



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

Business & Consumer 2024

Final Change Decisions

20 November 2024

Introduction from Ross van der Schyff

Tēnā koutou,

Firstly, I'd like to acknowledge the tough time the branch has been through over the past few weeks and recognise our people for continuing to deliver your best everyday despite the obvious challenges. It's clear from the submissions that we received that you all care deeply about what you do and why you do it.

The submissions, feedback, questions, and discussions that were prompted by this proposal were well considered, robust and often insightful. It may be cliché to say but your feedback was very much a 'gift' given we knew going into this change process that we would not get everything right. As a result of your feedback, we have made a number of changes to the proposal and have documented some of the ideas to consider as we move through implementing change. I know we are much more likely to succeed as a result of your contributions and ongoing help so thank you.

Based on your submissions, I believe the majority of you understand the drivers for change and the fiscal realities we face. It can be hard at times to reconcile this type of change when in essence our 'why' hasn't changed – we still exist to support businesses and consumers to thrive. We still want to provide services that are customer centric, effective, and impactful. The 'how' is what is changing.

In the face of significant financial pressures and changing Government priorities we've needed to make some tough calls and find efficiencies to be sustainable. It will mean we have to work differently; we'll have to be agile, resilient and for some of you it may mean forging new relationships and ways of working across the wider organisation.

The future is likely to continue to throw up 'curve balls' and as indicated along the way we anticipate further changes across the organisation that will require us to evolve further. I appreciate that for many of us, the dynamic nature of our context will be challenging, but I think if we continue to hold true to our 'why' and in the knowledge that we know we can make a difference in the lives of businesses and consumers, then we can lean into the 'how' and hopefully see ongoing change for the opportunities that

it presents. I believe there are awesome and exciting things ahead for the branch and the organisation.

While final decisions have been made, we are really just beginning the change process so please continue to look after yourselves and your colleagues. The next period will continue to be challenging for many so we will move through this with empathy and thoughtfulness. People will experience change differently and its more than likely many of you will be going through other 'stuff' outside of work. I encourage you to show kindness to your colleagues during this time and kindness to yourselves. 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



Ross van der Schyff

General Manager Business & Consumer



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Confirming our case for change and acknowledging your feedback

As outlined in the change proposal, the context in which the branch operates has changed significantly over the last 12 months. There have been changes to the portfolios we service, and in many cases funding for our work programmes has reduced.

The Whakatairanga's (TWSD) operating model has matured, and technology and innovation present new opportunities for our customers that we wouldn't have imagined two years ago. In response, we have been considering how to organise the branch to ensure we are fiscally responsible and sustainable, while also being structured to deliver on our ambition. Throughout we have kept the following outcomes in mind:

- We are organised to deliver Government priorities.
- We can continue to operate in the face of reducing baselines and fiscal constraint.
- We leverage existing organisation skills and capabilities, including centres of expertise.
- We are organised to deliver on our ambitions with the future in mind.

Organised to deliver Government priorities

The branch has always been dynamic and able to flex to respond to Government priorities. The Government has made clear its areas of focus as they relate to the Small Business & Manufacturing and Commerce & Consumer Portfolios, which has resulted in changes to our existing work programmes and priorities. The branch has needed to make a shift to ensure we align with the objectives of Government and are able to resource any new initiatives.

Being fiscally responsible and sustainable

One of the biggest challenges to the branch in recent times has been the financial pressures brought about by reducing baselines and shifting Government priorities, this is particularly true for those services funded by the Small Business Enabling Services Multicategory (MCA) appropriation where changing Government priorities have resulted in reducing budgets and in some instances decisions to stop programmes of

work altogether. We have had to make tough choices to ensure priorities can be resourced and expected deliverables can be achieved.

Leveraging centres of expertise

By this we mean making the most of the skills and capabilities that already exist within TWSD, while also playing our part to support the organisation's goal of removing duplication and focusing and growing areas of strength. TWSD was designed to bring together the services that MBIE delivered for customers in a way that leveraged commonalities of function and delivery channels. These will deliver economies of scale and over time should support us to deliver a more cohesive and consistent experience for our customer.

Delivering on our ambition

The Government has the objective of building a stronger, more productive economy that lifts real incomes and increases opportunities for New Zealand. We want to contribute to this objective as it aligns well with MBIE's strategic intent and TWSD's purpose to create fair markets that thrive. We want to do this by focusing our value proposition on the productivity enablers we control – IPONZ, NZBN, and Business Connect. We believe by organising ourselves in this way we will be able to better support the digitisation of government and the productivity of both businesses and consumers.

What was proposed

In developing the change proposal, we made sure to balance fiscal constraint with ensuring we have the capability to get stuff done. We also considered the services we provide to customers and where we can really demonstrate meaningful impact. A lot of it was also about positioning us as much as possible for the future with wider group change on the horizon.

Overall, the change proposal sought to ensure we were set up with the future in mind while being responsive to the dynamic nature of change all around us. While we have endeavoured to minimise the requirement for any future change, as we appreciate

change upon change is unsettling, we have to acknowledge that further organisational change within our group is likely.

We proposed the following changes

- Disestablish the Small Business Services (SBS) business unit.
- Transfer maintenance and delivery of the Business.govt.nz/ 'Go Business/ Go Manufacturing website and landing zones to the Engagement & Experience branch.
- Retain the strategic stewardship of Business.govt.nz and associated ICT work programme in the branch, led out of the Digital Business Enablement function.
- Re-evaluate the Consumer Services leadership and transfer the contract management of Deaf Relay Service to the Engagement & Experience branch.
- Realign the IPONZ leadership team structure and disestablish the National Manager role.
- Review the Business Advisory & Business Services team resourcing and consolidate work programmes across the branch.

While we continue to believe in the vision for the branch proposed, your feedback provided insights that helped us identify areas of the proposal that could be improved and strengthened, and as a result we have made a number of changes to the proposal. The remainder of this document sets out your feedback and the final decisions we have taken in response. We do believe the decisions set out in this document will set Business & Consumer up for success and allow us to embrace new beginnings.

Key feedback themes

33 pieces of written feedback were received both from individuals and groups. Feedback was also received through discussions held during the consultation and at in-person sessions held with the General Manager and Director of the branch. All feedback was recorded and carefully considered.

This section provides an overarching summary of the feedback received while the following sections confirm the decisions taken as a result.

Generally, feedback supported the future ambition and direction proposed for the branch, including acknowledging the need to make change as a response to financial constraints. Feedback supported the lifting of IPONZ, however differed on the structure and reporting lines. There were also a number of questions about what the structure meant for IPONZ Managers and the scope of their roles. Feedback also raised concerns with the scope and responsibilities of the proposed Director Systems & Operations role suggesting the role was too big for one person.

Given the branch is shortly going to launch the GoBusiness and GoManufacturing landing zones there was genuine concern for the resourcing of the team to undertake this work, particularly with the scope of the ICT work programme and workload required to maintain Business.govt.nz. It's important to clarify that decisions have already been made to reduce the initiatives within the ICT work programme and that the confirmed focus for the foreseeable future is the upgrade of the Business.govt.nz platform and upgrade to its products. However, we acknowledge that the work that sits behind the success of the Business.govt.nz website is significant.

There were also various suggestions on the Business.govt.nz team structure and placement. Some suggested the proposed team be distributed within the Information & Education operating model, while others suggested building up team resourcing to effectively continue to be self-sufficient within E&E, with relationship and data and insight capability working alongside the team.

A large number of submissions focused on the need for data analysis capabilities, to support the likes of GoBusiness, Regional Partner Network (RBPN), and more broadly ensure we are able to understand our customer and improve our service performance.

We were really pleased with the level of engagement and the quality of the submissions received. This resulted in sharing some feedback with the TWSD Senior Management Team given its merit not only to our branch, but at an organisation-level. Many of you put significant effort into your feedback and your ideas really gave us food for thought. It's clear there is a wealth of experience, talent, and skills across the teams within the branch which we will be mindful of as we progress with this change process.

While not all feedback has resulted in changes to the proposal, we have made changes in many areas. Specific feedback received and consequent decisions are outlined within each proposal section. This will allow you to understand how your feedback was

considered and how this has affected the final decisions. It should be read in conjunction with the final structure charts at the end of each section.

Summary of feedback received

General feedback themes		Response
Drivers for change	<ul style="list-style-type: none"> • There was general support for the need to change and evolve the branch due to fiscal realities, changing priorities and a need to work differently. • There was agreement that shifting the strategic focus of IPONZ was needed to advance IP objectives. • Some people expressed a feeling that the proposal did not go far enough, and that further change would be likely. 	<ul style="list-style-type: none"> • We agree with the pragmatism shown in the feedback and the reality that some of what has been proposed may be subject to future changes. Wherever possible we want to minimise further change to our people, however, in some cases we have had to make choices to move towards the future state (i.e. shift the work of business.govt.nz but not fully embed it into the I&E operating model). We needed to take into account the amount of change taking place in other parts of TWSD and be pragmatic about how to manage work priorities and limit disruption. • We believe this option best supports the wider group to move towards centres of expertise while also supporting our people to transition towards a more integrated way of managing digital channels.
Resource to support Business.govt	<ul style="list-style-type: none"> • Concerns around the resourcing levels given the amount of content creation and updating happening with the roll out of GoBusiness/Go Manufacturing. • Concerns that the amount of work associated with the ICT work programme is downplayed 	<ul style="list-style-type: none"> • We agree with your feedback in relation to the importance of maintaining and updating the products and content of Business.govt.nz and have reflected this in the decisions below by retaining all of the existing Senior Product Advisors. • We agree that stakeholder relationships are important and have provided further clarity as to where these relationships will be managed, including updating the Manager Digital Engagement (Small Business & Manufacturing) position description. • We disagree that the ICT work Programme is not manageable with proposed resource given decisions previously taken to reduce and consolidate the programme. • More feedback is provided under Proposal 2.
IPONZ Leadership structure	<ul style="list-style-type: none"> • There was significant support for lifting the IPONZ Managers to report directly to the General Manager and become more integrated into the broader branch but there were concerns around the reporting lines. • There was some concern that the responsibilities proposed for the Director Systems & Operations were significant and created 	<ul style="list-style-type: none"> • We agree and accept that the role of Director Systems & Operations IPONZ created confusion. As such, we will not be creating this role and instead have made the decision to retain the Manager Business Systems role and have all IPONZ Managers directly report to the General Manager. • We acknowledge that the Manager Business Delivery role is a strategic role and have changed its reporting line to the General Manager.

General feedback themes		Response
	<p>confusion with the disestablishment of the National Manager role.</p> <ul style="list-style-type: none"> Several submissions advocated for the Manager Business Delivery to also report to the General Manager. 	<ul style="list-style-type: none"> More feedback is provided under Proposal 3.
Data & Insight Capability	<ul style="list-style-type: none"> Concerns around the proposal's alignment with TWSD strategic priorities, particularly as they relate to being customer centric and data driven. Concerns that the changes would result in a risk that we can't leverage data for decision making or operational improvements. Concerns that without embedded data expertise within individual units there is a risk of creating silos, missing opportunities for insight generation, and undermining innovation. A case was made for creating a standalone Data and AI team to support the broader organisation objectives. 	<ul style="list-style-type: none"> We agree that data and insights are fundamental to putting the customer at the centre of what we do and ensuring we can make good, evidence-based decisions. The organisation is currently rolling out the Te Mātahi Data Strategy and as part of that strategy we as an organisation need to think about our ways of working and resourcing of data capabilities. We have this front of mind but want to align to the broader organisations intention to centralise some of this capability. Following your feedback we have sought to understand the progress towards the future data state and agree that interim data capability is required and as such have made changes to the proposal. More feedback is provided under Proposal 2.
Stakeholder relationships	<ul style="list-style-type: none"> Concerns around the loss of stakeholder relationships and the risks of not working alongside industry, sectors and other partners. 	<ul style="list-style-type: none"> We agree that stakeholder relationships are important but believe that these relationships can be maintained and fostered by a combination of existing branch resource and in partnership with the engagement functions within Engagement & Experience. We have provided further clarity as to where these relationships will be managed. More feedback is provided under Proposal 2 and Proposal 6.
Branch capacity	<ul style="list-style-type: none"> Feedback centred around the success of the Business Specialist role as a flexible resource and its ability to adapt and provide 'bench strength' through times of change. There was concern that the resource demands required to support the re-positioning of the Regional Business Partner Network (RBPN) could not be met by the proposed resourcing. Concerns around administrative capacity across the branch. 	<ul style="list-style-type: none"> While we agree that the Business Specialist role has been an asset for the branch, the other changes to the branch mean we expect there to be less work in this area and are comfortable the branch will continue to be well supported. We acknowledge there is significant work in the transition of the RBPN programme until June. As a result, we have made a number of changes to interim resource support.

General feedback themes		Response
		<ul style="list-style-type: none"> • We agree with feedback around interim administrative/advisor capacity and have made changes to the end date of the Branch Coordinator to provide transition support. • More feedback is provided under Proposal 6.

Implementation and embedding change

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

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decisions and viewing the new organisational charts. There is a summary at the end of this document which sets out the confirmed changes to individual positions, and the new positions.

How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position your People Leader or General Manager will discuss the practical timing of these changes with you.

Confirmed change process

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

Let us know

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

These decisions have been shared with the Public Service Association (PSA).

Implementation

The Expression of Interest (EOI) process, including contestable reconfirmation and contestable reassignment, will start immediately from 21 November 2024. Information on EOIs will be published on the Business & Consumer change site, along with new or amended position descriptions (following your feedback).

Information will also be emailed directly to relevant employees to ensure they have detailed information about the EOI process and where to go with any questions. The EOI application process will be open from 21 November until 5pm 27 November 2024.

Once EOI applications have closed, they will be reviewed. Those who have applied for roles available through contestable reconfirmation or contestable reassignment processes will proceed to interview for those roles.

We will progress the selection process for the contestable reconfirmation and reassignment roles first, followed by progressing the broader EOIs. Applications for the two roles available for the broader EOI will be shortlisted against the selection criteria outlined in the position description and on the B&C change site. We anticipate that interviews will take place between 2 and 5 December 2024. We will try to reduce the number of interviews required as much as possible.

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

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

Implementation timeline

Activity	Indicative Timeframes
Final decision released	20 November 2024
Expressions of interest (EOI), contestable reconfirmation and contestable reassignment application period	21 – 27 November 2024
EOI information and drop-in support session	21 November 2024 10 – 11 am
Interviews (if required) for the EOI, reconfirmation and reassignment processes (tentative)	2 – 5 December 2024
Confirmation of outcomes from EOI processes	By 16 December 2024
'Go-live' of new structure	3 February 2025

Proposal 1 – Business & Consumer Leadership Team

Summary of changes proposed

The changes proposed to the leadership team of the branch reflect changes proposed in some of the business units, including our intention to more purposefully align the role and functions of IPONZ with the broader work of the branch.

The following changes were 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 Trademarks & GIs to the General Manager, Business & Consumer.

Your feedback on Proposal 1

The majority of feedback on the branch leadership structure relates to specific business unit proposals and has therefore been included as part of feedback under those proposals.

Generally, feedback was supportive of making changes to the structure of the branch in response to our current context. We received positive feedback on proposed changes to the reporting lines of IPONZ Managers (see [Proposal 3](#)), and supportive feedback on the changes to the National Manager Consumer (see [Proposal 5](#)). Some alternative proposals were provided related to dissolving B&C in current form; moving Consumer Services and Digital Enablement into Engagement & Experience; and moving IPONZ into the Labour and Science and Enterprise Group.

The following table summarises feedback we received about Proposal 1:

Feedback themes		Response
IPONZ leadership	<ul style="list-style-type: none"> There was a lot of support for lifting IPONZ Managers to report directly to the General Manager to become more integrated into the broader branch, but there were also concerns around the reporting lines. Similarly, there was significant support for the Manager Business Delivery to directly report to the General Manager. There was some concern that the responsibilities proposed for the Director Systems & Operations were significant and created confusion with the disestablishment of the National Manager role. The proposed dotted reporting line also created confusion. 	<ul style="list-style-type: none"> We agree with your feedback and have made changes to the reporting line of the Manager Business Delivery. We accept that the role of Director Systems & Operations IPONZ created confusion and as such have made changes to remove the dotted line reporting for IPONZ Managers and have retained the Manager role title. More feedback is provided under Proposal 3.
Consumer Services	<ul style="list-style-type: none"> There was overall support for the proposed changes to Consumer Services National Manager, given the size and scope of the role. Feedback was received suggesting the business unit should move to Engagement & Experience given its alignment with the Information & Education function. 	<ul style="list-style-type: none"> While we agree that the Consumer Services team has significant alignment with the work across I&E teams, we have made the decision not to move the team. This decision was made to reduce disruption for the wider I&E team which recently undergone significant change, and because at this stage we believe the team benefits from sharing of expertise and resource. More feedback is provided under Proposal 5.

Confirmed changes

As a result of feedback, the following changes will continue as proposed:

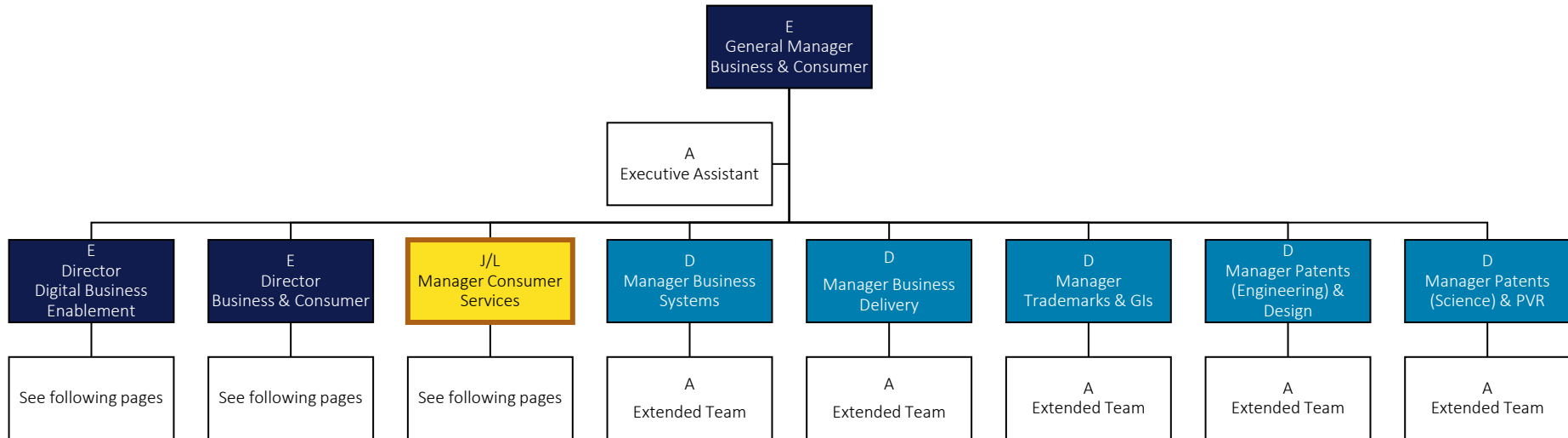
1. Disestablish the Head of Small Business Services.
2. Minor change in scope for the Director Digital Business Enablement.
3. Minor change in scope for the Director Business & Consumer.
4. Disestablish the National Manager Consumer Services.
5. Establish a new Manager Consumer Services reporting to the General Manager and directly reassign the current National Manager Consumer Services in recognition of the skills, knowledge and experience required.
6. Disestablish the National Manager IPONZ.
7. Reporting line change for the Manager Patents (Engineering) & Designs, Manager Patents (Science) & PVR and Manager Trademarks & GIS to the General Manager, Business & Consumer.

The following decisions represent a change from the original proposal:

8. No longer establish the Director Systems & Operations role as proposed. The Manager Business System will be retained as it currently operates with a reporting line change to the General Manager Business & Consumer.
9. The Manager Business Delivery will have a reporting line change to the General Manager Business & Consumer.

Confirmed 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

Summary of changes proposed

The changes proposed to the Small Business Services (SBS) unit reflected the need to evolve service offerings in line with the priorities of the Small Business & Manufacturing Portfolio, while also ensuring we can sustain our priority areas given significant financial pressures. We need to make the most of economies of scale and centres of expertise and consolidate where we can, to ensure efficient and effective delivery. We proposed to disestablishment of the entire business unit and establish a new team responsible for the digital channels of Business.govt.nz, GoBusiness, and GoManufacturing, along with the associated tools and newsletter and related products. The proposal also included moving the responsibility of the Regional Business Partner Network (RBPN) and the Fog Cannon Subsidy Scheme (FCSS) into Business Advisory to utilise flex resource as resourcing of these areas is likely to change and reduce over time (see more under [Proposal 6](#)).

The following changes were 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 supporting 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 through a temporary secondment.
- Disestablish the Senior Advisor Contracts.
- Change in reporting line for the permanently filled Advisor Contracts to the Business Services Manager to support RBP programme moving forward.
- Disestablish the temporary Manager Fog Cannon Subsidy Scheme and Advisor.
- Establish a new Manager Go Business reporting to the General Manager, E&E. It was 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 their 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 more under [Proposal 5](#)).

Your feedback on Proposal 2

A large amount of feedback was received regarding Proposal 2. Feedback was pragmatic and provided us with significant insight into the workload of the team and where the team felt resource should be invested to ensure the branch objectives could be achieved. There was significant feedback around the right balance of resourcing to support the Business.govt.nz website and related products, and also a common theme concerning data and insights capabilities. There was also useful insight into how people believed the RBPN changes could be managed/resourced within the branch (see [Proposal 6](#)). Some feedback was received suggesting different ways to structure the Business.govt.nz team within E&E, and some offered alternative options – including one which proposed disbanding the whole branch and shifting elements across the organisation. Some feedback queried whether that further change would be likely as a result of what was proposed.

The following table summarises feedback we received about Proposal 2:

Feedback themes	Response	
Alternative structures	<ul style="list-style-type: none"> • There was some concern that what was proposed would ultimately need to change again. • Alternative proposals were also provided, some suggesting we retain Business.govt.nz within the branch to maintain strategic alignment, while others suggested building out the structure within E&E to reflect more of a self-sufficient model. One suggested disbanding the branch altogether and placing the work of the teams within a new structure within E&E. 	<ul style="list-style-type: none"> • We agree and acknowledge that further change is likely and that this might be uncomfortable for some of our people. We want to minimise further change as much as possible but due to other change across the group we believe the proposal strikes the right balance and supports us to move towards the Te Whakatairanga group intent. • We disagree with the alternative proposals, including proposals to shift Digital Enablement into E&E. E&E is designed to be a centre of expertise for providing information & education to businesses and consumers. It is not designed to develop and deliver digital services. This is counter to our group intent to build centres of expertise where possible. • The intention is that B&C will continue to work closely with E&E (noting IPONZ already works this way with E&E). We disagree that we should continue to build standalone models that are counter to our group intent, which was further reinforced recently through the MBIE Foundations for the Future change decisions released by our Chief Executive. • Aligning across the organisation will support us to unify our customer experience and make it easier for businesses to interact with MBIE.
Resourcing and structure of Business.govt.nz	<ul style="list-style-type: none"> • There was concern that maintaining Business.govt.nz along with the smart landing zones would require more resource than proposed due to the amount of content and change to manage. • There was concern that the proposed resource couldn't manage the size and scale of the ICT work programme, including the CRM and AI work. • Further, there was concern around the strategic alignment of the team if they are separated from Business Connect and NZBN. 	<ul style="list-style-type: none"> • Your submissions provided useful insight into the areas of the team you felt needed greater support. • We agree with your feedback in relation to the importance of maintaining and updating Business.govt.nz and campaign brands and have reflected this in the decision to retain all three existing Senior Product Advisors. • While we acknowledge there is significant work ahead in relation to the ICT work programme, decisions have already been made to reduce the ICT work programme to focus on the upgrade of Business.govt.nz and the delivery of the

Feedback themes		Response
		<p>landing zones. At this stage the CRM work and AI initiative have been stopped and are not considered to be a priority.</p> <ul style="list-style-type: none"> We do not agree that the proposed structure creates misalignment with the strategic objectives. TWSD is designed to utilise functional alignment and E&E regularly demonstrates it can deliver digital channels and information and education by partnering with business units who hold the responsibility for the strategic direction of services.
Team name	<ul style="list-style-type: none"> Suggested team name change from 'GoBusiness' to Small Business & Manufacturing. 	<ul style="list-style-type: none"> Agree with suggestion to change name, however we have modified it to align with the E&E naming conventions. As a result the team is now 'Digital Engagement (Small Business & Manufacturing).'
Relationships & Stakeholders	<ul style="list-style-type: none"> Concerns around the lack of resource to maintain and foster key strategic relationships which could put at risk our ability to deliver effective services for Small Businesses. 	<ul style="list-style-type: none"> While we agree that stakeholder relationships are important, relationship management takes place across the branch (Digital Enablement for example) and across the organisation (E&E). We have provided further clarity as to where these relationships will be managed, including updating the Manager Digital Engagement (Small Business & Manufacturing) position description and clarifying the role of the Director of the branch. We believe the revised size of the team managing Business.govt.nz and associated products will be sufficient to maintain the necessary industry and sector relationships relevant to the performance of the digital channel. We have also changed the Manager's title to Manager Digital Engagement to reflect the role's dual responsibilities for website performance and stakeholder relationships as they relate to website performance.
Data & Insights	<ul style="list-style-type: none"> Concerns around the proposal's alignment with TWSD strategic priorities, particularly as they relate to being customer centric and data driven. Concerns that the change would create a risk that we can't leverage data for decision making, operational improvement, and performance. A case was made for creating a standalone Data and AI team to support the broader organisation objectives. 	<ul style="list-style-type: none"> We acknowledge and agree with many of the points raised. We have had to consider the needs of the various products and services within the branch and balance this with support and capabilities that can be provided by the rest of the organisation – such as the support available through MBIE's Data Services Unit, the LSE Insights team, and TWSD's Insights teams. As the organisation looks to embed the Te Mātahi Data strategy there will be further consideration made as to how best to support teams' data capabilities without necessarily building these within each business unit. In response to your feedback, we have made the decision to retain the Principal Advisor Insights position in the branch as well as delay the disestablishment dates of the two Senior Analyst Insights to ensure we can transition into a new way of working successfully.

Confirmed changes

As a result of feedback, the following changes will continue as proposed:

1. Disestablish the Small Business Services leadership team, including the Head of Small Business, Director Products, Director Contracts, Director Partnerships and Director Market Strategy.
2. Disestablish the PA/Team Administrator currently filled on a fixed term basis.
3. Disestablish the 2x Principal Advisors.
4. Change in reporting line for the Business Advisor to the Business Services Manager and minor change in scope to focus on supporting the entire branch.
5. Disestablish 1x Advisor Contracts currently filled by a temporary secondment.
6. Change in reporting line for the permanently filled Advisor Contracts to the Business Services Manager to support RBP programme moving forward.
7. Disestablish the temporary Manager Fog Canon Subsidy Scheme and Advisor.
8. Reduce the number of Advisor Product positions from three to two via a contestable reconfirmation process and change the reporting line to the Manager Digital Engagement (Small Business & Manufacturing) within the E&E branch.
9. Change in reporting line for the Principal Advisor Product to the proposed new Manager Digital Engagement (Small Business & Manufacturing) within the E&E branch.
10. 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 Manager Digital Engagement (Small Business & Manufacturing) within the E&E branch.

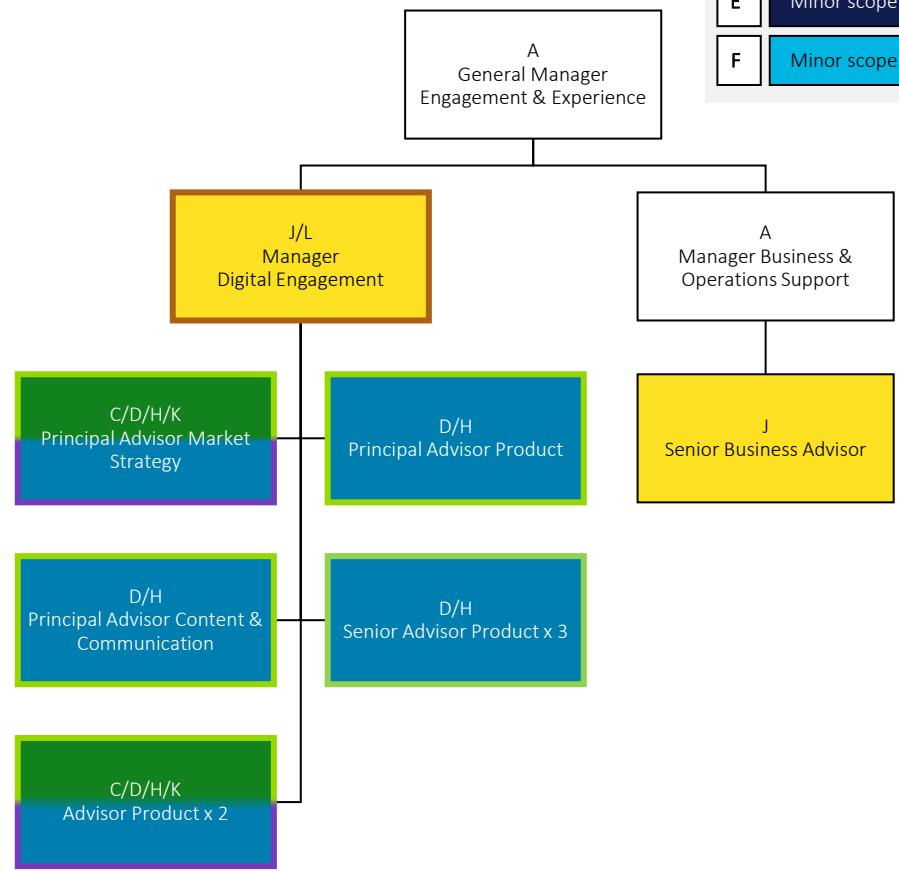
11. Change in reporting line for the Principal Advisor Content & Communication to the proposed new Manager Digital Engagement (Small Business & Manufacturing) within the E&E branch.
12. Establish a new Senior Business Advisor reporting to the Manager Business & Operations Support within the E&E Branch to support the reporting and accountability processes associated with Business.govt.nz, as well as contract management for the Deaf Relay service also proposed to shift into E&E (see more under [Proposal 5](#)).

The following decisions represent a change from the original proposal:

13. Disestablish the Better for Business/Partnerships team, including 2x Senior Analyst Insights and Analyst Insights but retain the Principal Insights Analyst and extend the disestablishment of the Senior Analyst positions until 30 June 2025.
14. Change in reporting line for 2x Senior Analysts Insights and Principal Analyst Insights to the Director Business & Consumer.
15. Disestablish the Senior Advisor Contracts currently filled on a fixed term basis as proposed, but extend the disestablishment of the position to align with RBPN transition to 30 June 2025. This role will also have a change in reporting line to the Business Services Manager.
16. Establish a new Manager Digital Engagement (Small Business & Manufacturing) which is a change in title from the originally proposed “Manager GoBusiness” reporting to the General Manager, E&E. As proposed this role would be filled via a contestable reassignment process for the existing Director Products and Director Market Strategy.
17. We will now retain the three Senior Advisor Product roles and change the reporting line to the proposed new Manager Digital Engagement (Small Business & Manufacturing) within the E&E branch.

**Confirmed organisational chart –
Digital Engagement (Small Business & Manufacturing)**

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 3 – IPONZ

Summary of changes proposed

As we look to the future, we want to better integrate IPONZ into our other business-facing services. We proposed lifting the IPONZ leadership team to work alongside our other business units to support this refreshed strategic focus and maximise the potential of the Intellectual Property system and its contribution to the economy. The National Manager IPONZ role was proposed to be disestablished and the management team of IPONZ (apart from the Business Delivery Manager) was proposed to report to the General Manager. As a result, it was 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.

The following changes were 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 skills, knowledge and experience required.
- Change of reporting line for the Manager Patents (Science & PVR), Manager Patents (Engineering & Design), and Manager Trademarks & 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), 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 Business Services Manager within the Director Business & Consumer.

Your feedback on Proposal 3

The feedback received was positive about the lifting of IPONZ Managers to report to the General Manager and agreed with the intention of integrating IPONZ more purposely with the wider branch. There was strong feedback to counter the proposal for the Business Delivery Manager to report to the proposed Director Systems and Operations due to the strategic nature of the role. There were also numerous questions around how the proposed structure would work with, particular concerns around the dotted line responsibilities of the Director Systems and Operations.

The following table summarises feedback we received about Proposal 3:

Feedback themes		Response
Proposal to lift IPONZ Managers to report to General Manager	<ul style="list-style-type: none"> Many felt the proposal was overdue and would provide more opportunities for strategic discussions at LT, while also supporting IP's contribution to Government priorities. The dotted reporting line for IPONZ Managers created some confusion. 	<ul style="list-style-type: none"> We agree with your feedback and have made changes to respond to your concerns around dotted line reporting.
Proposal to create Director Systems & Operations	<ul style="list-style-type: none"> Several submissions raised concerns with the lack of clarity around how this role would work and questioned the need for the dotted line reporting. Concerns that the responsibilities proposed for the role were too much for one person. 	<ul style="list-style-type: none"> We agree and accept that the role of Director Systems & Operations IPONZ created confusion. As such, we will not be creating this role and instead have made the decision to retain the Manager Business Systems role and all IPONZ Managers will directly report to the General Manager. Given the significant IPONZ work programme at present, the Manager Business Systems may continue to carry some additional management responsibilities to ensure continuity of key pieces of work.
Proposal to have Business Delivery Manager report to Director Systems & Operations	<ul style="list-style-type: none"> There was strong feedback received to counter this proposal on the basis that this is a strategic leadership role within IPONZ and what was proposed could risk de-valuing the role or the teams under it. 	<ul style="list-style-type: none"> On reflection we agree with your feedback and apologise for any negative perceptions this has created. As the proposal suggested, we view the role of the Business Delivery Manager as a critical leadership role within IPONZ. As such we have made the decision to have the Manager report directly to the General Manager.
Questions around the impact to IPONZ Managers	<ul style="list-style-type: none"> Several submissions queried whether the lift of IPONZ Managers would change their role scope and remuneration. 	<ul style="list-style-type: none"> The decision to have the IPONZ Managers report directly to the General Manager does not change their role scope or role banding. These leadership roles were always responsible for the operation and strategic delivery of their business unit, and this is a change in reporting line only.
Administrative capacity	<ul style="list-style-type: none"> Some feedback raised concerns with IPONZ administrative capacity and the positions of the PA/TA. 	<ul style="list-style-type: none"> We believe by centralising the PA/TA role that gives us the best opportunity to respond to changing administrative needs over time, including to address known capacity challenges through centralised branch administrative resources.

Feedback themes		Response
Alternative proposals	<ul style="list-style-type: none"> There were alternative proposals suggested for the leadership structure of IPONZ, including creating two Director roles to oversee IPONZ; retaining the National Manager role; or creating a General Manager of IPONZ. 	<ul style="list-style-type: none"> We believe we do not require the National Manager of IPONZ role given the decision to lift all IPONZ managers to report directly to the General Manager. The General Manager will take on responsibility and accountability for the leadership of IPONZ with the support of these leaders. Given the confusion created by the proposed Director Systems & Operations role, we do not believe that creating two Director roles would enhance clarity of leadership in IPONZ.

Confirmed changes

As a result of feedback, the following changes will continue as proposed:

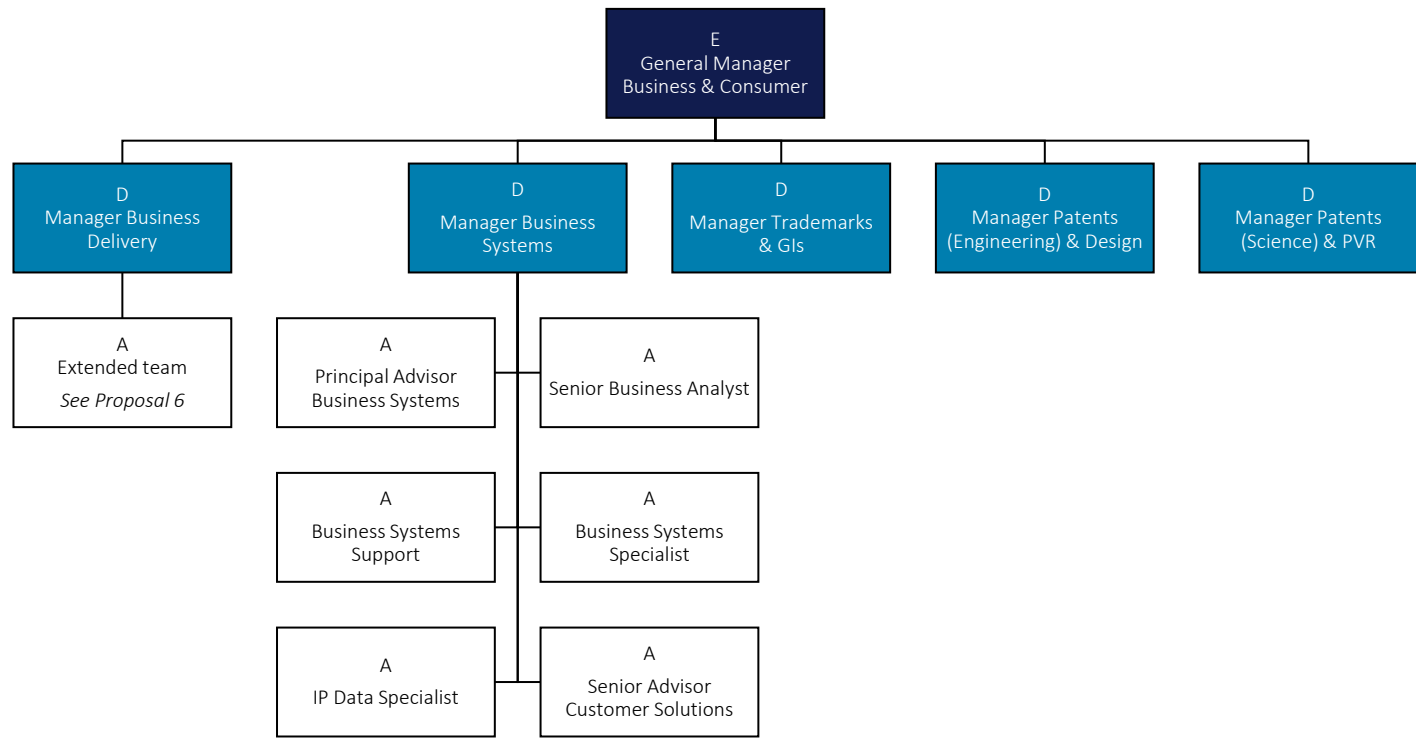
1. Disestablish the National Manager IPONZ.
2. Change of reporting line for the Manager Patents (Science & PVR), Manager Patents (Engineering & Design), and Manager Trademarks & GIs to the General Manager.
3. Keep existing reporting line for the current Business Systems team to the Manager Business Systems. 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.
4. Change of reporting line for the current PA/Team Administrator to the Business Services Manager within the Director Business & Consumer as proposed.

The following decisions represent a change from the original proposal:

5. Retain the Manager Business Systems, with a change of reporting line to the General Manager.
6. Change of reporting line for the Manager Business Delivery to the General Manager.

Confirmed organisational chart – 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	Contestable reassignment



Proposal 4 – Digital Enablement

Summary of changes proposed

To support the Government’s objective of a more unified customer service experience we proposed 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 alongside our other digital solutions for business and be led out of the Digital Business Enablement team. This follows how other digital channels are delivered out of E&E and would support us to develop a coherent and unified business interface/customer experience for Government.

As a result, we proposed the Director Digital Business Enablement role would have a minor change in scope. A new role – Principal Advisor Digital Strategy – was proposed to support the Director 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).

The following changes were proposed:

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

Your feedback on Proposal 4

Limited feedback was received on this proposal. There was support for bringing together the strategic leadership of NZBN, Business Connect and Business.govt.nz to deliver on the objectives of Government but also concern that the separation of business.govt.nz operations from its strategic leadership would create issues and would require more specific resourcing.

The following table summarises feedback we received about Proposal 4:

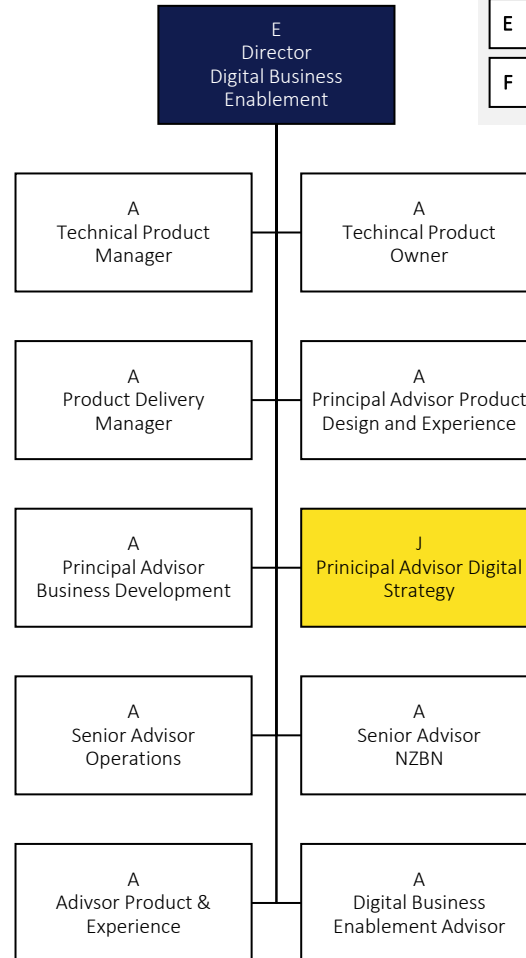
Feedback themes		Response
Risk of separating Business.govt.nz	<ul style="list-style-type: none"> Concern around the strategic alignment of Business.govt.nz team if separated from Business Connect and NZBN. Concern that more resourcing would be needed to work across branches. 	<ul style="list-style-type: none"> We do not agree that the proposed structure creates misalignment with the strategic objectives. TWSD is designed to utilise functional alignment and E&E regularly demonstrates it can deliver digital channels and I&E by partnering with business units who lead the strategic direction of services. We believe there is sufficient resource across the teams to effectively engage and work across the branches.
Principal Advisor Digital Strategy	<ul style="list-style-type: none"> Feedback was received that there are existing roles within the branch that should be reconfirmed into this role due to the similarities in position descriptions. 	<ul style="list-style-type: none"> We undertook a detailed impact assessment which included reviewing the proposed position description against other Principal Advisor roles across the branch. While there are similarities across Principal Advisor positions within B&C and even wider MBIE it is not substantially the same as any existing and as such all affected people will be able to EOI for this role.

Confirmed changes

As a result of feedback, the following changes will continue as proposed:

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

Confirmed 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	Contestable reassignment

Proposal 5 – Consumer Services

Summary of changes proposed

We proposed to shift the contract management for the Deaf Relay service to E&E, given its alignment with E&E's other call centre work and therefore the ability to bring efficiencies to this work. This, combined with the closure of the Consumer Advocacy Council (CAC) earlier in the year means the work of the team will reduce in size and scope. As a result, we proposed replacing the National Manager Consumer Services role with a Manager Consumer Services. In recognition of the proposed skills and experience required, it was proposed that the existing National Manager would be directly reassigned into this new position. We also proposed to establish a new Senior Business Advisor role reporting to the Manager Business & Operations Support within the E&E branch to support the reporting and accountability activities associated with managing Business.govt.nz and the contractual relationship with Deaf Relay.

While we recognised there was potential for aspects of the Consumer Services team to shift into E&E, we did not propose any further changes to the team at this time. We believe maintaining the integrated team structure would provide efficiencies and allow the team to continue to leverage their commonalities to deliver impact. We also signalled this may change if further opportunities presented themselves.

The following changes were 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 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.nz, as well as contract management for the Deaf Relay service also proposed to shift into E&E (see more under [Proposal 2](#)).

Your feedback on Proposal 5

Your feedback regarding proposal 5 was generally supportive and pragmatic. You understood the realities and drivers for change and the challenges facing the team. There was mixed feedback on whether the whole team should move to Engagement & Experience. There was also some concern that the reduced Principal Business Specialist roles would mean Consumer Services could not continue to be supported by the centralised team.

The following summarises the feedback received regarding proposal 5:

Feedback themes		Response
Changes to National Manager	<ul style="list-style-type: none"> You were supportive of changes to the National Manager Consumer Services given the size and scope of the role. 	<ul style="list-style-type: none"> We acknowledge the support for this proposal and have therefore decided to proceed as proposed.
Moving to Engagement & Experience	<ul style="list-style-type: none"> Feedback was received suggesting the business unit should move to E&E given its alignment with the I&E function. 	<ul style="list-style-type: none"> While we agree that the Consumer Services team has significant alignment with the work in the E&E branch's I&E teams, the unit also includes Product Safety which is not a natural fit. We have made the decision to not move the team to reduce disruption to the wider I&E unit which has recently undergone significant change. At this stage we believe the team would benefit from sharing expertise and resource across Consumer Protection and Product Safety areas.
	<ul style="list-style-type: none"> You were supportive of moving Deaf Relay to Engagement & Experience due to its lack of funding and high importance, and supportive of the proposed Senior Business Advisor role. 	<ul style="list-style-type: none"> We acknowledge the support for this proposal and have therefore decided to proceed as proposed.
Capacity concerns across the branch	<ul style="list-style-type: none"> Concerns regarding the reduced number of Principal Business Specialist roles and the significant support that has been received from the team, particularly in relation to Product Safety and media engagements. 	<ul style="list-style-type: none"> We acknowledge that Consumer Services often needs to lean on surge resource. We believe we have sufficient resource within the centralised team to support elements of your work programme. We have also made a change in response to concerns around the loss of media, TV, and customer facilitation capabilities (see Proposal 6).

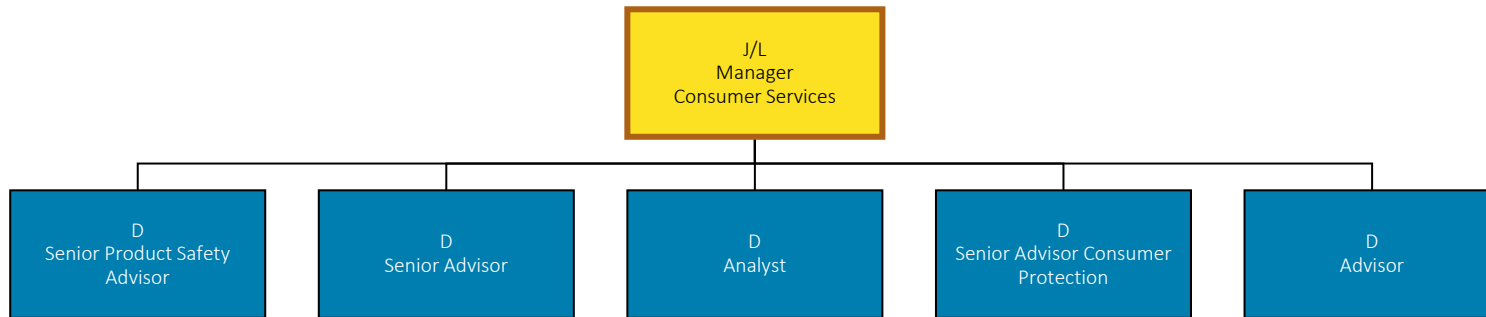
Confirmed changes

As a result of feedback, the following changes will continue as proposed:

1. Disestablish the National Manager Consumer Services.
2. Establish a new Manager Consumer Services reporting to the General Manager and directly reassign the current National Manager Consumer Services in recognition of the skills, knowledge and experience required.
3. 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.
4. 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.nz, as well as contract management for the Deaf Relay service also proposed to shift into E&E (see [Proposal 2](#)).

Confirmed organisational chart – 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	Direct Reassignment



Proposal 6 – Business Advisory & Business Services

Summary of changes proposed

The Business Advisory and Business Services function performs critical performance reporting, accountability functions, and provides administrative support to the business units across the branch. The team also includes the Principal Advisor and Business Specialists. The nature of the proposed changes for our branch as a whole means that the resource required to support the branch also needs to evolve. As a consequence it was proposed that the existing Business Specialists and Principal Advisor positions be consolidated and reduced. It was also proposed that the Fog Cannon Subsidy Scheme, as well as the administration and management of the Regional Business Partner Network (RBPN) moves into this Business Advisory and Business Services due to changing resource needs in these areas and the expectation that, over time, they would not require the level of support they currently demand.

To ensure the right level of support is available for the branch, it was proposed that the existing Team Coordinator (fixed term) and Business Coordinator positions would be disestablished but that business advisory capacity would be increased given the work related to supporting RBPN and other changes across the branch. The PA/Team Administrator within IPONZ was also proposed to move into this area given the proposed disestablishment of the IPONZ National Manager role and change in reporting lines for the IPONZ Managers.

We also proposed the business unit name be changed to Business Performance & Advisory.

The following changes were proposed:

- Change of name for the team to Business Performance & Advisory.
- Minor change in scope for the Director Business & Consumer.
- 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 the 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 Business Services Manager to support the RBP programme moving forward.
- Change in reporting line for the permanently filled PA/Team Administrator IPONZ to the Business Services Manager to support branch-wide administrative work.

Your feedback on Proposal 6

Generally, the feedback was supportive of the need to make changes to Business Advisory and Business Services in response to the current context, but there was concern that there was insufficient capacity within the team to absorb the work related to the RBPN – while also providing support to areas like Consumer Services. Specific concerns were raised about the risk of losing the branch and organisations’ media and facilitation capabilities, which have been particularly valuable for the Consumer Services team and wider organisation. There was also some feedback received on the level of administration support required to effectively support different areas of the branch – particularly IPONZ.

The following summarises the feedback received regarding proposal 6:

Feedback themes	Response
Capacity to support RBPN	<ul style="list-style-type: none"> Concern around the resourcing of RBPN’s redesign and implementation, and concerns that the branch would lack institutional knowledge and analyst capacity to support this. Concerns around who would manage the stakeholder relationships without specific resource.
Capacity to Support administrative work	<ul style="list-style-type: none"> Concern around level of business advisory capacity and coordination capacity across the branch, particularly in IPONZ.
Capacity to respond to dynamic context	<ul style="list-style-type: none"> Concerns were raised with the number of proposed Principal Business Specialists and the risk of not being able to rely on this flex resource during times of significant flux.

Feedback themes	Response	
Risk of losing media and facilitation capabilities	<ul style="list-style-type: none"> Concerns were raised regarding the loss to the branch and organisation if we could not continue to provide media and facilitation capability, currently provided by a specific Business Specialist. Feedback pointed out that this resource is expensive to outsource and if the resource could be centralised, the wider organisation would access the benefits of this specific skillset. 	<ul style="list-style-type: none"> We agree that these skills are in demand and have provided invaluable support to the branch and wider organisation. As a result, we have created a new role Principal Advisor ODS which will report into the Director of the Office of the Deputy Secretary, in order to provide continued facilitation and media support across the group. This role will be filled via direct reassignment, given one of the affected Business Specialist positions is substantially performing in this position, and in recognition of the skills, knowledge and experience required of the role.
Pay Bands	<ul style="list-style-type: none"> It was pointed out that the pay band for the Principal Business Specialist roles was lower than that of the existing Principal Advisor within the function and others across the branch. 	<ul style="list-style-type: none"> All new positions, including the Principal Business Specialist have been reviewed by our MBIE Remuneration and Rewards team through job evaluation. The purpose of job evaluation is to ensure that MBIE has an accurate, robust, and consistent methodology for assessing the relative size and complexity of positions, in order to provide a structure for establishing and maintaining remuneration ranges. Job evaluation focuses on the job, not the person doing the job. It is an objective measure of the work required of each position, when performed at a fully competent/effective level, that allows MBIE to establish internal relativity. MBIE uses the Korn Ferry job evaluation methodology, which considers a range of factors including the level of knowledge, technical expertise and experience a position requires. This evaluation has confirmed that this role is a Band V.

Confirmed changes

As a result of feedback, the following changes will continue as proposed:

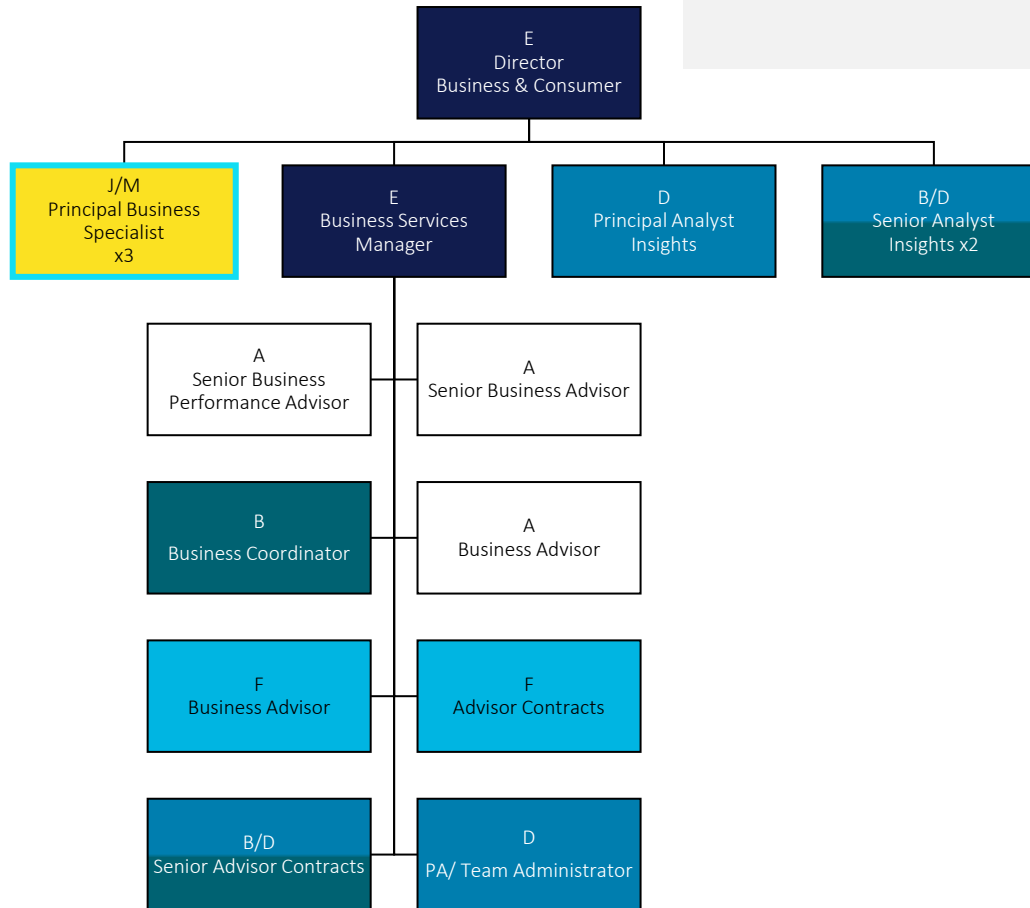
1. Minor change in scope for the Director Business & Consumer.
2. Change of name for the team to Business Performance & Advisory.
3. Disestablish the 6x Business Specialists.
4. Disestablish the Principal Advisor.
5. Establish 3x new Principal Business Specialists reporting to the Director Business & Consumer which will 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).
6. Disestablish the Team Coordinator.
7. 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 supporting the entire branch.
8. Change in reporting line for the permanently filled Advisor Contracts to the Business Services Manager to support RBP programme moving forward.
9. Change in reporting line for the permanently filled PA/Team Administrator IPONZ to the Business Services Manager to support branch-wide administrative work.

The following decisions represent a change from the original proposal:

10. Minor scope change for the Business Services Manager.
11. Retain the Principal Insights Analyst but change reporting line to the Director Business & Consumer.
12. Disestablish 2x Senior Analyst Insights as proposed but extend the disestablishment of the positions to end of June 2025. Change in reporting line to the Director Business & Consumer.
13. Disestablish the Business Coordinator but extend the disestablishment of the position to coincide with current fixed term end date of June 2025.
14. Disestablish the Senior Advisor Contracts as proposed but extend the disestablishment of the position to end of June 2025 to align with RBPN transition support work, with a reporting line change to Business Services Manager.
15. Establish a new Principal Advisor ODS reporting to the Director of the Office of the Deputy Secretary to continue to support TWSD group communications and facilitation. Directly reassign the existing Business Specialist who is substantially performing this position, in recognition of the skills, knowledge and experience required.

Confirmed organisational chart – Business Performance & Advisory

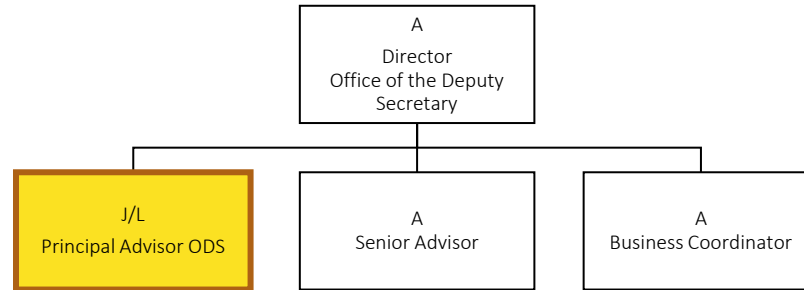
A	No change	G	Position title change
B	Disestablished position (extended notice)	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L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



Confirmed organisational chart – Office of the Deputy Secretary

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



Summary of confirmed changes

Overall confirmed changes

Number of positions to be disestablished	28
Number of positions to be part of a contestable reconfirmation process	7
Number of new positions	8
Number of positions with minor changes such as minor scope, reporting line, branch etc.	25
Overall reduction in FTE	13

New positions

Proposal	Position title	Reporting line	Status	Confirmed salary band
1 & 5	Manager, Consumer Services <i>To be filled via direct reassignment</i>	General Manager Business & Consumer	Permanent	X
2	Manager Digital Engagement (Small Business & Manufacturing) <i>To be filled via contestable reassignment</i>	General Manager Engagement & Experience	Permanent	X
2	Senior Business Advisor	Manager Business & Operations Support	Permanent	R
4	Principal Advisor Digital Strategy	Director Digital Business Enablement	Permanent	V
6	Principal Business Specialist x 3 <i>To be filled via contestable reassignment</i>	Director Business & Consumer	Permanent	V
6	Principal Advisor, ODCE <i>To be filled via direct reassignment</i>	Director Office of Deputy Secretary (TWSD)	Permanent	X

Disestablished positions

Proposal	Position title	Reporting line	Notes
1 & 2	Head of Small Business Services	General Manager Business & Consumer	
1 & 3	National Manager IPONZ	General Manager Business & Consumer	
1 & 5	National Manager Consumer Services	General Manager Business & Consumer	
2	Director Market Strategy	Head of Small Business Services	
2	Director Products	Head of Small Business Services	
2	Director Partnerships	Head of Small Business Services	
2	Director Contracts	Head of Small Business Services	
2	Manager Fog Cannon Subsidy Scheme	Head of Small Business Services	
2	Principal Advisor x 2	Head of Small Business Services	
2	PA/Team Administrator	Head of Small Business Services	
2	Senior Analyst Insights x 2	Director Partnerships	Extended end date to June 2025
2	Analyst Insights	Director Partnerships	
2	Advisor	Manager Fog Cannon Subsidy Scheme	
2	Senior Advisor Contracts	Director Contracts	Extended end date to June 2025
2	Advisor Contracts	Director Contracts	Filled via temporary secondment
2	Principal Advisor Market Strategy	Director Market Strategy	Reduction in the number of positions from 2 to 1
2	Advisor Product	Director Products	Reduction in the number of positions from 3 to 2
6	Business Specialist x 6	Director Business & Consumer	

Proposal	Position title	Reporting line	Notes
6	Principal Advisor	Director Business & Consumer	
6	Team Coordinator	Business Services Manager	
6	Business Coordinator	Business Services Manager	Extended end date to June 2025

Reconfirmed with minor changes

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

Proposal	Position title	Description of change
2	Principal Advisor Market Strategy	<ul style="list-style-type: none"> • Reduction in the number of positions from 2 to 1 • Change in reporting line to Manager Digital Engagement • Change in branch to Engagement & Experience
2	Senior Advisor Product x3	<ul style="list-style-type: none"> • Change in reporting line to Manager Digital Engagement • Change in branch to Engagement & Experience
2	Advisor Product x2	<ul style="list-style-type: none"> • Reduction in the number of positions from 3 to 2 • Change in reporting line to Manager Digital Engagement • Change in branch to Engagement & Experience
2 & 6	Advisor Contracts	<ul style="list-style-type: none"> • Change in reporting line to Business Services Manager
2	Principal Analysts Insights	<ul style="list-style-type: none"> • Change in reporting line to Director Business & Consumer
3	PA/Team Administrator	<ul style="list-style-type: none"> • Change in reporting line to Business Services Manager
5	Senior Product Safety Advisor	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services
5	Senior Advisor	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services
5	Analyst	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services
5	Senior Advisor Consumer Protection	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services
5	Advisor	<ul style="list-style-type: none"> • Change in reporting line to Manager Consumer Services

Appendix 1: Confirmed change process

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

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Reconfirmation

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

For reconfirmation to apply:

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

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

Where there are more affected employees who will be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then we will use a “contestable reconfirmation”

process via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role.

Reassignment

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

For direct reassignment to apply:

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

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

New positions

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

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

Selection and Expression of Interest (EOI) process

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

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

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

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

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

To participate in an EOI process you will need to submit an EOI form which will allow you to express interest in up to 3 available position/s for which you are suitably qualified. Using the EOI form you will provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria is in the final position descriptions and is outlined as part of the decision document. For people leader roles selection criteria may also include the Leadership Success Profile. A CV will 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 will not be mandatory.

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

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

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

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

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

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

Selection and Recruitment Timeline

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

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

Redeployment

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

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

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](#)