



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Te Waka Pūtahitanga

## Final Change Decisions

20 June 2024

## Introduction from Melanie Porter

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.

Our structure needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the Government's fiscal sustainability objectives. 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.

Thank you for your patience and participation through the consultation period. We have had some hard decisions to make, and the quality of submissions helped inform this. We received over 61 high quality submissions. As a result, you will see we have made several changes because of what we have heard from you.

I believe that the new structure positions us well to deliver for MBIE, working across MBIE and the wider sector, to grow Aotearoa for all, reflecting the context that we're in.

What is in this pack is the start of the next part of our journey. From 3 July, we will run an Expression of Interest (EOI) process for contestable reassignments. We plan to have our new structure from 22 August. Certainty for everyone affected by these decisions as quickly as possible is important; we will keep you informed as the EOI progresses and we transition to the new structure.

I acknowledge that this change 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 this 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,



Melanie Porter

**Deputy Secretary**

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## Your feedback on the Te Waka Pūtahitanga change proposal

We received a total of 61 submissions on the change proposal: 47 submissions from individuals and 14 group submissions. Overall, the feedback was broadly supportive of the proposals around alignment of capability and functions particularly in relation to the Policy function. However, there were a number of submissions that also raised significant concerns that as proposed, this could unintentionally dilute and undermine Māori voices and perspectives and suggested a range of alternatives. In general, whilst there was support for the intention and rationale for changes, there were different views on whether what was proposed was the best way to achieve this or not. Part of our response to this feedback is to further explore what is the best solution for Te Kupenga Treaty and Partnership Assurance Team and our Mātauranga Māori kaimahi. We have decided to reconsult on Proposal 3 (Te Kupenga) and Proposal 6 (Mātauranga Māori) this re-consultation will take place from 24 June to 1 July.

The following table summarises feedback we received about the overall proposal, as well as themes relating to multiple proposals and branches. It outlines responses to the queries raised and the rationale behind decisions made. Feedback and information specific to each proposed branch follows this section.

General feedback themes		Response
<b>Right time for change</b>	<ul style="list-style-type: none"> <li>Overall supportive of the proposed changes. There is a feeling that it is an appropriate time to proactively rebalance teams for effective support to decision makers.</li> </ul>	<ul style="list-style-type: none"> <li>I agree, and as much as this has been possible, we have sought to be adjacent to other change happening across MBIE.</li> </ul>
<b>Alignment</b>	<ul style="list-style-type: none"> <li>Overall supportive of the decisions around alignment of capability and functions, in particular Policy Functions. There were concerns from several submissions that the proposal could lead to dilution of Māori perspectives and voices and could unintentionally undermine or marginalise Māori perspectives.</li> <li>A feeling from some submissions that the change in the balance of capacity across the Group is not equitable across teams in the Group and that it should be.</li> <li>Some submissions put forward that a reduction of capacity in regulatory stewardship work did not align with the Government priority of the quality of regulation.</li> <li>Some submissions noted a lack of clarity of scope with respect to Mātauranga Māori team and Te Kupenga and other MBIE teams regarding Treaty team and partnership</li> </ul>	<ul style="list-style-type: none"> <li>The objective of the proposal was to get synergies from unique Māori perspectives to inform broader economic strategy to ensure that Māori perspectives had closer connections across the spectrum of economic policy work in the Group. Final decisions are that Māori economic policy roles will remain in Te Kupenga. The 4 policy roles will report directly to the General Manager, Te Kupenga. Joint commissioning and operating approaches between the Economic Systems Leadership Branch and Te Kupenga on policy products to ensure that synergies are harnessed across teams.</li> <li>The balance of capacity across the Group has been informed by the fiscal and economic context and Government and Ministerial priorities.</li> <li>In response to matters raised in submissions, we are proposing a targeted re-consultation in relation to the roles and responsibilities of the Mātauranga Māori and Te Kupenga Treaty and Partnership Assurance Team.</li> </ul>

General feedback themes		Response
	<p>activity. Some submissions suggested that the Mātauranga Māori team had the responsibility for specific cultural and ceremonial aspects like pōwhiri, pepeha and whakatau with internal facing cultural support and knowledge emphasis, and the Treaty team would focus on partnership obligations and functions. Submissions requested more clarity about respective roles and responsibilities.</p>	
<b>Concern about split of Māori policy and advice</b>	<ul style="list-style-type: none"> <li>Proposed split of leadership of Māori policy and Māori expert advice will reduce synergies / decrease efficiency.</li> </ul>	<ul style="list-style-type: none"> <li>As above. The final decision is that the Māori economic development policy roles will remain in Te Kupenga.</li> <li>There will be targeted re-consultation on matters raised in submissions in relation to the functions of the Te Kupenga Treaty and Partnership Assurance Team and the Mātauranga Māori teams.</li> </ul>
<b>Impact on Māori-centred</b>	<ul style="list-style-type: none"> <li>Concerns were raised regarding the impact on equity and the Crown's commitments to economic partnership and the Treaty.</li> <li>Some submissions pointed out that Pacific and Māori teams were affected differently with these submissions seeing this as a de-valuing of Māori capability.</li> </ul>	See above.
<b>Balance of the structures</b>	<ul style="list-style-type: none"> <li>Comments were made regarding an imbalance in the proposed structure and a general feeling that lower and middle level positions were largely impacted whilst there were minimal changes to leadership positions.</li> <li>Create a team of 'roving' Policy Advisors who can be deployed flexibly, to move across the business and jump into high priority projects.</li> </ul>	<ul style="list-style-type: none"> <li>I am confident that the ratio of senior to junior staff is appropriate for the type of work that we undertake, and there are mechanisms such as the flexible policy workforce approach that will provide flexibility across MBIE to adjust this across teams, Branches and Groups.</li> <li>Te Waka Pūtahitanga will be working with our Policy colleagues and where appropriate opting into the flexible policy workforce so this will occur by virtue of the new MBIE approach to policy resource allocation (generally).</li> </ul>

General feedback themes		Response
<b>Desired outcomes</b>	<ul style="list-style-type: none"> <li>• Include outcomes such as increased efficiency, strengthened decision-making and lift performance across Te Waka Pūtahitanga.</li> <li>• Flexible working arrangements for Te Waka Pūtahitanga that will allow FTE to surge according to Ministry needs.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree.</li> <li>• Creating new structures is one element of organisational design. How we then work together within the Group, strengthen our connections and lead across our areas of expertise will be a series of additional changes we will need to work on as part of implementation.</li> </ul>
<b>EOI Process</b>	<ul style="list-style-type: none"> <li>• EOI Process considerations included: <ul style="list-style-type: none"> <li>○ voluntarily ending employment to occur alongside the EOI process.</li> <li>○ vacant roles included as part of EOI process.</li> <li>○ streamlining the EOI process</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The EOI process is outlined later in this document. For roles which are part of a contestable reconfirmation process, these will be considered first. Where voluntarily ending employment is selected as preference this will be considered alongside the contestable reconfirmation position, noting that MBIE may decline any expression of interest on the grounds that you have the skills and experience that need to be retained and a reassignment option is available.</li> </ul>
<b>Position descriptions</b>	<ul style="list-style-type: none"> <li>• A perception that there is inequitable banding of positions including: <ul style="list-style-type: none"> <li>○ positions at the Senior Advisor level</li> <li>○ management positions (with varying scope and size of team/group)</li> </ul> </li> <li>• Generic policy position descriptions do not capture breadth of skills, knowledge, and expertise.</li> </ul>	<ul style="list-style-type: none"> <li>• All roles are job sized centrally and the band reflects the assessment of this. For roles that are not policy advisory roles, such as Senior Advisor, Capability roles - these have been job-sized and banded according to what the roles focus on.</li> <li>• Generic position descriptions are used for all policy roles across MBIE to ensure comparable competencies are used. I am of the view that the generic policy position descriptions provide sufficient breadth for managers to hire the right range of skills, knowledge, and expertise there will need to be within teams.</li> </ul>

## Case for change

As I wrote in the consultation document, we have 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 have now also heard from the coalition government via the Budget 2024 decisions which have signalled a continuing period of restraint and saving for the Public Service.

The change proposal for Te Waka Pūtahitanga proposal reflected:

**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 to:

- Actively navigate opportunities identified by Government/Ministers, and 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 specialists 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 continue to consider the size of resourcing for each work area and overall, for the Group in the context of 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. This means we will need to take a considered approach to filling vacancies considering the new fiscal conditions we will be operating in. Following the Budget 24 announcements, it is clear that savings and efficiencies will continue to be part of decision-making considerations going forward, along with MBIE's purpose.

When reviewing the feedback on the change proposal from within the Group and from across MBIE, it is clear that the case for change remains the same.



# Implementation and embedding change

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

## Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your business unit and viewing confirmed organisational charts. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions.

## How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position your People Leader or your General Manager will discuss the practical timing of these changes with you.

## Change process

Find out more about the confirmed change process in [Appendix 1](#). This includes the Expression of Interest (EOI) and selection process for affected people through this change.

## Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email [realignment@mbie.govt.nz](mailto:realignment@mbie.govt.nz). These decisions have been shared with the Public Service Association (PSA).

## Implementation

To support our transition, GMs will work together to manage the shift of functions and resources across branches where the structural shifts make this necessary. We will need to work together to smoothly hand over relevant work programmes, responsibilities, and stakeholder relationships.

Embedding the changes happens over time and will be supported by branches and teams coming together, where relevant, to build new ways of working and supporting Mahi Tahi across their work programmes.

## Implementation timeline

Activity	Indicative date
Final decision	Thursday, 20 June 2024
Re-consultation period	Monday, 24 June – Monday, 1 July
Expressions of interest (EOI) and selection process	Wednesday 3 July 2024
Proposed 'go-live' of new structure	From 22 August 2024

# 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

## Summary of original proposed changes

The Economic Strategy Branch was proposed to be renamed Economic System Leadership Branch, to better reflect the system wide role that the Branch would have. There were 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 was 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 would 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 would be:

- 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.

## The following changes were proposed to deliver on this kaupapa:

1. It was 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:
  - help prioritise MBIE's research and evaluation efforts, in collaboration with DDI.
  - provide system wide economic insights and research.
2. Te Kupenga's policy resourcing would be re-aligned into the Economic System Leadership Branch. This would 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 Regulatory Systems 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 Regulatory Systems Policy 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 was 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 was 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 scales resourcing to ensure an appropriate mix of expertise and capacity to reflect the changing nature of the programmes.
7. In addition, it was 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 was proposed to be undertaken to assign three Coordinators to the Central Support Hub.

## Your feedback on Proposal 1

The majority of feedback was positive and in support of the proposed change overall. The following table summarises feedback we received about Proposal 1:

Feedback themes		Response
<b>Chief Economists Unit integration</b>	<ul style="list-style-type: none"> <li>Strong support for the integration of the Chief Economist Unit into the Economic Strategy and Insights team. This was identified as a good fit both for the objectives of the branch and for the researchers.</li> </ul>	<ul style="list-style-type: none"> <li>Noted. By moving this unit into this Branch, the specialist economic research capability will be retained to help prioritise MBIE's research and evaluation efforts, in collaboration with LSE, and provide system-wide economic insights and research.</li> </ul>
<b>Aligning like Policy functions</b>	<ul style="list-style-type: none"> <li>There was support in bringing together like policy capability functions into the Economic System Leadership branch. However, there was also concern that the overall resource within Climate and Economic Policy was being reduced.</li> </ul>	<ul style="list-style-type: none"> <li>Noted. One of the objectives of the change had been to consolidate and scale policy resources into a single branch to harness synergies between specialist knowledge and expertise and to increase scale. The overall resource reduction in climate and economic policy also partly reflects Government direction and decisions on some initiatives that were being led from this team.</li> </ul>
<b>Integration of Māori Economic Development Policy into the Economic System Leadership branch</b>	<ul style="list-style-type: none"> <li>There was a range of feedback on the integration of Māori economic development policy with wider economic policy. There was support in bringing the policy function into this branch as this could help to solidify the purpose of the team in reaching beyond climate issues and factoring in additional priorities that are important to MBIE. There are economies of scope that can be achieved by bringing additional functions into the team.</li> <li>Concerns were raised that moving the Māori Economic Development Policy roles would impact the relationships with Māori stakeholders and external agencies and dilute Māori voice and perspective on economic development. There were concerns about losing a Māori-centred approach and the risk of losing specialist Māori approach and advocacy.</li> <li>Other options suggested were to merge the Langa Le Vā and Māori Economic Development teams and move the Māori</li> </ul>	<ul style="list-style-type: none"> <li>The concerns regarding the impact of a move for the Māori Economic Development roles from Te Kupenga have been noted and I have decided not to move these roles. The Policy Manager, Te Kupenga will be disestablished, and the 4 Māori Economic Development policy roles are to report directly to the General Manager, Te Kupenga. Joint commissioning by the General Manager, Te Kupenga and General Manager, Economic Systems Leadership would be expected to be part of how the teams will work to ensure that synergies and complementarities could be identified and support quality advice across policy teams in the Group.</li> <li>The remaining Pacific programmes in the Group are workforce and workplace-based initiatives and are very different types of programmes from the Māori Innovation Fund requiring different capabilities.</li> </ul>

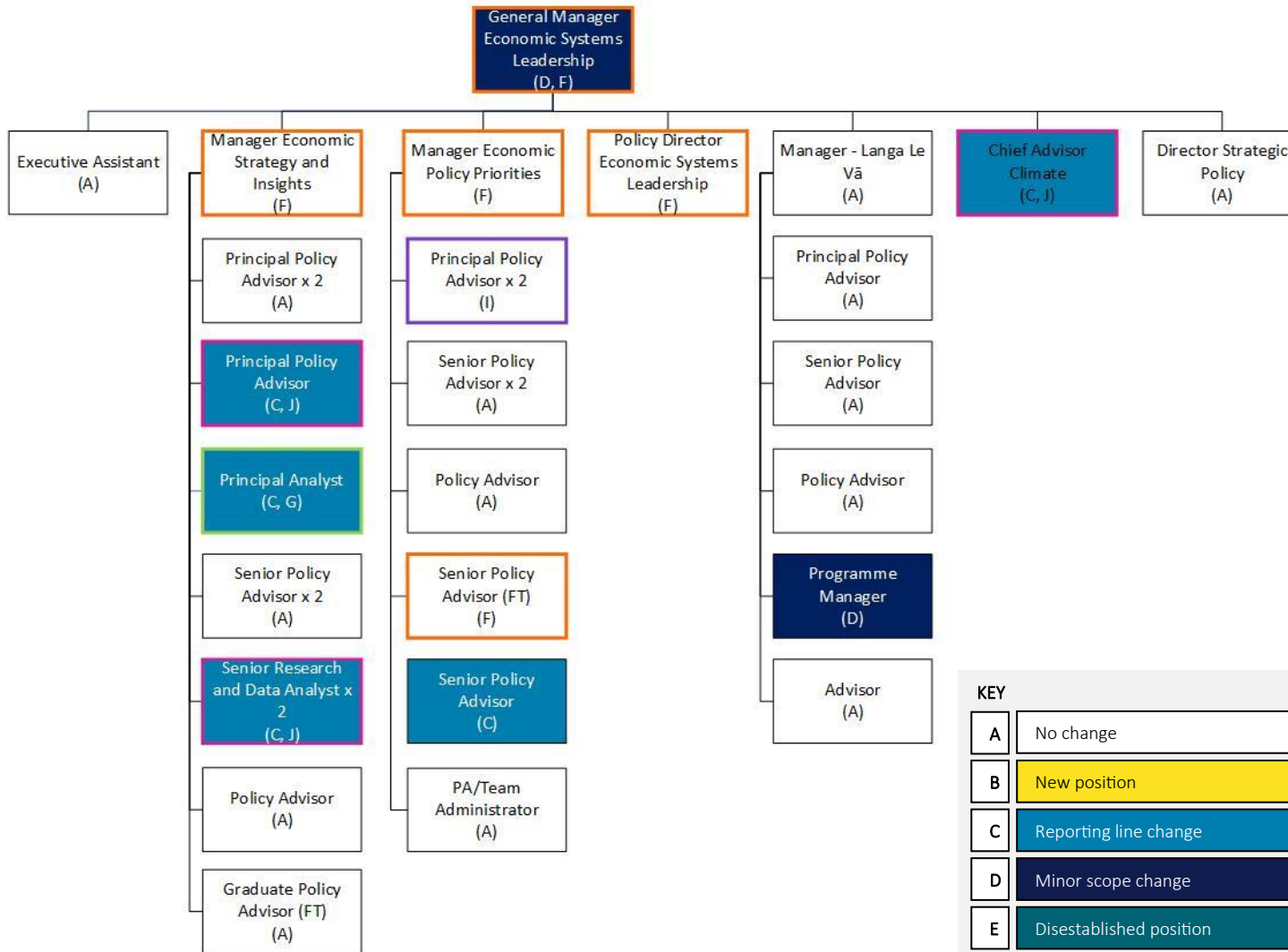
Feedback themes		Response
	Innovation Fund and Pacific investment programmes to Kānoa, create a Chief Advisor Māori economic development or Policy Director Māori economic development role, and to create a team leader Māori economic development to maintain profile / focus on Māori economic development.	
<b>Clarity of roles and decision for roles</b>	<ul style="list-style-type: none"> <li>• Focus/function for Director Strategic Policy and Policy Director Economic Strategy.</li> <li>• Roles and responsibilities between the Economic Integration and Economic Strategy and Insights team. Name of the Economic Integration team is not intuitive.</li> <li>• Does capacity and capability needed differ based on whether the function is providing best advice, or coordinating advice across MBIE?</li> <li>• Responsibilities for Māori economic development thought leadership.</li> </ul>	<ul style="list-style-type: none"> <li>• The titles of the two Policy Directors in the Economic System Leadership Branch will be reviewed as part of the change implementation and transition as I am wanting to achieve consistency.</li> <li>• Agree to change the name of the Economic Integration team to Economic Policy Priorities team. This team would be looking at cross-cutting economic policy priorities including climate change, and other policy priorities identified working with Economic Strategy and Insights team and wider MBIE.</li> <li>• Both teams will require working with and coordinating with other teams in MBIE at times to be effective. The General Manager should be able to look across the Branch and have some flex to draw upon the right skills across the whole Branch as needed, rather than each team always working as strictly separate teams.</li> <li>• Te Kupenga remains responsible for Māori economic development policy advice, working very closely with Economic System Leadership. How this works in practice needs to be part of the implementation plan.</li> </ul>
<b>Strategic context</b>	<ul style="list-style-type: none"> <li>• There was no mention of Te Ara Amiorangi and how it shapes our work programmes and functions.</li> </ul>	<ul style="list-style-type: none"> <li>• This is implicit but should have been made explicit.</li> </ul>
<b>Need for longer term economic advice</b>	<ul style="list-style-type: none"> <li>• Change document only signals the importance of short- and medium-term economic advice. Is there adequate resourcing and skills to focus on longer-term economic advice?</li> </ul>	<ul style="list-style-type: none"> <li>• Given tighter resourcing constraints, some trade-offs need to be made between how much effort is devoted to short-, medium- and long-term advice. Agree we need to maintain a longer-term perspective, but there needs to be a shift to ensure that we are</li> </ul>

Feedback themes		Response
		informing medium-term strategy and influencing current advice on medium- to long-term strategy.
<b>Thematic research</b>	<ul style="list-style-type: none"> <li>Resourcing thematic based research (i.e. fill some of the gaps left by the disestablishment of the Productivity Commission).</li> </ul>	<ul style="list-style-type: none"> <li>Noted</li> </ul>
<b>Alternative branch and team names</b>	<ul style="list-style-type: none"> <li>Suggestions were made for alternative branch/team names which included: <ul style="list-style-type: none"> <li>Change of 'System' to 'Systems'</li> <li>Economic System Priorities Monitoring and Reporting</li> <li>Enterprise Alignment, Monitoring &amp; Reporting</li> <li>Cross-system Alignment, Monitoring &amp; Reporting</li> <li>Economic Systems Alignment Monitoring &amp; Reporting</li> <li>Economic Systems Monitoring &amp; Reporting</li> <li>Retaining the existing Economic Strategy branch name</li> </ul> </li> <li>Feedback was also made that the Economic Policy Integration name could be improved to better reflect the role and objectives of the team.</li> <li>There were concerns raised for use of "integration" in the Economic Policy Integration team name. Alternatives included the title Economic Policy Priorities.</li> </ul>	<ul style="list-style-type: none"> <li>I agree with some of the renaming suggestions and have made the following changes as part of final decisions: <ul style="list-style-type: none"> <li>Economic Systems Leadership Branch</li> <li>Economic Policy Integration team will be renamed to Economic Policy Priorities.</li> </ul> </li> </ul>

## Confirmed changes

1. The existing Policy Capability team will be re-aligned with additional resource to provide regulatory capability support into the new Regulatory Systems Policy Assurance and Performance Branch.
2. The Economic Strategy and the Climate and Economy teams will be renamed Economic Strategy and Insights and Economic Policy Priorities teams respectively. The Economic Strategy and Insights team will help develop MBIE's economic research priorities in close collaboration with LSE and with PCA as the governing body.
3. The proposed Economic Policy Priorities team is to be scaled to ensure an appropriate mix of expertise. More specifically, the number of Principal Policy Advisor roles will reduce from currently approximately four to two FTEs. A contestable reconfirmation process will be undertaken for Principals in this team to assign the 2 FTE Principal roles.
4. Oversight of Pacific programmes, including leading the Tupu Tai programme within the Langa Le Vā team will be consolidated and led through the existing Programme Manager role in the team, working with others as needed. The Tupu Tai Programme Lead role will be disestablished. This reflects that the scale and number of Pacific programmes has reduced. Coordination needs for all Pacific Programme work will be sourced from the Central Support Hub which will now have Coordination positions reporting through to it. This proposal rescales resourcing to ensure an appropriate mix of expertise and capacity to reflect the changing nature of the programmes.
5. The reporting lines for the Executive Assistant and the PA/TA will remain within the branch rather than move across to the Central Support Hub. To balance the number of direct reports and resourcing across the two teams, the vacant senior policy advisor role and the PA/TA reporting line will change to the Manager, Economic Policy Priorities.
6. The surge tasking or leave management across the Group in these areas of expertise will be overseen and coordinated by the Business Director in the Office of the Deputy Secretaries (ODS), through regular meetings, by express request of the Deputy Secretary.

## Confirmed organisational chart – Economic System Leadership



KEY			
A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position



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

## Summary of original proposed changes

A new Branch was 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 registers, developing terms of reference for governance groups, developing risk mitigation approaches).

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.

### The following changes were proposed to deliver on this kaupapa:

1. A new General Manager role would be established: General Manager, Regulatory Systems Policy Assurance and Performance. The existing General Manager Regulatory Stewardship role was proposed to be disestablished, and

reassigned to the General Manager, Regulatory Systems Policy Assurance and Performance 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 was 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 would 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 Regulatory Systems 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 was 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 was proposed to be undertaken to assign three Coordinators to the Central Support Hub.

## Your feedback on Proposal 2

The following table summarises the feedback we received about Proposal 2. There was general support for merging the regulatory system development and regulatory assurance teams within this new Branch.

Feedback themes		Response
<b>Disestablishment of Regulatory Stewardship</b>	<ul style="list-style-type: none"> <li>Concerns were raised that the entire Regulatory Stewardship Branch was proposed to be disestablished.</li> </ul>	<ul style="list-style-type: none"> <li>Noted. Giving effect to MBIE’s regulatory stewardship responsibility remains an MBIE priority.</li> <li>The new Branch’s focus reflects the value that has been brought to regulatory system owners in providing hands-on support and the benefits of working collaboratively. This focus also includes regulatory stewardship issues that require the development of a cross-MBIE approach. The team’s workplan and approach to prioritisation will need to reflect its scaled capacity.</li> <li>To note, given the attrition that has occurred in the Branch since the proposal was first announced, there is no longer a need to undertake a contestable reconfirmation process for the Senior Policy Advisor or Principal Policy Advisor positions. These roles will now have a change of reporting line and branch title change only.</li> </ul>
<b>Specialist roles</b>	<ul style="list-style-type: none"> <li>It has been suggested that the Regulatory Services Design Specialist be included in the contestable process for Principal Advisors.</li> <li>Disestablishment of the Design and Innovation role would leave a significant gap in design methodology, data analytics knowledge management and data reporting capability.</li> <li>Concern was raised about the disestablishment of the Senior Advisor Risk Assurance. This creates a resourcing and capability gap for the implementation of the Model Standards for Information Gathering Policy (MSIG).</li> </ul>	<ul style="list-style-type: none"> <li>The contestable reconfirmation process applies to roles that have the same position description. A contestable reconfirmation process is no longer required with the number of Principal Advisors currently across the Branch. Any affected employees will be able to apply for roles through the EOI process.</li> <li>This capability will need to be sourced from LSE/ DDI as required.</li> <li>Agree that we need to maintain continuity for MSIG implementation. The final decision is that the Senior Risk and Assurance Advisor role will be disestablished but not until 30 June 2025. The role will undertake MSIG implementation work and set up registers and BAU processes for the GM’s role as policy owner of MSIG. When the disestablishment comes into effect in June 2025 the members of the team would take over the ongoing BAU work.</li> </ul>

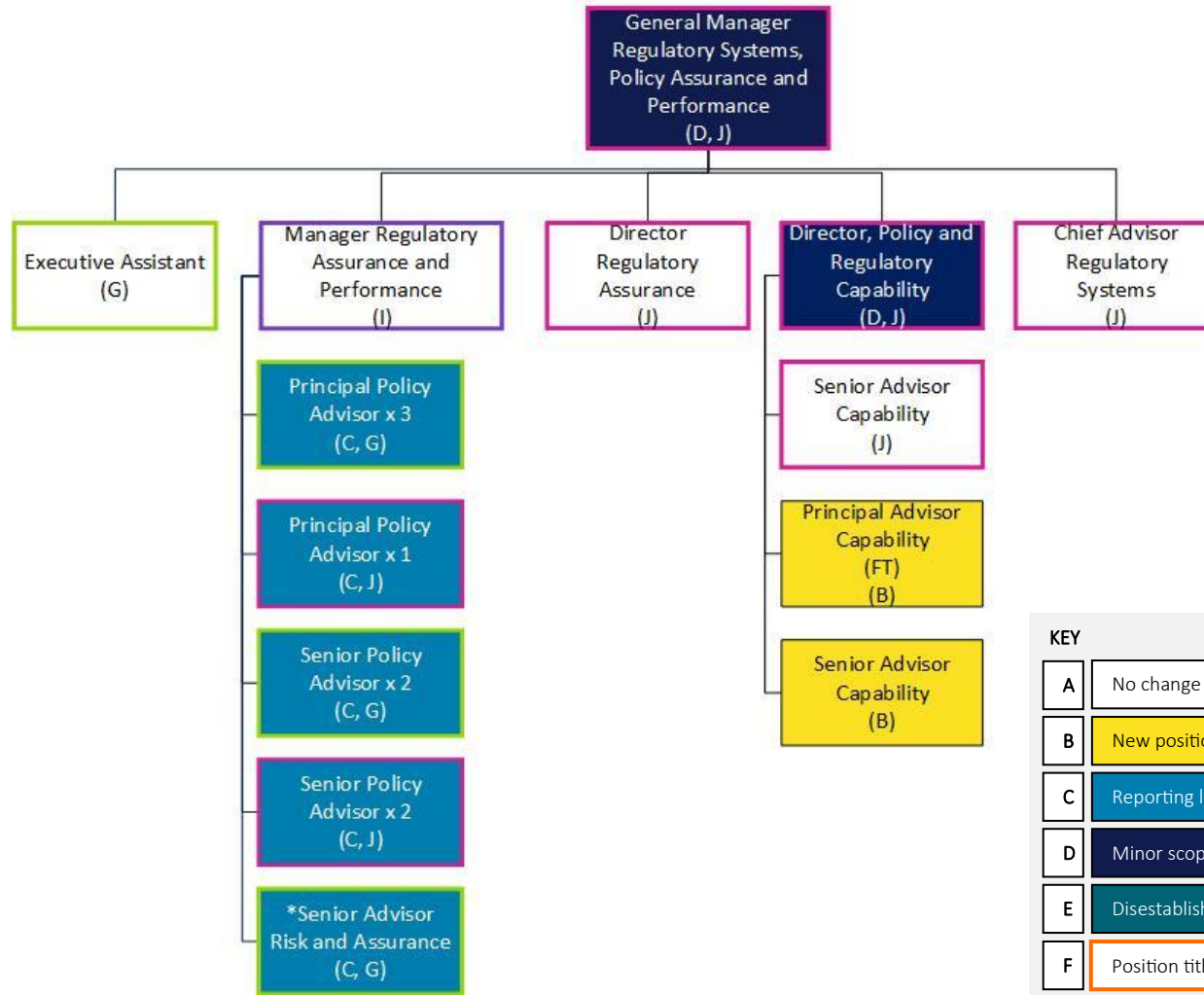
Feedback themes		Response
<b>Policy Capability</b>	<ul style="list-style-type: none"> <li>Concerns were raised about the proposed move of the Policy Capability team into this branch. There was concern that there would be a loss of connection to a policy focused team and the roles should remain with Economic System Leadership.</li> <li>The resourcing of the team was also raised, particularly in relation to the work of the Project Coordinator with concern that a Central Hub approach could affect servicing levels if it meant that new people would be assigned regularly to provide support.</li> </ul>	<ul style="list-style-type: none"> <li>Agree that the Policy Capability component of the Policy and Regulatory Capability team needs to remain connected to policy teams. The Director, Policy and Regulatory Capability will have a dotted line to the General Manager, Economic Systems Leadership reflecting this. Similarly, the regulatory capability role of the team will need to work closely with regulatory/operational leaders across MBIE.</li> <li>A 12-month fixed term Principal Advisor role will be created to establish the new operating approach for regulatory capability with an additional senior advisor resource in the team to increase the capacity given to supporting the development of policy and regulatory capability at MBIE.</li> <li>The coordinator resource will be provided through the Central Support Hub to allow for any surge resourcing during peaks in the work programme as well as periods of leave. The operating approach for the Hub will see coordinators have primary portfolios, and these portfolio allocations will leverage off existing relationships and knowledge to maintain sufficient continuity of service. Any reallocation of support to portfolios will need to take account of the impact on service levels and Group/MBIE priorities.</li> </ul>
<b>Clarification needed</b>	<p>Feedback was received seeking more information on several aspects of the Branch:</p> <ul style="list-style-type: none"> <li>Scope of the regulatory capability development work.</li> <li>Clear indication of its work programme, with some suggesting that this should not be predetermined but rather worked through by the leadership team as part of implementation.</li> <li>Purpose and desired outcomes of the proposed changes.</li> <li>What assurance role the branch would play with respect to regulatory practice, or support for regulatory systems, as outlined in the Government Expectations in Good Regulatory Practice.</li> </ul>	<ul style="list-style-type: none"> <li>The scope of the Regulatory Capability work that the team will undertake will be worked through as part of implementation, leveraging off existing work undertaken to date. Determining relative priorities will be part of the process for implementing the new team and establishing its operating model but would include Regulatory System Stewardship Strategy implementation with a work programme scaled to the resource and priorities as agreed with ARA, prioritising assurance. It would also include MSIG owner responsibilities, Regulatory Statutes Amendment Bills.</li> <li>MBIE will need to prioritise what it can and can't do with its resources, consider how it could do things differently in the same way that other MBIE stewardship and enablement functions (People &amp; Culture; Digital, Data and Insights Group) and other public sector agencies are having to do in the current context.</li> </ul>

Feedback themes	Response	
	<ul style="list-style-type: none"> <li>• How MBIE will work across government to support its regulatory systems and align changes to the statutory obligation of stewardship under the Public Service Act 2020 and the Government Expectations of Good Regulatory Practice.</li> <li>• Clarify roles of the Policy Coordination and Alignment Committee (PCA) and Assurance, Risk and Accountability Committee (ARA) to align with existing Terms of References (ToR).</li> <li>• Re-assess the capacity needs of the future teams in relation to Government priorities and ensure the reduction in roles is made equitably across the Group.</li> <li>• Central Support Hub operating model and coordination support for the Policy Capability programme of work.</li> </ul>	<ul style="list-style-type: none"> <li>• The New Policy Professionals programme does not fall within the responsibility of the new Branch.</li> <li>• The governance of regulatory stewardship matters will continue to be with ARA. Policy Capability matters will go to the PCA. PCA is a core governance mechanism that has formal responsibility for policy coordination matters including economic strategy matters and the quality of advice to Ministers. Both PCA and ARA report to SLT on a monthly basis.</li> <li>• Capacity needs have been informed by Government, Ministerial and MBIE relative priorities and fiscal constraints.</li> <li>• More detail on how the Central Support Hub will operate is outlined under <a href="#">Proposal 5</a>.</li> </ul>
<p><b>Position descriptions</b></p>	<ul style="list-style-type: none"> <li>• Suggested amendments have been provided for some of the new position descriptions: <ul style="list-style-type: none"> <li>○ General Manager, Regulatory Systems Policy Assurance and Performance to be clear has responsibilities under the Policy as the Policy Owner.</li> <li>○ Manager Regulatory Assurance position description to be clear has responsibilities to support the Policy Owner. Amendments to the narrative in line with the position description were suggested to ensure consistency of role responsibilities and deliverables.</li> <li>○ Senior Advisor Capability updated to reflect the functions of regulatory practice.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• The Branch and the General Manager retains the role of policy owner for MBIE’s internal policy regarding Model Standards for Information Gathering.</li> <li>• Where required, position descriptions will be updated to reflect any changes to the responsibilities of the roles.</li> </ul>

## Confirmed changes

1. A new General Manager role will be established: General Manager, Regulatory Systems Policy Assurance and Performance Branch. The existing General Manager Regulatory Stewardship role is disestablished, and reassigned to the General Manager, Regulatory Systems Policy Assurance and Performance role.
2. The two teams within the current Regulatory Stewardship Branch - which have been operating flexibly across the functions that contribute to regulatory stewardship – will be consolidated into one team, Regulatory Systems Policy Assurance and Performance. The new team will 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 systems assurance. Specialist roles including the Senior Advisor Risk and Assurance and Regulatory/Service Design Specialist will be disestablished. With the recent resignations of two Principal Policy Advisor and two Senior Policy Advisor positions, these roles will be disestablished following the exit of current incumbents. Principals and Senior Advisor roles would report to the Manager, Regulatory Systems Assurance and Performance. The Manager, Regulatory Assurance and Performance would be assigned through a contestable reconfirmation process for the two manager roles currently in the Regulatory Stewardship Branch.
3. The existing Policy Capability Team in Economic Systems will be re-aligned and scaled into the new Regulatory Systems Policy Assurance and Performance Branch. Two new positions will be created to increase the capacity given to supporting the development of policy and regulatory capability at MBIE. This team will also support MBIE Regulatory Impact Analysis (RIA) quality assurance activities.
4. The reporting line for the Executive Assistant will change to the General Manager Regulatory Systems Policy Assurance and Performance Branch.

## Confirmed organisational chart – Regulatory Systems Policy Assurance and Performance Branch



\* Position to be disestablished on 30 June 2025

KEY			
A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position

## Proposal 3 – Refocus Te Kupenga to Te Kupenga Treaty and Partnership Assurance

### Summary of original proposed changes

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

The team would not be asked to 'own' MBIE partnerships with Māori, however they would have an important role in ensuring key partnership activity is tracked and coordinated, working closely with the Director Mātauranga Māori and other parts of MBIE. This would 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 was proposed that responsibility for administration of the Māori Investment Fund be 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.

### The following changes were proposed to deliver on this kaupapa:

1. Retitle the General Manager Māori position to General Manager Te Kupenga Treaty and Partnership Assurance.
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. Establish two new Senior Advisor, Partnerships positions to increase capacity and capability to provide assurance of MBIE's Treaty obligations and partnership between MBIE and Māori.
4. Move Te Kupenga's Policy team into the proposed Economic Systems Leadership Branch.
5. Move the responsibility for administration of the Māori Investment Fund, along with one supporting FTE, to the Investment Management Branch in Kānoa.
6. In addition, it was 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 was proposed to be undertaken to assign three Coordinators to the Central Support Hub.

## Your feedback on Proposal 3

There has been significant feedback on the proposals relating to Te Kupenga and particularly around Māori Economic Development. The following table summarises feedback we received about Proposal 3.

Feedback themes		Response
<b>Integration of Māori economy</b>	<ul style="list-style-type: none"> <li>Integration of Māori economic development policy with wider economic policy (see <a href="#">Proposal 1</a> feedback).</li> <li>Separating Māori assurance and policy functions risks losing expertise and synergies.</li> <li>Clarity of responsibility is needed between the GM Māori and GM Economic Systems for leading Māori economic development policy and representing MBIE.</li> <li>There was a feeling that a different rationale was applied for the Pacific and Māori economic capabilities and interests. There was a request for clarification and explanation of the proposed changes.</li> </ul>	<ul style="list-style-type: none"> <li>As confirmed under <a href="#">Proposal 1</a>, the Māori Economic Development policy roles will remain within Te Kupenga.</li> </ul>
<b>Movement of the Māori Investment Fund (MIF)</b>	<ul style="list-style-type: none"> <li>Moving the MIF out of the Group (to Kānoa or elsewhere, e.g. TPK) makes sense. They can then be supported by the Kānoa structure, experience and impact.</li> </ul>	<ul style="list-style-type: none"> <li>Agree. The decision is confirmed to move across to the Investment Management Unit of Kānoa.</li> </ul>
<b>Importance of Treaty Assurance</b>	<ul style="list-style-type: none"> <li>Continued focus on Treaty assurance function. Increased scaling of Treaty assurance function.</li> <li>Focus (and scale) assurance function to Treaty obligations only.</li> <li>What does partnership assurance function look like in practice (e.g. interface with BRM partnership assurance)?</li> <li>Change of title for Team Leader Treaty and Assurance to Manager Treaty and Assurance.</li> </ul>	<ul style="list-style-type: none"> <li>I agree and am proposing to increase resources in this area to support this kaupapa.</li> <li>A portion of this feedback has been applied to the re-consultation that I will release shortly regarding the Mātauranga Māori team and Treaty and Partnership Assurance team.</li> </ul>



Feedback themes		Response
<b>Importance of name</b>	<ul style="list-style-type: none"> <li>• Reallocating “Te Kupenga” is not tika and does not reflect the (economic development context) in which it was given. Name needs to reflect function (e.g., Treaty Assurance).</li> </ul>	<ul style="list-style-type: none"> <li>• Noted</li> </ul>
<b>Role titles</b>	<ul style="list-style-type: none"> <li>• Titles of GM Māori / Te Tumu Houkura inappropriate for assurance functions.</li> <li>• GM Māori also Chief Advisor Māori growth opportunities (to the Secretary) within Assurance Branch (<a href="#">Proposal 2</a>).</li> </ul>	<ul style="list-style-type: none"> <li>• The title of the GM, Māori is to be considered as part of the re-consultation.</li> </ul>
<b>Balance of leadership</b>	<ul style="list-style-type: none"> <li>• Concerns were raised that the branch was ‘Top heavy’ given fiscal context. There appears to be an imbalance in the team when the Māori Economic Policy team is moved out.</li> </ul>	<ul style="list-style-type: none"> <li>• I have decided to disestablish the Policy Manager role and retain the Policy Advisors in Te Kupenga. I will jointly commission the policy teams in Te Kupenga and the Economic System Leadership with respect to key advice and products and expect the policy teams in both Branches to articulate and embed an operating approach that maximises the opportunity to bring the teams’ knowledge and expertise into policy advice the Group provides to Ministers and SLT.</li> </ul>
<b>Clarity between Te Kupenga and Mātauranga Māori</b>	<ul style="list-style-type: none"> <li>• Clarifying the functions and interface between Mātauranga Māori team and Treaty settlements and partnership assurance functions.</li> </ul>	<ul style="list-style-type: none"> <li>• This feedback has been considered and will form part of a re-consultation proposal that will be shared with both teams following the release of final change decisions.</li> </ul>
<b>Resourcing</b>	<ul style="list-style-type: none"> <li>• A number of resourcing considerations were suggested. Inclusion of a Māori Economic Development Director was suggested in feedback by replacing one proposed new role.</li> <li>• Instead of two new Senior Partnership Advisors, one Senior and one Principal role were suggested.</li> <li>• It was also suggested that a Senior Advisor role could be repurposed as a dedicated Māori Economic Development role, e.g. Director Māori Economic Development, Pou Ōhanga Māori.</li> </ul>	<ul style="list-style-type: none"> <li>• Aspects of this feedback will be included as part of the re-consultation process mentioned above.</li> </ul>

Feedback themes		Response
<b>Alternate structure options</b>	<ul style="list-style-type: none"> <li>• Disestablish Te Kupenga if Māori economic development policy is removed. Focus partnership capacity on the practice of developing Māori economic policy with Māori.</li> <li>• Retain Te Kupenga, with the addition of the Mātauranga Māori team into the branch.</li> </ul>	<ul style="list-style-type: none"> <li>• This feedback will be included as part of the re-consultation process mentioned above.</li> </ul>

## Confirmed changes

1. Broaden the Team Leader Treaty role to also have responsibility to lead assurance reporting and coordination of MBIE Māori Partnership, working with the Mātauranga Māori Team, Māori Directors, and Business Groups across MBIE.
2. Create Two new Senior Advisor, Partnerships positions, to increase the capacity and capability to provide assurance of MBIE's Treaty obligations and partnership between MBIE and Iwi Māori.
3. Responsibility for administration of the Māori Investment Fund, with one supporting FTE (Investment & Operations Manager role), will move to the Investment Management Branch in Kānoa.
4. The Coordinator position will have a change in reporting line to the Business Director in the Office of the Deputy Secretaries.
5. Responsibility for administration of the Māori Investment Fund, with one supporting FTE, will move to the Investment Management Branch in Kānoa.

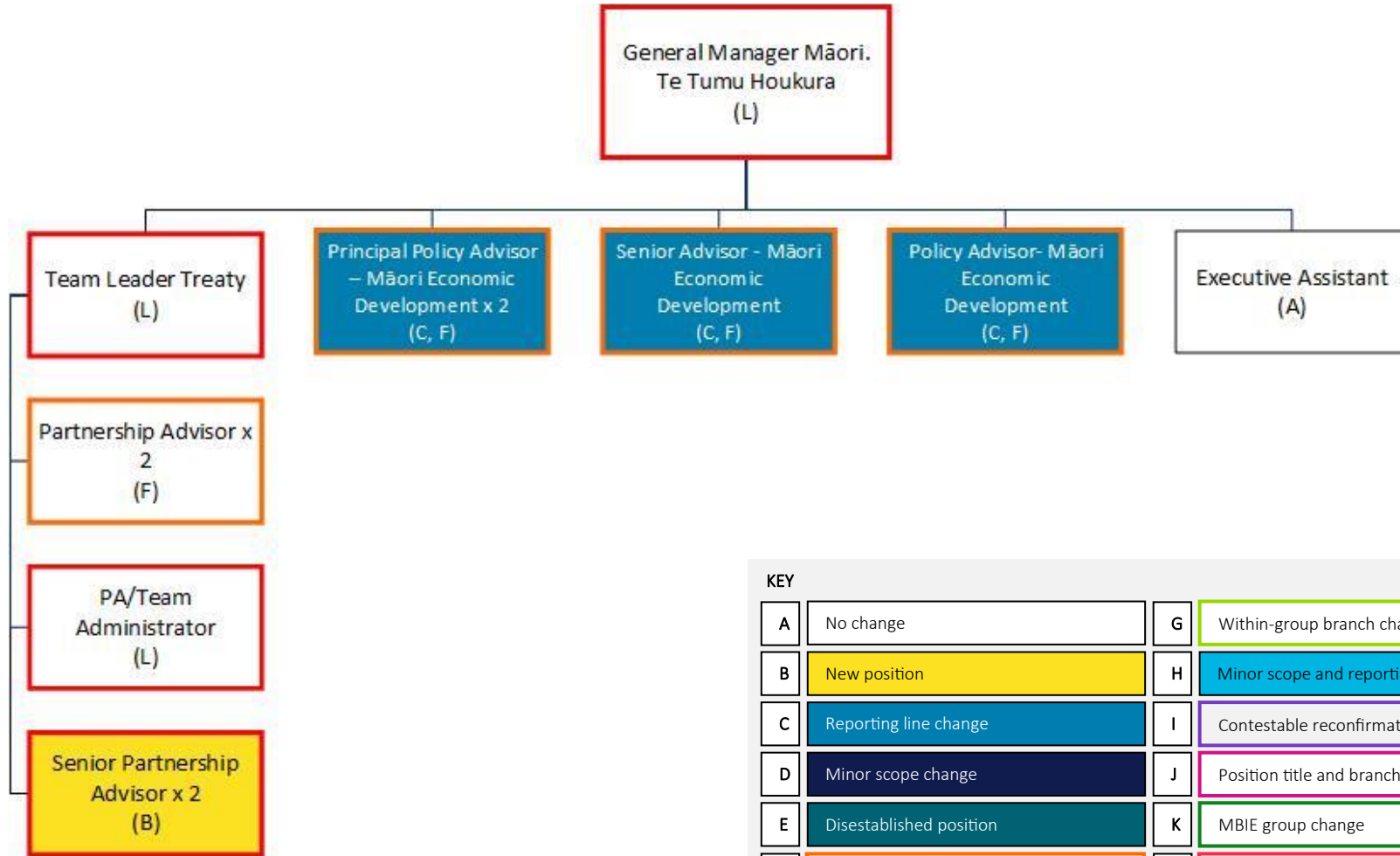
## Re-consultation process

Feedback submitted on this proposal has raised some important matters for consideration around clarity of functions; and opportunities to find synergies and efficiencies to reduce potential overlaps between the Mātauranga Māori team, the Treaty and Partnership Assurance team in Te Kupenga, and other related mahi across MBIE.

As a result, the proposed structure and operating model has been updated and will be shared for re-consultation with Mātauranga Māori and Te Kupenga teams. Final change decisions should be read in conjunction with the re-consultation proposal.

The title of the existing role General Manager Māori will be part of the re-consultation proposal.

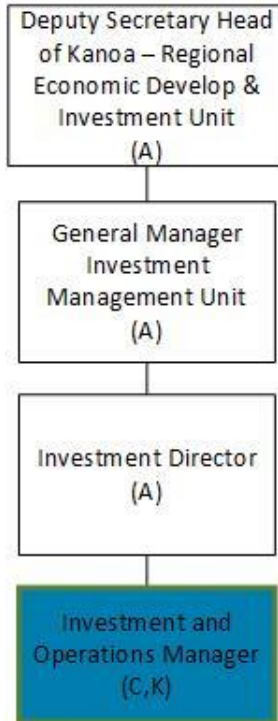
## Confirmed organisational chart – Te Kupenga Treaty and Partnership Assurance



### KEY

A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position

## Confirmed organisational chart – Investment and Operations Manager



### KEY

A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position

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

### Summary of original proposed changes

Two newly titled Chief Advisor roles were 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. The proposed Chief Advisor roles were:

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

The proposed functions of the Chief Advisors were to:

- Provide real-time specialist expertise to the Group and across MBIE on cross-cutting issues.
- Increase the coherence and alignment of effort across these areas of specialty and the broader related system.
- Lead 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 would not have direct reports.

The following changes were proposed to deliver on this kaupapa:

1. Refinement of two existing roles:
  - Chief Advisor Climate [retitled from Director, Climate Change] which would report to the General Manager Economic System Leadership.
  - Chief Advisor Regulatory Systems [retitled from Director, Regulatory Systems and Reporting] which would report to the General Manager Regulatory Systems Policy Assurance and Performance.
2. In addition, it was 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 5](#)). A contestable reconfirmation process was proposed to be undertaken to assign three Coordinators to the Central Support Hub.

## Your feedback on Proposal 4

The following table summarises feedback we received about Proposal 4 and outlines responses to the queries raised and the rationale behind decisions made

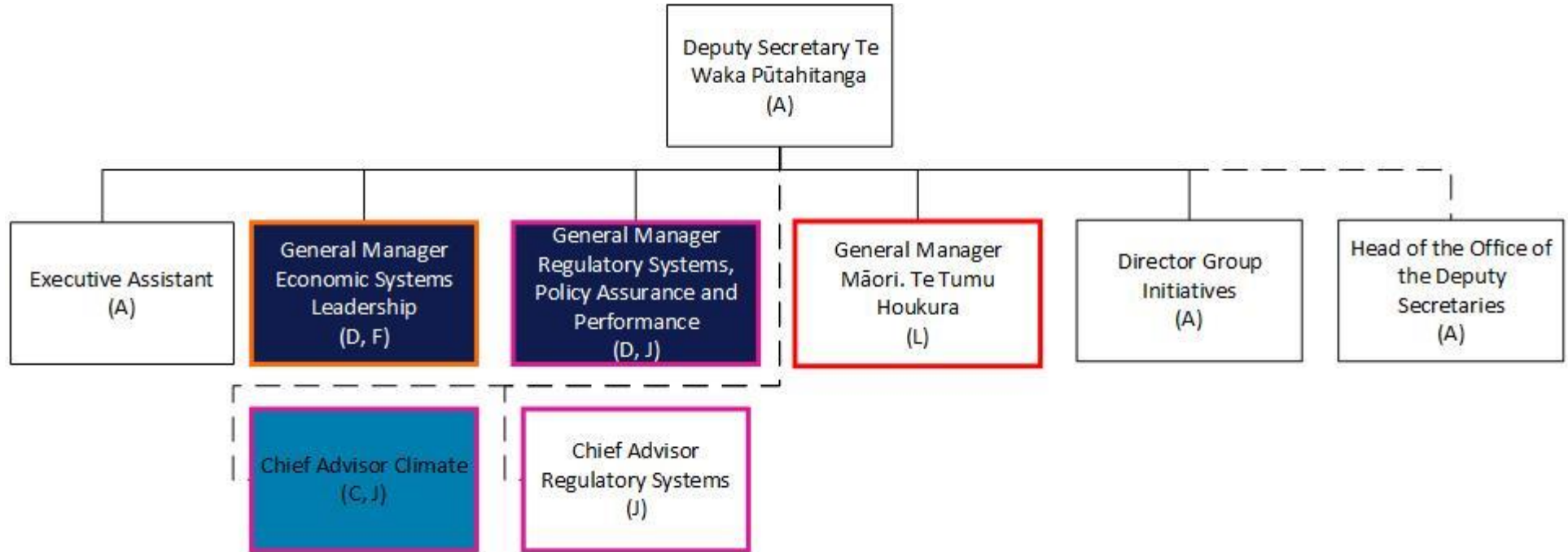
Feedback themes	Response	
<b>Roles and responsibilities internal and external to MBIE</b>	<ul style="list-style-type: none"> <li>• Roles and responsibilities of Chief Advisor representing MBIE in internal governance and external fora is relative to GMs.</li> <li>• The two Chief Advisor roles in Economic System Leadership are intended to provide expert advice and thought leadership across MBIE and externally and enable us to leverage existing Policy skills at pace.               <ul style="list-style-type: none"> <li>○ Why is there no Chief Advisor or Policy Director Māori?</li> <li>○ Why is there no Chief Advisor or Policy Director Pacific?</li> <li>○ Is it the expectation that the new GM Te Kupenga Treaty Assurance and Partnerships would provide expert advice on Māori economic development?</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• This proposal recognises the fast-moving nature of today's Government and the work programme it has. The Secretary will be informed by fit for purpose, specialist advice on a range of matters. In practice, the General Manager Te Kupenga is the 'Chief Advisor' Māori and provides expert advice on Māori Economic development matters to the Secretary, SLT and the wider group.</li> <li>• Langa le Va is responsible for oversight of Pacific policy and programmes and policy thought leadership.</li> </ul>
<b>Integration of climate work</b>	<ul style="list-style-type: none"> <li>• Feedback outlined the potential advantages of changing the reporting line of the Chief Advisor Climate as this would provide closer integration of climate work into economic strategy.</li> </ul>	<ul style="list-style-type: none"> <li>• Noted. The reporting line will be to the GM Economic System Leadership with a dotted line to the Deputy Secretary. Being close to the System Leadership Teams is important.</li> </ul>
<b>Naming convention for MBIE</b>	<ul style="list-style-type: none"> <li>• Naming convention for these positions was not considered to be consistent with other parts of MBIE.</li> </ul>	<ul style="list-style-type: none"> <li>• The title change to Chief Advisor is to reflect the real-time expertise these roles provide to the group and across MBIE. Both roles will have dotted line reporting to the Deputy Secretary and provide advice to the MBIE Secretary and the Policy Coordination and Alignment Committee. The job size and scope of these roles is unchanged.</li> </ul>
<b>Resources</b>	<ul style="list-style-type: none"> <li>• Unclear what resources Chief Advisors will have access to from the Branches they are in, and how much weight will be given to domain areas (e.g. climate) in setting priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• This will be an operating question for the experts in each of these areas and dependent to the work and demand at the time, working with respective managers and Te Waka Pūtahitanga Leadership team.</li> </ul>

## Confirmed changes

1. Chief Advisor Climate [retitled from Director, Climate Change] will report to the General Manager Economic System Leadership.
2. Chief Advisor Regulatory Systems [retitled from Director, Regulatory Systems and Reporting] will report to the General Manager Regulatory Systems Policy Assurance and Performance.



## Confirmed organisational chart – Te Waka Pūtahitanga Deputy Secretary



### KEY

A	No change	G	Within-group branch change
B	New position	H	Minor scope and reporting line change
C	Reporting line change	I	Contestable reconfirmation
D	Minor scope change	J	Position title and branch change
E	Disestablished position	K	MBIE group change
F	Position title change	L	Subject to re-consultation
		FT	Fixed-term position

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

## Summary of original proposed changes

It was 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 career pathways; regular conversations about development; and operate within 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.

### The following changes were proposed to deliver on this kaupapa:

1. It was 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 was 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 was 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.

## Your feedback on Proposal 5

The following table summarises feedback we received about Proposal 5 and outlines responses to the queries raised and the rationale behind decisions made.

Feedback themes		Response
<b>Achievement of stated outcomes</b>	<ul style="list-style-type: none"> <li>There was some acknowledgement that the Central Support Hub (CSH) could achieve the desired outcomes depending on the success of implementation.</li> </ul>	<ul style="list-style-type: none"> <li>The ability to provide administration and coordination support to areas where it is needed most across the Group, during times of high demand or periods of leave is still an objective of this change proposal.</li> <li>The Central Hub will be adopted but for our Group coordinators only. Surge tasking or leave management across the Group for the EAs and PA/ TAs will be facilitated by the Business Director in the ODS, through regular meetings, by express request of Deputy Secretary.</li> </ul>
<b>Operating model of the Central Support Hub</b>	<ul style="list-style-type: none"> <li>A number of concerns were outlined in the feedback on the CSH. The model could damage existing relationships and decrease efficiencies and effectiveness.</li> <li>There are privacy and security concerns with multiple people requiring permissions to inboxes, calendars and restricted Mako folders/files. Likely to run into technology issues due to access requirements for different roles.</li> <li>Operating model and organisational structure as a whole – reporting lines, allocation of work, responsibilities and flexibility. There will need to be clarity about how these will work.</li> </ul>	<ul style="list-style-type: none"> <li>Noted. I have decided not to change the reporting line of the EAs or PA/TAs. There will need to be a mechanism to take a Group-wide perspective when demand unexpectedly surges in one area relative to another, and in how leave is managed. The Office and Deputy Secretary will work across these roles to ensure there is support and back up for all Branches during periods of high demand and leave.</li> </ul>
<b>Coordinators</b>	<ul style="list-style-type: none"> <li>Changing specialised admin roles to generalist will require additional training and guidance/SOPs.</li> <li>There is a need for specialised knowledge within coordinator roles.</li> </ul>	<ul style="list-style-type: none"> <li>Coordinators will have a primary portfolio leveraging off existing specialised knowledge, which they will support with back up and surge capacity provided across the team of Coordinators as required.</li> </ul>
<b>Structure options</b>	<ul style="list-style-type: none"> <li>There were a number of suggestions regarding the CSH operating model including:</li> </ul>	<ul style="list-style-type: none"> <li>The surge tasking or leave management across the Group for the EAs, Pas/ TAs will be facilitated by the Business Director in the ODS,</li> </ul>

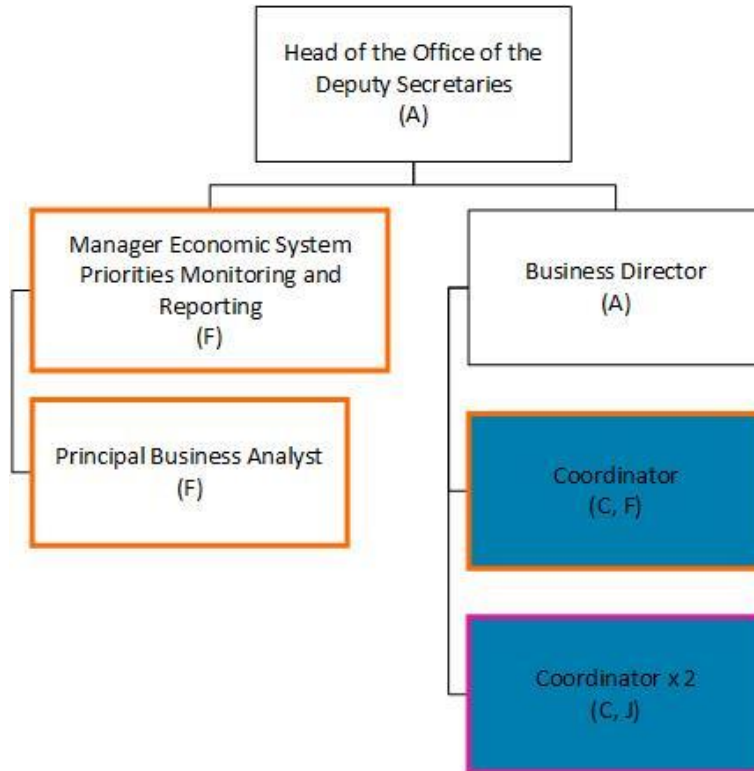
Feedback themes	Response	
	<ul style="list-style-type: none"> <li>○ Single point of contact for each team/branch.</li> <li>○ A central inbox for the hub.</li> <li>○ EAs and PAs to be paired with a buddy that would have the same access requirements for managers inbox, calendar and restricted mako folders.</li> <li>○ Teams to have SOP to direct tasks, work programmes and ways of working.</li> <li>● A suggestion was made to continue the existing admin team model and reporting lines, except formalise some current informal processes relevant to the desired outcomes.</li> </ul>	<p>through regular meetings, by express request of the Deputy Secretary to manage peaks in demand and leave.</p>
<b>Increase number of support staff</b>	<ul style="list-style-type: none"> <li>● Improved ratio of Coordinators to teams, with consideration to supporting the ODS. Suggested four coordinators.</li> </ul>	<ul style="list-style-type: none"> <li>● The decision is to have the overall number of Coordinators in the Group at 3. This reflects a reduction in coordination work across the Group including in relation to recent Government decisions on some Pacific Programmes and the decision to move responsibility for the Māori Innovation Fund to Kānoa.</li> </ul>
<b>Questions about the Hub</b>	<ul style="list-style-type: none"> <li>● Will the coordination team be responsible for the full Policy Capability programme? If so, what oversight is there from Policy Capability; and what teams in Te Waka Pūtahitanga will be affected by the shift in coordination focus, and by how much?</li> <li>● Would the Business Director continue with existing responsibilities, including supporting Business Managers for CSFE, as well as taking on a new team and function?</li> <li>● Will there be clear development pathways under the Business Director? And if so, will they be implemented with GM's/Managers?</li> <li>● Why doesn't the Corporate Services Finance and Enablement Group have a Central Support Hub?</li> </ul>	<ul style="list-style-type: none"> <li>● Coordinators will have a primary portfolio which they will support with back up and surge capacity provided across the team of coordinators as required. The assignment of portfolio will be based on existing knowledge and relationships to maintain continuity of service and support.</li> <li>● The Business Director will continue to support both Te Waka Pūtahitanga and Corporate Services, Finance &amp; Enablement. Oversight of the administration needs of the group will be part of this role.</li> <li>● Currently, the Corporate Services, Finance and Enablement operating model does not have a Central Support Hub, but this is something that could be considered in the future.</li> </ul>

Feedback themes		Response
<b>Climate Change Monitoring and Reporting team and title</b>	<ul style="list-style-type: none"> <li>• There was support for proposed changes to Economic Systems Priorities Monitoring &amp; Reporting (EPM&amp;R), however it was suggested that these may impact its activities and scope.</li> <li>• There were suggestions to include 'Systems' and 'Alignment' in the team's name. A Director position (instead of Manager) was thought to better aid co-ordination and influencing.</li> <li>• Suggestion to maintain resource in Economic Systems Priorities Monitoring &amp; Reporting team for business continuity and workload management purposes.</li> </ul>	<ul style="list-style-type: none"> <li>• A range of options were considered, and the decision has been made to name the team 'Economic Systems Monitoring &amp; Reporting'. This reflects the role of the team in delivering PCA secretariat work and Policy GM coordination as well as the MBIE Quarterly Report.</li> <li>• The role will remain as a manager.</li> </ul>

## Confirmed changes

1. A Central Support Hub for coordination functions will be established in the Office of the Deputy Secretaries.
2. Due to recent attrition a contestable reconfirmation process will no longer be required. Three Coordinators are confirmed to the Central Support Hub reporting to the Business Director. The EAs and PA/TA roles will continue to report to General Managers and Managers as currently.
3. To rebalance resourcing across teams, the PA/TA role in the Economic Systems Leadership Branch will have a change in reporting line from the Manager, Strategic Policy to the new Manager, Economic Policy Priorities.
4. The surge tasking across EA, PA/ TA and Coordinators in the Group will be overseen and coordinated by the Business Director in the ODS, through regular meetings, by express request of the Deputy Secretary.
5. In addition to the centralised support function, the Climate Change Monitoring and Reporting Team which also sits within the Office of the Deputy Secretaries will be retitled to Economic System Monitoring and Reporting. This change will reflect the role of the team in delivering PCA Secretariat work, Policy GM coordination and the MBIE Quarterly Report.

## Confirmed organisational chart – Office of the Deputy Secretaries



**KEY**

<b>A</b>	No change	<b>G</b>	Within-group branch change
<b>B</b>	New position	<b>H</b>	Minor scope and reporting line change
<b>C</b>	Reporting line change	<b>I</b>	Contestable reconfirmation
<b>D</b>	Minor scope change	<b>J</b>	Position title and branch change
<b>E</b>	Disestablished position	<b>K</b>	MBIE group change
<b>F</b>	Position title change	<b>L</b>	Subject to re-consultation
		<b>FT</b>	Fixed-term position

## **Proposal 6 – Mātauranga Māori move to Te Waka Pūtahitanga**

### **Summary of original proposed changes**

1. The Mātauranga Māori Branch was proposed to move from Corporate Services, Finance and Enablement Group (CSFE) to Te Waka Pūtahitanga and report to the Deputy Secretary, Te Waka Pūtahitanga.
2. 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.



## Your feedback on Proposal 6

The following table summarises feedback we received about Proposal 6 and outlines responses to the queries raised and the rationale behind decisions made.

Feedback themes		Response
<b>Support</b>	<ul style="list-style-type: none"> <li>There were different views regarding moving the Director Mātauranga Māori reporting line, and the Mātauranga Māori team into Te Waka Pūtahitanga.</li> <li>Additionally, there were seen to be some opportunities in bringing together Māori partnership functions.</li> </ul>	<ul style="list-style-type: none"> <li>There was significant feedback about the functional alignment between the functions of the Mātauranga Māori Branch and Te Waka Pūtahitanga in supporting MBIE play its micro-economic leadership role and in providing assurance to the Secretary.</li> <li>Clarity has also been sought on the inter-relationship between, and leadership of, functions that include partnering with Māori; partnership assurance; and in supporting MBIE's Secretary and senior leaders engage with Māori.</li> <li>This feedback has been considered and will form part of a re-consultation proposal that will be shared with both teams following the release of final change decisions.</li> </ul>
<b>Concerns</b>	<ul style="list-style-type: none"> <li>Loss of direct access to corporate levers.</li> <li>Lack of experienced practitioners in Mātauranga Māori team to deliver Te Tāpuhipuhi.</li> <li>Key person risk in the Director Mātauranga Māori's support for Secretary and SLT.</li> </ul>	<ul style="list-style-type: none"> <li>This feedback will be included as part of the re-consultation process mentioned above.</li> </ul>
<b>Functional alignment</b>	<ul style="list-style-type: none"> <li>Lacks functional alignment with rest of Group (given the apparent focus of the Mātauranga Māori Branch).</li> <li>Proposed changes lack clear rationale other than clustering Māori functions together.</li> </ul>	<ul style="list-style-type: none"> <li>This feedback will be included as part of the re-consultation process mentioned above.</li> </ul>
<b>Clearer rationale</b>	<ul style="list-style-type: none"> <li>The proposal was seen to lack clear rationale, other than clustering Māori functions together.</li> </ul>	<ul style="list-style-type: none"> <li>This feedback will be included as part of the re-consultation process mentioned above.</li> </ul>

Feedback themes		Response
	<ul style="list-style-type: none"> <li>• There is role clarity required between Mātauranga Māori Branch role and proposed partnerships assurance function (<a href="#">Proposal 3</a>).</li> <li>• The roles and responsibilities between Director Mātauranga Māori and GM Māori were seen to be blurred.</li> <li>• It was suggested that title changes could better clarify the focus of Director Mātauranga Māori (within MBIE) and GM Treaty Assurance (partnership as part of the broader Crown).</li> </ul>	
<b>Leadership</b>	<ul style="list-style-type: none"> <li>• There was a suggestion to disestablish the Mātauranga Māori Branch and the Director role on supporting SLT / Secretary with tikanga and engagement. Advisor positions could provide partnership support to the Economic Integration team.</li> </ul>	<ul style="list-style-type: none"> <li>• This feedback will be included as part of the re-consultation process mentioned above.</li> </ul>

## Re-consultation process

Feedback submitted on this proposal has raised some important matters for consideration around clarity of functions; and opportunities to find synergies and efficiencies to reduce potential overlaps between the Mātauranga Māori team, the Treaty and Partnerships team in Te Kupenga, and other related mahi across MBIE.

As a result, the proposed structure and operating model has been updated and shared for re-consultation with Mātauranga Māori and Te Kupenga teams. Final change decisions should be read in conjunction with the re-consultation proposal.

# Summary of changes

## Overall confirmed changes

Confirmed changes as at 20 June 2024	# positions
Disestablished positions	15
Positions to be part of a contestable reconfirmation process	6 (resulting in reduction of 3 positions)
Positions transferring out of Te Waka Pūtahitanga Group (to Kānoa)	1
New positions	4
Positions with minor changes such as minor scope, reporting line, branch etc.	39
Positions with no change	20
Positions subject to re-consultation	6
Overall reduction in FTE	13 (excluding positions subject to re-consultation)
Confirmed contestable reconfirmation	# reduced positions
Reduce Manager positions in MBIE Regulatory and Policy Assurance and Performance from 2 to 1	1
Reduce Principal Policy Advisor positions from 4 to 2	2

## New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
2	Senior Advisor Capability x 1	Director, Policy and Regulatory Capability	Regulatory Systems Policy Assurance and Performance	Permanent	R
3	Senior Partnership Advisor x 2	Team Leader Treaty and Partnerships	Te Kupenga Treaty and Partnership Assurance	Permanent	R
2	Principal Advisor Capability x 1	Director, Policy and Regulatory Capability	Regulatory Systems Policy Assurance and Performance	12-month fixed term	To be confirmed

## Positions part of a Contestable reconfirmation process

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
2	Manager Regulatory System Development	General Manager Regulatory Systems Policy Assurance and Performance	Regulatory Systems Policy Assurance and Performance	Permanent	20F
2	Manager Regulatory System Assurance and Improvement	General Manager Regulatory Systems Policy Assurance and Performance	Regulatory Systems Policy Assurance and Performance	Permanent	20F
1	Principal Policy Advisor x 4	Manager Economic Policy Priorities	Economic System Leadership	Permanent	X

## Disestablished positions

Proposal	Position title	Reporting line	Branch
2	Principal Advisor Regulatory System Assurance	Manager Regulatory System Assurance and Improvement	Regulatory Stewardship
2	Principal Advisor Regulatory System Assurance	Manager Regulatory System Assurance and Improvement	Regulatory Stewardship
2	Senior Advisor Risk and Assurance (end date 30 June 2025)	Manager Regulatory System Assurance and Improvement	Regulatory Stewardship
2	Senior Policy Advisor	Manager Regulatory System Development	Regulatory Stewardship

Proposal	Position title	Reporting line	Branch
2	Senior Policy Advisor	Manager Regulatory System Development	Regulatory Stewardship
2	Regulatory /Service Design Specialist	Manager Regulatory System Development	Regulatory Stewardship
5	PA/Team Administrator	Manager Regulatory System Development	Regulatory Stewardship
3	Policy Manager	General Manager Māori, Te Tumu Houkuru	Māori Economic Development
5	Investment Administrator	Investment and Operations Manager	Māori Economic Development
1	Principal Policy Advisor	Manager Climate and Economic Policy	Economic Strategy
5	Senior Advisor Tupu Tai Programme Lead	Manager Langa Le Vā	Economic Strategy
1	Principal Policy Advisor	Manager Langa Le Vā	Economic Strategy
5	Programme Coordinator	Manager Langa Le Vā	Economic Strategy
5	Tupu Tai Programme Coordinator	Manager Langa Le Vā	Economic Strategy
1	Policy Advisor	Manager Strategic Policy	Economic Strategy

## Reconfirmed with minor changes

Proposal	Position title	Current reporting line	Branch	Description of change
2	Senior Policy Advisor Regulatory System Assurance	Manager Regulatory System Assurance and Improvement	Regulatory Stewardship	Position title change and change of reporting line
2	Senior Policy Advisor	Manager Regulatory System Assurance and Improvement	Regulatory Stewardship	Reporting line change
2	Principal Policy Advisor	Manager Regulatory System Development	Regulatory Stewardship	Change of branch and reporting line
2	Principal Policy Advisor	Manager Regulatory System Development	Regulatory Stewardship	Change of branch and reporting line
2	Principal Policy Advisor	Manager Regulatory System Development	Regulatory Stewardship	Change of branch and reporting line
2	Senior Advisor	Manager Regulatory System Development	Regulatory Stewardship	Position title change and change of reporting line
2	Senior Policy Advisor	Manager Regulatory System Development	Regulatory Stewardship	Reporting line change
2	General Manager Regulatory Stewardship	Deputy Secretary Te Waka Pūtahitanga	Regulatory Stewardship	Minor scope change, change in branch and change in position title
2	Director Regulatory Stewardship	General Manager Regulatory Stewardship	Regulatory Stewardship	Position title change and change of branch
2	Principal Advisor Regulatory Systems	General Manager Regulatory Stewardship	Regulatory Stewardship	Change of branch, reporting line and position title

2	Director Regulatory Systems	General Manager Regulatory Stewardship	Regulatory Stewardship	Position title change and change of branch
2	Executive Assistant	General Manager Regulatory Stewardship	Regulatory Stewardship	Change of branch
5	Manager Climate Change Monitoring & Reporting	Head of the Office of the Deputy Secretary	Office of the Deputy Secretary	Position title change
5	Principal Business Analyst- Climate Change	Manager Climate Change Monitoring & Reporting	Office of the Deputy Secretary	Position title change
5	Programme Coordinator	Manager Climate Change Monitoring & Reporting	Office of the Deputy Secretary	Position title change
3	Principal Policy Advisor	Policy Manager	Māori Economic Development Unit	Position title change and change of reporting line
3	Senior Policy Advisor	Policy Manager	Māori Economic Development Unit	Position title change and change of reporting line
3	Investments and Operations Manager	General Manager Māori, Te Tumu Houkura	Māori Economic Development Unit	Change of group and reporting line
5	Investment Coordinator	Investments and Operations Manager	Māori Economic Development Unit	Change of branch, reporting line and position title
3	Partnership Advisor – Treaty	Team Leader Treaty	Māori Economic Development Unit	Position title change
3	Partnership Advisor – Treaty	Team Leader Treaty	Māori Economic Development Unit	Position title change
1	Manager Climate and Economic Policy	General Manager Economic Strategy	Economic Strategy	Position title change
1	Senior Policy Advisor Equitable Transitions Strategy	Manager Climate and Economic Policy	Economic Strategy	Position title change
1	Programme Manager	Manager Langa Le Vā	Economic Strategy	Minor scope change
2	Policy Director Policy Capability	General Manager Economic Strategy	Economic Strategy	Minor scope change, change in branch and change in position title



2	Senior Advisor Policy Capability	Policy Director Policy Capability	Economic Strategy	Position title change and change of branch
5	Policy Capability Coordinator	Policy Director Policy Capability	Economic Strategy	Change of branch, reporting line and position title
1	Manager Strategic Policy	General Manager Economic Strategy	Economic Strategy	Position title change
5	PA/Team Administrator	Manager Strategic Policy	Economic Strategy	Reporting line change
1	Senior Policy Advisor	Manager Strategic Policy	Economic Strategy	Reporting line change
1	Policy Director Economic Strategy	General Manager Economic Strategy	Economic Strategy	Position title change
1	General Manager Economic Strategy	Deputy Secretary Te Waka Pūtahitanga	Economic Strategy	Minor scope change and change in position title
1	Principal Analyst	Director Climate Change	Climate Change	Change of branch and reporting line
1	Principal Policy Advisor	Director Climate Change	Climate Change	Change of branch and reporting line
1	Director Climate Change	Deputy Secretary Te Waka Pūtahitanga	Climate Change	Change of branch, reporting line and position title
1	Senior Data and Research Analyst	Director Climate Change	Climate Change	Change of branch, reporting line and position title
1	Senior Analyst Research and Data	Director Climate Change	Climate Change	Change of branch, reporting line and position title

## Appendix 1: Confirmed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the standard change processes which will apply to any changes confirmed as part of the final decisions. This includes reconfirmation, reassignment, selection, and redeployment.

### Reconfirmation

This is where your substantive position is “reconfirmed” because your current substantive position remains substantially the same and you are the only person able to be reconfirmed to the role. Examples include - change in reporting line, title, a minor change in work content.

For reconfirmation to apply:

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

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

Where there are more affected employees who will 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 we will use a “contestable reconfirmation” process 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.

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

The next section applies to the EOI with contestable reconfirmation processes for specified positions, as set out earlier in this document, which include:

- two Manager positions in Regulatory Systems Policy Assurance and Performance to One Manager Regulatory Assurance and Performance position
- four Principal Policy Advisor positions to two Principal Policy Advisor positions

If you are part of this process you will be emailed an EOI form to complete which will allow you to express interest in:

- the relevant position noted above, and
- any available new positions within the confirmed structure that you are suitably qualified for, and/or
- the option to voluntarily end your employment (VEE) without actively seeking reassignment opportunities within MBIE. Note, 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.

In your EOI form you will be able to identify your order of preference and provide the relevant information for consideration (see further information below in the Selection and EOI process section). Your contestable reconfirmation position will be considered first with any other preferences taken into consideration.

## Reassignment

As part of the consultation process if you were proposed to be “directly reassigned” into a different but comparatively similar role this decision will be communicated as part of final decisions, and you will not need to take any action.

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).

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 we will use a “contestable reassignment” process 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 the change via an EOI process.

Where the specialised nature of a role requires it to be advertised externally in parallel, this is specified as part of the 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 you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options and responsibilities:

- 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 reassignment 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 are 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 comparable position; or
- Subject to a significant location change outside of the current local area.

Please note you are not 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).

To participate in an EOI process you will be emailed an EOI form which will allow you to express interest in up to 5 available position/s for which you are suitably qualified. Using the EOI form you will 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 final position descriptions and is outlined as part of the decision documents available on the Te Waka Pūtahitanga Consultation site. For people leader roles selection criteria may also include the Leadership Success Profile. A CV will 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 will not be mandatory.

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

Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description.

Action will be taken to minimise the number of interviews that any affected employee will 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 will 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.

## **Voluntarily ending your employment (VEE)**

If you wish to express an interest in voluntarily ending your employment without actively seeking redeployment opportunities within MBIE you can select this option as one of your preferences in your EOI form. You can select this option as your only preference or as one of your preferences. Please note, MBIE may decline a request on the grounds you have skills and experience that need to be retained and a reassignment option is available. Should this be the situation this will be discussed with you.

If your expression of interest in VEE is accepted, this will be confirmed with you in writing, and you will receive notice your employment is ending in accordance with your employment agreement. If you wish to check your potential redundancy compensation you can access a redundancy calculator via this [link](#).

## **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.

## **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.

## **Review process**

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

## **Secondments and acting arrangements**

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

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

## **Process for casual and fixed term employees**

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

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

## Appendix 2: Support through change

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

### Wellbeing support options

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

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

### Learning support options

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

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

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

### Career development support

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.