



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Employment Services

Employment Relations Authority Support Services Review

Final Change Decisions

17 October 2024

Introduction from the Director Regulatory & Advisory Services

Tēnā koutou,

I want to start by saying thank you for your engagement and participation in this consultation process. I acknowledge this has been an unsettling time and I am grateful for the views, insights and ideas you have shared with me on the changes we can make to reduce our costs and realign our organisational structure.

I proposed changes to reshape the support services provided to the Employment Relations Authority, including leadership and management structures, and to the mix of our support teams within Employment Services. In addition, I proposed changes which I believe will support opportunities to operate more effectively and efficiently.

13 pieces of written feedback from individuals and groups were received, including a submission from the Public Service Association (PSA). In addition, there were discussions through in-person and online sessions with teams and individuals across the motu. All feedback was gratefully received and carefully considered.

This document outlines the key feedback themes received under each proposal, with my response and final decisions. This will allow you to understand how your feedback was considered and how this has affected final decisions.

Just like with consultation, this document contains a lot of detail, such as organisational charts. I've worked to ensure that as far as possible this document is an accurate reflection of every position and their final place in the organisation. However, there is a possibility that within the document something has been missed or is inaccurate. If there is an error, please let me know as soon as possible so it can be checked and then corrected.

Finally, this document outlines what happens next. I want to work quickly and constructively and provide certainty for everyone affected by this decision.

Ngā mihi nui,



Nikki Sumner
Director, Regulatory & Advisory Services

Contents

Introduction from the Director Regulatory & Advisory Services	2
Case for change	4
Implementation and embedding change	6
Proposal 1 – Redistribute the administrative and judicial officer activities undertaken by roles in the ERA support team	7
Proposal 2 – New leadership structure for Authority support services	11
Proposal 3 – Capability to implement service changes rapidly and successfully, and to support oversight of the Authority	13
Summary of changes	17
Appendix 1: Confirmed change process	20
Appendix 2: Support through change	22



Case for change

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

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

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

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

We heard about opportunities to empower and improve the flexibility you have in how, when and where you deliver your work, and to support a safe and healthy working environment in the Authority at a time of high demand for services from the public. We also heard from you that you were feeling the pressure from workloads and needing surge capacity to assist in managing these, and the impact of physical and structural separation from wider Employment Services and MBIE teams.

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

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

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

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

1. Redistribute the administrative and judicial officer activities undertaken by roles in the Authority Support Team.

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

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

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

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

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

- Transfer five (5) Support Officer positions currently delivering administrative work to the wider branch Support Team. Reporting to the Support Manager RAS.
- Retain the 10 Authority Officer positions delivering judicial officer duties in the ERA support team, alongside the five (5) Senior Authority Officers and one (1) new fixed term Authority Officer.
- We would establish this additional fixed term Authority Officer position through 30 June 2025, to help manage workloads and meet user demand for the Authority's services.
- Review and amend the Authority Officer position description to reflect the changes to the work this role will undertake, resulting in a Banding increase from E band to G band.

2. New leadership structure for the Authority support services.

The second proposal, which would be consequential from the first change, was to change the leadership structure for our Authority support services

team. Due to the proposed reduction in the overall team size for the Authority Support Services team, I proposed to:

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

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

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

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

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 decision for your business group and viewing both current and new organisational charts. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions.

How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the

final decision confirms minor changes to your substantive position your People Leader or I will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE's change process from page 21. This includes the Expression of Interest (EOI) and selection process for affected people through this change.

Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email esconsultation@MBIE.govt.nz. These decisions have been shared with the Public Service Association (PSA).

Implementation

The wider changes decisions will be implemented on 2 December 2024. A detailed timeline is outlined on page 21.

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

Summary of changes proposed

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

Your feedback on Proposal 1

A considerable amount of feedback was received on this proposal. This included a mix of positive endorsement, suggestions for alternative structural changes and recommendations for detailed amendments to the position descriptions.

(1A) Change the position description for the Authority Officer

There was general support for the increased focus on the judicial officer duty-related activities for the Authority Officer role. The proposed new position description and resulting banding increase was seen as a positive reflection of the competencies required for the role and their complexity.

"I welcome the proposal to review the functions of the Authority Officer (AO) role to distinguish the judicial officer duties from administrative duties".

However, some concerns were raised about the practicalities of tasks being undertaken between the Authority Officer and Support teams, with requests for clarity on how the division of tasks would be determined.

Some questions were asked about whether work had been done to fully understand the duties and tasks being completed. From July to September 2024 the discovery phase of the ERA service delivery review project was undertaken, which included interviews and observations with Seniors Authority, Authority and Administration Officers, People Leaders and Legal Researchers currently employed to support the work of the Authority, as well as some former employees. On the recommendation of the Chief of the Authority, nine Members across the Authority's offices were engaged in the review process.

"No one has even tried to come and sit with us to watch what we do over a week or a few days to see the details".

The purpose of this detailed review work was to understand what was working well in the current structure, how activities and processes were being undertaken, including pain points and where improvements could be made.

The outputs of this work included the ‘Themes from Feedback’ document which we shared with the Authority support team and resulted in further workshops with you to identify practical solutions to pain points which the Authority Support team have been a part of. This work and your input were key drivers for the proposed changes.

Feedback also indicated that while additional support in Auckland was welcomed, there was uncertainty about how this structure would work in the smaller offices of Christchurch and Wellington. In those offices there are smaller team numbers, and some though tasks may be harder to split between Authority and Support Officers in practice.

(1B, 1C, 1D) Support Officers

Most of the feedback was supportive for the realignment of the Administration Officer role to Support Officers within the wider branch focussed Support Team, acknowledging the connection and similarity of work undertaken, and you said this presented an opportunity for team collaboration and supporting the Authority Support team to feel more connected with the rest of Regulatory & Advisory Services and the wider Employment Services branch.

“I think long term this will also provide opportunities to enhance the efficiency of many of these processes, as we align them to other tasks across the Support team”.

There was some concern and confusion regarding the proposed new Support Officer position description. Specifically, you raised concerns that the more structured requirements for reception cover within the Authority could impact the existing Support team members flexibility and bring in new tasks to the role.

To clarify, under the proposal, the three existing Administration Officers (in the new Support Officer role) would continue to be primarily responsible for providing reception and onsite administrative support within the three Authority offices. The wider Support team would provide cover as required to ensure

continuity of service to the Authority – for example during leave or other absences.

The additional positions proposed to be established (5, compared to 3 Administration Officers now) would also be available to provide this cover as they will be interacting with the Authority Support team on a regular basis. The provision of reception services is currently and has historically been undertaken by the Support team, currently relating to Victoria Street, Wellington to support Dispute Resolution and previously in Victoria Street, Hamilton and 280 Queen Street, Auckland prior to the relocation to Kordia.

There were suggestions to create a separate position description for the five positions proposed to transfer from the Authority Support Team to “ringfence” tasks and expectations. Some core tasks were identified as missing from the proposed position description, specifically relating to Tier 4 manager support activities. This has been remedied in the final version.

There was also concern regarding the Support team being responsible for covering Authority phone lines. For clarity, this activity was not proposed to be moved and will remain with the Authority Officer role.

(1D) Disestablish two Authority Officer Positions and replaced with two Support Officer positions

You had concerns about reduced capacity within the Authority Officer team and how this would help address service pressures in the Authority. The proposed task redistribution between the Authority Officer and Support teams, identified during the discovery phase, aims to address this issue (proposal 1A). In talking with both Authority Officers and Members it became clear that some tasks could be split off to better balance workflow and still ensure that we are meeting service offering expectations for Members and Parties.

“We can see merit in Auckland having either an admin role and a support officer role or two support officers as they are a large office, but Christchurch and Wellington only need 1 support officer”.

While some suggestions were made to significantly separate phases of the work to individuals or central processing units, the proposal was a more phased approach focused on the more administrative tasks that we have heard and observed as being time consuming for Authority Officers and distracting from their overall case management role.

This approach also means we reduce the risk of work slipping through the gaps and ensure that there is still variety in the tasks assigned to each role.

(1E) Establish an additional fixed term Authority Officer position to provide surge capacity

I heard from you that you didn't see the benefit of a fixed term Authority Officer and six months was a very short period that functionally doesn't support the operational approach/length an Authority Officer is engaged in a file and would result in reallocation of work at the end of the fixed term. Some feedback proposed establishing this role within the Support team as a pilot to determine additional capacity needs in Christchurch and Wellington.

(1F) Remove the Authority Officer role from a mirror CAPP progression process (after the October 2024 round)

There was concern raised with the proposal to remove the Authority Officer role from the bi-annual progression approach and that this limits the progression opportunities and development available for Authority Officers.

“Removal of the mirror CAPP progression process after October 2024 aligns with existing position descriptions where the Seniors are responsible for coaching, quality assurance and technical knowledge needed to support the effective delivery of services”.

There was opposing feedback received that the role of the Senior is inherently different, and a limited number of positions is appropriate to deliver on the proposed new structure, especially if the Team Leader role were to be disestablished. There were also concerns regarding fairness, with minimal variance in the work activities undertaken where there is a high number of Senior Authority Officers to Authority officers within an office.

Confirmed changes relating to proposal 1

I have thought carefully about the feedback received, and on balance, I consider that the proposed approach to realign the Authority Administration Officers to Support Officer positions within the Regulatory & Advisory Services Support team do provides opportunities to strengthen our approach in the delivery of support services, with many of the benefits your feedback has echoed.

I also believe the moving some tasks from the Authority officer position to the Support Officer position in the support team will create capacity and focus within the Authority Officer role. I acknowledge this will need to be supported by appropriate training and taken into consideration each office's scale.

We are therefore phasing the proposal implementation. We will initially disestablish only one Authority officer position (vacant from 1 November) and establish only one additional Support officer position (based in Auckland where feedback supported this approach would work). I acknowledge the concerns raised about the scale of the Christchurch and Wellington offices; however, I consider this can be managed through careful design of workloads and activities for the teams.

The fixed term (6 month) Authority Officer position will instead become a fixed term Support Officer position based in Christchurch. This will enable the assessment and piloting of this approach in a smaller Authority office to test the design and practicality of the new approach, so we can refine it if needed. At the end of the six-month period, once service changes are implemented and the separation of all appropriate tasks implemented, we will undertake a needs assessment across the two teams and if the evidence is supportive of the need for this additional role, look to, when an appropriate vacancy arises, disestablish the second Authority Officer position and establish an additional Support Officer position.

While I understand the removal of the CAPP progression programme may have some impact on Authority Officers seeking career progression within the

Authority, I believe this change is necessary to align with the new structure and ensure Seniors can effectively fulfil their roles.

Importantly, with the change in Authority Officer pay band there is an opportunity for greater pay progression, as the top of the band is now \$77,359 (versus \$70,625 on band E). Although the progression programme will no longer be available, career advancement opportunities will remain through vacancies, as is standard practice in most roles. We remain committed to supporting the development of Authority Officers in other meaningful ways, ensuring they continue to grow and build skills for future opportunities.

I therefore confirm the final decisions are to:

- Change the position description for the Authority Officer role to focus on judicial officer duties and reduce administrative tasks, and confirm the new job pay band is G.
- Establish up to five new Support Officer positions (four immediately and one timings TBC) reporting to the Support Manager, to provide administrative services for the Authority and subsequent minor scope change to the Support Officer position description for all Support

Officers. The job position description has been updated to take feedback into consideration.

- Disestablish the three Administration Officer positions and directly reassign the three incumbents into the new Support Officer positions.
- Disestablish up to two Authority Officer position based in Auckland (one when a position becomes vacant on 1 November and one timing TBC).
- Establish an additional fixed term Support Officer position, based in Christchurch to provide capacity during the period of implementation of the service changes through 30 June 2025.
- Remove the Authority Officer role from a mirror CAPP progression process after the October 2024 round.

An expressions of interest (EOI) process will be initially run ring-fenced to Authority Officers, to fill the new Support Officer position based in Auckland. If this is not filled through EOI this will then be advertised as a vacancy in accordance with MBIE policy.

Proposal 2 – New leadership structure for Authority support services

Summary of changes proposed

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

Your feedback on Proposal 2

There was general acknowledgement in the feedback that the outcome of changes proposed in Proposal 1 would significantly impact the outcome of Proposal 2.

(2A) Disestablish the two Team Leader ERA positions

There was little feedback received regarding this proposed change. Some people commented that team members may have reduced access to their people leader in person, and impact this may have on team members receiving the support they need. Feedback also highlighted the need for a consistent leadership structure and redundancy timing to align with this, which have been factored into the final decisions.

“I support the implementation of a single management layer across the Authority. I think this will help to bring more national consistency for the Authority officers”.

Feedback supporting the proposal said that single level leadership would enable greater consistency in operating approaches and expectations. They noted for some locations and roles there is already currently no direct people leader on site, and this provides opportunity for Senior Authority Officers to support team members, in line with their position descriptions, as has been done in the past.

“Seniors have the technical knowledge and the day-to-day knowledge of the Authority and how it works.”.

In addition, the increased connection with the Regulatory & Advisory Services Support team would provide additional support through engagement across the three Authority offices by the Support Manager. Additional feedback focussed on a greater ability to establish national consistency.

(2B, 2C & 2D) Change in reporting line and minor scope change for Manager ERA Business Support

Many supported this proposal. There was also feedback raising concerns with the proposed span of leadership for the ERA Business Support Manager and the number of direct reports the role would have.

As this structure has previously operated effectively under this model, with the current and previous ERA Business Support Managers located in Wellington I do not have concern that this proposal would negatively impact team connectedness and support. In addition, the manager would be supported by an increased number of Senior Authority Officers across the three offices, as historically there have only been three.

I heard your feedback suggesting amendments to the Senior Authority Officer position, including the implementation of a “tiered” senior role to differentiate between senior through progression and broader senior capabilities and activities.

There was also feedback regarding the preferred location for the ERA Business Support Manager, and suggestion that this would be better positioned in Auckland where the largest concentration of team members is located.

Historically the ERA Business Support Manager position has been recruited (as vacancies arise) in line with the location of the Chief of the Authority and when the current Manager was recruited the Chief was located in Wellington. Irrespective of the location of the Manager, however, two of the three offices will have no daily manager onsite. The Support Manager based in Christchurch can also provide regular onsite support to the team.

I am confident that the ERA Business Support Managers will be able to effectively manage teams remotely, focusing on purposeful and direct engagement with team members across all three offices to ensure connection.

Confirmed changes relating to proposal 2

I acknowledge feedback and believe the proposed scale and structure of the team at 15 FTE is manageable based on changes to operating model through the Service review project currently underway, and support to be provided through the RAS Support team. We will continue to adapt and improve how we operate to deliver our support services for greater efficiency and effectiveness. I will also keep monitoring the resourcing of this team to ensure it remains fit for purpose.

The final decisions are as follows:

- Disestablish the two Team Leader ERA positions.
- Change reporting lines for the 10 permanent Authority Officer positions to the Manager ERA Business Support.
- Change reporting lines for the 5 Senior Authority Officer positions to the Manager ERA Business Support.
- Minor scope change for the Manager ERA Business Support, reverting to original position description prior to Fair Pay funding changes. No change to job banding.

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

Summary of changes proposed

3A	Establish a Principal Advisor Delivery & Oversight position reporting to the Director Regulatory & Advisory Services (fixed term)
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Your feedback on Proposal 3

Most of the feedback was supportive of proposal 3 and the implementation of a Principal Advisor role. There were several suggested activities this position could undertake to support the work of the Authority.

There was request for clarity regarding how the Principal Advisor and ERA Business Support manager would work together and if the Principal Advisor would have decision making and delegations.

“The ERA Support Manager has had responsibility of ensuring delivery of services to the Members/Clients provided by the team – what is meant by the word “delivery” in the Principal Advisor title and how does it fit with the role of the ERA Support Manager”.

To clarify, under this proposal, the Principal Advisor role would provide advisory capability and would lead, in collaboration with the Manager ERA Business Support, the design and implementation of the service review changes, supported by the Senior Advisor Design & Implementation, Regulatory & Advisory Services, who will be refocussed on wider Branch projects.

An updated Principal Advisor position description seeks to provide further clarity on the tasks and expectations of the role and how it would work with the ERA Business Support Manager.

In addition, the Principal Advisor would have a significant role in the wider Employment Services activities supporting the operation of the Authority including Ministerial servicing.

The PA would temporarily assist with some activities previously undertaken by the Manager, including the facilitation of the complaints process and media enquiries, for the duration of the fixed term.

Some feedback questioned whether the role should be permanent, and why it was proposed to be fixed term. The fixed term nature of the role was to reflect the significant mahi needed over the next two years in both implementation of the service review changes, and wider work programme, including the high number of member terms ending in the next 18 months and the significant workload that creates relating to Ministerial processes. Following that period of project work, the role will no longer be required.

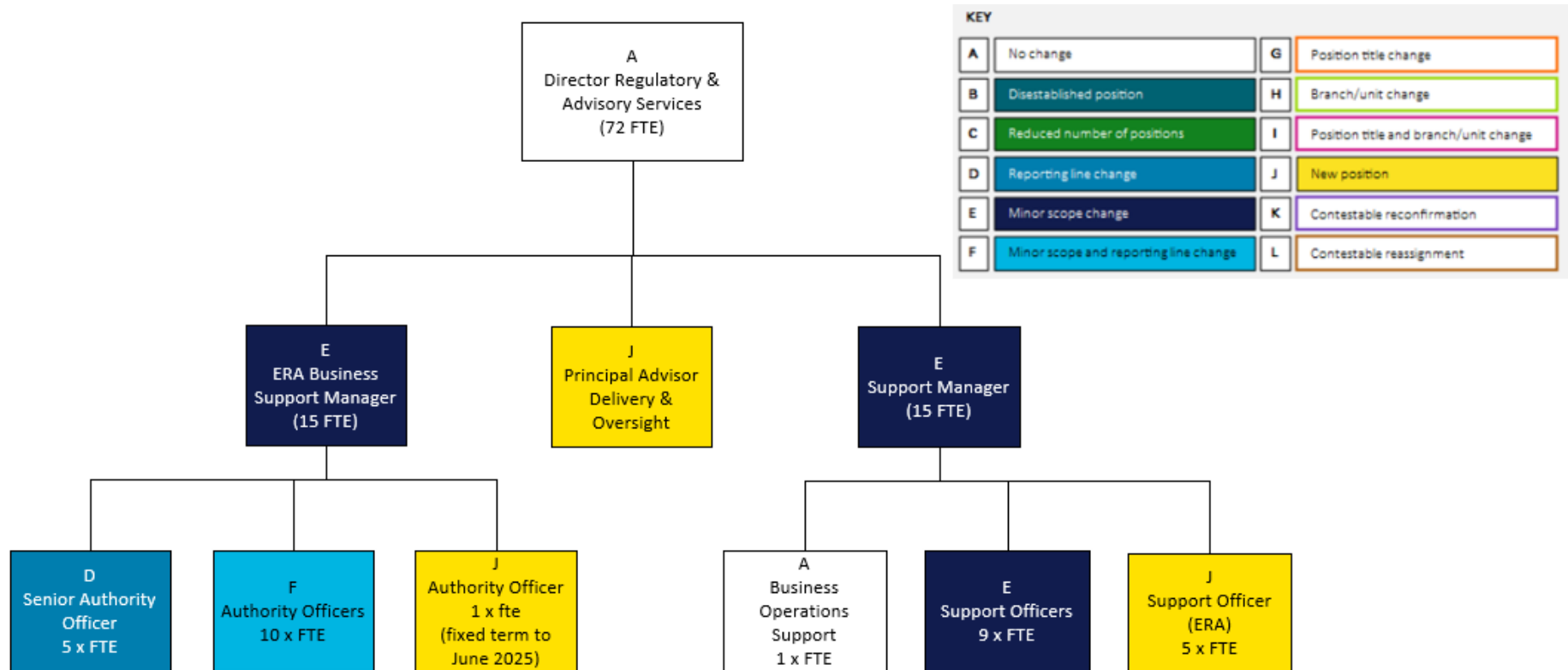
The final decisions are as follows:

- Establish a Principal Advisor Delivery & Oversight position reporting to the Director Regulatory & Advisory Services (fixed term).

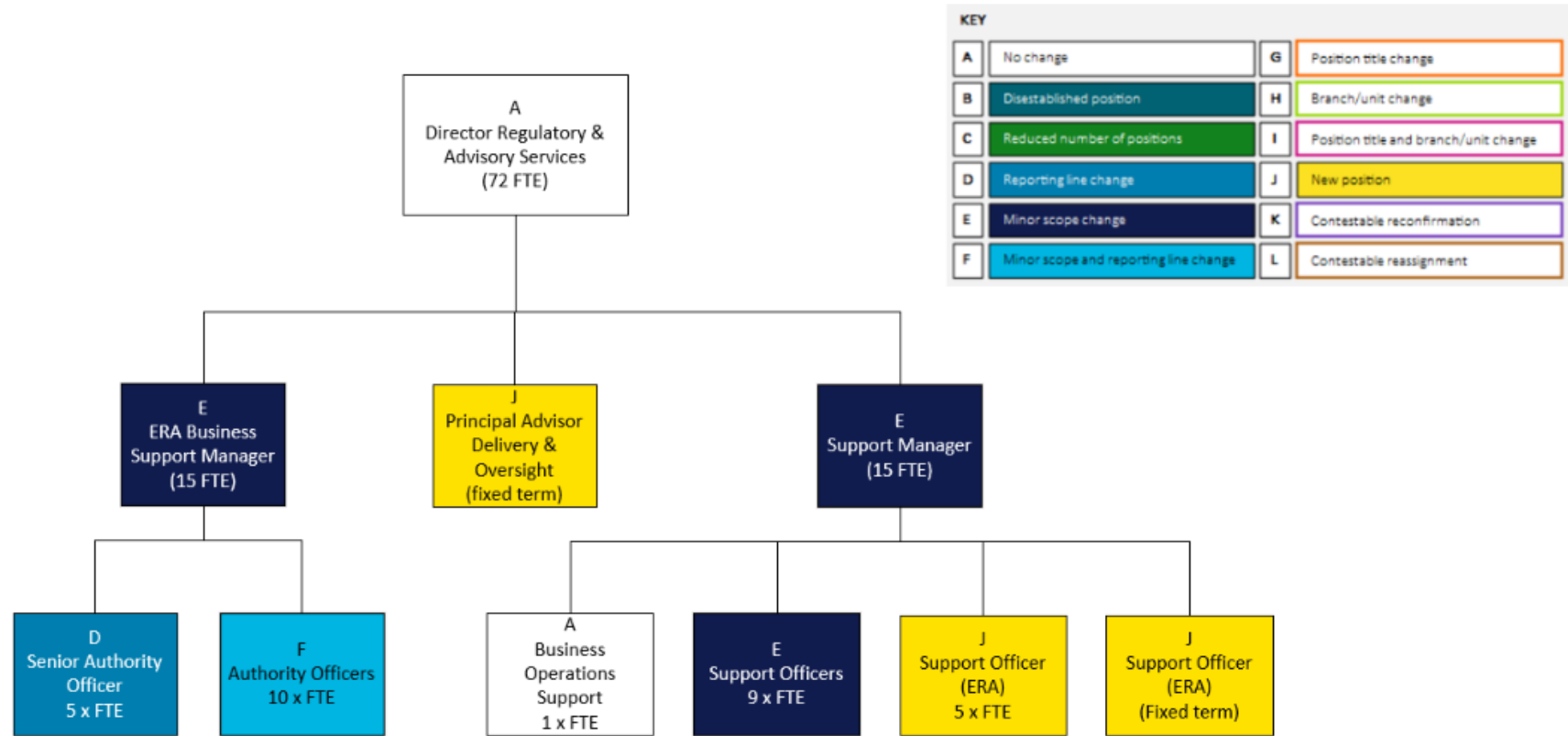
“I support the establishment of a Principal Advisor into the Authority. I think this will aid the ERA Business Support Manager with bringing consistency and efficiency for AOs under the new structure”.

Proposed organisational chart – Support Teams Regulatory & Advisory Services

The visual representation of the proposed structure within the change proposal was as follows:



Confirmed organisational chart – Support Teams Regulatory & Advisory Services



Implementation timeline

Following on from feedback received regarding the concern of splitting tasks out from roles, specifically in the Wellington and Christchurch officers where the team sizes are smaller and tasks are more integrated, we have decided to take a phased approach to the implementation of the additional Support Officer position.

The detailed timeline is below.

Activity	Indicative Timeframes
Final Decisions announced	Friday 25 October 2024
Expressions of Interest processes for relevant positions	29 October - 11 November 2024
Implementation of new structure	From 2 December 2024
Recruitment of vacancies	From 29 October 2024
Team Leader position end dates	20 December 2024

Summary of changes

Overall confirmed changes

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

New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
1B	Support Officer Regulatory & Advisory Services	Support Manager RAS (pos#10167610)	Employment Services, Regulatory & Advisory Services	Permanent	E
1B	Support Officer Regulatory & Advisory Services	Support Manager RAS (pos#10167610)	Employment Services, Regulatory & Advisory Services	Permanent	E
1B	Support Officer Regulatory & Advisory Services	Support Manager RAS (pos#10167610)	Employment Services, Regulatory & Advisory Services	Permanent	E
1B	Support Officer Regulatory & Advisory Services	Support Manager RAS (pos#10167610)	Employment Services, Regulatory & Advisory Services	Permanent	E
1B	Support Officer Regulatory & Advisory Services	Support Manager RAS (pos#10167610)	Employment Services, Regulatory & Advisory Services	Permanent	E
1F	Support Officer (Fixed Term)	Support Manager RAS (pos#10167610)	Employment Services, Regulatory & Advisory Services	Fixed Term (to 30 June 2025)	E
3A	Principal Advisor Service & Oversight (Fixed Term)	Director Regulatory & Advisory Services (pos#16210088)	Employment Services, Regulatory & Advisory Services	Fixed term (2years)	V

Disestablished positions

Proposal	Position title	Reporting line	Branch
1.A	Administration Officer Position (pos#16212188)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
1.A	Administration Officer Position (pos#10006680)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
1.A	Administration Officer Position (pos#16212189)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
2.A	Team Leader ERA Position (pos#16218796)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
2.A	Team Leader ERA Position (pos#16218795)	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services
1A, 2B	Authority Officer (pos#10006640) (vacant)	Team Leader (Northern) (pos#16218975)	Employment Services, Regulatory & Advisory Services

Reconfirmed with minor changes

Proposal	Position title	Branch	Description of change
2D	ERA Business Support Manager (pos#16210359)	Employment Services, Regulatory & Advisory Services	Minor scope change
2C	Senior Authority Officer (pos#16218183)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#10006690)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#10006730)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#16218184)	Employment Services, Regulatory & Advisory Services	Change in reporting line
2C	Senior Authority Officer (pos#10006600)	Employment Services, Regulatory & Advisory Services	Change in reporting line
1A, 2B	Authority Officer (pos#10006710)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16219561)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208824)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line

1A, 2B	Authority Officer (pos#16211564)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#10006610)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#10006670)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#10025000)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208822)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208823)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16208821)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1A, 2B	Authority Officer (pos#16219711)	Employment Services, Regulatory & Advisory Services	Minor scope change, Change in reporting line
1B	Support Manager (pos#10167610)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#16211038)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10035340)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#16211037)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10035330)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10035320)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10162010)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10073970)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#16203615)	Employment Services, Regulatory & Advisory Services	Minor scope change
1B	Support Officer (pos#10035310)	Employment Services, Regulatory & Advisory Services	Minor scope change

Appendix 1: Confirmed change process

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

Reconfirmation

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

For reconfirmation to apply:

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

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

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

Reassignment

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

For direct reassignment to apply:

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

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 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.

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](#)