



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

Final Decisions

18 September 2024



Background

The final decisions in the Te Waka Pūtahitanga 2024 Realignment Change Programme confirmed that the position of Investments and Operations Manager would have a change of reporting line to the Investment Director in the Investment Management branch of Kānoa.

On 7 August 2024, the Minister for Māori Development, the Minister of Finance, and the Minister for Economic Development jointly approved the transfer of the **Te Pūnaha Hiringa Māori Innovation Fund (the Fund)** from MBIE to Te Puni Kōkiri (TPK). This was a transfer of the Fund only, with TPK using their current resourcing to support this work. This transfer, scheduled for October 2024, is solely of the Fund, with TPK utilising its existing resources to manage the associated work.

Given Ministerial decisions and the final outcome to transfer only the fund to TPK, a review of the functions of the Investment and Operations Manager position, particularly the operational responsibilities of the role within the Te Kupenga Work Programme, was undertaken which resulted in the commencement of a consultation process with you on 29 August 2024.

While MBIE could not consult on the Ministerial decision to transfer the MIF to TPK, consultation was about how the transfer of Te Pūnahana Hiranga Māori Innovation fund to TPK would impact you in your role as Investment and Operations Manager.

Feedback

- Thank you for your considered feedback regarding the proposed change process and timeline for the transfer Te Pūnaha Hiringa Māori Innovation Fund to Te Puni Kōkiri (TPK).
 - I do want to specifically acknowledge the impact that comes with change, both professionally and personally.
 - The following slides address the feedback received.
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Response to feedback

Feedback	Response
<p>Ōku whakaaro 2024 Realignment Change programme proposing and then confirming the position of Investments and Operations Manager moving to Kānoa.</p> <p>Conversations with your line manager regarding Kānoa work and role.</p>	<p>Both the proposal and final decision to move the Investment and Operations Manager position to Kānoa was made in good faith with the information MBIE had at the time.</p> <p>Work was being done on request from the Minister around a proposal to move responsibility for the MIF to Te Puni Kōkiri. At that time, it was unclear what the outcome of this would be, and if it were to proceed, what the timeframes would be. To proceed with the proposal required the approval from three Ministers. Until Ministers had confirmed their decision, MBIE was not able to confirm whether resource and funding would be moving to Te Puni Kōkiri.</p> <p>The 2024 Realignment Change Programme was, as Deputy Secretary, my change programme with all decisions, including the Consultation Document and Final Decisions Document my responsibility. Decisions about where the Investments and Operations Manager position would go were undertaken in conjunction with the Deputy Secretary, Kānoa. The transfer of the position to Kānoa was on the basis of information at that time and that both funding and resource would be retained within MBIE. Ministerial decisions subsequent to the 2024 Realignment Change Programme were for the MIF only, to transfer to Te Puni Kōkiri. This decision meant that MBIE needed to relook at the impact on the Investment and Operations Manager role.</p> <p>Only the Deputy Secretary, Kānoa can determine resource requirements in that group. My understanding is that there is not currently a suitable alternative role available within Kānoa.</p>

Response to feedback

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<p>Tautika te haere Missed role opportunities due to timing of this change process</p>	<p>We could only make decisions on the basis of the information at that time. I understand that MBIE wrote to you on 11 July 2024 and 21 August, to let you know about the Cabinet paper and what this meant for you. In the July letter we advised the status quo would apply until a final decision was known from the Ministers involved. At that point, without a clear decision or timing from Ministers, the status quo was that the role would move to Kānoa.</p> <p>Without and until formal confirmation was received regarding Ministerial decisions with respect to the fund moving to Te Puni Kōkiri, MBIE was unable to assess whether any further change process would need to commence, or not. When Ministers made decisions, the letter of 21 August formally confirmed to you the decision that the Fund would be transferring and that we would shortly be in touch to provide you with more detail on what this meant for you. In the meantime the letter outlined that you would continue to report to General Manager, Te Kupenga. On 29 August we commenced a formal change consultation with you in relation to the role of Investment and Operations Manager.</p>
<p>Pono me te tika Concerns with change process</p>	<p>I acknowledge the impact of changes that occurred post Final Decisions of the 2024 Realignment Change Programme and the concerns you've raised with the process.</p>
<p>Kia aroha Advising Te Kupenga staff of your change situations and peers not being part of the consultation process.</p>	<p>The change document was not shared more broadly as the impact of the change proposal was on the specific role of Investment and Operations Manager. The intention in letting the team know was to inform the team and encourage peer support if/as needed.</p>

Response to feedback

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Optics, equity and capability	Following feedback, the Final Decisions confirmed that Māori economic development remained in Te Kupenga and did not transfer to the Economic Systems Leadership Branch as originally proposed.
E tū tōtahi Limiting consultation and contact with manager	The impact of the change proposal was specifically on the role of the Investment and Operations Manager, hence the consultation was solely focused on the specific role and individual impacted. Support options available, including 1:1 with your people leader was offered and outlined as part of the consultation document.



Final Decisions

I can confirm that your substantive position of Investment and Operations Manager has been impacted and will be dis-established effective 25 October 2024.

I will continue to keep you informed over the coming weeks and will write to you again shortly to advise you of next steps.

In confirming your role has been impacted, this means you are now an ‘affected’ employee.

What does it mean to be an affected employee?

Our people are important to us, and we are committed to working with our affected employees to explore other potential opportunities within MBIE and/or in the wider public service.

An affected status means that the employee is considered for appointment to other alternative suitable vacant positions elsewhere in MBIE, as a preferential applicant. Preferential means that the application would be assessed first before any other non-affected internal applicants.

Confirmed Change Process

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

Redeployment

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

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

Review process

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

Support through change

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

Wellbeing support options

We recognise that that change may be difficult and encourage you to reach out to your support network as well as taking advantage of the resources available to you, including:

- Your People Leader
- Your union delegate or representative ([PSA](#)) / ([NUPE](#))
- The [Wellbeing, Health and Safety Team](#)
- Our [Employee Assistance Programme](#) (EAP) which provides support for both work and personal life
- Call or text [1737](#) to access free counselling services from the national telehealth service
- Access your [Te Puna Ora](#) dashboard both at work and remotely using your MBIE login details

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](#) which is our central learning platform and holds many free e-learning courses – including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) which is the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- Explore [MBIE's library](#) which has a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.

You can also reach out to MBIE's Leadership, Talent and Growth team to discuss your development interests.

Career development support

MBIE's ([Career Services | EAP Services Limited](#)) 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.
