



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Business & Consumer

Proposal for Change

14 October 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 Hikina Whakatutuki

Introduction from Ross van der Schyff

Tēnā koutou,

The Business and Consumer Branch was formed in 2020 following the formation of Te Whakatairanga Service Delivery (TWSD), bringing together the products and services delivered by MBIE that support businesses and consumers to thrive. The branch has grown over time as we inherited and built responsive services for businesses and consumers. We have entrenched our channels, expanded our reach and become true innovators, bridging the gap between Government as a regulator, and Government as a champion for business growth and consumer prosperity.

While the branch grew and leveraged its joint Business & Consumer proposition, so too has TWSD. It has now further consolidated its position as a service delivery function for MBIE and its customers. TWSD now delivers operational services to 11 of MBIE's 16 regulatory systems and manages the large majority of customer channels across these systems. As the TWSD Annual Plan 2024-25 states; *changes in the economic and political landscape means we must adapt and evolve*. With the constrained fiscal position and reducing baselines, service delivery needs to evolve to ensure we drive real impact for our customers and reduce our cost to serve.

The Government has made clear its priorities and where it will look to invest to stimulate the economy and drive New Zealand's productivity. Investing in areas of strength and fostering talent to grow New Zealand's prosperity is at the heart of the government's ambition. For the Small Business and Manufacturing Portfolio, the focus is now on supporting growth potential, business enablers and industry led initiatives. This means a shift from more generalised support to small businesses, to focusing the role of Government and its interventions at the macro system level, with targeted intervention for businesses with the intention to grow. This means our service offerings and our role within the business ecosystem must evolve to one which works alongside industry and addresses system level drivers of productivity.

The branch is at the cusp of significant opportunity. Digital enablers such as NZBN and Business Connect, are well positioned to play a pivotal role in the Government's

ambition to digitise Government services. Likewise, with the global shift towards valuing innovation over more traditional economic levers, often due to the volatility of the global environment, means IPONZ holds enormous untapped potential to drive the innovation system to deliver greater productivity and value for Aotearoa. We are only just beginning conversations around leveraging IP as an asset, and how more strategic use of IP could support Aotearoa's competitive edge, but it's a conversation we need to have more of, to encourage businesses to innovate and value their ideas.

There has been much to celebrate over the years, and we can hand on heart say our work has impacted the lives of thousands of businesses and consumers. We have always been responsive and dynamic, largely due to the fact our products and services are for the most part discretionary (or at least not required by law) and as such they have always been somewhat susceptible to our changing environment. However, to ensure we deliver real impact in this new environment, we must evolve.

While we have pursued many avenues to reduce costs, find efficiencies and enhance our effectiveness it is not feasible as a branch to remain unchanged given the amount of change around us. As such, I am proposing change which I believe strikes the right balance of positioning us to deliver the Government priorities while also delivering on the public's expectation of being fiscally responsible.

I know what is being proposed has the potential to impact many of you significantly. We do not do this lightly and your feedback and input into this process is essential to ensure that we get this right for our people and the communities we serve. While Government priorities and funding mean we must change what we do and how we do it, it doesn't mean the work that we have delivered to date has not been valued. I am personally proud of every team in the branch and how hard you have all worked at making Aotearoa a better place for businesses and consumers.

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. I encourage you to show

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

Ngā mihi nui,

A handwritten signature in black ink, appearing to read 'Ross van der Schyff', written in a cursive style.

Ross van der Schyff

General Manager, Business & Consumer

Contents

Introduction by our Chief Executive Carolyn Tremain	2
Introduction from Ross van der Schyff	3
How to read this document	6
Providing feedback and indicative timeframes	7
Case for change	8
Proposal 1 – Business & Consumer Leadership Team	11
Proposal 2 – Small Business Services	15
Proposal 3 – IPONZ	20
Proposal 4 – Digital Business Enablement	25
Proposal 5 – Consumer Services	28
Proposal 6 – Business Advisory & Business Services	32
Summary of proposed changes	36
Appendix 1: Proposed change process	42
Appendix 2: Support through change	45

How to read this document

Scope of this change proposal

This document proposes change to a number of teams across the Business & Consumer organisational structure for your consideration and feedback.

This document also provides you with information on the process for providing feedback on the proposed changes and the proposed high-level plan to implement any changes that are confirmed at the end of this process.

Understanding proposed changes to your position

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

In addition, all people who may be affected by the proposed change have been communicated with separately and have received a letter that outlines specific detail about their position and proposed change process.

Proposed change process

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

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

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

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on 25 September 2024.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or BCChange@mbie.govt.nz.

Providing feedback and indicative timeframes

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

Please consider how proposed changes will support our Te Ara Amiorangi Strategy and the key shifts we seek to make as a branch to deliver on the Government’s priorities and respond to changes in our operating environment.

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

Once the consultation period has closed, all feedback will be carefully considered by Ross van der Schyff, and Suzanne Stew, Deputy Chief Executive, Te Whakatairanga Service Delivery before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the change process including EOI if applicable.

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

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

- Niki Williams (PSA): niki.williams@mbie.govt.nz
- Howden Gray (PSA): howden.gray@mbie.govt.nz

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	14 October 2024
Consultation closes	27 October 2024
Feedback reviewed and considered	29 Oct – 12 Nov 2024
Final decision	From 18 November 2024
Expressions of interest (EOI) and selection process starts	From 18 November 2024
Proposed ‘go-live’ of new structure	3 February 2025

Case for change

The context in which the Business & Consumer branch operates has changed significantly over the last 12 months. I have considered the dynamic nature of our environment and have proposed changes that ensure that we:

- are organised to deliver Government of the day priorities,
- leverage centres of expertise,
- are fiscally responsible and sustainable; and
- are positioned to achieve our ambition.

I have expanded on each of these below.

Government priorities

The Business & Consumer Branch is currently organised to deliver products and services aligned to the previous Government's ambition and goals. For the first time, manufacturing is now specifically part of the Small Business portfolio (now Small Business & Manufacturing) and as a result, the focus for the portfolio has shifted. This includes the requirement to reprioritise funding within existing baselines for new initiatives. For the Small Business and Manufacturing portfolio the priorities relevant to the branch include fostering talent (through supporting growth and export focused businesses), simpler access to information (upgrading the Business.govt website), and boosting innovation and technology through greater uptake of the New Zealand Business Number (NZBN) and Business Connect.

The Government's objective to streamline regulation and reduce compliance burden now sits with the Ministry of Regulation. As part of this change, the Small Business portfolio will move away from delivering research and insights on the business experience of dealing with Government and will instead look to reduce the survey burden placed on businesses by Government. This means funding associated with the 'Better for Business' programme (B4B) will be reprioritised to other activities within the portfolio.

We are also seeking to reduce the costs associated with the administration of the Regional Business Partner Network (RBPN) in order to maximise the proportion of funds being directly spent on the capability support available to businesses.

For the Commerce and Consumer portfolio, the change is less pronounced, nevertheless there has been a shift. In looking to our global partners as exemplars for how to steward the intellectual property system, there is now an impetus to pursue a more strategic use of the Intellectual Property system to drive greater levels of innovation in the New Zealand economy in order to compete globally.

Fiscal responsibility and sustainability

There are continued financial pressures facing all of Government and the Business & Consumer branch is no different. This means that areas of work within the branch that do not align with the Government's new priorities will be reduced and refocused, and in some cases stopped altogether.

The Government expects us to invest in areas that deliver on its priorities and maintain the products and services that deliver the most impact towards its wider objectives. While we have used attrition and looked to deliver efficiencies to retain our capability wherever possible, we can no longer afford to retain the same sized workforce in the face of reducing and changing work priorities.

The changes we are proposing include leveraging the organisation's broader expertise, while also utilising our existing resource where appropriate to manage dynamic and changing resource requirements. It will also require us to work differently and 'flex', sometimes across different products and services but it will allow us to maintain much of our service offering at a reduced cost.

Centre of Expertise

Significant baseline reductions across the Small Business MCA also mean we must be 'smart' when it comes to how we reach our customers. We need to look at this from an

enterprise view and not what simply makes sense for us – after all, our customers are MBIE customers.

TWSD was designed to bring together the services that MBIE delivered for customers in a way that leveraged commonalities of function and delivery channels. In May 2023 the Chief Executive announced a change decision that brought together teams from across MBIE to create a centre of expertise for information and education in the Engagement & Experience (E&E) branch. The intent was that this would strengthen the effectiveness and reach of MBIE's information & education, channel and engagement activities while also driving consistency in our customer experiences. E&E is MBIE's 'front door,' managing most of MBIE's customer engagement channels and supports most of MBIE's 17 regulatory systems – many of which are engaging with businesses. They are well positioned to engage and support all MBIE's customers both through I&E and the MBIE Customer Service which allows for a simple, better, cost effective service.

It was signalled in 2023 that once E&E's operating model was in place, further opportunities for integration may be identified. Given the changes in the government direction, now is the time to consider that change. As we look to position ourselves to deliver the Government's priorities in a tighter financial environment, we must leverage our shared capabilities and continue to build centres of expertise to optimise delivery and achieve efficiencies through economies of scale. The opportunity is particularly evident for the Business.govt.nz website. The website is the Government's main digital channel for delivering information, resources and guidance to businesses and would benefit from the ability to work alongside other business-facing regulatory customer channels. As such, I am proposing that the digital platform management of the Business.govt.nz website moves into the E&E branch. We are proposing that the team would initially report to the General Manager, Engagement & Experience to ensure immediate delivery is not affected by change. Further change would be likely.

The Business & Consumer branch would continue to lead the strategic stewardship of the Government's business interface by retaining overall responsibility for the evolution of Business.govt.nz and the ICT work programme.

While changes are also proposed for the Consumer Services function, at this stage we are proposing that the team remain within the Business and Consumer branch. While there is clear alignment with E&E in terms of digital engagement, the team's work is varied and includes Product Safety which has broader regulatory responsibilities which do not align with E&E's purpose and function. Separating Product Safety from Consumer Protection at this stage is considered counterproductive as the team benefits from its shared position servicing consumers and does well to leverage the opportunities to collaborate and share resource across the small appropriations. It is believed that splitting the functions at this time would likely impede the team's ability to deliver as much as they do. We propose that there are opportunities for Consumer Protection to continue to align with the E&E branch to achieve broader customer outcomes, and this can be reviewed if and when further opportunities present themselves.

Positioned to achieve our ambition

MBIE's statement of Strategic Intent 2023-2028 states MBIE will use the economic and organisation levers it controls to lift New Zealand's productivity, provide greater value and service, stimulate innovation and integrate new technology and tools.

The branch intends on delivering on this ambition by focusing our value proposition on the productivity enablers we control – IPONZ, NZBN and Business Connect – and positioning the branch to deliver impact across the business and consumer ecosystems we work within. This will mean a more system level approach – whether that be across stakeholders in the innovation system, or by acting as a navigator to support better outcomes for consumers.

We will also support the Government's objective of a more unified customer service experience through greater use of digital tools to drive productivity. We will lead the development of a coherent and unified business interface/customer experience for Government. It is proposed that we will do this by leveraging our digital solutions expanding the reach and usage of Business Connect and NZBN, and driving the strategic direction of Business.govt.nz.

It is proposed that we would elevate the leadership team of IPONZ to become part of the branch's leadership team and better integrate the work of IPONZ with the other enabling business products and services we deliver. This would support our objective of deriving greater value from IP through more intentional connection between our IP products and our business enabling solutions.

Additionally, we propose some consolidation of work streams within the Business Advisory and Business Services team which we believe would enhance our ability to work across the branch and drive our strategic ambition. We are intentionally positioning ourselves to work smarter by utilising our capabilities more flexibly which would allow us to be more agile and responsive to change.

The Government will continue to evolve its priorities and ambition, and we must continue to look for opportunities to position ourselves to deliver these efficiently and effectively. As such, while we will anchor ourselves around our purpose and strategic vision as we continue to look for opportunities to drive better outcomes.

Proposal 1 – Business & Consumer Leadership Team

Why change is proposed

The context in which the Business & Consumer branch operates has changed significantly over the last 12 months. Changing government priorities, combined with reducing baselines means we must change what we do and how we deliver it. We need to find efficiencies by seeking opportunities to integrate better and in some cases broadening the scope of what we do to enhance our effectiveness.

The branch leadership team needs to evolve and change in order to lead the branch to deliver these new priorities.

As such, we have proposed a number of changes to the existing leadership team, as well as to the leadership team of IPONZ to build on the changes implemented earlier this year. With the change in scope of products and services currently delivered by Small Business Services, it is proposed that the Head of Small Business Services would be disestablished. The Director Digital Business Enablement is proposed to have a minor scope change to include the strategic stewardship of the Business.govt.nz/Go Business website to ensure alignment with the Government's broader ambition to unify the government's business customer service experience through improved and more unified digital government services.

A new Manager Consumer Services position is proposed to replace the existing National Manager position in recognition of the change in scope and size of the function. It is proposed that the existing National Manager would be directly reassigned into this position in recognition of the skills, knowledge and experience required.

In addition, it is proposed that the National Manager IPONZ is disestablished which would elevate three Tier 5 Managers to report directly to the General Manager for greater integration with the leadership team. As set out later in this document, a new Director Systems & Operations IPONZ is proposed to be established reporting to the General Manager. Due to the similarities to the responsibilities, experience and skills

required of the current Manager Business Systems, it is proposed that this new role would be filled through the direct reassignment of the current incumbent.

Further detail on the rationale for these proposed changes is provided in the following sections of this consultation document for your feedback. It is also proposed the critical leadership role Manager Business Delivery would report to the new Director due to the nature of the responsibilities of the role.

The following changes are proposed

- Disestablish the Head of Small Business Services
- Minor change in scope for the Director Digital Business Enablement
- Minor change in scope for the Director Business & Consumer
- Disestablish the National Manager Consumer Services
- Establish a new Manager Consumer Services reporting to the General Manager and propose to directly reassign the National Manager Consumer Services in recognition of the the skills, knowledge and experience required.
- Disestablish the National Manager IPONZ
- Establish a new Director Systems & Operations IPONZ reporting to the General Manager and directly reassign the Manager Business Systems in recognition of the the skills, knowledge and experience required.
- Change in reporting line change for the Manager Patents (Engineering) & Designs, Manager Patents (Science) & PVR and Manager Trade Marks & GIs to the General Manager, Business & Consumer.

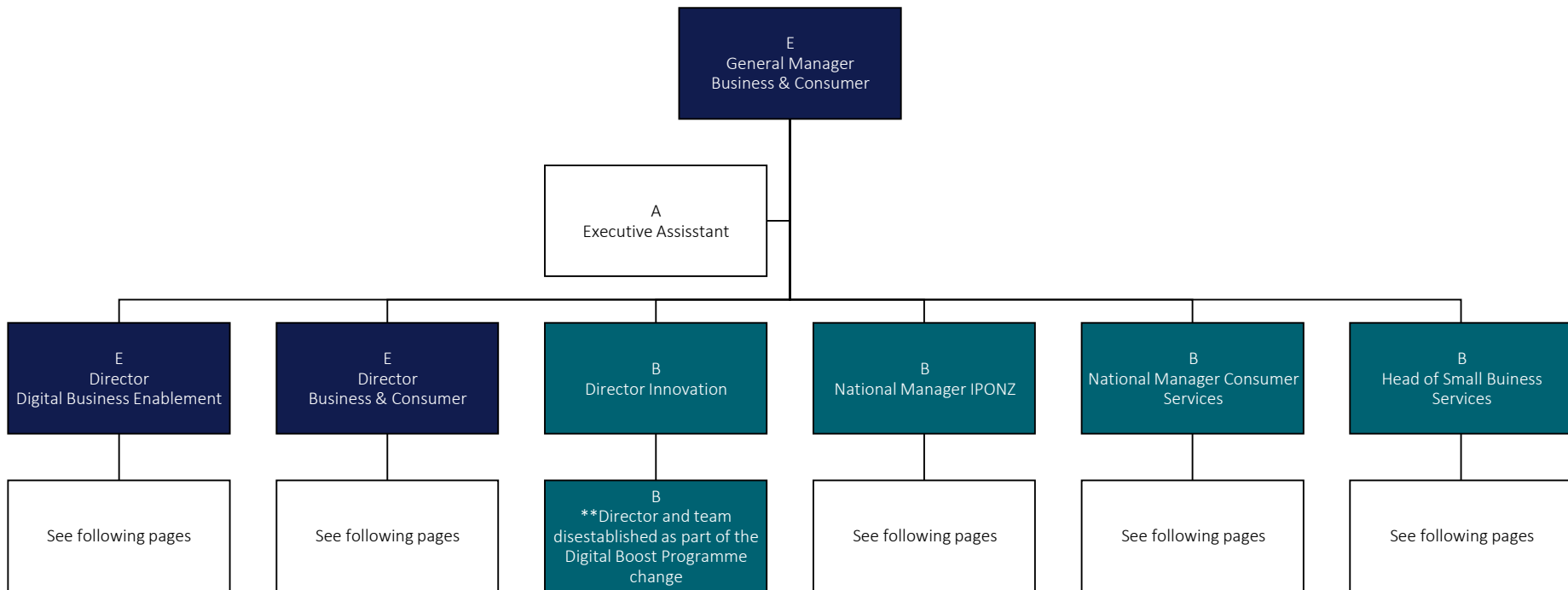
We ask you to consider whether changes under Proposal 1 will achieve our desired outcomes.

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 at the [end of this document](#).

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

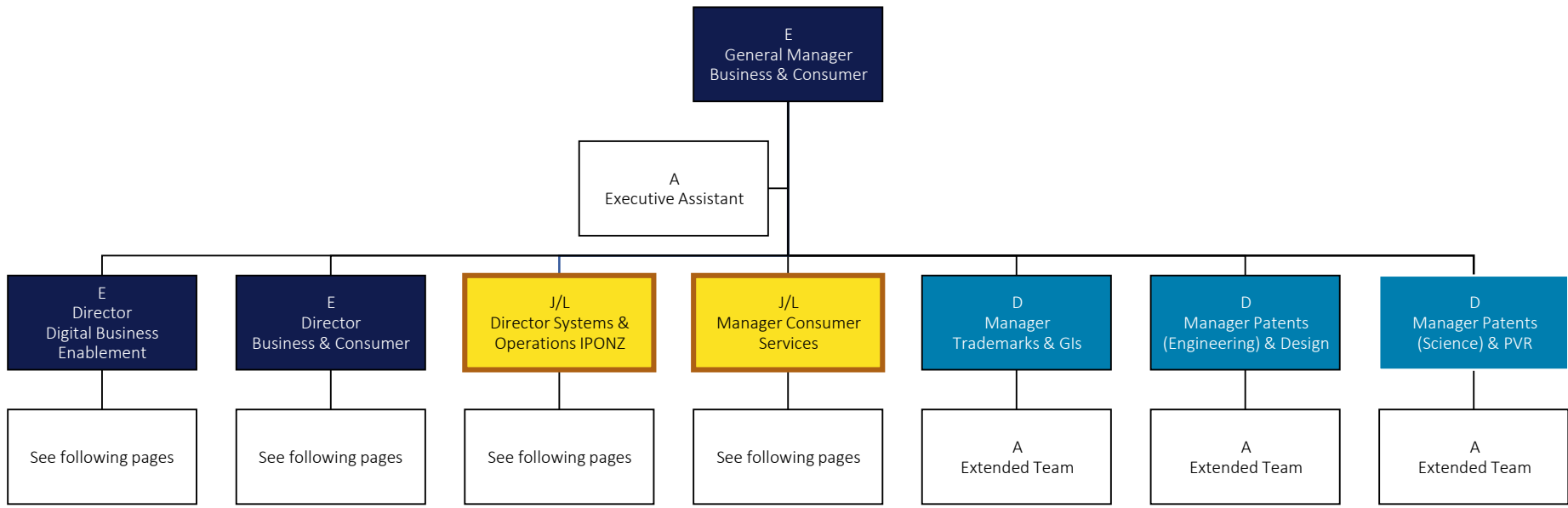
Current organisational chart – Business & Consumer Leadership Team

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



Proposed organisational chart – Business & Consumer Leadership Team

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



Proposal 2 – Small Business Services

Why change is proposed

The work of the Small Business Services team is broad and multifaceted. The team has always been dynamic and able to respond to the changing business environment, continuing to deliver products, services, and insights that have supported thousands of businesses throughout New Zealand. While products like our Business.govt.nz website and newsletter have stood the test of time, other products have needed to evolve. The team has been able to respond to support businesses through Covid, post cyclone recovery, and even supported businesses to understand how to take action to reduce their climate impact.

We are proposing change because we need to continue to evolve, and the environment has significantly shifted. We are currently organised to deliver products and services aligned to the previous Government's ambition. The Government has now made clear its priorities for the Small Business portfolio. For the first time, Manufacturing is now specifically part of the portfolio (now Small Business & Manufacturing), and the Government has indicated it wishes to reprioritise portfolio funding to deliver specific manufacturing activities.

This means we need to reduce resourcing in some areas, while we invest in others. Because the products and services delivered by the Small Business Services (SBS) team are largely discretionary, we have the scope to find new ways to support businesses that better align with and support the delivery of the Government's priorities.

This is the case for the 'Better for Business' programme (B4B) where a reprioritisation of funding towards other portfolio activities is proposed to better deliver on Government priorities.

Similarly, work is underway with the Regional Business Partner Network (RBPN) to support greater alignment to the Government's ambition of growing talent; refocusing the capability support to businesses that intend to grow. This will see the role of MBIE

in delivering the programme change, with the intention of reducing the administration costs of the programme.

There are also continued financial pressures on the Small Business MCA which will mean we need to reduce what we do and change how we do it. We need to make the most of economies of scale and consolidate where we can, to ensure efficient and effective delivery. As a result, we are proposing to concentrate our efforts around the role of the Business.govt.nz website as the main information and education channel for business and to reduce the size of our workforce accordingly to reflect the targeted scope. We generally expect that there will be less 'other' activities connected to the portfolio as there is no funding for new initiatives, new tools or resources, or new services for business. As research and insights functions are proposed to cease as part of the closure of the B4B programme there would also likely be reduced external engagement activity, though some engagement will always be important. For clarity, it is proposed that the B4B/Partnerships team would be disestablished as those areas proposed to receive SBS work have sufficient capacity to manage any external relationships moving forward.

As the work within Small Business Services is proposed to largely stop, reduce or transfer out of the branch there would be no need for the current leadership team. This means that the Small Business Services Leadership Team would be disestablished. It is also proposed that those roles designed to support the governance and direction of SBS including administration and reporting, including the PA/Team Administrator and Principal Advisors, would be disestablished. To ensure the right level of advisory support is available for the wider branch, it is proposed that the Business Advisor would have a change in reporting line to the Business Services Manager and minor change in scope to broaden its focus to supporting the entire branch.

As demand has significantly decreased for the Fog Cannons Subsidy Scheme (FCSS) and associated work has reduced, we are also proposing these fixed term roles be

disestablished and that any remaining activities are managed by the central flex resource provided by the Director Business & Consumer.

Business.govt.nz/ 'Go Business'

The Business.govt.nz website and associated ICT Work Programme remains a priority for the Government but given reducing baselines, even this work and associated resources needs to be reviewed to ensure sustainability. The Smart Landing pages known as 'Go Business and Go Manufacturing' will be delivered next month and will be the focus, along with progressing the overall platform upgrades necessary to continue to run a fit for purpose website and tools. However, it's likely that aspects of the website will be consolidated and refined to deliver cost savings.

To support the realisation of efficiencies and leverage the shared capability of this centre of expertise, we are proposing that the digital platform management moves into E&E. However, to minimise disruption to the delivery of the Government priorities associated with Business.govt.nz, it is proposed that this would be achieved through the 'lift and shift' of aspects of our existing SBS team and the creation of a new team working alongside the Information & Education function. We are proposing roles that predominantly deliver content and support for the website are shifted into E&E but with a reduced workforce. This reduction would be determined via a contestable reconfirmation process, due to the need to refine the work of the Business.govt.nz website and associated tools and realise those efficiencies. It is proposed that the new team would be led by a new Manager Go Business position that would report directly to the General Manager E&E. It is likely however, that in time further opportunities to consolidate or embed the work within E&E could be identified and explored. In recognition of the proposed responsibilities, experience and skills required by the new manager position, it is proposed that this would be filled via a contestable reassignment process for the existing Director Products and Director Market Strategy.

While we propose moving the work associated with managing the website content and platform maintenance to the E&E branch, the Business & Consumer branch is proposed to continue to set the strategic direction of the business customer and thus the ICT work programme. This is proposed to be led by the Digital Business Enablement team

to ensure as we progress efforts to unify the business experience across Government, we have a single ownership point for business facing digital solutions. It would also allow us to more purposely drive the connection across Business Connect, Form Builder, NZBN and Business.govt.nz. (See [Proposal 4](#) for further information)

Regional Business Partner Network (RBPN)

Given the review of the RBPN with the intent of re-orientating the scheme towards growth and export focused businesses, and reduce the administrative role MBIE plays, we are proposing to shift the management of the scheme and advisory work to the Director Business & Consumer to work alongside Policy to redesign the scheme and then manage it going forward with reduced resource.

As a result, it is also proposed that the SBS Contracts team would no longer be required, given the flexible resource from within the Director Business & Consumer unit could manage the changing nature of the programme effectively. However, to support the associated administration of the RBPN, it is proposed that the Advisor Contracts would have a change in reporting line to the Manager Business Services.

The following changes are proposed

- Disestablish the Small Business Services leadership team, including the Head of Small Business, Director Products, Director Contracts, Director Partnerships and Director Market Strategy.
- Disestablish the PA/Team Administrator
- Disestablish the SBS 2x Principal Advisors
- Change in reporting line for the Business Advisor to the Business Services Manager and minor change in scope to focus on support the entire branch.
- Disestablish the Better for Business/Partnerships team, including the Principal Analyst Insights, 2x Senior Analyst Insights and Analyst Insights.
- Disestablish 1x Advisor Contracts currently filled by a temporary secondment.

- Disestablish the Senior Advisor Contracts
- Change in reporting line for the permanently filled Advisor Contracts to the Manager Business Services to support RBP programme moving forward.
- Disestablish the temporary Manager Fog Canon Subsidy Scheme and Advisor
- Establish a new Manager Go Business reporting to the General Manager, E&E. It is proposed that this role would be filled via a contestable reassignment process for the existing Director Products and Director Market Strategy.
- Reduce the number of Advisor Products and Senior Advisor Products from three to two via a contestable reconfirmation process and change the reporting line to the proposed new Manager Go Business within the E&E Branch.
- Change in reporting line for the Principal Advisor Product to the proposed new Manager Go Business within the E&E Branch.
- Reduce the number of Principal Advisor Market Strategy positions from two to one via a contestable reconfirmation process and change the reporting line to the proposed new Manager Go Business within the E&E Branch.
- Change in reporting line for the Principal Advisor Content & Communication to the proposed new Manager Go Business within the E&E Branch
- Establish a new Senior Business Advisor reporting to the Manager Business & Operations Support within the E&E Branch to support the reporting and accountability processes associated with Business.govt, as well as contract management for the Deaf Relay service also proposed to shift into E&E (see [Proposal 5](#) for further information).

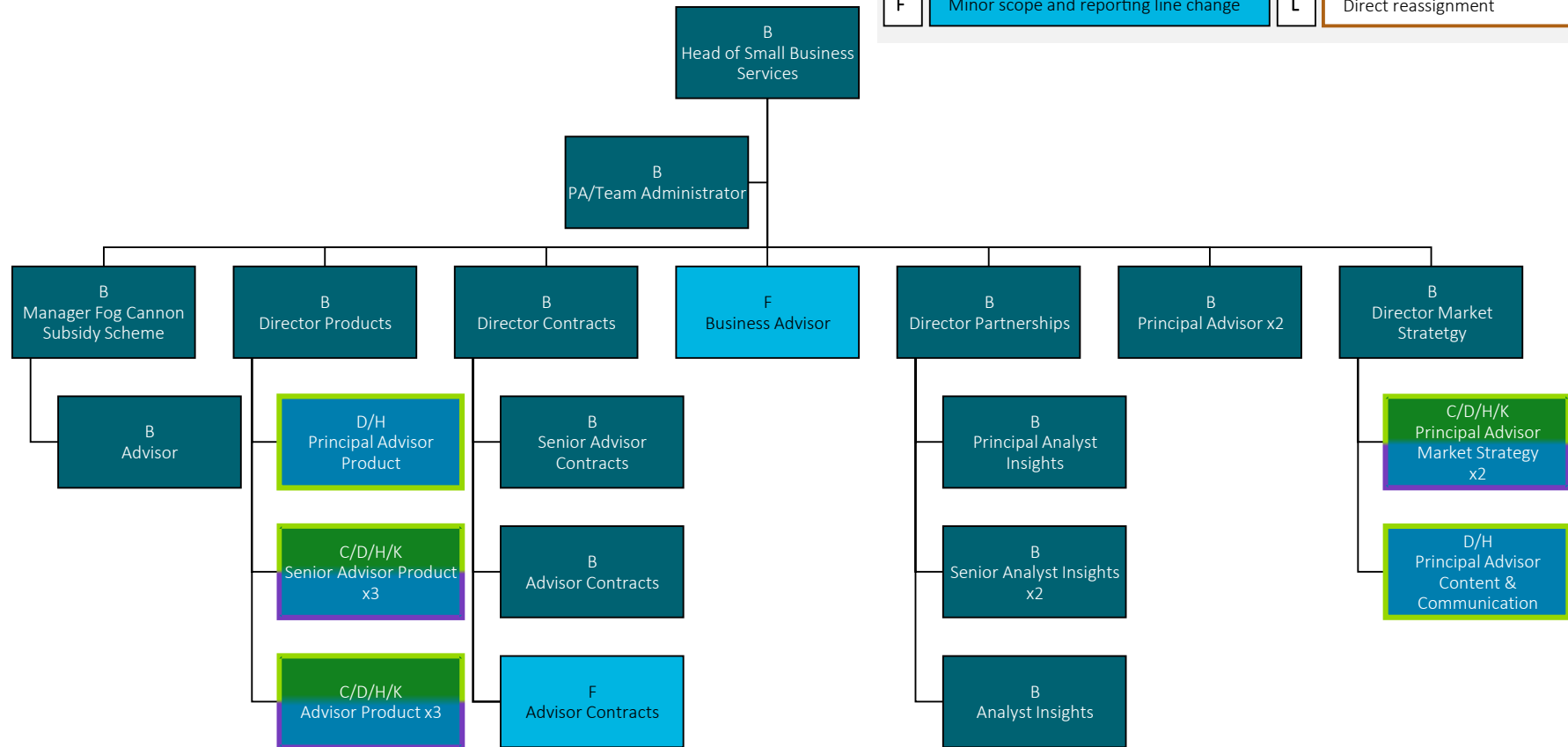
We ask you to consider whether changes under Proposal 2 will achieve our desired outcomes.

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 at the [end of this document](#).

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

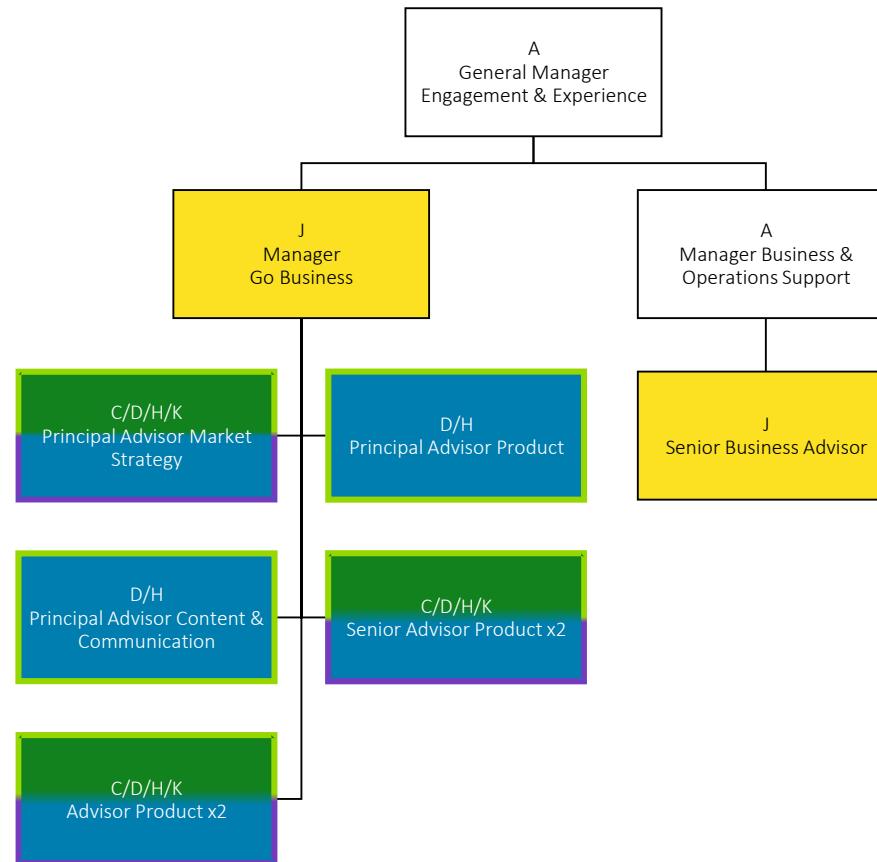
Current organisational chart – Small Business Services

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



Proposed organisational chart – Engagement & Experience Go Business Team

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



Proposal 3 – IPONZ

Why change is proposed

MBIE’s statement of Strategic Intent 2023-2028 states that it will use the economic and organisation levers it controls to lift New Zealand’s productivity, provide greater value and service, stimulate innovation and integrate new technology and tools. This aligns with the Government’s priority to promote innovation, science and technology.

The branch intends on delivering on this ambition by focusing our value proposition on the productivity enablers we control which includes the services provided by IPONZ. IPONZ helps New Zealand and international businesses to protect their Intellectual Property (IP) rights in New Zealand and in doing so empower them to create value. As global economies look for ways to compete in a digitised and fast paced technological landscape, IP is an ever-increasing lever for economic growth and productivity. While we will continue to deliver IP protection to IPONZ customers, we want the strategic value of IP, particularly intangible IP, to be central in how we lead IPONZ into the future and fulfil our role in supporting business to leverage this asset.

By re-focusing the branch’s strategic direction and lifting the leadership team of IPONZ to work alongside our business enabling functions we are looking to maximise the potential of the Intellectual Property system and its contribution to the economy.

To ‘lift’ the leadership of IPONZ and support managers to have greater integration with our business enabling areas of the branch and jointly lead the branch’s strategic direction, the National Manager IPONZ role is proposed to be disestablished and the management team of IPONZ (apart from the Business Delivery Manager) to have a change in reporting line to the General Manager, Business & Consumer. As a result, it is also proposed that the PA/Team Administrator would shift into the centralised business services team within the Director Business & Consumer to support administrative capacity needs across the branch.

With the proposal to lift the IPONZ management team, comes a need to ensure there is a strong role across IPONZ that can direct both IPONZ systems and general

operations. It is proposed that a new Director Systems & Operations IPONZ position would be established as a key leadership role for IPONZ. It would be responsible for the existing IPONZ Business Systems, a critical function for IPONZ’s 100% online service delivery and Project Owner of the Ptolemy upgrade Aurora Project. The role would also support the broader IPONZ leadership team to drive the strategic direction of IPONZ and is proposed to have dotted line responsibilities for the IPONZ Managers, so it can lead the day-to-day operations of IPONZ including financial delegations.

Due to similarities in the responsibilities, experience and skills required of the current Manager Business Systems, it is proposed that the new Director role would be filled through the direct reassignment of the current Manager Business Systems incumbent.

The Manager Business Delivery is a critical leadership role for IPONZ with responsibility for driving its strategic direction and ensuring the effective operation of the Hearings Office. It is proposed that this position would report to the new Director due to the nature of the responsibilities of the role. While it is proposed that IPONZ Managers report directly to the GM to elevate these IPONZ products to work alongside the business-enabling products in the branch, the role of Manager Business Delivery includes responsibility for centralised IPONZ functions that do not need to work closely with the broader branch. It is however proposed that this role is still a member of the branch’s strategic leadership team given its strategic responsibilities, including international stakeholder engagement.

The following changes are proposed

- Disestablish the National Manager IPONZ
- Disestablish the Manager Business Systems
- Establish a new Director Systems & Operations IPONZ reporting to the National Manager and directly reassign the Manager Business Systems in recognition of the the skills, knowledge and experience required.

- Change of reporting line for the Manager Patents (Science & PVR), Manager Patents (Engineering & Design), and Manager Trade Marks & GIs to the General Manager.
- Change of reporting line for the Manager Business Delivery to the new proposed Director Systems & Operations IPONZ.
- Change of reporting line for the current Business Systems team to the new proposed Director Systems & Operations IPONZ. This includes, the Principal Business Systems Advisor (fixed term role), Senior Business Analyst, Business Systems Specialist, Business Systems Support, IP Data Specialist and Senior Advisor Customer Solutions.
- Change of reporting line for the current PA/Team Administrator to Manager Business Services within the Director Business & Consumer

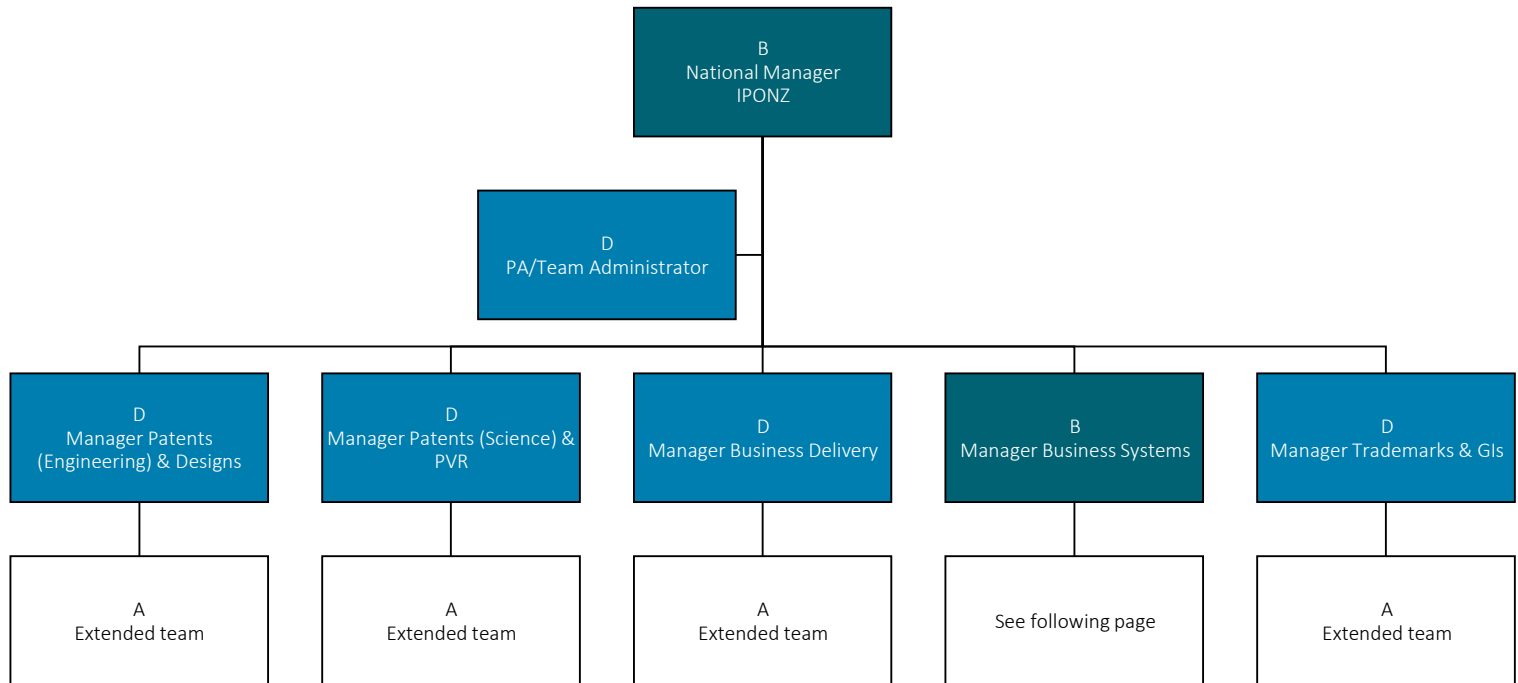
We ask you to consider whether changes under Proposal 3 will achieve our desired outcomes.

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 at the [end of this document](#).

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

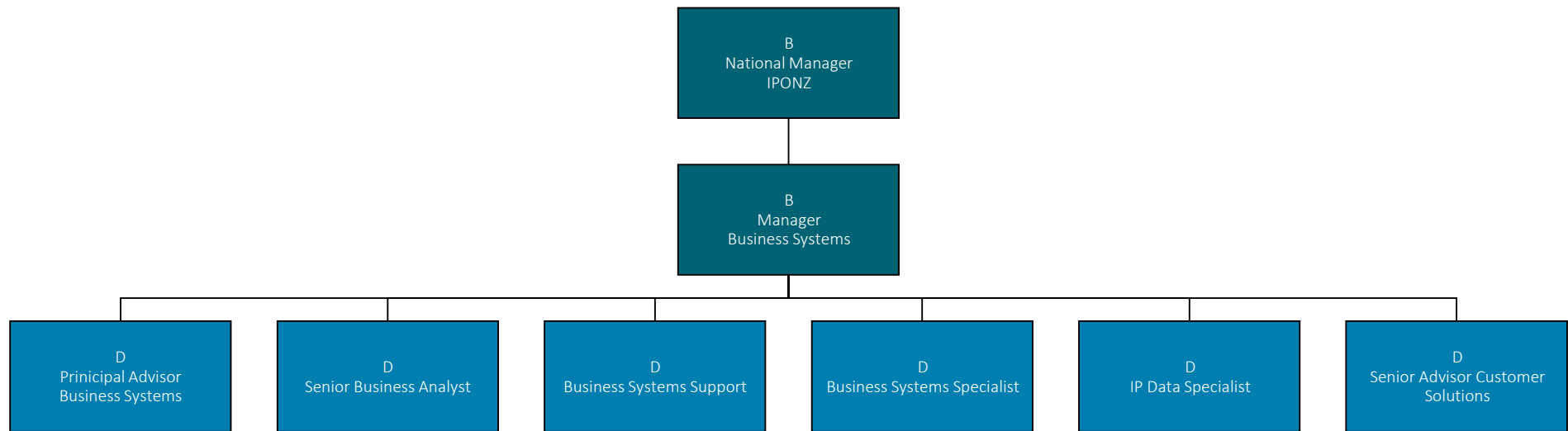
Current organisational chart – Business & Consumer IPONZ

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



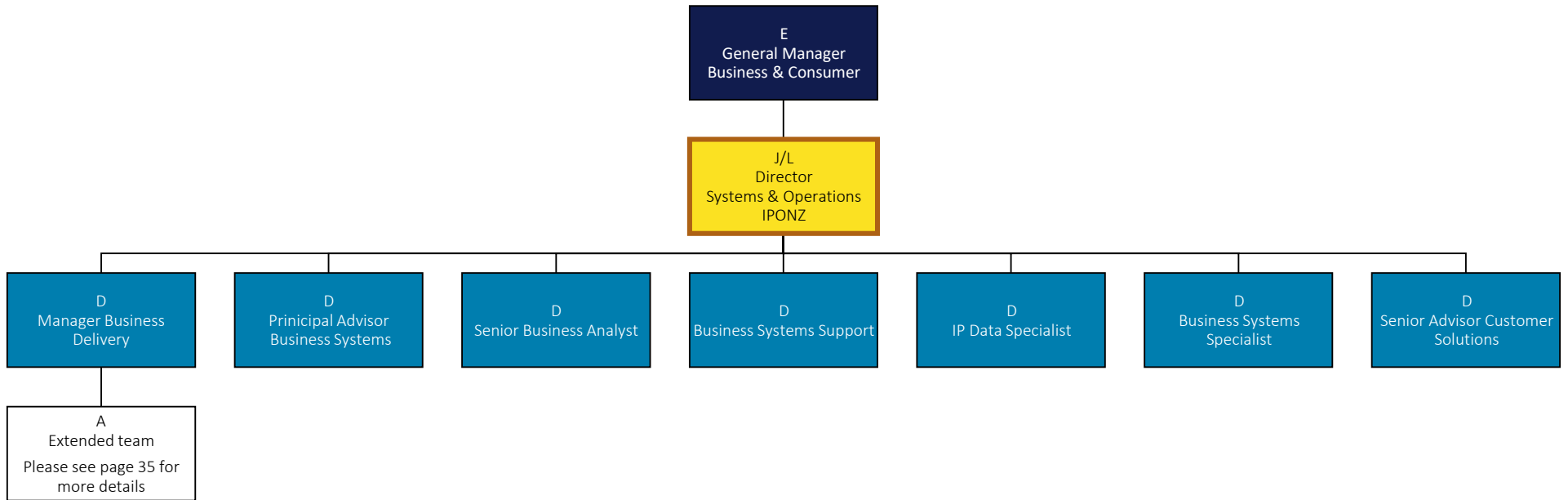
Current organisational chart – Business & Consumer Business Systems, IPONZ

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



Proposed organisational chart – Business & Consumer Systems & Operations, IPONZ

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



Proposal 4 – Digital Business Enablement

Why change is proposed

New Zealanders deserve an improved and unified government customer service experience, and digital technology is fundamental to delivering this. One of the Government's top priorities is to deliver an improved and more unified customer service experience for digital government services.

There is a global trend towards government services providing a coherent experience and brand across multiple channels and entry points. But New Zealand's digitisation of key services is disjointed and does not deliver a consistent customer service experience.

Digitising government services provides significant opportunities to deliver more efficient, effective and responsive public services; reduce bureaucracy; and reduce costs for businesses and consumers alike.

To support the Government's objective of a more unified customer service experience we propose that while the work of maintaining and developing the content for the Business.govt.nz website shifts to E&E, the strategic stewardship for the website would remain within the branch and be led from the Digital Business Enablement team. This would support us to develop a coherent and unified business interface/customer experience for Government.

The Director Digital Business Enablement is a strategic leadership position within MBIE. The role is responsible for leading the delivery of the cross-agency initiatives and instrumental in realising the strategic objectives of programmes and products aimed at enabling small businesses to efficiently connect with government agencies through digital solutions. It is proposed that the role would have a minor change in scope to include leadership of the strategic direction of the Business.govt.nz website in order to drive a more unified business interface for Government services.

It is proposed that a new Principal Advisor role would be established to support the Director Digital Business Enablement to lead the development, implementation, and operationalisation of a strategic cross-agency programme that drives business value from easy and seamless dealings with government (per Business Enablement outcomes). This includes supporting the development of a strategic plan for growth of all Digital Business Enablement products, as well as supporting the Business.govt.nz website ICT work programme and long-term platform evolution.

The following changes are proposed

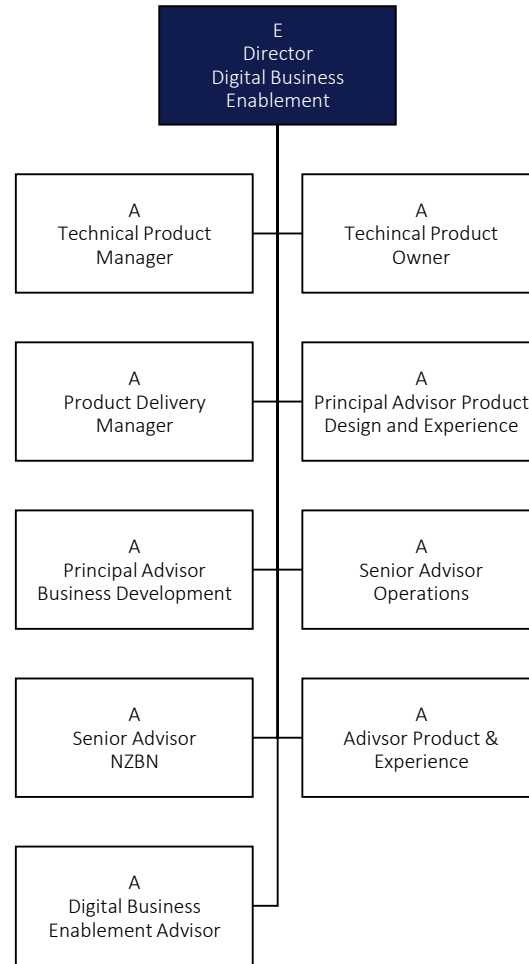
- Minor change in scope for the Director Digital Business Enablement
- Establish a new Principal Advisor reporting directly to the Director Digital Business Enablement.

We ask you to consider whether changes under Proposal 4 will achieve our desired outcomes.

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 at the [end of this document](#).

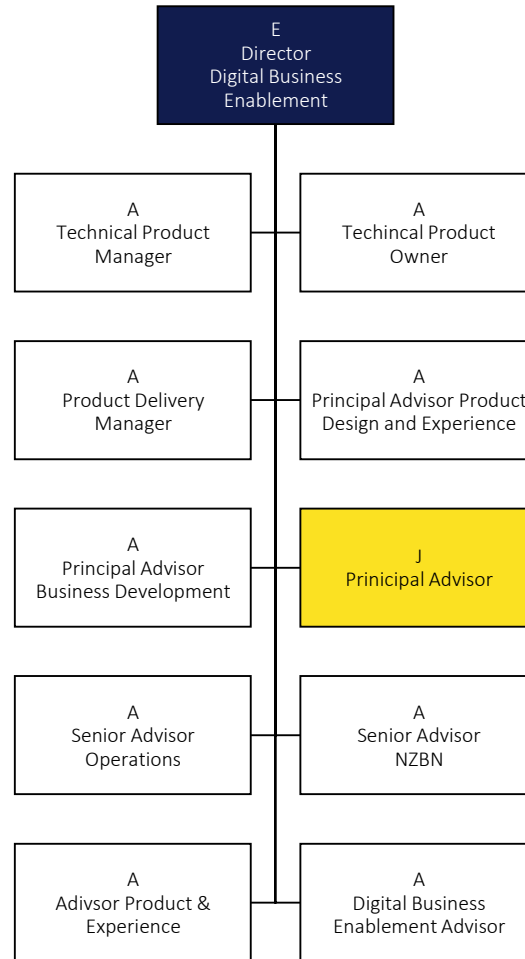
We welcome your thoughts on where Proposal 4 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – Business & Consumer Digital Business Enablement



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

Proposed organisational chart – Digital Business Enablement



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

Proposal 5 – Consumer Services

Why change is proposed

Consumer Services is made up of Consumer Protection, Product Safety and funding the NZ Deaf Relay Services. It supports consumers to get a fair deal, reduce consumer risk, and access services for those who are deaf, deaf-blind and speech impaired. The Government’s decision to close the Consumer Advocacy Council (CAC) as part of Budget 2024 saw the team reduce its size and scope.

The Consumer Services team has always delivered well beyond the limited resourcing allocated to the team and it has been a challenge for the team to deliver real impact within small baselines. Over time the team has managed this challenge well – delivering value by leveraging their significant stakeholder network and targeting their efforts towards areas of greatest need, often by working very closely across their intertwined appropriations and alongside their E&E colleagues.

We are proposing to reposition the Consumer Services leadership role to reflect the reduced size and scope of the team, and are proposing to shift the contract management for the Deaf Relay service to E&E alongside other call centre management which should deliver efficiencies. As a result, it is proposed that a new Manager Consumer Services position is established to replace the existing National Manager position and in recognition of the proposed skills and experience required, it is proposed that the National manager would be directly reassigned.

While we recognise there is a potential opportunity for aspects of the Consumer Services team to shift into E&E, at this stage we are not proposing any further changes to the team. The work of the team is varied, and while much of the Consumer Protection work programme is delivered through education and information levers, Product Safety has broader regulatory responsibilities which do not align with E&E’s purpose and function. At this stage, splitting the team was considered counterproductive as the team continues to benefit from its shared position servicing

consumers, and does well to leverage the opportunities to collaborate and share resource across the small appropriations.

We believe maintaining the integrated team structure would provide efficiencies and allow the team to continue to leverage their commonalities to deliver impact. This may be reviewed if and when further opportunities present themselves.

The following changes are proposed

- Disestablish the National Manager Consumer Services
- Establish a new Manager Consumer Services reporting to the General Manager and propose to directly reassign the National Manager Consumer Services in recognition of the the skills, knowledge and experience required.
- Change of reporting line for the current Consumer Services team to the new proposed Manager Consumer Services. This includes the Senior Product Safety Advisor, Senior Advisor, Senior Advisor Consumer Protection, Analyst and Advisor.
- Establish a new Senior Business Advisor reporting to the Manager Business & Operations Support within the E&E Branch to support the reporting and accountability processes associated with Business.govt, as well as contract management for the Deaf Relay service also proposed to shift into E&E (Change Proposal 2 for further information).

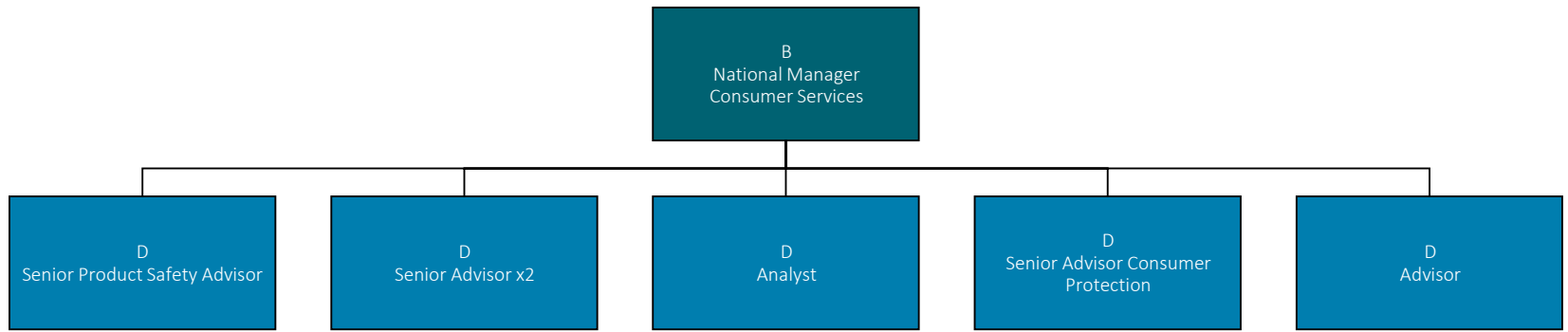
We ask you to consider whether changes under Proposal 5 will achieve our desired outcomes.

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 at the [end of this document](#).

We welcome your thoughts on where Proposal 5 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

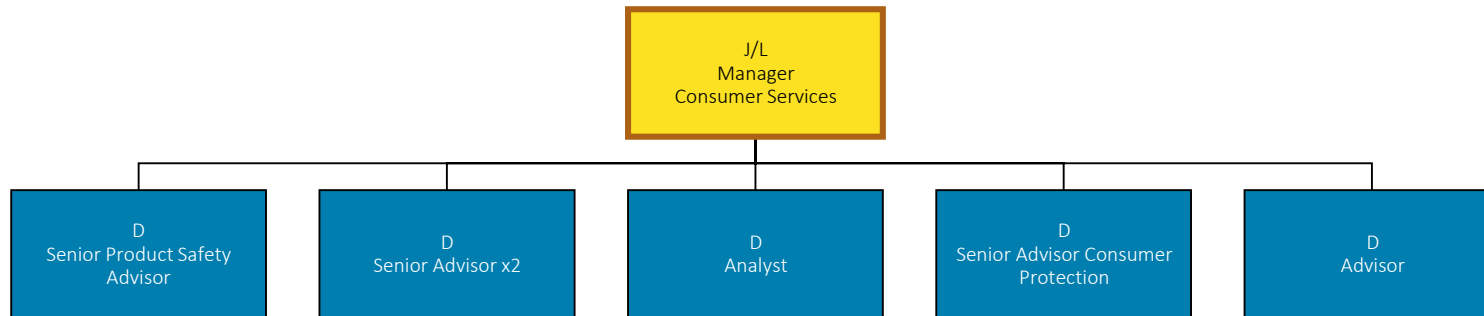
Current organisational chart – Business & Consumer Consumer Services

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



Proposed organisational chart – Business & Consumer Consumer Services

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



Proposal 6 – Business Advisory & Business Services

Why change is proposed

The Business Advisory and Business Services function of the branch performs critical performance reporting, accountability functions, and administrative support to the business units within the branch. The team also includes the Principal Advisor and Business Specialists which work across the branch to drive the strategic work of the branch, support the leadership team, and inject capability and skills into priority work areas when there is an identified need.

Since the last operating model change to this area in 2023 we have seen great leaps in operating efficiencies, significant process improvements, and an effective flex resource solution in the Business Specialist team (known as the ‘flying squad’) which has been extremely proficient at ensuring the continuation of work in times of resource flux across the branch.

While the team is performing well, the nature of the other proposed changes means that the resource required to support the branch also needs to be reviewed to ensure it aligns with the current branch needs.

To better reflect our core services, we are proposing the team would be renamed Business Performance & Advisory. We feel this captures the strategic advice and cross-branch role that the team plays, as well as its focus on performance management and performance storytelling.

In recognition of the flexible and strategic capability within this function, it is proposed that the Business Performance & Advisory function would absorb responsibility for the reduced activities related to Fog Cannons and the management of the Regional Business Partner Network (RBPN). The RBPN is currently under review, led by Policy, with the intention of reducing the administration role MBIE plays in delivering the programme. Given the need to find efficiencies within the Small Business MCA and the reduction of resource required to deliver these programmes over time, this is a pragmatic and fiscally responsible approach. To support this change, we are also

proposing that the permanently filled Advisor Contracts (from Small Business Services) is moved into the team to continue to support the operations of RBPN but that the remaining Advisor Contract (filled via a temporary secondment) and Senior Advisor Contracts from Small Business Services would be disestablished.

To ensure the right level of support is available for the branch, it is proposed that the existing Team Coordinator (fixed term) and Business Coordinator positions would be disestablished and that the Business Advisor, Small Business Services would have a change in reporting line to the Business Services Manager and minor change in scope to broaden its focus to supporting the entire branch.

The PA/Team Administrator within IPONZ is proposed to also change reporting line to the Manager Business Services to provide administrative capacity centrally to ensure the change in leadership structure and work across the branch is well supported. Once change has embedded there will be further opportunity to assess our advisory and administrative needs going forward.

Business Specialists and Principal Advisors

The Principal Advisors and Business Specialists provide a valuable role in the branch, providing agility, surge capacity and specialised capability across the branch. Given the need to resize the workforce in line with current priorities and fiscal realities, it is proposed that the existing Business Specialists and Principal Advisor positions be disestablished. To ensure the branch still maintains these skills and capabilities, it is instead proposed that three new Principal Business Specialists roles are established. Given the proposed responsibilities, experience and skills required by the new positions, it is proposed that these would be filled via a contestable reassignment process from the existing Business Specialists, Principal Advisor/Principal Advisor Innovation (reporting to the Director, Business & Consumer) and Principal Advisors (reporting to Head of Small Business Services).

The following changes are proposed

- Minor change in scope for the Director Business & Consumer
- Change of name for the team to Business Performance & Advisory
- Disestablish the 6x Business Specialists
- Disestablish the Principal Advisor
- Establish 3x new Principal Business Specialists reporting to the Director Business & Consumer. It is proposed that these roles would be filled via a contestable reassignment process for the existing Business Specialists, Principal Advisor (reporting to the Director, Business & Consumer), Principal Advisor Innovation, and Principal Advisors (reporting to Head of Small Business Services).
- Disestablish Team Coordinator
- Disestablish the Business Coordinator
- Change in reporting line for the Business Advisor from Small Business Services to the Business Services Manager and minor change in scope to focus on support the entire branch.
- Change in reporting line for the permanently filled Advisor Contracts to the Manager Business Services to support RBP programme moving forward.
- Change in reporting line for the permanently filled PA/Team Administrator IPONZ to the Manager Business Services to support branch wide administrative work.

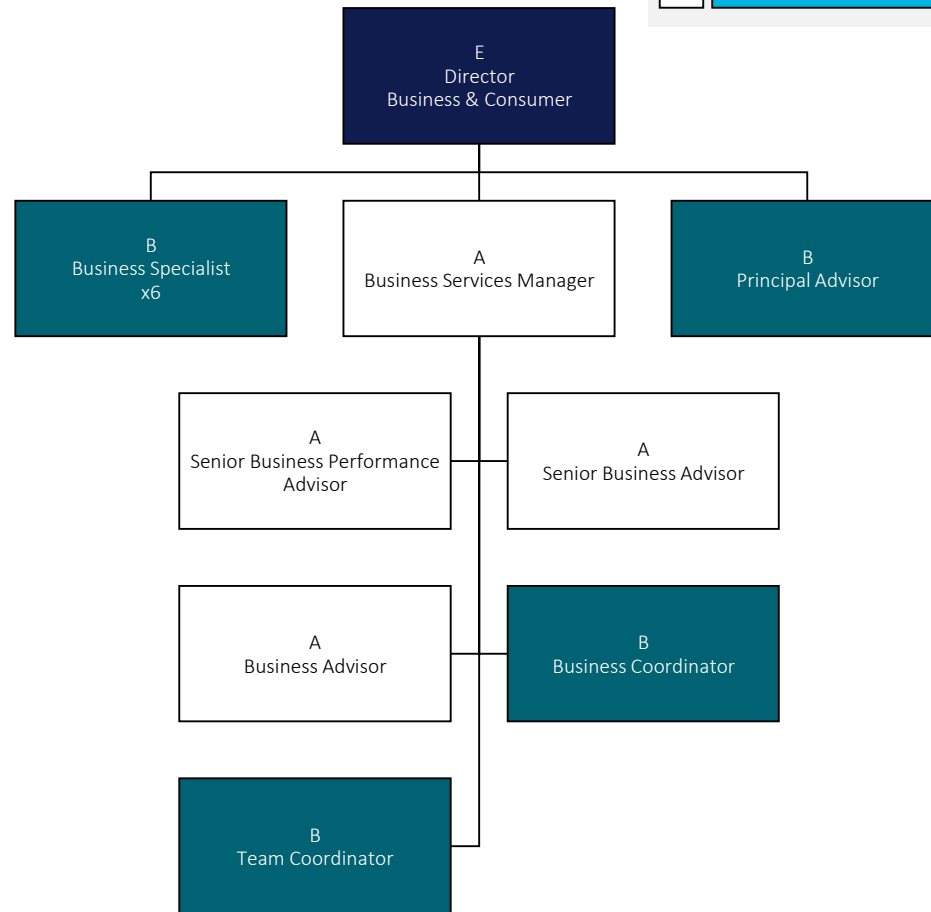
We ask you to consider whether changes under Proposal 6 will achieve our desired outcomes.

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 at the [end of this document](#).

We welcome your thoughts on where Proposal 6 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

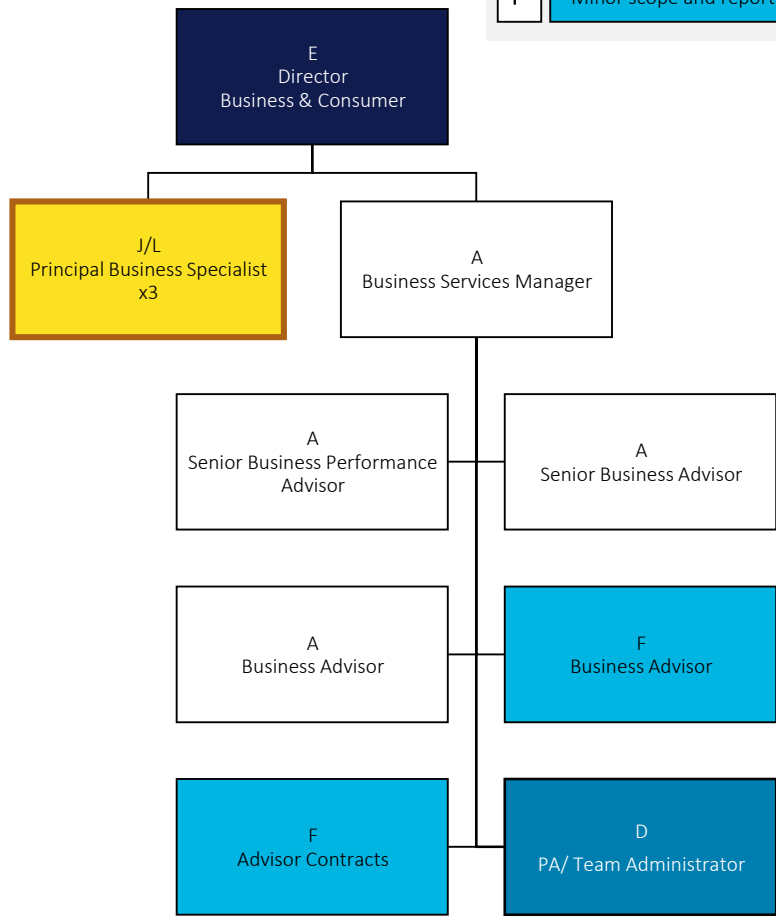
Current organisational chart – Business & Consumer

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



Proposed organisational chart – Business & Consumer Business Performance & Advisory

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



Summary of proposed changes

Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	31 (including vacancies)
Number of positions proposed to be part of a contestable reconfirmation or reassignment process	9
Number of proposed new positions	8
Number of positions proposed to have minor changes (such as minor scope, reporting line, unit change)	23
Overall proposed reduction in FTE	16

Proposed new positions

Proposal	Position title	Reporting line	Branch	Indicative band
1 & 3	Director Systems & Operations- IPONZ <i>Proposed to be filled via direct reassignment</i>	General Manager Business & Consumer	Business & Consumer	20F
1 & 5	Manager, Consumer Services <i>Proposed to be filled via direct reassignment</i>	General Manager Business & Consumer	Business & Consumer	X
2	Manager Go Business <i>Proposed to be filled via a contestable reassignment process</i>	General Manager Engagement & Experience	Engagement & Experience	X
2	Senior Business Advisor	Manager Business & Operations Support	Engagement & Experience	R

Proposal	Position title	Reporting line	Branch	Indicative band
4	Principal Advisor	Director Digital Business Enablement	Business & Consumer	V
6	Principal Business Specialist x 3 <i>Proposed to be filled via a contestable reassignment process</i>	Director Business & Consumer	Business & Consumer	V

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1 & 2	Head of Small Business Services	General Manager Business & Consumer	Business & Consumer
1 & 3	National Manager IPONZ	General Manager Business & Consumer	Business & Consumer
1 & 5	National Manager Consumer Services	General Manager Business & Consumer	Business & Consumer
2	Director Market Strategy	Head of Small Business Services	Business & Consumer
2	Director Products	Head of Small Business Services	Business & Consumer
2	Director Partnerships	Head of Small Business Services	Business & Consumer
2	Director Contracts	Head of Small Business Services	Business & Consumer
2	Manager Fog Cannon Subsidy Scheme	Head of Small Business Services	Business & Consumer
2	Principal Advisor x 2	Head of Small Business Services	Business & Consumer
2	PA/Team Administrator	Head of Small Business Services	Business & Consumer

Proposal	Position title	Reporting line	Branch
2	Principal Analysts Insights	Director Partnerships	Business & Consumer
2	Senior Analyst Insights x 2	Director Partnerships	Business & Consumer
2	Analyst Insights	Director Partnerships	Business & Consumer
2	Advisor	Manager Fog Cannon Subsidy Scheme	Business & Consumer
2	Senior Advisor Contracts	Director Contracts	Business & Consumer
2	Advisor Contracts (currently filled via temporary secondment)	Director Contracts	Business & Consumer
2	Principal Advisor Market Strategy <i>Reduction in the number of positions from 2 to 1</i>	Director Market Strategy	Business & Consumer
2	Senior Advisor Product <i>Reduction in the number of positions from 3 to 2</i>	Director Products	Business & Consumer
2	Advisor Product <i>Reduction in the number of positions from 3 to 2</i>	Director Products	Business & Consumer
3	Manager Business Systems	National Manager IPONZ	Business & Consumer
6	Business Specialist x 6	Director Business & Consumer	Business & Consumer
6	Principal Advisor	Director Business & Consumer	Business & Consumer
6	Team Coordinator	Business Services Manager	Business & Consumer
6	Business Coordinator	Business Services Manager	Business & Consumer

Proposed minor change

Proposal	Position title	Branch	Description of change
1	General Manager Business & Consumer	Business & Consumer	<ul style="list-style-type: none"> Minor change in scope
1 & 4	Director Digital Business Enablement	Business & Consumer	<ul style="list-style-type: none"> Minor change in scope
1 & 6	Director Business & Consumer	Business & Consumer	<ul style="list-style-type: none"> Minor change in scope
1 & 3	Manager Patents (Engineering) & Design	Business & Consumer	<ul style="list-style-type: none"> Change of reporting line to General Manager, Business & Consumer
1 & 3	Manager Trademarks & GIs	Business & Consumer	<ul style="list-style-type: none"> Change of reporting line to General Manager, Business & Consumer
1 & 3	Manager Patents (Science) & PVR	Business & Consumer	<ul style="list-style-type: none"> Change of reporting line to General Manager, Business & Consumer
2 & 6	Business Advisor	Business & Consumer	<ul style="list-style-type: none"> Change of reporting line to Business Services Manager Minor change in scope
2	Principal Advisor Content & Communications	Engagement & Experience	<ul style="list-style-type: none"> Change in reporting line to Manager Go Business Change in branch
2	Principal Advisor Product	Engagement & Experience	<ul style="list-style-type: none"> Change in reporting line to Manager Go Business Change in branch
2	Principal Advisor Market Strategy	Engagement & Experience	<ul style="list-style-type: none"> Reduction in the number of positions from 2 to 1 Change in reporting line to Manager Go Business Change in branch
2	Senior Advisor Product x2	Engagement & Experience	<ul style="list-style-type: none"> Reduction in the number of positions from 3 to 2 Change in reporting line to Manager Go Business Change in branch

Proposal	Position title	Branch	Description of change
2	Advisor Product x2	Engagement & Experience	<ul style="list-style-type: none"> • Reduction in the number of positions from 3 to 2 • Change in reporting line to Manager Go Business • Change in branch
2 & 6	Advisor Contracts	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Business Services Manager
3	Manager Business Delivery	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Director Systems & Operations IPONZ
3	Senior Business Analyst	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Director Systems & Operations IPONZ
3	Business Systems Support	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Director Systems & Operations IPONZ
3	Business Systems Specialist	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Director Systems & Operations IPONZ
3	IP Data Specialist	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Director Systems & Operations IPONZ
3	Senior Advisor Customer Solutions	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Director Systems & Operations IPONZ
3	Principal Business Systems Advisor	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Director Systems & Operations IPONZ
3	PA/Team Administrator	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Manager Business Services
5	Senior Product Safety Advisor	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services
5	Senior Advisor x2	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services
5	Analyst	Business & Consumer	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services

Proposal	Position title	Branch	Description of change
5	Senior Advisor Consumer Protection	Business & Consumer	<ul style="list-style-type: none"> Change in reporting line to Manager Consumer Services
5	Advisor	Business & Consumer	<ul style="list-style-type: none"> Change in reporting line to Manager Consumer Services

Appendix 1: Proposed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the proposed standard change processes which would apply to any changes confirmed as a result of the 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. Consider the people you feel most comfortable to reach out to for support as you navigate change, including your whānau – family, friends, kaimahi – colleagues, community and networks.

Wellbeing support and resources

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

- [Employee assistance programme](#)

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

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

Learning support options

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

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

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

Career development support

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

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