



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Te Kupenga and Mātauranga Māori

Final Change Decisions

5 July 2024

Introduction from Greg and Richard

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.

Following the final decisions announced for Te Waka Pūtahitanga on Thursday 20 July, we proposed this re-consultation, which focused on elevating, increasing and consolidating coordination and assurance functions for Treaty and Partnerships. This supports a strong assurance function for Treaty and Partnerships for the Government, the MBIE Secretary, SLT and others on how MBIE is meeting its Treaty obligation commitments and partnering with Māori.

The proposal also makes clear the importance of ensuring strong tikanga and leadership support for the Secretary, SLT and the wider organisation through the strategic leadership of senior Māori in MBIE.

We appreciate your rich feedback and engagement throughout this process which has enabled decisions which now support Te Waka Pūtahitanga to reinforce strong coordination across the Group and MBIE as we deliver important outcomes for Aotearoa New Zealand.

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

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

Ngā mihi nui



Greg Patchell

Acting Deputy Secretary Te Waka Pūtahitanga

Ngā mihi nui



Richard Griffiths

Deputy Secretary Corporate Services, Finance & Enablement

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Your feedback on the Te Kupenga and Mātauranga Māori change proposal

We received eleven written submissions from individuals on the proposals. The following table summarises this and the oral submissions we received about the two proposals.

General feedback themes		Response
Assurance capacity and capability	<ul style="list-style-type: none"> Strong support for the need to increase the capacity and capability of MBIE to ensure assurance with our Treaty obligations 	<ul style="list-style-type: none"> We agree and have taken this into account in our final decisions
Te reo naming conventions	<ul style="list-style-type: none"> Concerns were raised related to the proposed te reo names of groups and roles 	<ul style="list-style-type: none"> We acknowledge the concern about the proposed changes to titles that use te reo. We are not proposing to amend te reo titles at this time We will seek advice on the need for a process for amending te reo titles, including amending names that have been gifted and opportunity for wānanga
Opportunities for alignment	<ul style="list-style-type: none"> There was a range of views expressed on the degree of functional alignment between the Mātauranga Māori team and the Te Tāpuhipuhi programme and the role of the Treaty and Partnerships Assurance team 	<ul style="list-style-type: none"> We have taken the lack of a clear consensus into account in our final decisions
Process clarity	<ul style="list-style-type: none"> General concern was raised about the need for greater clarity around the proposed expression of preference process 	<ul style="list-style-type: none"> We have taken this feedback into account in our final decisions

Case for change

Decisions set out in this document need to be read in the context of decisions of the wider Group Change Proposal (released 20 June). The feedback received on the wider Group change proposal identified the potential to further clarify roles and responsibilities in a number of areas. In particular, by gathering more information and considering further the role and responsibilities of Te Kupenga in regard to Treaty assurance and whether this should extend to MBIE's partnerships with Māori, the relationship between Te Kupenga and the Mātauranga Māori team as well as the role the Mātauranga Māori team plays in supporting SLT in tikanga Māori.

We did not take the decision to reconsult lightly. In deciding whether there was an opportunity to further clarify roles and responsibilities, we were mindful that the potential for further change may be additional to wider changes you could already be experiencing and that this can present each of us with unique challenges and difficulties.

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 group and viewing both current and new 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 MBIE’s change process from page 18. 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. These decisions have been shared with the Public Service Association (PSA).

Implementation

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 Timeframes
Final decision released	5 July 2024
Expressions of interest (EOI) and selection process for new positions starts	5 July 2024
Expressions of interest (EOI) forms for new positions to be completed by	5pm, Friday 12 th July
‘Go-live’ of new structure	From 22 August 2024

Updates to Proposal 3 – Te Kupenga

Summary of changes proposed

In our 20 June final decision, we confirmed two new positions to increase the capacity and capability to provide assurance of MBIE's Treaty obligations and partnership between MBIE and Māori.

In our re-consultation we proposed further increasing and consolidating the capacity and capability to provide Treaty and partnership assurance and clarifying the roles and responsibilities between Te Kupenga and the Mātauranga Māori team.

Our specific proposals were:

- To disestablish the Team Leader Treaty role. A new Manager Treaty and Partnerships Assurance position was proposed with the Team Leader reassigned to this position. The new Manager Treaty and Partnerships Assurance position would lead a team responsible for providing assurance to SLT on Treaty settlements, Iwi, Māori partnerships and Te Tāpuhipuhi.

- Create a new Principal Advisor role in the Treaty and Partnerships team. This role would deliver technical leadership across MBIE to give the Secretary and SLT confidence MBIE is meeting its obligations. This would be a technical leadership role through oversight and assurance, rather than through directly delivering the work or owning the partnership relationships for MBIE.
- Retitling the existing role General Manager Māori (Te Tumu Houkura- Te Kupenga) to General Manager - Treaty and Partnerships Assurance (Te Tumu Whakamana Hononga) to reflect the focus on providing assurance with respect to partnerships.

Under revised proposal 6, the functions for Director and team, Mātauranga Māori would be focussed on strategic advice to ensure there is strong tikanga and te reo capability across the organisation's leadership and wider MBIE. Where required, this role would support and advise on the development of MBIE's strategic alliances with Iwi and Māori across the system.

Your feedback on updates to Proposal 3

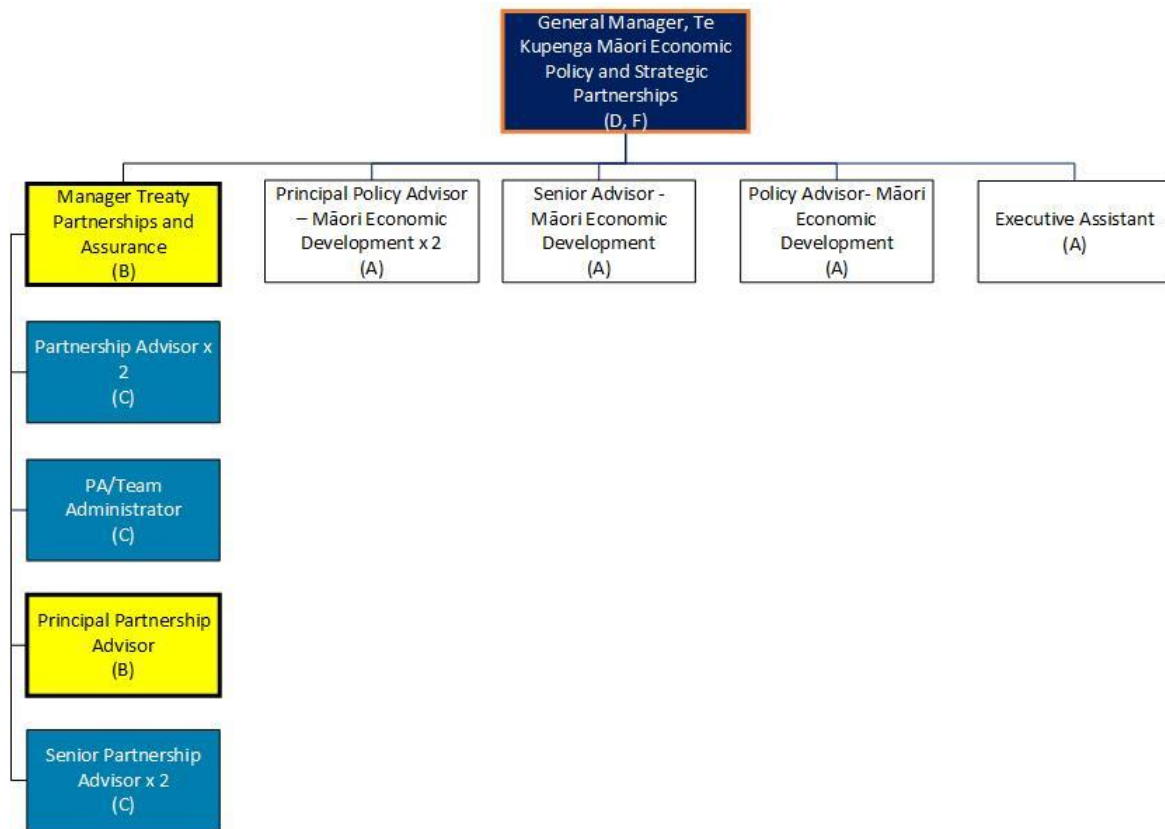
The following table summarises feedback we received about updated Proposal 3.

Feedback themes		Response
Team Leader to Manager	<ul style="list-style-type: none"> Support for elevating the role of team leader to manager to reflect the growth of the mahi and its importance to MBIE and Māori 	<ul style="list-style-type: none"> We agree about the importance of this mahi and the benefits of increasing capacity and capability
Principal Partnership Advisor	<ul style="list-style-type: none"> Support for adding a principal partnership advisor in the Treaty and Partnership team to increase capacity and capability 	<ul style="list-style-type: none"> We agree about the importance of this mahi and the benefits of increasing capacity and capability
Retitling General Manager Māori	<ul style="list-style-type: none"> Concern was raised about retitling General Manager Māori (Te Tumu Houkura - Te Kupenga) to General Manager - Treaty and Partnerships Assurance (Te Tumu Whakamana Hononga) 	<ul style="list-style-type: none"> We acknowledge the concern about the proposed changes to titles that use te reo. We are not proposing to amend te reo titles at this time We will seek advice on the need for a process for amending te reo titles, including amending names that have been gifted and opportunity for wānanga
Alternative structures	<ul style="list-style-type: none"> Alternative proposal to realign the General Manager role to a Chief Advisory role with no direct reports and with responsibility for Te Tāpuhipuhi to the Chief Advisor 	<ul style="list-style-type: none"> Noted
Alternative team and branch names	<ul style="list-style-type: none"> A number of alternative names were suggested for team and branch names 	<ul style="list-style-type: none"> We have considered this in final decisions for names and titles that are not in te reo Māori

Confirmed changes

1. A new Manager Treaty and Partnerships Assurance position will be established. The Team Leader Treaty role will be reassigned to this position.
2. The Treaty and Partnership Team will be retitled Māori Strategic Partnerships Team. The Team will be responsible for providing assurance to SLT on Treaty settlements, Iwi, Māori partnerships and monitoring the delivery and execution of Te Tāpuhipuhi (see feedback and final decisions on updated Proposal 6).
3. The capacity and capability of the Team will be increased by creating a new role - Principal Partnership Advisor.
4. The Team will sit within a retitled Te Kupenga Branch - Te Kupenga Māori Economic Policy and Strategic Partnerships.
5. The title of the General Manager will be amended to reflect the name of the Branch – General Manager, Te Kupenga Māori Economic Policy and Strategic Partnerships.

Confirmed organisational chart – Te Kupenga – Māori Economic Policy and Strategic Partnerships



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

Updates to Proposal 6 – Mātauranga Māori

Summary of changes proposed

In our 20 June final decision, we identified the potential to clarify functions and opportunities and to realise synergies and efficiencies between the Mātauranga Māori Team and the Treaty and Partnership Team in Te Kupenga and related mahi across MBIE.

To progress this, our re-consultation on Proposal 6 - Mātauranga Māori, proposed:

1. The establishment of a refined, focused senior leadership role for MBIE: ‘Pou Tikanga’. This proposed that the Director Mātauranga Māori has a title change to MBIE Pou Tikanga.
2. The ‘MBIE Pou Tikanga’ would remain in Corporate Services, Finance & Enablement reporting to the Deputy Secretary with a dotted line directly to the Secretary’s Office as a key receiver of the expertise of the Pou Tikanga and team.

3. An expression of preference process for the two current Mātauranga Māori Senior Advisors to move into a:
 - a. Senior Advisor Pou Tikanga, to support the Director, Mātauranga Māori in their role as ‘Pou Tikanga’
 - b. Senior Advisor Treaty and Partnerships Assurance into the Treaty and Partnership Team into Te Kupenga to transition work of Te Tāpuhipuhi strategy into ongoing delivery as ‘business as usual’.
4. That the activity of implementing Te Tāpuhipuhi become the responsibility of the proposed Manager Treaty and Partnerships Assurance, supported by the Director Māori (CSFE and Te Waka Pūtahitanga) until January 2025.

Your feedback on updates to Proposal 6

The following table summarises specific feedback we received about Proposal 6.

Feedback themes		Response
Mixed views on moving Te Tāpuhipuhi into Te Kupenga	<ul style="list-style-type: none"> • There were a range of views expressed on the degree of functional alignment between the Mātauranga Māori team and the Te Tāpuhipuhi programme and the role of the Treaty and Partnerships Assurance team 	<ul style="list-style-type: none"> • We recognise that there are a range of perspectives and have taken these into account in our final decision

	<ul style="list-style-type: none"> Those in favour of the proposed alignment cited many synergies between the work and saw benefits from better connection between the work programmes. However, those against the alignment had concerns about the ability of Te Tāpuhipuhi to operate enterprise-wide effectively and emphasised the different kaupapa and expertise needed for the different work programmes. 	
Process for changing te reo Māori titles	<ul style="list-style-type: none"> The process for considering retitling Director Mātauranga Māori to Pou Tikanga lacked tikanga 	<ul style="list-style-type: none"> We acknowledge the concern about the proposed changes to titles that use te reo. We are not proposing to amend te reo titles at this time We will seek advice on the need for a process for amending te reo titles, including amending names that have been gifted and opportunity for wānanga
Mixed views on creation of a Pou Tikanga	<ul style="list-style-type: none"> There were a range of views expressed in relation of the proposed change of the Director Mātauranga Māori to MBIE Pou Tikanga Although some submissions suggested that the MBIE Pou Tikanga role would formalise and elevate the importance of tikanga, others indicated that narrowing the scope of this role would diminish the position's mana 	<ul style="list-style-type: none"> We recognise that there are a range of perspectives and have taken these into account in our final decision
Gap in capability	<ul style="list-style-type: none"> Reassignment Mātauranga Māori Team members / creation of Pou Tikanga would reduce the ability of MBIE to flex and support the need of the organisation and Māori (e.g. during an emergency response) 	<ul style="list-style-type: none"> Noted
Alternative structures	<ul style="list-style-type: none"> Director Mātauranga Māori / Pou Tikanga should be part of the Chief Executives office and have an overarching and advisory view across MBIE on te ao Māori 	<ul style="list-style-type: none"> Noted
Greater clarity needed	<ul style="list-style-type: none"> Clarity was sought related on the scope of work programmes and whether those within the Treaty team would change if Te Tāpuhipuhi became part of the team's work programme Clarity was needed on the difference in roles between the two Senior Advisor roles - Pou Tikanga and Treaty and Partnerships Assurance 	<ul style="list-style-type: none"> Noted We acknowledge the concern about the expression of preference process that was proposed. Final decisions address this concern

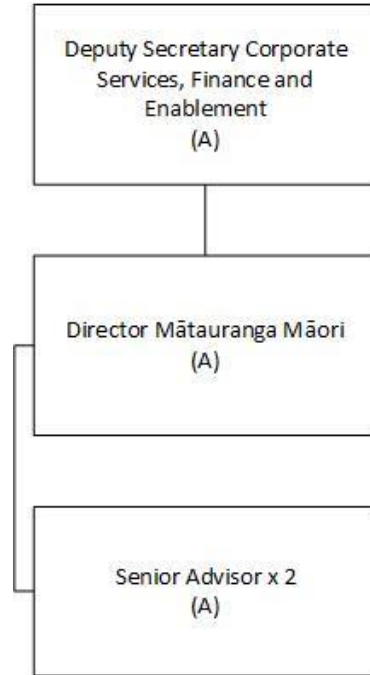
	<ul style="list-style-type: none">• Clarity was needed on the proposed expressions of preference process for the two Senior Advisor roles in the Mātauranga Māori Team	
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Final decisions

Having considered the range of views expressed we have decided not to proceed with updated Proposal 6 - Mātauranga Māori Team.

We believe that there are synergies with the Te Tāpuhipuhi programme in both CSFE and Te Kupenga. For this reason we have sought to clarify (see decisions on updated Proposal 3) that the Māori Strategic Partnerships Team will be responsible for providing assurance to SLT on Treaty settlements, Iwi and Māori partnerships and monitoring the delivery and execution of Te Tāpuhipuhi.

Confirmed organisational chart – Mātauranga Māori – Pou Tikanga



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

Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	1
Number of new positions	2
Number of positions with minor changes such as minor scope, reporting line, branch etc.	5
Overall addition of FTE	1

New positions

Propositional	Position title	Reporting line	Branch	Status	Confirmed salary band
3	Manager Treaty Partnerships and Assurance	General Manager, Te Kupenga Māori Economic Policy and Strategic Partnerships	Te Kupenga Māori Economic Policy and Strategic Partnerships	Permanent	X
3	Principal Partnership Advisor	Manager Treaty Partnerships and Assurance	Te Kupenga Māori Economic Policy and Strategic Partnerships	Permanent	V

Disestablished positions

Proposal	Position title	Reporting line	Branch
3	Team Leader Treaty	General Manager, Te Kupenga Māori, Te Tumu Houkura	Māori Economic Development Unit

Reconfirmed with minor changes

Proposal	Position title	Branch	Description of change
3	Senior Partnership Advisor	Te Kupenga Māori Economic Policy and Strategic Partnerships	Reporting line change
3	Senior Partnership Advisor	Te Kupenga Māori Economic Policy and Strategic Partnerships	Reporting line change
3	Partnership Advisor	Te Kupenga Māori Economic Policy and Strategic Partnerships	Reporting line change
3	Partnership Advisor	Te Kupenga Māori Economic Policy and Strategic Partnerships	Reporting line change
3	PA/Team Administrator	Te Kupenga Māori Economic Policy and Strategic Partnerships	Reporting line change

Appendix 1: Confirmed change process

The Selection and Expression of Interest process, was confirmed in the Te Waka Pūtahitanga decision document released on 20 June 2024. New positions that are not filled via direct assignment, will be available first to employees affected by the Te Waka Pūtahitanga change via an EOI process.

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.