



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Kānoa – Regional Economic Development & Investment Realignment

Proposal for Change

1 May 2024

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Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

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

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

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

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

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

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

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

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

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

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

Thank you for the work that you do.

Ngā mihi nui

Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive
Te Tumu Whakarae mō Hikina Whakatutuki

Introduction from Robert Pigou

Tēnā koutou,

Over the last few months, MBIE has been working closely with the new Government to support their priorities and help confirm and set up portfolio work programmes that will deliver on those priorities.

We know that our operating budget is significantly reduced from July 2024, and in outyears, and this will impact the level and nature of work we are required to do. We also know, the number of current projects that we have are significantly less than two years ago and will continue to decline as we complete projects funded by the previous PGF and RSPF funds.

We are also expecting Cabinet approval that the Regional Infrastructure Fund will be the responsibility of Kānoa to administer and manage, therefore our structure needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the Government's fiscal sustainability objectives. A number of business groups and functions across MBIE are undertaking change processes, and we are also needing to respond to the shifts in direction and integrate our future operating approach across the Ministry. This means being deliberate in working together – mahi tahi – ensuring we've got the capability and capacity where we need it, if work programmes change, or new priorities arise.

We are faced with some challenging decisions to consider how Kānoa is structured and the level of resourcing we can sustain. This proposal is just that, and I genuinely want to receive your feedback on the changes outlined in this Consultation document.

I acknowledge that this change proposal may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. I encourage you to show kindness to your colleagues during this time.

Please consider what support you may need during the consultation process and discuss this with your people leader and ensure that you look at the range of support options available later in this document.

Ngā mihi nui



Robert Pigou

Deputy Secretary, Kānoa – Regional Economic Development & Investment

How to read this document

Scope of this change proposal

This document proposes change to how Kānoa is organised with change proposals for each of the teams within the group.

Understanding proposed changes to your position

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

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

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

Proposed change process

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

This change process includes the proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as result of this consultation process.

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

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on 13 March 2024.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email KanoaChangeApril@mbie.govt.nz.

Providing feedback and indicative timeframes

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

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

We welcome your feedback on all aspects of this proposal for change and the process, including the EOI process and position descriptions which include the selection criteria, if applicable. You are also welcome to provide feedback even if you may not be directly impacted by it. Feedback can be provided individually or as a group.

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

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

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	1 May 2024
Consultation closes	15 May 2024
Feedback collated for consideration	By 24 May 2024
Final decision	30 May 2024
Expressions of interest (EOI) and selection process starts	31 May 2024
Proposed 'go-live' of new structure	1 July 2024

Case for change

A new Government with different and new expectations, and the proposed Regional Investment Fund provides the opportunity for us to ensure we are structured in a way that will enable us to respond with agility and pace and be sustainable. Over time, our work programme has reduced with the completion of projects arising from past Funds which enables us to reflect, review and reset.

While there will be new work for Kānoa arising from the establishment and management of the Regional Infrastructure Fund (RIF), it will be different to the other funds we have managed for example when the RSPF was created. Therefore, we need to consider the capabilities we require and in an environment with a lesser level of resourcing.

We have offered Voluntary Redundancy to our people, and some have taken up this offer, but further change is required to make sure we are organised in a way to work efficiently and effectively in a tighter fiscal environment.

The changes proposed in this consultation document are intended to achieve the further change we need. In particular, the changes are to:

- Group common and like functions and activities together to help drive efficiencies, coordination, and consistency
- Provide enhanced governance and assurance
- Support information flows, processes and working together across related areas of work

We have also considered the size of resourcing for each work area during this process, with some scaled up or down to reflect the size of the work programme. Overall resourcing has also been considered in the context of the Government's direction to MBIE to make fiscal savings and the structure has been updated to take into account people who will be leaving MBIE as part of our voluntary redundancy process.

This document outlines the proposed shape of the branches going forward, and where we are proposing people are placed. As budgets become clearer over the following months, there is a possibility we could be asked to make further changes including savings.

We will continue to take a considered approach to filling any future vacancies as we look to ensure we can deliver on the Government's fiscal sustainability objectives.

This means continuing to be agile and taking a mahi tahi approach, ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

Further detail on changes is provided on the following pages, including what the proposed change for each branch is and why. We look forward to hearing your feedback on these proposals.

Proposal 1 – Regional Development

The primary role of the Regions' branch is external facing, client management function at location (community or region). This group is also responsible for external stakeholder management at the same location, and provision of support to Ministers with visits and events.

The shared services team provide support to Ministers including the provision of briefings, aide memoirs on events and projects. They also provide some support to Principal Regional Advisors and Senior Regional Advisors (regionally based) with project management tasks. This team has writing and analysis capability which would be better utilised with support to Ministers and Kānoa's Governance body Crown Regional Holdings Limited (CRHL).

This proposal brings together the support and advisory expertise provided to the Minister and strengthens the support to CRHL. It is proposed to move five of the Shared Services team from Regions into Strategy and Policy, Strategy, Planning and Performance, and Operations Support and Improvement and two of the Shared Services team into the proposed Corporate Governance Team.

Why change is proposed

Over time, as the current funds have been expended, contracts and projects completed we have allocated projects across Kānoa, with a number led by Wellington based staff. This was designed to create stronger engagement in our purpose, provide our people with experience in project management, grow their capability and connect to people and place across the country. In addition, Loans and Equity were designated to Investment to lead, the result a spread across Regions and Investment.

The number of active projects is reducing, as they reach completion. The proposed Regional Infrastructure Fund is not at the level of previous funds so as a result the projects anticipated to be supported will not be at the same volume we have historically engaged in and managed with our clients. A specific example of projects/programme closing out is with Te Ara Mahi and the staff originally designated to lead/manage that

work programme have been re-assigned to undertake similar tasks in Regional Development and the incumbent Team Leader role left vacant due to the staff member on external secondment.

For the Regions branch our priority focus needs to be origination, client/stakeholder engagement and management at place. Projects are one mechanism to engage, which we should be disciplined in to ensure government investment is producing the outcomes sought. However, this can limit our focus to transactions, and we need to continue with that task whilst incorporating a focus on outcomes and effectiveness including storytelling.

The Regions branch has the potential to take on a broader MBIE accountability and representation at location based on economic development outcomes.

Part of Kānoa's role is to provide advice to the Minister, this includes the provision of event briefings, meeting advice, policy analysis and advice, and drafting of Cabinet papers. Currently these activities are dispersed across our branch which can lead to variability in the quality of material sent to the Minister.

The alignment of these activities with the Strategy and Policy team will ensure consistent and cohesive collateral and advice to the Minister. It also brings us in line with current practice of other MBIE policy teams.

The following changes are proposed

- A change of reporting is proposed for the Regional Advisors (4) and Senior Regional Advisor to the Manager Strategy and Policy, and Manager Operations Support and Improvement. In addition, it is proposed to move two Regional Advisors to the Investment Management branch to support the proposed Corporate Governance Team. The Regional Advisors Wellington will also have a title change to Regional Advisor.
- The Team Leader position would be disestablished as this role has been vacant for almost 2 years, and the work programme does not require a Team Leader.

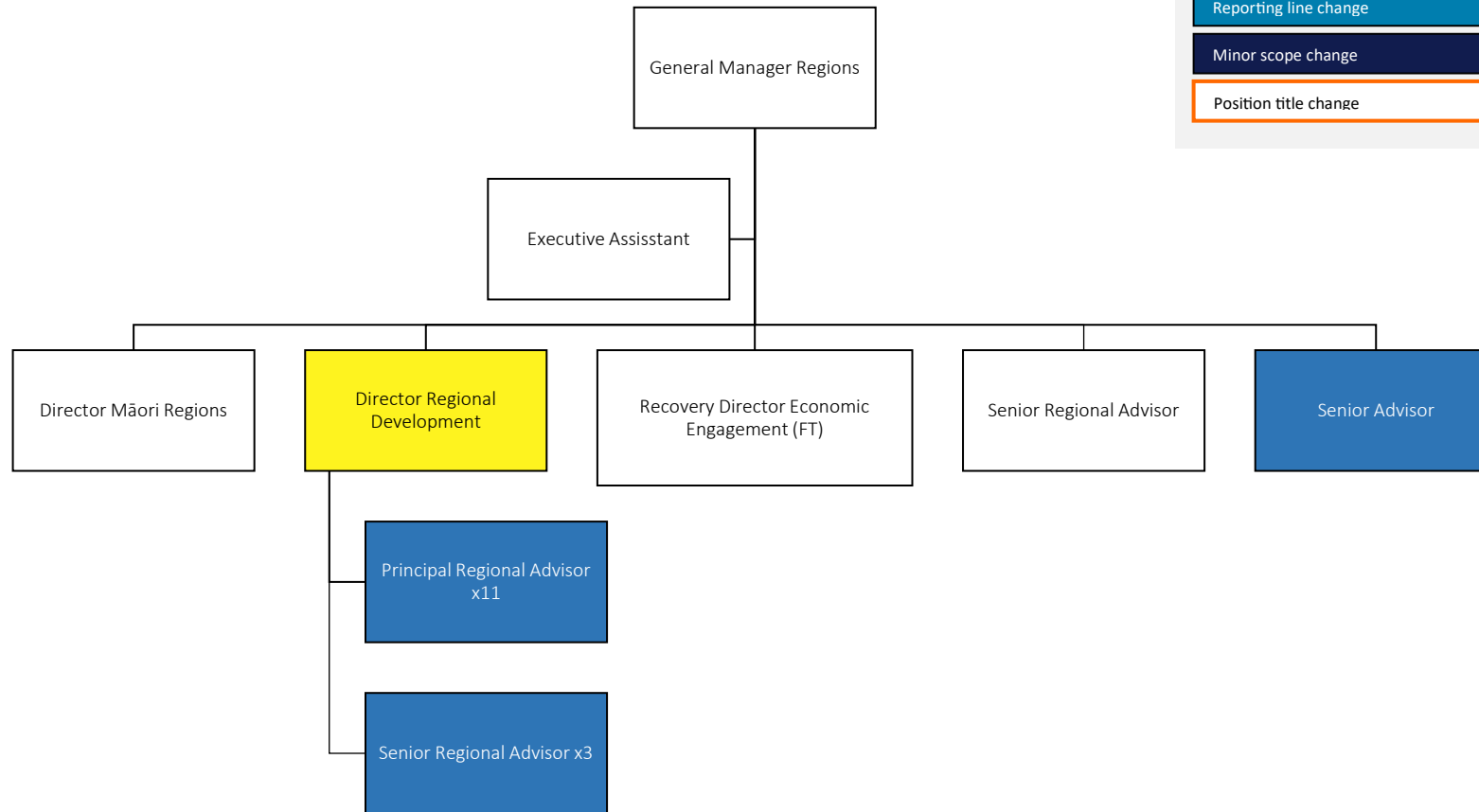
- The PA/Administrator position would be disestablished due to the current and proposed reduction in FTE across the Regions Branch plus the reduction in work volumes.
- The Director Skills and Employment, Director Regional Development Central/South (vacant) and Director Regional Development North (vacant) are proposed to be disestablished.
- A new Director, Regional Development is proposed to be established leading the Principal Regional Advisors and Senior Regional Advisors.
- A change in reporting is proposed for the Senior Advisor Transport National role from Director Regional Development Central/South to the GM Regions due to the national focus of the role.
- A change in reporting is proposed for the Commercial Advisor, Climate Resilience Programme and the Senior Regional Advisor Canterbury (who is supporting the Climate Resilience Programme) to Investment Management given the technical aspect of this programme and these two roles. It is proposed the Senior Regional Advisor is renamed to Senior Advisor, Climate Resilience.
- The fixed term Senior Regional Advisor role project managing the NIWE PPFS will end on 30 June 2024 at which time the position will be disestablished.
- The Recovery Director Economic Engagement has been seconded to an external agency to focus on a specific economic recovery opportunity. That role is fixed term to 30 June 2025 subject to funding from the CRU.
- Consultation is underway on a proposed reporting line for the Sector Workforce Engagement Programme (SWEP) team to Employment, Skills and Immigration Policy, LSE. This consolidates some of the labour market functions into the Employment, Skills and Immigration (ESIP) branch within the LSE group to enable connections across the portfolio including strengthening connection to immigration.

We ask you to consider whether changes under Proposal 1 will achieve our desired outcomes.

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

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

Proposed organisational chart – Regional Development Branch



KEY:

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

Proposal 2 – Strategy, Planning and Performance

The Strategy, Planning and Performance (SPP) branch provides expertise and assurance of the systems that underpin and enables the work Kānoa performs. SPP also provides reporting and co-ordination activities and leads the development of policy advice to our Ministers.

It is proposed that Business System coordination activities are aligned to other parts of Kānoa.

Why change is being proposed

The reduction in our work programme and associated resourcing requirements has provided a catalyst to think about how best to support the ongoing system and reporting needs for Kānoa.

The operational requirements have changed and are far less than what was needed when payment processing was at an all-time high due to the payments resulting from the Provisional Growth Fund reset and new funds to administer. Additionally, some of the current functions performed in the Business Systems team fit better with other parts of our branch for example payment processing would be better aligned to Finance Strategy & Investment.

As discussed under Proposal 1, it is proposed that the Shared Services team moves across into SPP bringing together all Ministerial support activities, ensuring consistent and cohesive collateral and advice to the Minister. It also brings us in line with current practice of other MBIE policy teams.

The following changes are proposed

- One Business Systems Coordinator position is proposed to be disestablished, due to reducing volumes from legacy funds. Three new positions will be created allocated across Business Systems, Investment Management and Finance Strategy & Investment, to align functions with the areas in which they best sit.

- One Senior Reporting Analyst position would be disestablished as the reporting needs from the number of funds reduces.
- Payment processing function would move to Finance Strategy & Investment; inbox management would move to Operations Support and Improvement.
- Four Regional Advisors and one Senior Regional Advisor would report to the Manager Operations Support and Improvement. A position title change is also proposed from Regional Advisor to Advisor, and Senior Regional Advisor to Senior Advisor.
- The PA/Administrator position would be disestablished due to the current and proposed reduction in FTE across the branch plus the reduction in work volumes.
- The Private Secretary reporting to the Manager, Strategy and Policy is proposed to report to the General Manager Strategy, Planning and Performance.

We ask you to consider whether changes under Proposal 2 will achieve our desired outcomes.

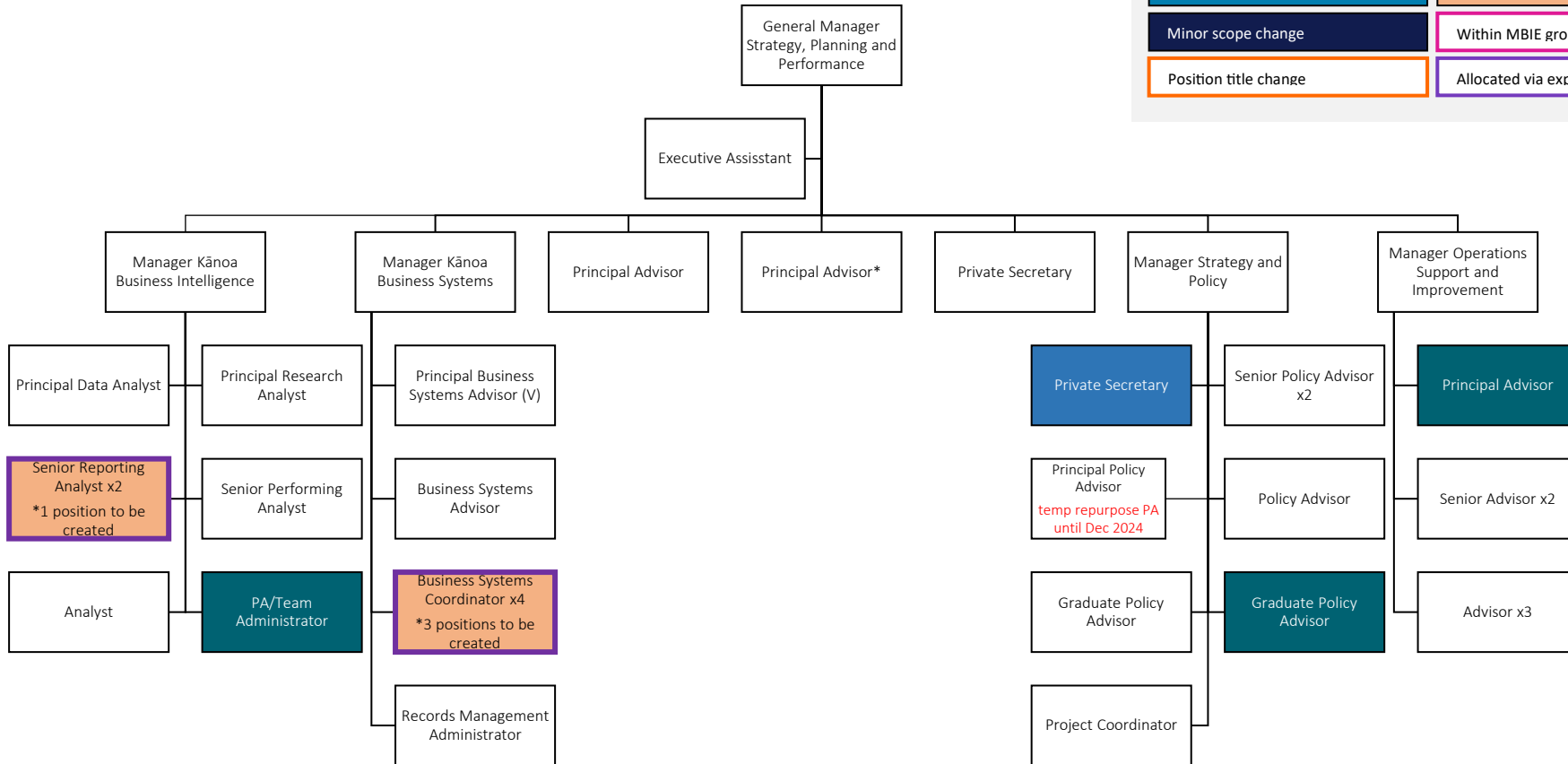
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – Strategy, Planning and Performance Branch

KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Reduction in number of positions
Minor scope change	Within MBIE group change
Position title change	Allocated via expression of interest

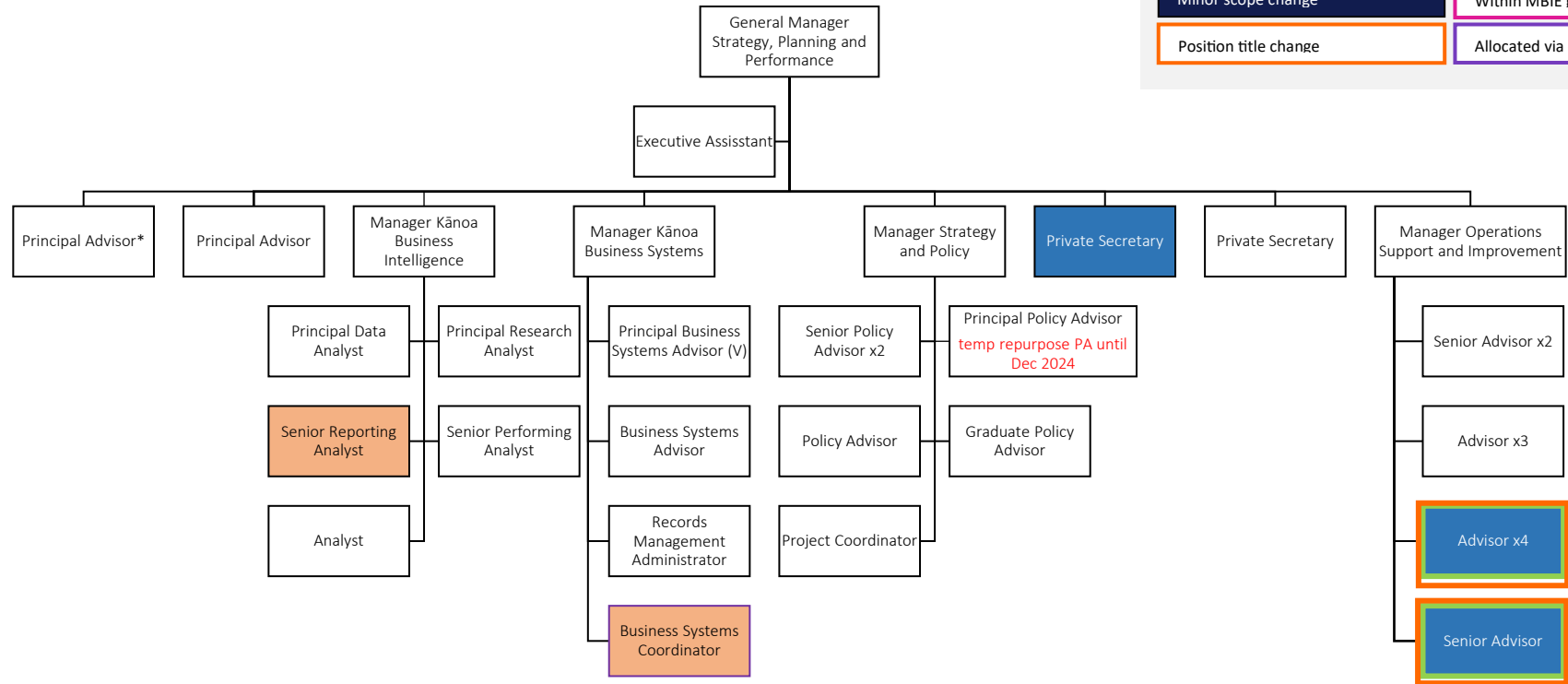


* Substantive position of Private Secretary returning in July 2024.

Proposed organisational chart – Strategy, Planning and Performance Branch

KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Reduction in number of positions
Minor scope change	Within MBIE group change
Position title change	Allocated via expression of interest



* Substantive position of Private Secretary returning in July 2024.

Proposal 3 – Investment Management

The primary role of Investment Management branch is managing the loan, equity and capital asset investments of the various funds currently managed and due to be managed, on behalf of Crown Regional Holdings Limited (CRHL).

The branch is external facing in processing and delivering approved investments, and in relation to grants funding, support Regions Branch in their client relationship management. Investment is also responsible for external stakeholder management, and provision of support to responsible Ministers.

Why change is being proposed

This proposal establishes dedicated capability for supporting the governance of CRHL, including strengthening the reporting and corporate secretarial obligations of CRHL. It is proposed this corporate governance function will build capability in middle office administration of financial settlements and data capture and integrity for Investment reporting.

This team would be led by a Manager who will be supported by a Senior Corporate Advisor, Corporate Advisor, Senior Governance Advisor and Business Coordinator.

In recognition of the shift in workstreams from execution of projects under previous funds, and in particular completion of grant projects during the coming 12-24 months, to management of funded investments and preparing for anticipated workstreams associated with the range of proposed infrastructure investment projects under the Regional Infrastructure Fund (RIF), a proposed review of the Investment Management organisation “pillars” is proposed, with a focus on resource capacity needed in the middle levels/layers, to ensure right expertise and skill sets, and importantly right sizing of resources in the face of budgetary limits.

These proposed changes set a good base as we prepare for the establishment of the RIF. As we learn more about the RIF further changes may be required in relation

to how we’re structured, and any further change is likely to occur in the latter part of this year.

The following changes are proposed

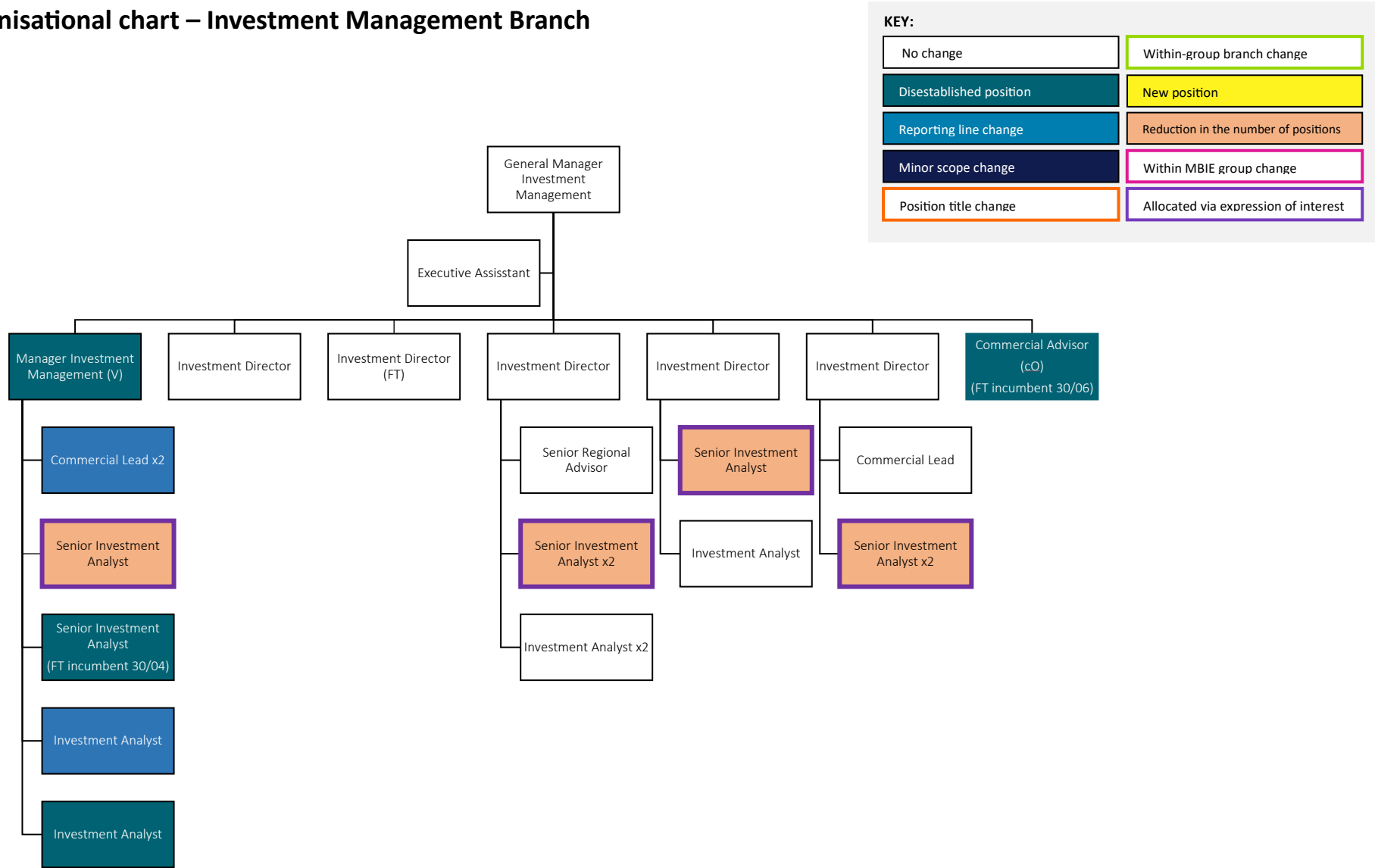
- A reduction in Senior Investment Analyst positions from six to three due to the reduction in work volumes.
- A reporting line change is proposed for two Commercial Leads from Manager Investment Management to respective Investment Directors; and a reporting line change for the Investment Analyst from the Manager Investment Management to an Investment Director.
- The Commercial Advisor currently reporting to the General Manager Regions and a Senior Regional Advisor reporting to the Director Regional Development Central/South are proposed to report into the General Manager, Investment Management. This will strengthen the skills and experience within the Investment Management branch as well as provide additional infrastructure expertise and support the growth of technical skills.
- The Manager Investment Management would be disestablished.
- A new Manager Corporate Governance, Crown Regional Holdings Limited (CRHL) is proposed. The Senior Governance Advisor, currently reporting to the Deputy Secretary would report to this new role. Two Advisors and a Business Systems Coordinator would also report to the new Manager Corporate Governance role.

We ask you to consider whether changes under Proposal 3 will achieve our desired outcomes.

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

We welcome your thoughts on where Proposal 3 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

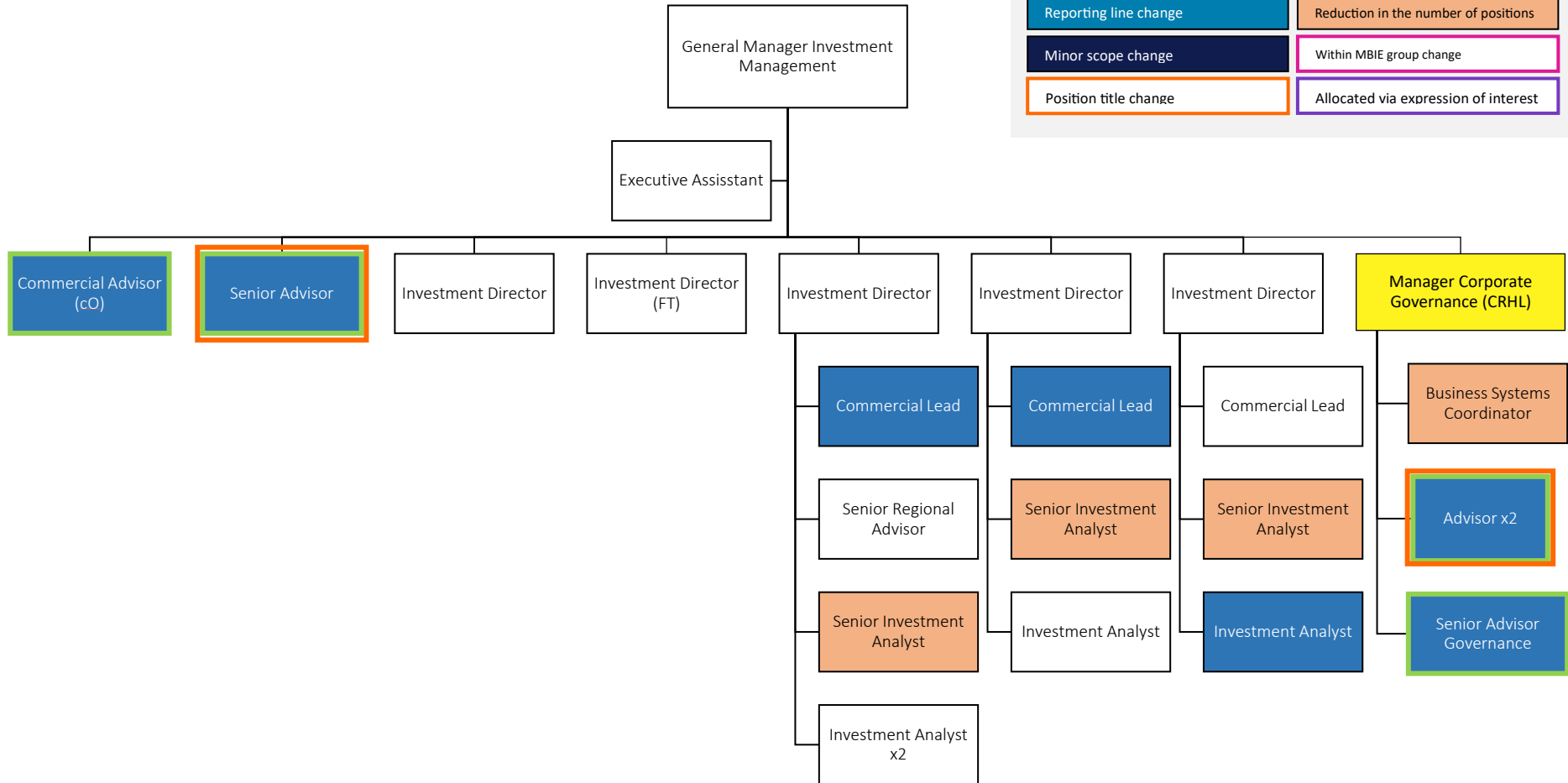
Current organisational chart – Investment Management Branch



Proposed organisational chart – Investment Management Branch

KEY:

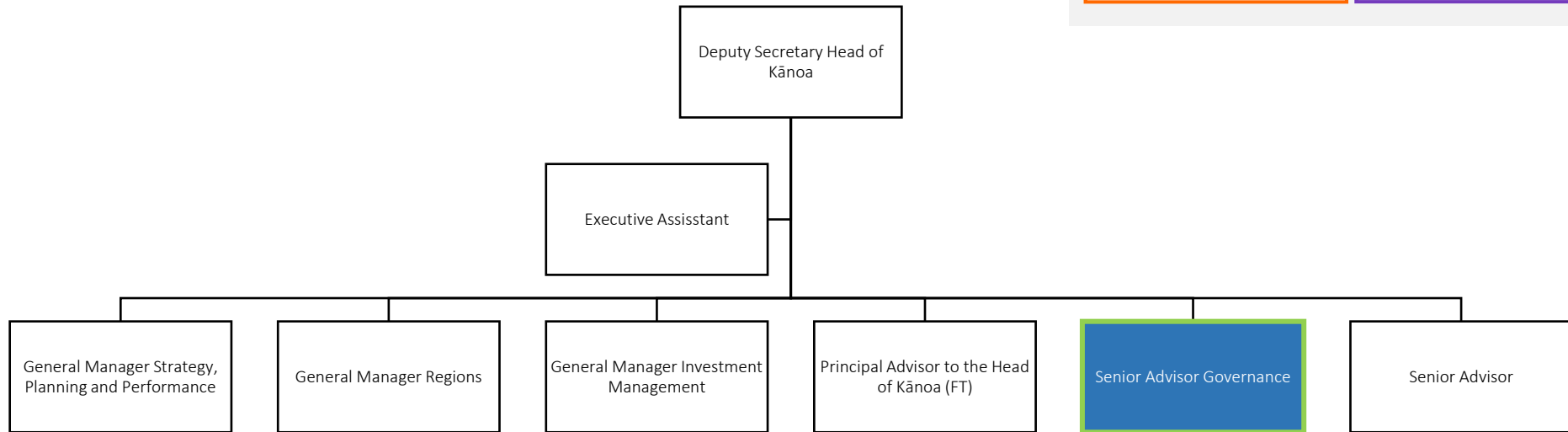
No change	Within-group branch change
Disestablished position	New position
Reporting line change	Reduction in the number of positions
Minor scope change	Within MBIE group change
Position title change	Allocated via expression of interest



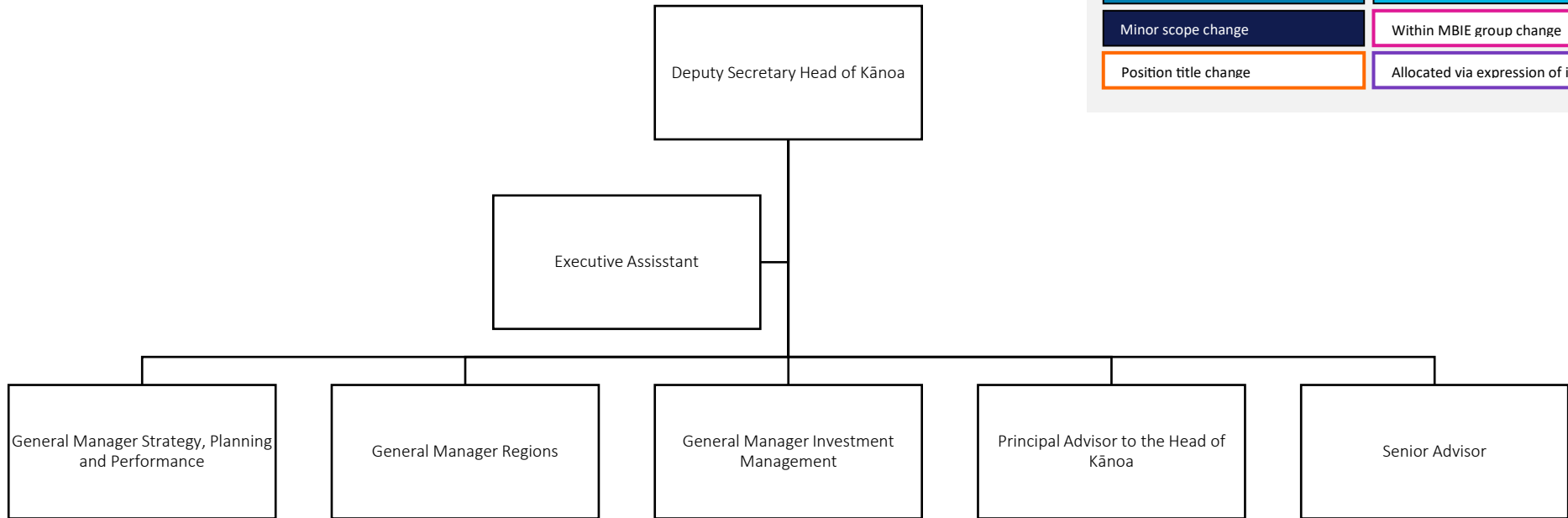
Current organisational chart – Kānoa – Regional Economic Development & Investment Leadership team

KEY:

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



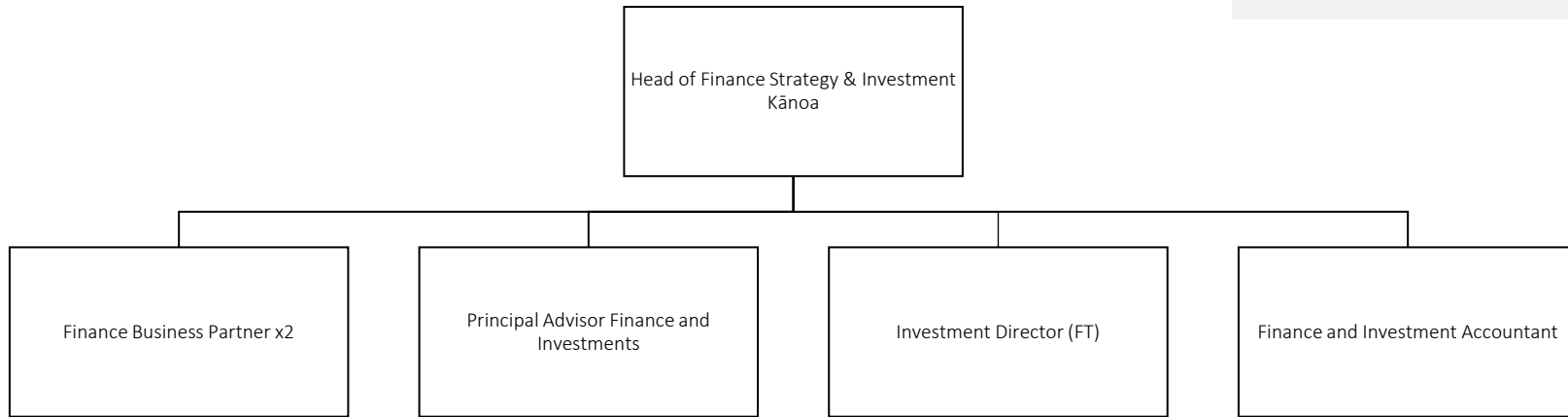
Proposed organisational chart - Kānoa – Regional Economic Development & Investment Leadership team



KEY:

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

Current organisational chart – Finance Strategy & Investment Kānoa



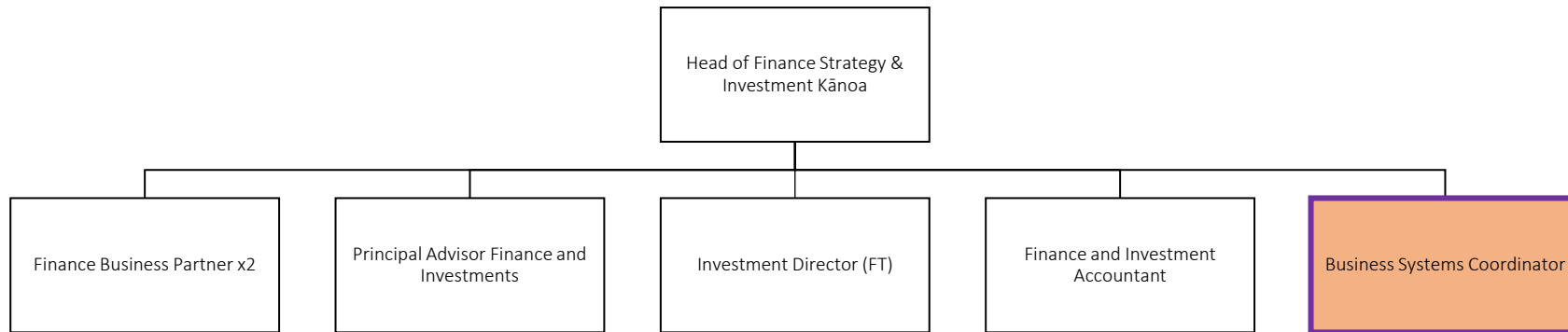
KEY:

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

Proposed organisational chart – Finance Strategy & Investment Kānoa

KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Reduction in the number of positions
Minor scope change	Within MBIE group change
Position title change	Allocated via expression of interest



Summary of proposed changes

Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	22
Number of positions proposed to be part of a contestable reconfirmation process	7
Number of proposed new positions	2
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	29

Proposed new positions

Proposal	Position title	Reporting line	Branch	Indicative band
1	Director Regional Development	General Manager, Regions	Regional Development	20F
3	Manager Corporate Governance	General Manager, Investment Management	Investment Management	20F

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1	Senior Regional Advisor (VR)	Sector Workforce Engagement Programme Director	Regions
1	Senior Engagement Advisor (VR)	Sector Workforce Engagement Programme Director	Regions
1	Senior Regional Advisor (VR)	Director Skills and Employment	Regions
1	Senior Regional Advisor (VR)	Director Regional Development Central/South	Regions
1	PA/Team Administrator	Director Regional Development Central/South	Regions
1	Team Leader	Director Skills and Employment	Regions
1	Director Skills and Employment	General Manager Regions	Regions
1	Director Regional Development Central/South (vacant)	General Manager Regions	Regions
1	Director Regional Development North (vacant)	General Manager Regions	Regions
1	Principal Advisor (VR)	General Manager Regions	Regions
1	Senior Regional Advisor (FT disestablish from June)	General Manager Regions	Regions
2	Business System Coordinator	Manager Kānoa Business Systems	Strategy, Planning and Performance
2	PA/Team Administrator	Manager Kānoa Business Intelligence	Strategy, Planning and Performance

Proposal	Position title	Reporting line	Branch
2	Senior Reporting Analyst	Manager Kānoa Business Intelligence	Strategy, Planning and Performance
2	Graduate Policy Advisor (VR)	Manager Strategy and Policy	Strategy, Planning and Performance
2	Principal Advisor (VR)	Manager Operations Support and Improvement	Strategy, Planning and Performance
3	Manager Investment Management (vacant)	General Manager Investment Management	Investment Management
3	Senior Investment Analyst	Manager Investment Management	Investment Management
3	Investment Analyst (VR)	Manager Investment Management	Investment Management
3	Senior Investment Analyst	Investment Director	Investment Management
3	Senior Investment Analyst	Investment Director	Investment Management
3	Commercial Advisor (cO until 30 June 2024)	General Manager, Investment Management	Investment Management

Proposed minor change

Proposal	Position title	Branch	Description of change
1	Regional Advisor (2)	Director Skills and Employment	Reporting line to Corporate Governance, Investment Management Position title change to Advisor
1	Regional Advisor Wellington (3)	Director Skills and Employment	Reporting line to Operations Support and Improvement Position title change to Advisor
1	Regional Advisor (1)	Director Skills and Employment	Reporting line to Operations Support and Improvement Position title change to Advisor
1	Senior Regional Advisor	Director Skills and Employment	Reporting line to Strategy, Planning and Performance Position title change to Senior Advisor
1	Principal Regional Advisor (5)	Director Regional Development Central/South	Reporting line to Director Regional Development
1	Senior Regional Advisor	Director Regional Development Central/South	Reporting line to Director Regional Development
1	Senior Regional Advisor	Director Regional Development Central/South	Reporting line to General Manager, Investment Management Position title change to Senior Advisor, Climate Resilience

Proposal	Position title	Branch	Description of change
1	Principal Regional Advisor (6)	Director Regional Development North	Reporting line to Director Regional Development
1	Senior Regional Advisor (2)	Director Regional Development North	Reporting line to Director Regional Development
1	Senior Advisor	Director Regional Development Central/South	Reporting line to General Manager Regions
2	Private Secretary	Manager, Strategy and Policy	Reporting line to General Manager Strategy, Planning and Performance
3	Senior Advisor Governance	Deputy Secretary, Kānoa	Reporting line change to Manager, Corporate Governance, Investment Management
3	Commercial Lead	Manager, Investment Management	Reporting line change to Investment Director
3	Commercial Lead	Manager, Investment Management	Reporting line change to Investment Director
3	Investment Analyst	Manager, Investment Management	Reporting line change to Investment Director
3	Commercial Advisor, Climate Resilience Programme (cO)	General Manager, Regions	Reporting line change to General Manager, Investment Management
	Programme Director	Skills, Workforce and Engagement Programme	Reporting line change to General Manager, Employment, Skills and Immigration, LSE
	Senior Engagement Advisor (3)	Skills, Workforce and Engagement Programme	Group change to LSE

Appendix 1: Proposed change process

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

Reconfirmation

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

For reconfirmation to apply:

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

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

Where there are more affected employees who could be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “**contestable reconfirmation**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit

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

Reassignment

As part of the consultation process you may be proposed to be “directly reassigned”. In these circumstances we are proposing to directly reassign you into a different but substantially similar role.

For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties are not so significant as to be unreasonable taking account of your skills, abilities and potential to be retrained; and
- You have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position; and
- The salary and other terms and conditions for the position are no less favourable; and
- Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).

If you are confirmed to be directly reassigned as part of the final structure you will not need to take any action as you will automatically be directly offered reassignment into the position.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “**contestable reassignment**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the

best fit for the role. This process would be based on selection criteria from within the position description for the role.

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees affected by the change via an EOI process.

Where the specialised nature of a role requires it to be advertised externally in parallel, this will be specified as part of the proposal and decision pack along with the supporting rationale. First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

Selection and Expression of Interest (EOI) process

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

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

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

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

Selection and recruitment timeline

Where possible timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

Redeployment

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

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

Review process

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

Secondments and acting arrangements

If you are currently on secondment or acting in a different position, there may be decisions confirmed for that position as well as your permanent substantive position. However, you will only be considered an affected employee if your permanent substantive position is significantly impacted.

People will continue in their temporary position until the end of the term currently in place unless otherwise advised.

Casual and fixed-term employees

Casual and fixed term employees, by the nature of their employment agreements, will not have access to the change processes set out above.

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection processes and any casual or fixed term employees would then be able to apply.

Appendix 2: Support through change

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

Wellbeing support options

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

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

Learning support options

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

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

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

Career development support

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