



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

Employment Services –

Employment Relations Authority Support Services Review

Proposal for Change

1 October 2024

Introduction from the Director Regulatory & Advisory Services

Tēnā koutou,

There is continued high demand from employers and employees for the services provided by Employment Relations Authority (the Authority), reflecting current economic and labour market conditions. This also means there is high demand for our support services to the Authority, which the Chief Executive of MBIE provides as a statutory service under the Employment Relations Act 2000 (the Act). At the same time, the public service is operating in a tighter fiscal environment. We have sought to minimise the impact of fiscal savings requirements on the Authority, in recognition of the high demand for and critical nature of the Authority's services. Changes earlier this year for the Authority support team therefore only related to the end of dedicated funding for the Fair Pay Agreement system that had earlier expanded our support team. This followed its repeal, meaning the work stopped.

This means we now need to look at how we can operate our support services differently to increase their efficiency and effectiveness. The changes proposed aim to support us to deliver timely and quality services to the Chief, Members and users of the Authority's services. It will also support a safe and healthy working environment and improved quality of work and job satisfaction for all our people who work in the Authority.

We have been working closely with the Chief of the Authority to review the services and service levels we provide to the Authority, so that they reflect the current operating environment. We have also worked with all of you supporting the Authority to understand how our services are currently working and identify opportunities for improvement. Through this review and our engagement with you, Members and wider enabling roles within MBIE, a range of pain points, ideas and opportunities for improvement and greater efficiency were identified. This review process built on the work underway over recent years to deliver a consistent and standardised service offering for Members, supported by the national pool of Authority and Administration Officers. I am very grateful for your active participation in this service review process, the ideas you have put forward and feedback provided through it.

I am now proposing changes to how we organise our MBIE team and to the roles who provide support services to the Authority. The key outcomes I am seeking through this proposal for change is opportunities to:

- Improve the effectiveness and efficiency of support services to the Authority
- Improve the quality of work and working environment we provide to our people
- Ensure reasonable spans of leadership and team size
- Ensure the changes to how we deliver our support services and service levels are rapidly and well-implemented, so they achieve the intended benefits.

While a great deal of thought has gone into the proposed changes outlined in this document, it is only a proposal. I am keen to hear how you think we can strengthen these proposals to achieve the desired outcomes. I am committed to making changes that are in the best interests of our people and the public we serve.

I acknowledge that this change proposal may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. Please consider what support you may need during the consultation process and discuss this with your people leader, PSA Representative or People and Culture. Please be considerate to each other and ensure that you look at the range of support options available that are outlined later in this document.

Lastly, I want to thank you for your ongoing professionalism and dedication to doing a great job, which I see demonstrated every day. I look forward to your feedback.

Ngā mihi nui,



Nikki Sumner
Director, Regulatory & Advisory Services

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How to read this document

Scope of this change proposal

This document refers to changes to how we support the Authority, and updates to our service model and levels agreed with the Chief of the Authority.

The proposals within the document outline how I believe we can best position our teams and people to deliver on the support services the Chief Executive of MBIE is required to provide to the Authority under the Act. This consultation process is not about the services we provide or changes summarised within the document to those services. Engagement relating to service enhancements and changes have and will be done under the service review project.

This change proposal focuses on how we are proposing to realign the organisational structure to give effect to the services we are required to provide to the Authority and outlines the potential impacts to the roles and our employees in those roles who deliver these services, and leadership structure.

I am keen to hear how you think we can strengthen or change these proposals to achieve the key outcomes sought.

- Improve the effectiveness and efficiency of support services to the Authority
- Improve the quality of work and working environment we provide to our people
- Ensure reasonable spans of leadership and team size
- Ensure the changes to how we deliver our support services and service levels are rapidly and well-implemented, so they achieve the intended benefits.

Understanding proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your role and team.

Current and proposed organisational charts have been included at the end of the proposals to help demonstrate the impacts that proposed changes would have to the

structure of Regulatory and Advisory Services. There is a summary table with more detail about proposed changes to individual positions and proposed new positions at the end of this document.

In addition, all people who may be significantly impacted by the proposal will receive a letter that outlines specific detail about their position and proposed change process.

Proposed change process

Find out more about MBIE's proposed change process in Appendix 1. This determines how we classify the impact to our people, based on the proposed impacts to their position.

This change process includes the proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as result of this consultation process.

As part of this consultation process, you are invited to provide feedback on the proposals for changes to positions, the proposed new position descriptions, and the proposed change process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on **1 October 2024**. If you notice any inconsistencies or potential errors in the organisational structure represented, please advise your people leader or email esconsultation@mbie.govt.nz.

Providing feedback and indicative timeframes

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

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

We welcome your feedback on all aspects of this proposal for change and the process, including the EOI process and position descriptions which include the selection criteria, if applicable. You are also welcome to provide feedback even if you may not be directly impacted by it. Feedback can be provided individually or as a group.

Once the consultation period has closed, all feedback will be carefully considered before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the change process including Expressions of Interest process to re-assign impacted employees into team member positions, if required.

As part of considering feedback there may be aspects of the proposal we want to consider changing. If as a result, there is a need for further consultation we will engage with those people affected and outline any change in process or timeframes.

This proposal has been shared with the Public Service Association (PSA). You can contact the PSA during the consultation period for support and to discuss your feedback by contacting the following people:

Niki Williams - niki.williams@mbie.govt.nz

Diana Te Rata - diana.terata@psa.org.nz

Rose Mareko - rose.mareko@mbie.govt.nz

Howden Gray – howden.gray@mbie.govt.nz

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Tuesday 1 st October 2024 (2 weeks)
Consultation closes	12.00 noon, Tuesday 15 October 2024
Feedback considered	15 to 22 October 2024
Final Decisions announced	Wednesday 23 October
Expressions of Interest processes	29 October - 11 November 2024
Implementation of new structure	2 December 2024
Recruitment of vacancies	As soon as possible after final decision

Case for change

We have worked with the Chief of the Authority, Members and you on changes to the support services we provide to the Authority and to the public, so that we can deliver them more effectively and efficiently. These changes will be implemented through the ERA service delivery review project currently underway. Internal service changes will be reflected through an amended MOU between MBIE and the Authority.

The service changes create an opportunity to reconsider the how we distribute activities and types of work between the roles within the Authority. Through the service review, it became clearer that there are two core types of work in our frontline Authority positions: the judicial officer duties related to designated Authority Officer positions, and the administrative activities needed to support the smooth running of the Authority's services by Members.

Both types of work have significant value in supporting the Authority, but they are different types of work and require different but complementary skills sets.

Through the service review process, we have also heard your feedback about how we can improve the quality of work and job satisfaction for our people in frontline positions, and your views about the different types of work you undertake.

We heard about opportunities to empower and improve the flexibility you have in how, when and where you deliver your work, and to support a safe and healthy working environment in the Authority at a time of high demand for services from the

public. We also heard from you that you were feeling the pressure from workloads and needing surge capacity to assist in managing these, and the impact of physical and structural separation from wider Employment Services and MBIE teams.

We have therefore looked at the activities you do in the different team member roles and how this can be better reflected your position descriptions. We have also reviewed these position descriptions to see how we could better differentiate between judicial and administrative activities.

We think there are wider potential benefits from changing the distribution of the activities you undertake in each role, for example to enable specialisation and professional skill development, greater opportunities for flexible working, and surge capacity across our wider administrative support team for Employment Services to manage workloads ahead.

We have also looked at the leadership structure needed to support our frontline teams and manage team sizes, as well as the capability and capacity we need in the immediate short term to implement the changes to our Authority support services rapidly and successfully.

I am therefore proposing the following series of changes to how we structure the roles delivering our Authority support services, to:

1. Redistribute the administrative and judicial officer activities undertaken by roles in the Authority support team.

The first change proposed is to our frontline team member positions. We propose to separate the activities and duties of an Authority Officer as a judicial officer designated by the Chief Executive under the Act, from the wider administrative support activities they have been delivering to the Authority.

Both types of duties are highly valued in supporting the Authority to operate effectively and efficiently, but they are different in nature. In future there would be Authority Officers, taking on judicial officer duties, and Support Officers, taking on administrative duties.

We see opportunities in changing how the judicial officer and administrative activities are distributed between different roles to:

- lift the quality of work and skills for both roles
- enable more flexible working for our people, and
- improve workloads by providing surge capacity from our wider branch support team to assist the Authority-focused team members with administrative duties at times of peak workloads.

To optimise distribution of administrative and judicial officer activity allocation across the branch I am proposing to:

- Transfer five (5) Support Officer positions currently delivering administrative work to the wider branch Support Team. Reporting to the Support Manager RAS.
- Retain the 10 Authority Officer positions delivering judicial officer duties in the ERA support team, alongside the five (5) Senior Authority Officers and one (1) new fixed term Authority Officer.
- We would establish this additional fixed term Authority Officer position through 30 June 2025, to help manage workloads and meet user demand for the Authority's services.

- Review and amend the Authority Officer position description to reflect the changes to the work this role will undertake, resulting in a Banding increase from E band to G band.

Draft position descriptions are provided for the proposed Authority Officer and Support Officer roles, noting these would change to reflect any final decisions. I also welcome your feedback on these, so we get them right.

2. New leadership structure for the Authority support services

The second proposal, which would be consequential from the first change, is to change the leadership structure for our Authority support services team. Due to the proposed reduction in the overall team size for the Authority Support Services team, I am proposing:

- Disestablishment of the two current Team Leader positions. This change is driven by the decreased span of control due to a much smaller total team size of 15. This would mean a change in reporting line for the Authority and Senior Authority Officers to report directly to the ERA Business Support Manager.

3. Capability to implement service changes rapidly and successfully, and to support oversight of the Authority

The third proposal is to establish a fixed term Principal Advisor position to lead the implementation of changes to our operating model for Authority support services.

The objective is to ensure the changes to how we deliver our support services are implemented rapidly, smoothly, and successfully. This position would also provide ongoing capacity and capability in MBIE's support to the Chief and Minister relating to oversight and leadership of the Authority, at a time of significant change and high demand.

Proposal 1 – Redistribute the administrative and judicial officer activities undertaken by roles in the ERA support team

Why this change is proposed

There are currently high demands on the Authority team from an increased number of applications, more complex files requiring greater attention to detail, analysis and coordination and the operational allocation approach directed by the Chief of the Authority. Over the last six months we have lent on the wider Regulatory & Advisory Service unit to provide surge capacity to support Authority services as needed to cover vacancies, periods of leave, and ease workloads.

Through the service review we have identified changes which will create efficiencies and greater capacity for the team over time. These have made the difference clear between what are primarily administrative activities and what are judicial officer duties. We need to consider where best to assign these tasks. We have also undertaken time in motion assessments and worked with you to quantify the time taken on different activities and to determine if splitting tasks differently would create efficiencies or result in rework and duplication.

From this, lift the quality of work and professional skills for both roles through greater focus, more efficiently and effectively deliver the services, enable more flexible working opportunities for our people and improve workloads by providing surge capacity from our wider branch support team to assist the Authority-focused team members with administrative duties at times of peak workloads.

Both types of duties are highly valued in supporting the Authority to operate effectively and efficiently, but they are different in nature.

As a result of redistribution of judicial officer and administrative duties between two separate roles, the banding for both roles would also increase.

The following changes are proposed

1A	Change the position description for the Authority Officer role to focus on judicial officer duties and reduce administrative tasks
1B	Establish five new Support Officer positions reporting to the Support Manager, to provide administrative services for the Authority and subsequent minor scope change to the Support Officer position description for all Support Officers
1C	Disestablish the three Administration Officer positions and directly reassign the three incumbents into the new Support Officer positions
1D	Disestablish two Authority Officer Positions, when vacancies next arise (being replaced with two Support Officer positions)
1E	Establish an additional fixed term Authority Officer position to provide surge capacity during a period of high demand and implementation of the service changes through 30 June 2025.
1F	Remove the Authority Officer role from a mirror CAPP progression process (after the October 2024 round)

Changes to the Authority Officer position

I am proposing to:

- Change the position description for **Authority Officer** to remove most of the administrative duties.

These tasks include, for example, physical file bundling, preparation and printing, organising venues and security guards, and on the day support for investigation meetings.

This will refocus the **Authority Officer** position on the core existing judicial officer duties in the position description as designated by the Chief Executive under the Act, and on effective frontline service delivery. The administrative tasks would be moved to be combined with the administrative roles supporting the Authority. There would be a proportionate reduction in the number of Authority Officer positions by 2 FTE and corresponding increase in administration roles to align with this change, reflecting the transferred workloads.

A draft position description for the proposed updated Authority Officer role is provided in parallel with this change proposal, to provide details on the core tasks staying with the role and professional skills required. Your feedback is welcome on this, so we get it right.

As a result of this change, the new position of Authority Officer would increase in banding from E to G. It is proposed that all incumbent Authority Officers would move to the new position description and new band in accordance with MBIE's pay guidance.

As at 1 October 2024, there are 12 substantive permanent Authority Officer positions. This would reduce to 10 permanent positions as the next two vacancies arise.

I am also proposing to:

- Establish one additional fixed term **Authority Officer** position through 30 June 2025.

This would provide additional capacity during a period of changes to the service being implemented and recognising the high demand and current workloads at the Authority.

Changes to the Administration Officer position

As noted above, we have identified a number of tasks that are currently performed by Authority Officers but are more aligned to our administration and support roles.

I am proposing to:

- Combine the administrative tasks formerly performed by the **Authority Officers** with those currently performed by the **Administration Officers**, by establishing 5 new positions of **Support Officer**.

The **Support Officers** would continue to deliver **Administration Officer** core duties of reception and wider administrative support services to the Authority, as well as new activities such as in-office support for file preparation and Members, travel bookings and venue hire. This is the same position description as used in the Support Team for the wider Employment Services branch, who deliver very similar range of administrative activities. The Support Officer position is a higher banded position (E and steps 6-10) compared to the Administration Officer position (B and steps 4-6), reflecting the wider range of administrative activities and skills required of the role.

In order to establish the five new Support Officer positions, I would:

- Disestablish the three **Administration Officer** positions and directly reassign the incumbents directly into three of these higher-banded **Support Officer** positions.
- Disestablish two **Authority Officer** positions reflecting the corresponding volume of administration tasks being transferred to the **Support Officer** role. One is an upcoming vacancy and a second position would be disestablished when the next vacancy arises.

I recognise that some of the current Authority Officers may prefer a focus on administrative duties and enjoy this element of their current role. To support them, I

would offer the two vacant Support Officer positions in the first instance to all incumbent Authority Officers on an expression of interest (EOI) basis, before advertising the vacancies. The default position is that Authority Officers would otherwise remain as an Authority Officer as their substantive role, with a minor change in scope to their position description.

Removing the Authority Officer role from 'mirror' CAPP after the October 2024 round

In April 2023 following an increase in the number of FTE Authority Officers in the Authority Support Team, we implemented a progression process for the Authority Officer position, mirroring the wider PSA/MBIE-agreed CAPP process under MBIE's collective agreement. This programme was implemented to enable progression opportunities for our people, supporting retention, and growth. Over the last three rounds, we have had four Authority Officers progress to Senior which has been a great reflection of the capability and experience of the team.

We now however have 5 Senior Authority Officers and 10 Authority Officers, and with the changes outlined in this document, we needed to also consider if this approach to progression remains appropriate for the team, the service and aligns to the intention of the progression approach. This includes the appropriate ratio of Senior roles within the team and the need to be able to provide Seniors with the opportunity to work to the breadth of senior competencies of their role.

I am proposing:

- To end the Authority Officer mirror progression programme
- That the October 2024 round will go ahead in good faith
- We will continue to provide opportunities for progression to Senior as vacancies arise, after rebalancing the complement of Seniors to a total 4 positions over time, to match the total size of the team and spread across office locations.

Together, I believe these changes support our focus on the capability of the Authority Officer and Senior Authority Officer roles, aligning tasks and activities where they best fit, while retaining opportunities for progression and quality of work on offer.

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

- Improve the effectiveness and efficiency of support services to the Authority
- Improve the quality of work and working environment we provide to our people
- Ensure reasonable spans of leadership and team size
- Ensure the changes to how we deliver our support services and service levels are rapidly and well-implemented, so they achieve the intended benefits.

Organisational charts are provided following Proposal 3 to demonstrate how proposed changes would impact current positions and reporting lines. More detail about the proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

We welcome your thoughts on where Proposal 1 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Proposal 2 – New leadership structure for Authority support services

Why this change is proposed

If the changes outlined under Proposal 1 go ahead, this would mean there would be 15 permanent team member positions remaining in the Authority support team: 10 Authority Officer positions and 5 Senior Authority Officer positions.

There is an opportunity to reconsider the leadership structure of the Authority support team. We want to ensure our team members have the leadership support they need for their well-being and to perform their roles successfully, and that our people leaders have a reasonable span of leadership and team size to manage.

The following changes are proposed:

2A	Disestablish the two Team Leader ERA positions
2B	Change reporting lines for the 10 permanent Authority Officer positions to the Manager ERA Business Support, and 1 fixed term AO position
2C	Change reporting lines for the 5 Senior Authority Officer positions to the Manager ERA Business Support
2D	Minor scope change for the Manager ERA Business Support, reverting to original position description before Fair Pay funding. No change to job banding.

Current and previous leadership structure

The original structure of the ERA support team had all team members reporting to the Manager ERA Business Support. Team Leader positions were introduced with the expansion of the Authority support team due to new funding (for the Fair Pay Agreement system), as spans of leadership became too large for one manager.

This would have meant all team member positions again reported to the Manager ERA Business Support. However, it was decided the resulting team size of 20 direct

reports would still be too large for one people leader. It would not have provided the support needed for our people or for the Authority. The decision was therefore to reduce from three to two Team Leader positions, reflecting the reduction in team members, and for the Administration Officers to report directly to the Manager ERA Business Support.

Change in operating model

However, if the changes proposed to move administrative work to the Support Team go ahead under Proposal 1, then there would be a further reduced number of team member positions in the ERA support team to 15 permanent positions. This is within MBIE’s accepted levels of the span of leadership to a single operational manager. It is also a model for leadership that effectively operated for two decades, following the establishment of the Authority in 2000.

Therefore, I propose to disestablish the two Team Leader positions and change reporting line for all Authority Officers and Senior Authority Officers to the Manager ERA Business Support. I believe this change in reporting line will strengthen national consistency and collaboration as we implement the changes through the service review project.

The ERA Business Support Manager would continue to rely on the Senior Authority Officers to undertake the valued work they already undertake as a centre of expertise in case and file management. In line with their existing position descriptions, the Seniors are responsible for coaching, quality assurance and technical knowledge needed to support the effective delivery of services. The number of Seniors has increased over time to 5, providing greater capacity and capability to deliver this work supporting the Manager position.

I ask you to consider whether the changes under Proposal 2 will achieve the desired outcome of:

- Improve the effectiveness and efficiency of support services to the Authority
- Improve the quality of work and working environment we provide to our people
- Ensure reasonable spans of leadership and team size
- Ensure the changes to how we deliver our support services and service levels are rapidly and well-implemented, so they achieve the intended benefits.

Organisational charts are provided following Proposal 3 to demonstrate how proposed changes would impact current positions and reporting lines. More detail about the proposed changes to individual positions and proposed new positions is provided at the end of this document.

We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Proposal 3 – Capability to implement service changes rapidly and successfully, and to support oversight of the Authority

Why this change is proposed

We want to ensure the changes to how we deliver our support services and service levels are rapidly and well-implemented, so they achieve the intended benefits.

The following changes are proposed:

3A	Establish a Principal Advisor Delivery & Oversight position reporting to the Director Regulatory & Advisory Services (fixed term)
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The new fixed term position of Principal Advisor Service & Oversight would lead the implementation of changes to our operating model for Authority support services. The objective is to ensure the changes to how we deliver our support services are implemented rapidly, smoothly, and successfully.

This position would also provide ongoing capacity and capability in MBIE’s support to the Chief and Minister relating to oversight and leadership of the Authority, at a time of significant change and high demand.

This will help to strengthen the Authority team’s capability to work more effectively with the Chief and Authority Members and connecting back into MBIE on key areas such as property, systems and assurance activities. I believe this change will strengthen the services we provide and support our wider Authority team with feeling connected to the wider Branch.

I believe it is appropriate that this role reports directly to the Director Regulatory & Advisory Services due to the nature of the activities this role will be responsible for. The Principal Advisor position will not be involved in managing front line teams or

delivering case work and will focus on oversight of the changes to service provision to the Authority and updating our MOU with the Authority, and wider support and advice we provide to the Chief and Minister to support their oversight of the Authority and its performance.

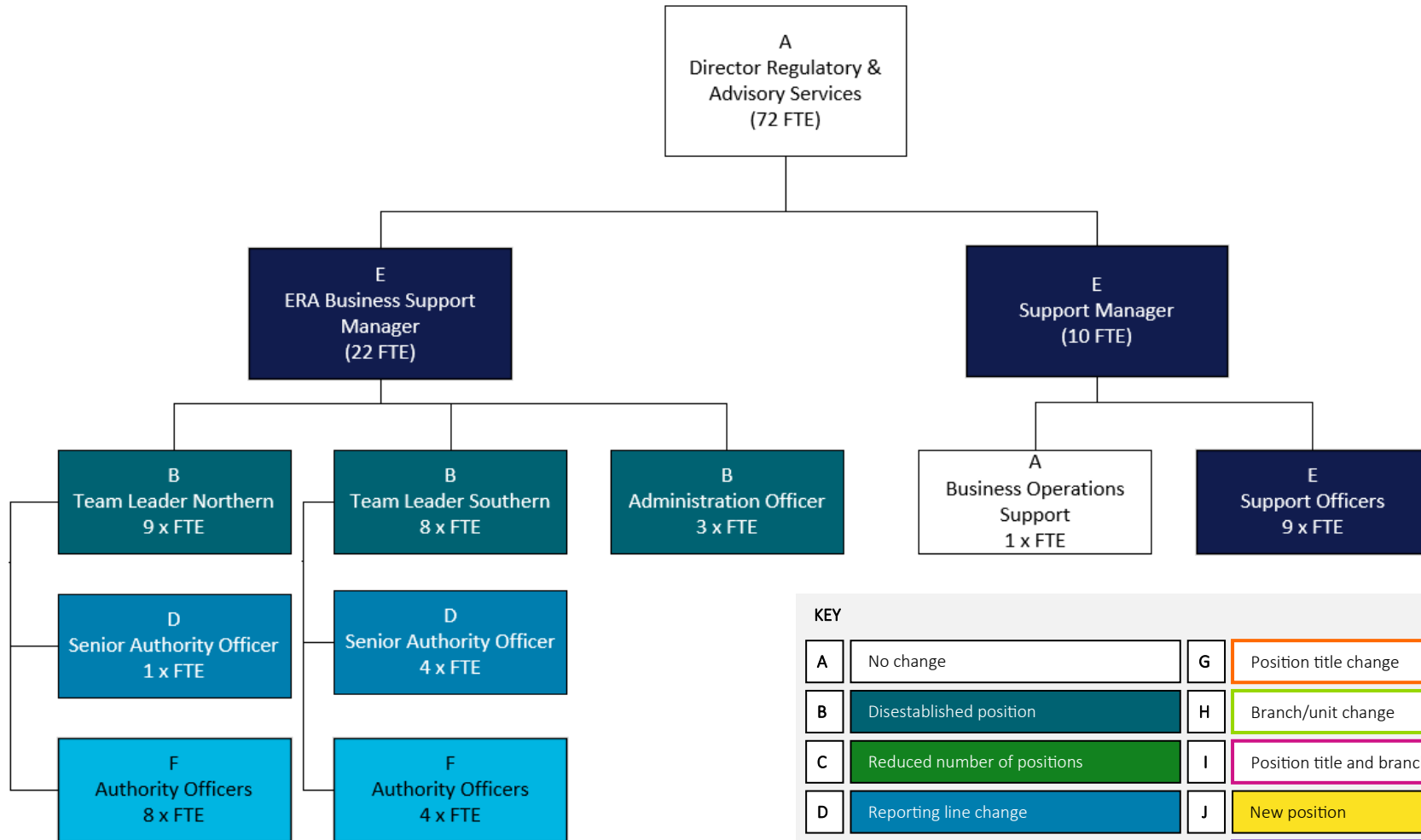
I ask you to consider whether the changes under Proposal 3 will achieve the desired outcome of:

- Improve the effectiveness and efficiency of support services to the Authority
- Improve the quality of work and working environment we provide to our people
- Ensure reasonable spans of leadership and team size
- Ensure the changes to how we deliver our support services and service levels are rapidly and well-implemented, so they achieve the intended benefits.

Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about the proposed changes to individual positions and proposed new positions is provided at the end of this document.

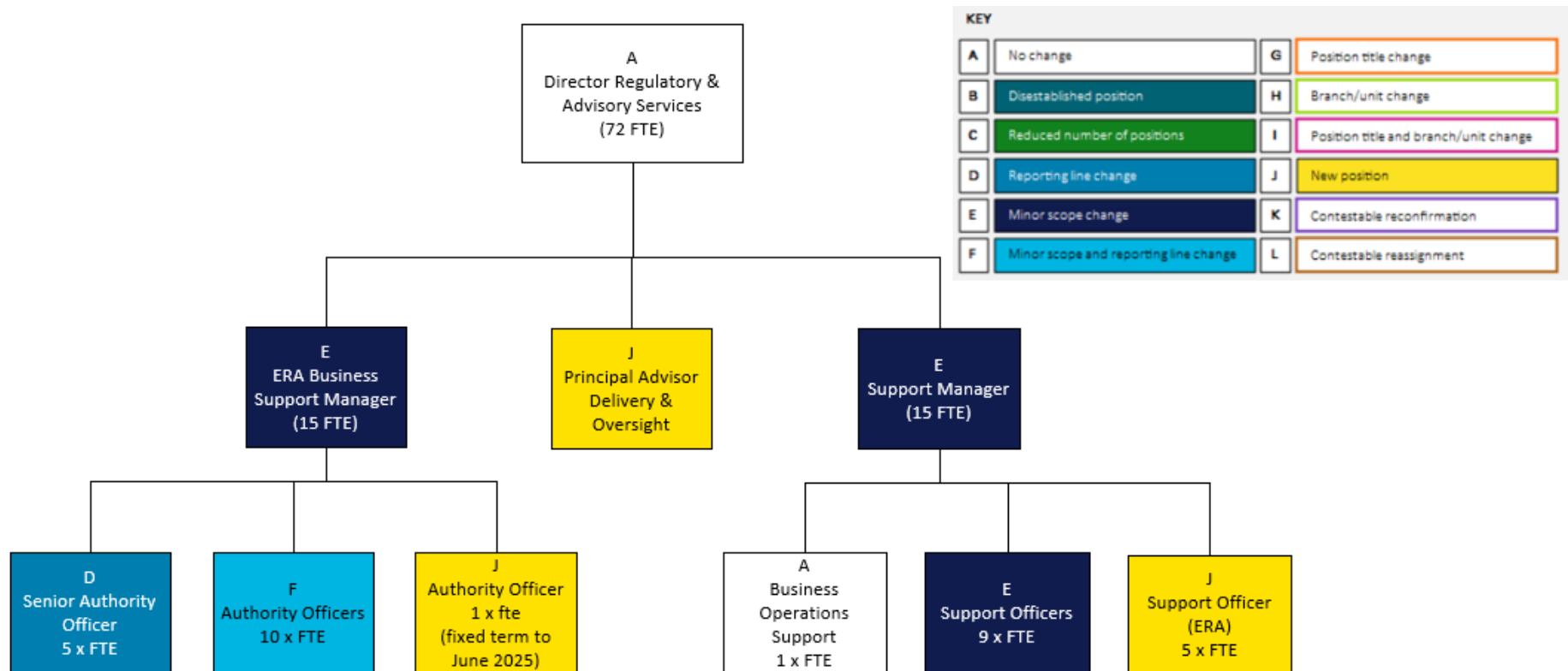
I welcome your thoughts on where Proposal 3 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – ERA Support Team, Regulatory & Advisory Services



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

Proposed organisational chart – Support Teams Regulatory & Advisory Services



Summary of proposed changes

Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	7
Number of proposed new positions	7 (2 fixed term)
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	26
Overall proposed reduction in FTE	2 (once fixed term positions end)

Proposed new positions

Proposal	Position title	Reporting line	Branch / Unit	Indicative band
1B	Support Officer Regulatory & Advisory Services x 5 FTE	Support Manager RAS (pos#10167610)	Employment Services, Regulatory & Advisory Services	E - confirmed
3A	Principal Advisor Service & Oversight (Fixed Term)	Director Regulatory & Advisory Services (pos#16210088)	Employment Services, Regulatory & Advisory Services	V
1F	Authority Officer (Fixed Term)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services	G - indicative

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1.A	Administration Officer Position (pos#16212188)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
1.A	Administration Officer Position (pos#10006680)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
1.A	Administration Officer Position (pos#16212189)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
1.A	Authority Officer Position (pos# to be determined)	Team Leader ERA (pos#16218796 or #16218795)	Employment Services, Regulatory & Advisory Services
1.A	Authority Officer Position (pos# to be determined)	Team Leader ERA (pos#16218796 or #16218795)	Employment Services, Regulatory & Advisory Services
2.A	Team Leader ERA Position (pos#16218796)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
2.A	Team Leader ERA Position (pos#16218795)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services

Proposed minor change

Proposal	Position title	Branch	Description of change
2D	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services	Minor scope change
2C	Senior Authority Officer (pos#16218183)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#10006690)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#10006730)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#16218184)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#10006600)	Employment Services, Regulatory & Advisory Services	Change in reporting line

1A, 2B	Authority Officer (pos#10006710)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16219561)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208824)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16211564)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#10006610)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#10006670)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#10006640)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#10025000)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208822)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208823)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208821)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16219711)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1B	Support Manager (pos#10167610)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#16211038)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10035340)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#16211037)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10035330)	Employment Services, Regulatory & Advisory Services	Minor scope change

1B	Support Officer (pos#10035320)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10162010)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10073970)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#16203615)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10035310)	Employment Services, Regulatory & Advisory Services	Minor scope change

Appendix 1: Proposed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the standard change processes which would apply to any changes confirmed as a result of this consultation process. This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

As part of the consultation process your substantive position may be proposed to be “reconfirmed”. In these circumstances your substantive position in the proposed new structure is substantially the same as your current substantive position and you are the only person able to be reconfirmed to the role. Examples include - change in reporting line, title, 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 is reconfirmed as part of the final structure, you will not need to take any action as you will automatically be reconfirmed into the position.

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

Reassignment

As part of the consultation process you may be proposed to be “directly reassigned”. In these circumstances we are proposing to directly reassign you into a different but substantially similar role.

For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties are not so significant as to be unreasonable taking account of your skills, abilities and potential to be retrained; and
- You have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position; and
- The salary and other terms and conditions for the position are no less favourable; and
- Location of the position is in the same local area (note: this 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 you may be proposed to be subject to “**contestable reassignment**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

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.

Appendix 2: Support through change

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

Wellbeing support options

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

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

Learning support options

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

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

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

Career development support

Our Employee Assistance Programme can assist with general career advice and is available for self-referral. This also includes budgeting and financial advice, personal development and coaching and personal legal advice.