



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Te Waka Pūtahitanga

Proposal for Change

9 May 2024

Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

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

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

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

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

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

We will continue this approach as we move forward in our support of the Government's fiscal sustainability objectives so that we can be prepared to deliver on their priorities.

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

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

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

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

Thank you for the work that you do.

Ngā mihi nui

Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive

Te Tumu Whakarae mō Hīkina Whakatutuki

Introduction from Melanie Porter

Tēnā koutou,

Since November last year, MBIE has been working closely with the new Government to support its priorities and help confirm and establish portfolio work programmes that will deliver on them. Across MBIE Business Groups, a number of formal change proposals have commenced to align to Government priorities and to meet fiscal expectations. As the Government's work programme progresses at pace, we need to adapt, and re-align to meet the shift in Government and MBIE priorities and find new ways of working to deliver against this.

This consultation document outlines a proposal for change to streamline and resize our Group, in line with the current economic and fiscal context. It also ensures we can support, guide, provide assurance and build capability for an effective policy and regulatory environment here at MBIE. The proposal supports the provision of timely, fit for purpose advice to MBIE's Secretary, our Senior Leaders and Government system colleagues. It aims to ensure that MBIE is able to take a confident system view when providing advice across portfolios.

Te Waka Pūtahitanga is a key enabler across MBIE and our system of government. Our specialist advice, assurance, and policy coordination should support our Secretary and MBIE to deliver a prosperous New Zealand in response to current and future challenges and opportunities.

This proposed operating model is presented in a way that leverages the interconnections across and within our organisation and ensures areas of common work that are closely linked are located together. Our structure needs to enable agility as MBIE's operating environment changes, to ensure we can support MBIE to deliver on the Government's fiscal sustainability objectives and be prepared to deliver on the Government's priorities.

This means being deliberate in working together – mahi tahi – ensuring we've got the capability and capacity where we need it to support MBIE's delivery of key work.

This proposal changes the shape of our Branches across the Group, and where we are proposing people should be placed.

We have considered areas where work is scaling up, joining up, scaling down and spans of control for managers and teams. As Government priorities develop, it is likely that further changes will be needed in the future – to reflect both this and the new fiscal conditions we will be operating in. The next few months should bring further clarity, as more budget decisions are announced.

The work you do across our Group is important in taking the long-term system view and I want to acknowledge and thank you for the work you do to support better outcomes for all New Zealanders.

We encourage you to carefully consider this proposal and we look forward to hearing your feedback by emailing TWPconsultation@mbie.govt.nz.

We are in challenging times-with ongoing changes across MBIE and the wider public sector. This change proposal may also not be the only change you are experiencing within work or outside of it. Please take the time to process what this change means to you, be kind to yourself and others around you, and reach out for support – both personally and professionally – where you need it.

Ngā mihi nui



Melanie Porter

Deputy Secretary Te Waka Pūtahitanga

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How to read this document

Scope of this change proposal

This consultation document outlines proposed changes in all Branches in Te Waka Pūtahitanga.

Understanding proposed change 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 3](#). This determines how we classify the impact to our kaimahi, 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 **Monday 6 May 2024**.

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

Providing feedback and indicative timeframes

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

Please consider how proposed changes will support our Te Ara Amiorangi Strategy and the key shifts we seek to make as a group.

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 Deputy Secretary, Mel Porter, 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 unions, the Public Service Association (PSA) and NUPE. You can contact the PSA or NUPE during the consultation period for support and to discuss your feedback.

Your feedback is encouraged on all aspects of this proposal, such as organisational structure, Branches, accountabilities, and positions. Your ideas and suggestions are valuable and will contribute to ensuring that the changes we make will position us well for the future.

All feedback will be analysed, and an anonymous summary of feedback themes and responses will be included in the decision document. Where appropriate you may also receive an individual response.

Please note that because contractor positions are not included in this proposal, kaimahi in contract roles will be communicated with directly. If you would like to provide feedback, please send your thoughts to TWPconsultation@mbie.govt.nz

Indicative timeline

Activity	Indicative timeframes
Consultation opens	Thursday, 9 May 2024
Consultation closes	Tuesday, 28 May 2024
Final decision (indicative date)	Tuesday, 18 June 2024
Expression of interest (EOI) opens	Following announcement of final decisions
Proposed 'go-live' of new structure	August 2024

Case for change

Since November, MBIE has been working closely with the new Government to deliver on its 100 Day Plan/s and understand how we can support delivery of its goals for New Zealand. We have been in conversations with our Ministers about their portfolio priorities and the contribution they will make to improving productivity and growing the economy. We now have a clear sense of these priorities, and how MBIE will support them as we continue our work to grow a prosperous New Zealand for all.

This proposal reflects:

Our fiscal context: MBIE is operating in a tighter fiscal environment, and we need to look at how efficiently we work and the capability of our workforce.

Government priorities: Our work is already changing and will continue to change as we support the Government deliver its economic priorities. We need to ensure we are not only clear about our priorities but providing assurance that MBIE is delivering these in the best, most efficient and safest way possible.

MBIE's system leadership role: MBIE is the Government's lead micro-economic agency. As a Group we need to support our MBIE Secretary, Senior Leaders, Policy kaimahi and the Government System:

- Actively navigate opportunities identified by Government/Ministers, global trends including climate change, geo-political tensions, accelerating technology change and an aging population as examples
- Develop a coherent strategy and policies to address longstanding weaknesses in New Zealand's productivity growth.
- Provide the oversight and coordinating functions of governance, assurance and performance for both MBIE Policy and its Regulatory systems. These functions are essential for the organisation if it is to effectively balance the fiscal environment, the pace of the Government's policy agenda and provide quality policy advice and manage regulatory risks.

When designing this proposal, the principles used were:

- **People centred:** our people and their expertise are at the heart of our work. Our systems and processes will be people centred. We will seek to ensure, even during periods of change, that our people are matched with work that best matches their skills and interests and there are opportunities for growth and development.
- **Customer focussed and action orientated:** We are clear about our customers, anticipate their needs and operate flexibly. We provide high quality advice, assurance, oversight, analysis and services in a timely manner.
- **Te Ao Māori is a foundation:** Enhancing our culture and outcomes in partnership with manaakitanga to ensure that they are inclusive, respectful, and supportive of wellbeing.
- **Capability:** We provide specialist expertise, oversight and assurance for MBIE. We have the right mix of specialist and generalists to operate flexibly and authoritatively. Our capability is increased when we group like functions together.
- **Prioritisation:** We focus on understanding and anticipating the needs of the MBIE Secretary and the wider government system. Through effective governance we work with our policy colleagues to ensure the policy work programme, policy research programme and resource allocation is fit for purpose.
- **Evidence-based:** We develop our own, and access research elsewhere, to provide timely and actionable advice and guidance to decision makers.
- **Connected:** We are experts in MBIE's strategic context and direction, we connect across the system of government to access timely and relevant advice and assurance.

- **Functional alignment.** Our capability increases when we group like functions together and we centralise support and services where it makes sense to

We have also considered the size of resourcing for each work area during this process, with some scaled to reflect organisational and Government priorities and the size of the work proposed. Overall resourcing has also been considered in the context of the MBIE's direction and the need to make fiscal savings.

As Government priorities develop, it is likely that further changes will be needed in the future – to reflect both this and the new fiscal conditions we will be operating in. The next few months should bring further clarity, as more budget decisions are announced.

This means continuing to be agile and taking a mahi tahi approach, ensuring we have 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.

Overview of change proposals

This document proposes the following high-level changes:

1. The Economic Strategy Branch is proposed to be renamed Economic System Leadership Branch to better reflect the system wide role it would have.
 - a. There would be movements across the Group into this Branch including policy resources in Te Kupenga to consolidate policy capability into one Branch.
 - b. It is proposed that the roles in the Chief Economist Unit roles be re-aligned and placed in the new Economic Systems Branch. The roles would support prioritisation of policy research across MBIE in conjunction with the new proposed approach in DDI and Policy Coordination and Alignment Committee (PCA) as well as provide strategic economic insights.
 - c. Resources in the Branch will be scaled to ensure an appropriate mix of expertise and experience across the policy teams.
 2. A new Branch is proposed that would undertake the oversight and coordinating functions of assurance and performance for MBIE Regulatory and Policy systems. The proposed new Branch would be called MBIE Regulatory and Policy Assurance and Performance Branch. This brings together a focus on regulatory systems assurance and policy and regulatory capability and assurance functions. As part of this change:
 - a. The current Regulatory Stewardship Branch is proposed to be disestablished. The regulatory stewardship work would be led by a new team with resources scaled. The team would focus on supporting regulatory system owners as well as leading cross-MBIE regulatory stewardship activities. The proposed new name for the team is Regulatory Assurance Team.
 - b. It is proposed that the existing Policy Capability team scope be expanded to include regulatory capability and be renamed Regulatory and Policy Capability team.
 3. It is proposed to refocus Te Kupenga on Treaty Assurance and Partnerships, with the existing Treaty Team extended and capacity increased to ensure MBIE is focussed on effective and meaningful partnerships with Māori. The Branch will provide assurance to the Secretary and SLT that MBIE is meeting its Treaty obligations and is coordinated in our approach to partnering with iwi Māori. The Branch would be led by the General Manager, Treaty Assurance and Partnerships who would also provide expert advice on Māori economic development matters to the Secretary and SLT, and to the wider Group.
 - a. Te Kupenga's policy resources are proposed be moved into the Economic Systems Branch.
 - b. The Māori Investment Fund (MIF) and associated role is proposed to move into Kānoa to align this activity more closely with other investment activity and capability.
 4. Two Director positions (Climate Change and Regulatory Systems) will be renamed 'Chief Advisor' working across the Group.
 5. It is proposed to establish a Central Support Hub in the Office of the Deputy Secretaries. This Hub would facilitate the provision of administration and coordination support to areas where it is needed most.
- This team would be located within the new MBIE Regulatory and Policy Assurance and Performance Branch and would also be responsible for MBIE Regulatory Impact Analysis Review Panel (RIARP) processes.

All General Manager Executive Assistants (EAs) and Personal Assistants/Team Administrators (PA/TAs) would report into the Office of the Deputy Secretaries reporting to the Business Director in the Central Support Hub. The aim in proposing changes for this important mahi is to prioritise the distribution of support across Te Waka Pūtahitanga; moving to an approximate principle of a 1:2 ratio for EA/TA resource.

- a. The four Coordination support roles across Te Waka Pūtahitanga would be disestablished, and a contestable reconfirmation process undertaken to assign three Coordinators to the Central Support Hub.
- b. The Central Support Hub would provide support to General Managers, Chief Advisors, Managers, and the prioritised work programmes in the Group.
- c. It would also provide an opportunity for those in the Hub to have visible pathways, regular supported conversations about development and a

general team environment where leave periods, absences, peaks and troughs in demand can be covered in a way that is planned and supported through a collegial approach to work and wellbeing.

6. The Mātauranga Māori Branch is proposed to move from Corporate Services, Finance and Enablement Group (CSFE) to Te Waka Pūtahitanga and report to the Deputy Secretary, Te Waka Pūtahitanga. This is to bring the majority of MBIE Māori enterprise related matters under a single Deputy Secretary and should strengthen existing connections between Te Tāpuhipuhi and enterprise work undertaken by Te Kupenga, as well as the broader group. Whilst important connections have been made in CSFE by the Team over the last year it is now time to bring together effort as MBIE works more closely as one organisation.
7. We will also be closing a number of vacant positions across Te Waka Pūtahitanga as part of ongoing efforts to realise savings.

Proposal 1 – Consolidate policy resourcing into a single Economic Systems Leadership Branch, bringing the Te Kupenga Policy Resourcing team to sit with other policy teams, alongside the Chief Economist Unit resourcing

The Economic Strategy Branch is proposed to be renamed Economic System Leadership Branch, to better reflect the system wide role that the Branch would have. There are proposed movements across the Group into this Branch including the Te Kupenga Policy Resourcing team.

To support the provision of specialist advice to the Secretary, Deputy Secretary Te Waka Pūtahitanga, SLT and MBIE kaimahi, this Branch is proposed to be realigned, and refocused. Advice would be focussed on the short and medium term, aligned to the Government's immediate work programme, but where possible anticipating future work informed by the Branch's deep understanding of the New Zealand economic context, policy approaches to economic development and the broader economic context New Zealand faces.

The Branch's role would include leading MBIE's focus on Māori economic development. Integrating this focus into the Economic Systems Leadership Branch will help realise synergies between the common, as well as distinct challenges, faced by the Māori economy and wider New Zealand economy. Work on the Māori economy would have access to a wider pool of policy resource, in addition to the current Māori economic policy resource that will move into the Branch. The proposed functions of the Economic Systems Leadership Branch are:

- Providing, and being prepared, to advise on economic strategy for achieving the Government's short and medium-term economic objectives.
- Providing micro economic insights and expertise on New Zealand's economic performance.
- Economic research and prioritisation across MBIE.

- Working across MBIE to promote coherence, and expose trade-offs, on cross-cutting policies.
- Supporting MBIE to play its economic system leadership role across government, including climate change, to provide whole of system advice to Government.
- Lead MBIE policy advice on Māori economic development matters, including He Kai Kei Aku Ringa, and Pacific economic development matters.

Why change is proposed

The reduction in some of the Economic Strategy Group's work programme from changes in Government priorities has provided a catalyst to think about how best to support the current Government priorities, and how we can be well placed to advise on future economic challenges.

The merging of the Chief Economist Unit, Te Kupenga's policy resourcing and the existing Economic Strategy Branch would broaden the economic understanding and capability of the Economic Systems Leadership Branch. It would also enable us to leverage, at pace, the skills around policy which exists in these teams and in the newly established 'Chief Advisor' roles. The two retitled Chief Advisor roles are intended to provide expert advice and thought leadership across MBIE and externally.

The following changes are proposed to deliver on this kaupapa:

1. It is proposed to integrate the research and policy specialists from the Chief Economist Unit into the renamed Economic System Leadership Branch. The specialist economic research capability would be retained to:
 - i) help prioritise MBIE's research and evaluation efforts, in collaboration with DDI.
 - ii) provide system wide economic insights and research.
2. Te Kupenga's policy resourcing would be re-aligned into the Economic System Leadership Branch. This will maintain visibility and focus on the Māori economy and perspectives and strengthen its contribution in informing economic strategy work.
3. The existing Policy Capability team would be re-aligned with additional resource to provide regulatory capability support into the new MBIE Regulatory and Policy Assurance and Performance Branch.
4. The Economic Strategy and the Climate and Economy teams would be renamed Economic Strategy and Insights and Economic Policy Integration respectively. The Economic Strategy and Insights team would assume responsibility for developing MBIE's economic research priorities in close collaboration with proposed MBIE Policy and Regulatory Assurance and Performance Branch, and DDI with PCA as the governing body.
5. The proposed Economic Policy Integration team would be scaled to ensure an appropriate mix of expertise. More specifically, the number of Principal policy advisor roles would reduce from five to two. A contestable reconfirmation process is proposed to be undertaken for Principals in this team to assign the two Principal roles.

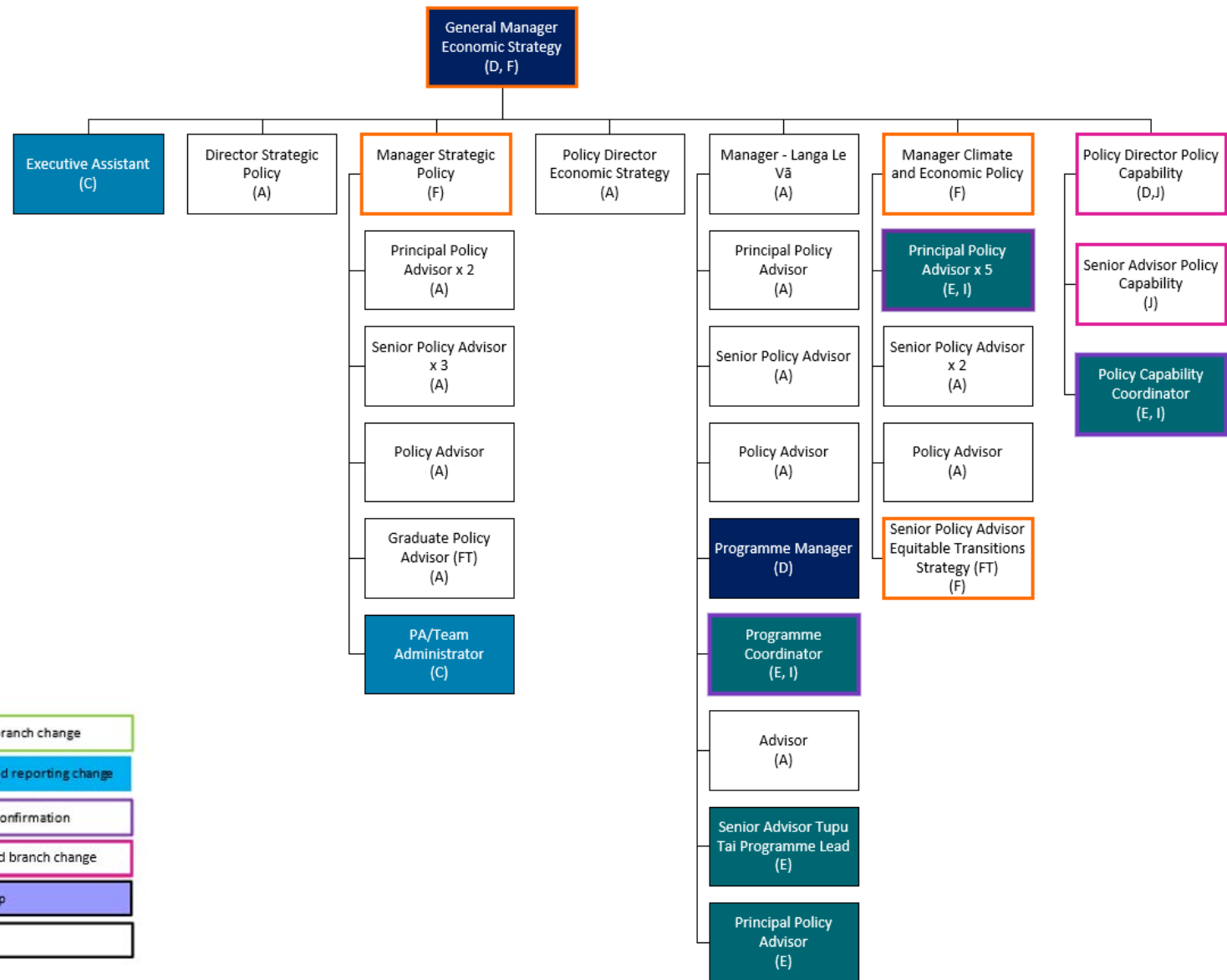
6. Oversight of Pacific programmes, including leading the Tupu Tai programme within the Langa Le Vā team is proposed to be consolidated and led through the existing Programme Manager role in the team, working with others in the team as needed. The Tupu Tai Programme Lead role would be disestablished. Coordination needs for all Pacific Programme work would be sourced from the Central Support Hub. This proposal rescales resourcing to ensure an appropriate mix of expertise and capacity to reflect the changing nature of the programmes.
7. In addition, it is proposed to establish a Central Support Hub in the Office of the Deputy Secretaries. All General Manager Executive Assistants (EAs) and Personal Assistants/Team Administrators (PA/TAs) would report into the Office of the Deputy Secretaries, reporting to the Business Director in the new Central Support Hub to support General Managers, Chief Advisors, Managers, and the Group (see proposal five). A contestable reconfirmation process is proposed to be undertaken to assign three Coordinators to the Central Support Hub.

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

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [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 are alternatives to the changes proposed, please share your thoughts, including how you see they improve on desired outcomes.

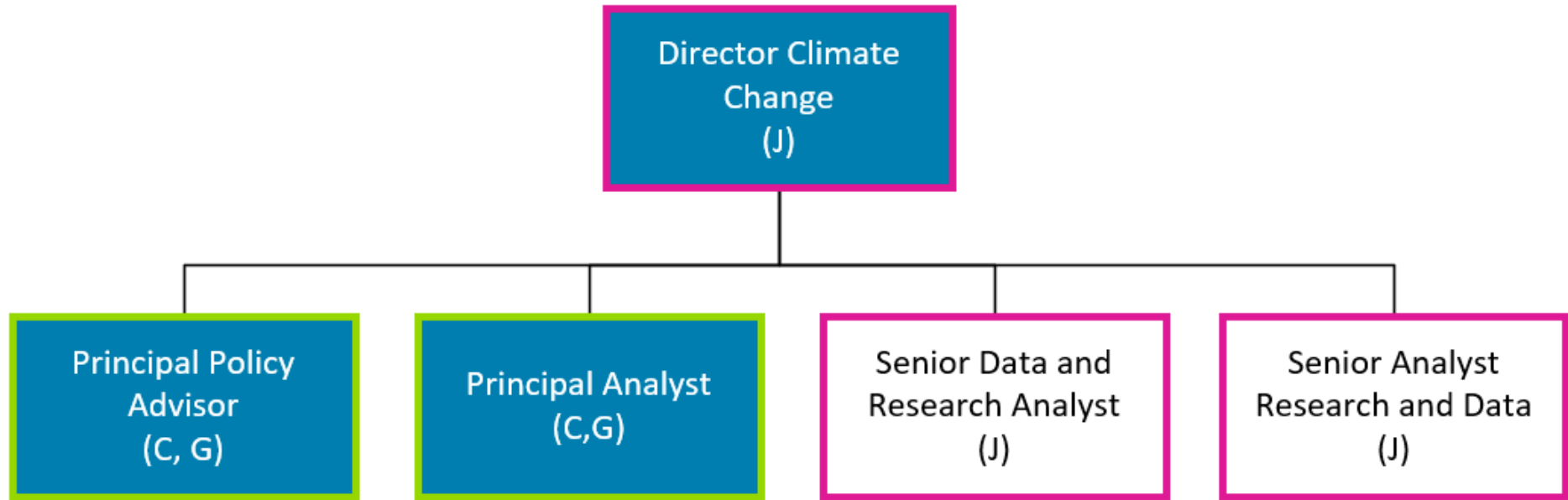
Proposal 1 – Current Structure in Economic Strategy



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

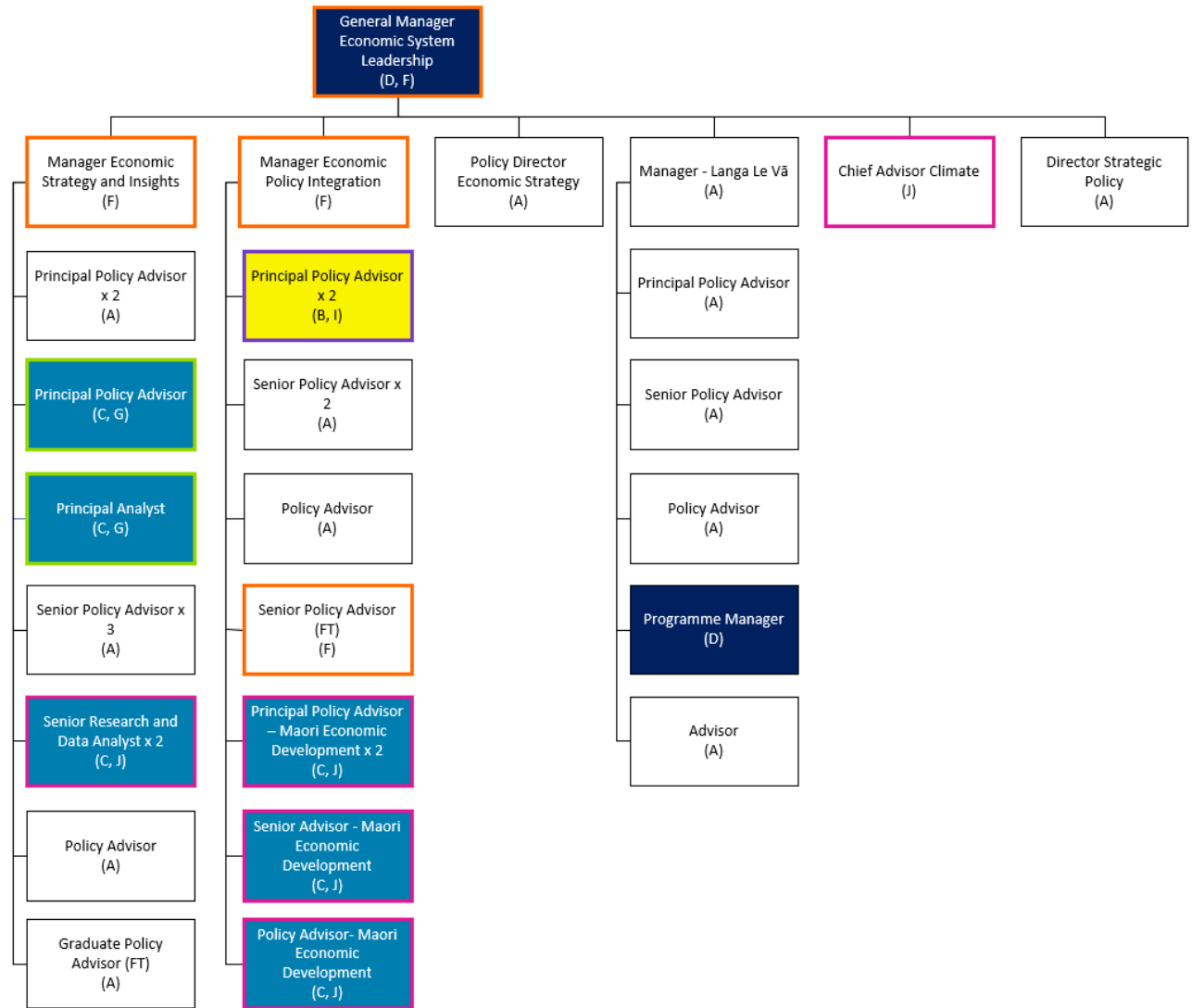
Proposal 1 – Current Structure for the Director Climate Change



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 1 – Refocus the Economic Strategy Branch, bring together the Chief Economist Unit and Te Kupenga



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 2 – Establish a new Branch – MBIE Regulatory and Policy Assurance and Performance Branch

A new Branch is proposed that would undertake the important functions for MBIE of Regulatory and Policy assurance and performance.

The Branch would be directed by the Deputy Secretary Te Waka Pūtahitanga, MBIE Secretary and the Policy Coordination and Alignment Committee (PCA) to oversee and monitor the quality of Policy advice across MBIE, to ensure that policy and policy research effort is appropriately prioritised and that all MBIE Policy effort is aligned.

The Branch would lead the maturing of MBIE’s approach to regulatory stewardship. To achieve this, it would focus its effort on playing an active role collaborating with, and providing hands-on support to, regulatory system owners. It would provide guidance documents and advice on regulatory standards and assist with the completion of essential stewardship tasks (such as establishing risk registries, developing terms of reference for governance groups, developing risk mitigation approaches etc).

The Branch would continue to lead cross-MBIE coordination on regulatory stewardship strategy (e.g., independent advice on where regulatory risks to MBIE are the highest) as well as implementation (e.g., support the Secretary to have a central view of regulatory risks and their mitigants, lead the development of Regulatory Stewardship Amendment Bills, RIA quality assurance activities etc.). It would lead the coordination of a one MBIE view on issues that impact multiple regulatory systems (e.g., the Regulatory Standards Bill).

The Branch would support Policy and Regulatory capability development across MBIE working with PCA.

Why change is proposed

These two oversight and coordinating functions of assurance and performance for both MBIE Policy and Regulatory systems are becoming even more essential for the organisation with fiscal reductions/challenges and associated changes to capacity/capability, and the way we organise ourselves to deliver work in MBIE.

The MBIE Secretary needs to be confident that MBIE’s advice is of a high quality, aligned and evidence based. This is also true of the MBIE regulatory approach and oversight. This Branch would provide this assurance.

The Branch would provide coordination, monitoring and reporting services and a capability building function.

The following changes are proposed to deliver on this kaupapa:

1. A new General Manager role would be established: General Manager, Regulatory and Policy Assurance and Performance Branch. The existing General Manager Regulatory Stewardship role is proposed to be disestablished, and reassigned to the General Manager, Regulatory and Policy Assurance role.
2. The Regulatory Stewardship Branch would be disestablished. The two teams within the current Regulatory Stewardship Branch have been operating flexibly across the functions that contribute to regulatory stewardship. It is proposed to recognise this way of working and consolidate all resources into one team by creating a new team, Regulatory Assurance. The new team would be of an appropriate scale and contain a mix of skills and capability to allow it to operate flexibly and lead MBIE’s approach to regulatory assurance. Specialist roles would be disestablished. All other roles will be disestablished and subject to a contestable reconfirmation process.
3. The existing Policy Capability Team in Economic Systems would be re-aligned and scaled into the new MBIE Regulatory and Policy Assurance and Performance Branch. A new position would be created to increase the capacity given to supporting the development of policy and regulatory capability at MBIE. This team would support MBIE Regulatory Impact Analysis (RIA) quality assurance activities.

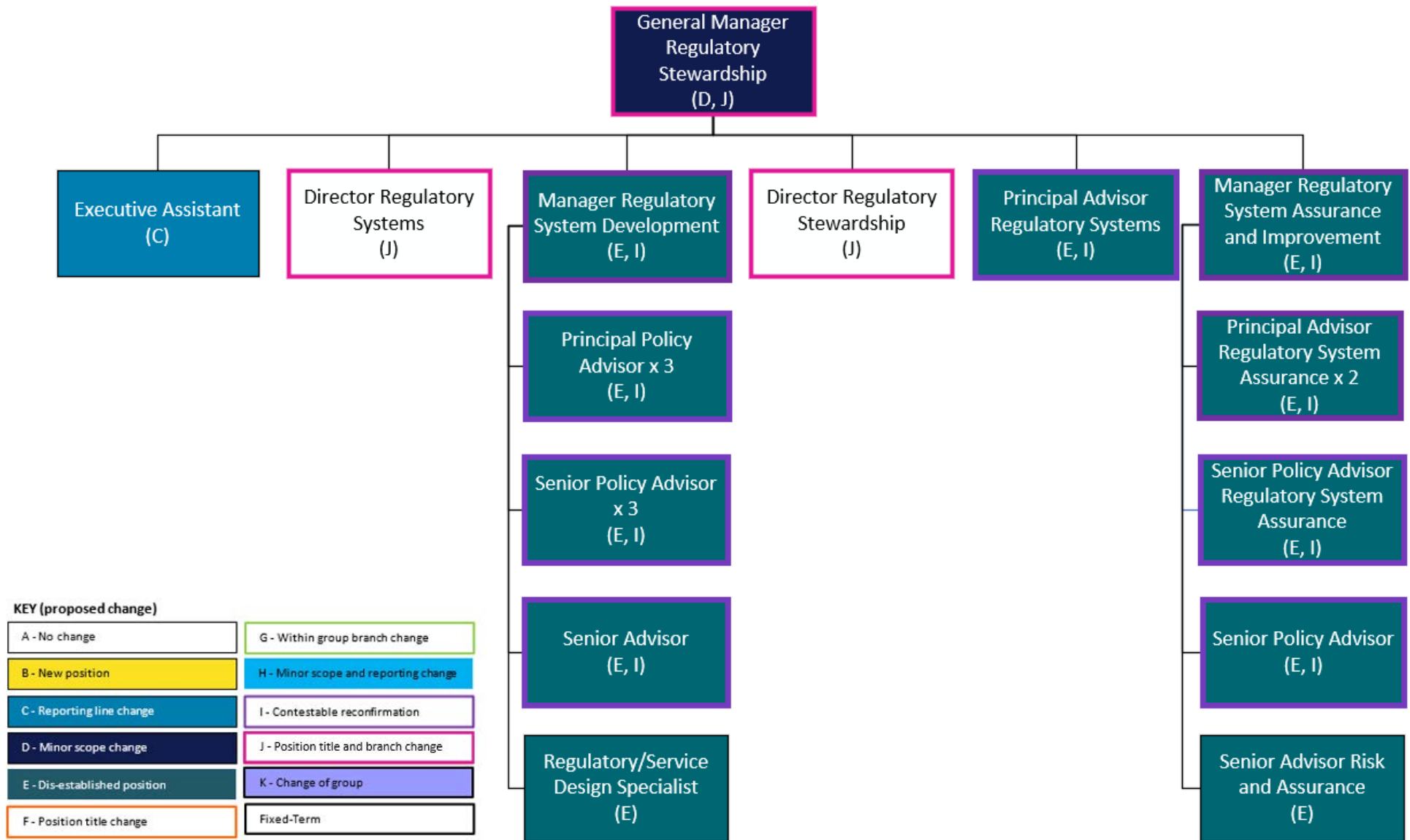
4. In addition, it is proposed to establish a Central Support Hub in the Office of the Deputy Secretaries. All General Manager Executive Assistants (EAs) and Personal Assistants/ Team Administrators (PA/TAs) would report into the Office of the Deputy Secretaries, reporting to the Business Director in the new Central Support Hub to support General Managers, Chief Advisors, Managers and the Group (see proposal five). A contestable reconfirmation process is proposed to be undertaken to assign three Coordinators to the Central Support Hub.

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

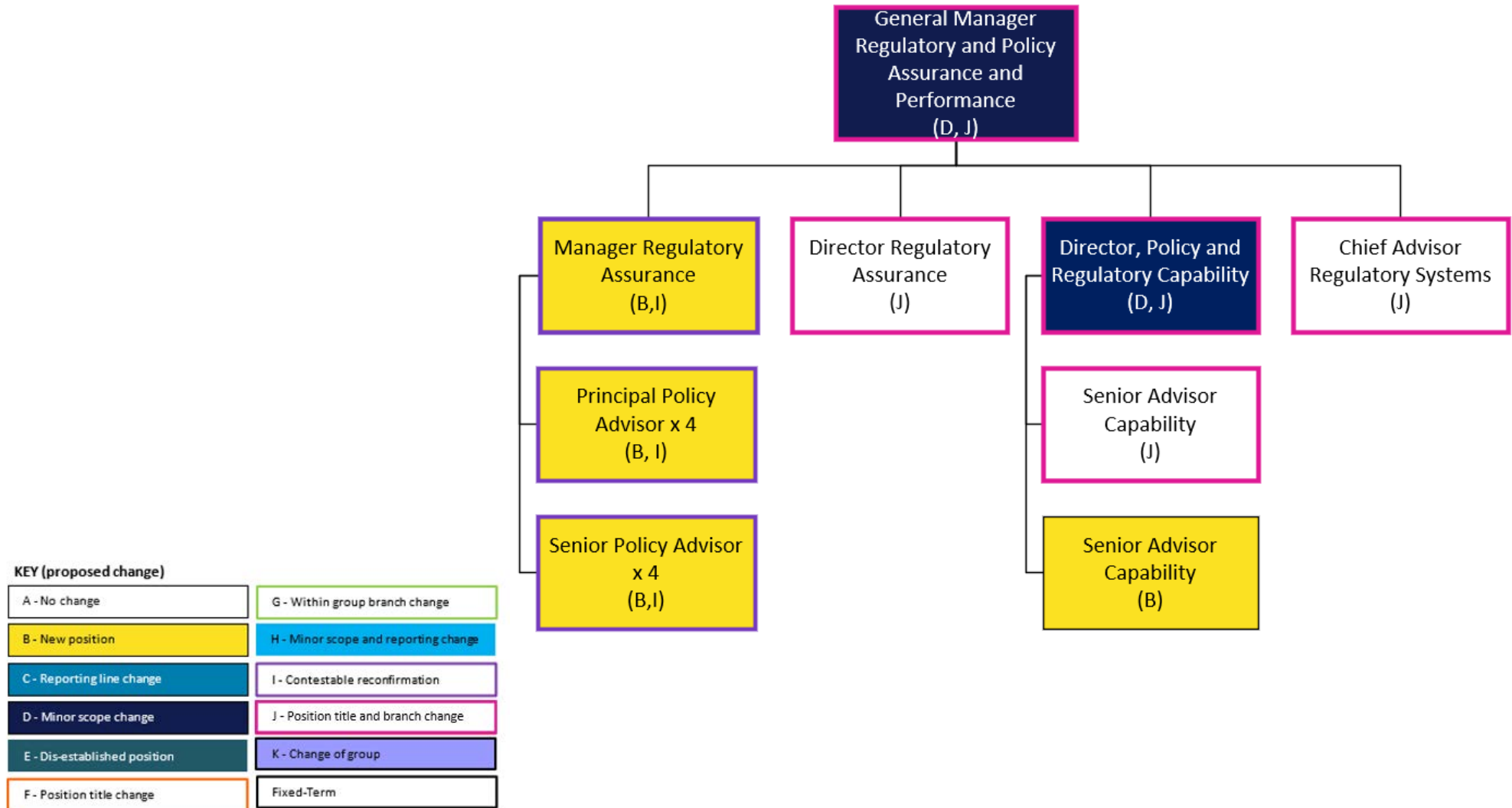
The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, including how you see they improve on desired outcomes.

Proposal 2 – Current Structure in Regulatory Stewardship



Proposal 2 – Proposed structure of the new Branch MBIE Regulatory and Policy Assurance and Performance



Proposal 3 – Refocus Te Kupenga to Te Kupenga Treaty Assurance and Partnerships

It is proposed to refocus the Te Kupenga Branch on Treaty Assurance and Partnerships by extending the remit and increasing the capacity of the existing Treaty team to focus on Treaty obligations and partnership with Māori. This will ensure MBIE is focussed on effective and meaningful partnerships with Māori. The Branch will provide assurance to the Secretary and SLT that MBIE is meeting its Treaty obligations and is coordinated in our approach to partnering.

The team will not be asked to ‘own’ MBIE partnerships with Māori, however they will have an important role ensuring key partnership activity is tracked and coordinated, working closely with the Director Mātauranga Māori and other parts of MBIE. This will build on the work Te Kupenga has undertaken to date in relation to coordination, support and assurance with respect to Treaty settlements and the work it has undertaken to develop an MBIE relationship management framework for Treaty settlement obligations.

It is proposed that responsibility for administration of the Māori Investment Fund is transferred to Kānoa to be managed alongside other investment funds that Kānoa is responsible for. This leverages off Kānoa’s scale and capabilities in administering and managing funds.

Why change is proposed

The proposal to transfer responsibility for administering the Māori Investment Fund (MIF) to Kānoa and for Group policy capability to be consolidated into a single Branch, necessitates a refocus of Te Kupenga. The new name of the Branch is proposed to support this: Te Kupenga Treaty Assurance and Partnerships. The General Manager Te Kupenga Treaty Assurance and Partnerships would provide expert advice and assurance on these matters to the Deputy Secretary, Secretary and SLT on Treaty and Partnerships work. The General Manager Te Kupenga would also

work closely with the Economic Systems Leadership Branch, providing expert advice on Māori economic development, and would be a source of expertise to the Deputy Secretary, Secretary and SLT.

The Branch will continue to work across MBIE, with the Mātauranga Māori team and Māori Directors as part of its role to provide assurance to SLT and the Secretary regarding Treaty and partnerships work.

The following changes are proposed to deliver on this kaupapa:

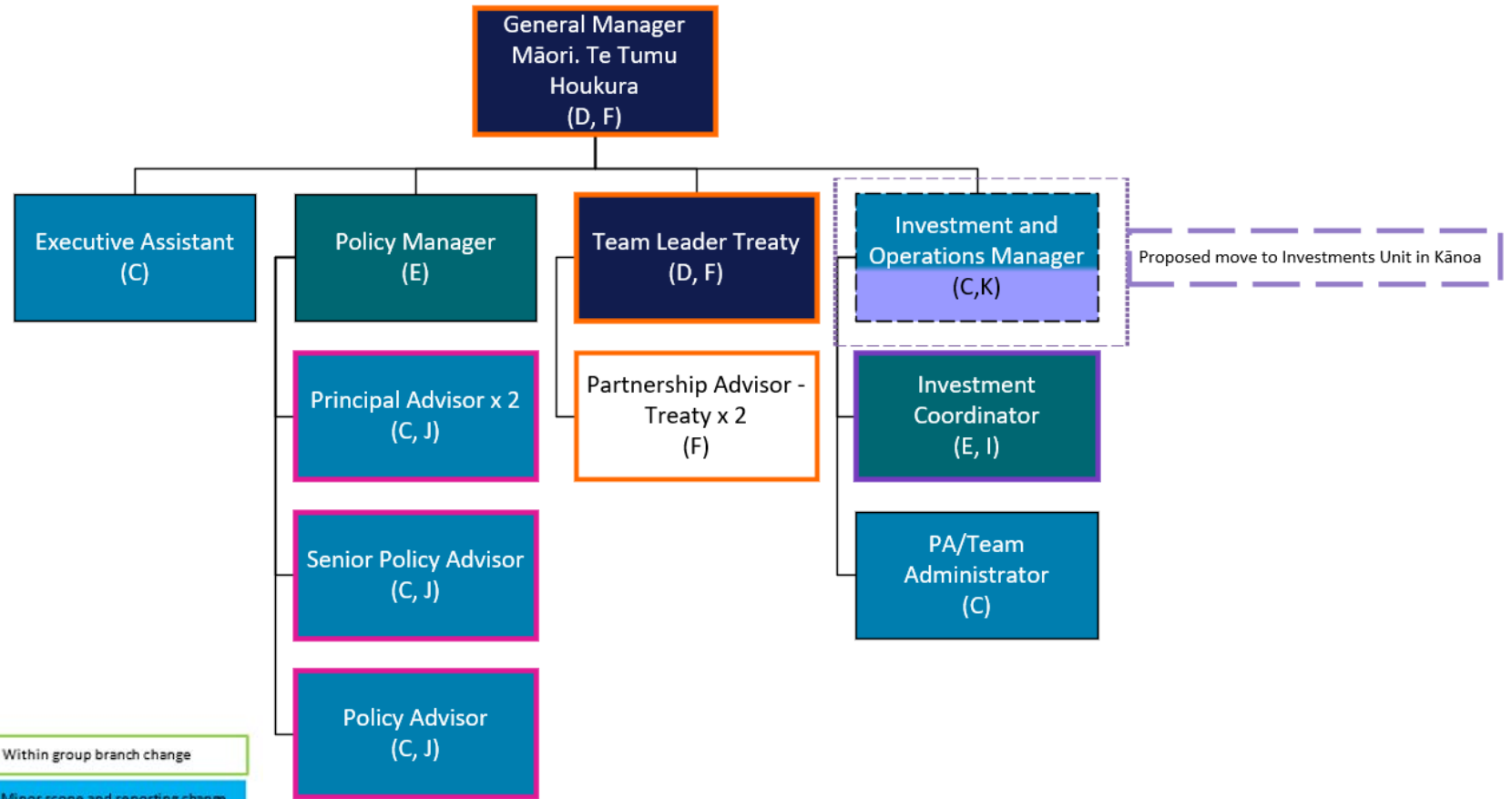
1. Retitle the existing role General Manager Māori to General Manager Te Kupenga Treaty Assurance and Partnerships.
2. Broaden the Team Leader Treaty role to also have responsibility to lead MBIE Māori Partnership coordination across MBIE, working with the Mātauranga Māori Team, Māori Directors, and Business Groups across MBIE.
3. Two new Senior Advisor, Partnerships positions would be created to increase the capacity and capability to provide assurance of MBIE’s Treaty obligations and partnership between MBIE and Māori.
4. Te Kupenga’s Policy team would move into the proposed Economic Systems Leadership Branch.
5. Responsibility for administration of the Māori Investment Fund, with one supporting FTE, is proposed to move to Investment Management Branch in Kānoa.
6. In addition, it is proposed to establish a Central Support Hub in the Office of the Deputy Secretaries. All General Manager Executive Assistants (EAs) and Personal Assistants/Team Administrators (PA/TAs) would report into the Office of the Deputy Secretaries, reporting to the Business Director in the new Central Support Hub to support General Managers, Chief Advisors, Managers and the Group (see proposal five). A contestable reconfirmation process is proposed to be undertaken to assign three Coordinators to the Central Support Hub.

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

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [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 are alternatives to the changes proposed, please share your thoughts, including how you see they improve on desired outcomes.

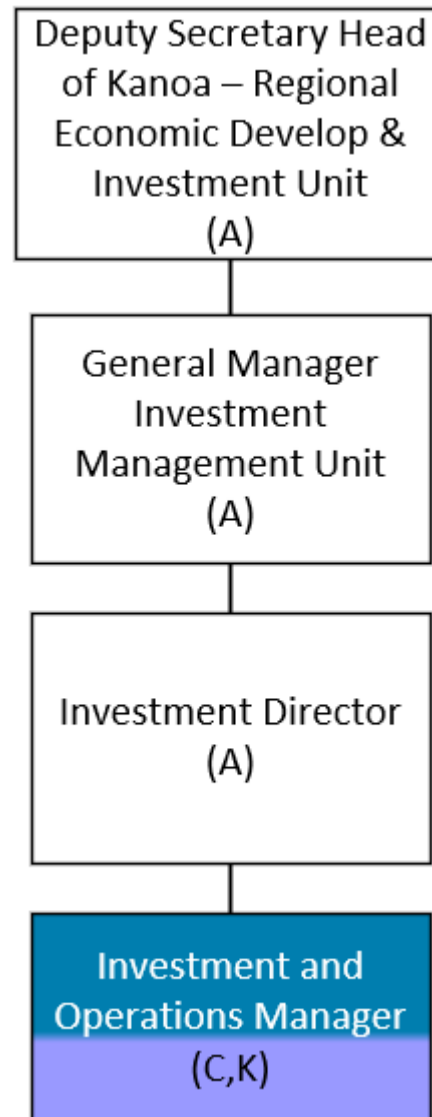
Proposal 3 – Current structure in Te Kupenga



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 3 – Proposed structure for move to Kānoa



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 3 - Proposed structure Te Kupenga Treaty and Partnership Assurance

KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term



Proposal 4 – Retitle two existing specialist roles to provide expert advice

Two newly titled Chief Advisor roles are proposed to have a dotted reporting line to the Deputy Secretary Te Waka Pūtahitanga. Specialists in their areas, they would also provide timely advice to the MBIE Secretary, Senior Leaders, MBIE kaimahi and our system of government. These specialists provide an essential knowledge and information bridge and ensure alignment across their areas of expertise primarily for the MBIE Secretary, Deputy Secretary, Te Waka Pūtahitanga, SLT and Policy Coordination and Alignment Committee PCA. These proposed Chief Advisor roles are:

- a) Chief Advisor Climate [retitled from Director, Climate Change] which would report to the General Manager Economic System Leadership.
- b) Chief Advisor Regulatory Systems [retitled from Director, Regulatory Systems and Reporting] which would report to the General Manager MBIE Regulatory and Policy Assurance and Performance.

The proposed functions of the Chief Advisors are:

- Provide real-time specialist expertise to the Group and across MBIE on cross-cutting issues
- Increasing the coherence and alignment of effort across these areas of specialty and the broader related system
- Leading through influence externally and within MBIE in their areas of expertise

Both Chief Advisors would have dotted reporting lines to the Deputy Secretary Te Waka Pūtahitanga. These roles will not have direct reports.

Why change is proposed

This change is designed to ensure the MBIE Secretary, SLT, PCA, our Policy kaimahi and the wider system of Government are connected to the work of the Group and the specialist advice, assurance, and support that it can provide in real time.

The key areas of focus and outcomes sought by this change supported by the broader Group's work are:

- Specialist, timely knowledge, and information available to the Secretary, SLT, PCA, Policy kaimahi and government
- Alignment of advice and activity across MBIE
- Consistency of approach and advice across MBIE
- MBIE is known as the centre of expertise on subjects contributing to micro economic outcomes.
- MBIE views and perspectives are sought out and highly valued
- Real-time advice development facilitated through system-level connections

This proposal recognises the fast-moving nature of today's Government and the work programme it has. The Secretary would be informed by fit for purpose, specialist advice on a range of matters. This specialist 'bridge' should also support the MBIE Secretary to work with advice and knowledge pertinent to the decisions of today (and tomorrow) as part of MBIE's economic system leadership roles. The Chief Advisors would be connected across MBIE and government.

The following changes are proposed to deliver on this kaupapa:

1. Refinement of two existing roles:
 - a. Chief Advisor Climate [retitled from Director, Climate Change] which would report to the General Manager Economic System Leadership.
 - b. Chief Advisor Regulatory Systems [retitled from Director, Regulatory Systems and Reporting] which would report to the General Manager MBIE Regulatory and Policy Assurance and Performance.

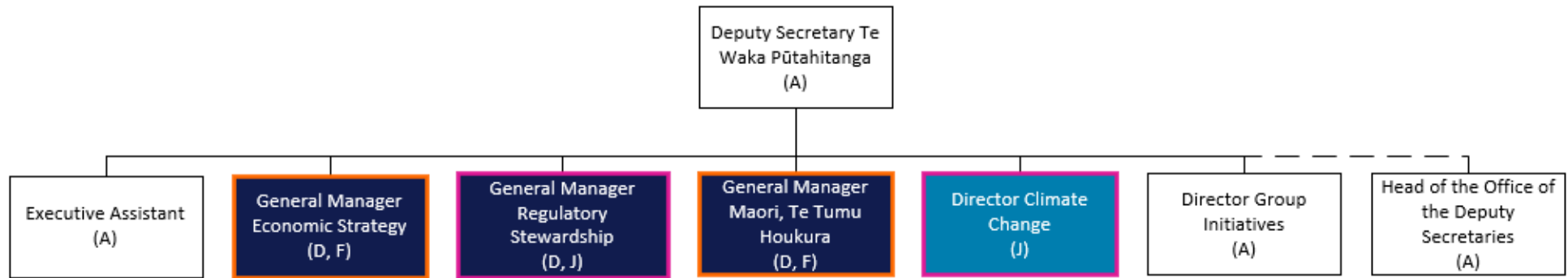
2. In addition, it is proposed to establish a Central Support Hub in the Office of the Deputy Secretaries. All General Manager Executive Assistants (EAs) and Personal Assistants/Team Administrators (PA/TAs) would report into the Office of the Deputy Secretaries, reporting to the Business Director in the new Central Support Hub to support General Managers, Chief Advisors, Managers and the Group ([see proposal five](#)). A contestable reconfirmation process is proposed to be undertaken to assign three Coordinators to the Central Support Hub.

We ask you to consider whether changes under Proposal 4 will achieve desired outcomes.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 4 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, including how you see they improve on desired outcome.

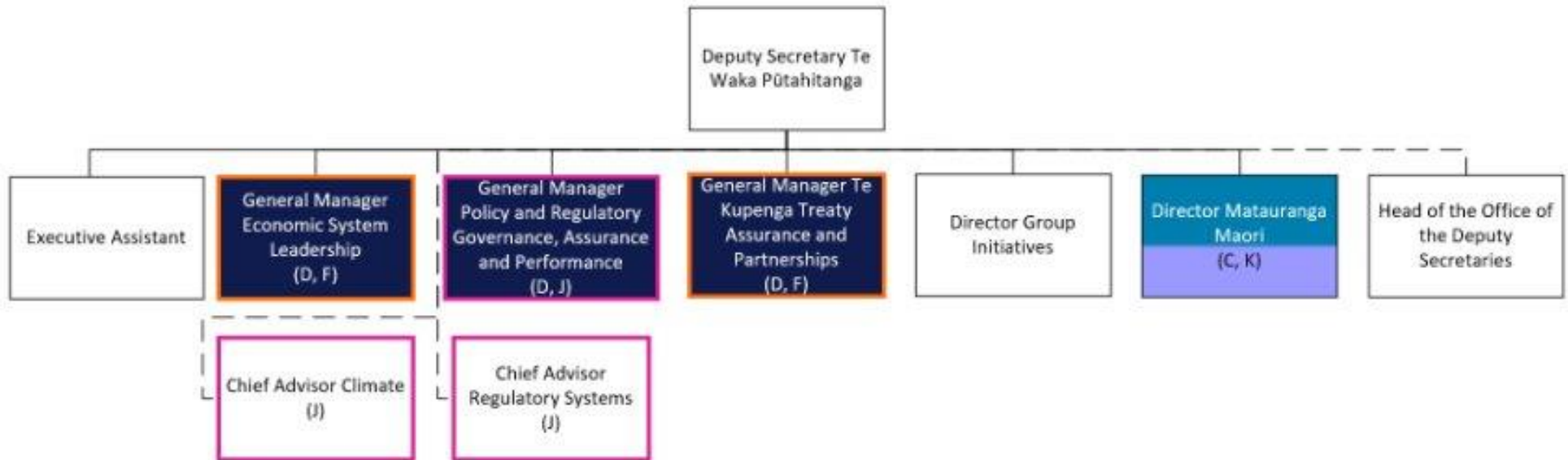
Proposal 4 – Current structure reporting to the Te Waka Pūtahitanga Deputy Secretary



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 4 – Proposed structure reporting to the Te Waka Pūtahitanga Deputy Secretary



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 5 – Creating a Central Support Hub to facilitate the provision of administration and coordination support across the Group

It is proposed to establish a Central Support Hub in the Office of the Deputy Secretaries. This Hub would facilitate the provision of administration and coordination support to areas where it is needed most. All General Manager Executive Assistants (EAs) and Personal Assistants/Team Administrators (PA/TAs) would report into the Office of the Deputy Secretaries reporting to the Business Director, the Central Support Hub. The four Coordination support roles across Te Waka Pūtahitanga would be disestablished, and a contestable reconfirmation process undertaken to assign three Coordinators to the Central Support Hub.

The Central Support Hub would provide support to General Managers, Chief Advisors, and the prioritised work programmes in the Group. It would also provide an opportunity for those in the Hub to have visible pathways, regular, supported conversations about development and a general team environment where leave periods, absences, peaks, and troughs in demand can be covered in a way that is planned and supported through a collegial approach to work and wellbeing.

Why change is proposed

Across Te Waka Pūtahitanga we are reviewing what our prioritised work is, and where we might flex up or down the level, scope, or nature of the work that we do.

As our core Policy and Assurance structures shift, we are looking at the levels of administration support we have across the group, and where they should be prioritised.

Our aim in proposing changes for this important support is to prioritise the distribution of support across Te Waka Pūtahitanga; moving to an approximate principle of a 1:2 ratio.

A Central Support Hub would better manage peaks and troughs in demand and distribute effort across the Group. Creating a Hub also encourages a team approach to this mahi. This would be supported by putting clear structures and systems around working together, managing periods of leave and absence, and cultivating an environment of joint problem solving and teamwork for administrative and coordination support across the Group.

The following changes are proposed to deliver on this kaupapa:

1. It is proposed to establish a Central Support Hub in the Office of the Deputy Secretaries. All General Manager Executive Assistants (EAs) and Personal Assistants/Team Administrators (PA/TAs) would report into the Office of the Deputy Secretaries reporting to the Business Director in the new Central Support Hub.
2. A contestable reconfirmation process is proposed to be undertaken to assign three Coordinators to the Central Support Hub.
3. In addition to the proposal for centralised support, the Climate Change Monitoring and Reporting Team which also sits within the Office of the Deputy Secretaries is proposed to be retitled to Economic System Priorities Monitoring and Reporting. This change would reflect the role of the team in delivering PCA Secretariat work and Policy GM coordination.

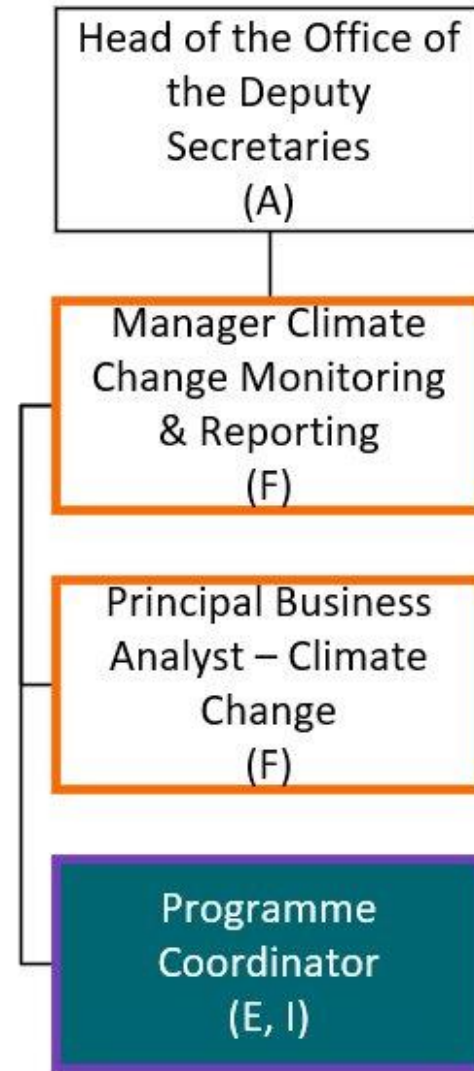
We ask you to consider whether changes under Proposal 5 will achieve desired outcomes.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines. More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 5 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the

changes proposed, please share your thoughts, including how you see they improve on desired outcomes

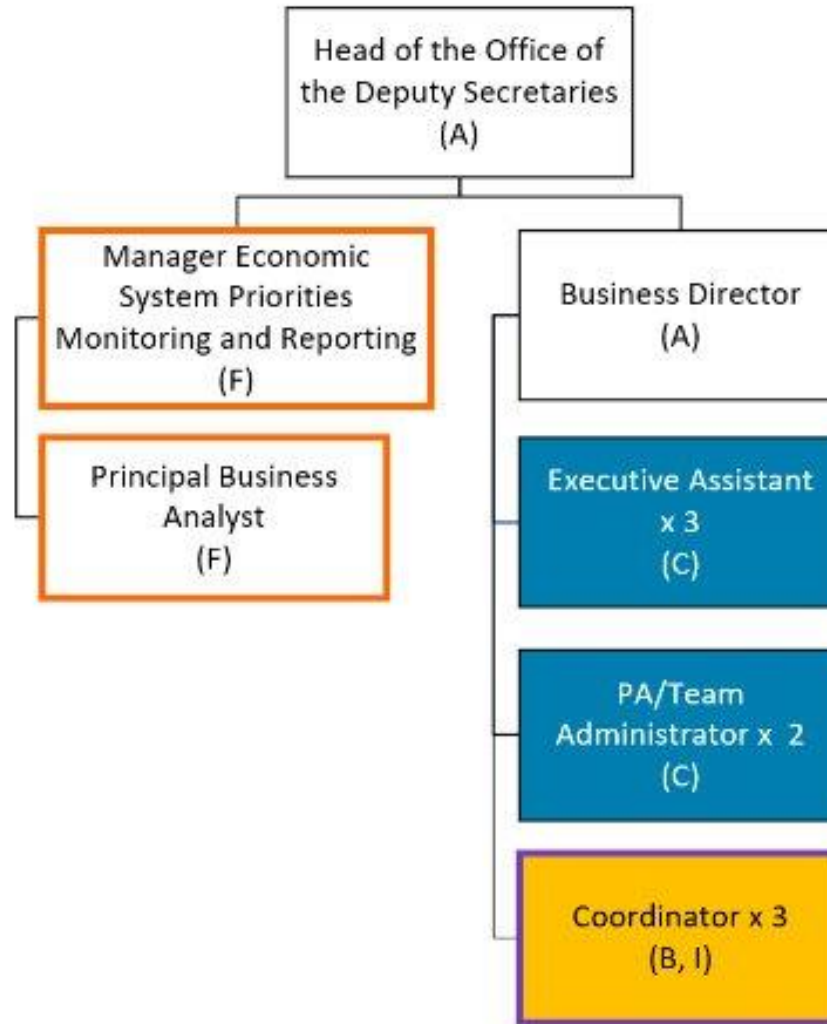
Proposal 5 – Current structure for the Office of the Deputy Secretaries



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 5 – Proposed new Structure in the Office of the Deputy Secretaries



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 6 – Mātauranga Māori move to Te Waka Pūtahitanga

The Mātauranga Māori Branch is proposed to move from Corporate Services, Finance and Enablement Group (CSFE) to Te Waka Pūtahitanga and report to the Deputy Secretary, Te Waka Pūtahitanga.

The Mātauranga Māori Branch provides specialist, trusted advice to inform the Secretary and MBIE Senior Leadership Team about relevant Mātauranga Māori work across the organisation. This includes coordinating and reporting on the delivery and implementation of Te Tāpuhipuhi strategy, which aligns to MBIE's focus on authentic partnership with Māori as set out in Te Ara Amiorangi.

Why change is proposed

This change is proposed to bring the majority of MBIE Māori enterprise related matters under a single Deputy Secretary in order to strengthen existing connections between Te Tāpuhipuhi and enterprise work undertaken by Te Kupenga, and the broader group.

Whilst important connections have been made in CSFE by the Team over the last year, it is now time to bring together efforts as MBIE works more closely as one organisation.

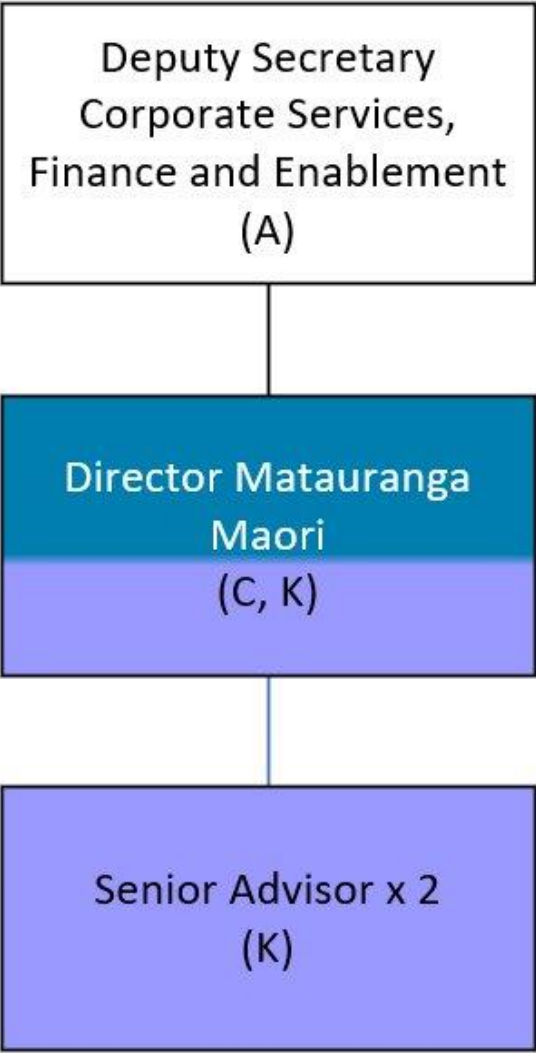
We ask you to consider whether changes under Proposal 6 will achieve desired outcomes.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines.

More details about proposed changes to individual positions and proposed new positions are [at the end of this document](#).

We welcome your thoughts on where Proposal 6 could be strengthened to better deliver on our change aspirations. If you believe there are alternatives to the changes proposed, please share your thoughts, including how you see they improve on desired outcomes.

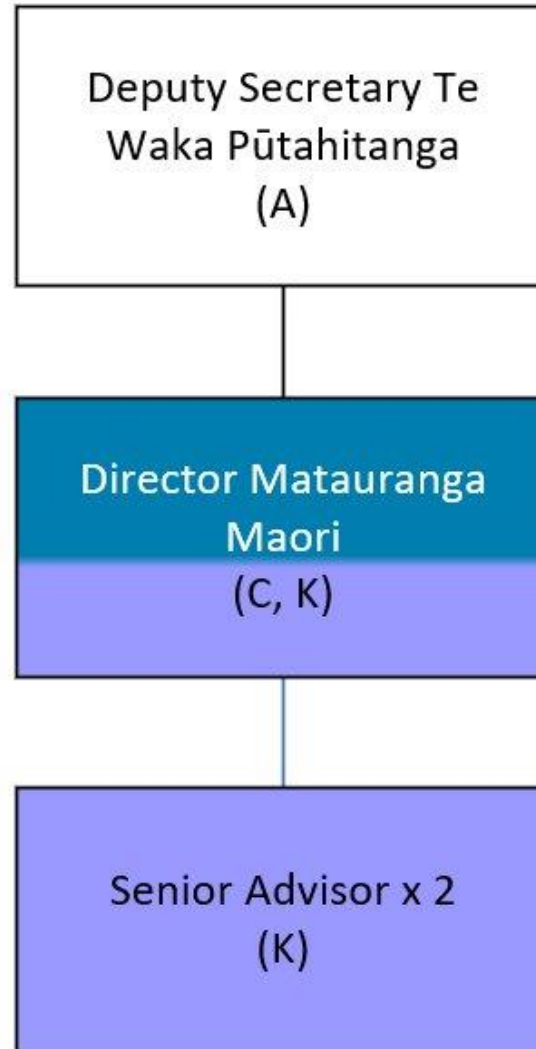
Proposal 6 – Current Structure for Mātauranga Māori



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Proposal 6 – Proposed new Structure in Te Waka Pūtahitanga



KEY (proposed change)

A - No change	G - Within group branch change
B - New position	H - Minor scope and reporting change
C - Reporting line change	I - Contestable reconfirmation
D - Minor scope change	J - Position title and branch change
E - Dis-established position	K - Change of group
F - Position title change	Fixed-Term

Summary of proposed changes

Overall proposed changes

Proposed changes	
Number of proposed new positions	17
Number of positions proposed to be disestablished	6
Number of positions proposed to be part of a contestable reconfirmation process	21
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	34
Overall proposed reduction in FTE	10

Proposed new positions

Proposal	Position title	Branch	Unit	Indicative band
1	Principal Policy Advisor	Economic System Leadership	Economic Policy Integration	X
1	Principal Policy Advisor	Economic System Leadership	Economic Policy Integration	X
2	Manager Regulatory Assurance	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	20F
2	Principal Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	X
2	Principal Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	X
2	Principal Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	X
2	Principal Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	X

2	Senior Advisor Capability	MBIE Regulatory and Policy Assurance and Performance	Policy Capability	R
2	Senior Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	U
2	Senior Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	U
2	Senior Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	U
2	Senior Policy Advisor	MBIE Regulatory and Policy Assurance and Performance	Regulatory Assurance	U
3	Senior Partnership Advisor	Te Kupenga Treaty Assurance and Partnerships	Treaty	R
3	Senior Partnership Advisor	Te Kupenga Treaty Assurance and Partnerships	Treaty	R
5	Coordinator	Head of the Office of the Deputy Secretary	Central Support Hub	G
5	Coordinator	Head of the Office of the Deputy Secretary	Central Support Hub	G
5	Coordinator	Head of the Office of the Deputy Secretary	Central Support Hub	G

Proposed disestablished positions

Proposal	Position title	Branch	Unit
1	Principal Policy Advisor	Economic Strategy	Langa Le Vā
1	Principal Policy Advisor	Economic Strategy	Climate and Economic Policy
1	Senior Advisor Tupu Tai Programme Lead	Economic Strategy	Langa Le Vā
2	Senior Advisor Risk and Assurance	Regulatory Stewardship	Regulatory System Assurance and Improvement
2	Regulatory/Service Design Specialist	Regulatory Stewardship	Regulatory System Development
3	Policy Manager	Te Kupenga	Māori Economic Development Unit

Contestable reconfirmation positions

Proposal	Position title	Branch	Unit
1	Principal Policy Advisor	Economic Strategy	Climate and Economic Policy
1	Principal Policy Advisor	Economic Strategy	Climate and Economic Policy
1	Principal Policy Advisor	Economic Strategy	Climate and Economic Policy
1	Principal Policy Advisor	Economic Strategy	Climate and Economic Policy
2	Manager Regulatory System Assurance and Improvement	Regulatory Stewardship	Regulatory System Assurance and Improvement
2	Principal Advisor Regulatory System Assurance	Regulatory Stewardship	Regulatory System Assurance and Improvement
2	Senior Policy Advisor Regulatory System Assurance	Regulatory Stewardship	Regulatory System Assurance and Improvement
2	Senior Policy Advisor	Regulatory Stewardship	Regulatory System Assurance and Improvement
2	Manager Regulatory System Development	Regulatory Stewardship	Regulatory System Development
2	Principal Policy Advisor	Regulatory Stewardship	Regulatory System Development
2	Principal Policy Advisor	Regulatory Stewardship	Regulatory System Development
2	Principal Policy Advisor	Regulatory Stewardship	Regulatory System Development
2	Senior Advisor	Regulatory Stewardship	Regulatory System Development
2	Senior Policy Advisor	Regulatory Stewardship	Regulatory System Development
2	Senior Policy Advisor	Regulatory Stewardship	Regulatory System Development
2	Senior Policy Advisor	Regulatory Stewardship	Regulatory System Development
2	Principal Advisor Regulatory Systems	Regulatory Stewardship	
5	Programme Coordinator	Office of the Deputy Secretary	Climate Change Monitoring & Reporting
5	Investment Coordinator	Te Kupenga	Investment Operations

5	Programme Coordinator	Economic Strategy	Langa Le Vā
5	Policy Capability Coordinator	Economic Strategy	Policy Capability

Proposed minor changes

Proposal	Position title	Branch	Unit	Proposed impact
1	Principal Analyst	Climate Change		Change of Branch and Reporting Line
1	Principal Policy Advisor	Climate Change		Change of Branch and Reporting Line
1	General Manager Economic Strategy	Economic Strategy		Minor scope change and change in position title
1	Manager Strategic Policy	Economic Strategy	Strategic Policy	Position title change
1	Programme Manager	Economic Strategy	Langa Le Vā	Minor scope change
1	Principal Policy Advisor	Te Kupenga	Māori Economic Development Unit	Change of Branch, Reporting Line and Position Title
1	Policy Advisor	Te Kupenga	Māori Economic Development Unit	Change of Branch, Reporting Line and Position Title
1	Principal Policy Advisor	Te Kupenga	Māori Economic Development Unit	Change of Branch, Reporting Line and Position Title
1	Senior Policy Advisor	Te Kupenga	Māori Economic Development Unit	Change of Branch, Reporting Line and Position Title
1	Manager Climate and Economic Policy	Economic Strategy	Climate and Economic Policy	Position title change
1	Senior Policy Advisor Equitable Transitions Strategy	Economic Strategy	Climate and Economic Policy	Position title change
1	Senior Data and Research Analyst	Climate Change		Position title change and change of branch
1	Senior Analyst Research and Data	Climate Change		Position title change and change of branch
2	General Manager Regulatory Stewardship	Regulatory Stewardship		Minor scope change, change in branch and change in position title
2	Director Regulatory Stewardship	Regulatory Stewardship		Position title change and change of branch

2	Policy Director Policy Capability	Economic Strategy	Policy Capability	Minor scope change, change in branch and change in position title
2	Senior Advisor Policy Capability	Economic Strategy	Policy Capability	Position title change and change of branch
3	Investments and Operations Manager	Te Kupenga	Investment Operations	Change of group and reporting line
3	Team Leader Treaty	Te Kupenga	Treaty	Minor scope change and change in position title
3	Partnership Advisor - Treaty	Te Kupenga	Treaty	Position title change
3	Partnership Advisor - Treaty	Te Kupenga	Treaty	Position title change
3	General Manager Māori, Te Tumu Houkura	Te Kupenga		Minor scope change and change in position title
4	Director Regulatory Systems	Regulatory Stewardship		Position title change and change of branch
4	Director Climate Change	Climate Change		Change of Branch, Reporting Line and Position Title
5	PA/Team Administrator	Te Kupenga	Investment Operations	Reporting line change
5	PA/Team Administrator	Economic Strategy	Strategic Policy	Reporting line change
5	Executive Assistant	Māori Economic Development Unit		Reporting line change
5	Executive Assistant	Economic Strategy		Reporting line change
5	Executive Assistant	Regulatory Stewardship		Reporting line change
5	Manager Climate Change Monitoring and Reporting	Office of the Deputy Secretary	Climate Change Monitoring and Reporting	Position title change
5	Principal Business Analyst- Climate Change	Office of the Deputy Secretary	Climate Change Monitoring and Reporting	Position title change
6	Senior Advisor	Mātauranga Māori	Mātauranga Māori	Change of group
6	Director Mātauranga Māori	Mātauranga Māori	Mātauranga Māori	Change of group and reporting line

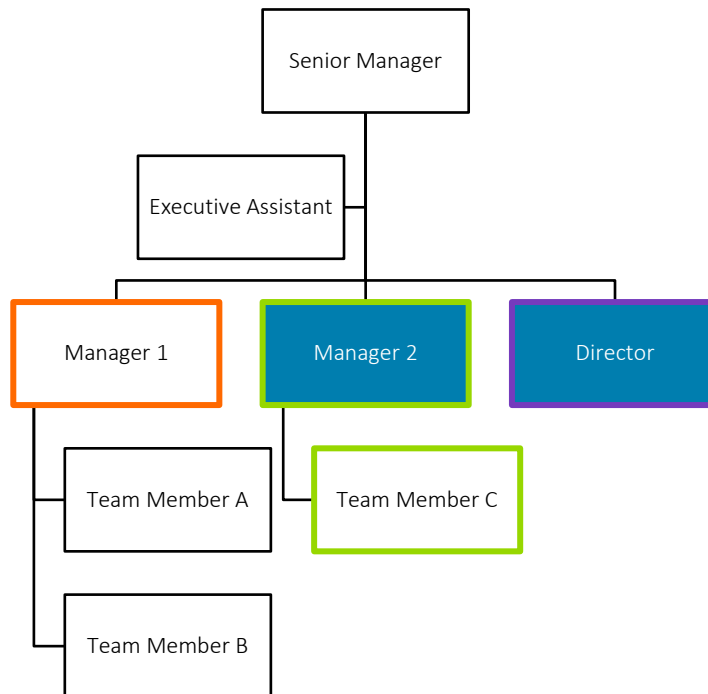
6	Senior Advisor	Mātauranga Māori	Mātauranga Māori	Change of group
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Appendix 1: How to read organisational charts

Current organisational charts

Current organisational charts are included in this document to explain how the current structure is proposed to change. Refer to the key below which includes colour and letter codes to support you to review and understand the proposed changes. Below is an example chart that shows:

- No change for the Senior Manager and Executive Assistant positions.
- No change for Team Member A and Team Member B reporting to Manager 1. The Manager 1 position would have a title change.
- A change in reporting line and change in Branch for Manager 2, as well as a change in Branch for Team Member C which reports to Manager 2.
- The Director position would be disestablished.

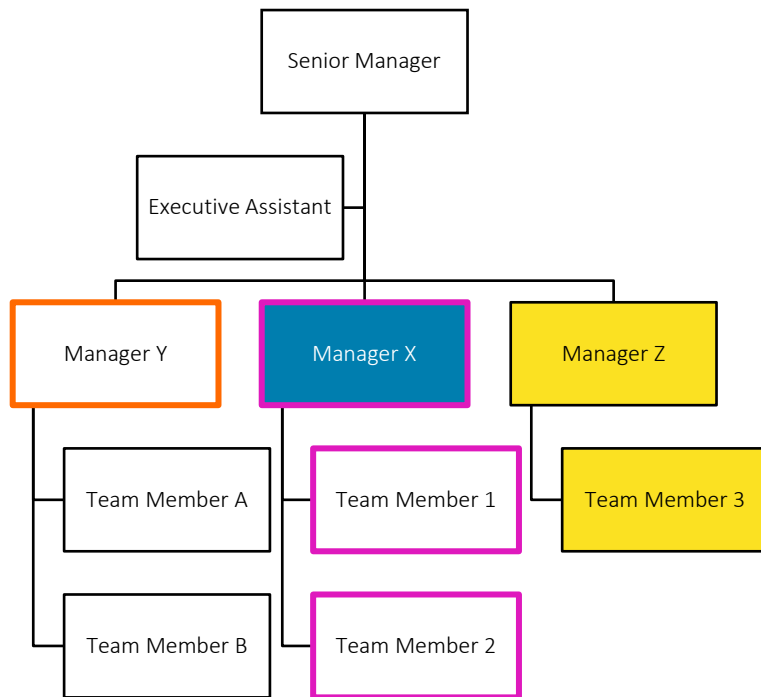


KEY (proposed change)	
No change	MBIE group change to (insert name)
Disestablished position	MBIE group change to (insert name)
Reporting line change	MBIE group change to (insert name)
Minor scope change	Contestable reconfirmation
Position title change	Fixed term (FT)
	Vacant (V)
Within group branch change	External Secondment (eX)
	Contractor (cO)

Proposed organisational charts

Proposed organisational charts are included in all chapters to explain how proposed changes would look in a future structure. Refer to the key below which includes colour and letter codes to support you to review and understand the proposed changes. Below is an example chart that shows:

- There has been no change to the Senior Manager and Executive Assistant positions.
- There has been change for Team Member A and Team Member B reporting to Manager Y. Manager Y has had a position title change.
- The Manager Y position has had a title change.
- The Manager X position has a new reporting line and has moved into this group from another group.
- As a result, Team Member 1 and Team Member 2 positions have also moved groups, but report to the same Manager.
- Two new positions have been established: Manager Z and Team Member 3.



KEY (proposed change)		
No change	MBIE group change from (name)	
New position	MBIE group change from (name)	
Reporting line change	MBIE group change from (name)	
Minor scope change	Contestable reconfirmation	
Position title change	Fixed term	(FT)
	Vacant	(V)
Within group branch change	External Secondment	(eX)
	Contractor	(cO)

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

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 MBIE's Leadership, Talent and Growth team to discuss your development interests.

Career development support

MBIE's [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.

Appendix 3: 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, and/or 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 doesn’t 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.

Affected status

You would have affected status if, after final decisions are confirmed, your substantive position is disestablished, and you are not reconfirmed in a position.

Please note that you will not be considered affected 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).

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 comparatively 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 is 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, and 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 doesn’t 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 reassigned 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.

New positions

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

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

Selection and Expression of Interest (EOI) process

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

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the [MBIE website](#).

- Express an interest in voluntarily ending your employment without actively seeking redeployment opportunities within MBIE. MBIE may decline any expression of interest on the grounds that you have skills and experience that need to be retained and a reassignment option is available.

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

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

Please note that you will not be considered an affected employee if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the “same local area” or region).

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

You may also provide additional supporting information as part of your EOI, whether this be a covering letter, or other additional information such as location preference. However, please note that this would not be mandatory.

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

Where applicable, a panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles.

There may also be instances where an assessment and decision can be made based on the information provided in an applicant's EOI submission and no additional information or interview would be required.

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

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

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

Selection and recruitment timeline

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.

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.

Kaimahi will continue in their temporary positions 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.