



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Market Integrity 2024

## Final Change Decisions

3 October 2024

# Introduction from Sanjai Raj, General Manager Market Integrity

Tēnā koutou,

Since late 2023, MBIE has been working closely with the Government to support their priorities and help confirm and set up portfolio work programmes that will deliver on those priorities effectively and efficiently. It is clear MBIE will be continuing to operate in a tighter financial environment which means an ongoing focus on reviewing our programmes of work, our financial position, and the size and capability of our workforce.

We need to look forward to the medium and long-term opportunities that exist within MBIE, ensuring we are set-up to provide greater value and higher levels of service and impact for every dollar spent to achieve better public services. To do this we need to lift our own productivity, find efficiencies, and maintain strong fiscal discipline.

Market Integrity's 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.

Deciding to implement change is not a decision that is taken lightly. Market Integrity's vision has not changed, and that is to deliver world leading regulation to protect the fairness and integrity of markets in New Zealand. Your work is vital to the ongoing performance and viability of New Zealand markets and the contribution of your efforts towards MBIE's and Te Whakatairanga Service Delivery's goals; 'Grow New Zealand for all' and 'Fair markets that thrive.'

On 8 August we proposed changes that would see our operating model change in many areas. The changes sought to achieve four key objectives:

- Optimise delivery by centralising or consolidating similar functions where we believe it makes sense to do so.

- Address spans of control, position titles and other historic structural anomalies to create consistency and clarity for business units.
- Right-size services based on work programmes, data, volumes, and outputs.
- Realise fiscal savings in line with organisational goals.


I sought your feedback on what was proposed, and I was pleased to receive a range of very well thought through feedback to consider. We received a total of 126 pieces of feedback, all of which was considered thoroughly.

This document represents the final decisions for the operating model and organisational structure of Market Integrity.

I heard through your feedback that you are passionate about your work and care for your kaimahi, and you want to ensure that our structure going forward is a sound one. I also heard that you are concerned about the reductions proposed for some roles, and the impact this could have on your workloads and service delivery. I understand your concern and would like to emphasise that we will continue to work on streamlining our processes, adjusting our turnaround times where we can, reprioritising our work programmes to deliver effective services, and ensuring our expectations of what our people are able to deliver are realistic and manageable.

My priority is to work through the next steps as quickly as possible to give you certainty, while ensuring we get the process right. Please look after yourselves, and your colleagues, and take all the opportunities and support available to work through the next steps based on what is right for you.

Ngā mihi nui



**Sanjai Raj** – General Manager, Market Integrity

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# Your feedback on the Market Integrity 2024 change proposal

126 pieces of feedback were received on the Change Proposal from across the branch. All feedback was recorded and carefully considered and analysed before final decisions were made and I appreciated the high quality, well thought through and constructive feedback received.

From your feedback I heard that overall, you understood that there is a need for us to look at our operating model and how we are best positioned to deliver our regulatory and service delivery functions in a more efficient and effective way and continue to serve our customers. Many of you shared with me your support for bringing together and centralising or integrating some of our functions. You could broadly see the opportunities with strategically aligning these teams to support us to operate in a more cohesive and integrated way however, I also heard your questions about how the structures would work in practice and how we will ensure we have the right capacity and capability to deliver our functions. Concerns were expressed about workloads and whether we were retaining sufficient resource centrally to effectively support the business units – related to a range of proposals.

There is immense support across the branch for our kaimahi delivering valuable administrative, quality service improvement, marketing, and finance related services. It has been encouraging to read the appreciation of the mahi that is undertaken daily, and with the proposal to centralise these functions we aim to ensure that the experience and support is able to be distributed across the branch, and that we, as a branch, can become more integrated, working closely together, sharing knowledge and expertise.

The following sections of the document provide a summary of main feedback themes received, both overall and for each proposal (by chapter), my response, and the final decisions. This will allow you to understand how your feedback was considered and how this has affected final decisions. It should be read in conjunction with the final structure charts at the end of each section. At the end of the document there is a summary table which sets out the impacts by position as a result of these decisions.

While the proposal included a specific chapter for Criminal Proceeds Management Unit (CPMU), you will see that this document has incorporated the feedback related to CPMU, and our responses, in Chapter 1 (Business Registries) and Chapter 3 (Insolvency and Trustee Service).

General feedback themes		Response
<b>Overall support</b>	<ul style="list-style-type: none"><li>We received feedback broadly in support of the change objectives and particularly the aim to integrate our functions, streamline our processes and bring clarity to responsibilities.</li></ul>	<ul style="list-style-type: none"><li>The changes proposed were aimed to enable us to support the Government’s priorities and to ensure we are more efficient, effective, and integrated. In response to this I received a range of very well thought through feedback for me to consider.</li><li>Your feedback broadly supports our desire to move to a more streamlined operating model for our processes, optimising delivery by centralising or consolidating similar functions, addressing spans of control, position titles and other historic structural anomalies to create consistency and clarity for business units; right-sizing services based on work programmes, data, volumes, and outputs and to realise fiscal savings in line with MBIE’s goals.</li></ul>

General feedback themes		Response
		<ul style="list-style-type: none"> <li>Your feedback tells me that your work is important to you and that you have strong bonds with your kaimahi, and to that end you want to know that the new structure we have in mind for Market Integrity has a solid foundation to build upon.</li> </ul>
<b>High workloads</b>	<ul style="list-style-type: none"> <li>Concerns were raised that current workloads are high and there is a perception that the changes proposed would further increase these for specific individuals or teams to unsustainable levels, leading to at best delays and poor customer service, and at worst burnout and turnover.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that we have been and will continue to tackle fluctuating workloads. The changes proposed sought to introduce operating model changes, where we pool similar or overlapping roles, introduce streamlined processes and increase flexibility to ensure there is shared support across larger parts of Market Integrity – allowing us to pivot to where the peak workloads are.</li> <li>It is important to recognise that this proposal is not about ‘doing more with less’ but rather working together in a more cohesive and integrated manner to identify efficiencies and remove duplication.</li> <li>Following implementation of this change, we will continue to review our workloads, ways of working and how well the confirmed decisions are delivering on what we are trying to achieve. Formal review points are planned for 3 months, 6 months and 12 months following implementation, and each Leadership Team member will continue to engage with their people on the change as new ways of working are embedded.</li> <li>All people leaders are expected to keep monitoring workloads and put support in place as appropriate. This includes reviewing work programmes, adjusting service level agreements and expected turnaround times. We need to be realistic around what we can deliver and what our timeframes are. We also need to carefully consider what activities we could cease where the value or impact does not warrant the effort required.</li> <li>Should workloads become unmanageable, you are encouraged to raise this with your people leader, who in turn will look at ways to reprioritise work or escalate to their people leader if required.</li> </ul>
<b>Centralisation</b>	<ul style="list-style-type: none"> <li>Concerns were raised that the proposed centralisation of the Administration, Quality Service Improvement and to a lesser extent marketing, legal and financial functions would result in loss of business expertise, create unnecessary delays, and add to the workload of roles in</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge your feedback; however, we maintain that by centralising similar functions we can meet the drivers of the proposal to optimise delivery. We believe that by focusing our efforts on creating consistent and improved central frameworks we can achieve the efficiencies we are looking</li> </ul>

General feedback themes		Response
	<p>the business units that would need to pick up the more technical tasks that would not be possible to successfully centralise. This would in turn lead to inefficiencies among the frontline roles who would be required to spend more time completing administrative tasks and reduce Market Integrity's ability to take a proactive approach to front line work.</p> <ul style="list-style-type: none"> <li>• There were also concerns that the sizes of the proposed centralised teams would not be sufficient to deliver to the high workload that exists across the branch.</li> <li>• There was a proposal to allow an extended transition period to allow for the centralised model to work, ensuring appropriate training, documentation and processes were in place and completed before the final structure was stood up.</li> </ul>	<p>for. We need to be clear on what our deliverables are and adjust or reduce non-essential tasks to ensure we focus on our key outcomes and priorities.</p> <ul style="list-style-type: none"> <li>• We also believe that centralising like roles will create opportunities for our people to broaden their experiences, be involved in new projects and learn about the branch as a whole.</li> <li>• We recognise that this represents a new way of working for many of us, and it will take some time to implement and embed the new centralised operating models. We will work closely with subject matter experts and leaders to ensure we capture the nuances of the different responsibilities.</li> <li>• It is important to emphasise that we need to build flexibility, focus on better utilising the skills, experience and capabilities of our people and increase sharing work across the branch to ensure we can continue to deliver high quality services for the people we serve.</li> </ul>
<b>Retention and redeployment</b>	<ul style="list-style-type: none"> <li>• Your feedback expressed concerns for your affected kaimahi and a strong desire for MBIE to find opportunities for these employees to ensure experience, knowledge and skills were retained, and reduce the impact on individuals and their families.</li> </ul>	<ul style="list-style-type: none"> <li>• Keeping our people and retaining their skills and experience is important to MBIE and we are committed to working with our affected employees to retain them within the MBIE whānau where possible, or if not, in the wider public service.</li> <li>• MBIE will work with our affected employees to identify suitable reassignment opportunities, and this is a key focus of the Expression of Interest process. In addition, our affected employees have preferential status in MBIE wide recruitment processes which means they will be considered before non-affected candidates. Affected individuals will receive further information as part of the decision announcement.</li> </ul>
<b>Fiscal savings</b>	<ul style="list-style-type: none"> <li>• There was feedback setting out that the proposed reduction in roles would not achieve cost savings in the long term and could be managed differently. It was proposed that Market Integrity could consider increasing fees where appropriate.</li> </ul>	<ul style="list-style-type: none"> <li>• The overall objectives for the proposed changes are more than just fiscal savings. The changes also seek to: <ul style="list-style-type: none"> <li>○ Optimise delivery by centralising or consolidating similar functions where we believe it makes sense to do so</li> <li>○ Address spans of control, position titles and other historic structural anomalies to create consistency and clarity for business units</li> </ul> </li> </ul>

General feedback themes		Response
		<ul style="list-style-type: none"> <li>○ Right-size services based on work programmes, data, volumes, and outputs.</li> <li>• While we review our fees structure on a regular basis to ensure they are set at the correct levels, increasing our fees to collect more revenue is not always appropriate, and may have unintended consequences for New Zealand businesses and the economy. We need to operate within our fiscal envelope and work differently to achieve outcomes. We believe that the new structure provides us with a branch that is better integrated, providing us with efficiencies and business continuity and allows us to work flexibly.</li> </ul>
<b>Remuneration</b>	<ul style="list-style-type: none"> <li>• We received feedback in relation to more than one proposal that the job evaluation and associated remuneration of some roles was not right and requires re-evaluation.</li> </ul>	<ul style="list-style-type: none"> <li>• All the newly established or substantially amended positions have been reviewed by our MBIE Remuneration and Rewards team through job evaluation. The purpose of job evaluation is to ensure that MBIE has an accurate, robust, and consistent methodology for assessing the relative size and complexity of positions, in order to provide a structure for establishing and maintaining remuneration ranges. Job evaluation focuses on the job, not the person doing the job. It is an objective measure of the work required of each position, when performed at a fully competent/effective level, that allows MBIE to establish internal relativity. MBIE uses the Korn Ferry job evaluation methodology, which considers a range of factors including the level of knowledge, technical expertise and experience a position requires. It also considers the problem-solving environment, and the level of accountability the position has in delivering outcomes. The outcome of the process provides a points value that is then used to determine the Career And Pay Progression step range or the senior remuneration bands.</li> </ul>
<b>Next steps</b>	<ul style="list-style-type: none"> <li>• Feedback included questions around next steps, specifically the Expression of Interest process, and how the implementation and training would work to ensure the new structure is a success.</li> </ul>	<ul style="list-style-type: none"> <li>• Further information about the Expression of Interest process is available in <a href="#">Appendix 1</a> and in the letters provided to our affected employees. This process will commence on 4 October 2024 and will be a priority for our branch.</li> <li>• The Leadership Team members will work with their people leaders on the implementation plan, and it is acknowledged that embedding this new structure will take some time and require us all to work together as well as be kind and supportive of each other.</li> </ul>

## 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 decisions and viewing the new organisational charts. There is a summary at the end of this document which provides more detail about 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 Manager will discuss the practical timing of these changes with you.

### Confirmed change process

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

### Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your people leader/manager or email [MIChange@MBIE.govt.nz](mailto:MIChange@MBIE.govt.nz).

Final change decisions have been shared with the Public Service Association (PSA) and the National Union of Public Employees (NUPE).

## Implementation

The Expression of Interest (EOI) process, including contestable reconfirmation and contestable reassignment, will start immediately from 4 October 2024. Information on EOIs will be published on the Market Integrity Change Site, along with new or amended position descriptions. There may be some that have been slightly amended following feedback.

Information will also be emailed directly to relevant employees to ensure they have detailed information about the process and where to go with any questions. The EOI application process will be open from 4 October until 5pm 13 October.

Once EOI applications have closed, applications for positions will be shortlisted against the selection criteria outlined in the position description and on the Market Integrity Change Site. If interviews are required, we anticipate these will take place between 14 and 29 October 2024. We will try to reduce the number of interviews required as much as we possibly can. Where there are ringfenced roles (contestable reconfirmation or reassignments) we will progress these first, followed by progressing the broader EOIs.

I will work with People Leaders to confirm outcomes of the EOIs as quickly as possible to give clarity to our people. If any new positions remain vacant after this process, we will start recruiting into these roles. They will be advertised on MBIE's careers site, visible to current employees only.

There are a number of confirmed title and/or reporting line changes. These may take some time to be processed through our systems, so may not all be visible on the date of go-live, but they will take effect as soon as practicable.



## Implementation timeline

Activity	Indicative Timeframes
Final decision released	3 October 2024
Expressions of interest (EOI), contestable reconfirmation, and contestable reassignment application period	4 October – 13 October 2024
EOI information and drop-in support session	8 October 2024 9.30am-10.15am
Interviews, if required, for the EOI, reconfirmation and reassignment processes	14 – 29 October 2024
Confirmation of outcomes from EOI processes	By 31 October 2024
'Go live' of new structures	4 November 2024

# Chapter 1 – Business Registries

## (and the Integrity Enforcement Team aspects of Chapter 2)

### Summary of changes proposed

In order to be more efficient and effective and increase our impact for the benefit of our customers and communities, it is important that we are open to making changes to how we deliver our functions, including, where necessary, changes to our organisational structure.

To achieve our change objectives and improve upon our current operating model a number of changes were proposed across Business Registries (BR) including the:

- Integration of the Integrity and Enforcement (IET) function of Criminal Proceeds Integrity and Enforcement (CPIE) to achieve efficiencies for the investigations and enforcement activities and address our currently fragmented approach.
- Realignment of the leadership team and compliance functions to address span of control inconsistencies, effectively incorporate the investigations and compliance activities and better position and integrate our functions.
- Consolidation and centralisation of functions either within Business Registries (e.g. Legal Services) or Business and Operations Support (BOS) (e.g. Quality Service Improvement) to achieve greater efficiency and effectiveness.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title and scope. Further detail on the changes originally

proposed for Business Registries can be found in the [Market Integrity Proposal for Change](#).

## Your feedback on Chapter 1: Proposals 1.1 – 1.5

Overall, your feedback was supportive of the proposed changes for Business Registries, and, for the most part, you understood the purpose for the change and recognised how it would better position us to achieve the desired objectives. There was support for the integration of the IET functions into BR, with appreciation for the clarity and reduction in duplication this would bring. There were several suggestions on how we can do things differently and your feedback also emphasised the importance of the implementation approach to the new structure which is very much appreciated.

The following table summarises feedback we received across the Business Registries Chapter: Proposals 1.1 – 1.5. *This feedback has been summarised into a single table due to a high level of crossover and to help keep clarity for the final decisions of the team and function.*

Feedback themes		Response
<b>Overall change to BR</b>	<ul style="list-style-type: none"> <li>Feedback suggested that the structural changes are significant across BR and could lead to a loss of experience and the potential for compromised service delivery.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that these changes are significant, and all teams across BR are affected structurally, or through a change of processes or teams and colleagues they will be working with. We acknowledge this can be an unsettling time, and there will be challenges as we embed the new structure. Our people leaders will work with you to update our ways of working, processes and to provide clarity as we work through the next phase.</li> <li>We need to make sure we keep a focus on working together across MBIE in an efficient and effective way, leveraging the skills and expertise across our organisation to support the Government. In this change we have sought to identify efficiencies or opportunities for contributing towards MBIE's organisational goals, and to support the Government in an effective way.</li> <li>We acknowledge your concerns with the reduction of some roles however, we believe that the new structure will bring efficiencies achieved through increased integration of like function teams and by taking an end-to-end system view to the delivery of our services.</li> <li>As we implement the changes, we will ensure there is clarity and support available, clear processes and procedures documented, and training provided where required.</li> </ul>
<b>Data Reporting Functions</b>	<ul style="list-style-type: none"> <li>As part of your feedback, you asked how the data team may be included in a future TWSD centralised data function.</li> </ul>	<ul style="list-style-type: none"> <li>The proposal signalled that the BR Data Team could be considered for centralisation into a wider Te Whakatairanga Service Delivery (TWSD) Data team in the future. As a Group, it is important that we consider if there are ways to optimise delivery and achieve further efficiencies which includes consideration of</li> </ul>

Feedback themes		Response
		<p>where functions like Data could be integrated to best deliver and ensure duplication or other issues are not occurring across teams.</p> <ul style="list-style-type: none"> <li>• It is important to note that no decisions have been made and further analysis across TWSD is required, including the development of a Data Strategy.</li> <li>• We appreciate that this may be unsettling, however, we are committed to being open and transparent with the team. The feedback received provided some great insight into the current responsibilities of the Data Team. This will be useful as we work across the group to better understand the data requirements and what the resourcing could look like. Going forward, if there are any potential impacts to our operating model, we will consult with relevant employees on any proposed changes to our organisational structure.</li> </ul>
<b>Alternative team alignment</b>	<ul style="list-style-type: none"> <li>• Feedback showed concerns that Compliance and Investigations are quite different functions, and it was suggested that the compliance function is more aligned to the existing processing team within BR.</li> <li>• Feedback also suggested that the new Senior Compliance Officer (Financial Registries) roles are better aligned with the Investigation team and should be reporting to the Team Leader Investigation rather than to the Team Leader Capital Markets (Proposed title change of the team to Financial Registries).</li> </ul>	<ul style="list-style-type: none"> <li>• The Compliance Officer roles include registry compliance, similar to the tasks that are performed by the current Technical Services Advisors. It is expected that there will be an integration of the operation compliance and compliance enforcement responsibilities included into this role. This will strengthen the compliance activity together with the broader Investigations function. The Compliance Officer role will include validating and investigating to ensure the information on the Companies register is correct, and if not exercise the Registrar’s powers for removal. The position description has also been updated to ensure the responsibilities are expanded beyond the Companies Register to provide us with the flexibility that is required. The consultation feedback uncovered that this was an oversight which is appreciated.</li> <li>• We have thoroughly considered the suggestion to bring Senior Compliance Officers closer together with the Investigation team. However, we also needed to consider spans of control, and the synergies that exist with the function of the Financial Registries team. While the new Senior Compliance Officer, Financial Registries will have a different line manager it is intended that they will still work alongside other Senior Compliance Officers and Investigators in an integrated way so that both teams' work is undertaken in an efficient manner. Greater integration will be required between Compliance and Investigations and the Financial Registries Team to ensure all obligations are met, and we will actively work with the teams to ensure there are effective frameworks in place to enable collaboration where appropriate.</li> </ul>

Feedback themes	Response	
<b>Principal Investigator</b>	<ul style="list-style-type: none"> <li>Feedback included a suggestion to establish a Principal Investigator instead of one of the proposed Team Leader positions, and a suggestion of introducing a Business Analyst or other dedicated resource to support project work.</li> </ul>	<ul style="list-style-type: none"> <li>Therefore, we confirm the proposed reporting lines for these positions.</li> <li>This gave us some food for thought; however, we have made the decision to establish a Team Leader Investigations to lead the Investigations team, rather than increasing the number of direct reports to the manager. This is to ensure there is a role at an appropriate level to provide people leadership for this new team, ensuring that the frameworks, processes, and procedures are put in place to create a high-performing team. The Team Leader role will also be responsible for triaging and allocating all files, and be an escalation point for decision making. We also believe a Team Leader will be able to effectively lead this function, to drive enforcement activity, with an anticipated increase to prosecutions.</li> <li>Our intent is to ensure the Principal-level Advisors across the branch are well joined up and able to provide support to projects should teams not have sufficient resource. We also intend to continue using the centralised Group resource for clearly commissioned work where appropriate. Our focus is on ensuring our front-line teams are well resourced, and driving projects and initiatives will need to be a shared responsibility among existing resources within the branch.</li> </ul>
<b>Compliance Officer resourcing and workload</b>	<ul style="list-style-type: none"> <li>Feedback showed concerns that the proposed four Compliance Officer roles would not be sufficient to manage the work currently undertaken by six people.</li> </ul>	<ul style="list-style-type: none"> <li>A response to workload concerns has been set out in <a href="#">overall feedback</a>.</li> <li>As part of this change, demand analysis was undertaken for the compliance work. At the time of the proposal, it was anticipated that the integration of the existing IET and BR processes would create efficiencies both through the reduction of duplication of activities and by providing clarity in responsibilities. However, feedback provided during the consultation period has made us review the demand analysis in light of the upcoming legislation changes.</li> <li>We anticipate that the recent changes to the Incorporated Societies regime will require additional support from this team, to ensure Incorporated Societies understand the requirements and their obligations. We have also noticed an increase in the number of complaints received which will be managed by this team.</li> <li>As such, a decision has been made to establish six Compliance Officer roles, meaning there will be no reduction in role numbers to the current resourcing levels.</li> </ul>

Feedback themes	Response	
<b>Investigations resourcing, scope, and workload</b>	<ul style="list-style-type: none"> <li>Feedback showed concern around the proposed reduction from seven Senior Investigators to five as it was felt it will not provide sufficient resource for the workload, and there would be a loss of institutional knowledge.</li> <li>Feedback also raised concerns that the proposed new Senior Investigator roles would need to work with seven different pieces of legislation rather than specialising in one Act (current state), which would be a broader scope and therefore should be remunerated accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>It is acknowledged that change brings with it the potential of losing institutional knowledge within the team. We are mitigating this risk by removing the current delineation of investigations from the current two streams.</li> <li>It is recognised that the Investigators undertaking work for the Registrar of Companies have a wider scope of offending to cover in comparison to the Investigators undertaking work for the Official Assignee. To address this disparity all Investigators will now be empowered and enabled to take on any investigations that are received, regardless of their legislative origin. This will also provide an assurance of continuity of work. There is no intention to cease using the Crown Solicitor for prosecutions. The intent is to establish clear processes and support to ensure the Investigators and Senior Investigators are well positioned to be successful in their roles. We recognise that this change in scope will be achieved over time as part of implementation and embedding of it. We commit to providing training and development to our people to ensure they are appropriately equipped to take on the revised scope.</li> <li>Following feedback being received, we have revisited our demand analysis. In light of the Incorporated Societies Act 2022 now providing enforceable penalties, there has been an increase in this type of complaint being received for investigation. This work, along with our Minister designating phoenix offending and the reporting of serious problems by Insolvency Practitioners as areas of priority, informed us that the original proposal for resourcing the Investigations team needed to be revisited.</li> <li>Therefore, the decision has been made to keep six Senior Investigator roles in the new structure, which is an increase to the original proposal. The new structure also introduces three new Investigator positions that would provide support on the lower-level cases, resulting in an overall investigation team of nine Investigators, and a Team Leader. We believe this is the right sized team for the current and anticipated workload.</li> </ul>
<b>Senior Business Advisor Operations and Senior</b>	<ul style="list-style-type: none"> <li>Feedback raised that disestablishing the Senior Business Advisor Operations and one of the Senior Technical Advisors will result in a loss of knowledge, and lack of timely data reporting.</li> </ul>	<ul style="list-style-type: none"> <li>The proposal to disestablish the Senior Business Advisor Operations was based on our recognition that the capability required for BR needs a strategic uplift to support the new structure. Therefore, a new position of Principal Advisor will be established as proposed, reporting directly to the National Manager.</li> <li>We agree that the Senior Technical Advisor role is required, however, we believe that the reduction from two to one is appropriate and will continue to provide a</li> </ul>

Feedback themes		Response
<b>Technical Advisor</b>		<p>sufficient level of technical expertise to the operations team. The work of the singular registers (IP and PPSR) will be absorbed by the operations team with the integration of the Data team to provide not only the data reporting but the qualitative reporting. Currently the IP reporting is separated from the Data team which is inefficient in supporting the operation.</p> <ul style="list-style-type: none"> <li>The decision has been made to disestablish the Senior Business Advisor Operations and one of the Senior Technical Advisors.</li> </ul>
<b>Centralisation of Legal Services</b>	<ul style="list-style-type: none"> <li>Feedback received included concerns that centralising legal services would over time mean loss of expertise and the team becoming removed from the business they support, and long term a reduction in number of solicitors required.</li> </ul>	<ul style="list-style-type: none"> <li>It is considered that legal practice, application, and formulation of legal advice is universal where Senior Solicitors and Solicitors will apply the law to the specific matter at hand. Therefore, we do not believe that there will be a loss of subject expertise. The centralised legal team will engage with the business to ensure the business challenges are well understood, legal advice is provided, and business continuity is improved. Centralisation of the Legal function will also enable, over time, a shared capability and capacity of the regulations that Market Integrity administer.</li> </ul>
<b>Centralisation of Quality and Service Improvement (QSI) roles</b>	<ul style="list-style-type: none"> <li>We heard that centralising the Quality and Service Improvement (QSI) function would remove it from the business and reduce the proactive approach currently in place.</li> <li>Feedback also included a need to retain both Senior Quality Assurance Advisors in recognition of the size of Business Registries, the projects underway and the anticipated future need of a well-functioning Quality team. It was felt that the centralisation of QSI did not appropriately balance the needs across the branch.</li> <li>There were concerns raised in relation to remuneration relativities between the roles.</li> </ul>	<ul style="list-style-type: none"> <li>The feedback was carefully considered, and we revisited our demand analysis to verify resourcing needs. This confirmed that BR requires one QSI position to meet the workload requirements going forward, however, we recognise that QSI requires sufficient capacity overall to enable a successful centralisation and implementation of a successful QSI programme for Market Integrity.</li> <li>We agree with feedback that not all teams across the branch have a dedicated QSI resource, so to ensure the centralised team is well set up with sufficient capability, we have decided to retain both Senior Quality Assurance Advisor roles, with a reporting line change to the Team Leader Quality and Service Improvement, Business and Operations Support (BOS). Following feedback, the position description has also been updated to incorporate the duties of this position.</li> <li>Feedback and response to the centralisation of Quality roles is set out in <a href="#">Chapter 6</a>. As you will see, the QSI team will continue to work on how the centralised model will best work long term, and while the initial approach will be a continuation of supporting current teams, long term there will be a review of how the team is set up to support the branch.</li> </ul>

Feedback themes		Response
<b>Operational Legal Services role</b>	<ul style="list-style-type: none"> <li>Feedback suggested that the proposed direct reassignment from Senior Business Advisor Application and Data into Advisor Legal should be reconsidered.</li> <li>Feedback also noted the position should retain “Senior” in the title.</li> </ul>	<ul style="list-style-type: none"> <li>The feedback was considered, and the position scope and remuneration of the proposed Advisor further reviewed. Based on this analysis the position will be renamed Senior Legal Services Advisor and there will be direct reassignment due to the similarities in duties currently undertaken by the Senior Business Advisor Application and Data.</li> </ul>
<b>Remuneration</b>	<ul style="list-style-type: none"> <li>Feedback suggested that amended and/or new roles would need to be resized as it was felt the scope of work changed. This includes concerns around compression between roles (for example the new Compliance Officers and the Senior Technical Service Advisor).</li> </ul>	<ul style="list-style-type: none"> <li>As with all of the newly established or substantially amended positions, the Compliance Officer role has been reviewed by our MBIE Remuneration and Rewards team through job evaluation and has been confirmed as a Band G (Steps 9-13). The position description for the Senior Technical Service Advisor did not change significantly, but the job sizing was revisited, confirming that Band G (steps 9-13) remains appropriate.</li> </ul>
<b>Regulatory Monitoring and Oversight</b>	<ul style="list-style-type: none"> <li>Feedback noted that the work currently delivered by this team is extensive and sharing it amongst different functions within BR would be challenging. For example, the changes to structure raised concerns that the Solicitor and Investigating Accountant would no longer have appropriate support as they deliver their work. There were also concerns that the new Solicitor position description did not clearly articulate the requirement to provide legal advice relating to Retirement Villages and Insolvency Practitioners’ regimes.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that it is important that Retirement Villages and Insolvency Practitioners regulatory monitoring and oversight scope of work is well supported. As the work has now progressed beyond the initial establishment phase, we believe it is now more BAU in nature, and as such can be effectively incorporated alongside similar functions, as part of standard processes. To ensure this works well, we will work on an implementation plan, but note it will be important to clearly establish what our responsibilities and mandate are in this space to ensure we focus our efforts appropriately.</li> <li>The proposed Solicitor and Investigative Accountant will be well supported in achieving the required monitoring on behalf of the Registrar.</li> <li>We expect the centralised legal team will work closely together, sharing extensive experience and knowledge across a team that will consist of Senior Solicitors, a Team leader and Manager. The distribution of registry legal operational work will also be managed with the existing pool of Senior Solicitors which will ensure business continuity and capability building. The Solicitor position description consulted on is a generic solicitor document, and as such we would expect it to be able to work beyond a specific focus, depending on the need. However, following this feedback, the position description has been updated to ensure the retirement village and insolvency practitioners regimes are accurately reflected.</li> </ul>



Feedback themes		Response
		<ul style="list-style-type: none"> <li>We believe the work of the Investigative Accountant is closely aligned with the Investigation and Compliance Team, where it will be supported by the Manager Investigation and Compliance, and the broader leadership team.</li> <li>Therefore, the decision is to disestablish the current Regulatory Monitoring and Oversight team and establish a Solicitor position within the Operational Legal Services Team, and a reporting line change for the Investigative Accountant to the Investigations and Compliance Team.</li> </ul>
<b>Registry Fees and Analysis</b>	<ul style="list-style-type: none"> <li>Through your feedback you have sought greater clarity of the scope of this new team, and how it will be working with the other business units of the branch.</li> </ul>	<ul style="list-style-type: none"> <li>We are bringing together operational financial functions across the branch to build an integrated capability and improved business continuity, and we envisage that this team will be able to provide support across the branch long term. This includes support for RSM and Standards NZ. To be able to deliver effectively, we will work towards adopting a portfolio approach over time where the Registry Fees and Analysis team works closely together with relevant teams and roles from the different business units.</li> </ul>
<b>Technical Support Team</b>	<ul style="list-style-type: none"> <li>The feedback highlighted concerns that the size of the Technical Support Team in the new structure is insufficient to support the technical applications, and there would be a lack of technical expertise, budget, and vendor management.</li> <li>Feedback suggested that a technical Team Leader or Principal role would be required to effectively support the applications.</li> <li>Feedback also included alternative titles for the technical roles to create consistencies with other roles at MBIE.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that our registry applications need to work well, and we need to have sufficient technical expertise to ensure the systems are functioning.</li> <li>We continue to see a reduction in international work, and we believe that by bringing the three technical roles from the Technical and International Teams together, we will bring significant experience in resolving register issues, prioritising fixes, and managing client issues together.</li> <li>In addition, by bringing the three technical roles together with the two Senior Product Managers, we will have a broader team bringing different areas of expertise together as part of the registry ecosystem, from product design and implementation to the user experiences and fixes. There will be opportunities to share knowledge and experience, and build capability across this team, which will further assist with business continuity.</li> <li>It is also acknowledged that there is an element of IT vendor budget management required in relation to our systems. To remove duplication, the new Fees and Analysis team will lead and monitor the vendor Agreed Service Maintenance (ASM) budget for all of BR with support from the Manager Registry Support.</li> <li>As such, we do not believe there is a requirement for an additional Team Leader or Principal level role.</li> </ul>

Feedback themes	Response
	<ul style="list-style-type: none"> <li>We agree that naming conventions need to be consistent where appropriate and have made comparisons to responsibilities with other systems related roles. There remain to be some differences in the position description and focus of the roles. To avoid confusion, we have therefore decided to rename the Senior Test Analyst and Senior Test Analyst (International) to Senior Registry Systems Specialist.</li> </ul>

## Outcomes of your feedback and confirmed changes

After careful consideration of the feedback received, the final decisions are summarised below by proposal. Please note, the confirmed decisions from Proposal 2.2 (Criminal Proceeds Integrity and Enforcement, CPIE) are also included here.

### Confirmed changes for Proposal 1.1 – Business Registries Leadership, Regulatory Monitoring and Oversight and Business Services:

- Disestablish the Business Services Advisor position.
- Disestablish the Manager Regulatory Monitoring and Oversight.
- Disestablish the Legal Executive position.
- Disestablish the Business Services Manager position and establish a new position of Business Services Practice Lead, Business and Operations Support.
- Minor scope change for the National Manager Business Registries to include responsibilities of the IET.
- Minor scope change and position title change for the Registry Operations Manager to Manager Operations.
- Minor scope change and position title change for Manager Business Registries Application and Data to Manager Registry Support.
- Minor scope change and position title change for Registry Services Manger to Manager Operational Legal Services.

- Reporting line change for the Investigating Accountant to Manager Investigations in Investigations and Compliance.
- Position title change for Manager Registry Fees and Analysis to Team Leader Registry Fees and Analysis, with a minor scope change and reporting line change to Manager Registry Support.
- Reporting line change, minor scope change and title change of Manager Integrity and Enforcement, to Manager Investigations and Compliance reporting to the National Manager Business Registries.
- Establish a new Principal Advisor Business Registries position, reporting to National Manager Business Registries.

### Confirmed changes for Proposal 1.2 and parts of 2.1 – Registry Operations

- Disestablish the Senior Business Advisor Operations position.
- Disestablish the Team Leader Compliance position.
- Disestablish six Technical Services Advisor positions.
- Disestablish one vacant Client Services Advisor position.
- Position title change for Manager Capital Markets to Team Leader Financial Registries.
- Position title change for Accountant to Financial Reporting Officer.

7. Reduce the number of Senior Technical Services Advisor positions from two to one and change the reporting line to the proposed new Manager Investigations and Compliance.
  8. Reporting line change for two Senior Quality Assurance Advisor positions to Team Leader Quality and Service Improvement, Business and Operations Support.
  9. Reduce the number of Senior Integrity Officer roles, Criminal Proceeds Integrity and Enforcement (CPIE) from eight to six, with two Senior Integrity Officer roles focussing on Financial Service Provider (FSP) work, reporting to the Team Leader Financial Registries. Their title will change to Senior Compliance Officer Financial Registries.
  10. Position title change for the Client Services Advisor to Registry Officer, and Senior Client Services Advisor to Senior Registry Officer.
8. Reporting line change for the Business Support Analyst to Manager Registry Support.
  9. The two Senior Test Analysts would have a change in position title to Senior Registry Systems Specialist, and a reporting line change to Manager Registry.
  10. Establish a new position of Fees and Reporting Analyst reporting to the Team Leader Registry Fees and Analysis. This will be filled through direct reassignment.

**Confirmed changes for Proposal 1.3 – Application and Data, and Fees and Analysis**

1. Disestablish the Team Leader Registry Services position.
2. Disestablish the Senior Business Advisor Application and Data position.
3. Minor scope change and position title change for Manager BR Application and Data to Manager Registry Support.
4. Minor scope change and position title change for Manager Registry Fees and Analysis to Team Leader Registry Fees and Analysis, reporting to the Manager Registry Support.
5. Position title change for Team Lead Business Registries Data to Team Leader Data and reporting line change to Manager Registry Operations.
6. Reporting line change for the two Senior Registry Advisors to the Team Leader Fees and Analysis.
7. Reporting line change for the Principal Analyst Finance, Performance and Reporting from Standards NZ to Team Leader Fees and Analysis.

### **Confirmed changes for Proposal 1.4 and parts of 2.1 – Investigations and Compliance**

1. Reduce the number of Senior Investigator CPIE roles from seven to six with a change of reporting line to the Team Leader Investigations, BR.
2. Reduce the number of Senior Technical Services Advisor positions in Registry Operations from two to one with a change of reporting line to the Manager Investigations and Compliance.
3. Change of reporting line for the Investigating Accountant position to the Manager Investigations and Compliance.
4. Minor scope change for Senior Reporting and Reporting Analyst positions.
5. Minor scope change and reporting line change for the Manager Integrity and Enforcement, CPIE to commence reporting to the National Manager BR, and a title change to Manager Investigations and Compliance.
6. Establish a new position of Team Leader Investigations reporting to the Manager Investigations and Compliance.
7. Establish a new position of Team Leader Integrity and Compliance reporting to the Manager Investigations and Compliance.
8. Establish three new positions of Investigator reporting to the Team Leader Investigations.
9. Establish six new positions of Compliance Officer reporting to the Team Leader Integrity and Compliance. This will be filled through direct reassignment from the s disestablished Technical Service Advisor positions from the BR Operations Compliance team.

### **Confirmed changes Proposal 2.1 Integrity and Enforcement**

1. Disestablish National Manager Criminal Proceeds Integrity and Enforcement position.
2. Disestablish Team Leader Integrity position.

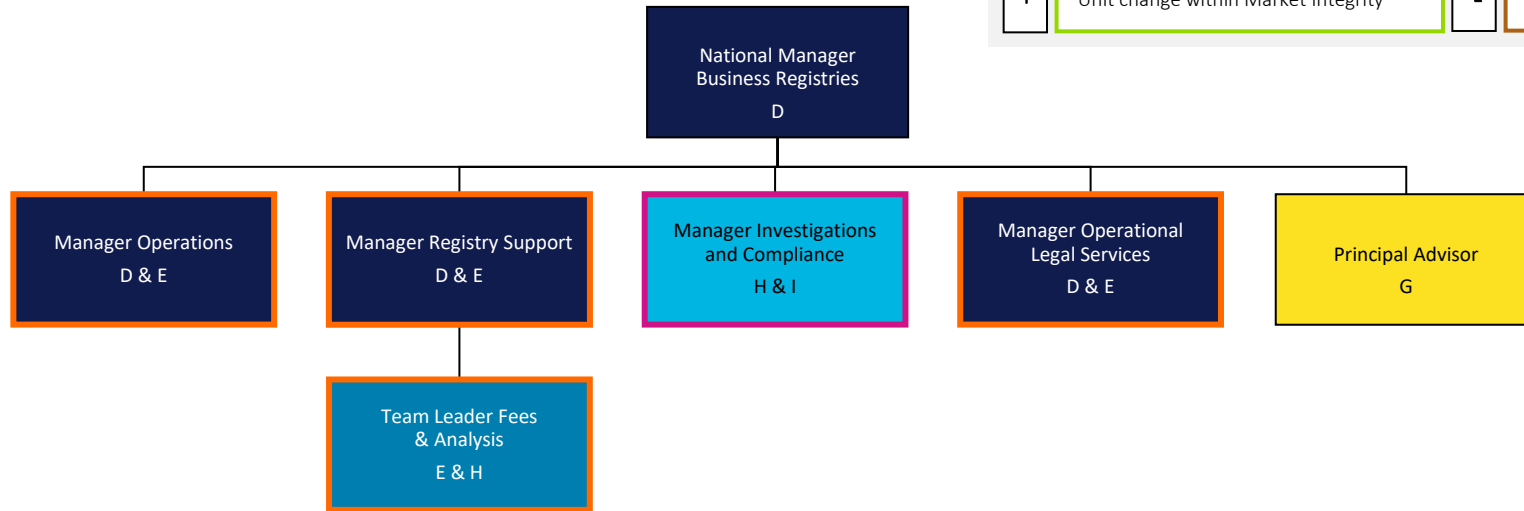
### **Confirmed changes Proposal 1.5 and parts of 2.1 – Registry Services**

1. Disestablish the Senior Legal Executive position.
2. Disestablish the Team Leader Technical Support position.
3. Disestablish the Team Leader International position.
4. Minor scope change and position title change for the Manager Registry Services to Manager Operational Legal Services.
5. Change of reporting line for the Business Support Analyst to the Manager Registry Support.
6. Change of reporting line for the Senior Test Analyst to the Manager Registry Support, and title change to Senior Registry Technical Specialist.
7. Change of reporting line for the three Senior Investigating Solicitor positions from Insolvency and Trustee Service to report to the Manager Operational Legal Services.
8. Reduce number of Senior Integrity Officer roles, CPIE from eight to six, with four focussing on DP work and reporting to the Team Leader Legal Services. They will also have a title change to Senior Compliance Officer Prohibitions.
9. Position title change for the Senior Technical Advisor to Senior Legal Technical Advisor, CPIE and reporting line change to the Team Leader Operational Legal Services.
10. Establish a new position of Senior Advisor Legal Services to report to Team Leader Operational Legal Services. This role is proposed to be filled through direct reassignment.

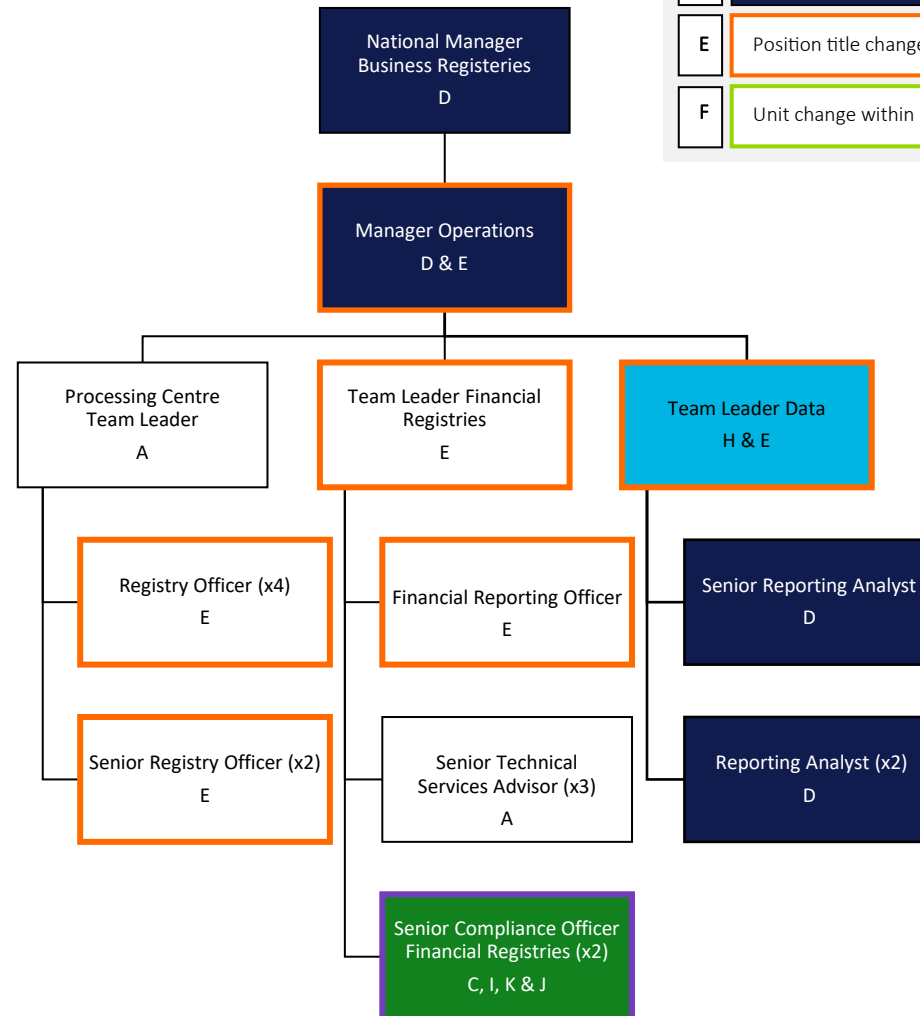
11. Establish a new position of Solicitor reporting to the Manager Operational Legal Services.
12. Establish a new position of Team Leader Legal Services reporting to the Manager Operational Legal Services.

# 1.1 Confirmed organisational chart – Leadership Team

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



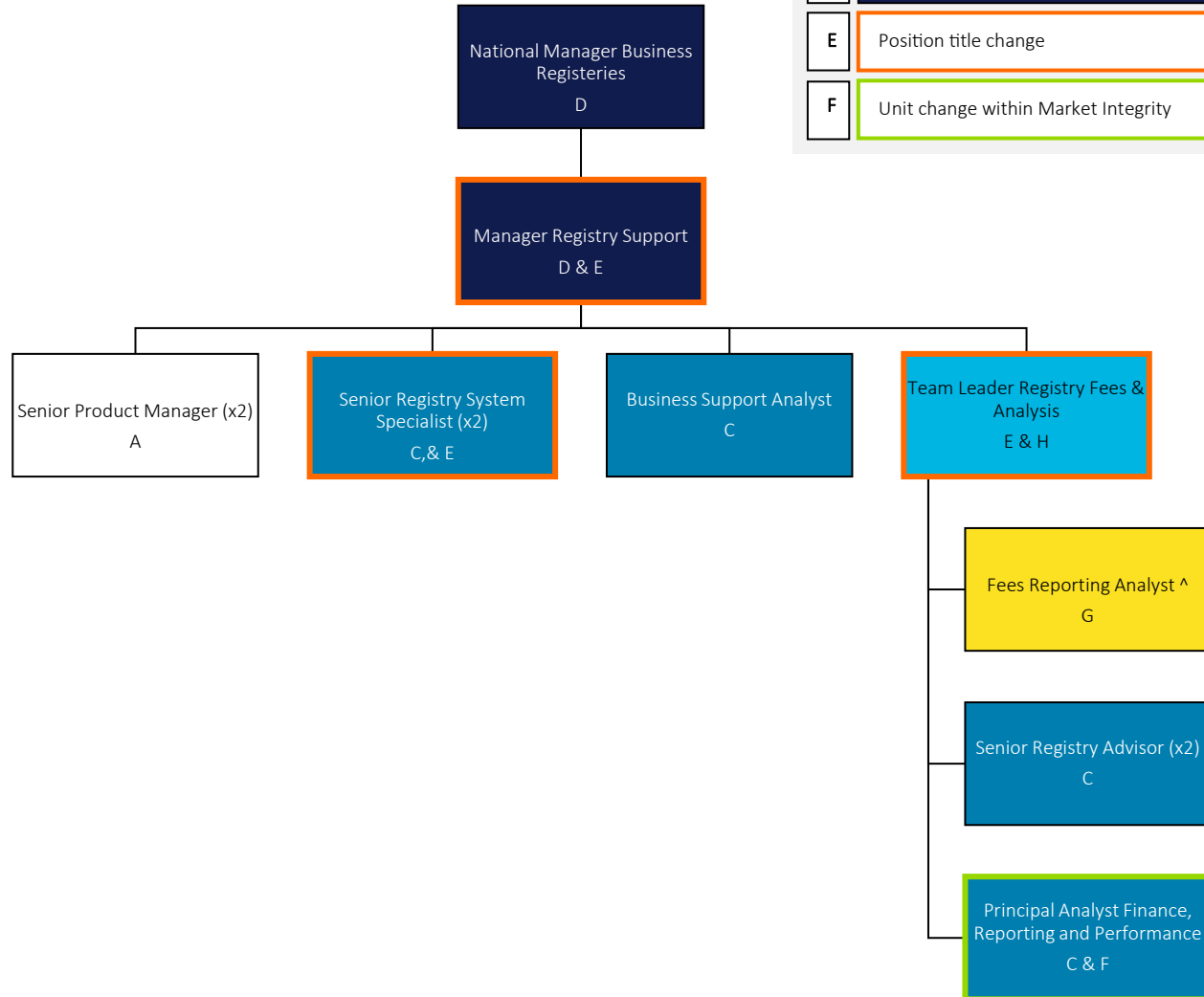
## 1.2 Confirmed organisational chart – Registries Operations



KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment

### 1.3 Confirmed organisational chart – Manager Registry Support, and Fees and Analysis Teams

Positions marked with ^ will be filled through direct reassignment



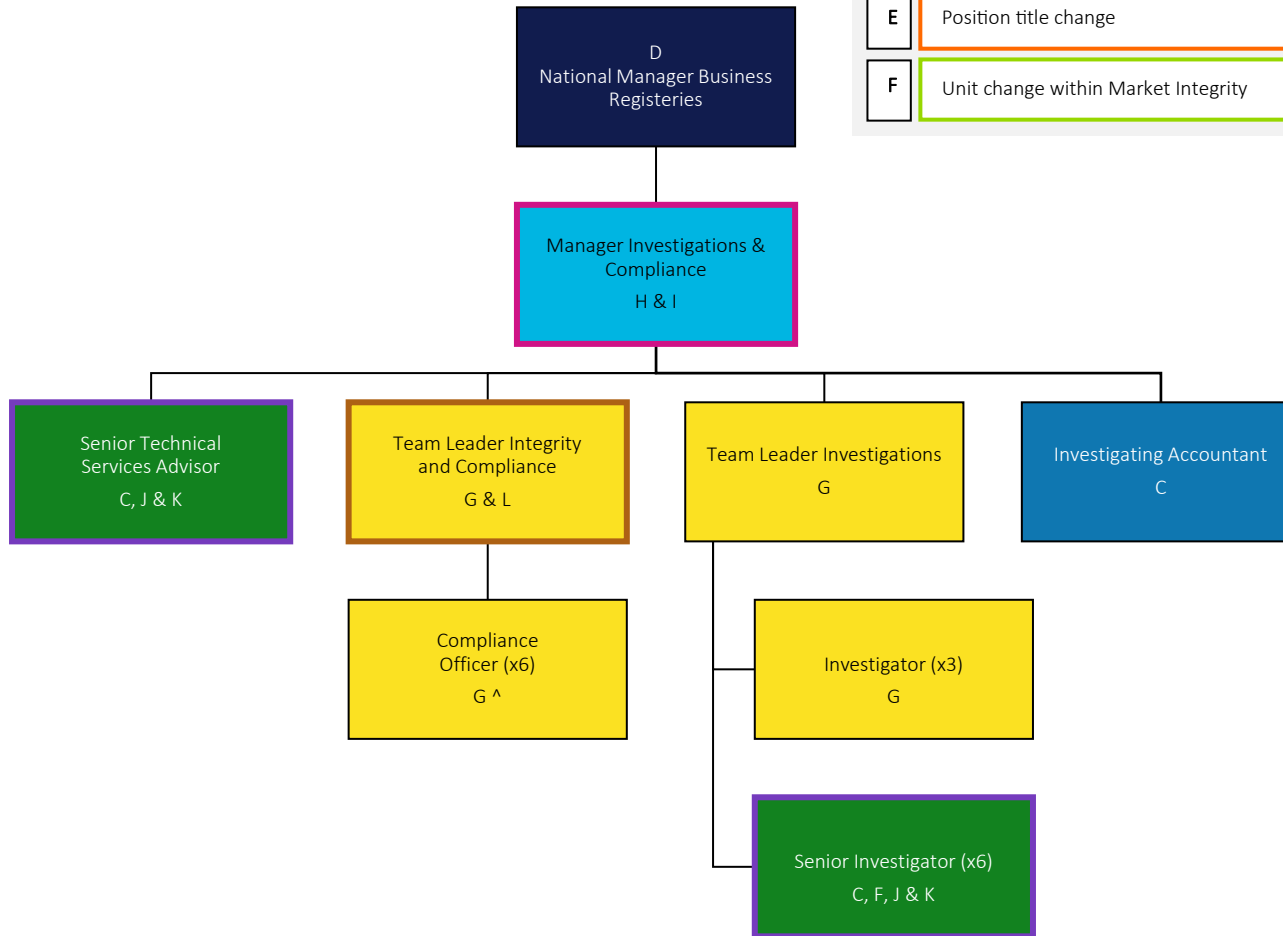
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



# 1.4 Confirmed organisational chart – Investigations and Compliance

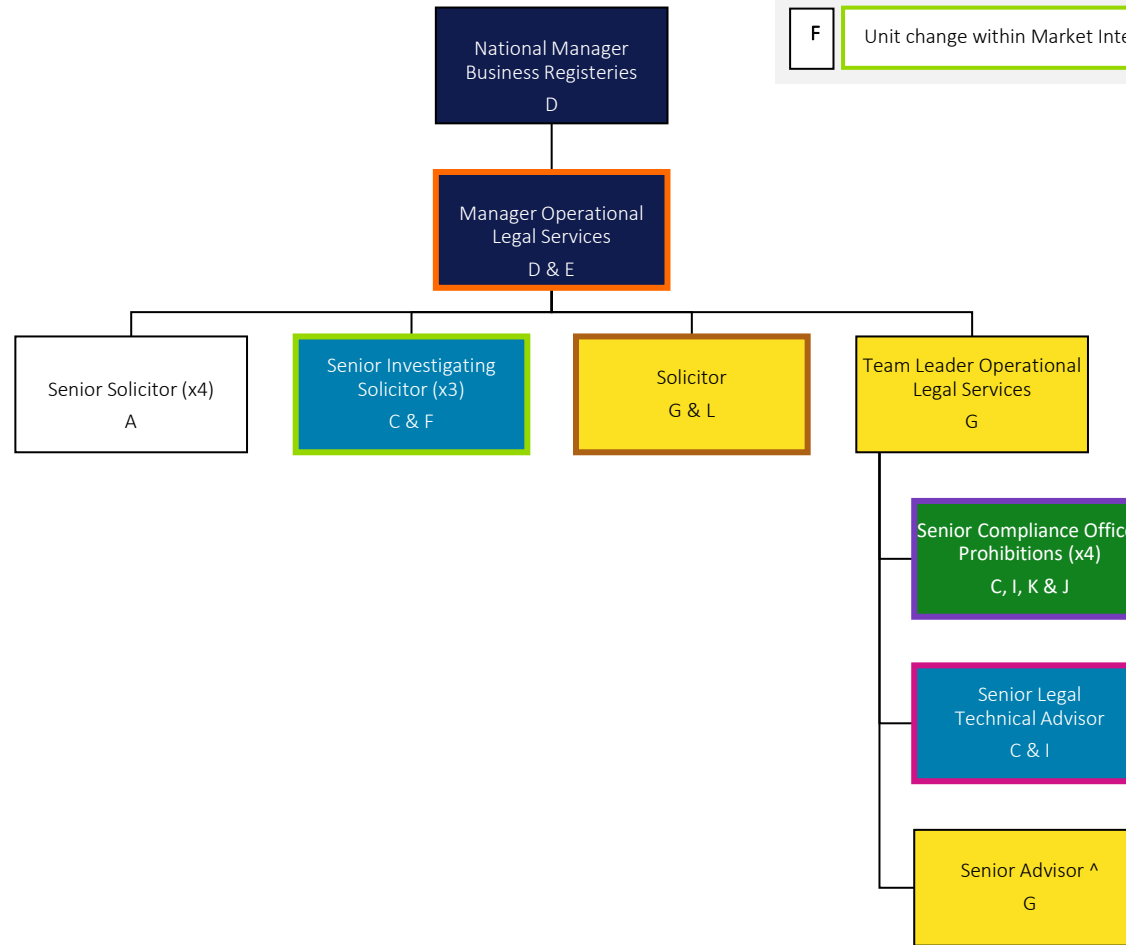
Positions marked with ^ will be filled through direct reassignment

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



## 1.5 Confirmed organisational chart – Operational Legal Services

Positions marked with ^ will be filled through direct reassignment



KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment

## Chapter 2 - Criminal Proceeds, Integrity and Enforcement

### Summary of changes proposed

We proposed that Criminal Proceeds, Integrity and Enforcement (CPIE) would be disestablished, with the responsibilities distributed across Business Registries and Insolvency and Trustee Service.

The feedback we received related clearly to both Chapter 1 and Chapter 3, and we have therefore incorporated your feedback into those chapters in this document. Confirmed decisions in relation to Chapter 2 and this feedback, along with their rationale are also set out in [Chapter 1 for Integrity and Enforcement](#), and [Chapter 3 for Criminal Proceeds Management](#).

## Chapter 3 – Insolvency and Trustee Service (and the Criminal Proceeds Management Unit (CPMU) aspects of Chapter 2)

### Summary of changes proposed

To ensure effective provision of services it is important we consider ways of operating where we bring similar functions together and leverage the experience, systems, and processes already in place. The aim of the proposed changes is to build capability, achieve increased efficiencies and business continuity where we can, to meet fluctuating demand long term.

To achieve the Market Integrity change objectives, we proposed a number of changes to the Insolvency and Trustee Service (ITS) including the:

- Integration of the Criminal Proceeds function of Criminal Proceeds Integrity and Enforcement (CPIE) to achieve efficiencies through greater scalability, reducing reliance on outsourced or third-party services, and providing us with the ability to support both insolvency and criminal proceeds cases directly.
- Centralisation of the Quality and Service Improvement team within Business and Operations Support (BOS) team to bring like roles together, sharing knowledge and experience, and bring consistencies across the branch.
- Centralisation of Legal roles into the centralised Operational Legal Services Team within Business Registries, to bring the legal expertise across Market Integrity together, giving our people opportunities to broaden their legal knowledge and long term an uplift in legal expertise across Market Integrity.
- Increasing resourcing to meet anticipated demand for our services.

These proposed changes resulted in disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title and scope, both within CPMU and ITS. Further detail on changes originally proposed for ITS and CPMU can be found in the [Market Integrity Proposal for Change](#).

## Your feedback on Chapter 3: Proposals 3.1 – 3.3

There was a range of feedback received in relation to the Criminal Proceeds work moving to ITS. Some feedback expressed excitement at the opportunity of broadening existing skill sets and being able to tackle new challenges. Many of you also recognised the alignment in the type of work ITS and Criminal Proceeds Management Unit (CPMU) do and agreed that bringing the functions together made sense. On the other hand, others expressed concern and felt that transition would need to be carefully managed, given the work is unknown.

For the changes proposed for the existing ITS structure, there was support and appreciation for the additional capacity, suggestions for alternative names preferred for the National Resource Group, and a preference for the Quality Service Improvement (QSI) function to remain within ITS to be closer to the business and be able to contribute more broadly than Quality Assurance alone.

The following table summarises feedback we received about the ITS Chapter (including CPMU): Proposals 3.1, 3.2 and 3.3.

Feedback themes	Response
<p><b>Workload</b></p> <ul style="list-style-type: none"> <li>Feedback expressed appreciation for additional resources (Insolvency Officers and Insolvency Examiners), but it was felt that the additional resources would only be sufficient to meet current workload demands and would not be enough to meet the demands of the integrated criminal proceeds asset management work.</li> <li>Feedback also raised that the Christchurch Complex team is not sufficiently resourced for the current South Island workload.</li> </ul>	<ul style="list-style-type: none"> <li>A response to workload concerns has been set out in <a href="#">overall feedback</a>.</li> <li>It is acknowledged that ITS is anticipating workload increases, and that we need to ensure we are well positioned to respond effectively. With the responsibility of Criminal Proceeds also being integrated with ITS, we have reviewed the anticipated combined workload. We found that the Criminal Proceeds cases range in complexity and, following the initial set-up stage, the resource requirements reduce for a vast number of cases, meaning only monitoring is required while the outcome of criminal proceedings is awaited. We also found that there is a significantly lower amount of new Criminal Proceeds cases on a weekly basis in comparison to the insolvency and liquidation cases received. We consider the workload of both streams of work to be manageable with the additional positions.</li> <li>We have decided to adjust the proposed structure in light of the feedback received. The overall increase in FTE remains unchanged from what was proposed based on the current and anticipated workloads. We will also take the opportunity to rebalance the teams, to ensure each team is appropriately resourced both in numbers and seniority levels. It is important to note here, however, that with the technology available we continue to successfully work beyond geographical boundaries. We agree that being in physical proximity assists with field work and travel is still available as appropriate to ensure we can meet our workload demands.</li> </ul>

Feedback themes	Response	
<b>Scope change and Implementation</b>	<ul style="list-style-type: none"> <li>• A range of feedback was received, expressing concerns at the prospect of Criminal Proceeds work being integrated within the Insolvency Officer and Examiner job families. Concerns over personal safety were raised, along with apprehension about learning a whole new stream of work and associated legislation.</li> <li>• It was also evident from the feedback received that a managed transition in respect of the introduction of Criminal Proceeds work was favoured, with phased transition to reduce potential disruption to service delivery and to ensure that processes and relationships are well supported.</li> <li>• Feedback also suggested that current remuneration would need to be adjusted with the additional work being introduced.</li> <li>• Feedback included concerns that the introduction of CPMU work within ITS was a significant change to the scope of the work for Insolvency Officer and Examiner job families, and such a change would require appropriate training and time to adjust. Similarly, the proposal of roles changing location to the CPMU Warehouse would be a significant change.</li> <li>• Concerns were also raised around how the proposed changes would affect the current progression process for Insolvency Officers to progress to Seniors and Leads, and whether they would now need to be knowledgeable in CPMU work before being eligible.</li> <li>• Feedback also suggested that the Insolvency Officer job family should have a title change to better reflect the broader scope of the role.</li> <li>• Concerns were raised that the work of CPMU is significantly different to that of ITS, with different processes and procedures, and a move to a larger workforce such as ITS would dilute the expertise and jeopardise the necessary relationships with key stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• We acknowledge change is unsettling, and we agree that it is important to balance the retention of expertise and continued delivery, with the need to set up a structure that is fit for purpose, scalable and provides us with the flexibility and business continuity required long term.</li> <li>• As a result of feedback, we have decided to integrate the Criminal Proceeds work into ITS, however this will be managed over an extended transition period.</li> <li>• To enable this managed transition, we will create a dedicated Criminal Proceeds team. The vacant Team Leader Insolvency (Wellington) position will be repurposed and reassigned to Auckland, where it will lead the team responsible for Criminal Proceeds and continue to deliver some insolvency and liquidation work. The role will be called Team Leader Criminal Proceeds and Insolvencies.</li> <li>• This first phase of managed transition will involve retaining the three current Criminal Proceeds Case Coordinators to continue managing the complex Criminal Proceeds work. These roles will report to the Team Leader Criminal Proceeds and Insolvencies.</li> <li>• The two new Logistics Officers responsible for coordinating the assets in the CPMU Warehouse will also report to this Team Leader. Some additional administrative duties have been added to this position description to provide some of the technical administration that the current Criminal Proceeds Administrator role delivers.</li> <li>• We will also temporarily change reporting lines for up to three Senior or Lead Insolvency Officers (SIO) (LIO) to the new Team Leader Criminal Proceeds and ITS. These roles will be filled on a secondment basis and offered to current SIOs and LIOs. This will provide opportunity for SIOs and LIOs to learn criminal proceeds work by working alongside the Criminal Proceeds Case Coordinators. Similarly, the Criminal Proceeds Coordinators will from time to time also be offered insolvency and/or liquidation cases to allow for an introduction to the broader scope of work. The position descriptions of these temporary roles will be implemented as per the proposal. The position descriptions and role titles for all other Insolvency Officer roles will remain unchanged.</li> </ul>

Feedback themes	Response
<ul style="list-style-type: none"> <li>We received a lot of questions around how the CPMU work would be incorporated within ITS, how would processes and procedures be updated, and what training and support would be provided to the Insolvency Officer and Examiner job families to ensure they would be able to successfully deliver the work related to criminal proceeds asset management. The question was raised whether Senior and Lead Insolvency officers would be expected to do more field work.</li> </ul>	<ul style="list-style-type: none"> <li>Those in core roles delivering Criminal Proceeds work in the Criminal Proceeds and Insolvencies team who are based in Auckland will be required to work from the current Criminal Proceeds site, with those being seconded in order to work remotely as appropriate. However, it is envisaged that other Market Integrity team members could work from the site once the appropriate security requirements for the site have been implemented. There is significant space available at the Criminal Proceeds site and its geographical location may suit some people.</li> <li>The retention of the three Criminal Proceeds Case Coordinators means we have adjusted the proposed number of new Insolvency Officers and Insolvency Examiners accordingly, as overall the new FTE numbers will remain unchanged.</li> <li>While it is envisaged that the new team will be responsible for the complex Criminal Proceeds work, the broader ITS may still be asked to provide support for the less complex cases, (as we have been doing so recently). Insolvency Officers may need to assist with Criminal Proceeds field work, but it is anticipated to be infrequent at this time. We will continue working with you as we move towards full integration long term.</li> <li>MBIE remains committed to creating career pathways that allow our people to grow and develop. Lead Insolvency Officers need to utilise their knowledge, skills, and experience to manage complex work, coach others and role model our MBIE Values. Each year, Senior Insolvency Officers (SIOs) can apply to become Lead Insolvency Officers (LIOs). To ensure that our LIOs are equipped to work across the full scope of criminal proceeds, insolvency, and liquidation work, we will introduce a requirement for our SIOs to be able to demonstrate their experience working successfully with Criminal Proceeds cases to be eligible to progress to LIO in 2025. The CAPP progression from Insolvency Officer (IO) to SIO, and Insolvency Examiner to Senior Insolvency Examiner remains unchanged at this stage but as we progress with this managed transition, Criminal Proceeds experience will also be incorporated into the progression requirements.</li> <li>Once the initial transition has been completed, we will turn our minds to what a full integration could look like. Should this lead to a need to review</li> </ul>

Feedback themes		Response
		roles or ways of working, we will engage with our people including a formal consultation if required.
<b>Health and Safety</b>	<ul style="list-style-type: none"> <li>Concerns were expressed that the field work in relation to criminal proceeds work is different from field work that ITS currently undertakes and will be more time consuming. The field work related to criminal proceeds requires a police presence, and seizing assets due to criminal activity. This suggests a significantly different risk to personal safety compared to current work.</li> <li>There were concerns that the CPMU field work would need to be completed outside normal business hours (nighttime or early mornings).</li> <li>Concerns were raised around expectations for those not currently able to leave the office to go on field visits for health reasons.</li> <li>Queries were raised whether ITS is sufficiently equipped to effectively manage field work.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that the Criminal Proceeds work may be unknown, even daunting, to some people. Some of the more complex cases often attract media attention. The longer transition period and retention of current Criminal Proceeds Case Coordinators will enable the provision of training so that people can be confident in undertaking their roles. We will also use this time to provide some further clarity to the Criminal Proceeds work and will continue to share information as we go.</li> <li>CPMU receives about one new case per week, with operational field work often planned in advance by the NZ Police. This long lead in time allows opportunity to determine who is best positioned to attend based on the location, scope, and complexity of the case. In operational matters, the Police are the lead agency. They conduct extensive risk assessments that cover not only themselves, but any other agency that might be attending the operation. Seizure of restrained assets only occurs when Police deem it safe for MBIE employees to do so.</li> <li>Operational matters can, at times, be conducted outside of normal business hours. As outlined above, advance notice of Police operational matters is provided, allowing for an individual's personal circumstances to be considered, with flexibility required at times.</li> <li>As outlined previously, with any field work, there are clear health and safety protocols in place to ensure the safety of our people.</li> </ul>
<b>Centralisation Administration</b>	<ul style="list-style-type: none"> <li>Your feedback told us that the centralisation of the administrative duties in the Business and Operations Support (BOS) would not sufficiently provide for the more technical aspects of the administrative duties currently delivered within CPMU.</li> </ul>	<ul style="list-style-type: none"> <li>Upon reviewing the feedback, we agree that the Criminal Proceeds Administrator performs a range of duties that are technical in nature and could not be fully incorporated within the centralised function.</li> <li>As a result, we have incorporated some of these technical administrative duties in the position description of the new Logistics Officer position.</li> </ul>
<b>Centralisation Quality and Service Improvement (QSI)</b>	<ul style="list-style-type: none"> <li>Your feedback included concerns around the centralisation of the QSI team, and how this would lead to a loss of specialised support for ITS at a time of significant need for the transition of Criminal Proceeds into ITS.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that this team provides support beyond ISO accreditation, and we have considered how to best continue this work, while still being able to reap the benefits of centralisation.</li> </ul>



Feedback themes	Response	
	<ul style="list-style-type: none"> <li>Feedback also highlighted that the proposal did not sufficiently recognise the additional work the team does outside of the quality assurance responsibilities, and that ITS projects would no longer be sufficiently resourced.</li> </ul>	<ul style="list-style-type: none"> <li>We do not see centralisation as a reason to stop project work related to service improvement, and certainly see that this work can continue as appropriate. With an additional role to be retained in the centre as set out in <a href="#">Chapter 1</a> and <a href="#">Chapter 6</a>, and the introduction of a new Senior Advisor Business Capability, we believe there is sufficient resource to continue this work and broaden support beyond ITS to include the transition of Criminal Proceeds work into ITS.</li> <li>We are seeking to support the branch in framing a consistent quality service improvement system, providing additional support to each of the quality functions as well as providing support to units who do not have specialised quality roles currently.</li> <li>Feedback and response to the QSI is further set out in <a href="#">Chapter 6</a>. As you will see, the decision has been made to centralise the QSI team, with the Team Leader and two Quality Advisor roles from ITS moving to BOS. The centralised QSI team will continue to work on how the centralised model will best work long term, and while the initial approach will be a continuation of supporting current teams, long term there will be a review of how the team is set up to support the branch as a whole.</li> </ul>
<b>Centralisation - Solicitors</b>	<ul style="list-style-type: none"> <li>Feedback suggested that the ITS Solicitors needed to remain with ITS to avoid the risk of losing the technical expertise.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that it is important for our legal roles to understand the business they support. However, we do not believe a change in reporting line will lead to a loss of subject expertise. The centralised legal team will engage with the business to ensure the business challenges are well understood, legal advice is provided, and business continuity is improved. Centralisation of the Legal function will also enable, overtime, a shared capability and capacity of the regulations that Market Integrity administer.</li> <li>By centralising the ITS Solicitors there will be increased support and development opportunities available for these roles. We anticipate a continued increase in liquidation offending, requiring more investigations to be undertaken. Pooling of our legal resources will allow for improved sharing of the workload, and a team that can pivot to where the need is.</li> <li>The decision has therefore been made that the ITS Solicitor positions will have a change in reporting line to Manager Operational Legal Services, Business Registries.</li> </ul>

Feedback themes	Response	
<b>Remuneration</b>	<ul style="list-style-type: none"> <li>Your feedback told us that the proposed introduction of criminal proceeds work to Insolvency Officer roles should result in an adjustment to remuneration accordingly and noted the differences in remuneration between the Case Coordinators and Insolvency Officers.</li> <li>Similarly, feedback suggested that the remuneration of the Insolvency Examiner and Senior Insolvency Examiner roles should also increase with the broader scope of work.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring roles are appropriately remunerated is important to us. As we worked on the design of this structure, we adjusted the Insolvency Officer position description (this is the one that was consulted on). The position description was reviewed by MBIE’s remuneration team, and confirmed the current remuneration remains appropriate should the Criminal Proceeds work be introduced.</li> <li>As set out above, however, based on feedback the decision has been made that the Criminal Proceeds work will be the responsibility of a dedicated team made up of Criminal Case Coordinators with SIOs or LIOs. Both Coordinators and SIOs are currently remunerated at the same salary step range (J), and this will remain unchanged. This means that at this stage, the IOs will not be required to undertake Criminal Proceeds work regularly and will continue to focus on insolvency and liquidation administration.</li> <li>With the new Logistics Officers performing some administrative duties, we envisage the need for the central Insolvency Examiners and Senior Insolvency Examiners to provide administration of Criminal Proceeds cases to be sporadic.</li> <li>Our aim is to work together as a broader team, support each other and live the MBIE values, including Mahi Tahi. From time to time, this may mean we ask our people across ITS to help with less complex Criminal Proceeds case or administration work.</li> </ul>
<b>Alternative names for the National Resources Group (NRG)</b>	<ul style="list-style-type: none"> <li>Feedback included a range of alternatives to the proposed new title of Insolvency Operations Support, as generally having the name “Support” in the name was not preferred.</li> <li>Feedback also suggested that the proposed new teams of “Administration” and “Application” would change to “Insolvency Administration” and “Insolvency Application” to reduce confusion with general administrative work.</li> </ul>	<ul style="list-style-type: none"> <li>We appreciated all the suggestions and agree that it is important that you see your work accurately reflected in the team’s name. Following this feedback, the decision has been made to rename the National Resources Group “Central Insolvency Operations”.</li> <li>We agree that naming a team “Administration” may cause some confusion, and as such the decision has been made to name the teams “Insolvency Administration” and “Insolvency Application”.</li> </ul>
<b>National Resources Group – team split and allocation</b>	<ul style="list-style-type: none"> <li>With the proposal to set up two teams within the renamed National Resources Group, the question was posed as to how the allocation would be determined.</li> </ul>	<ul style="list-style-type: none"> <li>This is a great question, and we would like to have your input into this process. We intend to run an “<b>Expression of Preference</b>” process as outlined at the end of this chapter. This will give you the opportunity to tell us what team you would like to belong to and why. It is important to note that being</li> </ul>

Feedback themes	Response	
	<ul style="list-style-type: none"> <li>• There were some different splits suggested to balance the teams in the Central Insolvency Operations including making two identical teams or splitting them in accordance with a focus on Debt Replacement Orders (DRO) or Criminal Proceeds.</li> <li>• You also suggested to split the teams into (DRO) Criminal Proceeds, rather than Administration and Application.</li> </ul>	<p>placed in one team over another will not provide any additional benefits or improved opportunity for progression – which will remain the same across both teams.</p> <ul style="list-style-type: none"> <li>• Maintaining different work across the two teams will build on the informal arrangement within NRG presently that is working well. At this stage we will proceed with the split of duties as per the original proposal, noting that the Logistics Officers will pick up some related Criminal Proceeds administration work.</li> </ul>
<b>Insolvency Support Officer</b>	<ul style="list-style-type: none"> <li>• Feedback included concerns that the deliverables of this role were not sufficiently taken into consideration, and questions were raised about who would perform the duties once the role was disestablished.</li> </ul>	<ul style="list-style-type: none"> <li>• We agree that the role delivers a range of administrative tasks, and that over time the need for physical paperwork and handling has reduced as technology has improved. Many of the tasks have been absorbed within the IO job family role across the country. To ensure the workload is well managed, we are establishing additional IO roles that will increase the overall Insolvency and Criminal Proceeds administration capacity.</li> <li>• Therefore, we believe there is no longer a need for an Insolvency Support Officer, and the decision has been made to disestablish this position and establish four new Insolvency Officer roles.</li> </ul>

## Outcomes of your feedback and confirmed changes

After careful consideration of the feedback received, final decisions are summarised below by proposal. Please note the confirmed decisions from Proposal 2.2 (Criminal Proceeds Management Unit) are also included here.

### Confirmed changes Proposal 3.1 and parts of 2.2 – Insolvency Teams

1. Disestablish the Insolvency Support Officer position.
2. Disestablish the Insolvency Business Administrator position.
3. Minor scope change for the National Manager Insolvency and Trustee Service.

4. Minor scope change and change of position title for the Regional Manager, Hamilton to Regional Manager.
5. Change of reporting line for the five filled Team Leaders to one of the two Regional Manager positions. Their focus will remain on Insolvency and Liquidation cases, with the long-term intent to integrate Criminal Proceeds work across ITS through a managed transition.
6. The Insolvency Officer job family will largely remain unchanged and continue to administer insolvencies and liquidation. From time to time, IOs, SIOs and/or LIOs may need to assist with less complex Criminal Proceeds cases. Long term, the aim is to integrate the criminal proceeds work fully across the teams and we will continue working with our people

as we transition to a fully integrated function. We will rebalance the teams to ensure each Team Leader has an appropriate span of control, and our people have access to support and guidance.

7. Establish four new Insolvency Officer positions reporting to one of the five Team Leaders.
8. Establish one new Regional Manager position reporting to the National Manager ITS based in Auckland, with primary responsibility for Criminal Proceeds work as well as leading two Insolvency Teams.
9. Establish a new Criminal Proceeds and Insolvencies team in Auckland.
10. Reporting line change and location change for the vacant Team Leader position from Wellington to Auckland, where it will lead a team responsible for the Criminal Proceeds case work along with some insolvency and liquidations.
11. Reporting line change and minor scope change for the three current Criminal Case Coordinators from CPMU to the Team Leader Criminal Proceeds and Insolvencies.
12. Establish two new Logistics Officer positions reporting to the Team Leader Criminal Proceeds and Insolvencies
13. Establish three temporary Senior Integrity Officers and/or Lead Integrity Officer positions in the new Criminal Proceeds and Insolvencies team which will be available on a rotational basis for Senior and Lead Insolvency Officers across the country.
14. Introduction of an additional requirement for our Senior Integrity Officers needing to have managed Criminal Proceeds cases to be eligible for progression to Lead Insolvency Officer
15. Title change of Principal Advisor, Business System and Development and Principal Insolvency Advisor to Principal Advisor.

#### **Confirmed changes Proposal 2.2 – Criminal Proceeds Management Unit**

1. Disestablish the Manager Criminal Proceeds Management Unit position.
2. Disestablish the Criminal Proceeds Team Leader position.
3. Disestablish the vacant Senior Case Coordinator position.
4. Disestablish the Criminal Proceeds Administrator position.
5. Disestablish the Warehouse Manager position.
6. Disestablish the Business Capability Lead position.

#### **Confirmed changes Proposal 3.2 – National Resources Group**

1. Minor scope change and change of position title for the Regional Manager, Christchurch to Manager Central Insolvency Operations.
2. Minor scope change and change of position title for the Team Leader National Resources to Team Leader, Insolvency Applications.
3. Minor scope change and reporting line change for the Trust Accountant position to Manager Central Insolvency Operations.
4. Change of reporting line for the Insolvency Team Leader to report to a Regional Manager.
5. Change of reporting line for one Senior Technical Officer to report to the Team Leader, Insolvency Administration. The second Senior Technical Officer position would continue to report to the Team Leader, Insolvency Applications. Both these positions would have a minor scope change.
6. Change of reporting line for two Senior Trust Account Administrators to report to the Manager Insolvency Operations Support.
7. Change of reporting line for the Principal Finance and Reporting Officer to the Manager Central Insolvency Operations

8. Change of reporting line for the three Senior Investigating Solicitors to the Manager Operational Legal Services in Business Registries.
9. Change of reporting line for six Senior Insolvency Examiner positions to report to the new Team Leader, Insolvency Administration position, and a minor scope change.
10. Establish a new Team Leader, Insolvency Administration position.
11. Establish three new Insolvency Examiner positions reporting to the Team Leader, Insolvency Applications.
12. The allocation of roles to the Insolvency Applications and Insolvency Administration team will be determined through the below proposed Expression of Preference process.

#### **Confirmed changes Proposal 3.3 – Quality and Service Improvement**

1. Disestablish the vacant Senior Project Advisor position.
2. Minor scope change for the Team Leader, Quality and Service Improvement, and reporting line change to Manager Business and Operations Support.
3. Minor scope change for two Quality Advisor positions.
4. Establish a new Senior Advisor Business Capability reporting to Team Leader Quality and Service Improvement, Business and Operations Support.

### **Proposed Expression of Preference Process for Senior Insolvency Examiner and Senior Technical Officer**

It has been confirmed that six of the existing Senior Insolvency Examiner and one of the existing Senior Technical Officer roles would report to the new Team Leader

Insolvency Administration, with the remaining roles reporting to the Team Leader Insolvency Applications.

While the teams will work closely together, the focus of the work of the Insolvency Administration team includes expanding on the liquidation work, by completing the initial set up and review for all liquidations, Court bankruptcies, and monitoring files for non-complex criminal proceeds cases. The Insolvency Applications team will largely continue with their current work, with some Criminal Proceeds work introduced.

We would like your input into how we best split the current team into these two new teams, and suggest we use an **Expression of Preference (EOP) process**.

To participate in an EOP process you would need to submit an EOP form which would allow you to express your preference about which of the two confirmed teams you would like to be considered for, and anything else you'd like to add about yourself and your skills and experience in support of your preference. The final position descriptions and decision document outline what the different teams will focus on, which can assist you as you let us know your preference.

CVs are not required as part of the proposed EOP submission process.

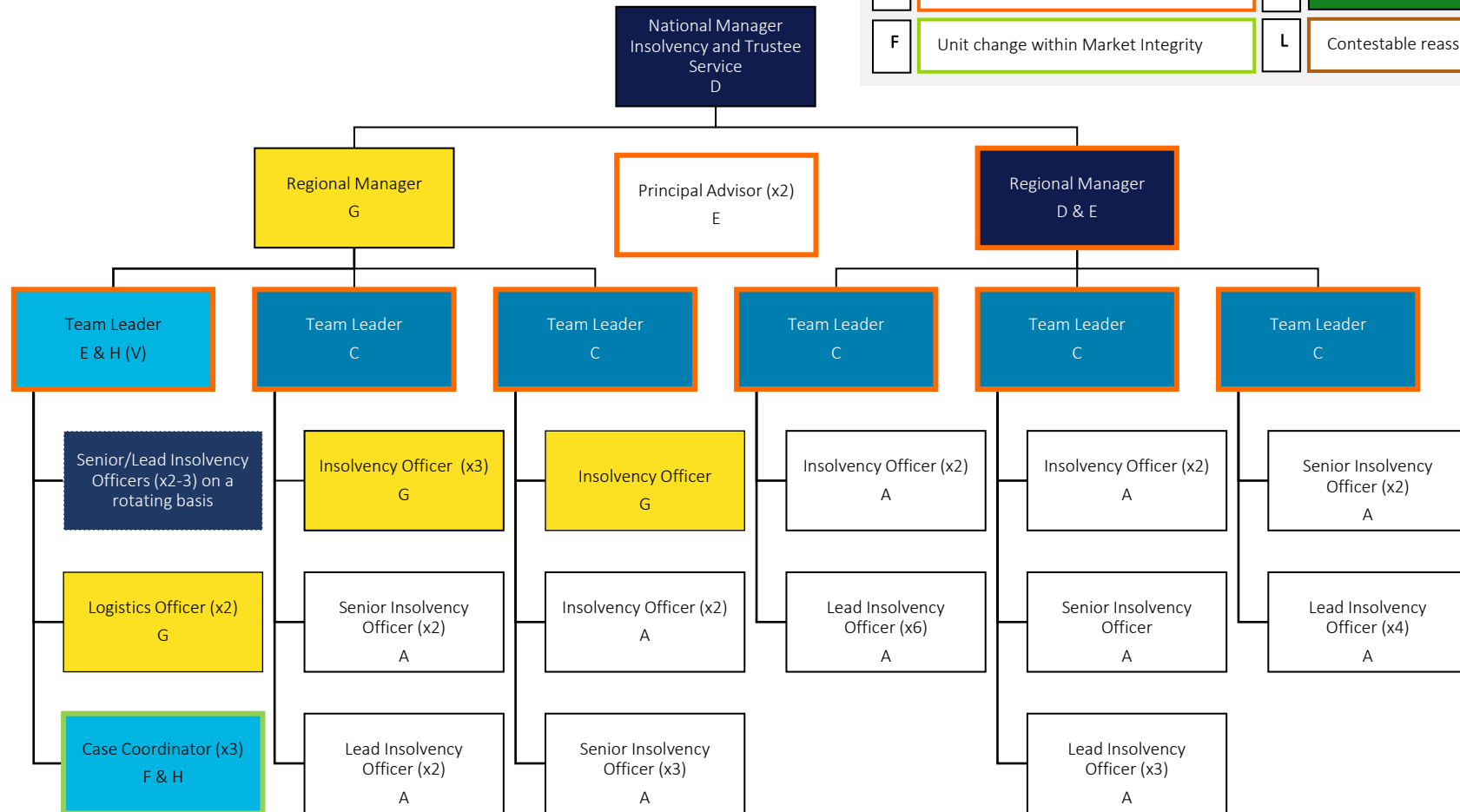
Once the EOP period closes, all submissions would be shortlisted against the position criteria, taking into consideration, knowledge, skills, and experience. We envisage we will be able to make a decision following assessment of the submitted EOP forms. However, depending on the number of expressions of interest received for each team and whether the panel has any questions to help them assess your suitability for each of the teams, you may also be invited to further discuss your preference with the panel. This would be an informal conversation to understand rationale for your preference.

As this process was not included in the original consultation document, we are now seeking your feedback. As this focuses on **EOP for this particular cohort only, consultation on the proposed EOP process is open for 48 hours until 8 October**.

### 3.1 Confirmed organisational chart – Insolvency Teams

Position marked with (V) is vacant

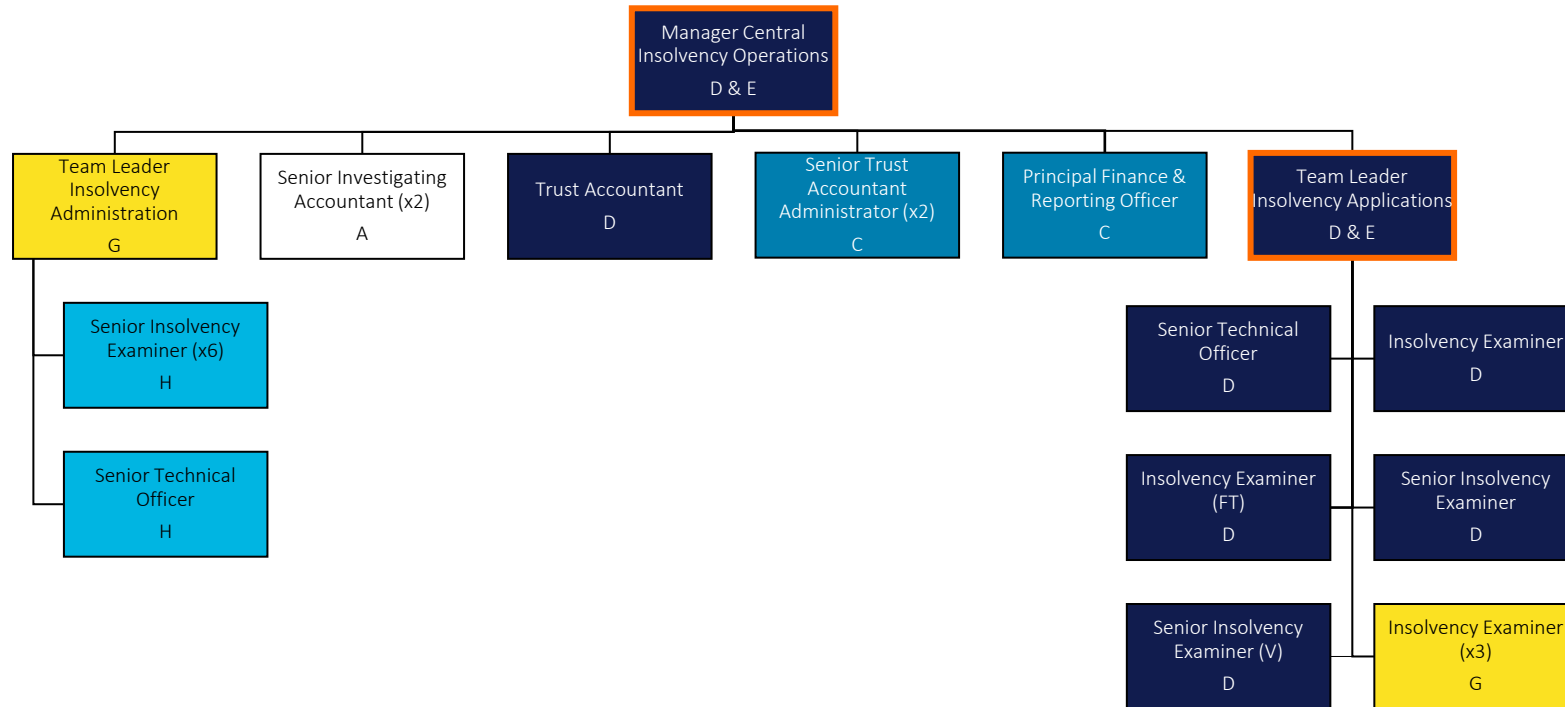
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



### 3.2 Confirmed organisational chart – Central Insolvency Operations

Position marked with (V) is vacant

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



# Chapter 4 – Standards New Zealand

## Summary of changes proposed

Over the past few years, Te Whakatairanga Service Delivery has benefitted from a more integrated approach with a focus on leveraging shared capabilities. Standards New Zealand (Standards NZ) needs to continue to integrate and utilise these centralised and shared services where we can, to enable an improved focus on our core business.

To achieve greater integration a number of changes were proposed across Standards NZ including the:

- Consolidation and centralisation of functions either within Business Registries (e.g. Financial Management), Business and Operations Support (BOS) (e.g. Team Administration) or the Engagement and Experience Branch (e.g. marketing communications, Information and Education) to achieve greater efficiency and effectiveness.
- Prioritisation of resourcing in accordance with Government priorities, our work programme and associated revenue generation capability.
- Re-balance of our focus from primarily domestic NZ standards, towards setting ourselves up for more international standards adoption and joint standards work with Australia where funding enables.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of several new positions as well as changes in reporting line, position title and scope. Further detail on changes originally proposed for Standards NZ can be found in the [Market Integrity Proposal for Change](#).



## Your feedback on Chapter 4: Proposals 4.1 – 4.3

Overall, the feedback received recognised the need for Standards NZ to better integrate functions within itself, the wider Market Integrity branch and MBIE, however, it was also noted that the success of the proposed structure required those other areas to be adequately resourced for cost effective delivery and service delivery efficiency and performance. Your feedback also emphasised the need for the proposed changes to be grounded on improved workflow, collaboration and system support which must be factored into implementation planning.

Concerns were expressed about reducing the overall capacity and capability of Standards NZ at a time of increased ministerial interest and focus on standards as an economic enabler, and the associated Ministerially directed workload for Standards NZ in the coming financial years. Concerns were also shared over some of the proposed position title changes, namely the proposal to change the Principal Project Manager role to Senior Project Manager, which it was felt would be perceived as a demotion.

Alternative organisational structures for Standards NZ were also provided for our consideration, which were well thought through and articulated.

The following table summarises feedback we received across the Standards NZ Chapter: Proposals 4.1 – 4.3.

Feedback themes		Response
<b>Centralised Administration</b>	<ul style="list-style-type: none"> <li>Feedback raised concerns that moving the Personal Assistant/Team Administrator to the central team within BOS will lead to inefficiencies.</li> </ul>	<ul style="list-style-type: none"> <li>While the concerns raised are acknowledged, we believe that a centralised Branch Business Administration model will deliver efficiencies through consistent and streamlined processes, more agile resourcing to meet changing demands and enhanced business continuity.</li> <li>As part of implementation, we will work with the Manager, BOS and Business Services Practice Lead to inform and support the establishment of a high-functioning team, with clarity and documented processes and templates to achieve the envisaged efficiencies along with maintaining service delivery for Standards NZ and the wider branch.</li> <li>The decision has been made to implement the centralised Branch Business Administration model.</li> </ul>
<b>Alternative Standards NZ Team Structure</b>	<ul style="list-style-type: none"> <li>Feedback included an alternative suggestion for the establishment of two teams rather than three in Standards NZ, named Development and Operations.</li> </ul>	<ul style="list-style-type: none"> <li>This proposal was considered against the objectives for change and original analysis undertaken as part of the initial change process design work.</li> <li>Ultimately, it was determined that at present, maintaining three separate teams and operational service delivery leadership roles was appropriate. Given the Government's priorities (including increased focus on Trans-Tasman alignment), current and future business needs (including demanding ICT and business system development maintenance and vendor management), appropriate levels of people leadership particularly during</li> </ul>

Feedback themes		Response
		and after such significant change, and the servicing of high priority relationships (e.g. Standards Approval Board, Standards Australia, key clients, Ministers, and other groups within MBIE etc).
<b>Enhanced workflow and systems</b>	<ul style="list-style-type: none"> <li>Feedback emphasised the need for better workflow management, systems and employee collaboration or empowerment to ensure that Standards NZ can deliver under the proposed structure.</li> <li>Feedback noted the opportunities to achieve efficiencies by better leveraging systems, tools, and technology to manage data and automate processes and workflow.</li> </ul>	<ul style="list-style-type: none"> <li>The need to continue to improve overall approach, productivity, efficiency, and performance within financial and capacity constraints is acknowledged.</li> <li>Standards NZ's Strategic and Business Plans include deliberate initiatives to address these needs, such as: workflow management; people leadership; e-commerce platform enhancements; improving automation; new or improved products and service offerings; new Project Manager resourcing models; and rebalancing some resources into high priority areas moving forward e.g. Joints work). These initiatives will be progressed over the coming years as revenue and resourcing enables.</li> </ul>
<b>Integration of Marketing and Engagement within the Engagement and Experience Branch</b>	<ul style="list-style-type: none"> <li>Feedback noted concerns that integrating the Senior Advisor Marketing and Communications (SAMC) to Information and Education within Engagement and Experience Branch would result in reduced marketing and stakeholder engagement support that Standards NZ relies on to promote its services and raise revenue.</li> <li>There were also concerns that the remaining Standards NZ team member would be required to provide content for marketing and communications, which the reduced team would no longer have the capability or capacity for.</li> <li>Feedback included a reference to a previous attempt to centralise the marketing function, and concerns that MBIE had not learned from this experience.</li> </ul>	<ul style="list-style-type: none"> <li>Information and Education (I&amp;E) has recently implemented a revised operating model and organisational structure that ensures it is positioned to deliver on our requirements as a shared service centre of expertise. While previous examples of leveraging centralised support have been undertaken by Standards NZ, we believe TWSD and MBIE is now better positioned for delivery within our current operating environment.</li> <li>We are confident that I&amp;E will adapt and offer a more flexible and broader approach to service the needs of Standards NZ, which will no longer have the capacity or capability to offer technical content development and other sector knowledge or engagement expertise and services to support I&amp;E.</li> <li>As part of our implementation approach, we will work closely with the I&amp;E leadership team to agree on a specific work programme and operating approach to deliver Standards NZ's business needs.</li> <li>We will ensure that the service provided is right sized to ensure success and that the stakeholder engagement to promote Standards NZ is focused on as a priority of the new structure.</li> <li>It has been decided that the marketing, communications, information education and engagement functions currently performed by Standard NZ's Senior Advisor Marketing and Communications will be integrated into</li> </ul>

Feedback themes		Response
		the I&E Channel Engagement team within the Engagement and Experience Branch.
<b>Aged Catalogue Review Workload</b>	<ul style="list-style-type: none"> <li>Feedback noted concerns that the single Senior Advisor within the Development team will not be able to absorb the management of Joints and the NZ Aged Catalogue Review.</li> <li>Feedback recommended that an additional Senior Advisor should be established within the Development team to share the workload, processes, knowledge and manage the Aged Catalogue Review responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge this feedback as well as the need to right-size workloads to capacity, funding, resource levels and availability across all Standards NZ roles. This will necessitate sequencing and re-prioritising of work at times.</li> <li>It has been decided that a single new position “Senior Advisor Joint Standards” will be established within the Development Team, the existing position Advisor Joint Standards will undertake the aged Standards work.</li> </ul>
<b>Hybrid Resourcing Model</b>	<ul style="list-style-type: none"> <li>Concerns were raised that the proposed reduction of Project Managers and instead a reliance of contractors would not be financially viable long term.</li> <li>Feedback also questioned the Project Management resourcing proposed and whether it was fit for purpose given the commitment of additional funding by Government to deliver on their priorities.</li> </ul>	<ul style="list-style-type: none"> <li>Given the fluctuating demand for standards development work, and the business costs associated with maintaining in-house capacity, we believe it is fiscally more sensible to maintain a different baseline level of internal project management capability that is supplemented by specialised and short-term contractor resource obtained on an as-and-when required and third-party funded basis.</li> <li>Since the release of this proposal for change, we acknowledge that Standards NZ and MBIE Business Systems Performance has received additional funding for priority Standards New Zealand work to address Government priorities, such as the adoption of Australian standards previously de-jointed, revision of existing joint Australian and New Zealand Standards, support to a large policy work programme on standards, raising awareness and appreciation of standards as an economic enabler, and development or adoption of new standards in relation to a range of sectors and Government priorities.</li> <li>This temporary work will utilise Standards NZ hybrid resourcing model and be delivered utilising temporary external contract resource.</li> <li>We commit to evaluating the hybrid resourcing model overtime (its cost benefit, financial performance, efficiency, quality outputs and overall performance) and amending it appropriately if required.</li> </ul>
<b>Naming Conventions</b>	<ul style="list-style-type: none"> <li>Feedback raised concerns with the proposal to amend the title of Principal Project Manager to Senior Project Manager. It was felt</li> </ul>	<ul style="list-style-type: none"> <li>The intent of this proposal was to better align with the majority of project management positions across MBIE and was not intended to be perceived as a demotion for these roles or the value of the skills provided, nor</li> </ul>

Feedback themes		Response
	<p>that this was a demotion and would create confusion between roles and reduced progression opportunities.</p> <ul style="list-style-type: none"> <li>• Feedback also noted that these position titles were only introduced in 2023 in recognition of the skills and capabilities required.</li> <li>• Feedback requested that we retain the Principal Project Manager position title or consider Principal Project Advisor as an alternative.</li> </ul>	<p>adversely impact the influence and credibility of these roles with industry that they work closely with.</p> <ul style="list-style-type: none"> <li>• The feedback is acknowledged, and the decision has been made to retain the Principal Project Manager position title.</li> </ul>

## Outcomes of your feedback and confirmed changes

After careful consideration of the feedback received, the final decisions are summarised below by proposal.

### **Proposal 4.1 – Business Systems and Operations Team, and Administrative Support functions**

1. Disestablish the Personal Assistant/Team Administrator position.
2. Disestablish the Senior Data Analyst position.
3. Disestablish the Senior Business Information Advisor position.
4. Disestablish the two Business Administrator positions.
5. Change of reporting line for the Principal Analyst Finance Performance to Team Leader Registry Fees and Analysis in Business Registries.
6. Establish a new Senior Data Quality Analyst position reporting to the Manager Business Systems and Operations.
7. Establish a new Senior Commercial Coordinator position reporting to the Manager Business Systems and Operations.
8. Establish a new Commercial Coordinator position reporting to the Manager Business Systems and Operations.
9. Change the reporting line for the Senior Advisor Quality Management Systems to Team Leader Quality and Service Improvement within the Business and Operations Support team.

### **Proposal 4.2 – Commercial and Sectors Team**

1. Disestablish the Access Solutions Manager position.
2. Disestablish the vacant Sector Engagement and Business Development Lead position.
3. Disestablish the Senior Advisor Digital Products position.

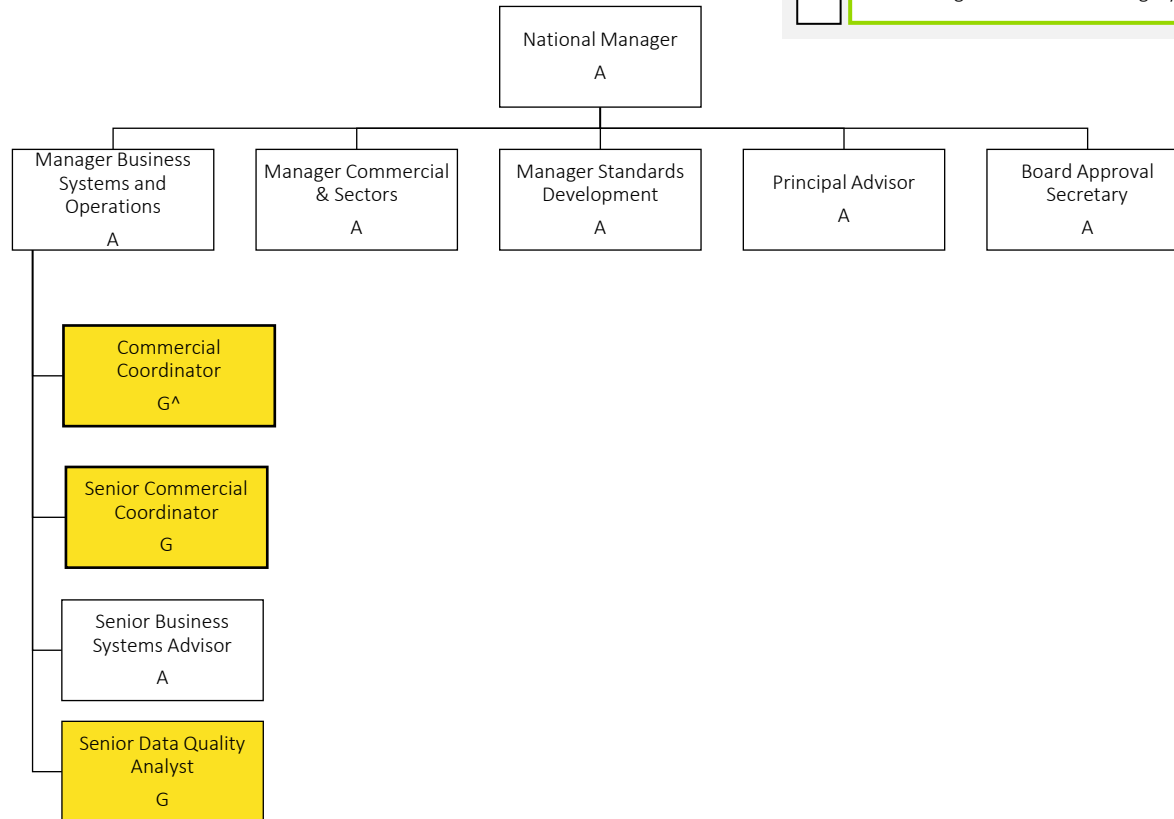
4. Disestablish the Senior Advisor Marketing and Communications position.
5. Establish a new Senior Advisor Products and Projects position reporting to the Manager Commercial and Sectors.
6. Establish a new Senior Advisor Products and Marketing position within E&E Branch reporting to the Manager Products and Marketing within the I&E Channel Engagement team.
7. Establish a new Senior Advisor Business Development and Client Relations position reporting to the Manager Commercial and Sectors.

### **Proposal 4.3 – Standards Development Team**

1. Disestablish the vacant Principal Standards Project Manager position.
2. Retain the Principal Project Manager title for the two current roles.
3. Minor scope change for one Project Coordinator position, and a title change for both positions to Project Coordinator, removing “Standards Development”.
4. Change of position title for the Advisor International Standards Development to Advisor Joint Standards Development.
5. Change of position title for the Standards Project Manager to Project Manager.
6. Establish a new Senior Advisor Joint and International Standards position reporting to the Manager Standards Development.

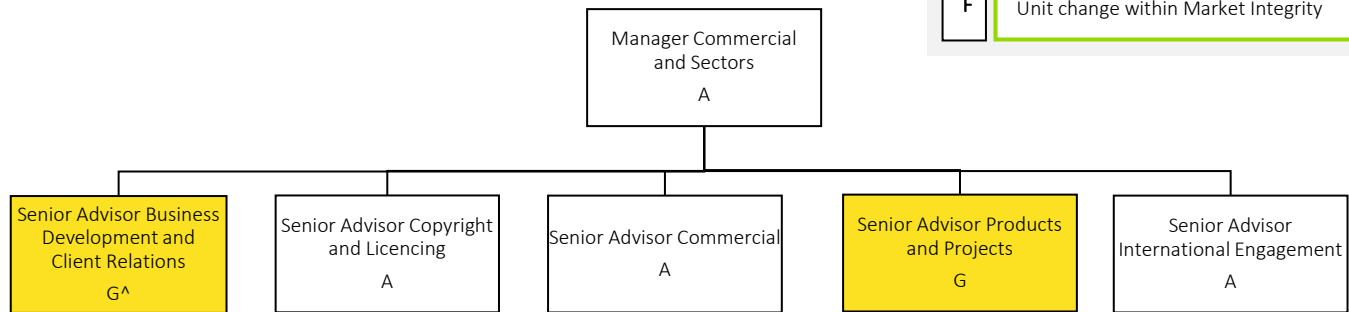
## 4.1 Confirmed organisational chart – Business Systems and Operations Team

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment

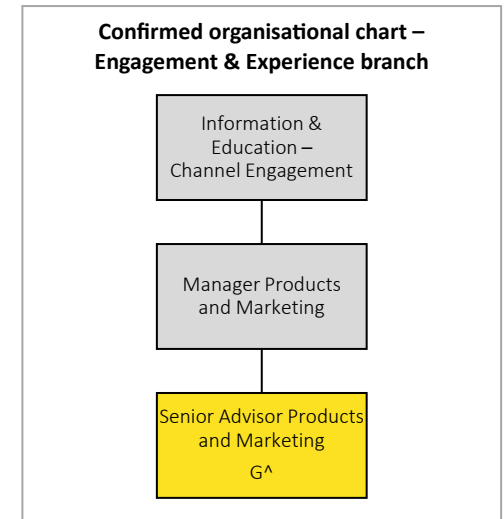


## 4.2 Confirmed organisational chart – Commercial and Sectors Team

Positions marked with ^ will be filled through direct reassignment



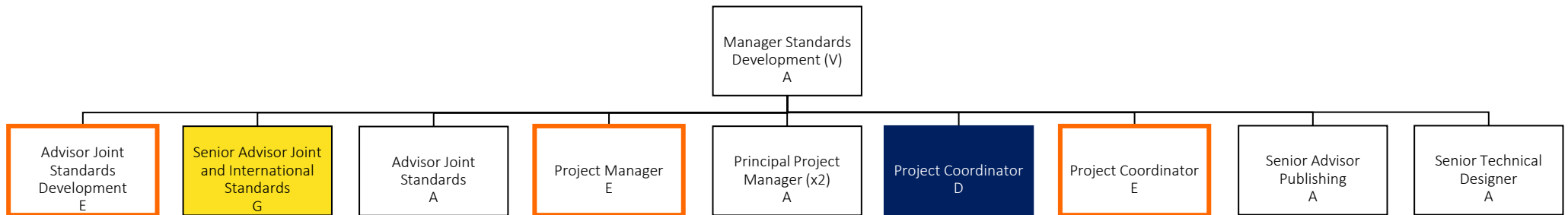
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



### 4.3 Confirmed organisational chart – Standards Development Team

Positions marked with V are vacant

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment





# Chapter 5 – Occupational Regulation

## Summary of changes proposed

While Occupational Regulation already takes an integrated approach, we have continued to explore further opportunities to ensure we are as efficient and effective as we can be. The proposed changes set out how we believed we could expand on the integration between our complaints and investigation functions to create an improved end-to-end process from complaint to board review.

As such a number of changes were proposed across Occupational Regulation including the:

- Integration of existing Board Support and Complaints Administration services to ensure we can deliver quality and timely services for the two statutory boards we support, improve career pathways, and improve the overall quality and timeliness of investigations.
- Integration of the Operations Support and Registration and Licensing Teams to ensure a more appropriate span of control and consolidation all service delivery (excluding investigations) and enabling services within one team.
- Consolidation and centralisation of Team Administration functions within Business and Operations Support (BOS) to achieve greater efficiency and effectiveness.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title and scope. Further detail on the changes originally proposed for Occupational Regulation can be found in the [Market integrity Proposal for Change](#).

## Your feedback on Chapter 5: Proposals 5.1 and 5.2

While there was recognition of the overall change objectives and broad support for aspects of the proposal, a considerable amount of feedback was received regarding the workload for Investigators and the Board and Case Administration teams. Concerns were also raised about combining the Manager Operations Support and Manager Registration and Licensing roles due to the wide scope of responsibilities for one overarching People Leader.

Your feedback expressed concerns with the loss of dedicated resource due to centralisation, and questions were raised as to how this model would work in practice.

The following table summarises feedback we received across the Occupational Regulation Chapter: Proposals 5.1 and 5.2.

Feedback themes	Response	
<b>Case Officer and Investigations Workload</b>	<ul style="list-style-type: none"> <li>Feedback raised that the workload of Investigators is already high, and the proposal to combine board support and case administration duties while reducing FTE raised concerns that workload would continue to increase for the Investigators.</li> <li>Similarly, concerns were raised that the workload for the board support function is currently too high and adding more tasks would not be manageable.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge the concerns raised about the four Case Officer positions being able to sufficiently support both the Investigations teams and Boards.</li> <li>Case Officer activities are largely directed to the volume of complaints, which require processing across the multiple regimes within Occupational Regulation. We have significantly streamlined the board support processes and complaints administration (such as increases in 'on-the-papers' hearings, virtual hearings, reduced numbers of general board meetings, the introduction of improved complaints handling, and reduction in the usage of external special advisors). We had assumed that the streamlining should enable the balance of activities to be conducted by four Case Officers. The feedback we have received strongly challenge the assumption that the streamlining efficiencies offset any volume increases as much as we had estimated.</li> <li>In recognition of your feedback and the importance of providing high quality Board support and complaints administration services we have decided to include an additional Case Officer position, bringing the number to 5, to increase resourcing levels.</li> </ul>
<b>Case Officer Reporting Lines</b>	<ul style="list-style-type: none"> <li>Your feedback proposed that the new Case Officer roles should all report to Manager Investigations (South) as that team works directly with the EWRB and BPB, whereas the Investigations (North) does not. It was suggested that this alternative proposal would ensure that the team was able to operate consistently while also allowing the provision of adequate support.</li> </ul>	<ul style="list-style-type: none"> <li>While we acknowledge the feedback that all Case Officers should report to the Manager Investigations (South), it is our expectation that the two investigative teams will work in a nationally distributed model, in-line with our integrated operating model. Distributing the Case Officers between the two regionally based teams aligns with this existing model and will ensure team support is available where the Case Officers are based.</li> <li>As a result, the proposed reporting lines will be confirmed with the additional Case Officer role reporting to Manager Investigations (South) and based in Wellington.</li> </ul>

Feedback themes		Response
<b>Senior Case Officer</b>	<ul style="list-style-type: none"> <li>Feedback proposed that instead of four Case Officers, there should be three Case Officers and one Senior Case Officer who would then be responsible for oversight of workflows and Consolidated Fixtures Schedule (CFS) preparation. This would also reduce the workload for the Manager.</li> </ul>	<ul style="list-style-type: none"> <li>The merits of this proposal are recognised however, the Case Officer position description outlines the responsibilities of the role, which includes the expectation to manage the end-to-end complaints/appeals process and oversee the CFS. The expectation is that the two Investigations Managers will work together to adapt existing systems for overseeing workflows to monitor the end-to-end process.</li> <li>Therefore, it is our view that a Senior Case Officer role is not required.</li> </ul>
<b>Case Officer Remuneration</b>	<ul style="list-style-type: none"> <li>Concerns were raised that the proposed merging of two roles to create the Case Officer role did not seem to result in an increase to salary step range, despite there being a broader range of work required.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that the duties of the Board Support Officer role and Complaints Administrator roles were merged into the proposed new Case Officer role, however the significant alignment in skills and knowledge required should be recognised.</li> <li>As with all the newly established or substantially amended positions, the Case Officer has been reviewed by our MBIE Remuneration and Rewards team through job evaluation and has been confirmed as a Band G (Steps 9 – 13).</li> </ul>
<b>Location of Case Officers</b>	<ul style="list-style-type: none"> <li>Feedback proposed that a Case Officer role should be based in Wellington to better reflect the regional distribution of work and ensure support is available in the region.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge the importance that the location of our roles reflects the national distribution of our work and accept there is a need to ensure resourcing is based in Wellington (a region where there is a high level of Board activity). As resignations occur, we will reassess the location of vacancies to align to the level of Board/Investigative incoming requests.</li> <li>To recognise this feedback, the additional Case Officer will be based in Wellington.</li> </ul>
<b>Conflict of interest for Board Support</b>	<ul style="list-style-type: none"> <li>Feedback raised concerns with the potential for a perceived conflict of interest if the employees responsible for supporting the Board are also responsible for case investigation support.</li> </ul>	<ul style="list-style-type: none"> <li>In designing the change proposals, we have considered the risk of a perceived conflict of interest. This risk only exists for support for the Electrical Workers Registration Board (EWRB) and already exists with the current operating model. Due to the inquisitorial functions of the Building Practitioners Board (which drives the majority of Board support work), there is no conflict of interest. For supporting the EWRB, with appropriate controls in place, we do not consider that this risk is any greater than the current operating model. It is important to note that each statutory board operates independently of MBIE and exercises their statutory functions accordingly, which the Case Officer will support.</li> </ul>
<b>Manager Occupational Regulation Operations</b>	<ul style="list-style-type: none"> <li>Concerns were raised that combining Manager Operations Support and Manager Registration and Licensing roles would create an unsustainable workload, reducing its ability to operate at a strategic level.</li> </ul>	<ul style="list-style-type: none"> <li>This feedback was carefully considered, and it was determined that an additional leadership role is not required at this time. It is important to recognise that the Manager Occupational Regulation Operations and team are supported by two Lead</li> </ul>

Feedback themes	Response	
	<ul style="list-style-type: none"> <li>As an alternative, it was proposed that an additional SME or Team Leader position be created to lead the operational aspects of the work.</li> </ul>	<p>Advisors who will be able to provide coaching and support across the function in addition to their technical expertise.</p> <ul style="list-style-type: none"> <li>While the broad responsibilities for this new role are recognised, we believe the synergies and structure will enable the leader to contribute both strategically and operationally.</li> <li>The Manager Occupational Regulation Operations will be established as proposed.</li> </ul>
<p><b>Centralisation and loss of dedicated resource</b></p>	<ul style="list-style-type: none"> <li>The proposal to disestablish the Senior Business Administrator role raised concerns around where the work of that role would land. It was felt that OR is different to other business units as there is significant volume of finance, contract management and purchase order tasks, often requiring problem solving and expert system knowledge to complete, work that cannot be absorbed within a Branch Business Administrator role.</li> <li>As an alternative, it was proposed that the Senior Business Administrator role should be retained and moved to report into the Registration and Licensing team where there would be opportunities to cross train others and create business continuity.</li> </ul>	<ul style="list-style-type: none"> <li>This feedback is acknowledged, and we understand the potential risk of losing institutional knowledge. However, this is an existing risk for all the roles in the OR team where there is one key person/role carrying out the duties. Centralising the current duties of the Senior Business Administrator will significantly decrease the risk of operations by spreading responsibilities across teams, rather than an individual.</li> <li>The decision has been made to implement the centralised Branch Business Administration model as proposed and to disestablish the Senior Business Administrator.</li> <li>We have further analysed the functions that the Senior Business Administrator supports and found the majority of these are to provide financial administration tasks, which we believe are best supported by the Branch Business Administration team in Business and Operations Support (BOS). We consider that the Branch Business Administration will be positioned to provide better continuity and consistency of process across the branch.</li> <li>The decision has been made to implement the centralised Branch Business Administration model in BOS as proposed and to disestablish the Senior Business Administrator.</li> </ul>
<p><b>Data Analyst</b></p>	<ul style="list-style-type: none"> <li>We received an alternate proposal to introduce a new Data Analyst role, proposing that this role would be a dedicated reporting specialist for the team, allowing the Senior Business Systems Advisor and Systems Support Analyst to focus on their core roles.</li> </ul>	<ul style="list-style-type: none"> <li>We recognise the importance of understanding and using data to inform our work. We are satisfied that the current demand for the development of reporting is aligned with the key accountabilities and deliverables of the System Support Analyst.</li> <li>It is our view that a new Data Analyst role is not required.</li> </ul>

## Outcomes of your feedback and confirmed changes

After careful consideration of the feedback received, the final decisions are summarised below by proposal.

### Confirmed changes Proposal 5.1 – Complaints Support

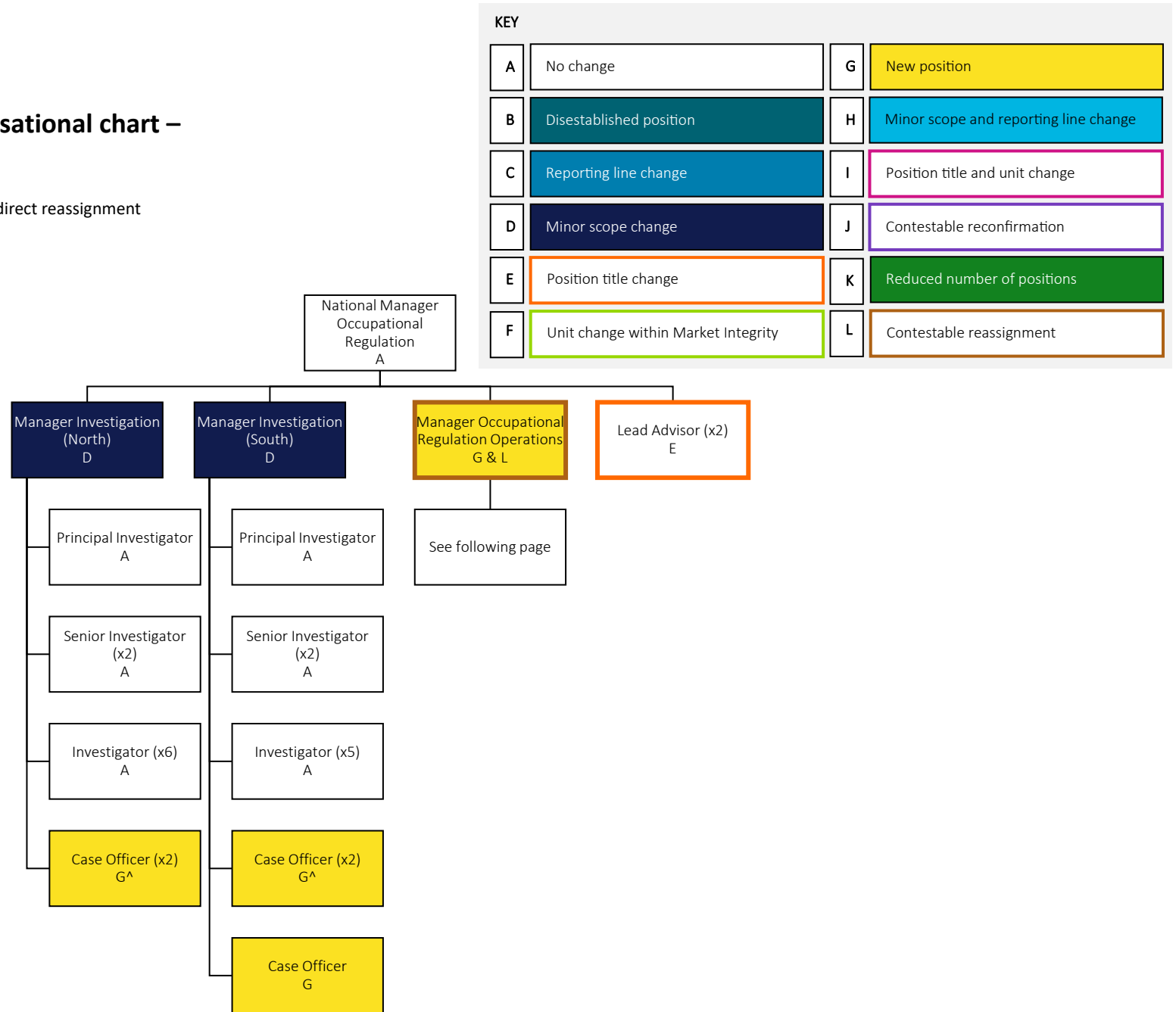
1. Disestablish the two vacant Complaints Administrator positions.
2. Disestablish the four Occupational Licensing Board Officer positions.
3. Disestablish the Team Leader Board Support position.
4. Minor scope change for the Manager Investigations (North) and Manager Investigations (South) positions.
5. Establish two new Case Officer positions reporting to the Manager Investigations (North).
6. Establish three new Case Officer positions reporting to the Manager Investigations (South).

### Confirmed changes Proposal 5.2 – Operations Support

1. Disestablish the Senior Business Administrator position.
2. Disestablish the Personal Assistant/Team Administrator position.
3. Disestablish the Manager, Operations Support.
4. Disestablish the Manager, Registration and Licensing.
5. Establish a new Manager Occupational Regulation Operations position reporting to the National Manager.
6. Title and minor scope change for the Principal Advisors to Lead Advisor.
7. Reporting line changes for Senior Technical Advisors, Senior Technical Specialists, Senior Business Advisor, Senior Advisor, System Support Analyst, Senior Business Systems Advisor and Team Leader Registration and Licensing to Manager Occupational Regulation Operations.

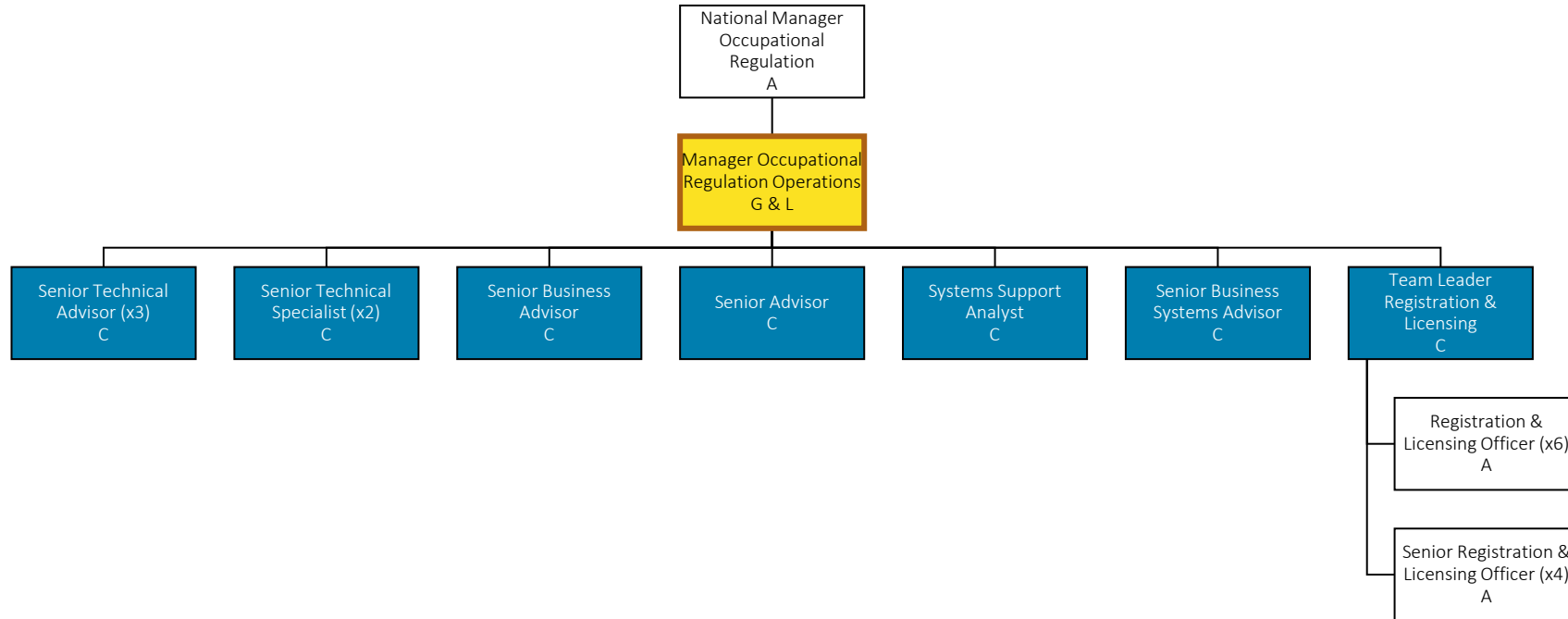
## 5.1 and 5.2 Confirmed organisational chart – Occupational Regulation

Positions marked with ^ will be filled through direct reassessment



## 5.1 and 5.2 Confirmed organisational chart – Occupational Regulation Operations

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



# Chapter 6 – Business and Operations Support

## Summary of changes proposed

The Business and Operations Support (BOS) team provides governance, accountability, and strategic oversight for services across Market Integrity. With integration in mind, we reviewed our current structure, looking for opportunities to enhance centralised support.

As such, a number of changes were proposed across BOS to enable the effective centralisation of key functions from across Market integrity. These proposals included the:

- Consolidation and centralisation of Team Administration and Quality Service Improvement functions within BOS to achieve greater efficiency and effectiveness.
- Realignment of functions across TWSD to expand on existing centres of expertise and achieve greater integration.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title and scope. Further detail on changes originally proposed for BOS can be found in the [Market integrity Proposal for Change](#).



## Your feedback on Chapter 6: Proposal 6.1 and 6.2

A substantial amount of feedback was received from across Market Integrity regarding the proposed centralisation and consolidation of Administration and Quality Service Improvement functions. The majority of this feedback was focussed on how the proposed centralisation would operate in practice; however, concerns were also raised with the proposed reduction in resourcing and how this could impact service delivery.

Feedback was also provided relating to the delivery of strategic support for the branch, with questions raised as to how branch strategy would be managed going forward.

The following table summarises feedback we received across the BOS Chapter: Proposals 6.1 and 6.2.

Feedback themes	Response
<p><b>Centralised Administration</b></p> <ul style="list-style-type: none"> <li>Feedback revealed concerns that three Branch Business Administrators would be insufficient to support the six business units effectively, and the increased workload would result in a reduction to the quality of work. It was suggested that at least four roles would be needed.</li> <li>It was noted that the cost savings associated with the reduction in administration roles could be better achieved through the consideration of the make-up of more senior roles.</li> <li>Feedback suggested that consideration should be given to retaining these roles in the business units to allow timely and bespoke support and ensure effective contribution to the operational success of the business units.</li> <li>Concerns were expressed that the centralisation and proposed generic position description would not accurately reflect the range of work carried out by our current PA/Team Administrators resulting in work either not getting done at all, or the expectations that other roles would need to pick this up alongside their already high workloads. Radio Spectrum Management (RSM) was highlighted as an area where the PA/Team Administrator role performed technical tasks alongside more generalised administration tasks, and losing this resource would have a negative impact on the RSM frontline teams.</li> <li>Feedback queried how the centralised administration model would work, and how we will ensure that the Branch Business</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that our PA/Team Administrators (which also refers to the Insolvency Business Administrator (ITS) Business Services Advisor (BR) and the Criminal Proceeds Administrator (CPMU)) are busy roles that deliver important work across their business units. It is important to note that the driver for this proposal was to enhance integration and provide efficient, effective, and consistent services across our branch.</li> <li>We realise that this new centralisation model will take time to embed, and the Business Services Practice Lead (BSPL) role will be critical to supporting the transition of the centralisation model to ensure the supporting foundations are established. With the leadership capability and capacity of the BSPL role, it is important to note that there will be four roles focussed on the effective delivery of these services. We will create consistencies in our approach, provide business continuity and share the workload across more roles rather than the one position in each of the business units.</li> <li>For RSM and Trading Standards (TS), where some technical work has previously been undertaken by the PA/Team Administrators, we have reviewed these requirements. This determined that for RSM this was largely the result of vacancies and the National Manager, RSM will be reviewing the position descriptions of these vacancies prior to recruitment to ensure that these technical tasks are supported. For TS work they will continue with systems improvements to make the administrative tasks less manual and therefore more easily absorbed into the TS team.</li> </ul>

Feedback themes		Response
	<p>Administrators are appropriately trained and able to be close enough to the business to be effective. There was limited support for the proposed rotations of portfolios as this would create ongoing disruptions and individual expertise would be diluted.</p> <ul style="list-style-type: none"> <li>Concerns were raised that there could be a conflict of interest should one Branch Administrator support two separate business units, noting these roles would have access to sensitive or confidential information.</li> <li>Feedback acknowledged the positive impact centralisation would have for business continuity, ensuring the negative effects of any resignations or longer team leave would be reduced.</li> </ul>	<ul style="list-style-type: none"> <li>To enable a successful centralised model, as part of implementation, we will work collaboratively with all teams to inform and support the establishment of a high-functioning administration team, with documented processes and templates to achieve the envisaged efficiencies along with maintaining service delivery for the wider branch.</li> <li>The aim is to create a portfolio model, where individual Branch Business Administrators support specific teams, with a maximum of two at one time. We acknowledge that this is a significant change from our current operating model. While our long-term intent is for the Branch Business Administrators to rotate to other teams, we will revisit this in the future once the centralised model is well established.</li> <li>In terms of potential conflicts of interest, we believe that any potential risk is manageable with suitable training and clear expectations regarding confidentiality and professionalism. Any concerns that may arise as part of this portfolio approach would need to be discussed with the Manager BOS.</li> <li>The decision has been made to implement the centralised Branch Business Administration model as proposed.</li> </ul>
<b>Centralised Quality Service Improvement (QSI) team</b>	<ul style="list-style-type: none"> <li>Feedback raised concerns that the proposed Quality Service Improvement (QSI) resources would be insufficient to provide support across the branch. This was specifically highlighted for Business Registries where a reduction of Senior Quality Advisors and for Insolvency and Trustee Service where the QSI function has lost two resources over the past 18 months. Similarly, Trading Standards has reduced recently through attrition. The concerns included how the proposed team would be able to deliver effectively with the anticipated increase to workload across Criminal Proceeds work, the Business Registries Modernisation Programme and Insolvency and Trustee service.</li> <li>Concerns were shared that the work of the QSI roles is very technical and specific to their business unit, and the centralisation would remove them from the business with technical expertise lost over time, risks introduced to current</li> </ul>	<ul style="list-style-type: none"> <li>We received substantial informative feedback articulating the current workloads, ways of working and resourcing changes over time. We have taken some time to revisit the previous, current, and proposed structures, position descriptions and workloads (current and anticipated) to further test our thinking considering this feedback. When reviewing this, we agree that an additional resource in the centralised QSI team would be beneficial and therefore the decision is to retain both existing Senior Quality Assurance Advisors from the Business Registries team and proceed with the proposed centralisation with a total of eight QSI positions.</li> <li>Under the centralised model, the new Principal Advisor role within BOS is responsible for the strategic oversight of Quality, Risk and Service Improvement for the branch, with the overall accountability for this sitting with the Manager BOS. Together the Principal Advisor and Manager BOS will work with the Team Leader Quality and Business</li> </ul>

Feedback themes	Response
<p>projects and an increase in workload for other roles within the separate business units.</p> <ul style="list-style-type: none"> <li>• Feedback included concerns that the changes to the Team Leader role were more significant than the proposed minor scope changes, and that the role needed to be updated accordingly, including a resizing of the role.</li> <li>• Feedback noted concerns with perceived anomalies in the remuneration banding across roles, and that it did not reflect the current responsibilities.</li> <li>• Questions were raised around how a centralised pool could effectively work with the business, and the complications including inefficiencies that a dual reporting line could bring (working to both their team leader and the leaders within the business units they support).</li> <li>• There were also concerns around the proposed structure of the centralised team not being fit for purpose, and that the roles and associated position descriptions would need closer review and consideration.</li> </ul>	<p>Improvement and people leaders across the branch to ensure quality service improvements are provided efficiently across Market Integrity, and as the new model is embedded a consistent and integrated approach is taken.</p> <ul style="list-style-type: none"> <li>• The QSI team will initially focus on their current teams' quality service improvement work as we embed the new structure, but at the same time begin to share their expertise and knowledge across the team. The aim is to create a portfolio model overtime, where the QSI team members can support teams across all of Market Integrity rather than just one specific team. Having this knowledge base across the QSI team will provide business continuity and a consistency of processes across Market Integrity, bringing an end to bespoke approaches. It will also provide professional development opportunities for the QSI team members.</li> <li>• This QSI centralisation model will provide clear expectations for this team to focus on supporting the branch to deliver measurable efficiencies, creating consistent quality approaches and clear metrics to measure branch performance.</li> <li>• As with the centralised administration model, we recognise that there will be a period of adjustment as we implement this new operating model, and we commit to ongoing engagement with our people within this team, and across Market Integrity to make this model a success. As the model matures, there may be a need to review role mix and position descriptions, and our people would be consulted on any future changes.</li> <li>• We have reviewed and updated the position description of the Team Leader Quality and Service Improvement role. Following feedback and following an independent impact assessment we can confirm that the proposed changes are considered minor in scope. The experience and knowledge required to be successful in the role remain unchanged, as do the majority of the deliverables. This also aligns with our intent to ensure we do not significantly impact our people where possible. As such, we will proceed with the minor scope change and reporting line change as proposed.</li> </ul>

Feedback themes		Response
		<ul style="list-style-type: none"> <li>Following feedback, we have incorporated some changes to the proposed position descriptions. We have tested the Quality Advisors, Senior Quality Assurance Advisors and Team Leader QSI position descriptions, and as the deliverables have not substantially changed this has confirmed the salary step ranges remain unchanged.</li> <li>The decision has been made to implement the centralised QSI model with revised resourcing to include both existing Senior Quality Assurance Advisors from the Business Registries team.</li> </ul>
<b>Strategic Support</b>	<ul style="list-style-type: none"> <li>Feedback demonstrated concerns regarding the loss of strategic resourcing and capability at a branch level. For example, the feedback noted a risk of failure for branch priority programmes e.g. Business Registries Modernisation Programme.</li> </ul>	<ul style="list-style-type: none"> <li>We appreciate and recognise how beneficial the current level of strategic support has been for BOS and the wider branch, however having reviewed the Market Integrity requirements we believe this can be more efficiently delivered with a revised approach.</li> <li>Strategic support for Market Integrity will be provided by the Principal and Lead Advisors embedded within each Business Unit across Market Integrity. For strategic project work the Strategy Performance and Design (SPD) branch will support Market Integrity as part of the integrated approach to shared services.</li> <li>In addition, the new Principal Advisor Business Registries will lead the work associated with the Business Registries Modernisation Programme with strategic support from SPD and branch support provided by the Senior Advisor, Business Systems in Market Integrity.</li> <li>A Community of Practice will also be established for the Principal and Lead Advisors across Market Integrity to ensure a consistent strategic approach and to build confidence in consistency of processes across all teams.</li> <li>The Principal Advisor BOS has the responsibility of branch business planning, governance, performance reporting, business continuity, and quality, risk, and service delivery activities.</li> <li>The decision has been made to disestablish the three Principal Advisor roles (Strategic Initiatives, Strategy and Business Advisory Services) in BOS and establish one new Principal Advisor BOS.</li> </ul>

Feedback themes		Response
<b>Cost of Centralisation</b>	<ul style="list-style-type: none"> <li>Feedback questioned the fiscal savings associated with the centralisation of functions within BOS as it was perceived that the increase in positions would increase the overhead costs for MI.</li> </ul>	<ul style="list-style-type: none"> <li>For 24/25, we will retain the shared function cost from BOS at the similar level of what business units paid prior to the centralisation. We will continue to monitor the performance of this team and review allocation methodologies from 25/26 and out years.</li> </ul>
<b>Principal Finance and Reporting Officer Reporting Line</b>	<ul style="list-style-type: none"> <li>Feedback queried the rationale for the Principal Finance and Reporting Officer (PFRO) ITS being included with the QSI team move to BOS as it is more aligned with financial reporting.</li> </ul>	<ul style="list-style-type: none"> <li>The proposal for moving this role into the centralised BOS QSI team was to provide further support and resource to the QSI team to be able to obtain data to analyse to make business improvements. We recognise that the PFRO does not have a quality role and ITS requires this capability to be available to assist the Trust accounting.</li> <li>The decision has been made that the role is better aligned within ITS and will commence reporting to the Central Insolvency Operations Manager, ITS.</li> </ul>

## Outcomes of your feedback and confirmed changes

After careful consideration of the feedback received, the final decisions are summarised below by proposal.

### Confirmed changes Proposal 6.1 and 6.2 – Business and Operations Support

1. Disestablish the Business Manager position.
2. Disestablish the Principal Advisor Strategic Initiatives position.
3. Disestablish the Principal Advisor Strategy position.
4. Disestablish the Principal Advisor Business Advisory Services position.
5. Minor scope change for Manager Business and Operations Support.
6. Establish a new Principal Advisor position within SPD Branch reporting to the Director Strategy, Planning and Information. This will be filled by direct reassignment.
7. Establish a new Principal Advisor position in Business and Operations Support.
8. Establish a new Business Services Practice Lead position in Business and Operations Support.
9. Establish a new Senior Advisor Business Capability position in Business and Operations Support.
10. Establish a Quality and Service Improvement team in Business and Operations Support.
11. Reporting line change for the Team Leader Quality and Service Improvement to Manager BOS.
12. Minor scope change and unit change for the Quality Advisors within ITS.
13. Reporting line change for Senior Advisor Quality Management Systems Standards NZ to Team Leader Quality and Business Improvement.

14. Reporting line change for the Senior Business Improvement Advisor, Trading Standards to Team Leader Quality and Business Improvement.
15. Minor scope and a reporting line change for both Senior Quality Assurance Advisors, BR to Team Leader Quality and Business Improvement.

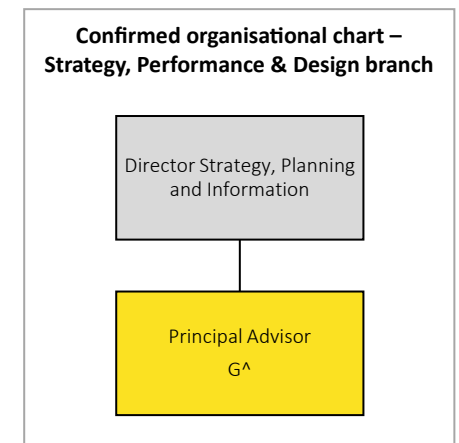
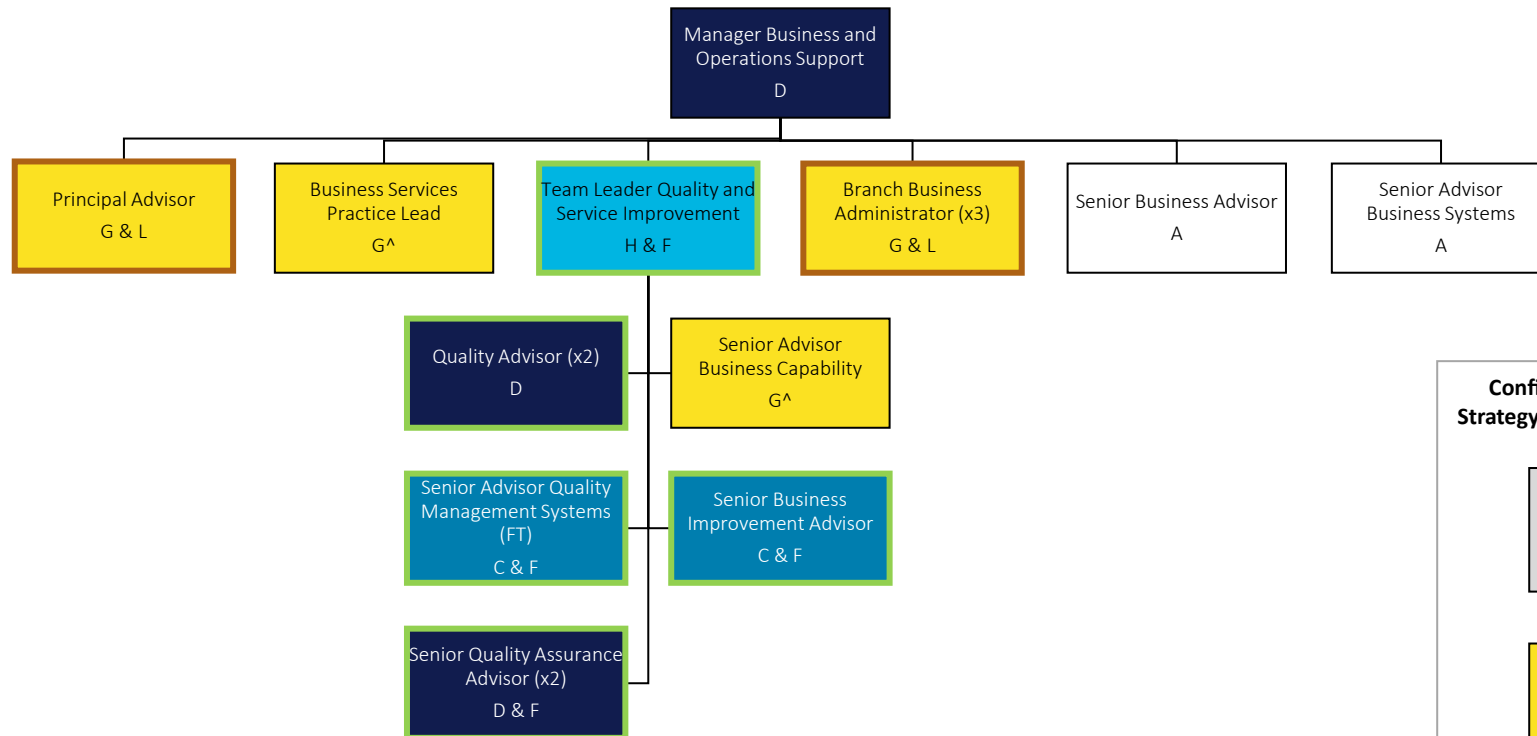
### Confirmed changes Proposal 6.2 – Administration support

1. Disestablish the Criminal Proceeds Administrator, Criminal Proceeds, Integrity, and Enforcement position.
2. Disestablish the Business Services Advisor, Business Registries position.
3. Disestablish the Insolvency Business Administrator, Insolvency and Trustee Service position.
4. Disestablish the Personal Assistant/Team Administrator, Standards NZ position.
5. Disestablish the Personal Assistant/Team Administrator, Trading Standards position.
6. Disestablish the Personal Assistant/Team Administrator, Occupational Regulation position.
7. Disestablish the Personal Assistant/Team Administrator, Radio Spectrum Management position.
8. Establish three new Branch Business Administrator positions reporting to the Manager Business and Operations Support.

## 6.1 and 6.2 Confirmed organisational chart – Business and Operations Support Team

Positions marked with ^ will be filled through direct reassignment

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



# Summary of changes

## Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	76
Number of new positions	60
Number of new positions to be part of a contestable reconfirmation process (included in the above)	13
Number of positions with minor changes such as minor scope, reporting line, branch etc.	121
Overall reduction in FTE	-4.4

## New positions

Proposal	Position title	Reporting line	Team/Unit	Status	Appointment process	Confirmed salary band
1.1	Principal Advisor	National Manager Business Registries	Business Registries	Permanent	EOI	V
1.2	Senior Compliance Officer Financial Registries x 2	Team Leader Financial Registries	Business Registries	Permanent	Ringfenced contestable reconfirmation	N
1.3	Fees and Reporting Analyst	Team Leader Registry Fees and Analysis	Business Registries	Permanent	Direct reassignment	N
1.4	Team Leader Investigations	Manager Investigations and Compliance	Business Registries	Permanent	EOI	V
1.4	Team Leader Integrity and Compliance	Manager Investigations and Compliance	Business Registries	Permanent	Ringfenced contestable reassignment	R



Proposal	Position title	Reporting line	Team/Unit	Status	Appointment process	Confirmed salary band
1.4	Senior Technical Services Advisor	Manager Investigations and Compliance	Investigation and Compliance Business Registries	Permanent	Ringfenced contestable reconfirmation	G
1.4	Investigator x 3	Team Leader Investigations	Business Registries	Permanent	EOI	N
1.4	Senior Investigator x 6	Team Leader Investigations	Investigations and Compliance Business Registries	Permanent	Ringfenced contestable reconfirmation	R
1.2 and 1.4	Compliance officer x 6	Team Leader Integrity and Compliance	Business Registries	Permanent	Direct reassignment	G
1.5	Team Leader Operational Legal Services	Manager Operational Legal Services	Business Registries	Permanent	EOI	V
1.5	Senior Advisor	Team Leader Operational Legal Services	Business Registries	Permanent	Direct reassignment	N
1.5	Senior Compliance Officer Prohibitions x 4	Team Leader Operational Legal Services	Operational Legal Services Business Registries	Permanent	Ringfenced contestable reconfirmation	N
1.5	Solicitor	Manager Operational Legal Services	Business Registries	Permanent	Ringfenced contestable reassignment	J
3.1	Regional Manager	National Manager Insolvency and Trustee Service	Insolvency and Trustee Service	Permanent	EOI	X
3.1	Team Leader Criminal Proceeds and Insolvencies	Regional Manager	Insolvency and Trustee Service	Permanent	EOI	R
3.1	Insolvency Officer x 4	Team Leader(s)	Insolvency and Trustee Service	Permanent	EOI	E
3.1	Logistics Officer x2	Team Leader Criminal Proceeds and Insolvencies	Insolvency and Trustee Service	Permanent	EOI	G

Proposal	Position title	Reporting line	Team/Unit	Status	Appointment process	Confirmed salary band
3.2	Team Leader Insolvency Administration	Manager, Central Insolvency Operations	Insolvency and Trustee Service	Permanent	EOI	R
3.2	Insolvency Examiner x 3	Team Leader Central Insolvency Operations	Insolvency and Trustee Service	Permanent	EOI	E
3.3	Senior Advisor Business Capability	Team Leader Quality and Service Improvement	Business Operations Support	Permanent	Direct reassignment	R
4.1	Senior Data Quality Analyst	Manager Business Systems and Operations	Standards NZ	Permanent	EOI	R
4.1	Senior Commercial Coordinator	Manager Business Systems and Operations	Standards NZ	Permanent	EOI	G
4.1	Commercial Coordinator	Manager Business Systems and Operations	Standards NZ	Permanent	Direct reassignment	E
4.2	Senior Advisor Business Development and Client Relations	Manager Commercial and Sectors	Standards NZ	Permanent	Direct reassignment	V
4.2	Senior Advisor Products and Projects	Manager Commercial and Sectors	Standards NZ	Permanent	EOI	R
4.2	Senior Advisor Products and Marketing	Manager Products and Marketing	Information and Education Channel Engagement Team	Permanent	Direct reassignment	R
4.3	Senior Advisor Joint and International Standards	Manager Standards Development	Standards NZ	Permanent	EOI	R
5.1	Case Officer x3	Manager Investigations (North)	Occupational Regulation	Permanent	Direct reassignment x 2 EOI x 1	G
5.1	Case Officer x2	Manager Investigations (South)	Occupational Regulation	Permanent	Direct reassignment	G
5.2	Manager Occupational Regulation Operations	National Manager	Occupational Regulation	Permanent	Ringfenced contestable reassignment	X

Proposal	Position title	Reporting line	Team/Unit	Status	Appointment process	Confirmed salary band
6.1	Principal Advisor	Manager, Business and Operations Support	Business and Operations Support	Permanent	Ringfenced contestable reassignment	X
6.1	Principal Advisor	Director Strategy, Planning and Information	Strategy, Performance and Design Branch	Permanent	Direct reassignment	V
6.1	Business Services Practice Lead	Manager, Business and Operations Support	Business and Operations Support	Permanent	Direct reassignment	V
6.2	Branch Business Administrator x 3	Manager, Business and Operations Support	Business and Operations Support	Permanent	Ringfenced contestable reassignment	E

## Disestablished positions

Proposal	Position title	Reporting line	Team
1.1	Business Services Manager	National Manager	Business Registries
1.1	Business Services Advisor (vacant)	Business Services Manager	Business Services
1.1	Legal Executive	Manager Regulatory Monitoring and Oversight	Regulatory Monitoring and Oversight
1.1	Manager Regulatory Monitoring and Oversight	National Manager Business Registries	Regulatory Monitoring and Oversight
1.2	Client Services Advisor (vacant)	Processing Centre Team Leader	Registry Operations
1.2	Senior Business Advisor Operations	Registry Operations Manager	Registry Operations
1.2 and 1.4	Senior Technical Services Advisor x 2 (establishing 1 role available for contestable reconfirmation)	Registry Operations Manager	Registry Operations
1.2	Technical Services Advisor x 6	Team Leader Compliance	Compliance
1.2 and 1.4	Team Leader Compliance	Registry Operations Manager	Compliance
1.3	Team Leader Registry Services	Manager Registry Fees and Analysis	Registry Fees and Analysis
1.3	Senior Business Advisor Application and Data	Manager Business Registries Application and Data	Business Registries Application and Data

Proposal	Position title	Reporting line	Team
1.5	Team Leader International	Registry Services Manager	Registry Services
1.5	Team Leader Technical Support	Registry Services Manager	Registry Services
1.5	Senior Legal Executive	Registry Services Manager	Registry Services
2.1	National Manager Criminal Proceeds Integrity and Enforcement (CPIE)	General Manager Market Integrity	Criminal Proceeds, Integrity and Enforcement
1.4 and 2.1	Team Leader Integrity	Manager Integrity and Enforcement	Integrity and Enforcement
2.1	Senior Integrity Officer x 8 (establishing 6 Senior Compliance Officer roles available for contestable reconfirmation) from 8 to 6)	Manager Integrity and Enforcement, Team Leader Integrity	Integrity and Enforcement
1.4 and 2.1	Senior Investigator x 7 (establishing 6 roles available for contestable reconfirmation)	Manager Integrity and Enforcement	Integrity and Enforcement
2.2	Manager Criminal Proceeds Management Unit	National Manager Criminal Proceeds, Integrity, and Enforcement	Criminal Proceeds Management Unit
2.2	Criminal Proceeds Team Leader	Manager Criminal Proceeds Management Unit	Criminal Proceeds Management Unit
2.2	Senior Case Coordinator	Team Leader Criminal Proceeds	Criminal Proceeds Management Unit
2.2 and 6.2	Criminal Proceeds Administrator	Manager Criminal Proceeds Management Unit	Criminal Proceeds Management Unit
2.2	Warehouse Manager	Manager Criminal Proceeds Management Unit	Criminal Proceeds Management Unit
2.2	Business Capability Lead	Manager Criminal Proceeds Management Unit	Criminal Proceeds Management Unit
3.1	Insolvency Support Officer	Insolvency Team Leader Auckland	Insolvency and Trustee Service
3.1 and 6.2	Insolvency Business Administrator	National Manager, Insolvency and Trustee Service	Insolvency and Trustee Service
3.3	Senior Project Advisor (V)	Team Leader Quality and Service Improvement	Quality and Service Improvement Business Registries
4.1 and 6.2	Personal Assistant/Team Administrator	National Manager Standards NZ	Standards NZ
4.1	Senior Data Analyst	Manager Business Systems and Operations	Business Systems and Operations

Proposal	Position title	Reporting line	Team
4.1	Senior Business Information Advisor	Manager Business Systems and Operations	Business Systems and Operations
4.1	Business Administrator x 2	Manager Business Systems and Operations	Business Systems and Operations
4.2	Access Solutions Manager	Manager Commercial and Sectors	Commercial and Sectors, Standards NZ
4.2	Senior Advisor Digital Products	Manager Commercial and Sectors	Commercial and Sectors, Standards NZ
4.2	Senior Advisor Marketing and Communications	Manager Commercial and Sectors	Commercial and Sectors, Standards NZ
4.2	Sector Engagement and Business Development Lead	Manager Commercial and Sectors	Commercial and Sectors, Standards NZ
4.3	Principal Standards Project Manager (V)	Manager Standards Development	Standards Development, Standards NZ
5.1	Complaints Administrator x2 (V)	Manager Investigations (North) and Manager Investigations (South)	Complaints Support, Occupational Regulation
5.1	Occupational Licensing Board Officer x4	Manager Operations Support	Complaints Support, Occupational Regulation
5.1	Team Leader Board Support	Manager Operations Support	Complaints Support, Occupational Regulation
5.2	Manager Operations Support	National Manager Occupational Regulation	Occupational Regulation
5.2	Manager Registration and Licensing	National Manager Occupational Regulation	Occupational Regulation
5.2 and 6.2	Personal Assistant/Team Administrator	National Manager Occupational Regulation	Occupational Regulation
5.2	Senior Business Administrator	Manager Operations Support	Complaints Support, Occupational Regulation
5.2	Registration and Licensing Officer (V, FT)	Team Leader Registration and Licensing	Registration and Licensing Occupational Regulation
6.1	Business Manager	Manager, Business and Operations Support	Business and Operations Support
6.1	Principal Advisor Strategic Initiatives	Manager, Business and Operations Support	Business and Operations Support
6.1	Principal Advisor Strategy	Manager, Business and Operations Support	Business and Operations Support
6.1	Principal Advisor Business Advisory Services	Manager, Business and Operations Support	Business and Operations Support
6.2	Personal Assistant/Team Administrator	National Manager Trading Standards	Trading Standards

Proposal	Position title	Reporting line	Team
6.2	Personal Assistant/Team Administrator	National Manager Radio Spectrum Management	Radio Spectrum Management

## Reconfirmed with minor changes

Proposal	Position title	Team	Description of change
1.1 and 1.4	Investigating Accountant	Regulatory Monitoring and Oversight Business Registries	<ul style="list-style-type: none"> <li>Reporting line change to Manager Investigations and Compliance</li> </ul>
1.1	National Manager Business Registries	Business Registries	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
1.1	Registry Operations Manager	Registry Operations Business Registries	<ul style="list-style-type: none"> <li>Minor scope change</li> <li>Position title change to Manager Operations</li> </ul>
1.1 and 1.3	Manager Business Registries Application and Data	Business Registries Application and Data Business Registries	<ul style="list-style-type: none"> <li>Minor scope change</li> <li>Position title change to Manager Registry Support</li> </ul>
1.1 and 1.5	Registry Services Manager	Registry Services Business Registries	<ul style="list-style-type: none"> <li>Minor scope change</li> <li>Position title change to Manager Operational Legal Services</li> </ul>
1.1	Manager Registry Fees and Analysis	Registry Fees and Analysis Business Registries	<ul style="list-style-type: none"> <li>Minor scope change</li> <li>Position title change to Team Leader Fees and Analysis</li> <li>Reporting line change to Manager Registry Support</li> </ul>
1.2	Client Services Advisor (x4)	Registry Operations Business Registries	<ul style="list-style-type: none"> <li>Position title change to Registry Officer</li> </ul>
1.2 and 1.4	Senior Client Services Advisor (x2)	Registry Operations Business Registries	<ul style="list-style-type: none"> <li>Position title change to Senior Registry Officer</li> </ul>
1.2	Manager Capital Markets	Registry Operations Manager Business Registries	<ul style="list-style-type: none"> <li>Minor Scope Change</li> <li>Position title change to Team Leader Financial Registries</li> </ul>
1.2	Accountant	Registry Operations	<ul style="list-style-type: none"> <li>Position title change to Financial Reporting Officer</li> </ul>

		Business Registries	
1.2	Senior Technical Services Advisor	Registry Operations Business Registries	<ul style="list-style-type: none"> <li>• Minor scope change</li> <li>• Reporting line change to Manager Investigation and Compliance</li> </ul>
1.2	Senior Quality Assurance Advisor x 2	Registry Operations Business Registries	<ul style="list-style-type: none"> <li>• Minor scope change</li> <li>• Reporting line change to Team Leader Quality and Service Improvement, Business and Operations Support</li> </ul>
1.3	Team Lead Business Registries Data	Business Registries Application and Data Business Registries	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Registry Operations</li> <li>• Position title Change to Team Leader Data</li> </ul>
1.3	Senior Registry Advisor (RS)	Registry Fees and Analysis Business Registries	<ul style="list-style-type: none"> <li>• Reporting line change to Team Leader Registry Fees and Analysis</li> <li>• Position title change to Senior Registry Advisor</li> </ul>
1.3	Senior Registry Advisor	Registry Fees and Analysis Business Registries	<ul style="list-style-type: none"> <li>• Reporting line change to Team Leader Registry Fees and Analysis</li> </ul>
1.3 and 4.1	Principal Analyst Finance, Performance and Reporting	Business Systems and Operations Standards NZ	<ul style="list-style-type: none"> <li>• Reporting line change to Team Leader Registry Fees and Analysis</li> </ul>
1.3	Manager Registry Fees and Analysis	Registry Fees and Analysis Business Registries	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Registry Support</li> <li>• Position title change to Team Leader Registry Fees and Analysis</li> </ul>
1.2 and 1.3	Senior Reporting Analyst	Business Registries Application and Data Business Registries	<ul style="list-style-type: none"> <li>• Minor scope change</li> </ul>
1.2 and 1.3	Reporting Analyst x 2	Business Registries Application and Data Business Registries	<ul style="list-style-type: none"> <li>• Minor scope change</li> </ul>
1.4 and 2.1	Senior Investigator x 6	Integrity and Enforcement Criminal Proceeds and Integrity and Enforcement	<ul style="list-style-type: none"> <li>• Minor scope change</li> <li>• Reporting line change to Team Leader Investigations, BR</li> </ul>
1.5	Business Support Analyst	Registry Services	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Registry Support</li> </ul>

		Business Registries	
1.5	Senior Test Analyst	Registry Services Business Registries	<ul style="list-style-type: none"> <li>Reporting line change to Manager Registry Support</li> <li>Position title change to Senior Registry Systems Specialist</li> </ul>
1.5	Senior Test Analyst	Registry Services Business Registries	<ul style="list-style-type: none"> <li>Reporting line change to Manager Registry Support</li> <li>Position title change to Senior Registry Systems Specialist</li> </ul>
1.5	Senior Integrity Officer Director Prohibitions x 4	Integrity and Enforcement Criminal Proceeds and Integrity and Enforcement	<ul style="list-style-type: none"> <li>Reporting line change to Team Leader Operational Legal Services</li> <li>Position title change to Senior Compliance Officer Prohibitions</li> </ul>
1.4 and 2.1	Manager Integrity and Enforcement	Criminal Proceeds, Integrity, and Enforcement	<ul style="list-style-type: none"> <li>Reporting line change to National Manager Business Registries</li> <li>Position title change to Manager Investigations and Compliance</li> <li>Minor Scope Change</li> </ul>
1.5 and 2.1	Senior Technical Advisor	Integrity and Enforcement Criminal Proceeds, Integrity, and Enforcement	<ul style="list-style-type: none"> <li>Position title change to Senior Legal Technical Advisor</li> <li>Reporting line change to Team Leader Operational Legal Services, Business Registries</li> </ul>
1.5 and 2.1	Senior Integrity Officer x 4	Integrity and Enforcement Criminal Proceeds, Integrity, and Enforcement	<ul style="list-style-type: none"> <li>Reporting line change to Team Leader Operational Legal Services</li> <li>Minor scope change to focus on Director Prohibitions</li> <li>Position title change to Senior Compliance Officer Director Prohibitions</li> </ul>
1.2 and 2.1	Senior Integrity Officer x 2	Integrity and Enforcement Criminal Proceeds, Integrity, and Enforcement	<ul style="list-style-type: none"> <li>Reporting line change to Team Leader Financial Registries</li> <li>Minor scope change to focus on Financial Service Providers</li> <li>Position title change to Senior Compliance Officer Financial Registries</li> </ul>



2.2 and 3.1	Criminal Proceeds Coordinator x3	Criminal Proceeds Management Unit Criminal Proceeds, Integrity, and Enforcement	<ul style="list-style-type: none"> <li>• Reporting line change to Team Leader Criminal Proceeds and Insolvencies</li> <li>• Minor scope change</li> </ul>
3.1	National Manager, Insolvency and Trustee Service	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Minor scope change</li> </ul>
3.1	Regional Manager, Hamilton	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Minor scope change</li> <li>• Position title change to Regional Manager</li> </ul>
3.1	Principal Advisor Business System and Development	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Position title change to Principal Advisor</li> </ul>
3.1	Principal Insolvency Advisor	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Position title change to Principal Advisor</li> </ul>
3.1	Insolvency Team Leader x 5	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Reporting line change to one of the two Regional Managers</li> <li>• Position title change to Team Leader</li> </ul>
3.1	Insolvency Team Leader (V)	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Minor scope change</li> <li>• Position title change to Team Leader Criminal Proceeds and Insolvencies</li> <li>• Reporting line change to Regional Manager</li> <li>• Change in location to Auckland</li> </ul>
3.1	Insolvency Officer job family	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Re- balancing of teams</li> </ul>
3.2	Regional Manager, Christchurch	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Position title change to Manager Central Insolvency Operations</li> <li>• Minor change in scope</li> </ul>
3.2	Team Leader National Resources	National Resources Group Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Position title change to Team Leader Insolvency Applications</li> </ul>
3.2	Trust Accountant	National Resources Group Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>• Minor scope change</li> </ul>

			<ul style="list-style-type: none"> <li>Reporting line change to Manager Central Insolvency Operations</li> </ul>
3.2	Senior Technical Officer	National Resources Group Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Minor scope change</li> <li>Reporting line change to Team Leader Insolvency Administration</li> </ul>
3.2	Senior Technical Officer	National Resources Group Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
3.2	Senior Trust Accountant Administrators x 2	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Reporting line change to Manager Central Insolvency Operations</li> </ul>
3.2	Principal Finance and Reporting Officer	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Reporting line change to Manager Central Insolvency Operations.</li> </ul>
1.5 and 3.2	Senior Investigating Solicitor x3	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Reporting line change to Manager Operational Legal Services in Business Registries</li> </ul>
3.2	Senior Insolvency Examiner x8	National Resources Group Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Reporting line change to Team Leader Insolvency Administration</li> <li>Minor scope change</li> </ul>
3.2	Insolvency Examiner	National Resources Group Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
3.2	Insolvency Examiner (FT)	National Resources Group Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
3.3	Team Leader Quality and Service Improvement	Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Reporting line change to Manager, Business and Operations Support</li> <li>Minor scope change</li> </ul>
3.3	Quality Advisors (x2)	Quality and Service Improvement Insolvency and Trustee Service	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
4.1 and 6.1	Senior Advisor Quality Management Systems	Business Systems and Operations Standards NZ	<ul style="list-style-type: none"> <li>Reporting line change to Team Leader Quality and Service Improvement, BOS</li> </ul>

4.3	Project Coordinator	Standards Development Standards NZ	<ul style="list-style-type: none"> <li>• Minor scope change</li> </ul>
4.3	Project Coordinator Standards Development	Standards Development Standards NZ	<ul style="list-style-type: none"> <li>• Position title change to Project Coordinator</li> <li>• Minor scope change</li> </ul>
4.3	Advisor International Standards Development	Standards Development Standards NZ	<ul style="list-style-type: none"> <li>• Position title change to Advisor Joint Standards Development</li> </ul>
4.3	Standards Project Manager	Standards Development Standards NZ	<ul style="list-style-type: none"> <li>• Position title change to Project Manager</li> </ul>
5.1	Manager Investigations (North)	Occupational Regulation	<ul style="list-style-type: none"> <li>• Minor scope change</li> </ul>
5.1	Manager Investigations (South)	Occupational Regulation	<ul style="list-style-type: none"> <li>• Minor scope change</li> </ul>
5.1	Team Leader Registration and Licensing	Registration and Licensing Occupational Regulation	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Occupational Regulation Operations</li> </ul>
5.2	Senior Advisor	Operations Support Occupational Regulation	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Occupational Regulation Operations</li> </ul>
5.2	Senior Business Systems Advisor	Operations Support Occupational Regulation	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Occupational Regulation Operations</li> </ul>
5.2	Principal Advisor (x2)	Occupational Regulation	<ul style="list-style-type: none"> <li>• Position Title Change to Lead Advisor</li> </ul>
5.2	Senior Business Advisor	Operations Support Occupational Regulation	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Occupational Regulation Operations</li> </ul>
5.2	Systems Support Analyst	Operations Support Occupational Regulation	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Occupational Regulation Operations</li> </ul>
5.2	Senior Technical Specialist (x2)	Registration and Licensing Occupational Regulation	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Occupational Regulation Operations</li> </ul>
5.2	Senior Technical Advisor (x3)	Registration and Licensing Occupational Regulation	<ul style="list-style-type: none"> <li>• Reporting line change to Manager Occupational Regulation Operations</li> </ul>

6.1	Manager, Business and Operations Support	Business and Operations Support	<ul style="list-style-type: none"> <li>Minor scope change to include the administration function, quality and service improvement team.</li> </ul>
6.2	Senior Business Improvement Advisor	Trading Standards	<ul style="list-style-type: none"> <li>Reporting line change to Team Leader Quality and Service Improvement, Business and Operations Support</li> </ul>

## Appendix 1: Confirmed change process

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

This includes reconfirmation, reassignment, selection, and redeployment.

### Reconfirmation

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

For reconfirmation to apply:

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

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

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

### Reassignment

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

For direct reassignment to apply:

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

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

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then we will use a “contestable reassignment” process via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. 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 is specified as part of the decision pack along with the supporting rationale. First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

## Selection and Expression of Interest (EOI) process

If you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options and responsibilities:

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

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

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

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

To participate in an EOI process you will need to submit an EOI form which will allow you to express interest in up to 5 available position/s for which you are suitably qualified. Using the EOI form you will provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria is in the final position descriptions and is outlined as part of the decision document. For people leader roles selection criteria may also include the Leadership Success Profile. A CV is not required as part of any EOI submission, however if you wish to provide one this is optional. You may also provide additional supporting information as part of your EOI, whether this be a covering letter, or other additional information such as location preference. However, please note that this will not be mandatory.

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

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

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

- Demonstrated skill and experience level against the key accountabilities and deliverables as outlined in the position description.

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

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

## Selection and Recruitment Timeline

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

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

## Redeployment

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

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description. 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. Consider the people you feel most comfortable to reach out to for support as you navigate change, including your whānau – family, friends, kaimahi – colleagues, community and networks.

### Wellbeing support and resources

As you navigate and support others through change, remember that you can access the Employee Assistance Programme (EAP) which offers you and your whānau free, confidential counselling services.

- [Employee assistance programme](#)

In addition to EAP, there are a range of people and resources to support you at MBIE:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#) who can provide a confidential conversation and access to specialised advice.
- Connect with our [Employee-led Networks](#) which help MBIE people connect, engage and learn, and can advocate for the needs of their network members.
- Consider our [hauora wellbeing allowance](#) which enables you to claim a contribution towards the cost of health and wellbeing services.
- Call or text [1737](#) to access free counselling services.

### 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.
- Or reach out to People and 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.

- Learn more about EAP services: [Access support through EAP](#)
- Learn strategies for [navigating major life choices and transitions](#)