



# IPONZ 2024

## Final Change Decisions

29 May 2024

# IPONZ 2024

## Introduction from Ross van der Schyff

Tēnā koutou,

I would first like to acknowledge that this has been an unsettling time and thank you for the professionalism and kindness you have demonstrated throughout the consultation process.

Thank you also for considering the change proposal and taking the time to provide well thought through and comprehensive feedback. You will see that much of this feedback has been incorporated into the final decisions. However, it is important to acknowledge that not all suggestions to proposed changes have been accepted and our rationale for these decisions is set out in this document.

As outlined in the initial proposal we are seeking to ensure we are set up the best way for the future. Your feedback has helped us make changes to be in the best position to achieve this.

While there is still a period of uncertainty for some as we work through the expressions of interest process, I know that you will continue to support your colleagues while also providing the best service to our customers.

As mentioned in Carolyn's introduction to the original change proposal, I believe the confirmed changes do position us well with flexibility to respond to future demands, by bringing together like functions and teams to really focus on delivering for the people we serve.

IPONZ is a key part of the IP Regulatory system which supports intellectual property owners, innovators, and creators, by incentivising innovation and investment and facilitating trade on new products and services, as well as encouraging creative expression to bring tangible societal and economic returns to New Zealand.

I firmly believe that the changes confirmed in the following pages will only improve the reputation and strong service ethic that we have as an office.

Thank you again for your continuing support and commitment to IPONZ.

Ngā mihi nui,

**Ross van der Schyff**

**General Manager Business and Consumer**

# IPONZ 2024

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# Overall case for change and feedback summary

## Case for change

As outlined in the change proposal, we have been considering how we can best be structured to deliver our services now and into the future. Throughout we have kept the following key outcomes in mind:

- Improved timeliness of our decisions
- Ensuring appropriate spans of control
- Ensuring the growth and development of our people
- Being fiscally sustainable

## A need to move faster

One of the biggest challenges we have faced at IPONZ is our pendency rates. The year-on-year increase in IP filings along with significant increase in workload due to legislative changes grew the backlogs at IPONZ and we were unable to meet our turnaround time goals. We put several initiatives in place to address this and it has worked well, but work needs to continue to ensure that backlogs continue to reduce and once cleared continue to remain as such.

## Imbalance in team size and spans of control

Most of our work at IPONZ is focused on processing IP applications, including receiving filings, examination, and hearings related work. The increase in our workforce over time has supported our efforts to respond to the increase in demand on our services but has also brought challenges for people leaders as teams have expanded without structural changes to accommodate the growth.

## Supporting the growth and development of our people

We do believe that a change to our structure and supporting frameworks for our leadership development pathways, will build our IPONZ leaders for tomorrow. As such, we developed a leadership competency framework, and refreshed position descriptions for you to comment on as part of the change proposal. This is intended to be a first step before we review the competency frameworks across IPONZ over the next 6-12 months.

## Fiscally Sustainable

As a regulatory entity, IPONZ is almost entirely third-party fee funded. This means we depend on the revenue we collect, rather than government funding. We must comply with Treasury rules when applying the revenue we collect, notably that we must use the funds we collect for the purpose collected. We therefore manage our books in a way that treats revenue for each IP type as distinct from the others, seeking to balance the revenue collected against the running costs of that business area.

## What was proposed

In developing the original proposals, we worked to ensure we made progress towards being in a better fiscal position, that we would be set up to excel in service delivery to our customers, and that we would provide the right structure to best support our people.

In the change proposal, we provided the reasons why there is a need for change in detail. In summary, we believed we needed to organise ourselves to:

- Remove or reduce pressure points with a focus on being as efficient as we can be, including balancing teams to ensure a more consistent span of control for people leaders.
- Set ourselves up for fiscal sustainability in the long term.
- Ensure our services are of high quality across the office, including timely delivery of our services.

Overall, the change proposal sought to ensure we were set up in the best way for the future however, your feedback demonstrated areas for improvement and in some places, you provided alternatives that we believed had merit and would still ensure we met our original change objectives. This document sets out your feedback and the decisions we have taken as a result. We do believe the decisions set out in this document will set IPONZ up for success, supporting us to excel in all our efforts.

## Key feedback themes

76 pieces of written feedback were received. Feedback was also received through discussions held during the consultation, at team stand ups, at in-person sessions held around the country with our teams and individuals, and online sessions for individuals, teams, and groups of kaimahi. All feedback was recorded and carefully considered.

Overall, there were some very consistent themes that came through from your feedback; the most common concerns being around potential loss of expertise, spans of control, efficiencies, service delivery and frontline service impacts. This section provides an overarching summary of the feedback received while the following sections confirm the decisions taken as a result.

From this, we heard that you generally supported the IPONZ Management Team, Business Delivery and Business Systems Team proposals. You did however, note the span of control differences in both business facing teams which we have now addressed.

Many of you shared with us your support for the separation by discipline of the Patents Team and the growth and development opportunities for our people that this brings. We also received a small amount of feedback in relation to the need to separate the teams by discipline, we acknowledge this and we are not opposed to looking at this in future, giving managers time to assess the new operating models and whether any adjustments need to be made. You observed and shared your views on the positive effects on span of control and efficiencies gained by making the structural changes in this space. You also shared your concerns with the IP Formalities team proposal noting the effect on Patent Examiners' ability to focus on examinations. There was some concern with the Principals' reporting lines being moved to Team Leaders and the perceived possibility of this creating silos within the teams.

Many of you expressed your concern with the Hearing's Team proposal most notably concerning the independence of decision-making for the office (for examination hearings in particular) and how this would be perceived by customers and external stakeholders. It is important to note that decisions we make as a regulator, including Hearings decisions, are made on behalf of the respective Commissioner and as an office we protect the independence of our functions through the administrative arrangements and processes we put in place. You also expressed concern with the potential loss of specialist expertise for IPONZ in the Hearing space. Your feedback included some positive suggestions for changes that could be made operationally within Hearings, which would help support the objectives of the change proposal, with some adjustments to further enhance the operating model.

Your feedback raised some questions in relation to the PVR team moving into the Patents Science Team and the effectiveness of this change. There were some concerns with the PVR team proposal in respect to the reduction in examiners and

the ability of the team to manage their examination workload. There were also questions around how we would maintain expertise, international connections, and industry reputation.

Feedback received in relation to the Trade Marks team was largely focussed on the ability for the team to respond to future changes in demand for our services with the proposed resourcing. We acknowledge that demand for Trade Marks services tends to respond the most out of all of our disciplines to economic factors and influence. With this in mind, we have modelling to help us plan effectively in this space and to assess our examination requirements in response to changes in demand for our services. As with Patents, there was also some concern with the Principals' reporting lines being moved to Team Leaders and the perceived possibility of creating silos within the teams.

We were really pleased to receive a wide range of ideas and insights from you on how we can improve our services and deliver them more efficiently and effectively. Through your feedback we were able to see that you saw opportunities to improve how our functions operate and to realign our focus to be set up for success in the future. However, we need to recognise that some of you were worried about making changes to our resourcing and how we work now. You said it was already an unsettling and busy time, with continued demand from the public for our services. We acknowledge this feedback and that any change can be difficult however, we also want to highlight the opportunity that we have now to look at our methods of operation within our teams and our strategic thinking in relation to alignment and collaboration across IPONZ.

We appreciate all of your feedback and your unique views of IPONZ and we value your clear commitment to our services and the impact your mahi has on the success of IPONZ.

Many of the suggestions you shared have merit and we have captured these and will work with the management team to embed continuous improvement through our programmes of work. We expect our extended leadership teams to consider how these can be integrated into our operating model. Many of these ideas did not mean making changes to the proposals outlined, however they will support the proposals to work in practice and support the objectives we wish to achieve. They will also encourage the drive we have as an office to collaborate and align our services to best support ourselves and our customers.

The following sections provide a summary of the feedback received under each proposal, our response, and the final decisions. This will allow you to understand how your feedback was considered and how this has affected the final decisions. It should be read in conjunction with the final structure charts at the end of each section.

General feedback themes		Response
<b>Span of Control</b>	<ul style="list-style-type: none"> <li>Inconsistent span of control within some teams, where a large team was identified as not sustainable, but change within another team increased span of control to a similar level. The span of control in some teams being too small and limiting the ability to achieve the objectives of that team.</li> </ul>	<ul style="list-style-type: none"> <li>We agree with your feedback in relation to the span of control in some of the teams and have reflected this in the decisions below.</li> <li>For example, we have made decisions as a result of your feedback which has ensured that the Manager Business Services and Manager Business Delivery both have a more equitable and appropriate span of control.</li> </ul>
<b>Efficiencies</b>	<ul style="list-style-type: none"> <li>Concerns regarding the ability to gain efficiencies and operational effectiveness when some teams are being asked to reduce in size but maintain the same level of productivity.</li> <li>Risk of creating silos within teams, if the Principal Examiners report through to Team Leaders, impacting their ability to work across the wider group</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge your feedback, and we maintain that by aligning our services and streamlining our teams we can continue to meet the drivers of the proposal in respect to creating greater efficiencies and focusing on continuous improvement.</li> <li>We believe that by focusing our efforts on leadership, operational frameworks, effectiveness, and collaboration across our teams and disciplines we can achieve the efficiencies we are looking for.</li> <li>Specifically, the reporting lines for Principals does not impact their continued collaboration and their role as leaders in general. However there have been some minor adjustments made which are detailed in the decisions below.</li> </ul>

<p><b>Service Delivery</b></p>	<ul style="list-style-type: none"> <li>• Concerns around the ability to maintain the high standards of delivery both domestically and internationally with reduced capacity, while working to maintain the reputation of IPONZ in the international realm.</li> <li>• Ability to achieve the intended objective of the proposal in relation to service delivery with the reduction of roles especially in the PVR and Trade Mark spaces.</li> </ul>	<ul style="list-style-type: none"> <li>• Much like our desire to achieve operational efficiencies we also need to maintain our high level of service delivery. With our leadership focus in the Manager and Team Leader spaces being supported by our competencies framework, we believe we can achieve the outcomes needed, through operational change to maintain our status within the IP community both domestically and internationally.</li> <li>• Specifically, the resourcing for PVR has been reconsidered which is detailed in the decisions below. For Trade Marks, as previously stated we have modelling to help us plan effectively in this space and to assess our examination requirements in response to changes in demand for our services.</li> </ul>
<p><b>People Impacts</b></p>	<ul style="list-style-type: none"> <li>• Effect on IPONZ ability to work to our examination timeframes and manage our pendency rates if we are under resourced most notably in the Trade Marks and PVR space.</li> <li>• Effect on IPONZ ability to work in the strategic and project spaces at the leadership level if the focus of leaders moves to support frontline service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• As per above, the resourcing for PVR has been reconsidered.</li> <li>• Based on the current environment, modelling has been done in the Trade Marks space to help align our resource requirements appropriately. There has been a reduction in the number of trade marks examiners in recent months and this has impacted capacity. We will continue to monitor this and maintaining the right examination capacity through BAU recruitment is part of the response. Operational frameworks will help leaders and their teams prioritise and balance their work where the need is most.</li> </ul>



<b>Specialist Knowledge</b>	<ul style="list-style-type: none"> <li>• Concerns around loss of specialist knowledge and industry connection in the PVR team.</li> <li>• Concerns around loss of specialist knowledge in the Hearings Team and the perceived view of the lack of independence from the examination teams, being aligned within those functions.</li> </ul>	<ul style="list-style-type: none"> <li>• We agree with elements of your feedback and have reflected this in our decisions below.</li> <li>• We have repositioned the PVR Principal into a Lead role reporting directly to the Patents Manager, with a clear focus on future-proofing this function, and we are retaining the 4 PVR examiners.</li> <li>• To acknowledge the risk of perceived lack of independence, we have retained the Hearings function as one team, and moved the reporting line to the new Manager Business Delivery.</li> <li>• We have also adjusted the distribution of the workforce within Hearings, which allows us to meet the objectives in the proposal while retaining parts of the old model. This addresses feedback concerning the ability to manage the most complex cases.</li> </ul>
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## Embedding change

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

### Transition

We want to work quickly and constructively and provide certainty for everyone affected by this decision. We will stand up the new structure on Monday 24<sup>th</sup> June 2024. During this transition period, our current people leader structure continues. This gives time for expressions of interest processes to be completed, and changes in reporting lines to take effect. Any subsequent recruitment required will then commence.

### Implementation

Those of our people directly impacted by a change to their position (as listed in the Annexes) will receive a letter confirming the change decision. The Expressions of Interest processes (EOI) (including contestable reconfirmation and reassignment processes) will start immediately.

Information on EOIs will be published on the IPONZ Te Taura change site along with all the new and updated position descriptions. The EOI processes will open on Friday 31 May 2024. These will fill specified new people leader and team member positions, open to people in specified disestablished positions (set out in this document). We expect to confirm outcomes of the EOIs by Tuesday 18 June 2024.

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

### Embedding

We will work with you on changes to the operating models. Managers and Team Leaders will be responsible for driving the operational changes needed to support the change implementation and you play a very important role in feeding into these discussions. This work continues ahead of the new structure and will be ongoing.

### Implementation timeline

Activity	Indicative Timeframes
<b>Final decision released</b>	<b>Wednesday 29 May 2024</b>
EOI and contestable reconfirmation/reassignment processes, for specified people leaders and team member new positions (per decision document) open	Friday 31 May 2024
EOI and contestable reconfirmation/reassignment applications close	Sunday 9 June 2024
EOI and contestable reconfirmation/reassignment interview period (where relevant)	Wednesday 12 June 2024 – Monday 17 June 2024
Final confirmation of outcomes from EOI and contestable reconfirmation/reassignment processes	Tuesday 18 June 2024
Recruitment commences for any remaining vacancies	Wednesday 19 June 2024
Stand up new structure	Monday 24 June 2024

# Proposal 1 – IPONZ Management Team

## Summary of changes proposed

The following changes were proposed:

- Disestablish Patents and Designs Manager
- Disestablish PVR Manager
- Disestablish Hearings Manager
- Establish a new Manager Patents (Science) and PVR
- Establish a new Manager Patents (Engineering) and Designs
- Minor change to scope Manager Business Systems to take responsibility for some IP formalities
- Minor change to scope Manager Trade Marks & GIs to be responsible for trade mark hearings

The changes proposed to the management team reflected the changes proposed to be made to the different functions, detailed in the subsequent proposals. This sought to address span of control issues and bring effective leadership across IPONZ, ensuring our IPONZ management team is well set up to drive our strategic direction and initiatives.

## Your feedback on Proposal 1

There was no significant feedback on the proposed structure for the management team. The impacts on the management team are consequential to the decisions made to the relevant teams they manage.

The following table summarises feedback we received about Proposal 1

Key Feedback themes	Response
Generally agreed with the proposed change noting the span of control differences in both business facing teams	Changes have been made across a number of the proposals which has resulted in a more balanced span of control.
That the Hearings function should retain its level of independence from Patents and Trade Marks examination teams.	We have made the decision to move the Hearings function into Business Delivery with the view to have functions that provide cross-functional support across IPONZ combined into one team.

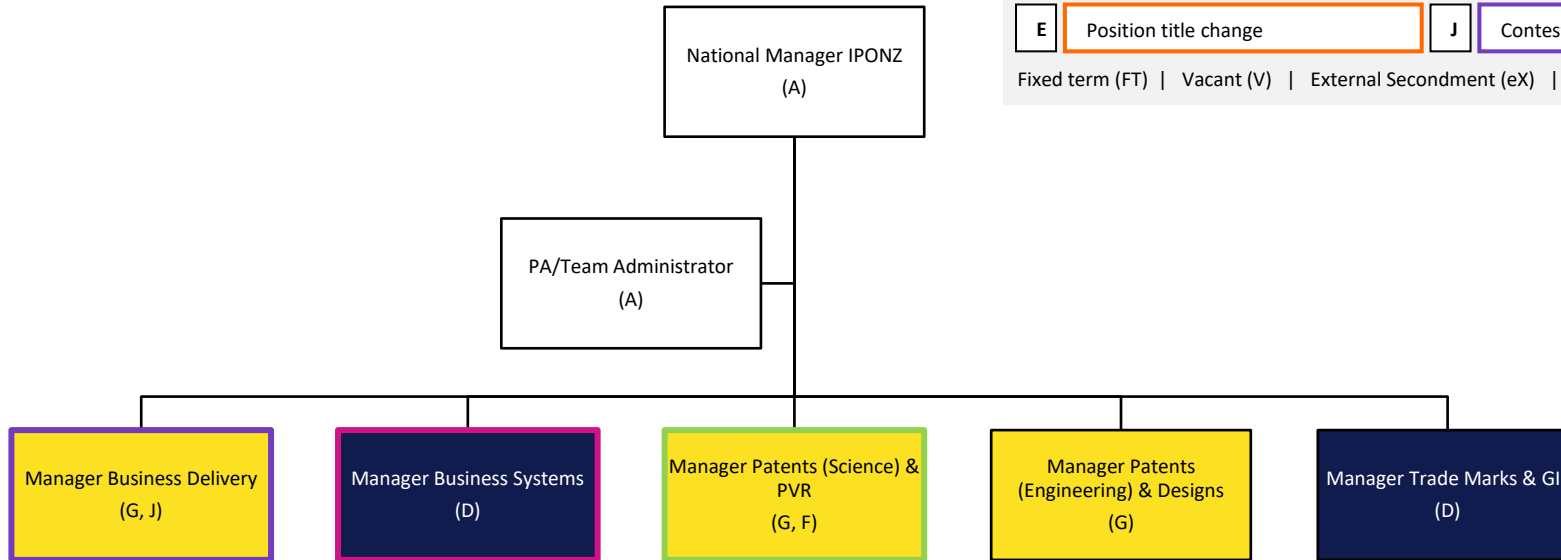
As a result of feedback we have confirmed the following:

## Confirmed changes

1. The Manager PVR role will be disestablished as proposed
2. The Manager Hearings role will be disestablished as proposed
3. The Manager Patents and Designs will be disestablished as proposed
4. The Manager Patents (Science) and PVR and the Manager Patents (Engineering) and Designs roles will be established as proposed
5. The current Manager Business Delivery will be disestablished and a new Manager Business Delivery position created with the inclusion of the Hearings functions into this team.
6. Minor change in scope and position title for Business Systems Manager to Manager Business Systems and minor change in scope for Manager Trade Marks & GIs

## Proposal 1 – IPONZ Management Team

### Confirmed organisational chart



KEY			
A	No change	F	Direct reassignment
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and/or unit change
E	Position title change	J	Contestable EOI process

Fixed term (FT) | Vacant (V) | External Secondment (eX) | Contractor (cO) | Casual (cA)

# Proposal 2 – Business Delivery Team

## Summary of changes proposed

The following change was proposed:

- The Principal Advisor position is re-established and filled.

The change proposed to this team was to reinstate one (Principal Advisor) of the four roles which were previously established last year, but never filled. The rationale for the creation of these roles within the Business Delivery team last year was to appropriately resource our operational practice including planning and performance, reporting, IPONZ-specific support including procurement and budget oversight, effectively manage our domestic and international relationships and partnerships and ensure we can effectively work in partnership with the Information & Education function to deliver the IP promotion, awareness, and educational work programme.

## Your feedback on Proposal 2

The majority of feedback was in support of this proposal.

The following table summarises feedback we received about Proposal 2

Key Feedback themes	Response
Span of control – too small	We agreed with this feedback and the final decisions have resulted in a more balanced span of control for the Business Delivery Manager
Cross over in alignment of functions with the Business Systems Team	We agreed that some work provided between both the Business Delivery Team and Business Systems Team was closely aligned and this has been reflected in our final decision with the movement of the IP Administrators to

Business Delivery. The administrative functions of these roles are aligned to the existing Business Delivery team. This change will require continued collaboration between Business Delivery and Business Systems to support our people and customers.

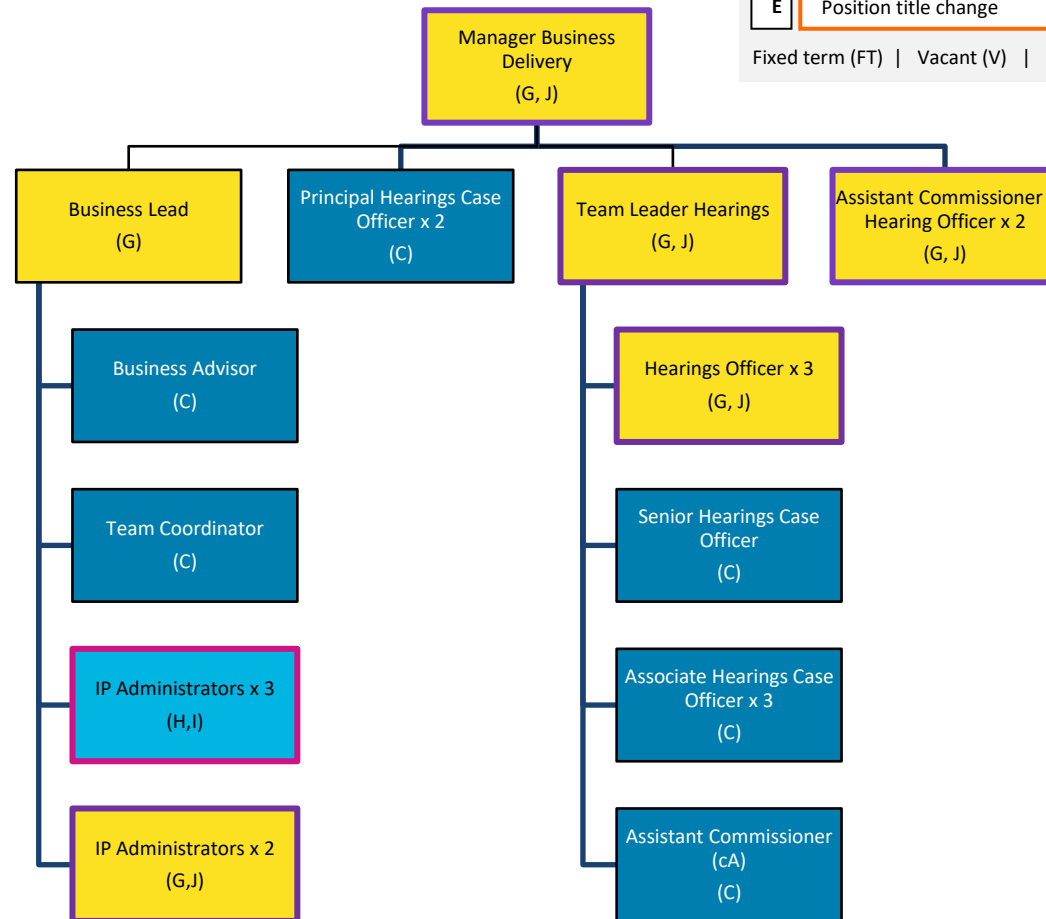
As a result of feedback, we have confirmed the following:

### Confirmed changes

1. A new Business Lead role will be established with a focus on both deliverables and people leadership. This replaces the Principal Advisor originally proposed.
2. The three Quality Assurance, Reporting and Systems Administrator positions will move to reporting to the Business Lead with a minor scope and name change to IP Administrator.
3. The existing IP Formalities Team will be disestablished as proposed – refer proposal 4.
4. Two additional IP Administrator roles will be created and the team will be responsible for the work currently undertaken by the IP Formalities Officers some of which was initially proposed to be performed by Patent Examiners. We have also made the decision to move all formalities work across IPONZ into the IP Administrators function, to allow examiners to focus on examination work.
5. The Hearings Team will move to the Business Delivery Team to maintain the independence of the Hearings function. We have made this decision with the view to have functions that provide cross-functional support across IPONZ combined into one team. This will enhance the opportunity to streamline and collaborate on the delivery of services that work across all teams in the office. – refer proposal 8

## Proposal 2 – Business Delivery Team

### Confirmed organisational chart



#### KEY

A	No change	F	Direct reassignment
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and/or unit change
E	Position title change	J	Contestable EOI process

Fixed term (FT) | Vacant (V) | External Secondment (eX) | Contractor (cO) | Casual (cA)

# Proposal 3 – Business Systems Team

## Summary of changes proposed

The following changes were proposed:

- Disestablish Team Leader Technical Services
- Establish a new Senior Business Systems Specialist
- Reporting line changes for Business Systems Support, IP Data Specialist and Business Systems Specialist positions.
- Minor scope change to the three Quality Assurance, Reporting and Systems Administrator positions and a name change to IP Administrator, and creation of one additional IP Administrator role

The Business Systems team supports the examination and hearings teams and customers to be effective and efficient in what they need to do by providing, maintaining, and supporting them with technology, process oversight, data, and insights. A key objective of the team is to optimise the time examiners spend on examination through system enhancements, trouble shooting, automation and administrative tasks.

The changes proposed to this team included a minor change to scope Business Systems Manager to incorporate responsibility for IP formality’s function.

The Team Leader Technical Services was proposed to be disestablished due to its small number of direct reports, and replaced by a senior role to focus on the technical capability aspect of the Team Leader role.

## Your feedback on Proposal 3

The majority of feedback was in support of this proposal

The following table summarises feedback we received about Proposal 3

Key Feedback themes	Response
Span of Control – too large	We agreed with this feedback and have reflected this in our final decisions
Cross over in alignment of functions with the Business Delivery Team	We agreed that some work provided between both the Business Delivery Team and Business Systems Team was closely aligned and this has been reflected in our final decision with the movement of the IP Administrators to Business Delivery. The administrative functions of these roles is aligned to the existing Business Delivery team. This change will require continued collaboration between Business Delivery and Business Systems to support our people and customers.
Support to retain the Team Leader Technical Services	We have recognised the value of the technical aspects of the role in the context of increased technical sophistication of IPONZ services and have adjusted the proposal to deal with the span of control and to retain the required technical leadership in a new principal role.

As a result of feedback, we have confirmed the following:

## **Confirmed changes**

1. IP Administrators will move to the Business Delivery Team – see proposal 2.
2. A new Principal Business Systems Advisor will be established (to replace the originally proposed The Senior Business Systems Specialist role) to ensure that an appropriate level of technical leadership and expertise is available to support IPONZ to deliver its services, in the context of both the continued changes in technological landscape IPONZ deals with and the significant planned upgrades to IPONZ systems and technology.



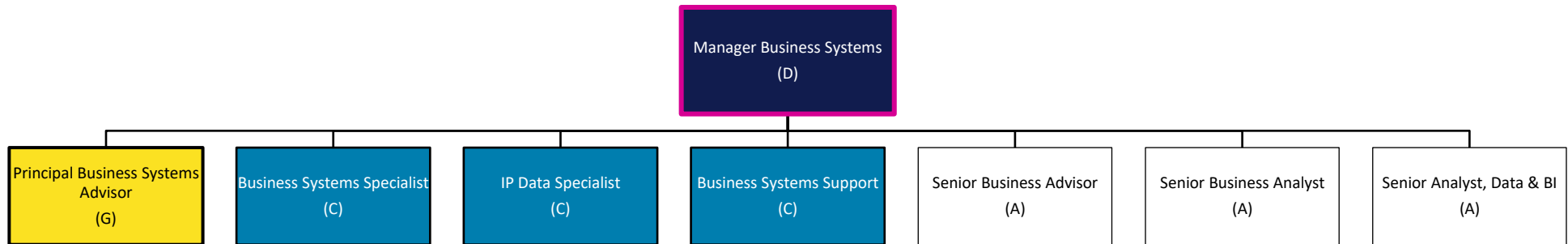
## Proposal 3 – Business Systems Team

### Confirmed organisational chart

**KEY**

A	No change	F	Direct reassignment
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and/or unit change
E	Position title change	J	Contestable EOI process

Fixed term (FT) | Vacant (V) | External Secondment (eX) | Contractor (cO) | Casual (cA)



# Proposal 4 – Patents and Designs Team

## Summary of changes proposed

The following changes were proposed:

- Proposal 4: Disestablishment of the existing Patents and Designs team
- Proposal 5: Establishment of new team: Patents (Science) and PVR
- Proposal 6: Establishment of new team: Patents (Engineering) and Designs
- Proposal 7: Disestablishment of the PVR Manager
- Proposal 7: Reporting line change for PVR Senior Examiner and Examiner (with reduction of 1 per level)
- Proposal 8: Disestablishment of the Hearings team
- Disestablish Manager Patents & Designs as per proposal 1
- Disestablish Team Leader Formalities
- Disestablish 3 x IP Formalities Officer
- Reporting line change and slight update to position description of Principal Examiner roles (as per proposals 5 and 6)
- Reporting line changes for Patents Team Leaders as per proposals 5 and 6

It is believed that the Patents team has reached the size where it can now be split into two teams, with the work proposed to be split by technology areas of science and engineering.

It was proposed that the new teams would also include the PVR and design examination functions, as well as part of the hearings function. There was also a proposal to disestablish the formalities team and for some of their work to be undertaken by the Patent Examiners as it was previously.

## Your feedback on Proposal 4

The majority of feedback was supportive of this proposal, with the exception of the IP Formalities portion of the proposal.

The following table summarises feedback we received about Proposal 4

Key Feedback themes	Response
Support for the split of teams by discipline	We agree with your feedback to proceed with the splitting of the Patents team by discipline.
Unsure of the effectiveness of Principal Examiners reporting lines moving to the Team Leaders	We believe the objectives of the proposal can be achieved by streamlining reporting lines into the Team Leaders. Operational delivery frameworks and collaborative ways of working will enable consistencies within the teams. The reporting lines for Principals does not impact their continued collaboration and their role as leaders in general. We have confirmed this change in reporting line for the Principal Examiners.
IP Formalities – strong opposition to the disestablishment of this function	We agree with your feedback regarding the formalities work and we have made some changes. Refer to Proposal 2

As a result of feedback, we have confirmed the following:

## Confirmed changes

1. Proceed as proposed with the split by discipline of the Patents team which will result in a change of reporting line for existing Team Leaders by current discipline.
2. All existing Patent Examiner and Senior Patent Examiner roles as per the current IPONZ structure will be retained in their current team.
3. Proceed with the proposal to have Principals report to Team Leaders.
4. The new IP Administrators will retain all formalities work – see proposal 2.
5. Team Leader Formalities disestablished as proposed.
6. The 3x IP Formalities Officer positions will be disestablished as proposed.
7. The Hearings function will be moved to the Business Delivery Team – see proposals 2 and proposal 8

Note: Confirmed organisational charts are provided under [Proposals 5](#) and [6](#)

# Proposal 5 – Patents (Science) and PVR Team

## Summary of changes proposed

The following changes were proposed:

- Establish Manager Patents (Science) & PVR position
- Reporting line changes for Team Leaders Patents in the chemistry, biotechnology, and biochemistry teams to the proposed new Manager Patents (Science) & PVR position
- Establish Team Leader PVR position as per proposal 7
- Establish Principal Examiner PVR position as per proposal 7
- Reduce number of PVR examiners from 2 to 1, and change the reporting lines of this role to the proposed new PVR Team Leader position as per proposal 7
- Reduce number of Senior PVR examiners from 2 to 1, and change the reporting lines of this role to the proposed new PVR Team Leader position as per proposal 7

As per Proposal 4, these changes reflected a belief that splitting the patents and designs team into a Science and PVR team, and an Engineering & Designs team would improve spans of control and achieve some efficiencies. It was proposed that existing patents and designs team who have a focus on patents in the science fields, would be joined by the examination roles for plant variety rights, and in this regard the proposal should be read in conjunction with Proposal 7 that relates to the disestablishment of the PVR team as a stand-alone team.

## Your feedback on proposal 5

The majority of feedback was supportive of this proposed new team.

The following table summarises feedback we received about Proposal 5

Key Feedback themes	Response
Span of control – changes supported but noted as unbalanced in the Team Leader space	We agree with the feedback received supporting the make-up of the new team. We believe that the span of control is balanced appropriately acknowledging the support the Manager will provide to the Team Leaders with larger spans of control. It is anticipated that over time we will look to re-balance the teams to reflect changing demands.
General support for the PVR Team to be moved to Patents (Science) Team – noting there was also some concern	We acknowledge the feedback that indicated concern in relation to the PVR team’s place in the patents team. We acknowledge that there are fundamental differences in examination process for PVR compared to patents. However, we do believe that the differences in PVR can be managed and the science discipline within patents is best placed to provide increased support for PVR field and a fiscally sustainable model.

As a result of feedback, we have confirmed the following:

## **Confirmed changes**

1. Proceed as proposed with the establishment of the Patents (Science) and PVR Team, with PVR Examiner reporting lines to a Patents Team Leader Biotech. This decision creates some imbalance in direct reports in the short term, and this will be addressed by the Manager and Team Leaders subsequent to the implementation.
2. The Principal PVR Examiner will become a PVR Lead role with a change in scope, change in reporting line and adjusted position description – see proposal 7. The change in focus for this position is to ensure business continuity and allow us to build a sustainable PVR operation for the future. By removing the people leadership aspect this allows dedicated focus in this area.
3. All existing PVR Examiner and Senior PVR Examiner roles as per the current IPONZ structure will be retained with a change in reporting line as indicated above– see proposal 7.

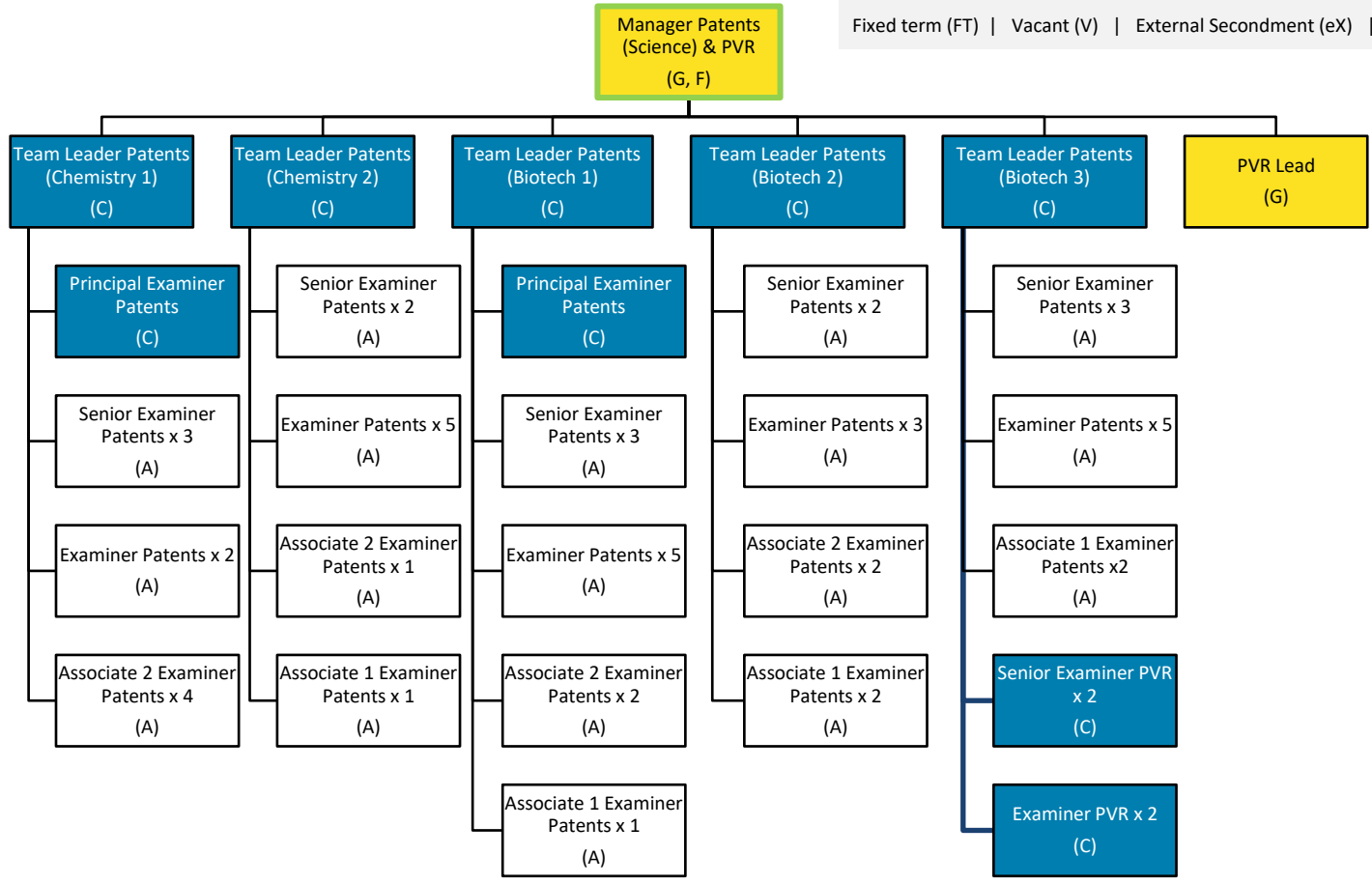
# Proposal 5 – Patents (Science) and PVR Team

## Confirmed organisational chart

**KEY**

A	No change	F	Direct reassignment
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and/or unit change
E	Position title change	J	Contestable EOI process

Fixed term (FT) | Vacant (V) | External Secondment (eX) | Contractor (cO) | Casual (cA)



# Proposal 6 – Patents (Engineering) and Designs Team

## Summary of changes proposed

The following changes were proposed:

- Establish Manager Patents (Engineering) & Designs position
- Reporting line changes for mechanical, electrical and ICT patent examination team members and a minor scope change to include design examination
- Establish Team Leader Hearings (patents, designs and PVR)
- Establish Hearings Officer x 2
- Reporting line change for Principal Hearings Case Officer and Associate Hearings Case officer from existing Hearings team

It was proposed that this new team would comprise some of the examination roles from the existing patents and designs team who have a focus on patents in the engineering fields (ICT, electrical, and mechanical) as well as examiners of design registrations. The proposed changes were designed to provide a dedicated team for mechanical patent and design examination work so that this work is no longer the responsibility of a single examiner. Having teams who can provide design examination capability will allow for better overall management of the design regime within our workforce.

In addition, it was also proposed that this team would absorb part of the hearings function responsible for hearings on patent, design, and PVR rights. This proposal should therefore be read in conjunction with Proposal 8 that relates to the disestablishment of the hearings team as a stand-alone team.

## Your feedback on proposal 6

The majority of feedback was supportive of the proposal.

The following table summarises feedback we received about Proposal 6

Key Feedback themes	Response
Span of control – changes supported but noted as unbalanced in the Team Leader space	We agree with the feedback received supporting the make-up of the new team. We believe that the span of control is balanced appropriately acknowledging the support the Manager will provide to the Team Leaders with larger spans of control.
Concerns regarding the perceived lack of independence for the Hearings Team being aligned to an examination team	We acknowledge your feedback and to retain perceived independence, the Hearings function will be moved as an entire function to Business Delivery.
Concerns raised that the proposal does not address some underlying issues for Design services	We acknowledge that challenges remain to be addressed for Design services, and that this will be part of our work programme.

As a result of feedback, we have confirmed the following:

## Confirmed changes

1. Proceed as proposed with the establishment of the Patents (Engineering) and Design Team which will result in a change of reporting line for existing Team Leaders by current discipline.
2. All existing Patent Examiner and Senior Patent Examiner roles as per the current IPONZ structure will be retained in their current team. The Hearings function will be moved to the Business Delivery Team – see proposals 2 and proposal 8

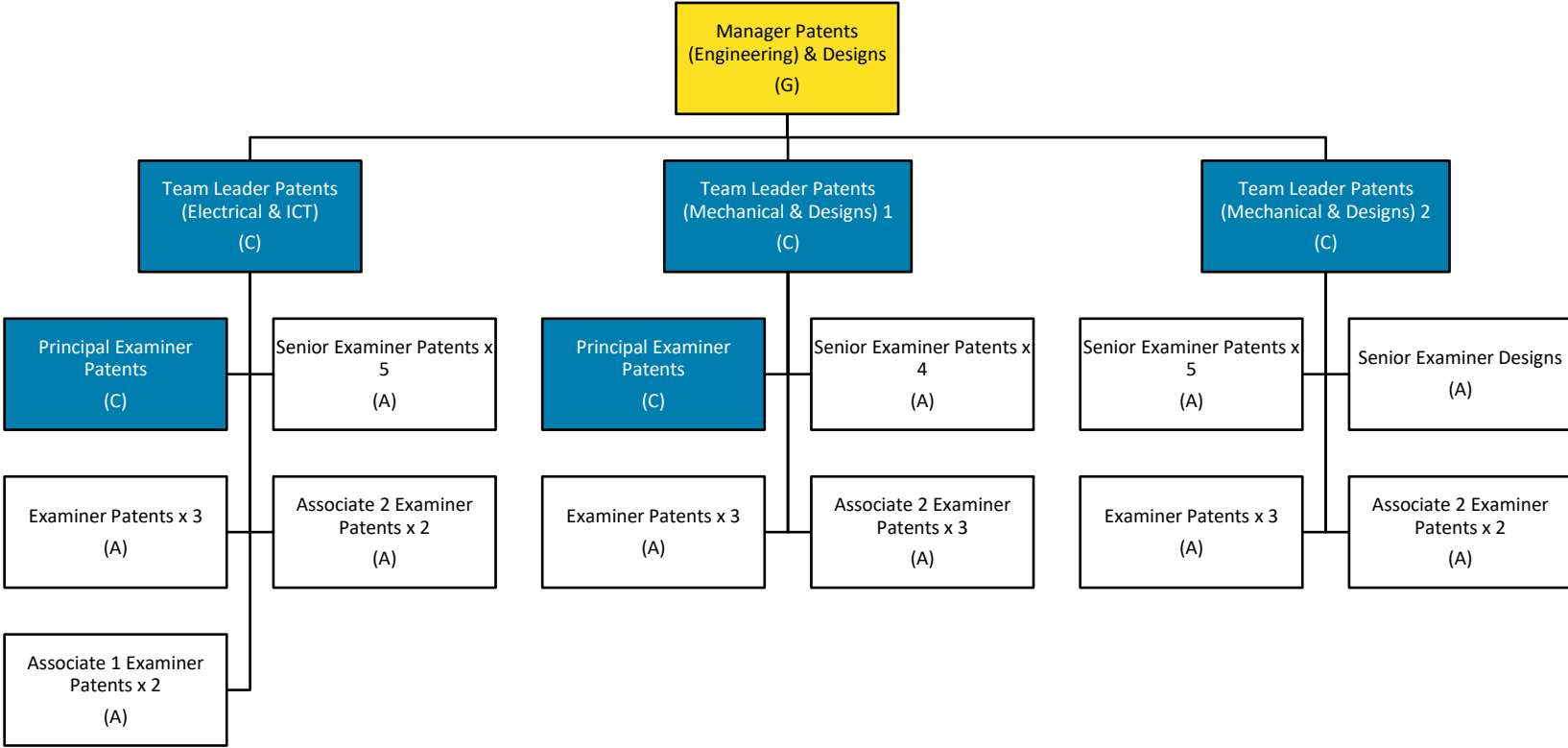
# Proposal 6 – Patents (Engineering) and Designs Team

## Confirmed organisational chart

### KEY

A	No change	F	Direct reassignment
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and/or unit change
E	Position title change	J	Contestable EOI process

Fixed term (FT) | Vacant (V) | External Secondment (eX) | Contractor (cO) | Casual (cA)





# Proposal 7 – Plant Variety Rights Team

## Summary of changes proposed

The following changes were proposed:

- Disestablish PVR Manager position as per proposal 1
- Senior PVR Examiner roles reduce from 2 to 1, and the role changes reporting line to the proposed new Team Leader PVR
- PVR Examiner roles reduce from 2 to 1, and the role changes reporting line to the proposed new Team Leader PVR
- Establish a Principal PVR Examiner position

Our PVR team is a small team dedicated to the examination and patent approvals of new cultivars of plant varieties. The revenue we collect does not cover the costs of running the PVR team and has not done for some time now. This has led to ongoing cross-subsidisation issues. This proposal recognised that we have an opportunity to reduce operating costs which would support our overall goals of fiscal sustainability.

The proposal was to disestablish some roles within this team and move the function to the Patents (science) and PVR examination team (see Proposals 4 and 5).

## Your feedback on proposal 7

The majority of feedback expressed concern regarding the reduction in the size of the PVR examination team and the risk of losing deep subject matter expertise and international and industry connections.

The following table summarises feedback we received about Proposal 7

Feedback themes	Response
Concerns relating to the reduced size of the examination team and the ability to manage workloads and current filing levels.	We agree with your feedback, and we have reflected this in our decision by retaining all current examiners.
Concerns with the loss of extensive specialist expertise	We agree with your feedback, and we have reflected this in our decision by replacing the Principal PVR Examiner with a new PVR Lead role and lifting the focus of the PVR Lead reporting directly to the Manager Patents (Science) and PVR.
Concerns with the loss of international connection and industry knowledge	We agree with your feedback, and we have reflected this in our decision. We have worked to ensure continuity and succession planning for the team, setting PVR up for continued success in the future
Questions related to the fiscal advantage/benefits of moving the PVR team into patents to achieve cost saving aspirations	We acknowledge the fiscal advantage was minor in the proposal, and that more efficiencies can be achieved by retaining the current examiners and working with them on opportunities in service provision. Addressing the fiscal sustainability of PVR services will be a focus of the management team.

As a result of feedback, we have confirmed the following:

## Confirmed changes

1. PVR Team to become part of the Patents (Science) Team - as per confirmed changes, proposal 5
2. A new PVR Lead position is established (to replace the originally proposed PVR Principal Examiner) reporting directly to the Manager Patents (Science) & PVR -- - as per confirmed changes, proposal 5
3. All PVR examiner roles to be retained - as per confirmed changes, proposal 5

Note: Confirmed organisational chart is provided under [Proposal 5](#)

# Proposal 8 – Hearings Team

## Summary of changes proposed

The following changes were proposed:

- Disestablish Hearings Manager as per proposal 1
- Disestablish 7x permanent Assistant Commissioner positions, noting that 4 new Hearings Officer roles are proposed to be established (proposals 6 and 9)
- Reporting lines of Principal Hearings Case officer, Senior Hearings Case officers and Associate hearing case officers to new teams as per proposals 6 and 9.

This proposal intended to shift the function of hearings, which IPONZ is statutorily required to provide, to within the teams where the rest of the people working on those IP rights sit. It was believed that this proposed change would also support a cultural shift to a different way of approaching hearings so that IPONZ service delivery is optimised, and the IP regulatory system functions well.

## Your feedback on proposal 8

There was strong feedback in relation to concerns around the perceived independence of the Hearings function and the perceived conflict that may arise from being aligned with an examination team. There was also concerns relating to the potential loss of specialist knowledge within the Assistant Commissioners space.

The following table summarises feedback we received about Proposal 8

Feedback themes	Response
Need for an independent Hearings function not aligned to the examination teams	We acknowledge your feedback and the need to manage perceptions, especially for examination hearings and have moved the Hearings function to Business Delivery.
Concerns relating to the loss of specialist knowledge within the hearings function and the ability to manage complex hearing cases.	We acknowledge your feedback and have adjusted the make-up of this team in our decision with the retention of two of the Assistant Commissioner - Hearing Officer roles.
Concerns that the balance of work between patents and trade marks was not reflected in the proposed structure	We acknowledge your feedback here and the decision supports more flexibility in the respective workloads by retaining Hearings as a separate team.
Being unaware of performance issues in the hearings team	We understand you may have been surprised by this statement, however these concerns have been expressed. It appears there has been a disconnect in the communication of this back through the Hearings team. We will ensure that the communication is much clearer and transparent going forward.
Believing required targets and deliverables are being met despite the narrative within the proposal	While the team has started to meet the required targets for Hearings, this is a very recent achievement. While we

	<p>applaud the hard work that has gone into meeting this deliverable, we need to acknowledge the importance of ensuring we are set up to maintain these key performance targets into the future. This will also ensure we have the confidence and support for our processes from our stakeholders.</p>
<p>Feedback offering ways to improve efficiencies, timeliness, and fiscal advantages to support the future of the Hearings operational model</p>	<p>We appreciated your feedback on your thinking and suggestions in this space. We look forward to seeing these ideas inform the operating frameworks to achieve efficiencies for Hearings going forward.</p>

6. 3 x Hearings Officer roles reporting to the Team Leader Hearings will be established
7. Reporting line change for the casual Assistant Commissioner, Senior Hearings Case Officer, and Associate Hearing Case Officers (3x) to Team Leader Hearings in the Business Delivery Team

Note: Confirmed organisational chart is provided under Proposals 2

As a result of feedback, we have confirmed the following:

### Confirmed changes

1. The Hearings Manager role to be disestablished as proposed
2. The Hearings Team will be moved to the Business Delivery Team as per the confirmed changes in proposal 2
3. Disestablish 7x permanent Assistant Commissioner positions, noting that 2 new Assistant Commissioner and 3 new Hearings Officer roles are to be established
4. 1 x Hearings Team Leader role reporting to the Manager Business Delivery will be established
5. 2 x Assistant Commissioner roles reporting to the Manager Business Delivery will be established

# Proposal 9 – Trade Marks and Geographical Indications Team

## Summary of changes proposed

The following changes were proposed:

- Reduce number of Team leaders from 5 to 3
- Reduce number of Principal Trade Marks Examiners from 4 to 3
- Reduce number of Senior Trade Marks Examiners from 15 to 13 (these are currently vacant, and should there be further resignations we would assess the ongoing need to backfill on a permanent basis)
- Reduce number of Trade Marks Examiners from 15 to 13 (note this includes two vacant positions, and should there be further resignations we would assess the ongoing need to backfill on a permanent basis).
- Establish Team Leader Hearings (Trade Marks)
- Establish Hearings Officer x 2
- Reporting line change Principal Hearings Case Officer to Team Leader Hearings (Trade Marks)
- Reporting line change Senior Hearings Case Officer to Team Leader Hearings (Trade Marks)
- Reporting line change Associate Hearings Case Officer to Team Leader Hearings (Trade Marks)
- Minor change to scope of Manager Trade Marks & GIs

In line with Proposal 8, the changes proposed to this team also included absorbing part of the hearings function that relates to trade marks hearings work. It was proposed that this team absorbs more than half of the existing trade marks team, because this reflects the work currently performed by the hearings team.

## Your feedback on proposal 8

The majority of feedback was generally supportive of this change given the reduction in filings, but there was some concern in regard to managing workloads if filings were to increase again.

The following table summarises feedback we received about Proposal 9

Feedback themes	Response
Concerns around the ability to maintain pendency rates if filings start to increase and ability to manage workloads	We acknowledge your concerns however, we are confident that our modelling based on the current environment will help align our resource requirements appropriately. This modelling will be an important part of our recruitment and operating model approach going forward.
Unsure of the effectiveness of Principal Examiners reporting lines moving to the Team Leaders	We believe the objectives of the proposal can be achieved by streamlining reporting lines into the Team Leaders. Operational delivery frameworks and collaborative ways of working will enable consistencies within the teams. The reporting lines for Principals does not impact their continued collaboration and their role as leaders in general. We have confirmed this change in reporting line for the Principal Examiners.

Concerns relating to maintaining service delivery expectations and our reputation internationally	We agree with your feedback that we must maintain our high level of service delivery. We also recognise service delivery is not just about examination outputs; and that attention to practice and engagement is also vital. We believe we can achieve the outcomes needed in the proposal through operational change and culture, enhancing our status within the IP community both domestically and internationally.
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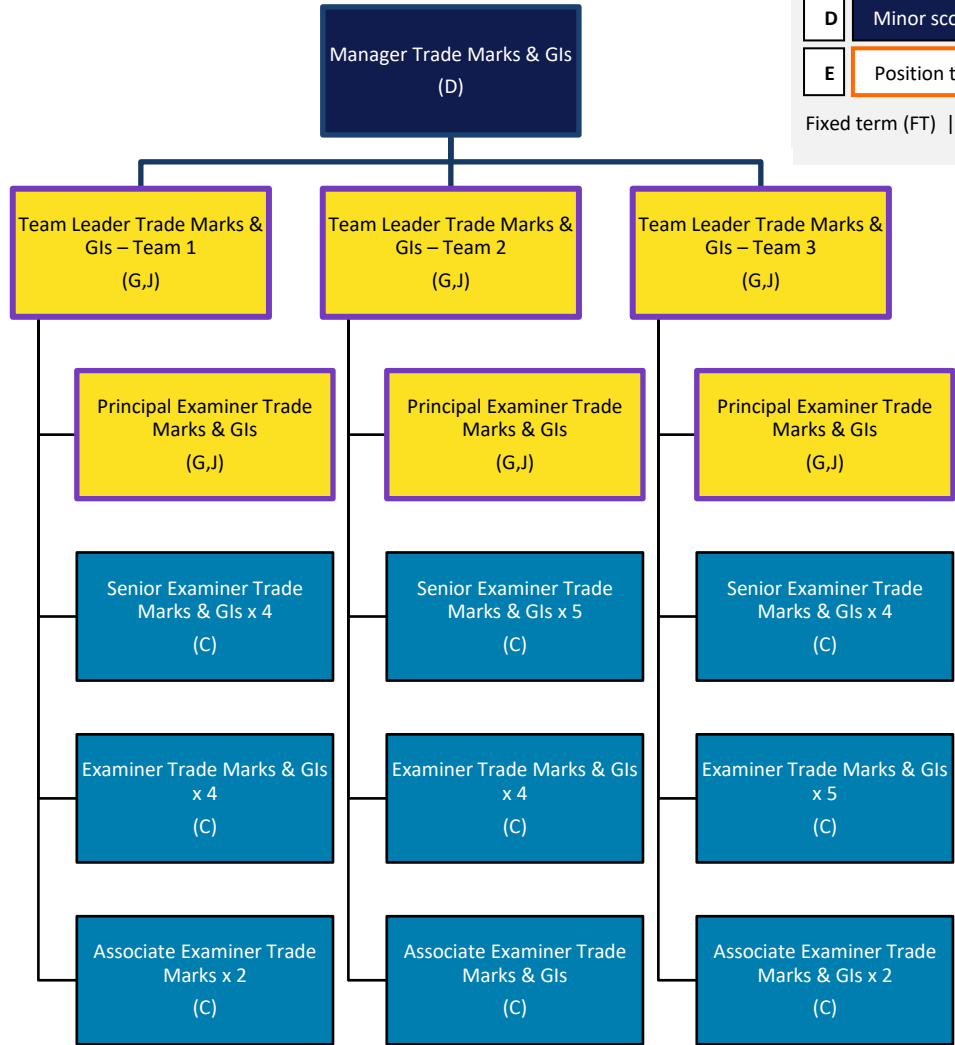
As a result of feedback we have confirmed the following:

### **Confirmed changes**

1. The reduction in Team Leader roles from 5 to 3 will proceed as proposed
2. The reduction in Principal Examiner roles from 4 to 3 will proceed as proposed
3. The Hearings function will be moved to the Business Delivery Team – see proposals 2 and 8
4. The reduction of four vacant examination roles (two Senior Trade Mark Examiners and two Trade Mark Examiners) is confirmed (noting that this does imply a cap on senior roles and that the progression framework remains in place).
5. Minor change to scope of Manager Trade Marks & GIs

# Proposal 9 – Trade Marks and Geographical Indications Team

## Confirmed organisational chart



**KEY**

A	No change	F	Direct reassignment
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line
D	Minor scope change	I	Position title and/or unit change
E	Position title change	J	Contestable EOI process

Fixed term (FT) | Vacant (V) | External Secondment (eX) | Contractor (cO) | Casual (cA)

## Summary of confirmed changes

### New positions

#	Confirmed FTE	Position title	Reporting line	Indicative band
1 & 5	1 x	Manager Patents (Science) & PVR	National Manager IPONZ	X (35-45)
1 & 2	1 x	Manager Business Delivery	National Manager IPONZ	X (35-45)
1 & 6	1 x	Manager Patents (Engineering) & Designs	National Manager IPONZ	X (35-45)
2	1 x	Business Lead	Manager Business Delivery	V (28-37)
2 & 8	1 x	Team Leader Hearings	Manager Business Delivery	V (28-37)
2 & 8	3 x	Hearings Officer	Team Leader Hearings	V (28-37)
2 & 8	2 x	Assistant Commissioner	Manager Business Delivery	X (35-45)
2 & 3	2 x	IP Administrator (note 3 are filled via reconfirmation)	Business Lead	E (6-10)
3	1 x	Principal Business Systems Advisor	Manager Business Systems	V (28-37)
5	1 x	PVR Lead	Manager Patents (Science) and PVR	V (28-37)
9	3 x	Team Leader Trade Marks & GIs	Manager Trade Marks & GIs	V (28-37)
9	3 x	Principal Examiner Trade Marks & GIs	Manager Trade Marks & GIs	V (28-37)



## Disestablished positions

Confirmed #	Confirmed FTE	Position title	Reporting Line
1 & 2	1 x	Manager Business Delivery	National Manager IPONZ
1 & 4	1x	Manager Patents and Designs	National Manager IPONZ
1 & 8	1 x	Hearings Manager	National Manager IPONZ
1 & 7	1 x	PVR Manager	National Manager IPONZ
3	1 x	Team Leader Technical Services	Business Systems Manager
4	1 x	Team Leader, IP Formalities	Manager Patents and Designs
2 & 4	3 x	IP Formalities Officer	Team Leader Formalities
8	7 x (of 7)	Assistant Commissioner Hearings Officer	Hearings Manager
9	4 x (of 4)	Principal Trade Marks Examiner	Manager Trade Marks & GIs
9	5 x (of 5)	Trade Marks Team Leader	Manager Trade Marks & GIs
9	2 x (Vacant)	Senior Trade Marks Examiner	Team Leader Trade Marks
9	2 x (Vacant)	Trade Marks Examiner	Team Leader Trade Marks

## Minor change & change in reporting lines

Confirmed #	Confirmed FTE	Position title	Reporting Line
1 & 3	1	Manager Business Systems	Minor change in scope and title change
1 & 9	1	Manager Trade Marks & GIs	Minor change in scope
2 & 3	3 x	Quality Assurance, Reporting and Systems Administrator	Minor scope change and title change to IP Administrator and reporting line change to Business Lead
2	1	Business Advisor	Change in reporting line to Business Lead
2	1	Team Coordinator	Change in reporting line to Business Lead
2 & 8	2 x	Principal Hearings Case Officer	Change in reporting line to Manager Business Delivery
2 & 8	1 x	Assistant Commissioner of Trade Marks, Patents and Designs - CASUAL	Change in reporting line to Team Leader Hearings
2 & 8	1 x	Senior Hearings Case Officer	Change in reporting line to Team Leader Hearings
2 & 8	3 x	Associate Hearings Case Officer	Change in reporting line to Team Leader Hearings
3	1 x (Vacant)	Business Systems Support	Change in reporting line to Manager Business Systems
3	1 x	Business Systems Specialist	Change in reporting line to Manager Business Systems
3	1 x	IP Data Specialist	Change in reporting line to Manager Business Systems
4 & 5	5 x (1 Vacant)	Team Leader Patents	Change in reporting line to Manager Patents (Science) & PVR
4 & 6	3 x	Team Leader Patents	Change in reporting line to Manager Patents (Engineering) & Designs
4, 5 & 6	4 x	Principal Patent Examiner	Change in reporting line to Patents Team Leader (in relevant discipline)

Confirmed #	Confirmed FTE	Position title	Reporting Line
4, 5 & 6	27 x	Senior Patent Examiner	Report to the same Team Leader but noting the Team Leader's reporting line has changed
4 & 6	1 x	Senior Design Examiner	Report to the same Team Leader but noting the Team Leader's reporting line has changed
4, 5 & 6	29 x	Patent Examiner	Report to the same Team Leader but noting the Team Leader's reporting line has changed
4, 5 & 6	16 x	Associate Patent Examiner 2	Report to the same Team Leader but noting the Team Leader's reporting line has changed
4, 5 & 6	8 x	Associate Patent Examiner 1	Report to the same Team Leader but noting the Team Leader's reporting line has changed
5 & 7	2x	PVR Examiner	Change in reporting line to Team Leader Patents
5 & 7	2x	Senior PVR Examiner	Change in reporting line to Team Leader Patents
9	13 x	Senior Trade Mark Examiner	Change in reporting line to new Team Leader Trade Marks & GIs (note that existing teams will be retained where possible)
9	13 x	Trade Mark Examiner	Change in reporting line to new Team Leader Trade Marks & GIs (note that existing teams will be retained where possible)
9	5 x	Associate Trade Mark Examiner (1 and 2)	Change in reporting line to new Team Leader Trade Marks & GIs (note that existing teams will be retained where possible)

## Appendix 1: Confirmed change process

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

This includes reconfirmation, reassignment, selection, and redeployment.

### Reconfirmation

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

For reconfirmation to apply:

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

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

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

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

### Reassignment

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

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 does not necessarily mean the same building and/or the same street).

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

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you will be subject to

“**contestable reassignment**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process will be based on selection criteria from within the position description for the role.

### **New positions**

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

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

Salary step ranges of new positions will be confirmed ahead of EOI processes, following this final decision, and communicated prior to applications.

### **Selection and Expression of Interest (EOI) process**

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

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

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

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

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

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in the confirmed new positions identified as available to you and for which you are suitably qualified. Using the EOI form you can provide information such as your capabilities, experience, and examples, for the relevant selection criteria for the roles you are expressing an interest in. For people leader roles selection criteria may also include the Leadership Success Profile. A CV is not required as part of an EOI submission, however if you wish to provide one this is optional. You may also provide additional supporting information as part of your EOI, whether this be a covering letter, or other additional information such as location preference. However, please note that this would not be mandatory.

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

Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant’s EOI submission and no additional information or interview would be required.

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

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

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

### **Selection and Recruitment Timeline**

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

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

### **Redeployment**

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

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

situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is best for the role.

### **Review process**

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

### **Secondments and acting arrangements**

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

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

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

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

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

## Appendix 2: Support through change

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

### Wellbeing support options

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

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

### Learning support options

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

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

- [Learn@MBIE](#) – our central learning platform that holds many free e-learning courses, including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) – the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.

- [MBIE's library](#) – a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.
- You can also reach out to People & Culture to discuss your development interests.

### Career development support

MBIE's ([Career Services](#) | [EAP Services Limited](#)) can assist with general career advice and is available for self-referral. This also includes budgeting and financial advice, personal development and coaching and personal legal advice.

### Accessing outplacement support

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

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

If you are interested in utilising these services, please contact Becs Lilliebridge in our People & Culture team via [Rebecca.Lilliebridge@mbie.govt.nz](mailto:Rebecca.Lilliebridge@mbie.govt.nz). You will need to provide your name, email address, preferred contact number and your location so that MBIE's provider can reach out to connect with you.