



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Market Integrity

Te Whakatairanga Service Delivery

Proposal for Change

8 August 2024

Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

Since the formation of the Government at the end of 2023, we have worked at pace to support our Ministers in respect of the 100-day plan, Mini-Budget, and Coalition agreements – which have resulted in some impacts to our work programmes and priorities.

In recent months, the Senior Leadership Team and I have also been working through what the Government's work programme and Budget 2024 decisions mean for us at MBIE as well as for you, our people.

Building on the work we have recently undertaken to support the Government's priorities and the comprehensive baseline savings exercise to identify fiscal savings options of 7.5% to achieve our baseline savings target, we now need to turn our attention to the medium- and long-term opportunities that exist within MBIE.

It is clear we will be continuing to operate in a tighter financial environment which means a continued focus on reviewing our programmes of work, our financial position, and the size and capability of our workforce. It's an ongoing priority for MBIE and the public service to ensure we have a focus on responsible spending and achieve value for money, making every dollar of taxpayer money count.

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's ambition of rebuilding the economy to one that is more dynamic and productive. MBIE shapes and manages many of the underlying systems that contribute to achieving these goals. Our work touches on the lives of almost every New Zealander and across all our businesses.

We want to deliver meaningful impact and achieve better outcomes for businesses and, as a result, for New Zealanders. We also want to make sure we achieve positive results across the various economic systems we manage. To do this we need to lift our own productivity, find efficiencies and maintain strong fiscal discipline to provide greater

value and higher levels of service and impact for every dollar spent to achieve better public services.

We have already been working to build flexibility in our organisation through recent efforts to bring together like functions and teams to reduce duplication of effort; focus on better utilising the skills, experience, and capabilities of our people; streamline and automate processes to enable us to place greater focus on delivering for the people we serve.

While the dynamic nature of MBIE and the work that we have supported over recent years means that we are no strangers to change, the Senior Leadership Team and I do continue to welcome and value your feedback through the formal change process. I have seen our people respond and support each other through change on many occasions – with resilience, manaakitanga, and a focus on Pae Kahurangi | Building our Future.

I ask that during this period you prioritise being kind to yourself, your hoamahi (colleagues), and seek support from the options available to you at MBIE – including regular check-ins with your people leader.

I am and will remain incredibly grateful for the work that has been done by many of our MBIE people to support the advice and options we have provided our Ministers as part of our work to support their quarterly priorities, as well as those of you who have continued to provide and deliver services for New Zealanders every day. Thank you for the work that you do.

Ngā mihi nui



Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive
Te Tumu Whakarae mō Hīkina Whakatutuki

Introduction from Sanjai Raj, General Manager Market Integrity

Kia ora koutou,

In Market Integrity (MI) our work is varied, challenging and often technical. Our overall objective 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. I am very proud of the high-quality work you all do, and the contribution of your efforts towards the Ministry of Business, Innovation and Employment's (MBIE) and TWSD's goals; 'Grow New Zealand for all' and 'Fair markets that thrive.'

The challenge for the public service is always to be cognisant that we operate with public funding and must balance this with the maintenance of service delivery and the expectations of New Zealanders. As a branch, we have continued to review and optimise our services, processes, and structures which has positioned us well as we turn our attention to the medium and long-term opportunities that exist across MBIE. There remains a need to look critically within our business units to identify efficiencies or opportunities for contributing towards MBIE's organisational goals, and to support the Government in an effective way.

With this context in mind, I worked with my Leadership Team to propose a number of changes to our branch aimed at achieving the following 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.

Overall, the changes proposed in this document should enable us to be more integrated and adaptable to the government's changing priorities. It means maintaining a focus on

the value we provide across Aotearoa, and for us to operate in a leaner and more efficient way.

While a great deal of thought has gone into the changes outlined in this document, it is only a proposal. I want to hear your feedback and suggestions about how we can approach change in a way that delivers efficiencies and savings and remains in the best interests of our people and the public we serve.

This proposal contains organisational charts to help you understand the proposed changes, their potential impacts, and how they would be implemented. While we've tried to ensure this proposal accurately reflects every position in our branch, there may be some details missing or may appear inaccurate. Please escalate any errors so that we can check them and ensure the correct information is used for decision-making.

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, remember to show kindness to your colleagues during this time, and ensure that you look at the range of support options available that are outlined later in this document.

Thank you again for your ongoing professionalism and commitment to making a difference for our customers. I look forward to your feedback.

Ngā mihi nui,



Sanjai Raj

General Manager, Market Integrity



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How to read this document

Scope of this change proposal

This consultation document outlines proposed changes, of varying degrees, to all business units in Market Integrity.

These proposals aim to limit concern and disruption for our people and work-in-progress, particularly in frontline operations. Wherever possible, teams have been kept together and the number of positions impacted have been minimised.

Understanding proposed changes to your position

This document has been divided into six chapters to reflect the business unit that the proposal relates to.

If changes are proposed to your position, this will be outlined in the chapter related to your business unit. Current and proposed organisational charts have been included at the end of each chapter to help demonstrate the impacts that proposed changes would have to the structure of your team/unit. There is a summary table at the end of this document with more detail about proposed changes to individual positions and proposed new positions.

In addition, all people who may be significantly impacted by the proposed change 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.

As part of this consultation process, you are invited to provide feedback on both the change proposals and the proposed change process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems as at 10 April 2024. If you notice any inconsistencies in the organisational structure represented, please advise your People Leader or email MIChange@mbie.govt.nz.

Supporting our people through change

People will have a wide variety of feelings in relation to the proposed changes. Please remember to be respectful of each other's opinions and privacy. If you have further questions regarding this change proposal or your personal situation, have a conversation with your People Leader.

Further information on the support available is outlined in **Appendix 2**.

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.

Your feedback can be at any level, from the high-level design to the impact on specific positions or the proposed implementation approach. Please reference the specific proposed change and/or proposal area you are giving feedback on.

Feedback can be provided individually or as a group and we welcome your input on this proposal for change, even if you may not be directly impacted by it. We encourage feedback on all aspects of the proposal, including the proposed EOI process and position descriptions which includes the selection criteria. All feedback is important and will be carefully considered.

This proposal has been shared with the Public Service Association (PSA) and the National Union of Public Employees (NUPE). You can contact the PSA or NUPE during the consultation period for support and to discuss your feedback.

MBIE recognises that feedback can be provided in formats other than written, and as such will enable verbal submissions upon request. This also includes where the PSA and NUPE wishes to speak to their collective submission orally.

You can contact the following union representatives:

- Niki Williams (PSA): niki.williams@mbie.govt.nz
- Patrick Feaunati (PSA): patrick.feaunati@mbie.govt.nz
- Quentin Findlay (NUPE): quentin@nupe.org.nz

There are several ways for you to provide your feedback, including:

- Drop-in sessions over Teams where you will have the opportunity to ask any questions. ***We will let you know the dates and times for these sessions during the consultation period.***

- Email feedback from individuals or groups – open for duration of consultation.

If you wish to provide your feedback via email, please send your feedback to: MIChange@mbie.govt.nz by **11.59pm Sunday 25 August 2024**. If you wish to provide your feedback verbally, please email the consultation address and we will arrange a suitable time.

Once the consultation period has closed, all feedback will be carefully considered by Sanjai Raj, General Manager, Market Integrity before final decisions are put forward to Suzanne Stew, Deputy Chief Executive Te Whakatairanga Service Delivery for approval. If the final decision is made to proceed, we will confirm the new structure and its impact on positions.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Thursday 8 August 2024
Consultation closes (11:59pm)	Sunday 25 August 2024
Feedback reviewed and considered	26 August – 13 Sept 2024
Final decision	Thursday 3 October 2024
Expressions of interest (EOI) and selection process	4 October – 11 Oct 2024
Proposed 'go-live' of new structure	Monday 4 November 2024

Chapter 1: Business Registries

Why change is proposed

The changes proposed to Business Registries (BR) focus on improving our operating model. We work closely with our colleagues in Criminal Proceeds Integrity and Enforcement team (CPIE), where there are some significant similarities and overlaps in our work, which can create delays and confusion.

This chapter proposes that the Integrity and Enforcement (IET) function of CPIE is integrated into Business Registries (BR). We believe this would achieve efficiencies for the investigations and enforcement activities that CPIE currently undertake.

We ask you to consider whether changes under each of the proposals in this chapter will support the achievement of our objectives.

We welcome your thoughts on where proposals in this chapter could be strengthened to better deliver on our change objectives outlined in the **introduction to this document**. 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 1.1 – Business Registries Leadership, Regulatory Monitoring and Oversight and Business Services

Summary

There are currently six leadership roles that report to the National Manager Business Registries with a varying number of direct reports and direct and indirect spans of control. To enable the proposed integration of CPIE into BR, and to address span of control anomalies, it is proposed that a realignment of the BR leadership team is required. This section outlines the proposed changes to the leadership team and the rationale.

National Manager Business Registries

If these proposed changes are progressed, the currently vacant National Manager, CPIE would be disestablished and the responsibility for IET would be absorbed by the National Manager Business Registries.

Registry Operations Manager

The proposal is to refocus the role on the delivery of Financial Registries and Processing functions by separating out the compliance function. This would reduce the current span of control and achieve better consistency across BR.

With the proposal for IET to join BR, we propose to create a new Investigations and Compliance Team responsible for all investigations and compliance activity across BR. This would enable us to streamline compliance procedures, build capability and support business continuity rather than the current fragmented structure which spans the Business Registries Operations Team and IET.

The Registry Operations Manager would also have the lead stakeholder responsibility in the regulatory monitoring and oversight of the Insolvency Practitioners and Retirement Village sector.

It is therefore proposed that the Registry Operations Manager would have a minor scope change and a position title change to Manager Operations.

Further information about the proposed structure of Registry Operations is provided under Proposal 1.2.

Manager Business Registries Applications and Data

The proposal is for this team to provide registry support and technical services to BR, specifically relating to finance, business implementation of new legislation/technical projects, upgrade, and outage maintenance of registry systems. It is proposed this team would be called Registry Support, and the current Manager role would have a minor scope and position title change to Manager Registry Support.

Further information about the proposed structure of Registry Support is provided under Proposal 1.3.

The Data team would be realigned to Registry Operations to enable end to end reporting of the registry ecosystem. This would also ensure reporting data is integrated with the registry operations and compliance strategies that are implemented. There is potential in the near future that the data reporting functions may be better supported by establishment of a TWSD centralised data function.

Further information about the proposed structure of Registry Operations is provided under Proposal 1.2.

Registry Services Manager

We are proposing to bring together legal services from across MI with the aim of increasing legal capability and access to specialist advice and support. It is proposed that one legal function would provide comprehensive legal capability and capacity to better support the breadth and complexity of all of MI's investigations and compliance activity.

Therefore, it is proposed that the Registry Services Manager role would have a minor scope and position title change to Manager Operational Legal Services.

Further information about the proposed structure of the Operational Legal Services team is provided under Proposal 1.5.

Manager Regulatory Monitoring and Oversight

The Manager Regulatory Monitoring and Oversight was established to drive the creation of effective processes and engagement with the Retirement Village sector and Insolvency Practitioners. As this work has now successfully transitioned to maintenance, there is no longer the need for a dedicated resource to deliver this work, and it is proposed that the Manager Regulatory Monitoring and Oversight is disestablished.

With the proposed centralisation of legal capability, the existing Regulatory Monitoring and Oversight, Legal Executive role would also be disestablished as their current work would be absorbed into the new Operational Legal Services team.

Further information about the proposed structure of the Operational Legal Services team is provided under Proposal 1.5.

To enable greater collaboration on investigations, the Investigating Accountant is proposed to have a reporting line change to the revised Manager Investigations within the integrated Investigations and Compliance function.

Further information about the proposed structure of the Investigations and Compliance team is provided under Proposal 1.4.

Business Services Manager

The Business Services Manager is a leadership position responsible for the management of efficient and effective corporate processes and procedures, risk and issues management, supplier liaison, and facilities management. We believe there is an opportunity to leverage the expertise of this role to build the overall capability of Market Integrity in support of its overall strategic direction and enhance the operational delivery of each function.

Therefore, it is proposed that the Business Services Manager role is disestablished, and instead a new position of Business Services Practice Lead is established in the Business and Operations Support team. It is proposed this role would continue to act as an influential leader and technical expert responsible for ensuring the provision of consistent and quality business services and advice. While the role would initially focus on BR, they would work across the branch with all National Managers to apply critical learnings, establish best practice and remove duplication. Due to the similarities in responsibilities, knowledge and skill required, it is proposed the current incumbent is directly reassigned into this new position.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

Business Services Advisor

On reviewing administration needs across MI, we believe we can optimise delivery by consolidating administrative roles to streamline our processes and provide a more flexible operating model. Therefore, it is proposed that the Business Services Advisor position would be disestablished to enable the creation of a centralised administrative function within the Business and Operations Support team consisting of three new Branch Business Administrator positions. If confirmed a contestable process would be followed to fill the proposed new positions.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

Manager Registry Fees and Analysis

It is proposed that integrating finance, performance and reporting functions within the Business Registries Fees and Analysis team would strengthen our technical support capabilities and delivery - not only for BR, but for other teams across MI. To enable this, we are proposing a change in reporting line for the Fees and Analysis team to the proposed Registry Support Team. This would address spans of control discrepancies, align finance/budget analysis for BR projects, create consistency across a number of operational finance functions and provide enhanced business continuity. This team would be responsible for the fees and analysis requirements of BR, Radio Spectrum Management and Standards New Zealand (Standards NZ).

Therefore, it is proposed that the existing Manager Fees and Analysis would have a position title change from Manager to Team Leader Fees and Analysis reporting to the Manager Registry Support. The proposed title would provide greater consistency in naming conventions across BR.

Further information about the proposed structure of the Fees and Analysis team is provided under Proposal 1.3.

Manager Investigation and Compliance

The proposal to amalgamate the full range of investigative services and compliance activity across BR and IET into one team further enables an integrated approach and efficient and effective delivery. Therefore, to lead this function we are proposing a reporting line change for the current Manager Integrity and Enforcement to the National Manager, BR, and a minor scope and title change to Manager Investigation and Compliance.

Further information about the proposed structure of the Investigations and Compliance team is provided under Proposal 1.4. Further information about the proposed changes to CPIE are in Chapter 2.

Establish a new position of Principal Advisor Business Registries

A new Principal Advisor Business Registries position is proposed to look across the newly formed BR ecosystem to optimise the effectiveness of BR services. The role would support regulatory governance and provide advice and guidance on continuous improvement, performance and compliance to the National Manager and BR Leadership Team. This includes strategic and tactical thinking in relation to complex issues, as well as leading on key initiatives, programmes of work and issues. The Principal Advisor would report to the National Manager BR and be responsible for producing both qualitative and quantitative reporting as required.

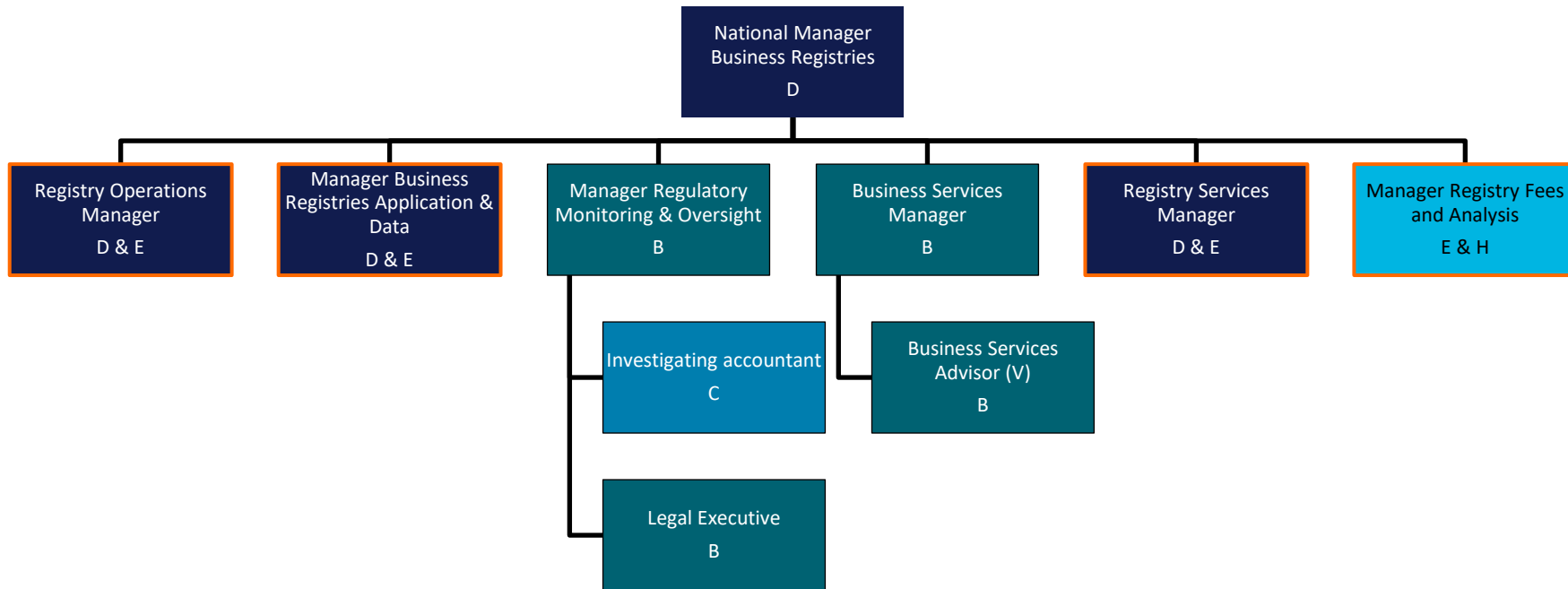
The following changes are proposed:

1. Disestablish the Business Services Advisor position.
2. Disestablish the Manager Regulatory Monitoring and Oversight.
3. Disestablish the Legal Executive position.
4. Disestablish the Business Services Manager position and establish a new position of Business Services Practice Lead, Business and Operations Support.
5. Minor scope change for the National Manager Business Registries to include responsibilities of the IET.
6. Minor scope change and position title change for the Registry Operations Manager to Manager Operations.
7. Minor scope change and position title change for Manager Business Registries Applications and Data to Manager Registry Support.
8. Minor scope change and position title change for Registry Services Manger to Manager Operational Legal Services.
9. Reporting line change for the Investigating Accountant to Manager Investigations in Investigations and Compliance.
10. Position title change for Manager Registry Fees and Analysis to Team Leader Registry Fees and Analysis, minor scope change and reporting line change to Manager Registry Support.
11. Reporting line change, minor scope change and title change of Manager Integrity and Enforcement, IET to Manager Investigations and Compliance reporting to the National Manager Business Registries.
12. Establish a new position of Principal Advisor Business Registries reporting to National Manager Business Registries.

1.1: Current organisational chart – Leadership Team

(V): position is vacant

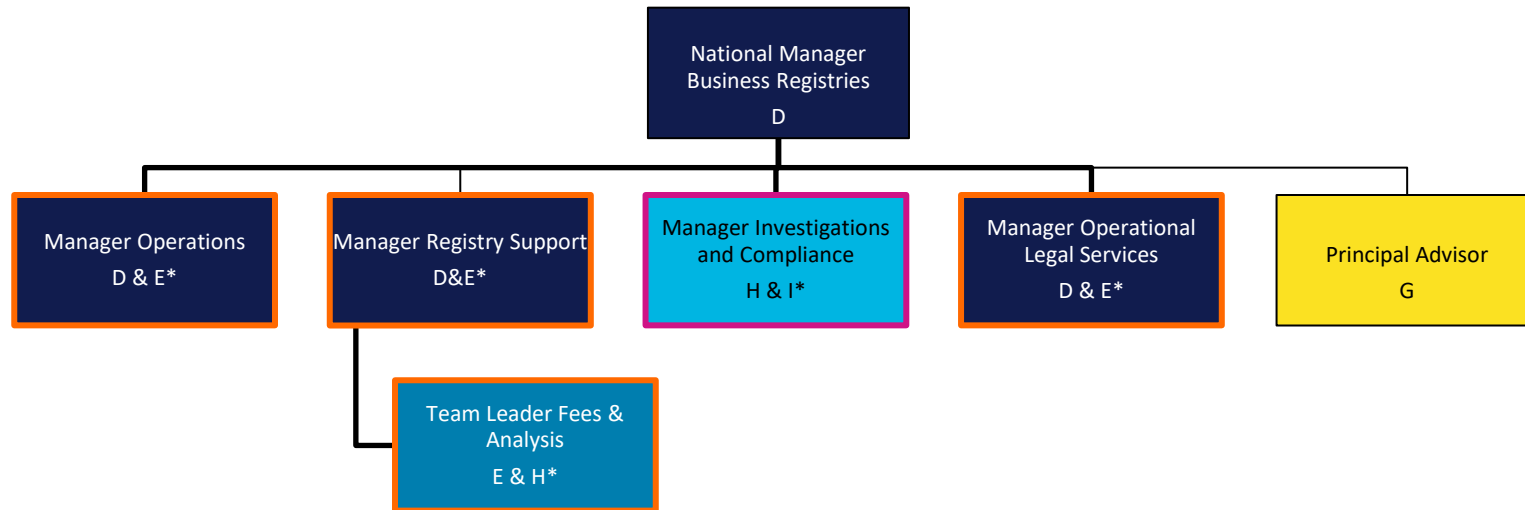
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L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



1.1: Proposed organisational chart – Leadership Team

* Full proposed organisational structures are outlined in the following sub chapters.

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



Proposal 1.2 –Registry Operations

Summary

Realignment of the BR Operations Team is proposed to ensure appropriate spans of control across BR and access to adequate support, direction, and leadership for our people.

Processing Centre

It is proposed that Client Services Advisor (CSA) position would have a position title change to Registry Officer and Senior CSA to Senior Registry Officer to provide clarity in the work performed and avoid confusion with the CSA's located in the Service Centre. In addition, following an assessment of work volumes, one vacancy within the team is proposed to be disestablished, taking the team from five positions to four.

Financial Registries

The Financial Registries team are responsible for financial reporting and processing of financial disclosures. A position title change from Capital Markets to Financial Registries team is proposed to better reflect the nature of the work. It is also proposed that the Manager Capital Markets would have a position title change to Team Leader Financial Registries to ensure consistency in naming conventions across BR and to reflect the team title change.

Senior Integrity Officers – Financial Service Providers

It is proposed that two Senior Integrity Officers (with focus on Financial Service Providers) would move from IET to report to the Team Leader Financial Registries with a position title change to Senior Compliance Officer Financial Registries.

There are a number of Senior Integrity roles currently within IET which would be impacted if the proposal to disestablish IET and integrate the functions is confirmed and a contestable process would be used to fill these roles.

Further information about the proposed changes to the Senior Integrity Officer roles is provided under proposal 2.1.

Compliance

It is proposed that the BR compliance roles which currently report to the Operations Manager would be disestablished with new positions established within the new Investigations and Compliance team. This would enable the creation of one integrated team responsible for end-to-end compliance delivery rather than the current fragmented compliance activity performed across both BR and IET.

The existing Team Leader Compliance role is proposed to be disestablished and a new position of Team Leader Integrity and Compliance established, incorporating both the integrity and compliance functions. This role would report to the Manager Investigations and Compliance and would take a broader view of end-to-end enforcement, beyond the current scope of administrative compliance.

There are currently six Technical Services Advisor roles which are proposed to be disestablished. It is proposed that four new positions of Compliance Officer would be established reporting to the Team Leader Integrity and Compliance. As above, the new positions would take a broader view of end-to-end enforcement, beyond the current scope of administrative compliance. A contestable process would be used to fill the proposed new Compliance Officer roles.

Further information about the proposed structure of Investigations and Compliance is provided under Proposal 1.4.

Senior Business Advisor Operations

The Senior Business Advisor Operations delivers a range of reporting services to Registry Operations which are proposed to be consolidated within the BR Data Team. As a result, the Senior Business Advisor Operations is proposed to be disestablished.

Senior Technical Services Advisors

It is proposed that the two Senior Technical Services Advisor, Registry Operations positions are reduced to one role and their responsibilities are moved to the Integrity and Compliance Team given the natural alignment of their existing work to compliance activity. It is proposed that a contestable process would be used to fill the remaining position.

Further information about the proposed structure of Investigations and Compliance is provided under Proposal 1.4.

Senior Quality Assurance Advisors

Currently there are a number of roles across Market Integrity that provide quality assurance and service improvement support. Given the significant similarities in their work, such as ISO certification, we believe that aligning these roles in a centralised function would create efficiencies. Therefore, it is proposed that a centralised Quality and Service Improvement Team would be established in Business and Operations Support.

As a result, it is proposed that the number of BR Senior Quality Assurance Advisors are reduced from two to one position with a change of reporting line to Team Leader Quality and Service Improvement. It is proposed that a contestable process would be used to fill the remaining position.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

Accountant

A position title change is proposed for the Accountant position to Financial Reporting Officer to better reflect the current responsibilities of the role and distinguish it from the centralised accounting roles within MBIE's corporate function. There would be no further changes to this position.

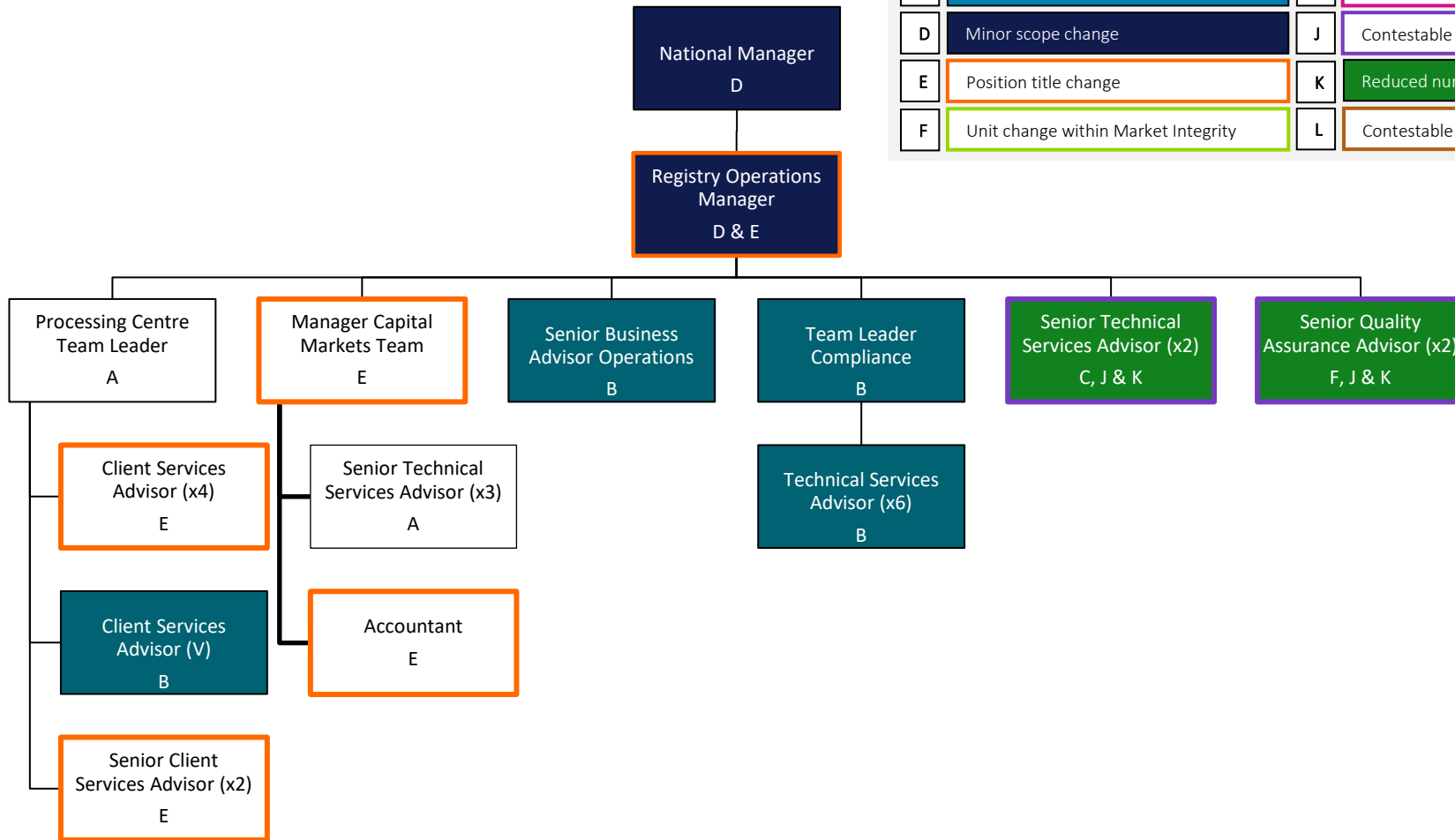
The following changes are proposed:

1. Disestablish the Senior Business Advisor Operations position.
2. Disestablish the Team Leader Compliance position.
3. Disestablish six Technical Services Advisor positions.
4. Disestablish one vacant Client Services Advisor position.
5. Position title change for Manager Financial Registries to Team Leader Financial Registries.
6. 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. Reduce the number of Senior Quality Assurance Advisor positions from two to one, and a reporting line change to Team Leader Quality and Service Improvement, Business and Operations Support.
9. Reporting line change for two Senior Integrity Officer (Financial Service Providers) positions, reporting to the Team Leader Financial Registries, and a title 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.

1.2: Current organisational chart – Registries Operations

(V): position is vacant

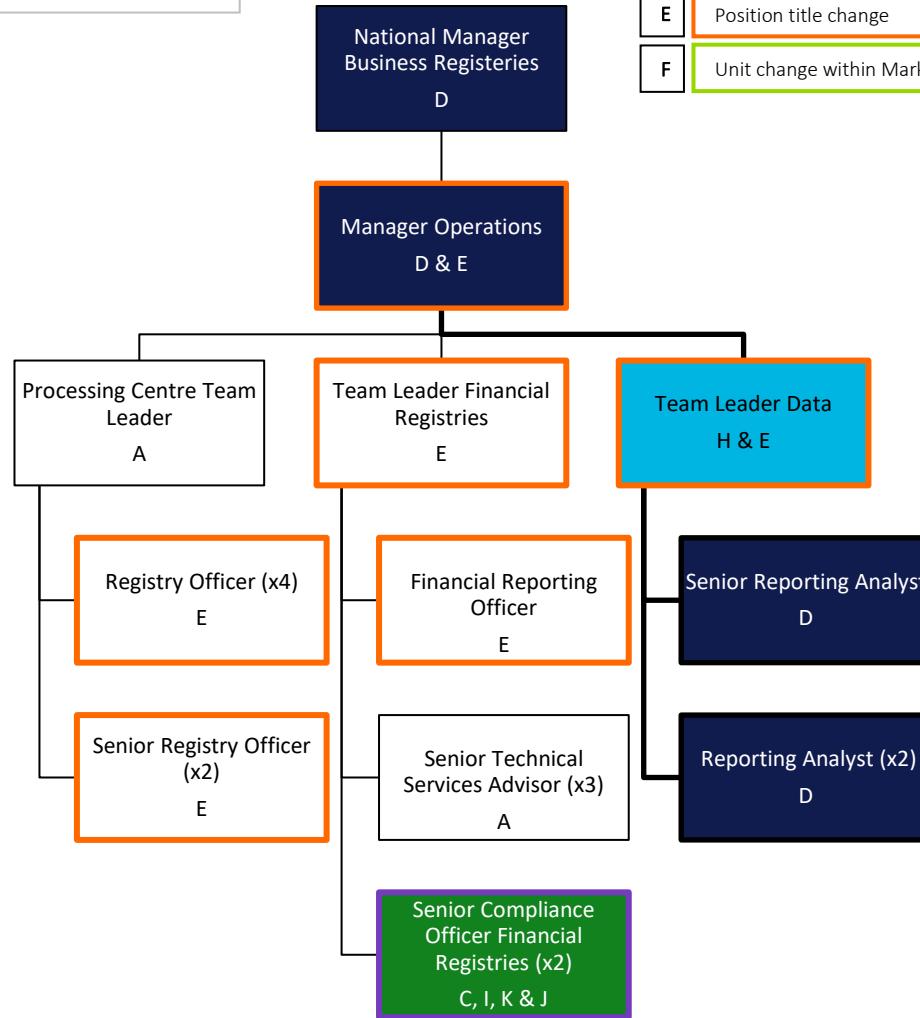
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E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment



1.2: Proposed organisational chart – Operations

(V): position is vacant
 For proposed Investigation and Compliance structure, see proposal 1.4.

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



Proposal 1.3 – Application and Data and Fees and Analysis

Summary

As with other BR functions, a realignment is proposed to establish consistent spans of control and efficiently and effectively group existing teams and functions.

Manager Application and Data

It is proposed that the Manager Application and Data would have a minor scope and position title change to Manager Registry Support. The role would be responsible for leading teams and functions to deliver high quality outcomes, including product development, maintenance, and management; finance and fee analysis and reporting (including support to Standards New Zealand); international projects and engagements; and technical systems support and maintenance. This would include ensuring processes and procedures are in place for the team to comply with legal and statutory obligations.

Business Registries Data

It is proposed that the Data Team would report to the Manager Registry Operations to align our data capture and reporting functions. It would ensure that we adopt a continuous improvement approach to our operations and compliance activity through better utilisation of data and insights, which is difficult in the currently segmented model.

As a result, there would be a reporting line change for the Team Lead Business Registries Data to Manager Registry Operations and a title change to Team Leader Data. Those roles currently reporting to the Team Lead would remain.

Please see Proposal 1.2 for further information on the proposed Operations structure.

Senior Business Advisor Applications and Data

With the proposed creation of a new Operational Legal Service steam, it is proposed that the Senior Business Advisor Application and Data position would be

disestablished, and a new position of Advisor Legal Services established reporting to the Team Leader Operational Legal Services. The role would focus on ensuring BR compliance with the Privacy Act. Due to the similarities in responsibilities, and the experience and knowledge required, it is proposed that the current Senior Business Advisor be directly reassigned into the Advisor Legal Services position.

Further information about the proposed structure of Operational Legal Services team is provided under Proposal 1.5.

Manager Registry Fees and Analysis

It is proposed the existing Manager Registry Fees and Analysis role will have a position title change to Team Leader Registry Fees and Analysis. This is to recognise the proposed change in reporting line from the National Manager to the Manager Registry Support Team. It is proposed that the Team Leader Registry Fees and Analysis role would also have a minor scope change to include fees and analysis functions across BR, Radio Spectrum Management and Standards NZ.

Fees and Analysis Team

It is proposed that the Fees and Analysis team would sit within the new Registry Support team. It is further proposed that the Standards NZ Principal Analyst Reporting and Performance role would be amalgamated into the Fees and Analysis team. This integration would strengthen the MI finance functions and activities by building capability and business continuity to support the critical finance functions.

It is proposed that the two Senior Registry Advisor positions have a change of reporting line to the new Team Leader Fees and Analysis. This team would focus on effective fees analysis and inform the Fees Strategy for BR and Standards NZ. It would also create a more proportionate sized team and consistent span of control. As a result, there would be no requirement for the Team Leader Registry Services role, and it is proposed that the role be disestablished.

It is also proposed that a new Fees and Reporting Analyst role be established to focus on effective fee analysis, inform a Fees Strategy for BR and support the fees process for Standards NZ. This position would report to the Team Leader Registry Fees and Analysis. Due to the similarities to the responsibilities, experience and skills required of the current Team Leader Registry Services, it is proposed that the Fees and Reporting Analyst roles is filled through direct reassignment.

Technical Support and International Teams

The Technical Support and International Teams are discrete teams with small spans of control. Due to the size and requirements of both teams, it is proposed that the Team Leader Technical Support and Team Leader International are disestablished.

As a result, the Business Support Analyst, and two Senior Test Analysts would have a proposed change in reporting line to the Manager Registry Support. These roles are currently shared between the Technical and International Support Teams, and we believe that combining these roles would build capability and address spans of control disparities. It is also proposed that the Senior Test Analyst would have a position title change to Senior Registry Technical Specialist to better reflect the responsibilities of these roles.

Further information about the proposed structure of the Registry Services function is provided under Proposal 1.5.

The following changes are proposed:

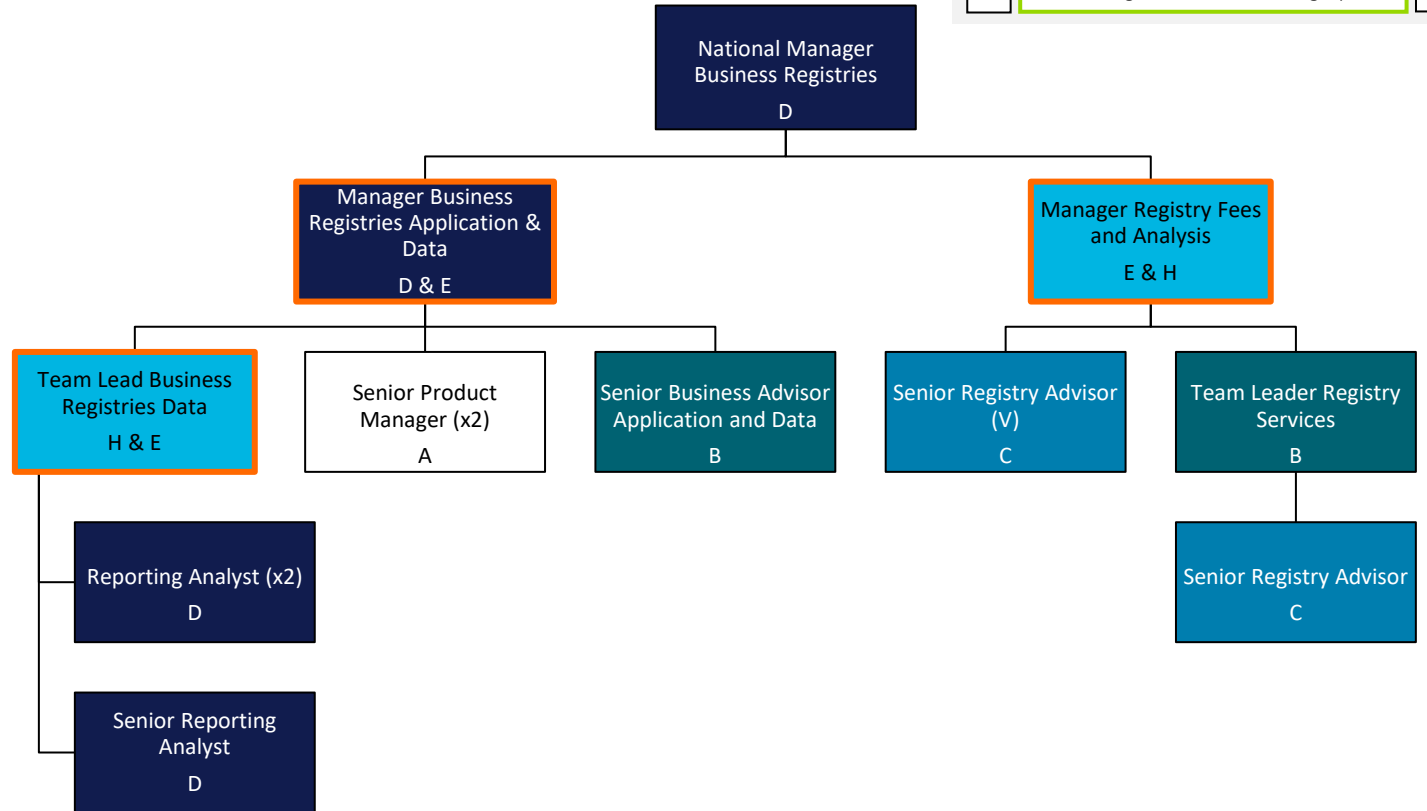
1. Disestablish the Team Leader Registry Services position.
2. Disestablish the Senior Business Advisor Application and Data position.
3. Minor scope change and position title change for Manager BR Applications and Data to Manager Registry Support.
4. Minor scope change and position title change for 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.
8. Reporting line change for the Business Support Analyst, and two Senior Test Analyst report to proposed new Manager Registry Support.
9. The two Senior Test Analysts would have a change in position title to Senior Registry Technical Specialist.
10. Establish a new position of Fees and Reporting Analyst reporting to the Team Leader Registry Fees and Analysis.

1.3: Current organisational chart – Application and Data, and Fees and Analysis teams

(V): position is vacant

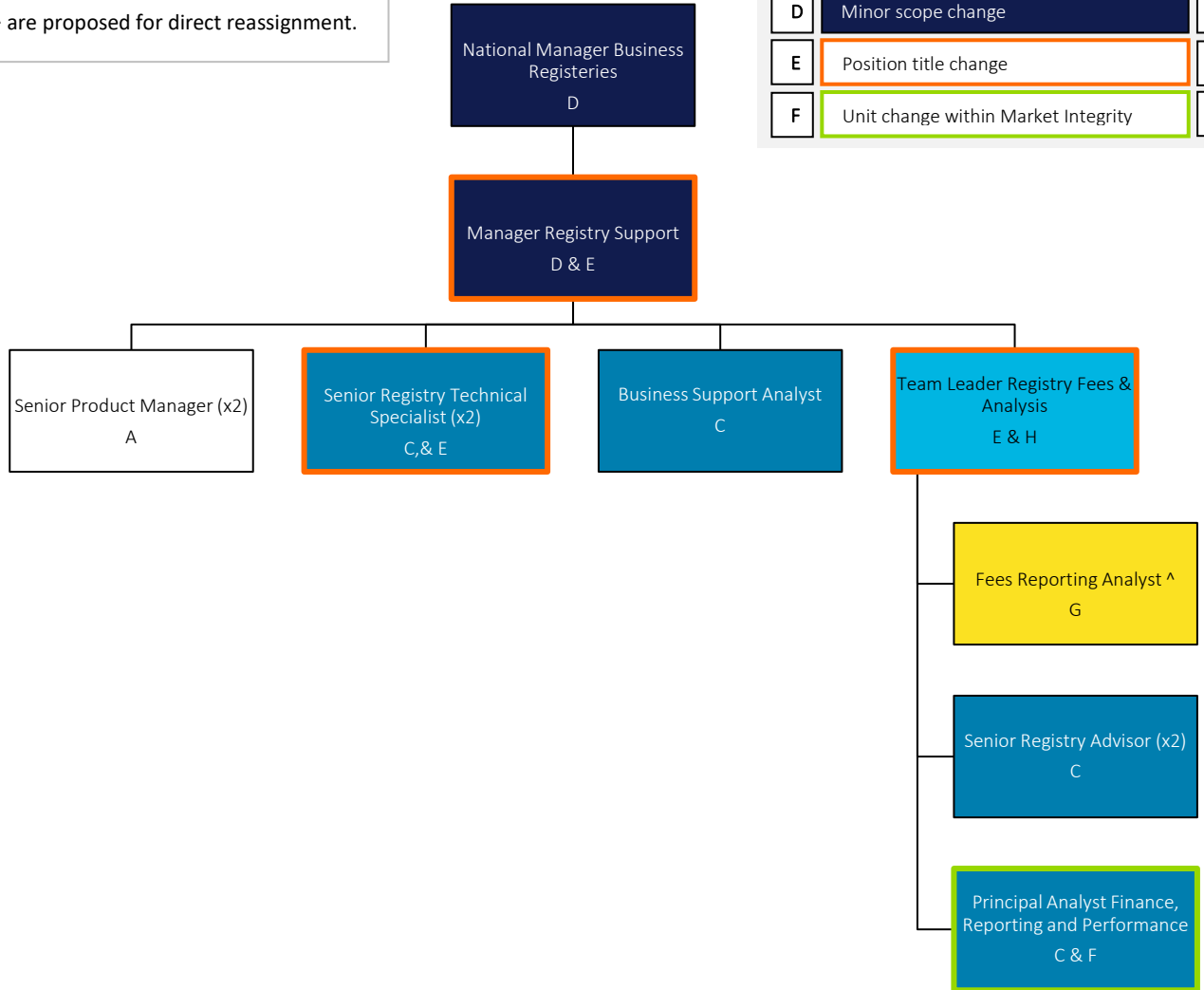
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L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



1.3: Proposed organisational chart –Registry Support

(V): position is vacant
 Positions marked with ^ are proposed for 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



Proposal 1.4 – Investigations and Compliance

Summary

The proposal is to bring together all of the investigative services and compliance activity for BR into one team to achieve an integrated approach and efficiencies in delivery. This should also enable increased capability and capacity, address span of control discrepancies, better align roles, provide business continuity, and enable career opportunities in the investigations discipline.

At present, our approach is fragmented. With the proposed disestablishment of CPIE in its entirety, the majority of the IET functions would be integrated into a new Investigations and Compliance function within BR. However, this is not simply a lift and shift. Considerable thought has been given to the changes required to achieve the desired benefits. This has resulted in some new functions being brought into the team, while some functions have been determined to be better aligned elsewhere within BR.

As set out under Proposal 1.1, to lead this function we are proposing a reporting line change for the current Manager Integrity and Enforcement to the National Manager, BR, and a minor scope and title change to Manager Investigation and Compliance.

Further information and rationale about the proposed changes to CPIE are outlined in Chapter 2.

Team Leader Investigations

It is proposed that a new position of Team Leader Investigations be established to lead the integrated investigation's function including work that is proposed to move from IET into BR.

The new Team Leader Investigations would be responsible for ensuring quality and consistency of investigations practice, while championing an integrated approach. It is proposed that the role would report to the Manager Investigations and Compliance and would be filled via a contestable process.

Senior Investigator positions

As outlined under Proposal 2.1, the number of Senior Investigator roles would be reduced from seven to five and moved to the new Investigations team in BR reporting to the Team Leader Investigations.

Currently investigations are carried out based on which legislation was breached. Insolvency Act breaches are investigated by Insolvency Senior Investigators, while breaches of any corporate legislation are investigated by BR Senior Investigators. As such, it is proposed that the scope of the Senior Investigators role would expand to include the Insolvency and Companies Acts, as well as all the other pieces of corporate legislation that IET previously had investigative responsibility for.

The incorporation of additional investigation types is considered a significant change and therefore new positions are required to be established. However, based on work volumes and the anticipated efficiencies of integrating investigative functions, it is believed that the work can be accomplished with fewer resources. Therefore, if the proposed reduction in positions is confirmed a contestable process would be followed to fill the new positions.

Investigator

It is proposed that three new Investigator positions are established in the Investigations team reporting to the Team Leader Investigations and working alongside the Seniors Investigators.

The new roles would be responsible for the initial frontline operational response and triaging of incoming complaints and undertaking investigative work on behalf of the Registrar of Companies, including identifying candidates for prohibition under section 382 of the Companies Act.

Investigating Accountants

A reporting line change is proposed for the Investigating Accountant to report to the Manager Investigations and Compliance. It is proposed that this would provide greater collaboration on investigations, and improved access to accounting specialisation.

Establish new Integrity and Compliance Team

As set out above, the operating model for integrity and compliance work undertaken on behalf of the Registrar is fragmented. Currently, processes are initiated by the Operations Team and then completed by IET in circumstances where compliance has not been attained, however, there are also instances where work is commenced by IET and then referred to the Operations Compliance Team for implementation.

Integrating the operational and compliance work streams would enable efficiencies to be found through less duplication of tasks, provide consistency and improved business continuity. Therefore, it is proposed that both the existing Team Leader Compliance (Operations) and Team Leader Integrity (IET) roles be disestablished, and a new Team Leader Integrity and Compliance established to integrate the responsibilities of both roles. It is proposed that this role would report to the Manager Investigations and Compliance and be responsible for ensuring consistency in application of compliance and integrity functions. It is proposed that a contestable process would be followed to fill this new role.

Compliance Officer

The current Compliance and Integrity teams operate with specific team members responsible for specific procedures which does not provide for continuity of service and can put some team members under considerable pressure.

A more robust operational model is proposed that will enable individuals to participate more broadly in the compliance process. It is also anticipated that greater consistency in the approach from the very outset of the process would enable us to deliver with fewer resources.

It is proposed that four new Compliance Officer positions be established reporting to the Team Leader Integrity and Compliance to work with the Investigators in BR and enable an integrated, whole of system approach to any integrity and compliance work undertaken on behalf of the Registrar of Companies.

This is considered a significant change to the remit of current Integrity roles and therefore new positions are proposed established and a contestable process would be followed to fill the new positions.

Further information and rationale about the changes to CPIE are outlined under Chapter 2.

Senior Technical Services Advisor

It is proposed that there is a reduction in the number of Senior Technical Services Advisor roles in Registry Operations from two to one, with the remaining role reporting to the Manager Investigations and Compliance.

This would recognise the expertise and in-depth understanding this position brings to operationalising the legal and regulatory framework. Their specialist knowledge would support the Manager Investigations and Compliance in operational matters pertaining to registry compliance and investigations. It is proposed that a contestable process would be followed to fill the remaining role.

The following changes are proposed:

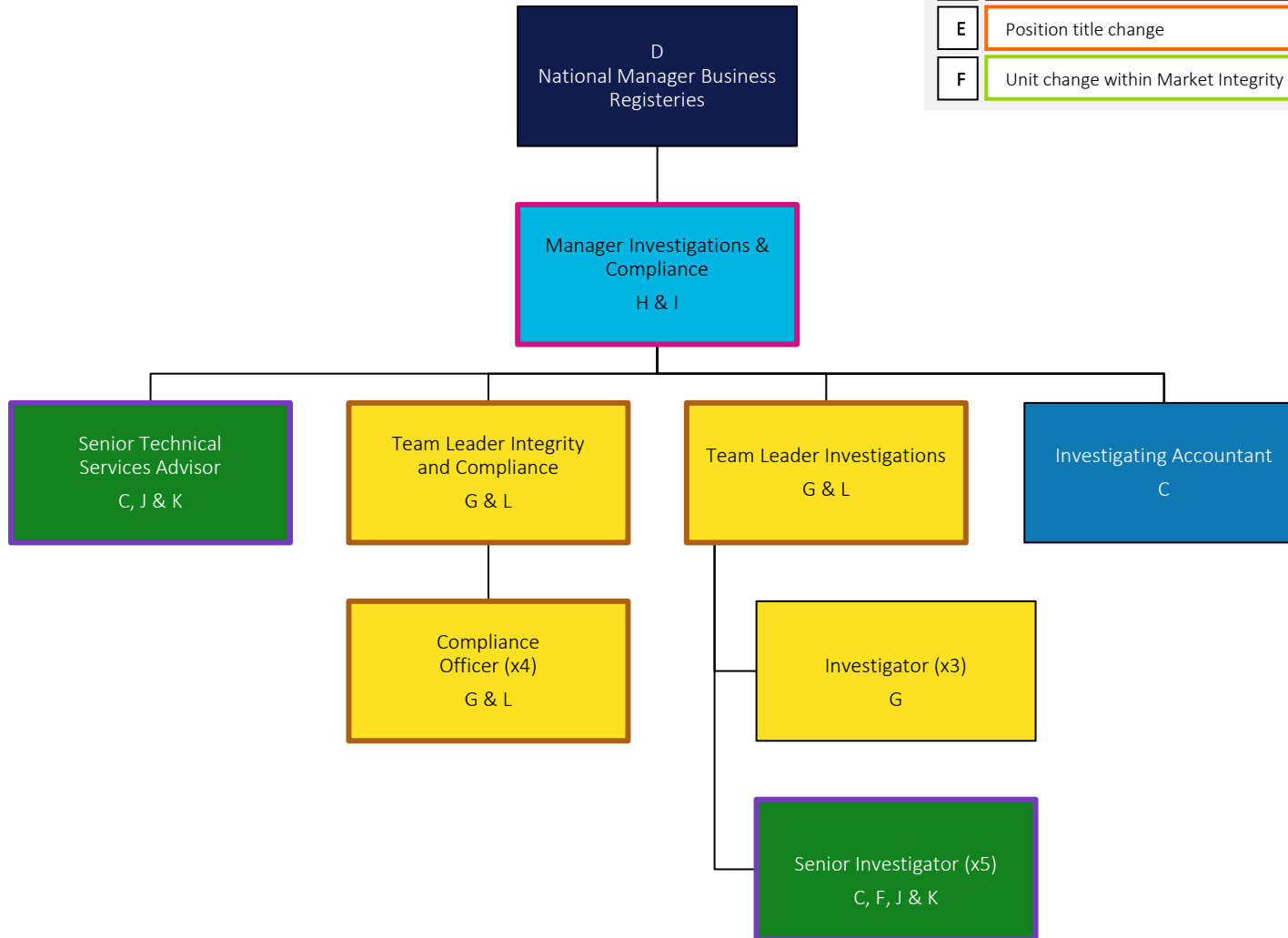
1. Reduce the number of Senior Investigator positions from seven to five and change their reporting line to the Team Leader Investigations.
2. Reduce the number of Senior Technical Services Advisor positions in Registry Operations from two to one and change their reporting line to the Manager Investigations 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 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 four new positions of Compliance Officer reporting to the Team Leader Integrity and Compliance.

1.4: Proposed organisational chart – Investigations and Compliance

Positions marked with ^ are proposed for 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



Proposal 1.5 – Registry Services

Summary

The Registry Services Team is currently comprised of a Legal Services team, responsible for delivering registry legal and specialist advice, and two smaller teams, Technical Support, and the International Team.

It is proposed that all legal services are combined into one Legal Operations Team which would support all of MI. It is proposed that the Team would provide legal research and operational advice across MI operations and in relation to regulations, investigations, complaints, statutory obligations, advice on governance, integrity, and conduct.

As set out under Proposal 1.1, it is proposed that the Registry Services Manager would have a change in position title to Manager Operational Legal Services. Under this proposal they would be responsible for leading teams that deliver registry and Insolvency legal services, and where appropriate, lead international engagements on registry reform partnered with MFAT and Asia Development Bank.

Team Leader Operational Legal Services

It is proposed that a new Team Leader, Operational Legal Services role is established, which would report to the Manager Operational Legal Services. The Team Leader would bring their business understanding and legislative knowledge, to work collaboratively as they investigate complaints and breaches.

The Team Leader would be responsible for building and enhancing the overall capability of the team to ensure quality and consistency of advice and practices in relation to the team's work and deliverables.

Solicitors

To effectively integrate legal services across MI, it is proposed that seven Senior Solicitor positions would report to the Manager Operational Legal Services. This would consist of the:

- Four existing Senior Solicitors from BR with no significant impact proposed to these positions; and
- Three existing Senior Investigating Solicitors from ITS which would have a change in reporting line to the Manager Operational Legal Services.

Senior Legal Executive

The Insolvency Practitioners regime and Retirement Villages sector requires a higher level of legal experience to support regulatory monitoring and oversight and provide legal advice to execute the duties and obligations on behalf of the Registrar. Therefore, it is proposed the Senior Legal Executive role is disestablished, and instead a new Solicitor position is established reporting to the Manager Operational Legal Services. We propose this new role would be filled through a contestable process.

Advisor Legal Services

It is proposed a new Advisor Legal Services role would be established reporting to the Team Leader Operational Legal Services and responsible for providing privacy advice and assessments against the Acts that MI administers. The role would also be responsible for privacy breach investigations, making improvement recommendations, providing training across MI and updating processes to ensure adherence to relevant data management legislation and MBIE policies.

Due to the similarities in duties and the knowledge and experience required of the current Senior Business Advisor Application and Data role that is proposed to be disestablished, it is proposed the current incumbent is directly reassigned to this position.

Senior Compliance Officer Prohibitions

It is proposed that four Senior Integrity Officer - Director Prohibitions positions would move from IET to report to the Team Leader Operational Legal Services with a position title change to Senior Compliance Officer Prohibitions. This is to align similar roles and ensure sufficient resourcing for the increased number of referrals received from both the Official Assignee and licensed insolvency practitioners. As we are also proposing to reduce number of Senior Integrity officers from a total of eight down to six, a contestable process would be used to fill these four roles.

Please see proposal 1.2 for the remaining two Senior Compliance Officer positions.

Senior Technical Advisor

It is proposed that the Senior Technical Advisor from IET would have a change of reporting line to the Team Leader Operational Legal Services. This is to align positions where there is a significant crossover in the type of work undertaken and therefore provide enhanced business continuity and a community of practice. It is also proposed the Senior Technical Advisor would have a position title change to Senior Legal Technical Advisor.

Technical Support Team and International Team

Please refer to Proposal 1.3 above for these proposed changes.

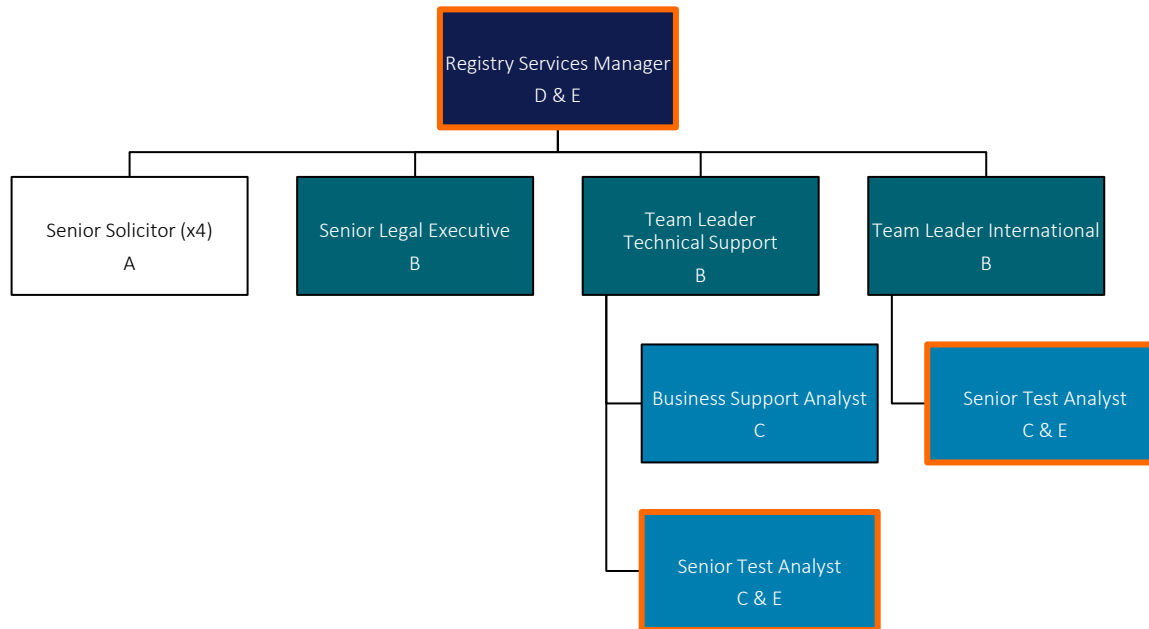
The following changes are proposed:

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 ITS to report to the Manager Operational Legal Services.
8. Change of reporting line for the four Senior Integrity Officer positions focussing on Director Prohibitions, IET to report to the Team Leader Operational Legal Services, and a title change to Senior Compliance Officer Prohibitions.
9. Position title change for the Senior Technical Advisor to Senior Legal Technical Advisor and reporting line change to the Team Leader Operational Legal Services.
10. Establish a new position of Advisor Legal Services to report to Team Leader Operational Legal Services. This role is proposed to be filled through a direct reassignment process.
11. Establish a new position of Solicitor reporting to the Manager Operational Legal Services.
12. Establish new position of Team Leader Legal Services reporting to the Manager Operational Legal Services.

1.5: Current organisational chart – Registry Services

(V): position is vacant

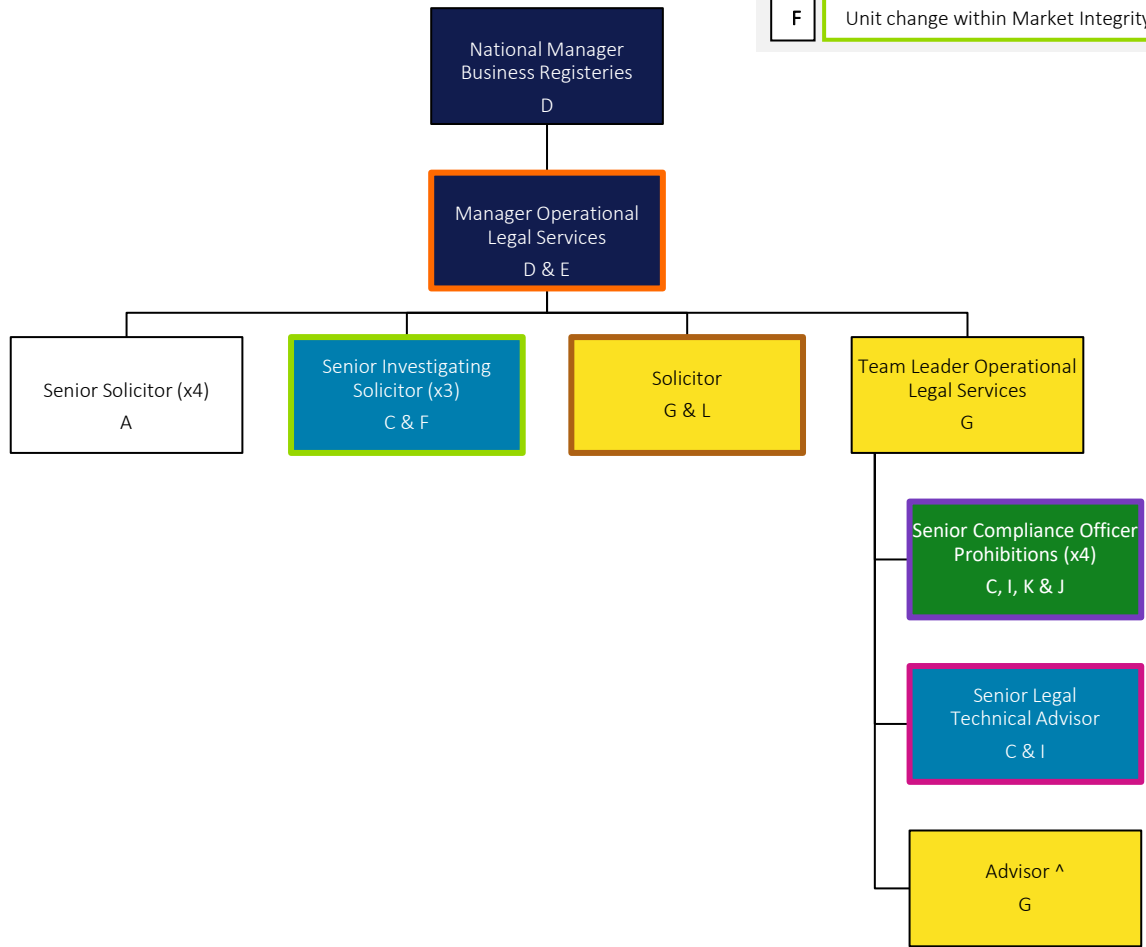
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L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



1.5: Proposed organisational chart – Operational Legal Services

(V): position is vacant
 Positions marked with ^ are proposed for 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

Why change is proposed

The Criminal Proceeds, Integrity and Enforcement (CPIE) team works closely with both internal and external stakeholders. There is a natural alignment between our Criminal Proceeds (CPMU) work, and that of Insolvency and Trustee Service (ITS) and also between our Integrity and Enforcement (IET) work, and elements of Business Registries (BR). This chapter sets out how CPIE is proposed to be disestablished and functions integrated with ITS and BR and should be read in conjunctions with Chapters 1 and 3.

The majority of IET's work is undertaken on behalf of the Registrar and includes work undertaken in relation to the integrity of information on the corporate registers maintained by BR, (including prohibitions or breaches of the CA). We believe we can optimise the reach and effectiveness of corporate offending investigation by incorporating and consolidating the IET function into BR.

Further information on this proposal is set out in Chapter 1.

Recovery of assets obtained as proceeds of crime remains a high growth area, and we must ensure that we have the capability and capacity to undertake this work in the most efficient and cost-effective way. We have found there are significant similarities between the processes of CPMU and those of ITS, and as we know, ITS already provides services for criminal proceeds. We believe integration of the work of CPMU into ITS would achieve significant efficiencies by pooling our resources, ensuring we are sufficiently flexible and resourced to meet anticipated demand. We believe we would also be able to streamline administration of processes, ensure consistency across ITS and maximise resources that deliver the Official Assignee's responsibilities. For these reasons it is proposed that the current CPMU would be disestablished, and its activities integrated into ITS.

Further information on this proposal is set out in Chapter 3.

We ask you to consider whether changes under each of the proposals in this chapter will support achievement of our objectives.

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

We welcome your thoughts on where proposals in this chapter could be strengthened to better deliver on our change objectives outlined in the **introduction to this document**. 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 2.1 – Integrity and Enforcement Team

Summary

It is proposed that the functions of the IET be uplifted from CPIE and integrated into BR to address the currently disjointed operating model. For example, some processes are started by the Operations team in BR, then handed over to the IET while other processes are started by IET and then handed over to the Operations team. This inevitably causes delays and double handling. Integrating the operational and compliance work streams would enable efficiencies by eliminating duplication of tasks and reducing delays.

We also operate a very task specific model, where individuals focus on a small part of the process. We are proposing a more robust operating model that would enable individuals to participate in more than just one isolated part of a process. We envisage this would reduce the pressure on individual areas and create improved consistency across the end-to-end process. The integration of previously segregated team-specific functions would also result in efficiencies and as a result, it is believed that the work can be accomplished with fewer resources.

Further information about the proposed structure of Investigation and Compliance is provided in Proposal 1.4.

National Manager Criminal Proceeds Integrity and Enforcement

It is proposed that the National Manager CPIE position is disestablished. The proposal to integrate the functions of CPIE with BR and IET mean, that the National Manager role is no longer needed. The functions and responsibilities of the National Manager CPIE would be delivered by the existing National Manager Business Registries and National Manager Insolvency and Trustee Service roles.

Manager Integrity and Enforcement

It is proposed that the Manager Integrity and Enforcement would have a minor scope and a reporting line change to National Manager Business Registries, and a title change

to Manager Investigations and Compliance to lead the proposed new Investigations and Compliance function within BR.

Senior Investigators

It is proposed that the number of Senior Investigator positions are reduced from seven to five, with a reporting line change to the proposed new Investigations and Compliance team in BR. In considering work volumes and the anticipated efficiencies of amalgamating the current functions, it is believed that the work can be accomplished with fewer resources. If the proposed reduction in positions is confirmed a contestable process would be followed to fill the remaining positions.

Integrity

It is proposed that the number of Senior Integrity Officers are reduced from eight to six, have a title change to Senior Compliance Officer, and the focus split between Prohibitions and Financial Registries. It is proposed that two Senior Integrity Officers would report to the Team Leader Financial Registries, and four Senior Integrity would report to the Team Leader Operational Legal Services, both within BR. If the proposed reduction in positions is confirmed a contestable process would be followed to fill the remaining positions.

As a result, it is proposed that the Team Leader Integrity position is no longer required and would therefore be disestablished.

Further information about the proposed structure for Registry Operations is provided in Proposal 1.2 and for Operational Legal Services is provided in Proposal 1.5.

Senior Technical Advisor

It is proposed that the Senior Technical Advisor, CPIE would have a change in reporting line to the proposed new Operational Legal Services team to provide a community of practice for operational legal work. It is also proposed the Senior Technical Advisor

would have a change in position title to Senior Legal Technical Advisor to better reflect the responsibilities of the role.

Further information about the proposed structure for Operational Legal Services is provided in Proposal 1.5.

Note: Proposal 2.1 should be read in conjunction with Chapter 1: Business Registry Services which provides information about new positions proposed to be established and proposed organisation charts.

The following changes are proposed:

1. Disestablish National Manager Criminal Proceeds Integrity and Enforcement position.
2. Disestablish Team Leader Integrity position.
3. Reduce the number of Senior Investigator positions from seven to five and change their reporting line to the proposed Team Leader Investigations, BR.
4. Reduce number of Senior Integrity Officer roles from eight to six, with four focussing on DP work and reporting to the Team Leader Legal Services. They would also have a title change to Senior Compliance Officer Prohibitions. and the remaining two would focus on Financial Service Provider (FSP) work, reporting to the Team Leader Financial Registries. Their title would change to Senior Compliance Officer Financial.
5. Minor scope change and reporting line change of Manager Integrity and Enforcement to report to National Manager Business Registries. The role would also have a title change to Manager Investigations and Compliance.
6. Position title change for Senior Technical Advisor, to Senior Legal Technical Advisor, and reporting line change to Team Leader Legal Services.

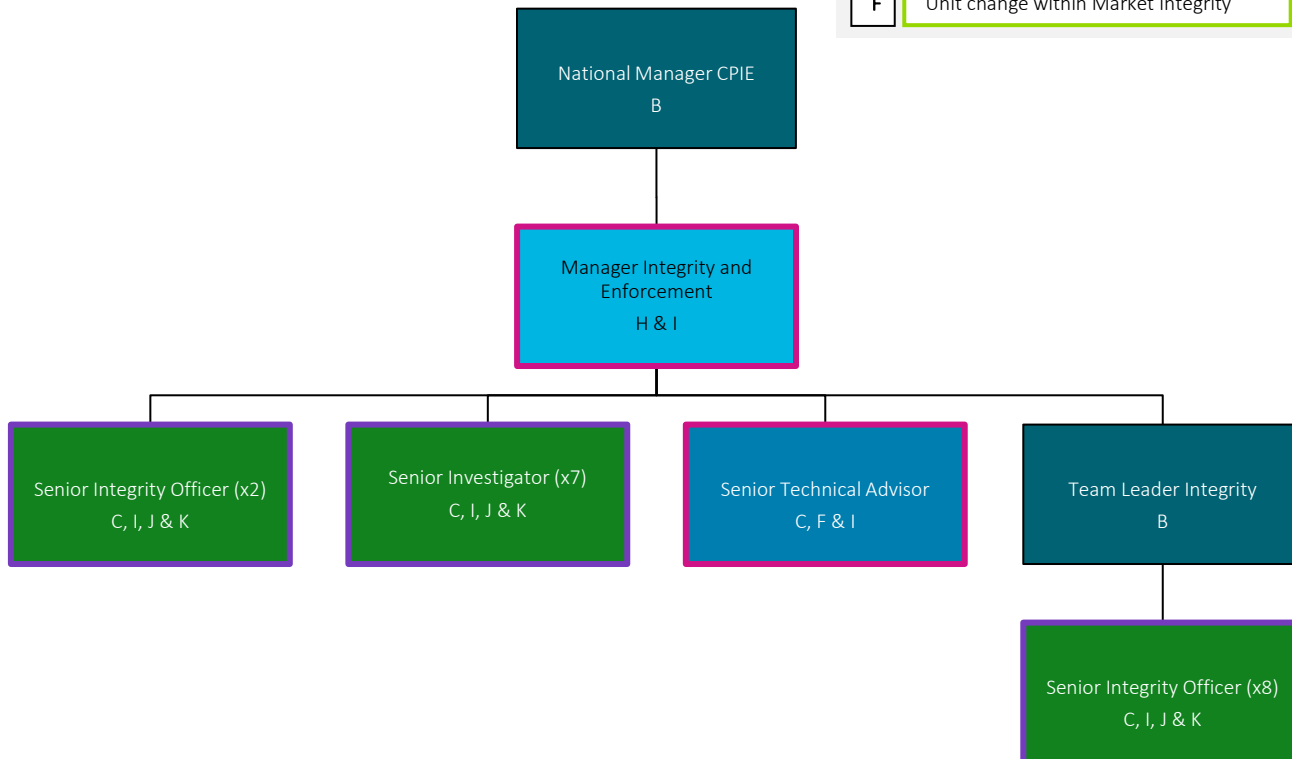
2.1: Current organisational chart – Integrity and Enforcement Team

See Proposal 2.2 for changes proposed to the Criminal Proceeds Management Unit

Note: Proposal 2.1 should be read in conjunction with **Chapter1: Business Registries** which provides information about new positions proposed to be established and proposed organisation charts.

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



Proposal 2.2 – Criminal Proceeds Management Unit

Summary

It is proposed that the CPMU would be disestablished, and its activities integrated into ITS.

Further information on this proposal is set out in Chapter 3.

CPMU Leadership

Under this proposal the current functions of the CPMU would be delivered by ITS, and therefore a dedicated leadership role would no longer be required. It is therefore proposed that the Manager Criminal Proceeds Management Unit and Criminal Proceeds Team Leader positions would be disestablished.

Senior Case Coordinator and Criminal Proceeds Coordinator

It is proposed that the Senior Case Coordinator role and Criminal Proceeds Coordinator roles be disestablished as the responsibilities of these roles would be incorporated into the Insolvency Officer and Examiner job families within ITS. The aim is to redistribute functions in order to better align roles where there is substantial crossover in the type of work done.

Criminal Proceeds Administrator

With the proposed that the CPMU would be disestablished, there would no longer be a requirement for dedicated administrator support, therefore this role is proposed to be disestablished.

On reviewing administration needs across MI, we believe we can optimise delivery by consolidating administrative roles to streamline our processes and provide a more flexible operating model. Therefore, it is proposed a centralised administrative function within the Business and Operations Support team consisting of three new Branch Business Administrator positions be established. If confirmed a contestable process would be followed to fill the proposed new positions.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

Warehouse Manager

The Warehouse Manager is responsible for the facility management of the CPMU warehouse facility, including working in conjunction with the Criminal Proceeds team to implement asset management plans for restrained assets held onsite.

With the proposed integration of CPMU into ITS, a role dedicated to facility management would no longer be required in its current format. Therefore, it is proposed the Warehouse Manager position is disestablished.

Please refer to Chapter 3.1 for further information on how the Warehouse is proposed to be managed under ITS.

Business Capability Lead

The Business Capability Lead is responsible for the development, implementation, and maintenance of core business systems across the CPMU. Currently there are a number of roles across Market Integrity that provide quality assurance and service improvement support. Given the significant similarities in their work, such as ISO certification, we believe that aligning these roles in a centralised function would create efficiencies. It is proposed that a centralised Quality and Service Improvement Team would be established in Business and Operations Support.

With the proposed disestablishment of the CPMU, the Business Capability Lead would be disestablished however, a new Senior Advisor Business Capability position would be established reporting to the Team Leader Quality and Business Improvement in Business and Operations Support. This role would provide the additional resource required as ITS incorporates criminal proceeds work. Due to the similarities to the responsibilities, experience and skills required of the current Business Capability Lead, CPMU this role is proposed to be filled through direct reassignment.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

Note: Proposal 2.2 should be read in conjunction with Chapter 3: Insolvency and Trustee Service which provides information about new positions proposed to be established and proposed organisation charts.

The following changes are proposed:

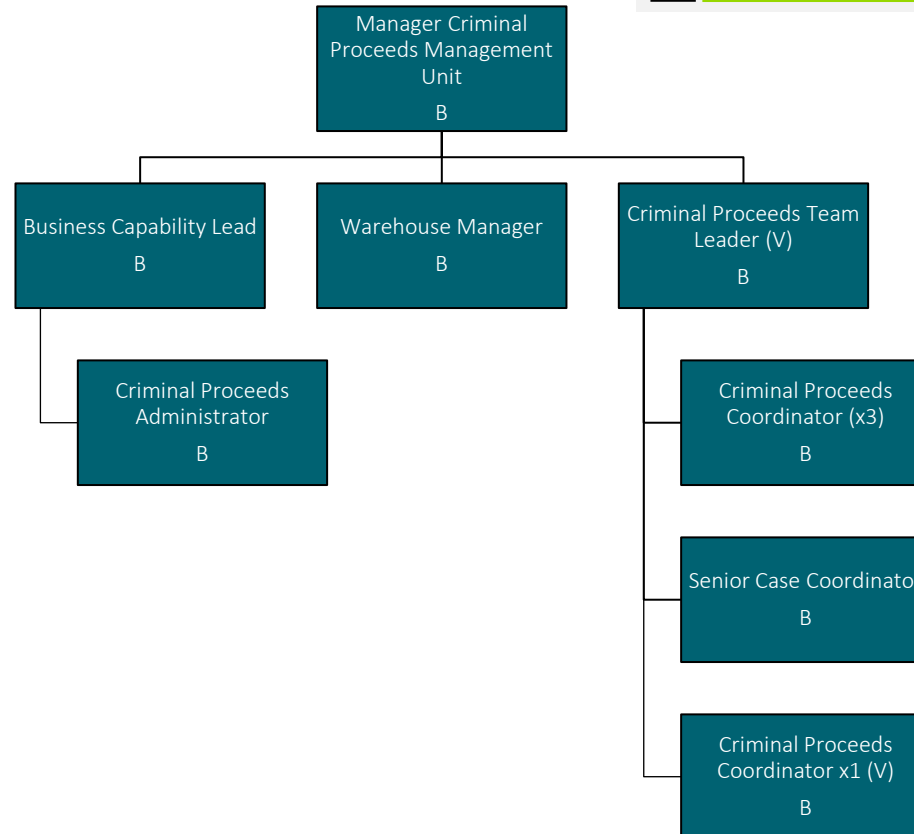
1. Disestablish the Manager Criminal Proceeds Management Unit position.
2. Disestablish the Criminal Proceeds Team Leader position.
3. Disestablish the three Criminal Proceeds Coordinator positions.
4. Disestablish the Senior Case Coordinator position.
5. Disestablish the Criminal Proceeds Administrator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

2.2: Current Organisational Chart – Criminal Proceeds Management Unit

Note: Proposal 2.2 should be read in conjunction with [Chapter 3: Insolvency and Trustee Service](#) which provides information about new positions proposed to be established and proposed organisation charts.

(V): position 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 3: Insolvency and Trustee Service (ITS)

Why change is proposed

As introduced in Chapter Two, the proposed integration of the functions undertaken by the CPMU into ITS would achieve efficiencies by enabling 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. We have reviewed our operating model for ITS and CPMU to ensure that insolvency and criminal proceeds cases could be undertaken as efficiently and cost effectively as possible. To ensure ITS is well set up to incorporate this work, this chapter sets out the proposed structural changes, and a proposed new operating model.

We ask you to consider whether changes under each of the proposals in this chapter will support achievement of our objectives.

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

We welcome your thoughts on where proposals in this chapter could be strengthened to better deliver on our change objectives outlined in the **introduction to this document**. 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 3.1 – Insolvency teams

Summary

The ITS currently has six Insolvency teams responsible for the complete administration of bankruptcies and liquidations categorised as ‘complex’. The work for these teams has expanded as the Official Assignee (OA) is being appointed to more liquidations that require more field work as we engage frequently with businesses, employees, and suppliers at company premises. With the reduction of Insolvency Officers in recent years we are no longer resourced to meet the anticipated demand. This section sets out how we can enhance our operating model, by reorganising the Insolvency teams undertaking complex work, and increase the number of Insolvency Officers to absorb the work related to criminal asset management.

National Manager roles

As outlined in Chapter 1 and 2, with the proposed disestablishment of CPIE, the responsibilities of the National Manager CPIE would be shared between National Manager BR and National Manager ITS. The National Manager ITS would have a minor scope change in recognition of the absorption of the criminal asset management work.

Regional Manager roles

The proposal is that ITS absorbs the work of CPMU and the additional responsibility of managing the CPMU warehouse, therefore we have reviewed the ITS leadership structure and proposed a number of changes.

It is proposed that a new Regional Manager would be established and in addition to the insolvency teams would also have responsibility for the CPMU warehouse. The existing Regional Manager (Hamilton) would have a title change to Regional Manager, and a minor scope change in recognition of the criminal proceeds assessment management work being absorbed. These two roles would have the responsibilities for the insolvency teams. The existing Regional Manager (Christchurch) would have a minor scope change to focus on the work of the current National Resource Group (NRG) as outlined in proposal 3.2.

This would create a clearer separation of our streams of work. Further enhancing our current complex case structure would allow for enhanced decision making and leadership capability as ITS deals with a higher volume of complex insolvency and criminal proceeds cases. As outlined in Proposal 3.2 we would strengthen the NRG to further enable early resolution and interventions. The NRG focus on non-complex cases has so far proven to reduce volumes of case work allocated to regional teams and has contributed to efficiency benefits.

The proposed changes to the current Regional Manager Christchurch and to the NRG are set out in proposal 3.2.

Team Leaders

The existing six Team Leaders (3x based in Auckland, and one each in Hamilton, Wellington, and Christchurch) are proposed to have a change of reporting line to one of the two Regional Managers leading the national complex teams and would also require a minor scope change to acknowledge the absorption of the criminal proceeds work. The reporting line changes would be required to establish the revised national operating model enabling enhanced consistency of practice and business continuity when work volumes fluctuate and allowing the NRG to deliver early resolution and interventions which have so far proven to reduce volumes of unnecessary case work to achieve efficiency benefits.

Insolvency, Senior and Lead Insolvency Officer roles

If the proposal is confirmed, Insolvency Officers would commence the administration or assist with cases related to criminal proceeds asset management as well as insolvency cases. This is considered a minor scope change as the Insolvency Officer job family already uses similar processes in relation to asset realisation, uses the same case management system (OASIS) and the senior and lead officers are already assisting with criminal proceeds cases. By absorbing the criminal proceeds work across a larger workforce such as ITS, we would see improved business continuity and efficiencies. We also anticipate improved career pathways for our people.

To enable ITS to manage the increase in demand and absorb criminal proceeds associated work, it is proposed that the number of Insolvency Officers would be increased by seven to bring the total number of Insolvency Officers (including Seniors and Leads) across the country to 36. These 36 positions would then be distributed across the six national complex Insolvency teams. Reporting line changes would be required to establish the revised national operating model enabling enhanced consistency of practice and leadership appropriately balanced. These roles would be filled through an expression of interest process.

Insolvency Support Officer and Insolvency Business Administrator

On reviewing administration needs across MI, we believe we can optimise delivery by consolidating administrative roles to streamline our processes and provide a more flexible operating model. Therefore, it is proposed that the Insolvency Business Administrator position would be disestablished to enable the creation of a centralised administrative function within the Business and Operations Support team consisting of three new Branch Business Administrator positions. If confirmed a contestable process would be followed to fill the proposed new positions.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

In addition, ITS currently has one Insolvency Support Officer in Auckland responsible for assisting Insolvency Officers with documentation, mail, and physical records. With almost all correspondence and records now digital it is proposed that this position is no longer required and would therefore, would be disestablished.

Establish two new positions of Logistics Officer

Facilities management for the CPMU warehouse is currently the responsibility of the Warehouse Manager role which is proposed to be disestablished. As outlined in this proposal, one of the two Regional Managers would assume overall responsibility for the warehouse therefore negating the need for additional site level management.

It is proposed that two new Logistics officer's roles would be established to undertake specific responsibilities previously undertaken by an external provider, the Warehouse Manager and onsite Case Coordinators. This includes responsibility for receipt, storage and care of the assets held at the warehouse.

It is proposed that these positions would not be responsible for the management of the site. For example, repairs and maintenance of the building would be managed by MBIE Facilities, implementation of asset management plans would be done by Insolvency Officers, risk management would be led by the ITS leadership team, and servicing or maintenance of restrained assets would be undertaken at the direction of Insolvency Officers.

Principal Advisors

Currently ITS has a Principal Advisor, Business System and Development and a Principal Insolvency Advisor position. While the two roles are distinct and have no cross over it is proposed to change the position titles to Principal Advisor to be consistent with MBIE naming conventions.

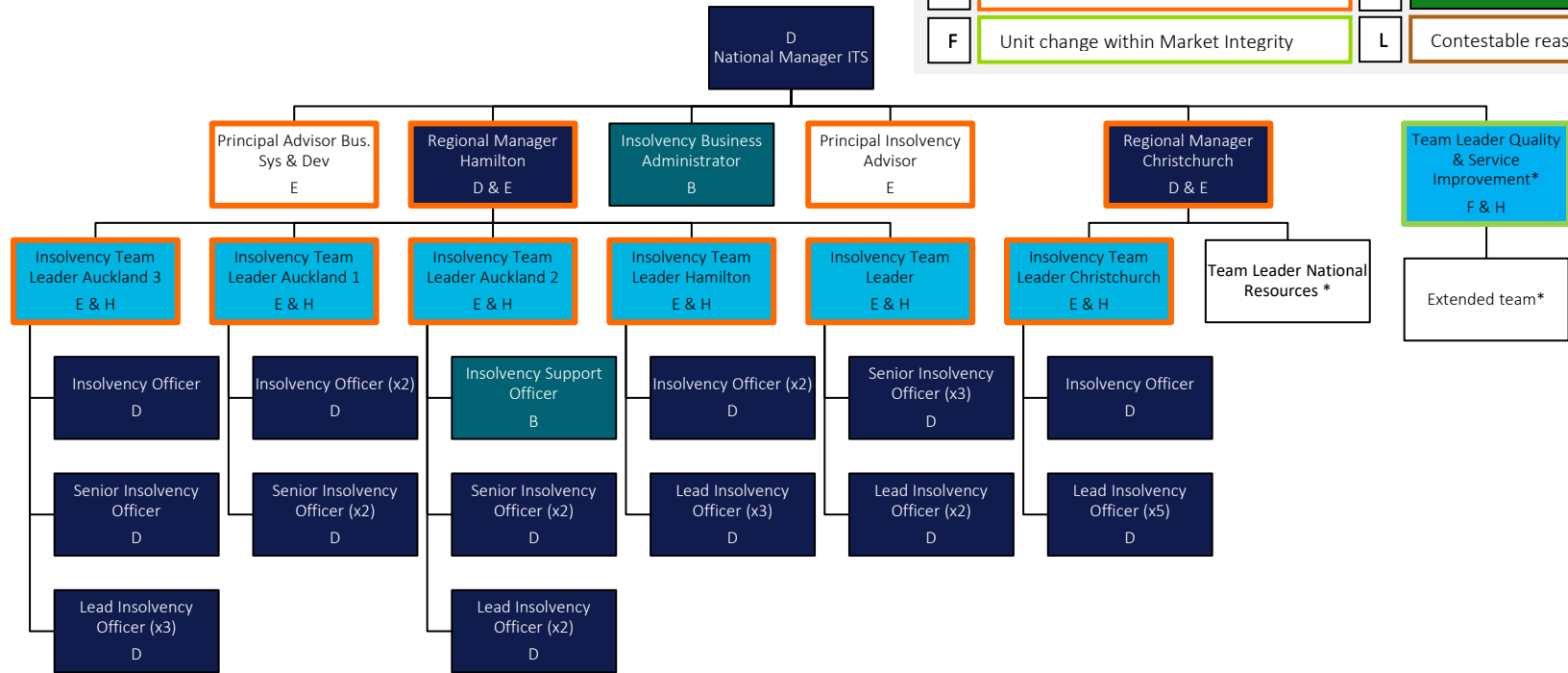
The following changes are proposed:

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. Minor scope change and change of reporting line for the six Team Leaders to one of the two Insolvency Manager positions.
6. Minor scope change for the Insolvency Officer positions.
7. Establish one new Regional Manager position reporting to the National Manager ITS.
8. Establish seven new Insolvency Officer positions reporting to one of the six Team Leaders.
9. Establish two new positions of Logistics Officer reporting to the Regional Manager.
10. Title change of Principal Advisor, Business System and Development and Principal Insolvency Advisor to Principal Advisor.

3.1: Current organisational chart – Insolvency teams

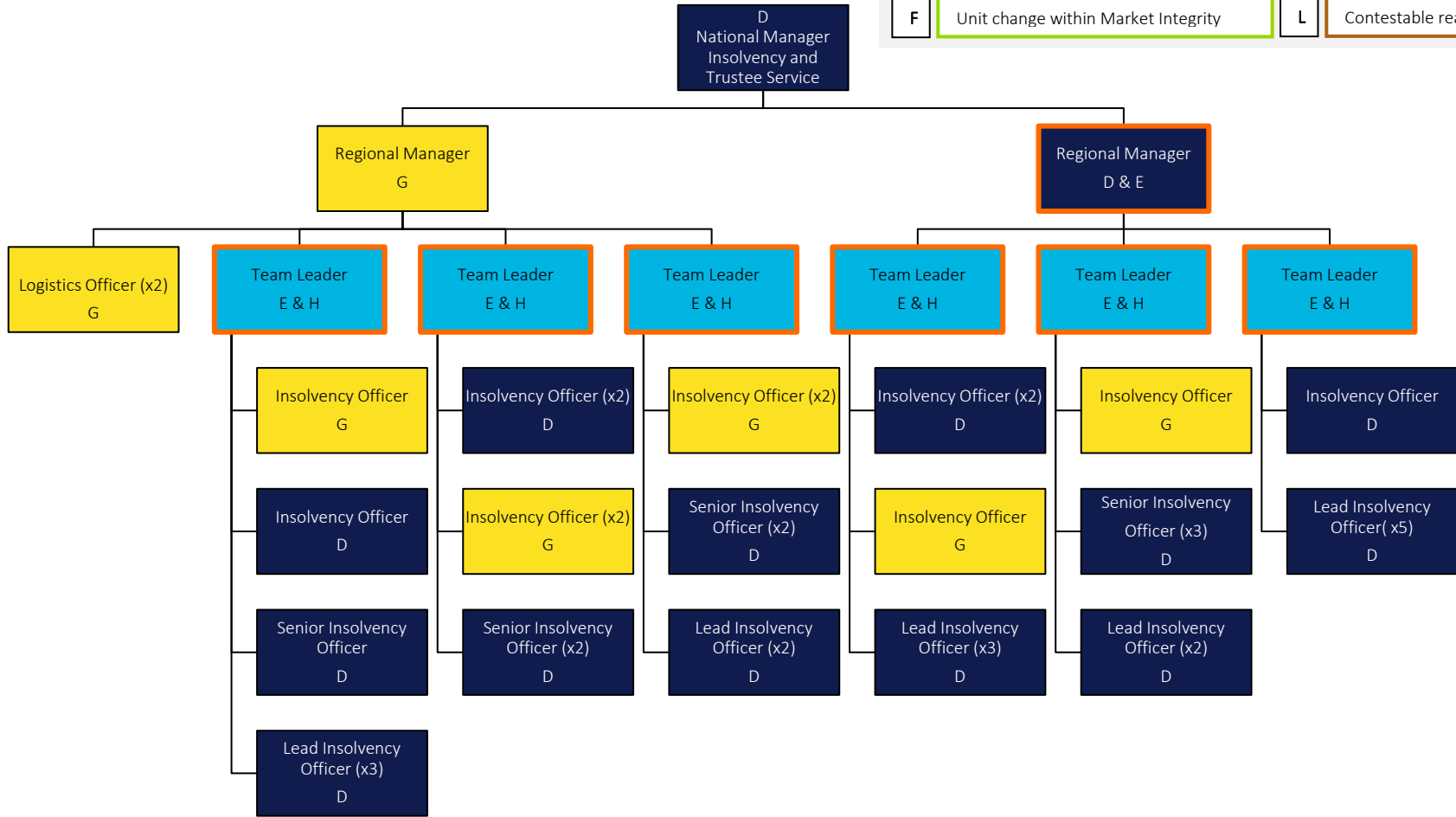
Positions marked with * are shown in organisational charts in chapters 3.2 and 3.3.

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



3.1: Proposed organisational chart – Insolvency teams

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



Proposal 3.2 – National Resources Group

Summary

The National Resource Group (NRG) currently supports ITS operations by providing centralised services including trust accounting, legal and accounting advice, and administration support. More recently they have started to process initial administration of liquidation files. To continue to enhance the services of this group and set ITS up well to meet anticipated demand and absorb the criminal proceeds asset management work, changes are proposed to enhance the efficiency of the work performed by this team.

Overall, it is proposed to split the national resources functions into two teams, one to focus on Applications and one on Administration. The Applications team would continue to do their current work and would also set up new cases in OASIS for Criminal Proceeds associated work. The Administration team would expand 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.

We also propose to change the team name from National Resources Group to Insolvency Operations Support to better reflect the increased work that NRG is now doing to support ITS.

Regional Manager Christchurch

In the current model, the Regional Manager Christchurch manages the NRG and one of the existing insolvency teams. The proposed realignment of ITS would establish two national complex teams, each led by a Regional Manager and consisting of three team leaders responsible for managing complex insolvency and criminal proceeds caseloads.

It is proposed that in acknowledgement of the current NRG function making up the majority of the work for the Regional Manager Christchurch, this role would have a minor scope change and be responsible for leading the proposed expanded Insolvency Operations Support function. They would be able to focus on providing early resolution

and interventions which have so far proven to reduce the volume of case work allocated to regional teams to achieve efficiency benefits. It is also proposed that the Regional Manager Christchurch would have a position title change to Manager, Insolvency Operations Support.

Team Leaders, Insolvency Operations Support

With the separation of the national resources into two teams, a new Team Leader position would be established for the proposed Administration team. This would ensure appropriate spans of control for people leadership and pastoral care. The Insolvency Team Leader would have a change of reporting line to a Regional Manager.

Insolvency Examiner roles

The existing Insolvency Examiner and Senior Insolvency Examiner positions are proposed to be split across the Applications and Administration teams.

Two existing and three new Insolvency Examiners would form part of the Applications Team responsible for reviewing and processing the applications for personal insolvency, creating estates, and criminal proceeds cases. In addition, one existing Senior Insolvency Examiner and a Senior Technical Officer would join this team.

The remaining six Senior Insolvency Examiners would move to the new Administration team which is responsible for completing the initial administration of all Court bankruptcies and Liquidations and determine whether a case needs to be escalated to a regional team for full administration. For cases that are to be retained in the Administration team the Senior Insolvency Examiners will be responsible for completing the non-complex file administration process ensuring that the estates are completed efficiently. The Administration team would also undertake the administration of non-complex criminal proceeds cases.

Senior Technical Officers

This position provides support to the Application and Administration teams such as providing technical advice to insolvency examiners, reviewing and making decisions on applications and estates. It is proposed that these two roles have a minor scope change to recognise the absorption of criminal proceeds work. The proposal is to split the two roles across the Applications and Administration teams to provide equitable support to these teams, however it is envisaged they would need to operate flexibly and be available to support both teams as required.

Trust Accountant and Senior Trust Account Administrators

There are currently two Senior Trust Account Administrator roles which report to the Trust Accountant. These roles undertake tasks such as completing bank reconciliations, processing payments and completing GST returns. It is proposed that the two Senior Trust Account Administrator roles would have a change of reporting line to report to the Manager Insolvency Operations Support Team to ensure the trust account function is integrated across all the roles performed by the Insolvency Operations Support Team. This would also result in a minor scope change for the Trust Accountant, who would no longer have people leadership responsibilities but will retain responsibility for the operation of the trust accounts.

Senior Investigating Solicitors

It is proposed that the three Senior Investigating Solicitors within ITS be moved to report to the Manager Operational Legal Services in Business Registries to support the establishment of a centre of expertise for MI in the provision of legal services and capability. This would also provide opportunities for solicitors to broaden their legal knowledge and, over time, uplift legal expertise across all of Market Integrity's regimes, thereby providing development opportunities.

Please see Chapter 1.5 for further details in relation to the Operational Legal Services proposed structure.

Principal Finance and Reporting Officer

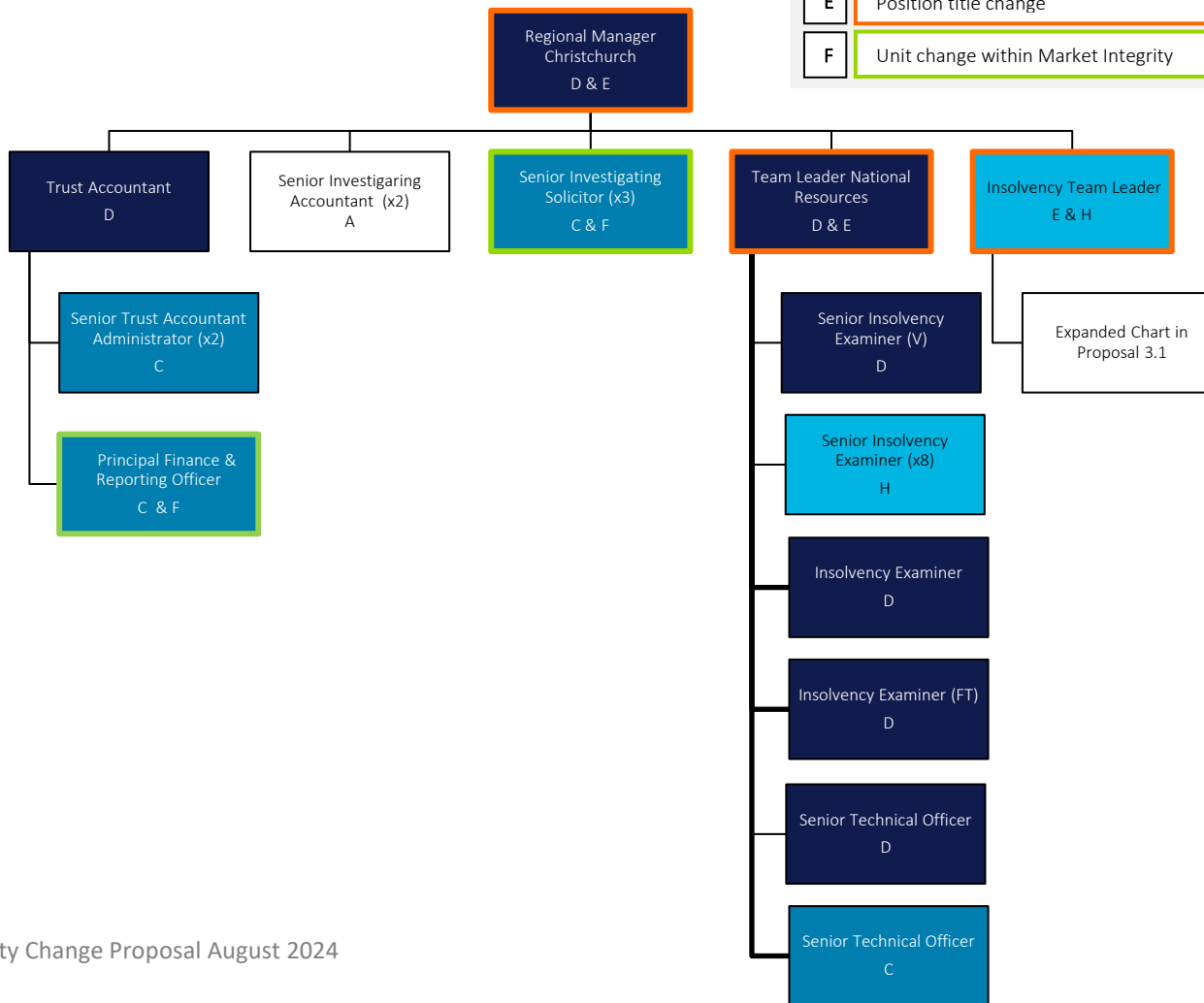
Please refer to Proposal 3.3 below for these proposed changes.

The following changes are proposed:

1. Minor scope change and change of position title for the Regional Manager, Christchurch to Manager Insolvency Operations Support.
2. Minor scope change and change of position title for the Team Leader National Resources, to Team Leader, Applications.
3. Minor scope change for the Trust Accountant position.
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, Administration. The second Senior Technical Officer position would continue to report to the Team Leader, 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 Team Leader Quality and Service Improvement, Business and Operations Support.
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, Administration position.
10. Establish a new Team Leader, Administration position.
11. Establish three new Insolvency Examiner positions reporting to the Team Leader, Applications.

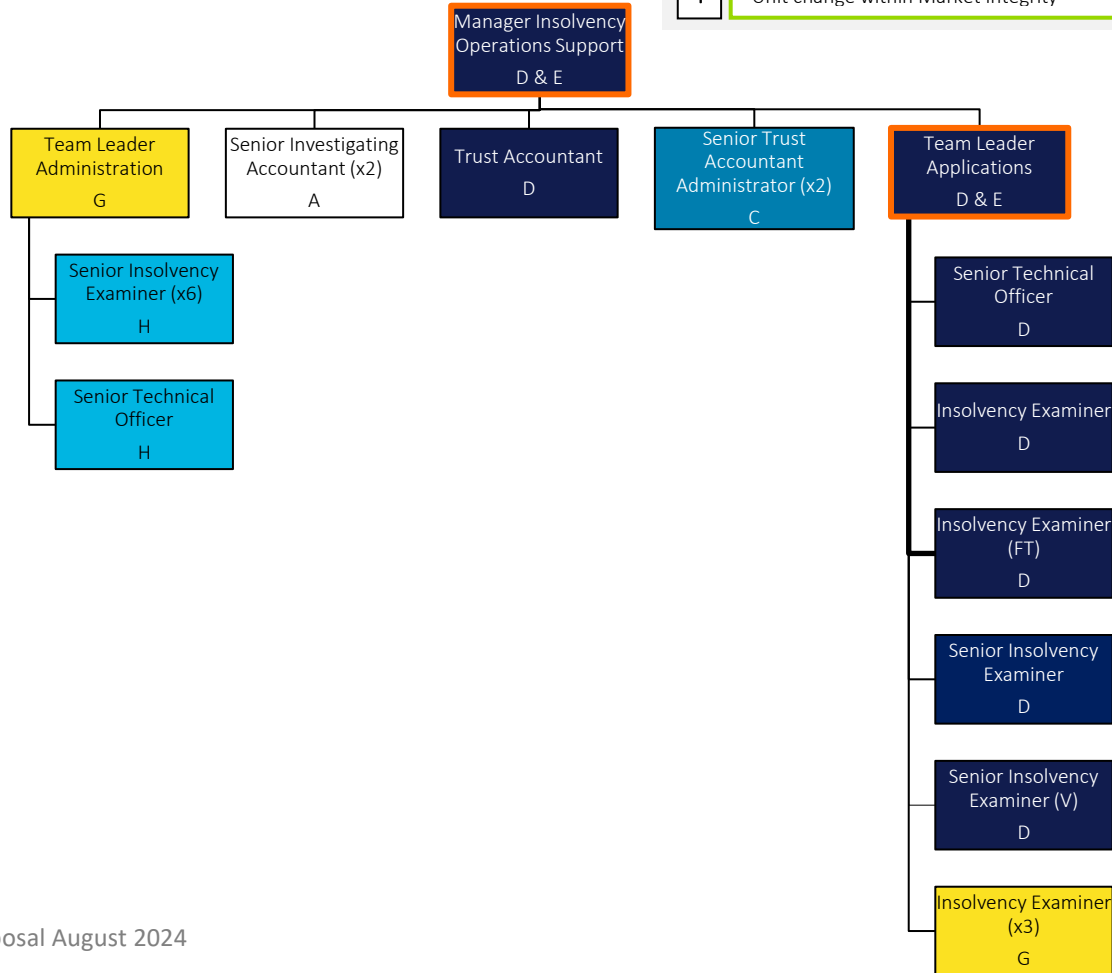
3.2: Current organisational chart – National Resources Group

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: Proposed organisational chart – Insolvency Operations Support

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



Proposal 3.3 – Quality and Service Improvement

Summary

Currently there are a number of roles across Market Integrity that provide quality assurance and service improvement support. Given the significant similarities in their work, such as ISO certification, we believe that aligning these roles in a centralised function would create efficiencies. It is proposed that a centralised Quality and Service Improvement Team would be established in Business and Operations Support.

This would include the Quality and Service Improvement (QSI) Team within ITS. As part of this proposal, the QSI team would incorporate the quality and improvement activities for Criminal Proceeds cases and administration into their work, and the team would report to Manager Business and Operations Support.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

Team Leader Quality and Service Improvement

It is proposed this role would have a reporting line change to Manager Business and Operations Support, and broaden its scope to incorporate Quality and Business Improvement functions currently delivered within Standards New Zealand, Trading Standards, Business Registries and the Criminal Proceeds Management Unit

Quality Advisors

It is proposed that the work of the two Quality Advisor positions would have a minor scope change to recognise the broadening of responsibilities to incorporate criminal proceeds work. Over the next 18 months, we would work with the team to explore how best to support the branch, and how the roles may be adjusted to take a broader branch or portfolio approach.

Senior Project Advisor

It is proposed that this vacant role would be disestablished, and a new position of Senior Advisor Business Capability would be established responsible for the core business systems relating to criminal proceeds work, ensuring these are reviewed and maintained. The role would also be responsible for risk planning, auditing and reporting. Due to the similarities in responsibilities to the current Business Capability Lead, it is proposed the Senior Advisor Business Capability is filled through direct reassignment.

Principal Finance and Reporting Officer

The Principal Finance and Reporting Officer, within the NRG, is also proposed to have a change in reporting line to the Team Leader Quality and Service Improvement, in recognition of the functional alignment. While this position supports the ITS trust accounting function, it also provides reporting and data for the Quality and Service Improvement Team. By transferring this role into the Quality and Service Improvement Team it will enhance the reporting capability for ITS and overtime greater support to the branch.

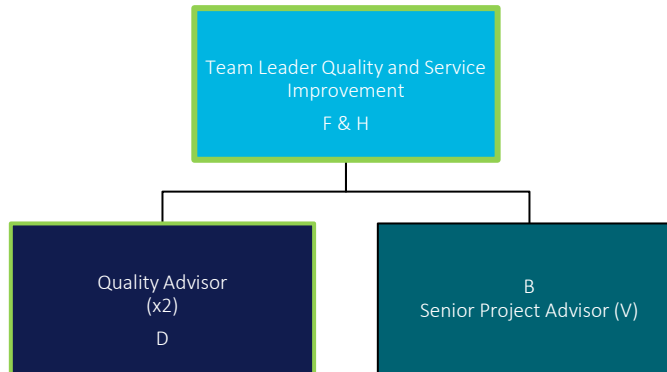
The following changes are proposed:

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.
5. Change of reporting line for the Principal Finance and Reporting Officer to the Team Leader Quality and Service Improvement, Business and Operations Support.

3.3: Current organisational chart – Quality and Service Improvement

For proposed org chart, see chapter 6

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

Why change is proposed

Over the past few years, Te Whakatairanga Service Delivery has benefited 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 are able to, to enable an improved focus on our core business. This chapter sets out how we propose to achieve greater integration and the efficient delivery of our core services and products.

We ask you to consider whether changes under each of the proposals in this chapter will support achievement of our objectives.

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

We welcome your thoughts on where proposals in this chapter could be strengthened to better deliver on our change objectives outlined in the **introduction to this document**. 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 4.1 – Business Systems and Operations Team, and Administrative Support functions

Summary

The Business Systems and Operations team provides back-office systems support and front of house sales and customer enquiry services. A number of changes are proposed for this team to better meet the future needs of Standards NZ.

Personal Assistant/Team Administrator

On reviewing administration needs across MI, we believe we can optimise delivery by consolidating administrative roles to streamline our processes, capitalise off pooled resource and provide a more flexible operating model. Therefore, it is proposed that the Personal Assistant/Team Administrator role would be disestablished to enable the creation of a centralised administrative function within the Business and Operations Support team consisting of three new Branch Business Administrator positions. If confirmed a contestable process would be followed to fill the proposed new positions.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

Principal Analyst Finance Performance and Reporting

We have a potential single point of failure in terms of the financial management requirements of Standards NZ. Holding all relevant institutional and subject matter knowledge within one role poses significant business risks for Standards NZ and MBIE.

Therefore, the proposal is to move this position out of Standards NZ to report to the Team Leader Registry Fees and Analysis within Business Registries, This team already provide financial support to multiple business units across Market Integrity.

This proposal would enhance business continuity and risk management in financial management and administration, as well as providing a variety of work opportunities, and an ability to manage fluctuating work volumes with shared resources.

Further information about the Registry Fees and Analysis team can be viewed in Chapter 1 Proposal 1.3.

Senior Business Information Advisor

As we consider opportunities to consolidate similar functions, it is proposed that the Senior Business Information Advisor position would be disestablished, and its functions would be redistributed to where similar work is already undertaken. For example, under this proposal, the Senior Advisor Products and Special Projects would absorb responsibility for publishing and maintaining product information on the web shop, the Advisor Joint Standards would absorb responsibility for managing the aged standards programme, and the new proposed Senior Data Quality Analyst would absorb responsibility for database checks and corrections, performance reporting and data improvement initiatives.

Senior Data Analyst

Standards NZ's intends to automate reporting over time as funding enables, however, in the meantime, we have a strong business need for data quality expertise including data base management, data hygiene and data entry. With this shift in focus, it is anticipated that we would no longer require a resource dedicated to the detailed analysis and reporting of Standards NZ data. Therefore, it is proposed that the Senior Data Analyst role is disestablished with requests for reporting or data analysis addressed by the Business Insights Team in Strategy, Performance and Design, and the Data and Insights Team within Digital, Data and Insights group.

To meet our changing business needs and addressed data quality concerns, it is proposed that a new Senior Data Quality Analyst be established reporting to the

Manager Business Systems and Operations. This proposed role would be responsible for correcting data base discrepancies, ensuring quality data entry, introducing Microsoft Power BI and working alongside the MBIE Data and Insights team to scope and refine Standards NZ needs at a technical process level and support them with the technical implementation of system changes.

Collectively these functions require a different set of skills and expertise to those currently held within the business however, less analysis and reporting and more data entry and data hygiene using new tools and systems. It is recognised that this role would incorporate some tasks currently undertaken by the Senior Business Information Advisor and Senior Data Analyst roles. A contestable process would be used to fill the proposed new role.

Business Administrators

The Standards NZ Business Administrators provide technical, systems, and operational expertise and support to customers, and the sale of our products and services. They are experts in Standards NZ's products, services, business systems, processes, customer base, client's needs, e-commerce services, platform and operations. With the responsibilities of the role more closely aligned with the commercial third-party funding 'sales' activities, it is proposed that both Business Administrator roles be disestablished, and two new Commercial Co-ordinator positions are established to better reflect the requirements of the roles.

It is proposed that one of the two positions would be a new Senior Commercial Coordinator role whose duties would include managing the digital publication of standards onto the web-shop, act as the key liaison between Standards NZ and the MBIE Service Centre to resolve problems and customer enquiries, as well as improve the customer experience and self-help functionality of our e-commerce platform and services over time as funding enables.

Due to the similarities in responsibilities, and the experience and knowledge required for the Commercial Coordinator, it is proposed that the Business Administrator is directly reassigned into the proposed new Commercial Coordinator position.

Senior Advisor Quality Management Systems

Currently there are a number of roles across Market Integrity that provide quality assurance and service improvement support. Given the significant similarities in their work, such as ISO 9001 quality management system certification, we believe that aligning these roles in a centralised function would create efficiencies. It is proposed that a centralised Quality and Service Improvement Team would be established in Business and Operations Support.

As a result, the Standard NZ's Senior Advisor Quality Management Systems would have a change in reporting line to the Team Leader, Quality and Service Improvement, within Business and Operations Support.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

The following changes are proposed:

1. Disestablish the Personal Assistant/Team Administrator position (noting the proposed establishment of three centralised Branch Administrator positions in Chapter 6: Business and Operations Support) to provide administrative support to Standards NZ.
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 and Reporting to the Team Leader Registry Fees and Analysis, in Business Registries.
6. Establish a new position of Senior Data Quality Analyst reporting to the Manager Business Systems and Operations.
7. Establish a new position of Senior Commercial Coordinator reporting to the Manager Business Systems and Operations.

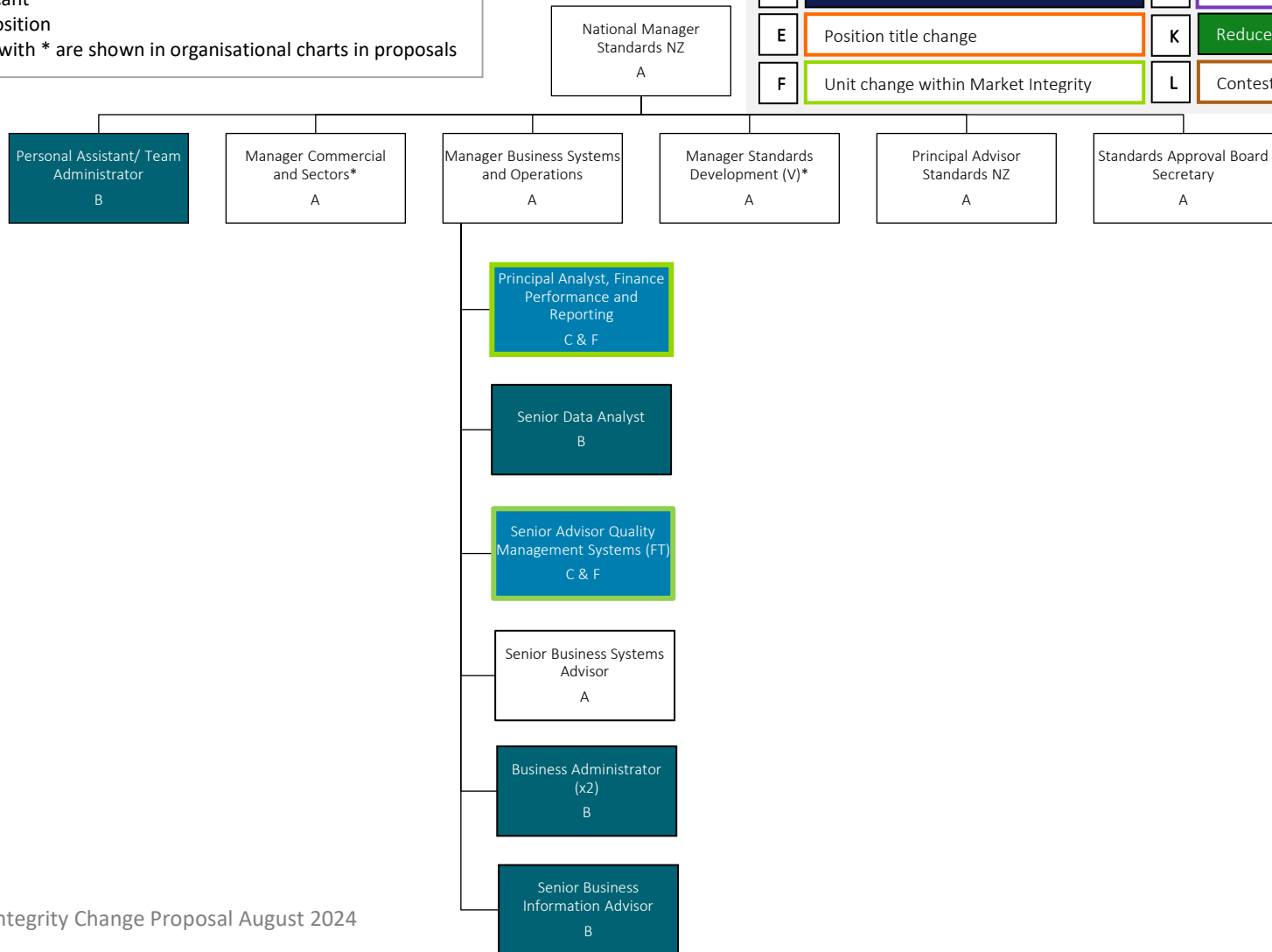
8. Establish a new position of Commercial Coordinator reporting to the Manager Business Systems and Operations.
9. Change the reporting line for the Senior Advisor Quality Management Systems, reporting to the Team Leader Quality Systems and Business Improvement within the Business and Operations Support team.

4.1: Current organisational chart –

Business Systems and Operations Team and Administration

(V): position is vacant
 (FT): fixed term position
 Positions marked with * are shown in organisational charts in proposals

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



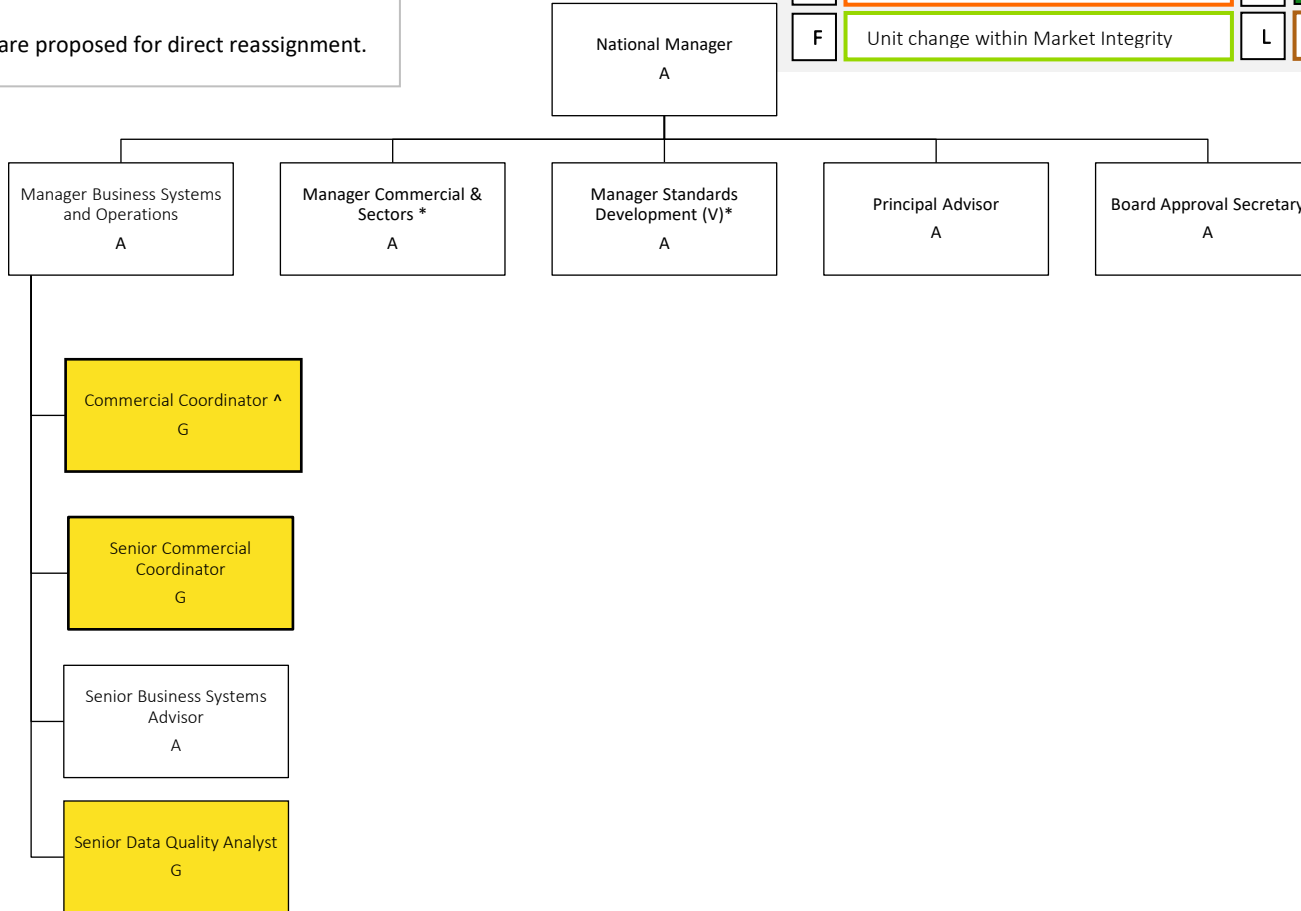
4.1: Proposed organisational chart – Business Systems and Operations Team

(V): position is vacant
(FT): fixed term position
Positions marked with * are shown in organisational charts in proposals 4.2 and 4.3

(V): position is vacant
Positions marked with ^ are proposed for 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



Proposal 4.2 – Commercial and Sectors Team

Summary

The Commercial and Sectors team is focused on driving new and managing existing business, which includes leading the implementation of key initiatives.

The proposals for this team are aimed at achieving greater consolidation of similar functions and enhanced integration with and utilisation of wider MBIE capability.

Access Solutions Manager and Sector Engagement and Business Development Lead

These roles seek out new business opportunities, negotiate contract agreements, manage client relationships, and promote the products and services we offer. While the Access Solutions Manager is more focused on opportunities for new subscription related solutions and customers, and the vacant Sector Engagement and Business Development Lead is more focused on opportunities for new standards development work, fundamentally these roles are very similar.

Government regulators are our primary commissioners of standards development work as well as key customers of subscription services. We need to re-size this function to adjust to our work programme to reduce operational costs. Therefore, it is proposed that these positions are both disestablished and amalgamated into a single new role of Senior Advisor Business Development and Client Relations.

Due to the similarities in responsibilities, and the experience and knowledge required, it is proposed that the current Access Solutions Manager is directly reassigned into the proposed new Senior Advisor Business Development and Client Relations position.

Senior Advisor Marketing and Communications

The Senior Advisor Marketing and Communication is responsible for developing and delivering the Standards NZ marketing and engagement strategy and associated work programme. This includes public consultations, producing newsletters, and marketing and information and education campaigns. The Information and Education (I&E) Team,

within the Engagement and Experience (E&E) branch is responsible for this type of activity across Te Whakatairanga Service Delivery. In recognition of this shared centre of expertise, it is proposed that going forward, E&E will deliver this work for Standards NZ. It is proposed that the Senior Advisor Communications and Marketing role is disestablished and a new position of Senior Advisor Products and Marketing reporting to the Manager Products and Marketing within the I&E Channel Engagement team, E&E branch is established. This role will help service Standards NZ and other TWSD business unit's workload. It is proposed that the current incumbent would be directly reassigned into this new position.

Senior Advisor Digital Products

The primary function of this role is to identify, provide advice, and lead the digitisation of Standards NZ's standards catalogue of products. With the reprioritisation of this work and associated funding, it is proposed that this role would be disestablished to enable a greater focus on other projects and initiatives within Standards NZ, including the proactive adoption of international standards.

Senior Advisor Products and Projects role

The proposed establishment of a new Senior Advisor Products and Projects position reflects the need to respond to changing customer needs and continue to deliver on strategic priorities. Establishing this position would allow for consolidation of some functions from other proposed disestablished positions including technical writing, relationship management responsibilities with committee members, digital publishing and maintenance of standards and other product information, and some access solutions (including subscription services) management activity. This role would also be responsible for leading business projects, diversifying products and services to generate additional revenue and a strong focus on growing our adoption of international standards, including performing environmental scans and working with industry to identify suitable international standards for adoption in NZ. If confirmed this role would be filled through a contestable process.

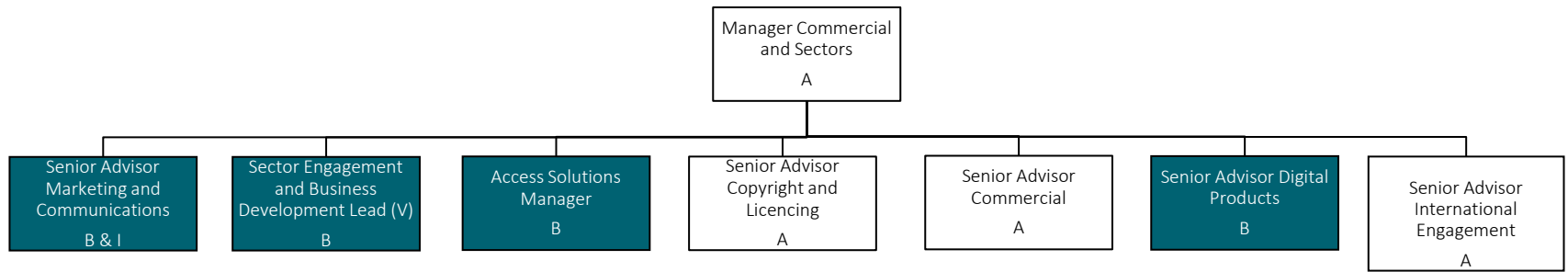
The following changes are proposed:

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

4.2: Current organisational chart – Commercial and Sectors Team

(V): position is vacant
 (FT): fixed term position

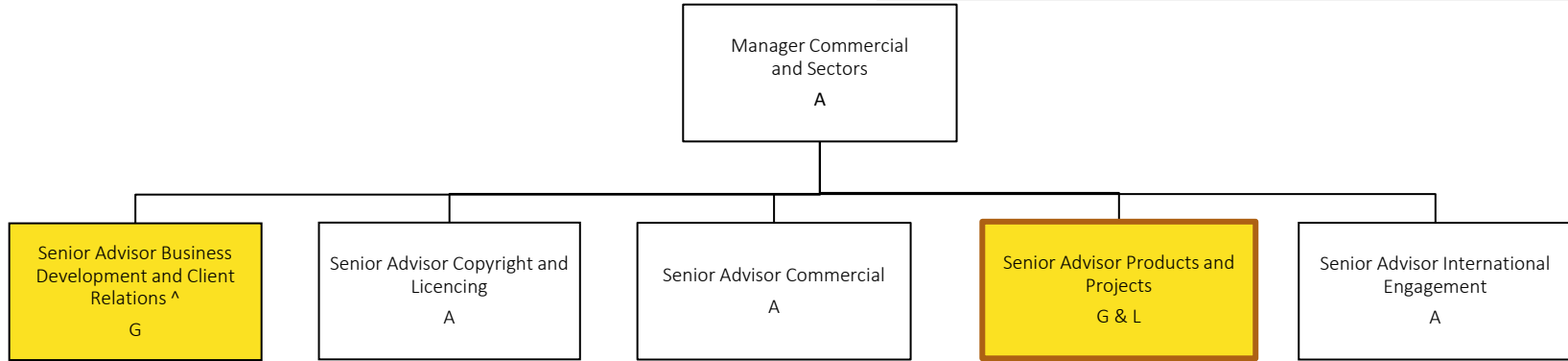
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
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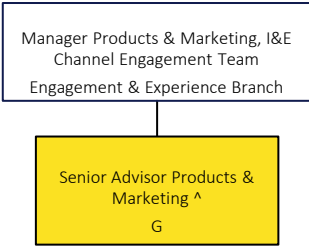
4.2: Proposed organisational chart – Commercial and Sectors Team

Positions marked with ^ are proposed for 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



Proposed organisational chart for Senior Advisor Marketing & Communications moving to Senior Advisor Products & Marketing, Engagement & Experience ^



Proposal 4.3 – Standards Development Team

Summary

The development, review, and adoption of standards is our core work. The proposals for this team seek to re-balance our focus from primarily domestic NZ standards, towards more international standards adoption and joint standards work with Australia. This re-balance is consistent with our Strategic Plan and the Government's priorities. We also propose some changes to establish consistent naming conventions across the team.

Standards Project Management

The Principal role is responsible for leading the development and delivery of the most complex standards projects. In addition to day-to-day project management activities, they assist in the negotiation of new work, the retention of recurring contracts and supports the Standards Approval Board.

Our traditional resourcing model of maintaining a team of in-house specialist project managers is expensive to maintain when our standards development workload fluctuates. To meet customer expectations as well as fiscal responsibilities, and cost saving efforts, we have already moved to a hybrid resourcing model for project management services. A smaller, in-house project management team would be complemented by externally funded contracted project managers as-and-when required. This would allow Standards NZ to maintain appropriately sized and more affordable internal project management capacity. As a result, one Principal Standards Project Manager position (currently vacant) is proposed to be disestablished.

A position title change is also proposed for the two remaining Principal Standards Project Managers to Senior Project Manager to better align with other project management positions across MBIE. Similarly, the Standards Project Manager is proposed to have a position title change to Project Manager, to acknowledge the breadth of work and flexibility needed in this role in future.

Project Coordinator

Project Coordinators are responsible for undertaking project administration and coordination tasks to assist Project Managers to successfully complete assigned projects. Currently both Project Coordinators primarily support the development of (domestic) New Zealand Standards development. A minor scope is proposed for one Project Coordinator to primarily focus on joint standards with Australia, domestic NZ Standards and international standards adoption functions. To ensure consistency, it is proposed that both would have the title of Project Coordinator, dropping the 'Standards Development' text, in recognition that these roles need to be wide and varied in their duties.

Establish a new role of Senior Advisor Joint Standards

There is currently one Advisor Joint Standards within the team. This role is responsible for sourcing/negotiating funding for, and the operation of the joint standards development committees as well as acting as a shadow project manager for hundreds of joint regional standards committees and joint international standards adoption projects annually. It also leads much of the day-to-day operational engagement and activities with Standards Australia, services the NZ Standards Approval Board with decisions to be made and leads committee membership sourcing and assessment activities across multiple sectors. The joint standards workload is significant in terms of volume, complexity, and importance.

The proposed establishment of a new Senior Advisor Joint and International Standards position recognises the desired level of engagement with industry, the board, and conversations/negotiations regarding funding and resourcing for standards development work which can only be undertaken effectively at a senior level.

Advisor International Standards Development

This role is responsible for providing the committee secretariat functions to three joint Australia and New Zealand standards development committees. A position title change to Advisor Joint Standards Development is proposed to better reflect the majority focus of this work on the development of joint Australia and New Zealand standards.

The following changes are proposed:

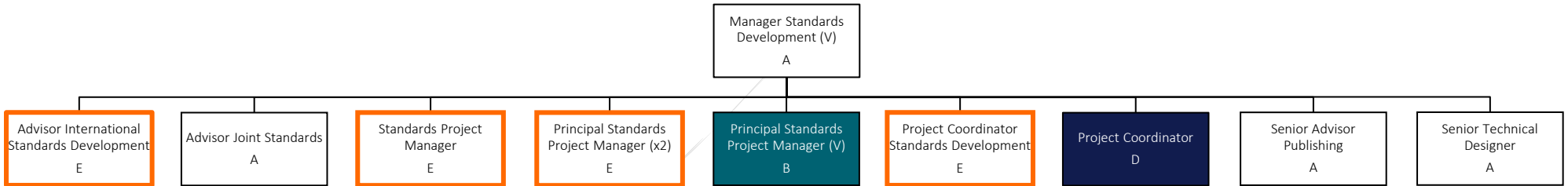
1. Disestablish one Principal Standards Project Manager position (currently vacant), leaving two remaining, renaming these to Senior Project Manager.
2. Minor scope change for one Project Coordinator position, and a title change to both, to Project Coordinator, removing the Standards Development.
3. Change of position title for the Advisor International Standards Development to Advisor Joint Standards Development.
4. Change of position title for two Principal Standards Project Manager positions to Senior Project Managers.
5. Change of position title for the Standards Project Manager to Project Manager.
6. Establish a new position of Senior Advisor Joint and International Standards reporting to the Manager Standards Development.

4.3: Current organisational chart – Standards Development Team

(V): position 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

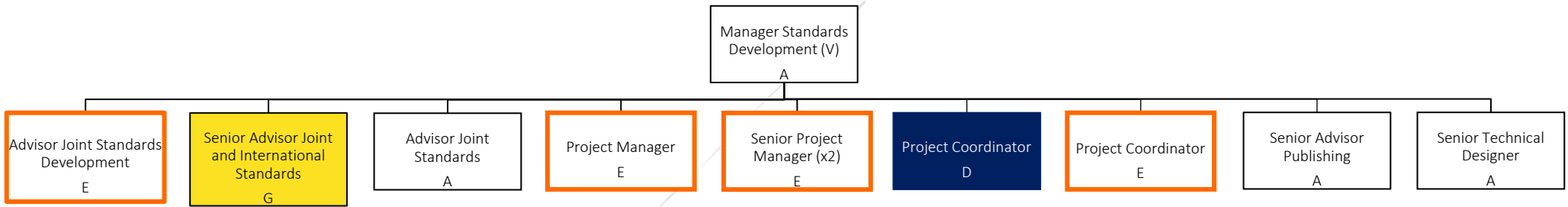


4.3: Proposed organisational chart – Standards Development Team

(V): position 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 5: Occupational Regulation

Why change is proposed

While Occupational Regulation has taken an integrated approach unit over the past 3 years, we continue to explore further integration opportunities to ensure we are as efficient and effective as we can be. This proposal sets out how we can expand on the integration between our complaints and investigation functions to create an improved end-to-end process from complaint to board review. This chapter also sets out some proposed improvements to our leadership structure.

We ask you to consider whether changes under each of the proposals in this chapter will support achievement of our objectives.

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

We welcome your thoughts on where proposals in this chapter could be strengthened to better deliver on our change objectives outlined in the **introduction to this document**. 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 5.1 – Complaints Support

Summary

To streamline our complaints related administrative process, particularly for disciplinary complaints related to Licensed Building Practitioners and Electrical Workers, it is proposed that we integrate the existing Board Support and Complaints Administration services. Overall, these changes would 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.

Complaints Administrator

The complaints administrative work includes support for the Building Practitioners Board and Electrical Workers Registration Board. Currently, the work is fragmented across these two functions (board support and investigations administration). Joining these resources under the same team with a proposed new Case Officer position would ensure we can simplify our processes, avoid processing delays, ensure continuity of case specific knowledge, and address the current duplication of effort with the Board Officer roles. This duplication is inefficient and leads to potential quality issues with the complaints administrative support. Therefore, it is proposed that the two Complaints Administrator positions are disestablished, and their responsibilities are absorbed into the proposed new Case Officer roles.

Team Leader / Occupational Licensing Board Officer

As set out above, the Board Officer role duplicates some tasks with the Complaints Administrator roles, which is inefficient and leads to potential quality issues with our administrative support. Therefore, it is proposed that the four Occupational Licensing Board Officer positions are disestablished, and their responsibilities are absorbed into the proposed new Case Officer roles. As a result, there would no longer be a need for the Team Leader Board Support role, so this is also proposed to be disestablished.

Establish four new Case Officer roles

It is proposed that four new Case Officers would be established, two reporting to each of the existing Manager Investigations. In addition to addressing the identified duplication, these new positions would also provide a clearer career pathway within the investigative team and greater exposure to investigative work than what may be currently available to Board Officers. It is proposed that these new positions would be filled through a contestable process.

This proposal would also require a minor scope change for the Manager Investigations (North), and Manager Investigations (South).

The following changes are proposed:

1. Disestablish the two 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 two new Case Officer positions reporting to the Manager Investigations (South).

Proposal 5.2 – Operations Support

Summary

With the proposal to amend our Board Support and Complaints administration, it is timely to also review the structure of our Operations Team. It became apparent there are alignments with the Registration and Licensing team, and it is proposed to integrate the Operations Support Team and Registration and Licensing Team. This proposed change would see improved integration, and a more appropriate span of control.

These changes would mean that all service delivery (excluding investigations) and enabling services withing Occupational Regulation is centralised within one team.

In addition, the introduction of new technology and different service offerings from MBIE's central services, such as invoice coding by central finance, has greatly changed the role of Senior Business Administrator in Occupational Regulation. Market Integrity is also proposing to centralise administration services from across all business units to drive business efficiencies and enhance business continuity by building a pool of resources to support across the branch, and to streamline and unify processes.

Operations Team

Currently the Registration and Licensing Team is the biggest consumer of the enabling services offered by Operations Support (such as support for our ICT systems, or support to implement legislative changes). These services could be more efficiently delivered under one dedicated people leader, with clearer accountability and reducing duplicate effort at a leadership level.

With the proposal to merge the two teams, there would no longer be a requirement for the two existing leadership positions in their current format. Therefore, it is proposed that the Manager Operations Support and Manager Registration and Licensing would be disestablished. A new Manager Occupational Regulation Operations would be established to lead the merged team and a contestable process would be used to fill this proposed new role.

Senior Business Administrator

Responsibilities of the Senior Business Administrator are proposed to be absorbed across both the proposed new Branch Business Administrators in Business and Operations Support team, and the Registration and Licensing Team. New technology has reduced the demand of the financial aspects of this role and most remaining tasks are aligned with the registration and licensing functions, such as the issuing of refunds. Therefore, it is proposed that this role would be disestablished.

PA/Team Administrator

On reviewing administration needs across MI, we believe we can optimise delivery by consolidating administrative roles to streamline our processes and provide a more flexible operating model. Therefore, it is proposed that the Personal Assistant/Team Administrator role would be disestablished to enable the creation of a centralised administrative function within the Business and Operations Support team consisting of three new Branch Business Administrator positions. If confirmed a contestable process would be followed to fill the proposed new positions.

Further information about the proposed structure of Business and Operations Support is provided in Chapter 6.

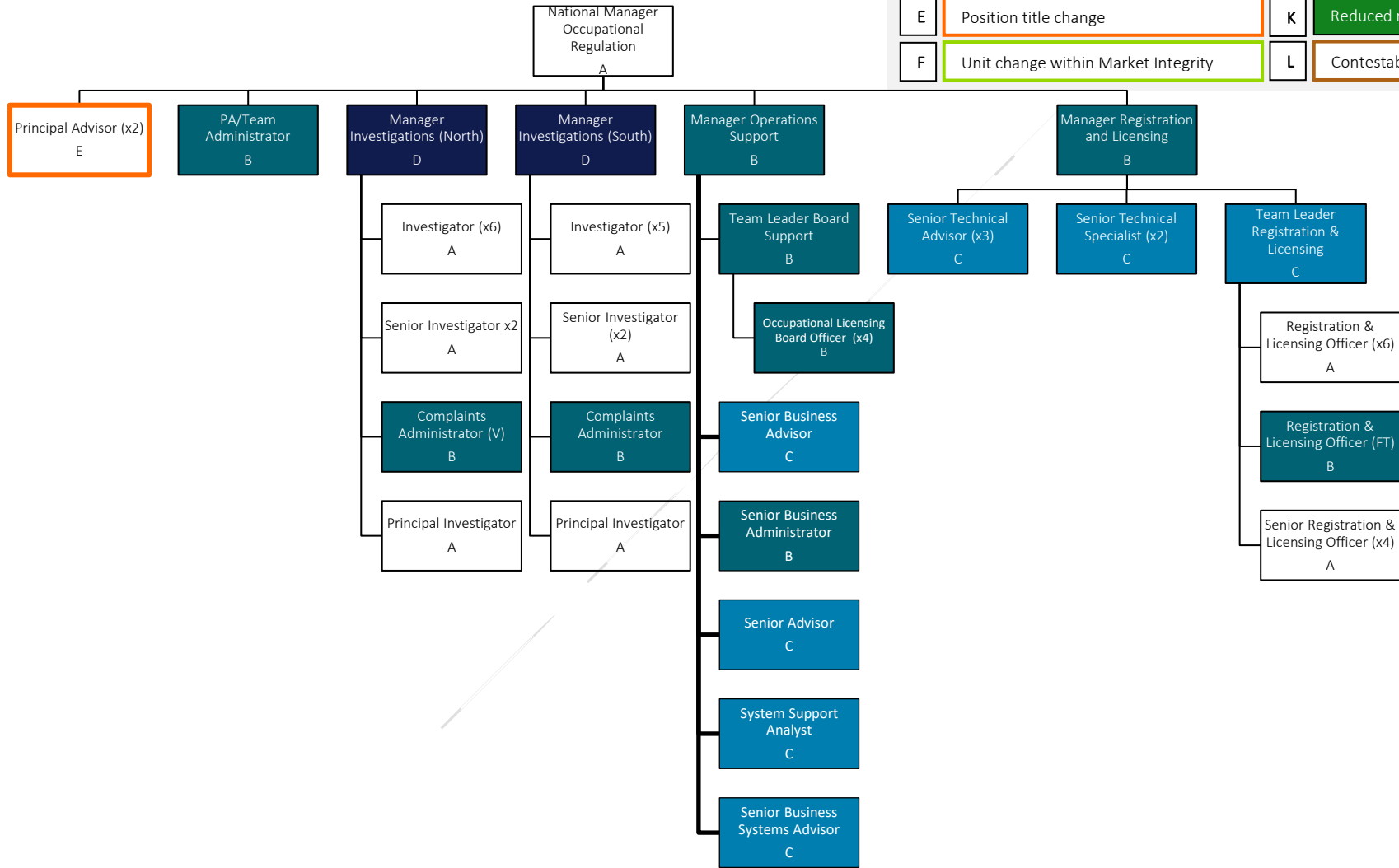
Principal Advisors

It is proposed that the position titles of the Principal Advisors are amended to Lead Advisor to better reflect the technical requirements of the roles.

The following changes are proposed:

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 change for the Principal Advisors to Lead Advisor.

5.1 and 5.2 : Current organisational chart – Occupational Regulation



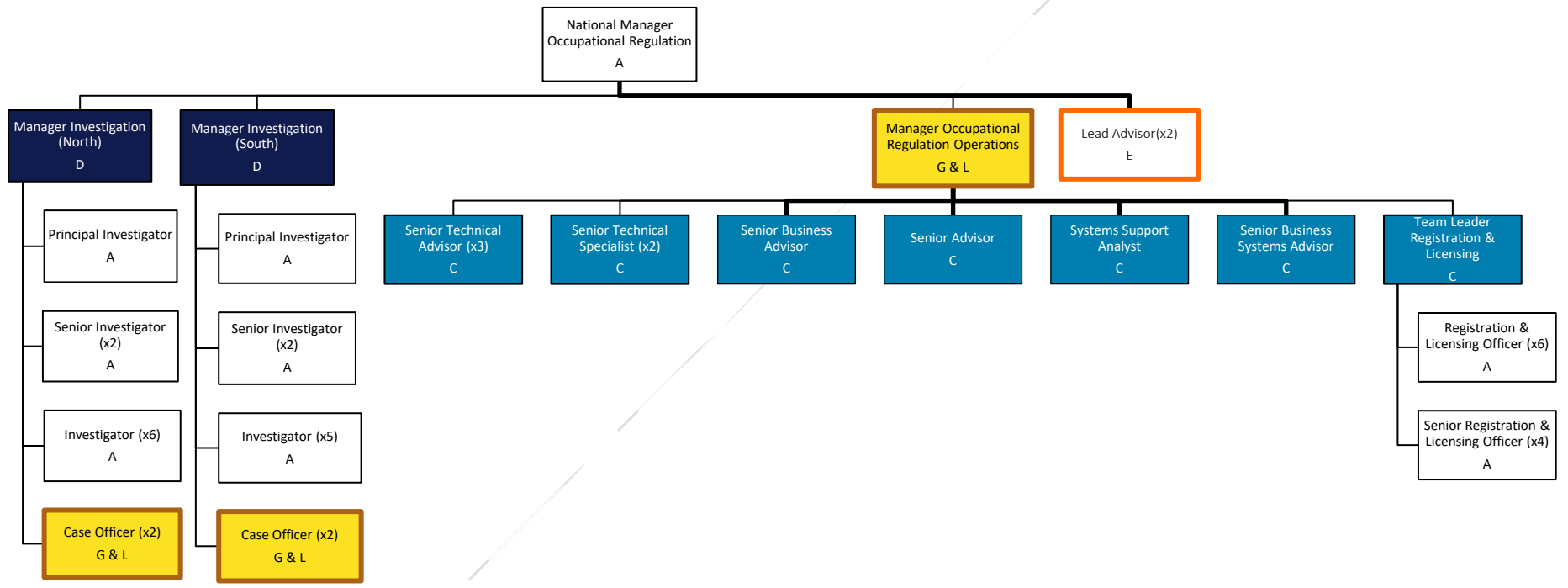
KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Position title and unit change
D	Minor scope change	J	Contestable reconfirmation
E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L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

5.1 and 5.2: Proposed organisational chart

Occupational Regulation

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

Why change is proposed

The Business and Operations Support (BOS) team provides governance, accountability, and strategic oversight for services across Market Integrity. With integration in mind, we have reviewed our current structure, looking to enhance our centralised support with the aim to reduce duplication, increase consistency, business continuity and provide for clearer career pathways.

We ask you to consider whether changes under each of the proposals in this chapter will support achievement of our objectives.

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

We welcome your thoughts on where proposals in this chapter could be strengthened to better deliver on our change objectives outlined in the **introduction to this document**. 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 6.1 – Business and Operations Support

Summary

In reviewing the business and support requirements of Market Integrity, we believe this centralised model can be expanded to include additional functions for greater efficiency and effectiveness in terms of the provision of support. We have also identified opportunities for greater integration across Te Whakatairanga Service Delivery with the proposed realignment of functions to expand on existing centres of expertise.

Business Manager

The Business Manager is a senior technical expert in strategic financial modelling, and fee and levy reviews. As this work benefits the broader Te Whakatairanga Service Delivery, we believe these responsibilities are better aligned to the shared service capabilities of the Strategy, Performance and Design (SPD) Branch. Therefore, it is proposed that the Business Manager role is disestablished, and a new position of Principal Advisor is established, reporting to the Director Strategy, Planning and Information.

As a senior strategic role, the proposed Principal Advisor would bring an integrated understanding of implementing policy into business operations including all funding and cost recovery solutions to advise on government accountability requirements, Cabinet paper development, public sector financial and funding, cost and fees modelling and performance measurement setting. The current responsibilities of the Business Manager role are aligned to the duties of the proposed Principal Advisor position; therefore, it is proposed that the current incumbent would be directly reassigned into this new position.

Business Services Practice Lead

Within BR the existing Business Services Manager is a leadership position responsible for the management of efficient and effective corporate processes and procedures, risk and issues management, supplier liaison, and facilities management. We believe there is an opportunity to leverage the expertise of this role to build the overall capability of Market Integrity in support of its overall strategic direction and enhance the operational delivery of each function.

Therefore, it is proposed that the Business Services Manager role is disestablished, and a new position of Business Services Practice Lead is established in the BOS team. It is proposed that this role would be an influential leader and technical expert responsible for ensuring the provision of consistent and quality business services and advice. While the role would initially focus on BR, they would work across the branch with all National Managers to apply critical learnings, establish best practice and remove duplication. Due to the similarities in responsibilities, knowledge and skill required, it is proposed the current incumbent is directly reassigned into this new position.

Principal Advisors

In BOS there are currently three Principal Advisor roles that provide strategic and operational support across Market Integrity. The Principal Advisor Strategic Initiatives and Principal Advisor Strategy both focus solely on strategic advice and projects, whereas the Principal Advisor Business Advisory Services also has the responsibility of branch business planning, governance, performance reporting, business continuity, and quality, risk, and assurance activities.

We have reviewed the needs of MI, and considered where we can leverage on resources across TWSD to gain efficiencies. For example, SPD has established a shared service centre of expertise in strategy and planning, to support the commissioning and shaping of Te Whakatairanga's strategic initiatives. There are also Principal Advisors in each of the Business Units that are responsible for strategic advice, reporting oversight and project work. As such, it is proposed that BOS no longer requires three Principal Advisor roles, and therefore they would be disestablished. A new Principal Advisor role is proposed to be established to lead branch planning, reporting, risk, and assurance,

and provide strategic advice across the Branch as required. Should this change go ahead as proposed, a contestable process would be used to fill the proposed new Principal Advisor role.

Quality and Service Improvement team

Currently there are a number of roles across Market Integrity that provide quality assurance and service improvement support. Given the significant similarities in their work, such as ISO certification, we believe that aligning these roles in a centralised function would create efficiencies through consistency in approach and improve business continuity and career pathways. It is proposed that a centralised Quality and Service Improvement Team would be established by bringing together like functions from ITS, BR, Standards NZ and Trading Standards. This team would take a portfolio approach and continue supporting their current teams.

To lead the function, it is proposed that the Team Leader Quality and Service Improvement, ITS would have a reporting line change to Manager Business and Operations Support, and a minor scope change to incorporate the quality and improvement responsibilities of the additional business units. The role would work across the branch with subject matter experts (SMEs) and relevant National Managers as well as the BOS Principal Advisor.

It is proposed that the Team Leader would be supported by the following changes:

- The Principal Finance and Reporting Officer within ITS would have a reporting line change to the Team Leader
- One of the Senior Quality Assurance Advisors from BR would have a minor scope change and a reporting line change to the Team Leader.
- The Senior Advisor Quality Management Systems currently within Standards NZ and the Senior Business Improvement Advisor, Trading Standards would have a reporting line change to this team.
- A new Senior Advisor Business Capability position is established reporting to the Team Leader. Due to the similarities to the responsibilities, experience

and skills required of the current Business Capability Lead, CPMU this role is proposed to be filled through direct reassignment.

The following changes are proposed:

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 position of Principal Advisor within SPD Branch reporting to the Director Strategy, Planning and Information.
7. Establish a new position of Principal Advisor in Business and Operations Support.
8. Establish a new position of Business Services Practice Lead in Business and Operations Support.
9. Establish a new position of Senior Advisor Business Capability in Business and Operations Support.
10. Establish a Quality and Business Improvement team in Business and Operations Support.
11. Reporting line changes of the Team Leader Quality and Business Improvement to Manager BOS.
12. Minor scope change and unit change for the Quality Analysts within ITS.
13. Reporting line change for Principal Finance & Reporting officer ITS, to Team Leader Quality and Business Improvement.
14. Reporting line change for Senior Advisor Quality Management Systems Standards NZ to Team Leader Quality and Business Improvement.
15. Reporting line change for Senior Business Improvement Advisor, Trading Standards to Team Leader Quality and Business Improvement.
16. Reporting line for Senior Quality Assurance Advisor and minor scope change, BR to Team Leader Quality and Business Improvement.

Proposal 6.2 – Administration Support

Summary

On reviewing the administration needs for the teams in Market Integrity we believe we can optimise delivery by consolidating the administrative roles from across the branch resulting in streamlined processes and efficiency gains and realising fiscal savings in line with organisational goals. Analysis of the existing roles has determined there are several tasks that should be managed within business units, for example some analysis and business reporting would be more appropriately completed by an advisor or analyst level role or case management. If these tasks are redistributed to the appropriate resources within teams, and the expected benefits of consolidation are realised, we believe we can optimise administrative delivery by consolidating the existing seven administrative roles from across the branch into a smaller team of three.

Some of the anticipated benefits of consolidation include:

- consistent application of MBIE’s policies providing assurance of compliance requirements and performance goals.
- streamlining approval processes including quality checks.
- knowledge transfer and sharing of best practice. Enabling shared capability thereby enhancing business continuity and efficiency.
- A smaller, yet effective team would adapt to the changing cadence of support needs by pooling resources during periods of increased business volumes and ensure efficient use of support services across the branch when individual team’s service demands are low.

The proposal is to disestablish the existing seven administration or Personal Assistant/Administrator roles supporting Market Integrity and establish three new Branch Business Administrator roles reporting to the Manager Business and Operations Support.

These new roles would be responsible for providing administrative support across Market Integrity with each position responsible for two business units with the intent to rotate each six months to enhance business continuity and strength practice. Should this change go ahead as proposed, the new positions would be filled through a contestable process.

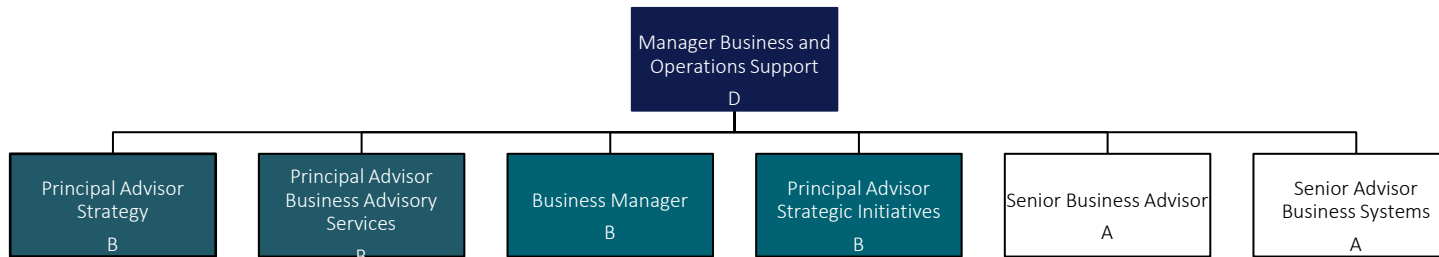
The following changes are proposed:

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: Current organisational chart – Business and Operations Support

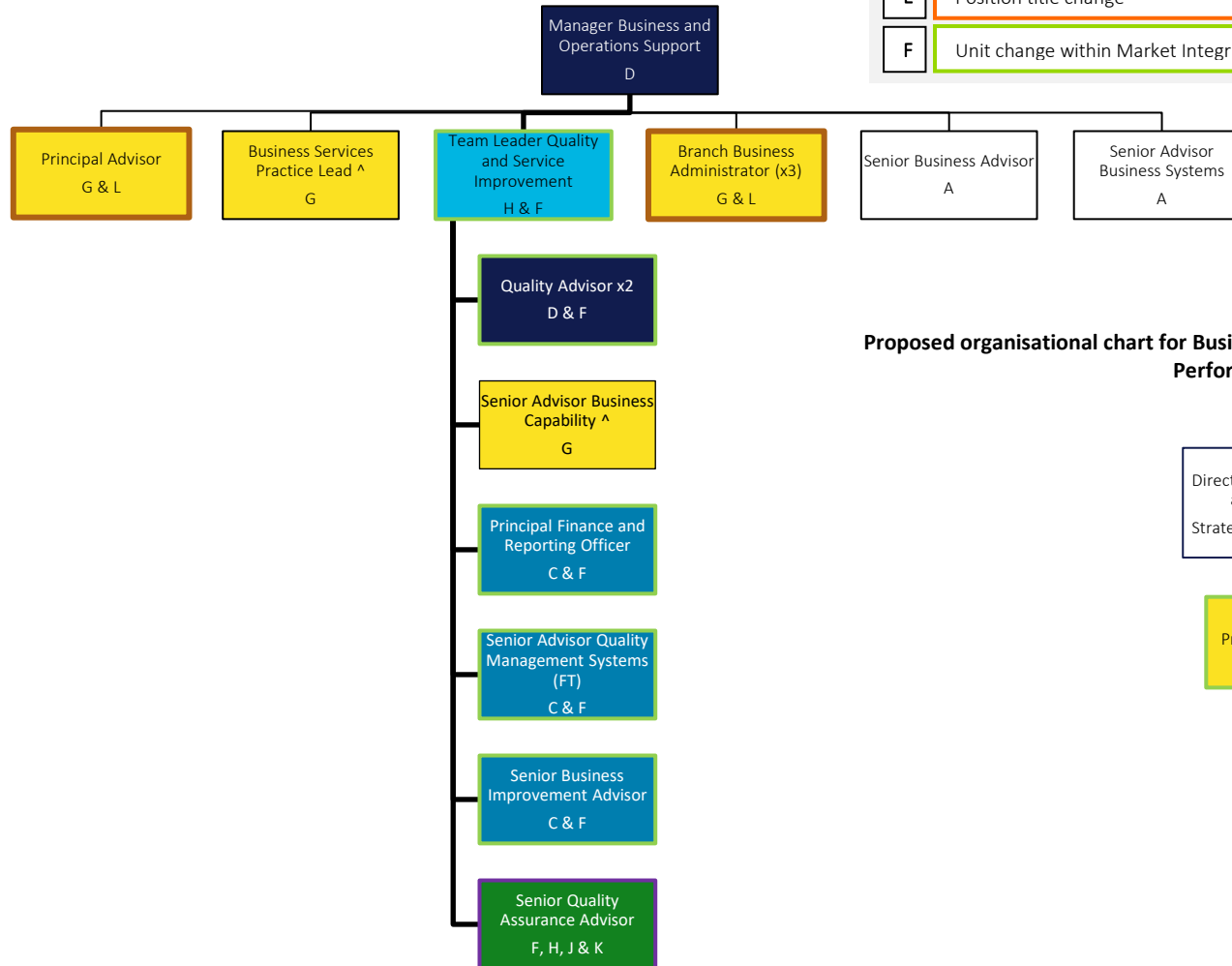
KEY

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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



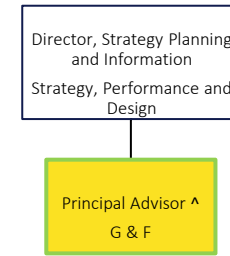
6.1 and 6.2: Proposed organisational chart – Business and Operations Support

Position marked with ^ is proposed to be filled through direct reassignment



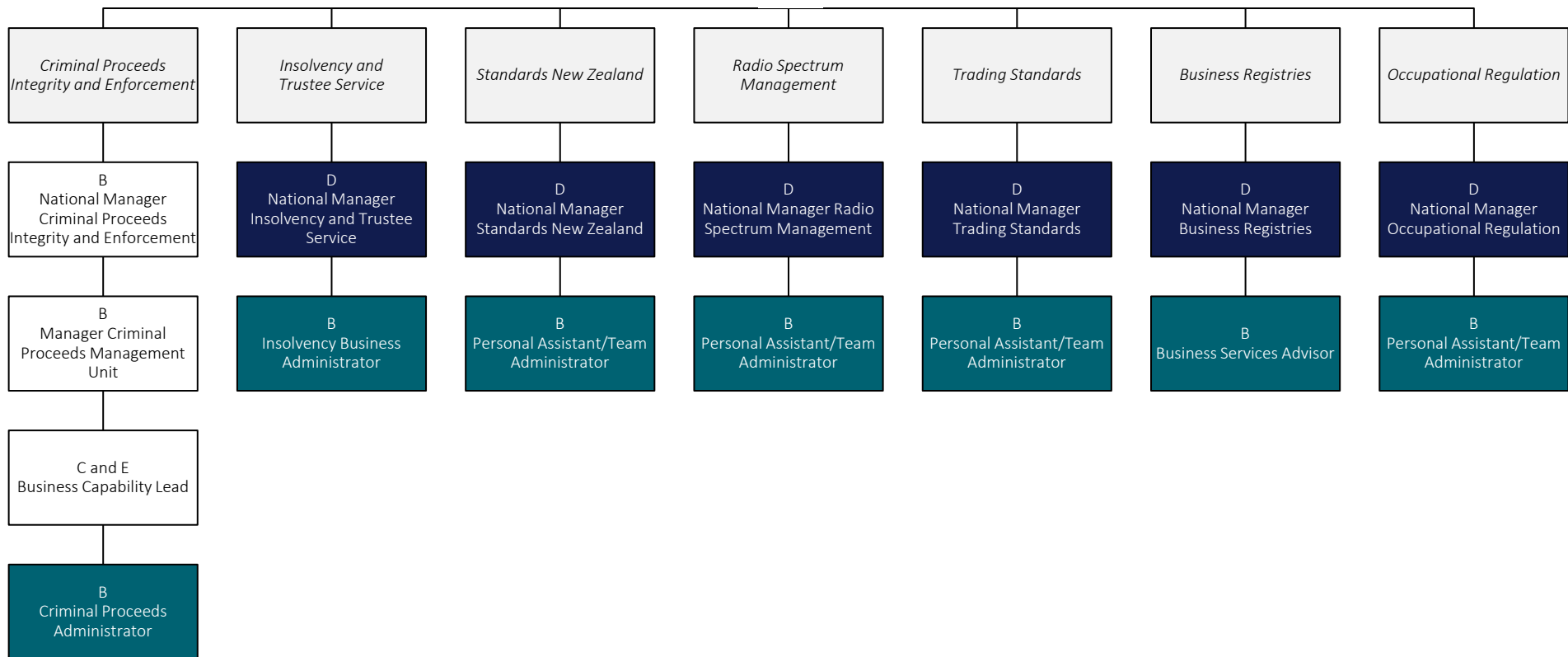
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E	Position title change	K	Reduced number of positions
F	Unit change within Market Integrity	L	Contestable reassignment

Proposed organisational chart for Business Manager moving to Principal Advisor, Strategy, Performance and Design ^



6.2: Current organisational chart – Market Integrity Administration Support

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 proposed changes to Market Integrity

Proposed new positions

Proposal	Position title	Reporting line	Team	Indicative band
1.1	Principal Advisor	National Manager Business Registries	Business Registries	V
1.3	Fees and Reporting Analyst	Team Leader Registry Fees and Analysis	Registry Fees and Analysis	N
1.4	Team Leader Investigations	Manager Investigations and Compliance	Investigation and Compliance	V
1.4	Team Leader Compliance	Manager Investigations and Compliance	Investigation and Compliance	R
1.4	Investigator x 3	Team Leader Investigations	Investigations and Compliance	N
1.2 & 1.4	Compliance officer x 4	Team Leader Integrity and Compliance	Investigations and Compliance	G
1.5	Team Leader Operational Legal Services	Manager Operational Legal Services	Operational Legal Services	V
1.5	Advisor	Team Leader Legal Services	Operational Legal Services	N
1.5	Solicitor	Manager Operational Legal Services	Operational Legal Services	J
3.1	Regional Manager	National Manager Insolvency and Trustee Service	Insolvency and Trustee Service	X
3.1	Insolvency Officer x7	Team Leader(s)	Insolvency and Trustee Service	E
3.1	Logistics Officer x2	Regional Manager	Insolvency and Trustee Service	G
3.2	Team Leader Administration	Manager, National Resource	National Resources	R
3.2	Insolvency Examiner x3	Team Leader National Support Applications	National Resources	E
3.3	Senior Advisor Business Capability	Team Leader Quality and Service Improvement	Business Operations Support	R
4.1	Senior Data Quality Analyst	Manager Business Systems and Operations	Business Systems and Operations	R

Proposal	Position title	Reporting line	Team	Indicative band
4.1	Senior Commercial Coordinator	Manager Business Systems and Operations	Business Systems and Operations	G
4.1	Commercial Coordinator	Manager Business Systems and Operations	Business Systems and Operations	E
4.2	Senior Advisor Business Development and Client Relations	Manager Commercial and Sectors	Commercial and Sectors	V
4.2	Senior Advisor Products and Projects	Manager Commercial and Sectors	Commercial and Sectors	R
4.2	Senior Advisor Products and Marketing	Manager Products and Marketing	I&E Channel Engagement Team	R
4.3	Senior Advisor Joint and International Standards	Manager Standards Development	Standards Development	R
5.1	Case Officer x2	Manager Investigations (North)	Complaints Support	G
5.1	Case Officer x2	Manager Investigations (South)	Complaints Support	G
5.2	Manager Occupational Regulation Operations	National Manager	Occupational Regulation	X
6.1	Principal Advisor	Manager, Business and Operations Support	Business and Operations Support	X
6.1	Principal Advisor	Director Strategy, Planning and Information	Strategy, Performance and Design	V
6.1	Business Services Practice Lead	Manager, Business and Operations Support	Business and Operations Support	V
6.2	Branch Business Administrator x 3	Manager, Business and Operations Support	Business and Operations Support	E

Proposed 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 & 1.4	Senior Technical Services Advisor reduction in numbers from 2 to 1 roles)	Registry Operations Manager	Registry Operations
1.2	Senior Quality Assurance Advisor reduction in numbers from 2 to 1 roles)	Registry Operations Manager	Registry Operations
1.2	Technical Services Advisor x 6	Team Leader Compliance	Compliance
1.2 & 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
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

Proposal	Position title	Reporting line	Team
1.4 & 2.1	Team Leader Integrity	Manager Integrity and Enforcement	Integrity and Enforcement
2.1	Senior Integrity Officer x 2 (reduction in numbers from 8 to 6 roles)	Manager Integrity and Enforcement, Team Leader Integrity	Integrity and Enforcement
1.4 & 2.1	Senior Investigator x 2 (reduction in numbers from 7 to 5 roles)	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	Criminal Proceeds Coordinator x3	Team Leader Criminal Proceeds	Criminal Proceeds Management Unit
2.2 & 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 & 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

Proposal	Position title	Reporting line	Team
4.1 & 6.2	Personal Assistant/Team Administrator	National Manager Standards NZ	National Manager
4.1	Senior Data Analyst	Manager Business Systems and Operations	Business Systems and Operations
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
4.2	Senior Advisor Digital Products	Manager Commercial and Sectors	Commercial and Sectors
4.2	Senior Advisor Marketing Communications	Manager Commercial and Sectors	Commercial and Sectors
4.2	Sector Engagement and Business Development Lead	Manager Commercial and Sectors	Commercial and Sectors
4.3	Principal Standards Project Manager (V)	Manager Standards Development	Standards Development
5.1	Complaints Administrator x2	Manager Investigations (North) and Manager Investigations (South)	Complaints Support
5.1	Occupational Licensing Board Officer x4	Manager Operations Support	Complaints Support
5.1	Team Leader Board Support	Manager Operations Support	Complaints Support
5.2	Manager Operations Support	National Manager Occupational Regulation	Occupational Regulation
5.2	Manager Registration and Licensing	National Manager Occupational Regulation	Occupational Regulation

Proposal	Position title	Reporting line	Team
5.2 & 6.2	Personal Assistant/Team Administrator	National Manager Occupational Regulation	Occupational Regulation
5.2	Senior Business Administrator	Manager Operations Support	Complaints Support
5.2	Registration and Licensing Officer	Team Leader Registration and Licensing	Registration and Licensing
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	Business Services Advisor	National Manager Business Registries	Business Registries
6.2	Personal Assistant/Team Administrator	National Manager Trading Standards	Trading Standards
6.2	Personal Assistant/Team Administrator	National Manager Radio Spectrum Management	Radio Spectrum Management

Proposed minor change

Proposal	Position title	Reporting line	Description of change
1.1 & 1.4	Investigating Accountant	Manager Regulatory Monitoring and Oversight	<ul style="list-style-type: none"> Reporting line change to Manager Investigations and Compliance
1.1	National Manager Business Registries	General Manager Market Integrity	<ul style="list-style-type: none"> Minor scope change
1.1	Registry Operations Manager	National Manager Business Registries	<ul style="list-style-type: none"> Minor scope change Title change to Manager Operations
1.1 & 1.3	Manager Business Registries Applications and Data	National Manager Business Registries	<ul style="list-style-type: none"> Minor scope change Title change to Manager Registry Support

Proposal	Position title	Reporting line	Description of change
1.1 & 1.5	Registry Services Manager	National Manager Business Registries	<ul style="list-style-type: none"> • Minor scope change • Title change to Manager Operational Legal Services
1.1	Manager Registry Fees and Analysis	National Manager Business Registries	<ul style="list-style-type: none"> • Minor scope change • Title change to Team Leader Fees and Analysis • Reporting line change to Manager Registry Support
1.2	Client Services Advisor (x4)	Processing Centre Team Leader	<ul style="list-style-type: none"> • Title change to Registry Officer
1.2 & 1.4	Senior Client Services Advisor (x2)	Processing Centre Team Leader	<ul style="list-style-type: none"> • Title change to Senior Registry Officer
1.2	Manager Capital Markets	Registry Operations Manager	<ul style="list-style-type: none"> • Minor Scope Change • Title change to Team Leader Financial Registries
1.2	Accountant	Team Leader Financial Registries	<ul style="list-style-type: none"> • Title change to Financial Reporting Officer
1.2	Senior Technical Services Advisor	Registry Operations Manager	<ul style="list-style-type: none"> • Minor scope change • Reporting line change to Manager Investigation and Compliance
1.3	Team Lead Business Registries Data	Manager Business registries Application and Data	<ul style="list-style-type: none"> • Reporting line change to Manager Registry Operations • Title Change to Team Leader Data
1.3	Senior Registry Advisor	Manager Registry Fees and Analysis	<ul style="list-style-type: none"> • Reporting line change to Team Leader Registry Fees and Analysis
1.3	Senior Registry Advisor	Manager Registry Fees and Analysis	<ul style="list-style-type: none"> • Reporting line change to Team Leader Registry Fees and Analysis
1.3 & 4.1	Principal Analyst Finance, Performance and Reporting	Manager Business Systems and Operations	<ul style="list-style-type: none"> • Reporting line change to Team Leader Registry Fees and Analysis

Proposal	Position title	Reporting line	Description of change
1.3	Manager Registry Fees and Analysis	National Manager	<ul style="list-style-type: none"> Reporting line change to Manager Registry Support Title change to Team Leader Registry Fees and Analysis
1.2 & 1.3	Senior Reporting Analyst	Team Leader Data	<ul style="list-style-type: none"> Minor scope change
1.2 & 1.3	Reporting Analyst x 2	Team Leader Data	<ul style="list-style-type: none"> Minor scope change
1.4 & 2.1	Senior Investigator	Manager Integrity and Enforcement (CPIE)	<ul style="list-style-type: none"> Minor scope change Reporting line change to Team Leader Investigations, BR
1.5	Business Support Analyst	Team Leader Technical Support	<ul style="list-style-type: none"> Reporting line change to Manager Registry Support
1.5	Senior Test Analyst	Team Leader Technical Support	<ul style="list-style-type: none"> Reporting line change to Manager Registry Support Minor title change to Senior Registry Technical Specialist
1.5	Senior Test Analyst	Team Leader International	<ul style="list-style-type: none"> Reporting line change to Manager Registry Support Minor title change to Senior Registry Technical Specialist and reporting line change to Manager Registry Support
1.5	Senior Integrity Officer Director Prohibitions x 4	Team Leader Integrity	<ul style="list-style-type: none"> Reporting line change to Team Leader Operational Legal Services Title change to Senior Compliance Officer Prohibitions
1.4 & 2.1	Manager Integrity and Enforcement	National Manager Criminal Proceeds, Integrity, and Enforcement	<ul style="list-style-type: none"> Reporting line change to National Manager Business Registries Title change to Manager Investigations and Compliance Minor Scope Change
1.5 & 2.1	Senior Technical Advisor	Integrity and Enforcement	<ul style="list-style-type: none"> Position title change to Senior Legal Technical Advisor Reporting line change to Team Leader Operational Legal Services, Business Registries

Proposal	Position title	Reporting line	Description of change
1.5 & 2.1	Senior Integrity Officer x 4	Integrity and Enforcement	<ul style="list-style-type: none"> Reporting line change to Team Leader Operational Legal Services Minor scope change to focus on Director Prohibitions
1.2 & 2.1	Senior Integrity Officer x 2	Integrity and Enforcement	<ul style="list-style-type: none"> Reporting line change to Team Leader Financial Registries Minor scope change to focus on Financial Service Providers Position title change to Senior Compliance Officer Financial Registries
3.1	National Manager, Insolvency and Trustee Service	General Manager, Market Integrity	<ul style="list-style-type: none"> Minor scope change
3.1	Regional Manager, Hamilton	National Manager Insolvency and Trustee Service	<ul style="list-style-type: none"> Minor scope change Position title change to Regional Manager
3.1	Insolvency Team Leaders x6	Regional Manager Hamilton or Christchurch	<ul style="list-style-type: none"> Reporting line change to one of the two Regional Managers Position title change to Team Leader
3.1	Lead Insolvency Officer x15	Team Leader (Insolvency)	<ul style="list-style-type: none"> Minor scope change
3.1	Senior Insolvency Officer x8	Team Leader (Insolvency)	<ul style="list-style-type: none"> Minor scope change
3.1	Insolvency Officer x6	Team Leader (Insolvency)	<ul style="list-style-type: none"> Minor scope change
3.2	Regional Manager, Christchurch	National Manager Insolvency and Trustee Service	<ul style="list-style-type: none"> Position title change to Manager Insolvency Operations Support

Proposal	Position title	Reporting line	Description of change
			<ul style="list-style-type: none"> Minor change in scope
3.2	Team Leader National Resources	Regional Manager Christchurch	<ul style="list-style-type: none"> Position title change to Team Leader Applications
3.2	Trust Accountant	Regional Manager Christchurch	<ul style="list-style-type: none"> Minor scope change
3.2	Senior Technical Officer	Team Leader National Resources	<ul style="list-style-type: none"> Reporting line change to Team Leader Administration
3.2	Senior Technical Officer	Team Leader National Resources	<ul style="list-style-type: none"> Minor scope change
3.2	Senior Trust Accountant Administrators x2	Trust Accountant	<ul style="list-style-type: none"> Reporting line change to Manager Insolvency Operations Support
3.2	Principal Finance and Reporting Officer	Trust Accountant	<ul style="list-style-type: none"> Reporting line change to Team Leader Quality and Business Improvement, BOS
1.5 & 3.2	Senior Investigating Solicitor x3	Regional Manager Christchurch	<ul style="list-style-type: none"> Reporting line change to Manager Operational Legal Services in Business Registries
3.2	Senior Insolvency Examiner x6	Team Leader National Resources	<ul style="list-style-type: none"> Reporting line change to Team Leader Administration Minor scope change
3.2	Insolvency Examiner	Team Leader National Resources	<ul style="list-style-type: none"> Minor scope change
3,2	Insolvency Examiner	Team Leader National Resources	<ul style="list-style-type: none"> Minor scope change

Proposal	Position title	Reporting line	Description of change
3.3	Team Leader Quality and Service Improvement	National Manager Insolvency and Trustee Service	<ul style="list-style-type: none"> Reporting line change to Manager, Business and Operations Support Minor scope change
3.3	Quality Advisors (x2)	Team Leader Quality and Service Improvement	<ul style="list-style-type: none"> Minor scope change
4.1 & 6.1	Senior Advisor Quality Management Systems	Manager Business Systems and Operations	<ul style="list-style-type: none"> Reporting line change to Team Leader Quality & Service Improvement, BOS
4.3	Project Coordinator	Manager Standards Development	<ul style="list-style-type: none"> Minor scope change to both roles
4.3	Project Coordinator Standards Development	Manager Standards Development	<ul style="list-style-type: none"> Position title change to Project Coordinator
4.3	Advisor International Standards Development	Manager Standards Development	<ul style="list-style-type: none"> Position title change to Advisor Joint Standards Development
4.3	Principal Standards Project Manager x2	Manager Standards Development	<ul style="list-style-type: none"> Position title change to Senior Project Manager
4.3	Standards Project Manager	Manager Standards Development	<ul style="list-style-type: none"> Position title change to Project Manager
5.1	Manager Investigations (North)	National Manager Occupational Regulation	<ul style="list-style-type: none"> Minor scope change
5.1	Manager Investigations (South)	National Manager Occupational Regulation	<ul style="list-style-type: none"> Minor scope change
5.1	Team Leader Registration and Licensing	Manager Registration and Licensing	<ul style="list-style-type: none"> Reporting line change to Manager Occupational Regulation Operations
5.2	Senior Advisor	Manager Operations Support	<ul style="list-style-type: none"> Reporting line change to Manager Occupational Regulation Operations

Proposal	Position title	Reporting line	Description of change
5.2	Senior Business Systems Advisor	Manager Operations Support	<ul style="list-style-type: none"> Reporting line change to Manager Occupational Regulation Operations
5.2	Principal Advisor (x2)	National Manager Occupational Regulation	<ul style="list-style-type: none"> Position Title Change to Lead Advisor
5.2	Senior Business Advisor	Manager Operations Support	<ul style="list-style-type: none"> Reporting line change to Manager Occupational Regulation Operations
5.2	Systems Support Analyst	Manager Operations Support	<ul style="list-style-type: none"> Reporting line change to Manager Occupational Regulation Operations
5.2	Senior Technical Specialist (x2)	Manager Registration and Licensing	<ul style="list-style-type: none"> Reporting line change to Manager Occupational Regulation Operations
5.2	Senior Technical Advisor (x3)	Manager Registration and Licensing	<ul style="list-style-type: none"> Reporting line change to Manager Occupational Regulation Operations
6.1	Manager, Business and Operations Support	General Manager, Market Integrity	<ul style="list-style-type: none"> Minor scope change to include the administration function, quality and service improvement team and four additional direct reports
6.2	Senior Business Improvement Advisor	National Manager Trading Standards	<ul style="list-style-type: none"> Reporting line change to Team Leader Quality and Service Improvement, Business and Operations Support

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.

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 will be specified as part of the proposal and decision pack along with the supporting rationale. First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

Selection and Expression of Interest (EOI) process

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you would have the following available options:

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

- To be disestablished.

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

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

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

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

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

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

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

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

Selection and recruitment timeline

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

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

Redeployment

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

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

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

Review process

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

Secondments and acting arrangements

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

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

Process for casual and fixed term employees

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

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

Appendix 2: Support through change

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

Wellbeing support options

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

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

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 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.