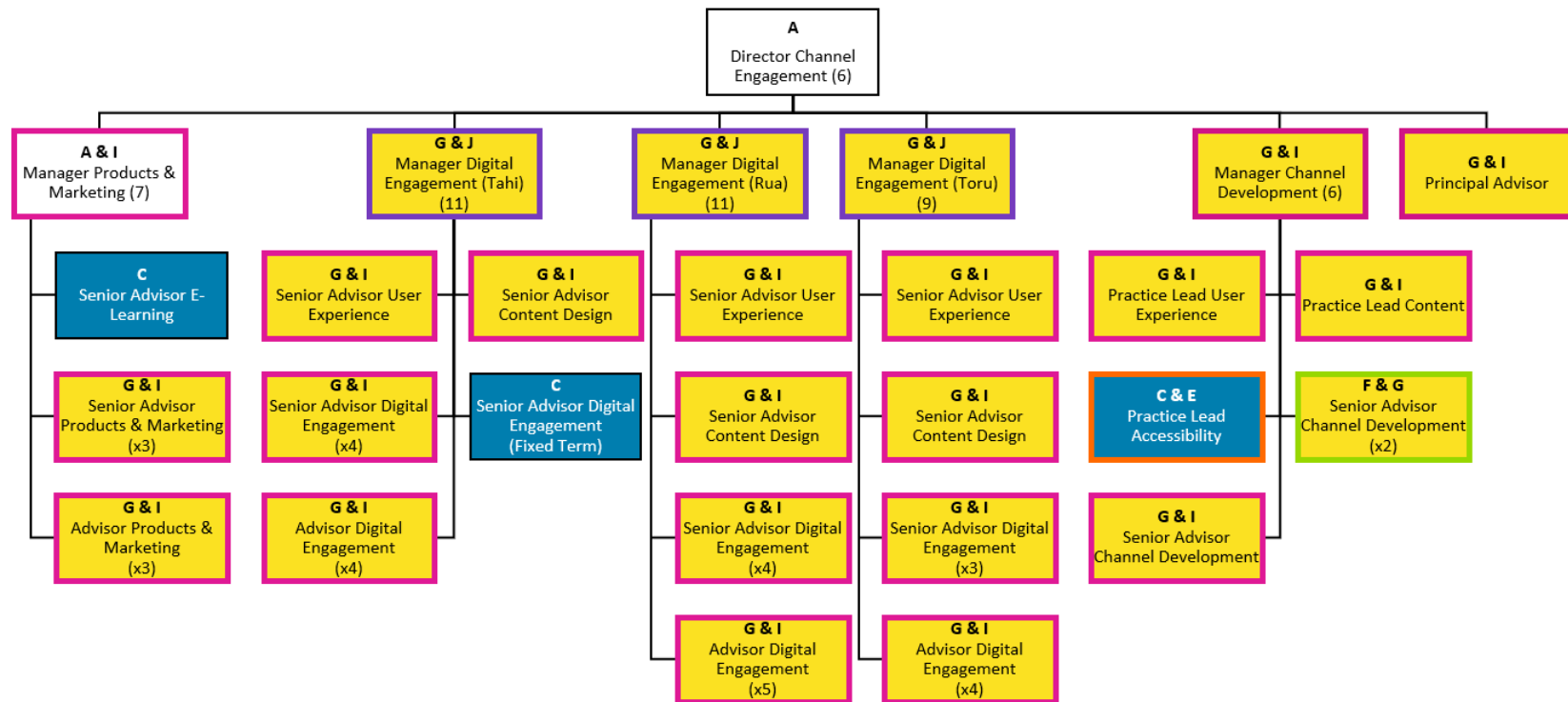
After careful consideration of the feedback received, the final decisions are as follows:

Reference	Outcome
1.4	Disestablish all roles within Channel Engagement, with the exception of: <ul style="list-style-type: none"> • Director Channel Engagement • Manager Products & Marketing • Senior E-Learning Advisor • Senior Digital Engagement Advisor (FT) • Principal Advisor – Accessibility
1.4	Establish a Principal Advisor to the Director Channel Engagement
1.4	Establish 3 x Senior Advisor Product & Marketing
1.4	A change in reporting line for the Senior E-Learning Advisor to the Manager Products & Marketing and a change in position title to Senior Advisor E-Learning
1.4	Establish 3 x Advisor Products & Marketing
1.4	Establish 3 x Manager Digital Engagement
1.4	Establish 3 x Senior Advisor User Experience
1.4	Establish 3 x Senior Advisor Content Design
1.4	Establish 11 x Senior Advisor Digital Engagement
1.4	Establish 13 x Advisor Digital Engagement
1.4	Retain 1 x Fixed Term Senior Digital Engagement Advisor supporting the Employment Leave Entitlements Bill Implementation Programme to report to the Manager Digital Engagement.
1.4	Establish 1 x Manager Channel Development
1.4	A change in reporting line for the Principal Advisor – Accessibility to the Manager Channel Development and a change in position title to Practice Lead Accessibility
1.4	Establish 1 x Practice Lead User Experience
1.4	Establish 1 x Practice Lead Content
1.4	Establish 3 x Senior Advisor Channel Development

Confirmed Organisational Chart – Channel Engagement, Information & Education

KEY

A	No change	F	Allocated via direct reassignment
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Allocated via Expression of Interest
E	Position title change	J	Allocated via Expression of Preference



2 – Customer Experience, Engagement & Experience

Summary of Changes Proposed:

Proposal	Proposed Change
2	Disestablish 1x Manager Customer Experience
2	Disestablish 1x Principal Advisor Customer Experience
2	Disestablish 4x Senior Customer Experience Advisors
2	Disestablish 1x Customer Experience Advisor
2	Establish 3x Senior Customer Experience Advisors reporting to Manager Service Design and Customer Experience within the Strategy, Performance & Design Branch
2	Change in position title for Manager Service Design within Strategy, Performance & Design to Manager Service Design and Customer Experience

Your feedback

Overall your feedback demonstrated an understanding of the opportunities created by aligning the Customer experience function with the service design function and, indeed, the wider Strategy, Performance and Design Branch. However, there were observations relating to the different operating models of teams and the risk and impact of not having the Customer Experience (CX) team within Engagement and Experience.

The teams have different operating and funding models.

Feedback: Your feedback noted that currently the Service Design and CX teams have different operating and funding models.

Response: With regards to the funding model, work is already underway across TWSD to consider the most effective way to fund shared services, looking at a range of options

including direct funding, intra-group allocations and cost recovery. This process will ensure that the most appropriate funding model is applied consistently to these functions.

With respect to the operating model, part of the benefit of bringing the teams together is to be more connected and seamless in their service delivery, ultimately delivering even greater impact than they are currently. Both the General Managers of Engagement and Experience and Strategy, Performance and Design are keen to provide the space and opportunity for the two areas to look at reimagining a new shared operating model, and how they can provide a more integrated approach.

Risk of distancing Customer Experience from Engagement and Experience customer channels

Feedback: Your feedback questioned whether a move to SPD would see CX being too far away from our customer channels. We acknowledge that there are clear benefits to having the CX team closely aligned to our customer channels. However, these channels are only one part of how customers interact with TWSD.

Response: We acknowledge that there are clear benefits to having the Customer Experience team closely aligned to our customer channels. However, these channels are only one part of how customers interact with TWSD. Strategy, Performance and Design has a wider view and more levers to pull to improve the customer experience. For example, Strategy, Performance and Design work with our policy teams to translate legislation into a service delivery context. Strategy, Performance and Design also leads TWSD’s strategy, service design, Koru process and the investment pipeline where new customer services and tools are conceptualised and developed. So, the Customer Experience team will be exposed to a broader range of skills and experience and have more opportunity to support TWSD to deliver good customer experiences.

We acknowledge that there is an opportunity for Strategy, Performance and Design and Engagement and Experience to work even more closely together given we share the same priorities and Business Partners. We can make better use of the data and insights

derived from our Information & Education and MBIE Customer Service Centre, alongside the business insights and data and systems teams within Strategy, Performance and Design, and enhance our collaboration to ensure our complementary skills support our MBIE colleagues.

“We can see on a high-level the logic in bringing comparable functions together and in joining up the Customer Experience (CX) and Service Design (SD) teams. We have seen great things happen when these two functions work closely together.”

Loss of cross channel expertise and strategic thinking

Feedback: You raised that the Customer Experience team currently works either directly with the General Manager; in a space between the Information & Education team and the MBIE Customer Service Centre; or has picked up work that didn't have a natural home in TWSD.

Response: It's up to the wider Engagement and Experience Leadership Team to ensure a strategic, integrated approach across customer groups, channels, and systems with the Branch and to ensure that our teams are working collaboratively towards the same strategies and plan.

Genuine customer experience work will go with the team to Strategy, Performance and Design e.g., developing a customer satisfaction framework. The relationship with the Citizen's Advice Bureau will move to Community Partnerships within Information & Education. Information & Education and the MBIE Customer Service Centre will still be able to identify and report where poor customer experience is presenting itself and will continue to work on key projects alongside Strategy, Performance and Design, as they do now. We think that the move will also enable those poor customer experiences to be shared more widely across Strategy, Performance and Design, creating greater opportunities to mitigate service failure and enhance the customer experience for those who engage with us.

Customer Experience has a cross MBIE role

Feedback: Your feedback expressed that the CX team has often picked up work to support TWSD's connections with the rest of MBIE, to either advocate for good customer service, to identify where a poor customer experience is presenting itself in the MBIE Customer Service Centre as unnecessary calls, or to ensure new systems and tools are designed well.

Response: There is still a need for that role, however we believe it can be better achieved within Strategy, Performance and Design Branch as described previously.

After the MBIE change last year, the Information & Education team joined the MBIE Customer Service Centre in becoming an MBIE (and beyond) enterprise function and it is growing its MBIE connections and influence. Engagement and Experience is also well represented in MBIE system and project governance where we will still advocate for a good customer service and have influence over that. However, we will focus on ensuring our customers can interact with our engagement channels to ensure they know their rights and responsibilities and make it easy for people to do the right thing. It was never our job to fix those issues that present in our world. Strategy, Performance and Design, however, is in a position to resolve some of these issues in the design of services and it has more levers to pull to achieve this.

Strategy, Performance and Design also works across MBIE, including a number of policy systems as well as Corporate. Strategy, Performance and Design works within many regulatory systems, acting as the connector between policy and operations. This is an area where often the customer can be misidentified or forgotten, so presents an exciting opportunity for the Customer Experience team to add further value in those conversations. MBIEs Corporate and Enterprise teams are also a key partner of Strategy, Performance and Design, with reporting, compliance and information sharing roles. Again, being able to apply an enhanced customer experience point of view only adds to the strength of the service offering to all parts of MBIE.

Outcome from your feedback

After careful consideration of the feedback received, the final decisions are as follows.

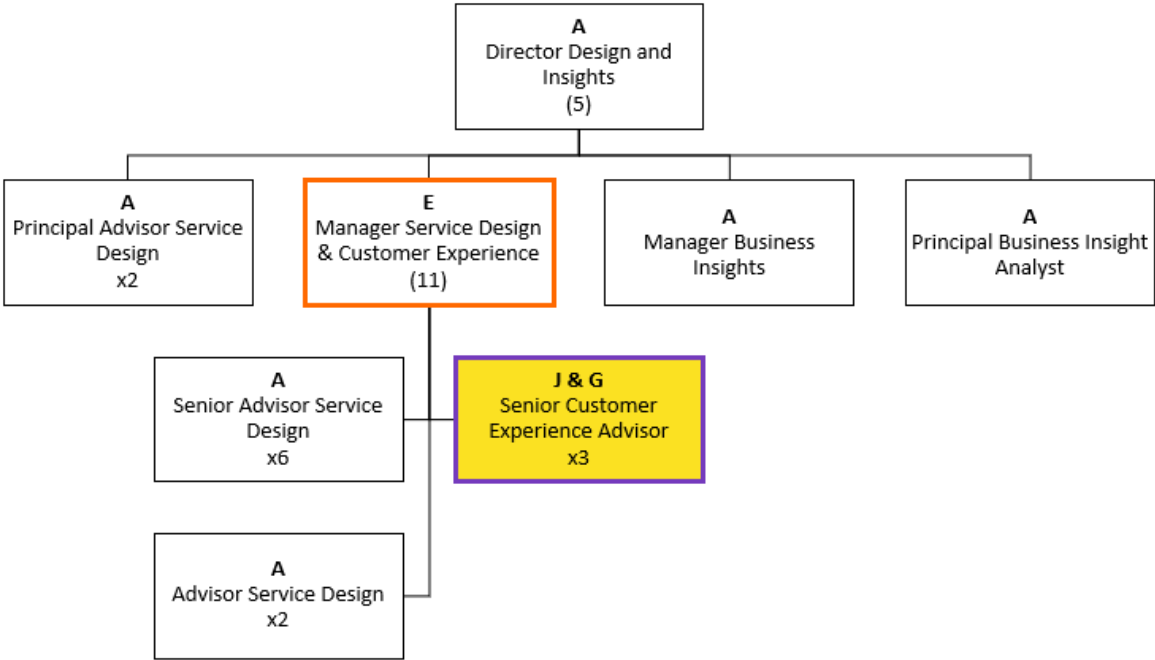
The Customer Experience function will move to the Strategy, Performance and Design Branch as articulated in the proposal document. The General Managers of Engagement and Experience and Strategy, Performance and Design will continue to work closely together to ensure an integrated, collaborative approach to supporting MBIE's service delivery.

Reference	Outcome
2	Disestablish 1x Manager Customer Experience
2	Disestablish 1x Principal Advisor Customer Experience
2	Disestablish 4x Senior Customer Experience Advisors
2	Disestablish 1x Customer Experience Advisor
2	Establish 3x Senior Customer Experience Advisors reporting to Manager Service Design and Customer Experience within the Strategy, Performance & Design Branch
2	Change in position title for Manager Service Design within Strategy, Performance & Design to Manager Service Design and Customer Experience

Confirmed Organisational Chart – Customer Experience, Engagement & Experience

KEY

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



3 – Māori Service Delivery, Engagement & Experience

Summary of Changes Proposed:

Proposal	Proposed Change
3	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.
3	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.
3	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.
5 of ES Proposal for Change	A change in reporting line for the Principal Advisor Māori currently reporting to the GM Employment Services within the Employment Services Branch to report to the Manager Community Partnerships within Engagement & Experience.

Your feedback

The majority of your feedback supported the proposed change to bring together all Principal Māori Advisors across TWSD into one team under Te Pou Whakatairanga.

Feedback reflected a shared vision that this change will support the concerted effort by all Principal Māori Advisors to leverage off the collective, reduce duplication of work,

increase scale, and build a Kaupapa Māori centre of expertise with a strengthened capability and offering. You shared with me the importance this role can play as part of our response to being a better Treaty partner.

This change will also streamline work programmes with the integration of Māori expertise into decision making processes for all of TWSD leadership teams, services, products, and governance within TWSD. I am pleased to confirm that we will go ahead with the change in reporting line for the four Principal Māori Advisors.

“This submission supports the proposed consolidation of Principal Advisor Māori positions together under one team to help build a Kaupapa Māori Centre of Excellence.”

Pou Whakatairanga reporting line

Feedback: Your feedback suggested that the Pou Whakatairanga should report to the Deputy Chief Executive Te Whakatairanga to better reflect the cross group, strategic role that the Pou plays.

Response: Currently, the Pou gains cross group coverage by attending the Senior Management Team Operational meetings monthly as an ex-officio member. Te Pou has strong relationships with the DCE and the TWSD General Managers and their Leadership teams. Te Pou already has influence and engagement at that level. We know that coordination across our Māori Principals and leaders in TWSD has been established (weekly Tāngata Whenua leads hui, Māori Network) and we acknowledge that effort too. Despite these efforts, activity and results have been disjointed as each Māori Principal was guided by their own branch priorities.

The proposal of the new Kaupapa Māori centre of expertise will strengthen and improve the coordination of Māori Principals by formally being one team. This change will focus on consolidating into a centre of expertise first, followed by the development and execution of a new operating model, and over time, realisation of value around productivity, fiscal sustainability, and Te Tiriti outcomes for all. Other key functions of the centre include working with the TWSD Senior Management Team and the

leadership team to agree the new operating model and a work programme and report regularly to SMT. The Pou also has influence at MBIE level through the Māori Director network.

Therefore, there is not a strong case with evidence for Te Pou to report to the DCE. The General Manager, Engagement and Experience, is better placed to provide the day-to-day leadership, development, support, and guidance to the Pou and the team. Most MBIE customers engage through Engagement and Experience first, and it's critical that Engagement and Experience has the capability to engage with Māori and ensure our frontline customer services deliver for Māori. Therefore, the Pou Whakatairanga will continue to report to the General Manager, Engagement and Experience, and sit on the Engagement and Experience Leadership Team, while maintaining his current TWSD remit.

"Consolidating Māori leadership into a unified team will broaden our scope and better serve the strategic priorities of Te Whakatairanga."

Operating model review

Feedback: You raised questions and provided suggestions about how the new team could work together and support TWSD, including a request for the team to run with a Business Partner approach and have their own Branch as their portfolio they partner with.

Response: Feedback clearly showed the desire to review the operating model of this team and we agree that this should be done as a collective. Once the team has been established, we will conduct an operating model review to ensure that we are set up for success in supporting our stakeholders and be clear with our roles and responsibilities.

Strategic Leadership

Feedback: There was a request for the Principal Māori Advisors who currently sit within a Branch to remain in the respective Branch's leadership teams.

Response: We see the Principal Māori Advisors still playing an important role in supporting leadership teams across TWSD and maintaining their strong relationships. This will be managed and continued to be enabled through the new operating model for the Pou Whakatairanga team.

Employment Services Māori Principal

Feedback: The Employment Services change came before the Engagement & Experience change, and the General Manager Employment Services had proposed the Community Partnerships team within Information & Education as the best place for the Principal Advisor's skills. However, there was feedback as part of the Employment Services change, including from the principal himself, that all Principals should move to the Pou Whakatairanga team where one of the areas of focus is lifting TWSD's capability to ensure we deliver better outcomes for Māori.

Response: We agree. The Māori Principal in Employment Services will join the other Māori Principals and will move to the Pou Whakatairanga team.

Competency Framework and Cultural Programmes

Feedback: Some feedback suggested the need to review our competency framework and learning modules with a specific request to establish a programme that fills the gap we currently have between the mandatory e-learning modules and Te Reo Māori via Te Wananga o Awanuiāangi and a Māori & Pasifika Career web series to support career development at MBIE. Feedback also suggested the need for further cultural capability support in our Tamaki Makaurau Auckland office.

Response: We agree that there is more work to do in this space and the competency framework and learning modules can be considered as part of the new operating model development work for the Te Pou Whakatairanga Team.

Equalisation of position descriptions and banding

Feedback: You noted that the current Māori Principal position descriptions are different and focus on individual regulatory systems or branch requirements. The roles were also on different remuneration bands based on the different requirements in terms of key deliverables, skills, and experience. There was feedback that the position descriptions should all be aligned, and that each Principal should be on the same band. It is important to note that the banding is determined through the job evaluation process facilitated by our remuneration experts within the People & Culture Branch.

Response: As part of the team coming together and conducting the same work, we agree that all Principal Māori Advisor position descriptions should be the same and have consulted with the individuals who need to have their position description and banding updated to reflect the change. As a result the banding for all positions has been confirmed as an X.

While we also received specific position description update requests these can be considered once the operating model review has been completed.

Community engagement

Feedback: Your feedback showed a lack of clarity on the differences between the Pou team and the Community Partnerships team in Information & Education. The Information & Education team engages with many communities and groups of people, not just Māori. It is the role of the Information & Education Community Partnerships team to take a strategic and integrated approach to how we engage with those communities, customer representatives and intermediaries, etc. We also need to work closely with TWSD's regulators active in communities.

Response: One part of the Pou team's responsibility is to assess, enable and maintain TWSD's strategic relationships with iwi and hapū (and other important Māori collectives) and linking that together at an MBIE level through the Māori directors' network. Unless there is a Te Tiriti strategic purpose, they're not required to attend

community meetings and events to inform and educate people on their rights and responsibilities.

Of course, we expect the teams to work together to ensure alignment to strategy and priorities. We also feel a te ao Māori approach to engagement generally is good way to go – that we understand what our communities need from us, not just what we need from them, and that we build meaningful relationships with them.

Number of Principals

Your feedback suggested that there would be too many Principals in the Pou team and a lack of career progression. We will be creating a new centre of expertise, that will have a new operating model (how we manage regulatory portfolios while ensuring an integrated approach across TWSD) and business plan. As such we have 'lifted and shifted' the existing Principals into the Pou team. We believe given the range of work currently undertaken by the principals that they will be kept busy. However, like everyone in MBIE when someone leaves, their role will be assessed against workload and MBIE priorities and changes made as required.

Outcome from your feedback

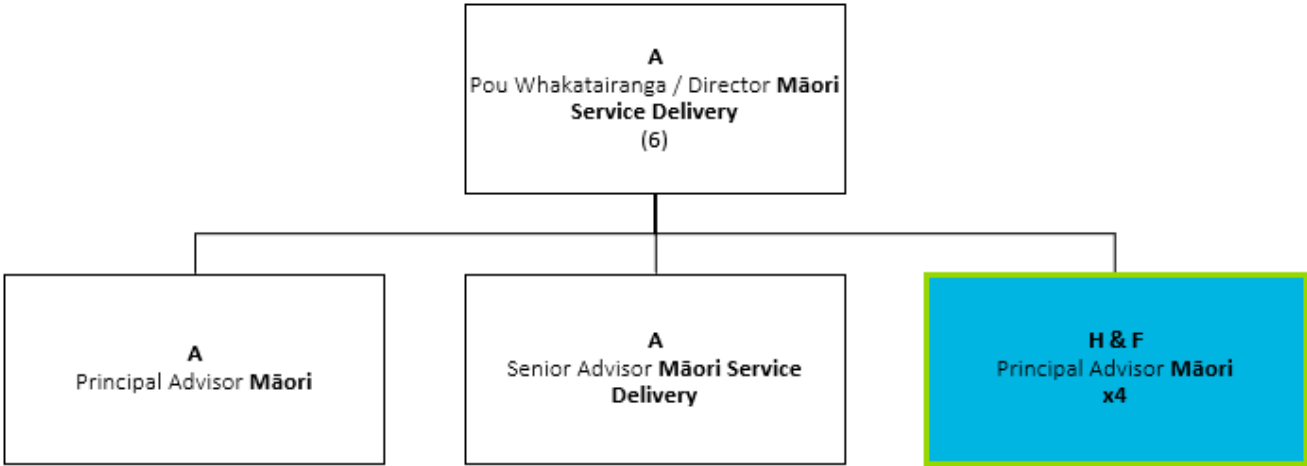
After careful consideration of the feedback received, the final decisions are as follows:

Reference	Outcome
3	A change in reporting line and a minor change in scope 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 and Experience.
3	A change in reporting line and a minor change in scope 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 and Experience.
3	A change in reporting line and a minor change in scope for the Principal Advisor Māori currently reporting to the Director Business Management within the Strategy, Performance and Design Branch to report to the Pou Whakatairanga within Engagement and Experience
5 of ES Proposal for Change	A change in reporting line and a minor change in scope for the Principal Advisor Māori currently reporting to the GM Employment Services within the Employment Services Branch to report to the Pou Whakatairanga within Engagement and Experience

Confirmed Organisational Chart – Māori Service Delivery, Engagement & Experience

KEY

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



Implementation and embedding change

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

Transition

I want to work quickly and constructively to provide certainty for everyone affected by this decision. We will stand up our new structure from Monday, 8 July 2024 in 7 weeks' time. During this transition period, our current structure continues. This gives time for the necessary process to be completed in order to stand up the new structure.

Implementation

Those of our people directly impacted by a change to their position (as listed in the Annexes) will receive a letter confirming the change decision. The first expressions of interest processes (EOI) and Expression of Preference (EOP) processes and working with affected people on redeployment opportunities will start immediately.

All individuals who are proposed to go through this process will receive an email on Friday, 17 May 2024 outlining the next steps for their specific situation.

Some changes such as position titles do take time to go through our people and culture systems, so these may not all be visible on the date of 'go-live', but they will take effect as soon as practicable.

Implementation timeline

Activity	Indicative Timeframes
Final Decisions Approved by Deputy Chief Executive	Monday, 13 May 2024
Unions briefed on Final Decisions	Monday, 13 May 2024
Conversations with Impacted Individuals	Monday, 13 May 2024 – Wednesday 15 May 2024
Final decisions communicated to the Branch	Thursday, 16 May 2024
Expressions of interest and contestable reconfirmation and reassignment process commences	Friday, 17 May 2024
Implementation of new structure	Monday, 8 July 2024

Summary of changes

New positions

Position title	Reporting line	Branch	Status	Confirmed salary band	FTE
Manager Strategy & Engagement	Head of Information & Education	Engagement and Experience	Permanent	19 / X	2
Principal Advisor Strategy & Engagement	Manager Strategy & Engagement	Engagement and Experience	Permanent	18 / V	4
Senior Advisor Strategy & Engagement	Manager Strategy & Engagement	Engagement and Experience	Permanent	17 / R	8
Advisor Strategy & Engagement	Manager Strategy & Engagement	Engagement and Experience	Permanent	15 / J	2
Principal Advisor Customer Insights	Head of Information & Education	Engagement and Experience	Permanent	18 / V	1
Senior Advisor Operations	Head of Information & Education	Engagement and Experience	Permanent	17 / R	1
Senior Advisor Community Partnerships	Manager Community Partnerships	Engagement and Experience	Permanent	17 / R	3
Advisor Community Partnerships	Manager Community Partnerships	Engagement and Experience	Permanent	15 / J	1
Manager Digital Engagement	Director Channel Engagement	Engagement and Experience	Permanent	19 / X	3
Senior Advisor User Experience	Manager Digital Engagement	Engagement and Experience	Permanent	17 / R	3
Senior Advisor Content Design	Manager Digital Engagement	Engagement and Experience	Permanent	17 / R	3
Senior Advisor Digital Engagement	Manager Digital Engagement	Engagement and Experience	Permanent	17 / R	11
Advisor Digital Engagement	Manager Digital Engagement	Engagement and Experience	Permanent	15 / J	13

Senior Advisor Products & Marketing	Manager Products & Marketing	Engagement and Experience	Permanent	17 / R	3
Advisor Products & Marketing	Manager Products & Marketing	Engagement and Experience	Permanent	15 / J	3
Manager Channel Development	Director Channel Engagement	Engagement and Experience	Permanent	19 / X	1
Principal Advisor	Director Channel Engagement	Engagement and Experience	Permanent	18 / V	1
Practice Lead User Experience	Manager Channel Development	Engagement and Experience	Permanent	18 / V	1
Practice Lead Content	Manager Channel Development	Engagement and Experience	Permanent	18 / V	1
Senior Advisor Channel Development	Manager Channel Development	Engagement and Experience	Permanent	17 / R	3
Senior Customer Experience Advisor	Manager Service Design and Customer Experience	Strategy, Performance and Design	Permanent	17 / R	3

Disestablished positions

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

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
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
Senior Information & Education Advisor	Manager Digital Engagement	Employment, IPONZ, Market Integrity	1
Business Support Analyst	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 Advisor Stack Management	Manager Digital Channels	MBIE	2
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 and Experience		1
Principal Customer Experience Advisor	Manager Customer Experience		1
Senior Customer Experience Advisor	Manager Customer Experience		4
Customer Experience Advisor	Manager Customer Experience		1

Reconfirmed with minor changes

Position title	Branch	Description of change	FTE
Senior Advisor E-Learning	Engagement and Experience	Change in reporting line to Manager Products & Marketing and an updated position description.	1
Senior Advisor Digital Engagement (FT)	Engagement and Experience	Change in reporting line to Manager Digital Engagement and an updated position description.	1
Principal Advisor Accessibility	Engagement and Experience	Change in reporting line to Manager Channel Development and Change in position title to Practice Lead Accessibility	1
Manager Service Design	Strategy, Performance and Design	Change in position title to Manager Service Design & Customer Experience	1
Principal Advisor Māori	Strategy, Performance and Design	Minor change in scope and change in reporting line to the Pou Whakatairanga within the Engagement and Experience Branch.	1
Principal Advisor Māori	Building & Tenancy (TAS)	Minor change in scope and change in reporting line to the Pou Whakatairanga within the Engagement and Experience Branch.	1
Principal Advisor Māori	Building & Tenancy	Minor change in scope and change in reporting line to the Pou Whakatairanga within the Engagement and Experience Branch.	1
Principal Advisor Māori	Employment Services	Minor change in scope and change in reporting line to the Pou Whakatairanga within the Engagement and Experience Branch.	1

Appendix 1: Confirmed change process

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

This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

Following the consultation process your substantive position may be “reconfirmed”. In these circumstances your substantive position in the confirmed 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 has been reconfirmed as part of the final structure, you do not need to take any action as you will automatically be reconfirmed into position.

As a result of this change process, the following have been reconfirmed:

- Head of Information & Education
- PA/Team Administrator
- Manager Community Partnerships
- Principal Advisor (to the Head of Information & Education)
- Director Channel Engagement

- Senior Advisor E-Learning
- Senior Advisor Digital Engagement (Fixed Term)
- Principal Advisor – Accessibility into Practice Lead Accessibility
- 4 x Principal Māori Advisor

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 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.

Selection and Expression of Interest (EOI) process for contestable reconfirmation

The next section applies to the EOI with contestable reconfirmation processes being run for specified new positions open specific employees as set out earlier in this document, for:

- 4 Senior Customer Experience Advisors into 3 Senior Customer Experience Advisors

To participate in an EOI process being run you would need to submit an EOI form which would allow you to express interest in the confirmed new positions identified as available to you and for which you are suitably qualified. **If you wish to be considered to be reconfirmed into the Senior Customer Experience Advisor position, this will need to be noted as your first preference in your EOI form.** If you wish to be considered for other available positions across Engagement and Experience, as noted in this change document that have been allocated for Expression of Interest, you can complete the EOI form for these roles alongside the Senior Customer Experience Advisor.

Using the EOI form you can 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 will be outlined in the EOI form, and these are the competences and skills set out in the final position descriptions (available alongside this final decision document). For people leader roles selection criteria also includes the Leadership Success Profile and, where specified, the location of the position.

A CV is not required as part of an 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 will 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.

Reassignment

As part of final decisions you may be confirmed to be “directly reassigned”. In these circumstances we will directly reassign you into a different but substantially similar role.

The following positions have been filled as part of this change:

- 2 x Senior Advisor Channel Development

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 in the final structure you will not need to take any action as you will automatically be directly offered reassignment into the position.

If you are confirmed to be reassigned in the final structure you may be required to go through an Expression of Preference (EOP) process to help determine which individuals will be placed into which specific role. Whilst every effort will be made to meet individuals' preferences, this may not be possible dependant on how these align with others' preferences.

This process will be based on selection criteria from within the position description for the role.

Selection and Expression of preference (EOP) process for reassigned individuals

The next section applies to the EOP processes being run for specified new positions open to the affected employees as set out earlier in this document, for:

- 2 x Manager Strategy & Engagement positions – open to 2 x Information & Education Managers
- 3 x Manager Digital Engagement – open to 2 x Manager Digital Channels & 1 x Manager Digital Engagement.

To participate in an EOP process being run you would need to submit an EOP form which would allow you to express your preference in the confirmed new positions identified as available to you and for which you are suitably qualified. Using the EOP form you can 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 will be outlined in the EOP form, and these are the competences and skills set out in the final position descriptions (available alongside this final decision document). For people leader roles selection criteria also includes the Leadership Success Profile and, where specified, the location of the position.

A CV is not required as part of an EOP submission, however if you wish to provide one this is optional. You may also provide additional supporting information as part of your EOP, whether this be a covering letter, or other additional information such as location preference or order of preference if you indicate multiple positions. However, please note that this would not be mandatory.

Once the EOP period closes, all submissions would be shortlisted against the position criteria (such as the knowledge, skills, experience, and behavioural competencies required in the PD).

Where applicable, a panel interview will 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 EOP 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 EOP 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.

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 has been 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.

Banding of new positions has been confirmed and will be included as information in the EOI and EOP processes, following this final decision, prior to applications, along with the final position descriptions.

Selection and Expression of Interest (EOI) process for affected employees

Where team members are confirmed as being significantly affected by any of the confirmed changes the following available options apply:

- 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 or 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). Should your substantive position require you to go through an EOI process due to contestable reconfirmation or contestable reassignment you will only be considered an affected employee should you be unsuccessful as a result of the contestable reconfirmation or reassignment process.

To participate in an EOI process being run you would need to submit an EOI form which would allow you to express interest in the confirmed new positions identified as available to you and for which you are suitably qualified. Using the EOI form you can

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 will be outlined in the EOI form, and these are the competences and skills set out in the final position descriptions (available alongside this final decision document). For people leader roles selection criteria also includes the Leadership Success Profile and, where specified, the location of the position.

A CV is not required as part of an 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 will 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.

Voluntarily ending your employment

If you wish to express an interest in voluntarily ending your employment without actively seeking redeployment opportunities within MBIE you can select this option as one of your preferences. You can select this option as your only preference or as one of your preferences. Please note, MBIE may decline a request on the grounds you have

skills and experience that need to be retained and a reassignment option is available. Should this be the situation this will be discussed with you.

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.

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

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.

Accessing outplacement support

Independent outplacement and career transition support is available for affected employees. Outplacement programmes are designed to help you feel supported during times of career change, enhance your self-confidence and self-awareness, achieve clarity about your next steps, and improve your ability to quickly gain new employment. Outplacement programmes are run through an external provider, with support focused towards:

- Self-assessment of skills, values, and career preferences
- CV writing and cover letters
- Job search strategy
- Creating an online profile - LinkedIn, SEEK, TradeMe
- Effective networking
- Interview preparation
- Negotiating a job offer

If you are interested in utilising these services, please contact Jack Whiterod in our People & Culture team via Jack.Whiterod2@mbie.govt.nz. You will need to provide your name, email address, preferred contact number and your location so that MBIE's provider can reach out to connect with you.

Appendix 3: Portfolio split across Information & Education

The following portfolio splits have been worked through across the Information & Education teams as follows. We will monitor this split over time.

Strategy & Engagement (Tahi)	Strategy & Engagement (Rua)	Community Partnerships
<p>TWSD Building & Tenancy:</p> <ul style="list-style-type: none"> • Temporary Accommodation Service • Tenancy Services • Unit Title Services • New Zealand Claims Resolution Service ** <p>TWSD Employment Services:</p> <ul style="list-style-type: none"> • Employment New Zealand • Employment Relations Authority • Remuneration Authority <p>TWSD Market Integrity:</p> <ul style="list-style-type: none"> • ITS (Insolvency and Trustee Service) • RSM (Radio Spectrum Management) • Trading Standards <p>Immigration New Zealand *</p>	<p>BRM BSP:</p> <ul style="list-style-type: none"> • Building Performance <p>TWSD Building & Tenancy:</p> <ul style="list-style-type: none"> • Building Resolution • Building System Delivery Assurance <p>TWSD Market Integrity:</p> <ul style="list-style-type: none"> • Companies Office (incl sub registers and sites) • OL: Auctioneers Registration • OL: EWRB (Electrical Workers Registration Board) • OL: LBP (Licensed Building Practitioners) • OL: IAA (Immigration Advisers Authority) • OL: Independently Qualified Pool Inspectors • OL: MVTR (Motor Vehicle Traders Registration) • Standards NZ ** <p>TWSD Business & Consumer:</p> <ul style="list-style-type: none"> • IPONZ (Intellectual Property Office of NZ) • Small Business Services * • Consumer Protection * 	<p>Building System Performance Branch</p> <p>Building & Tenancy Branch</p> <p>Business & Consumer Branch</p> <p>Employment Services Branch</p> <p>Market Integrity Branch</p>

* Our work programmes and channels connect significantly with these particular Business Partners. 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 Information & Education strategies as we are responsible for elsewhere (e.g. Employment, Tenancy, Business Registries, Building).

***We are in active conversations with these Business Partners to review what our Information & Education service offering is.*

Products & Marketing	Digital Engagement (Tahi)	Digital Engagement (Rua)	Digital Engagement (Toru)
<ul style="list-style-type: none"> • Building • Employment NZ • IPONZ • Market Integrity portfolio's (except Standards NZ) • Tenancy Services • All MBIE Newsletters 	<p>Immigration New Zealand:</p> <ul style="list-style-type: none"> • Immigration NZ (in future also Live & Work NZ and NZ Ready content) <p>TWSD Employment Services:</p> <ul style="list-style-type: none"> • Employment New Zealand *** • Employment Relations Authority • Remuneration Authority <p>TWSD: Building & Tenancy:</p> <ul style="list-style-type: none"> • Temporary Accommodation Service • Tenancy Services *** • Heating Assessment Tool • Unit Title Services *** • New Zealand Claims Resolution Service 	<p>BRM: Building System Performance and TWSD: Building & Tenancy:</p> <ul style="list-style-type: none"> • Building Performance • Can I Build It? • Building Codehub <p>BRM: Digital, Communications and Transformation:</p> <ul style="list-style-type: none"> • Skills in Construction <p>BRM: Procurement & Property:</p> <ul style="list-style-type: none"> • NZ Government Procurement • NZ Government Property <p>Kānoa:</p> <ul style="list-style-type: none"> • Grow Regions <p>LSE Group:</p> <ul style="list-style-type: none"> • Tourism Branch - Major Events • T&I Branch – IRC toolkit <p>MBIE:</p> <ul style="list-style-type: none"> • MBIE.govt.nz • Te Taura 	<p>BRM: Energy & Resource Markets:</p> <ul style="list-style-type: none"> • NZP&M (New Zealand Petroleum & Minerals) <p>CSFE Group: Commercial Projects & Business Adoption:</p> <ul style="list-style-type: none"> • E-Invoicing <p>TWSD: Business & Consumer ****:</p> <ul style="list-style-type: none"> • IPONZ (Intellectual Property Office of NZ) *** <p>TWSD: Market Integrity:</p> <ul style="list-style-type: none"> • Companies Office (incl all sub-sites and registers) *** • EWRB (Electrical Workers Registration Board) *** • LBP (Licensed Building Practitioners) *** • IAA (Immigration Advisers Authority) *** • ITS (Insolvency and Trustee Service) *** • Motor Vehicle Traders Registration *** • RSM (Radio Spectrum Management) *** • Trading Standards – including subsites Trade measurement and Fuel Quality Monitoring • Auctioneers Registration *** • Independently Qualified Pool Inspectors • Standards NZ <p><i>**** We are actively working with the Business and Consumer leadership team about future levels of support.</i></p>

**** Plus management of digital tools & builders, and content & UX advice across all application systems (e.g. portals, registers, lodgement forms)*

Channel Development: The Practice Leads will work across all areas of MBIE, developing our strategies and roadmaps, supporting to lift capability and provide expert advice, including auditing and reporting. Senior Channel Development Advisors portfolio split is in ongoing conversations with wider MBIE to ensure resourcing is appropriate across all our stacks.