



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Foundations for the Future

Proposal for Change

17 September 2024

Introduction

Kia ora koutou,

As a leadership team we have recently been discussing the current structure of MBIE and whether we are best positioned to support the Government's priorities and deliver meaningful impacts for New Zealanders given our constrained fiscal environment.

We took a collaborative approach to developing a potential functional model that builds on change undertaken in recent years to bring like functions and teams together. These changes have demonstrated the value in grouping complementary capabilities and services together to streamline and enhance core processes; clarify roles and responsibilities; and create efficiency.

By looking at the organisation as a whole and rethinking where we might create economies of scale, we have considered possible functional groupings across policy, service delivery/operations and corporate and digital services. We have jointly explored how we might re-configure our organisation to accelerate gains in efficiency and effectiveness across the Ministry, balancing responsibilities across the Senior Leadership Team and our portfolio Ministers.

I have valued your input and engagement and appreciated your diverse perspectives given your experience of our organisation; stakeholders; and the systems we shape and manage that will be integral to the Government's ambition of rebuilding a productive and dynamic economy.

Following these discussions I have now had the time to consider a resulting organisational structure. The proposed structure outlined in this document would:

- Further refine most corporate and digital services into a single group.
- Integrate functions related to the management of strategic risks, assurance, performance, and future areas of focus into a Strategy and Assurance group.
- Further establish shared customer services related to operations and service delivery within Te Whakatairanga Service Delivery group.

- Align Economic Systems, Climate Change, and Auckland policy functions into existing policy groups.
- Create a centre of expertise for regional development and commercial services.

I acknowledge that as you turn your attention to this proposal and consider its personal impacts, you will continue to lead your groups through change. I ask that you provide yourself with the same kindness that you have been encouraging within your groups, prioritise engaging with this proposal, and seek support from the options available to you – including through check-ins with me.

I am and will remain incredibly grateful for the role you play in the stewardship of MBIE. Your ongoing commitment to ensuring our organisation is best positioned to maximise our collective capability will enhance the value and levels of service we provide for New Zealanders every day.

Ngā mihi nui

Carolyn Tremain

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

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Overview of this proposal

Scope of change

This proposal follows our discussions as a Senior Leadership Team about an organisational structure that is best positioned to deliver to government priorities, respond to the fiscal challenges we are faced with, and realign functionally to create efficiency and deliver meaningful impacts to New Zealanders.

While the scope of this proposal has considered the specific functions and accountabilities held by MBIE's Senior Leadership Team, proposed changes would have an impact on functional reporting lines for Tier 3 as well as the structure of business groups, which would be of interest to many parts of our organisation.

This document has been prepared for the purposes of initial consultation with direct reports to the Chief Executive, which will be followed by a staged change management approach (outlined in the next section) to ensure appropriate engagement is facilitated across the organisation.

Proposed change process

MBIE's change process outlines how we would classify impact based on proposed changes to a position. This process is detailed in [Appendix 1](#) and includes a description of the expression of interest (EOI) process that would be undertaken for any persons confirmed to be affected as result of this consultation process.

Providing feedback

I welcome your feedback on all aspects of this proposal for change and the process, including the EOI process and position descriptions which include selection criteria. Please provide your feedback to me directly either verbally or in writing.

I will carefully consider all feedback received during the consultation period before finalising a decision about the organisational structure, at which point I will confirm the impact of this structure on positions within the Senior Leadership Team.

Indicative timeline

I have positioned the change timeline outlined below to align final decisions with the October Baseline Update (OBU) so that the confirmed organisational structure for our Senior Leadership Team, including the functions reporting across the team, can be incorporated.

Activity	Indicative Timeframes
Consultation opens	Tuesday 17 September
Consultation closes	Tuesday 24 September
Feedback reviewed and considered	24 – 27 September
Final decision	Wednesday 2 October
EOI and selection period	3 – 9 October
Go-live of new structure (phase 1)	Thursday 10 October
Go-live of new structure (phase 2)	Thursday 5 December

Support available

If you need any support throughout this process, please feel free to contact me at any time or reach out to our Chief People Officer, Jennifer Nathan.

Change management approach

The foundations for the management of this change and a phased communication approach with our people and stakeholders have been outlined in this section. A timeline is included on the following page to demonstrate the sequencing of planned activity across the change process.

Communications plan

I have made the decision to undertake a limited consultation process for this proposal, which will be shared in confidence just with my direct reports.

I will engage with the Tier 3 positions that would be impacted by proposed changes to advise them that a change process is underway with my direct reports, and to make them aware of the aspects of the proposal that are relevant to their position.

I will then engage with the Extended Leadership Team to make them aware of this change, and that a proposal is out for consultation with the Senior Leadership Team.

These engagements will be positioned as strictly in confidence. MBIE staff will be made aware of the intention to change via an all-staff email shortly after the release of the proposal for change.

Prior to the announcement of a final decision I will meet with my direct reports to confirm the organisation structure and any impacts to their position, followed by impacted Tier 3 positions and the Extended Leadership Team.

I will confirm final decisions via an all-MBIE webinar on the decision release date.

Communications support for this change will be managed centrally through my office, including key messages to guide conversations with your leadership teams and communication of final decisions to all our MBIE people.

All communications updates will also be managed by my office and if there is additional communications support required, please let me know. I will provide an update on the approach for communicating final decisions at the point that is shared with you.

Engagement with some of our Ministers, the Public Service Commission, and the relevant unions (PSA, NUPE) will be prudent at different points in the change process, which my office will manage directly.

Implementation plan

This proposal has been designed to minimise the impact to positions outside of my direct reports but does propose the realignment of some functions and changes of reporting lines for some Tier 3 positions and their teams.

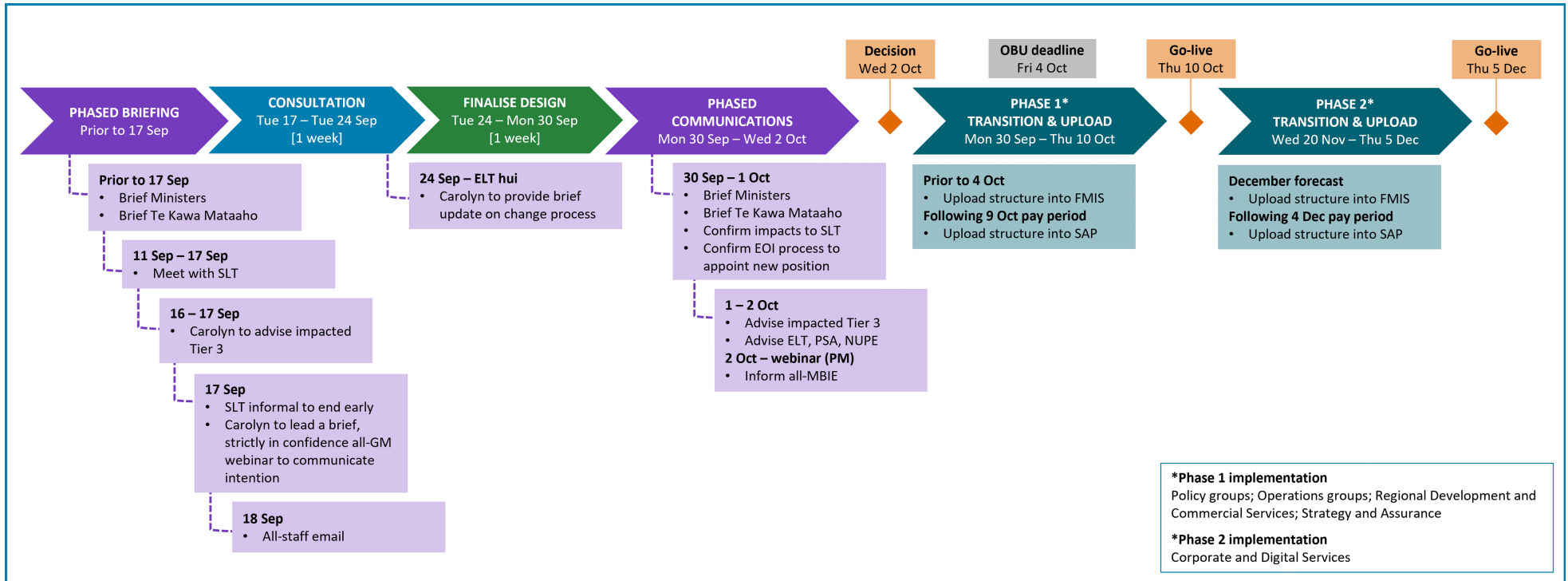
It is proposed that these functions are moved intact as they are currently structured, with a view that once appointed, the Senior Leadership Team would consider further opportunities for functional realignment or consolidation within their respective groups as necessary.

I intend to take a phased implementation approach, which recognises the complexity, size, and scale of proposed change to the corporate and digital services areas – which are proposed to be realigned. These groups have recently experienced change; or are currently engaged in activity proposing change. Phasing the implementation of this proposal will enable pre-consultation work to continue within Corporate Services, Finance and Enablement (CSFE), and to allow the proposed changes underway in both Digital, Data and Insights (DDI) and MBIE's Property functions to continue, so that insights can be represented in any further consideration about how a future group could best operate.

By aligning functions from CSFE and DDI, this proposal is likely to result in initial duplication of executive services (such as Executive Assistants, Principal Advisors, and Office of the Deputy Secretaries). Recognising the vital relationships and expertise held by these functions, it is proposed that teams continue to support their current groups to provide continuity and enable them to play a central role in embedding this change.

Change timeline

The timeline below indicates the intended sequencing of change phases and communications with both MBIE people and key stakeholders.



Design foundations and desired outcomes

Design principles

During our discussions we established some design principles that would encapsulate the needs of our organisation in the current context and would also be suitable to guide changes that may be required at other tiers of our structure.

I have further reflected on these design principles that will underpin both this proposal and our direction of change as an organisation. As a result, this proposal has been shaped with following design principles in mind:

- **Grouping like functions together** to enhance our organisational efficiency and agility by centralising core skills, services, and activities into centres of expertise.
- **Clarify the connection between our functions and portfolios** to simplify internal points of accountability and balance the number of Ministerial interfaces managed within groups.
- **Enhance functional alignment across end-to-end processes and services** to ensure that our structure enables collaborative, effective and efficient ways of working, recognising the interdependencies between functions and the need to streamline service delivery.
- **Focus capacity and capability towards core services** to ensure we deliver to a defined workplan that reflects government priorities, demonstrates responsible spending, and delivers value for money.
- **Anticipate our future needs** to be prepared for environmental challenges and opportunities, ensuring that we maintain and continue to develop the critical skills and capability that MBIE needs to achieve its long-term objectives.

Desired outcomes

With these design principles as the foundation, I am seeking to achieve the following outcomes through this proposal and subsequent changes we make as an organisation:

- **Simplify organisational responses** by utilising a centralised structure to consolidate points of accountability and to streamline decision making, limit ad-hoc responses to business needs, and reduce multi-commissioning.
- **Streamline customer services** by integrating shared operations services to strengthen insights and information sharing, drive consistency in customer approaches, and provide a more responsive support system for our customers.
- **Sharpen commercial operations** by grouping regional development and commercial services, to make stronger connections between the economic, social, and environmental outcomes we deliver.
- **Sustain impact across business groups** supported by centralised corporate and digital services that are focused on performance, continuous improvement, customer centricity and value for money.
- **Enhance management of strategic focus areas** by integrating the functions responsible for strategic risk management, assurance, and performance; and to lead key strategic focus areas aimed at increasing MBIE's efficiency and effectiveness.
- **Balance policy specialism and flexibility** by continuing to group expertise to ensure efficient and effective engagement and policy advice, while developing flexibility in ways of working to enable cross-functional management of high priority work.

Proposed changes to MBIE Senior Leadership Team

Why change is proposed

While we have made changes as an organisation over the last nine months in support of the Government's work programme and to align to Budget 2024 decisions, it is clear that MBIE will continue to operate in a tighter fiscal environment. This reality has required the holistic consideration of our organisation and its core services, the effectiveness of our delivery, priorities, capabilities, and functions to design a structure that meets both current and future needs.

Design of this structure begins with MBIE's Senior Leadership Team – and a review of how functions and accountabilities are managed across business groups – to ensure that Deputy Secretary responsibilities are balanced; critical stakeholder relationships are maintained; and functions are streamlined, efficient and effective, and centralised where it makes sense.

This proposal builds on the direction of recent change, where functions have been grouped to create centres of expertise. Extending this approach to our executive-level groupings presents an opportunity to further simplify our structure to reflect core policy, regulatory, customer, assurance, and shared service functions.

Changes proposed to the way functions and accountabilities are managed across MBIE's Senior Leadership Team represent four intentions:

- Realign our policy functions
- Broaden our regional development and commercial services focus
- Further refine our corporate and digital services
- Further establish shared operations services

Drivers, intended outcomes, and proposed changes related to each of these intentions are described in the sections following. Organisational charts are also provided at the end of this section to demonstrate how proposed changes would impact current

positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

Realign our policy functions

The breadth of our Ministerial portfolios and policy advice results in policy capability that is currently spread across four business groups. Managing this breadth within a single function is likely to counter the efficiencies sought through centralisation, given the scale of Ministerial interfaces to be managed and ongoing high levels of demand.

There is however an opportunity to achieve some consolidation by realigning several functions from within Te Waka Pūtahitanga group into Labour, Science and Enterprise, and the Auckland Policy Office into Building, Resources and Markets.

Most policy functions within the Economic Systems Leadership function and the Director Group Initiatives would be realigned into the Labour, Science and Enterprise group to foster greater connection to related policy areas.

Policy functions related to climate change, currently within the Economic Systems Leadership function, would be realigned to the Building, Resources and Markets group given their natural alignment to the work of the Energy portfolio. Initially, the Manager Economic Policies Priorities would report to the Chief Advisor Climate to integrate climate change functions, with a view that further consideration of this structure may be undertaken following the implementation of this change.

Similarly, to enable greater policy connection, the Auckland Policy Office would be aligned to the Building, Resources and Markets group.

This proposal complements the recent change undertaken by the above groups to realign their functions to Ministerial portfolios, and initiate development of a flexible policy workforce model to enhance our ability to meet high-priority policy needs.

To realign our policy functions, the following changes are proposed:

1. The **General Manager Economic Systems Leadership** from Te Waka Pūtahitanga group would have a change of reporting line to the Deputy Secretary Labour, Science and Enterprise. All positions except for the Chief Advisor Climate and the Manager Economic Policies Priorities would continue to report to this position, would have a change in group and retain their current structure. This change would recognise the functional alignment of these teams to economic development policy.
2. The **Chief Advisor Climate** from Te Waka Pūtahitanga group would have a change of reporting line to the Deputy Secretary Building, Resources and Markets. This would align its strategic advice more closely with the work of the Energy portfolio.
3. The **Manager Economic Policies Priorities** from Te Waka Pūtahitanga group would have a temporary change of reporting line to the Chief Advisor Climate. The team reporting to this position would have a change in group and retain its current structure. This change would integrate climate change functions into one team and align its strategic advice more closely with the work of the Energy portfolio.
4. The **Director Group Initiatives** would have a change of reporting line to the Deputy Secretary Labour, Science and Enterprise. This change would recognise the position's close connection to Economic Development and connect it to broader policy capability.
5. The **Head of Auckland Policy Office** would have a change of reporting line to the Deputy Secretary Building, Resources and Markets. Roles reporting to this position would have a change in group. This change would recognise the functional alignments between Auckland-specific policies and the building portfolio.

Broaden our regional development and commercial services focus

As with our policy advice, activity to support economic development and positive investment outcomes is distributed across several of our business groups. Building on the intention to group policy functions based on their broad focus areas and strengthen their expertise, it is also proposed that the New Zealand Government Procurement (NZGP) function is centralised within Kānoa – Regional Economic Development and Investment Unit to create a centre of commercial expertise.

As a system leader, the work NZGP undertakes has both a system and significant commercial focus. It is proposed that there would be greater alignment between NZGP and the regional development and commercial activities of the Kānoa group, as well as its system focus.

To broaden our regional development and commercial services focus, the following changes are proposed:

6. **Kānoa – Regional Economic Development and Investment Unit** would be re-named to Regional Development and Commercial Services. This change would encapsulate the expansion of functions within the business group.
7. The **General Manager New Zealand Government Procurement** from Building, Resources and Markets group would have a change in reporting line to the Deputy Secretary Regional Development and Commercial Services. Teams reporting to this position would have a change in group and retain their current structure. This change would recognise its functional alignment to the economic development levers that MBIE manages in key sectors.
8. As a result of expanding functions within its responsibility, the **Deputy Secretary Head of Kānoa – Regional Economic Development and Investment Unit** position would have a change of scope and a position title change to Deputy Secretary Regional Development and Commercial Services.

Further refine our corporate and digital services

MBIE relies on the corporate and enablement functions provided by Digital, Data and Insights (DDI) and Corporate Services, Finance and Enablement (CSFE) groups, with a small number distributed across the rest of the organisation. The establishment of DDI and the consolidation of enablement and finance functions into CSFE made steps to create centres of experience. Given the maturity of both groups and the need to manage the affordability of shared services across MBIE, it is proposed that they are now further refined into a single Corporate and Digital Services group.

This proposal has considered the way that corporate functions are managed in comparable public and private organisations, which tend to operate one function with services provided via a centralised model. It is expected that bringing these groups together would enable the holistic oversight of the services and systems MBIE needs to operate successfully, and better position us to find efficiencies in how those services are provided to deliver high value for our internal customers.

Strategy and Assurance

Functions related to the management of strategic risks are proposed to be centralised within Te Waka Pūtahitanga group. This group would maintain a holistic view of risks, provide assurance to the Chief Executive, as well as hold a medium- to long-term focus on organisational performance.

Based on the strategic intention of this group and its assurance role, I have opted to align the Chief Advisor to the Secretary to the Strategy and Assurance function so that it can be more closely integrated with this work. The position would retain its close interface with me on a practical basis; continue to be part of SLT; and would have a broadened scope to take accountability for one-off special projects, such as commissions of inquiry, on behalf of the Ministry.

Further, the group would lead MBIE's Artificial Intelligence (AI) approach, given that it is a current strategic focus and an organisational lever to increase capacity, productivity and enhance workflows. Similar to the way MBIE has previously developed Digital and

Climate as strategic focus areas, our AI focus would first be incubated within this group and be realigned as the approach matures.

Following this proposal, it is intended that further work would be done to integrate Internal Assurance capability from the Finance and Performance function into the Strategy and Assurance group. This would be managed by the Deputy Secretary Strategy and Assurance.

Executive Services

By consolidating the current DDI leadership team and most of the CSFE leadership team into the Corporate and Digital Services group, there is likely to be some functional duplication of executive services. Given the depth of relationships and expertise held within these service teams, it is proposed that these positions would continue to support their current groups. This includes the shared Office of the Deputy Secretaries, which would provide shared services to the Corporate and Digital Services and Strategy and Assurance groups.

To further refine our corporate and digital services, the following changes are proposed:

9. A new **Deputy Secretary Corporate and Digital Services** position would be established.
10. The following positions reporting to the **Deputy Secretary Corporate Services, Finance and Enablement** would have a change of reporting line to the Deputy Secretary Corporate and Digital Services:
 - a. **Chief Operating Officer**
 - b. **Chief Financial Officer**
 - c. **Director Mātauranga Māori**
 - d. **Head of the Office of the Deputy Secretary**
 - e. **Chief People Officer**
 - f. **General Manager Workplace, Safety and Security**

Teams reporting to these positions would have a change in group and retain their current structure. This change would recognise their corporate functions.

11. The following positions reporting to the **Deputy Secretary Digital, Data and Insights** would have a change of reporting line to the Deputy Secretary Corporate and Digital Services:
 - a. **General Manager Digital Solution Delivery**
 - b. **General Manager Digital Operations**
 - c. **General Manager Planning, Risk and Assurance**
 - d. **General Manager Partnerships and Programmes**
 - e. **General Manager Data, Insights and Intelligence**
 - f. **Chief Technology Officer**
 - g. **Chief Information Security Officer**
 - h. **Chief Data Officer**

Teams reporting to these positions would have a change in group and retain their current structure. This change would recognise their digital and data functions.

12. **Te Waka Pūtahitanga** would be re-named Strategy and Assurance. This change would encapsulate the expansion of functions within the group.
13. The **General Manager Enterprise Strategy, Risk and Transformation, General Manager Communications, Design and Ministerial Services**, and the **Chief Legal Officer** from Corporate Services, Finance and Enablement group would have a change of reporting line to the Deputy Secretary Strategy and Assurance. Teams reporting to these positions would have a change in group and retain their current structure. This change would recognise these functions as central to strategy and assurance, including the incubation of our AI approach.
14. The **Chief Advisor to the Secretary** would have a change in reporting line to the Deputy Secretary Strategy and Assurance. It would retain its close working

relationship with the Secretary and would have a position title change to Chief Advisor to the Secretary and Special Projects Lead to reflect its expanded accountability.

15. The **Deputy Secretary Te Waka Pūtahitanga** position would have a change of scope and a position title change to Deputy Secretary Strategy and Assurance.
16. As a result of the proposal to further refine functions reporting to the **Deputy Secretary Digital, Data and Insights** under the Deputy Secretary Corporate and Digital Services, this position would be disestablished.
17. As a result of the proposal to further refine functions reporting to the **Deputy Secretary Corporate Services, Finance and Enablement** under the Deputy Secretary Corporate and Digital Services and the Deputy Secretary Strategy and Assurance, this position would be disestablished.

Further establish shared operations services

MBIE's current structure has two operations-focused groups, which provide many products and services across a diverse customer base. Within those groups, there has been natural growth in support service capability that is specifically focused on operations and service delivery. These support areas are pivotal to the realisation of our customer promise through their role in the design and continuous improvement of services and management of our engagement and information channels.

We have learned that there is value in centralising functions that are common across operations areas through recent changes, such as the integration of compliance and investigations; information and education; and digital channels capability.

It is proposed that an Operations Shared Service function is established within Te Whakatairanga Service Delivery group. This function would work across the full scope of MBIE's operations and focus on opportunities for continuous improvement across our core processes, systems, practices, and capabilities.

The establishment of an Operations Shared Service function would occur over time to ensure we maintain continuity of key projects and service delivery. Initially, it is

proposed that the Customer function held within Immigration New Zealand (INZ) is aligned with this group. This initial step would enhance the integration of our customer approaches, strengthen insights and information sharing, and improve our responsiveness to emerging needs.

Following this proposal, it is intended that further work would be done to align other capability from within Immigration's Service Design and Implementation function, as well as bringing workforce planning capability from both Immigration and Te Whakatairanga Service Delivery groups together. This would strengthen the way workloads, demands and peaks are managed across operations, as well as enhance the allocation of work; drive consistency in our approach to service improvements based on customer insights and demand; and strengthen our operations capability.

To further establish operations shared services, the following changes are proposed:

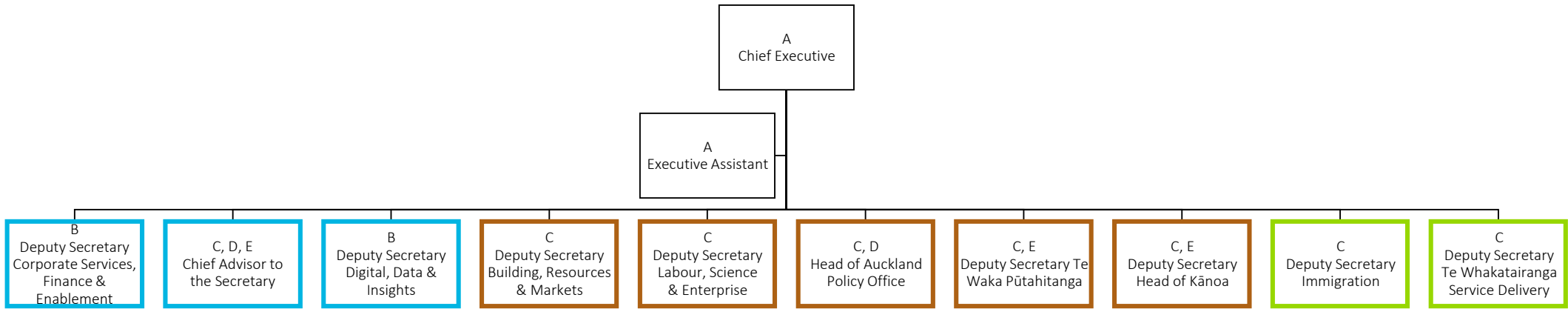
18. The **General Manager Customer** from Immigration New Zealand group would have a change of reporting line to the Deputy Secretary Te Whakatairanga Service Delivery. Teams reporting to this position would have a change in group and retain their current structure. This change would recognise its function as a shared operations service.
19. The following functions within **Te Whakatairanga Service Delivery** would be further established as part of the Shared Operations Service function:
 - **Immigration Compliance and Investigations**
 - **Engagement & Experience**
 - **Kiritaki Centricity and Innovation**
 - **Strategy, Performance & Design**
20. While all functions would retain their current structure, further work would be required to maximise opportunities to leverage shared expertise and develop integrated ways of working. This would be managed by the Deputy Secretary Te Whakatairanga Service Delivery.

21. As a result of the proposal to move the General Manager Customer reporting to the **Deputy Secretary Immigration New Zealand** to the Deputy Secretary Te Whakatairanga Service Delivery, this position would have a minor change.
22. As a result of the proposal to align the General Manager Customer to the **Deputy Secretary Te Whakatairanga Service Delivery**, this position would have a minor change.

I welcome your thoughts on all aspects of this proposal and feedback on how it could be strengthened to better deliver on our [design foundations and desired outcomes](#). If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

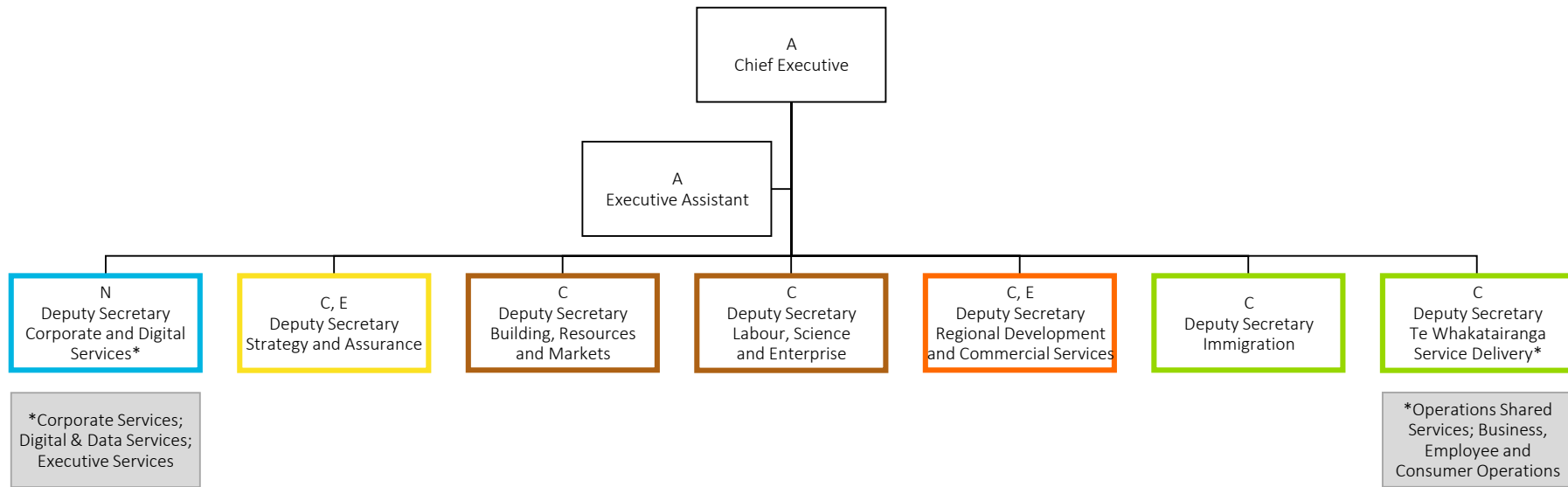
Current organisational chart – MBIE Senior Leadership Team

KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
B	Disestablished position	Operations	
C	Scope change/minor change	Corporate and Digital Services	
D	Reporting line and MBIE group change		
E	Position title change		



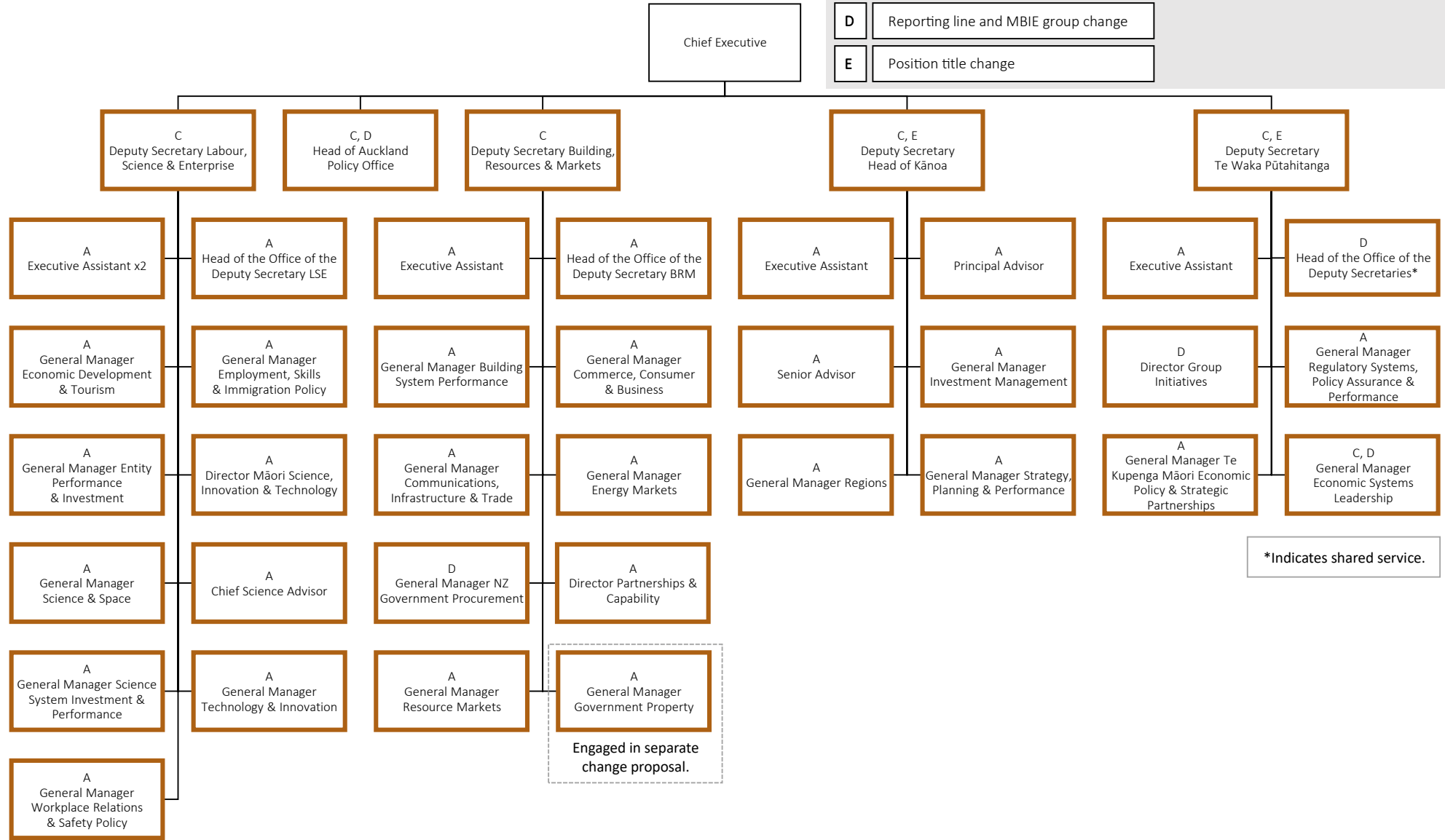
Proposed organisational chart – MBIE Senior Leadership Team

KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
N	New position	Regional Dev. and Commercial Services	
C	Scope change/minor change	Operations	
D	Reporting line and MBIE group change	Corporate and Digital Services	
E	Position title change	Strategy and Assurance	



Current organisational chart – MBIE policy functions

KEY: Position impact		KEY: Functional grouping
A	No change	Policy
B	Disestablished position	Operations
C	Scope change/minor change	Corporate and Digital Services
D	Reporting line and MBIE group change	
E	Position title change	

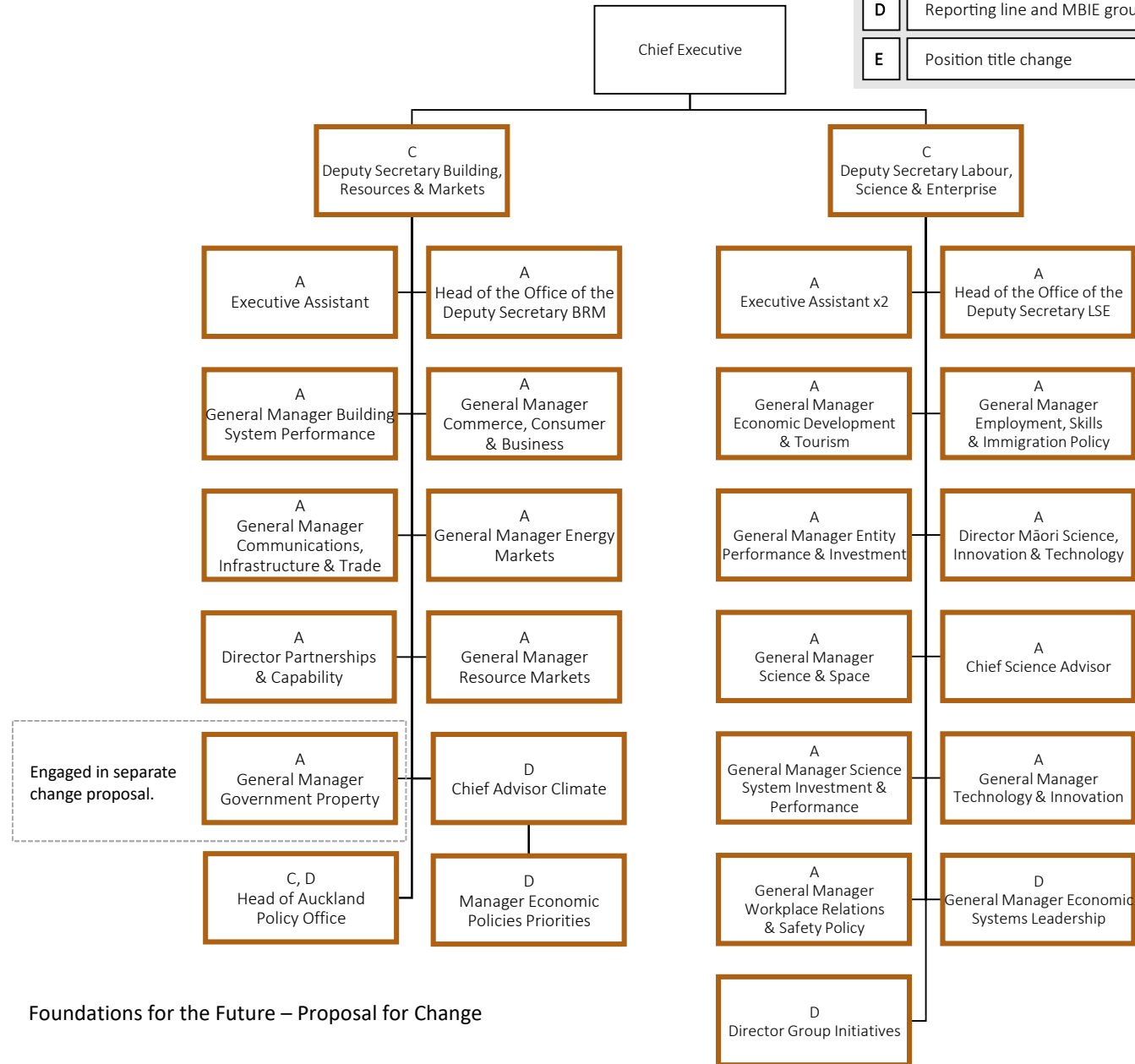


*Indicates shared service.

Engaged in separate change proposal.

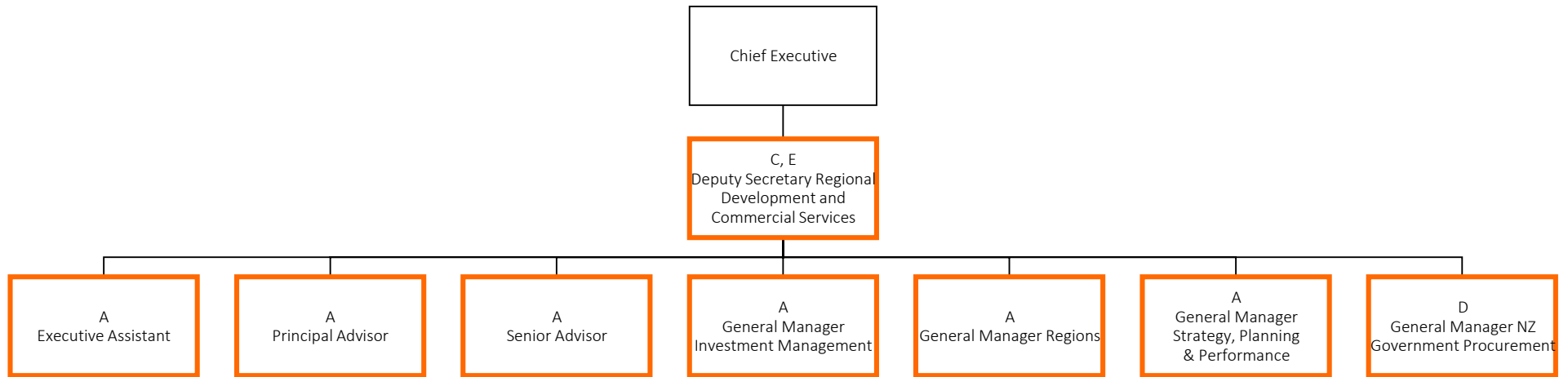
Proposed organisational chart – MBIE policy functions

KEY: Position impact		KEY: Functional grouping
A	No change	Policy
N	New position	Regional Dev. and Commercial Services
C	Scope change/minor change	Operations
D	Reporting line and MBIE group change	Corporate and Digital Services
E	Position title change	Strategy and Assurance



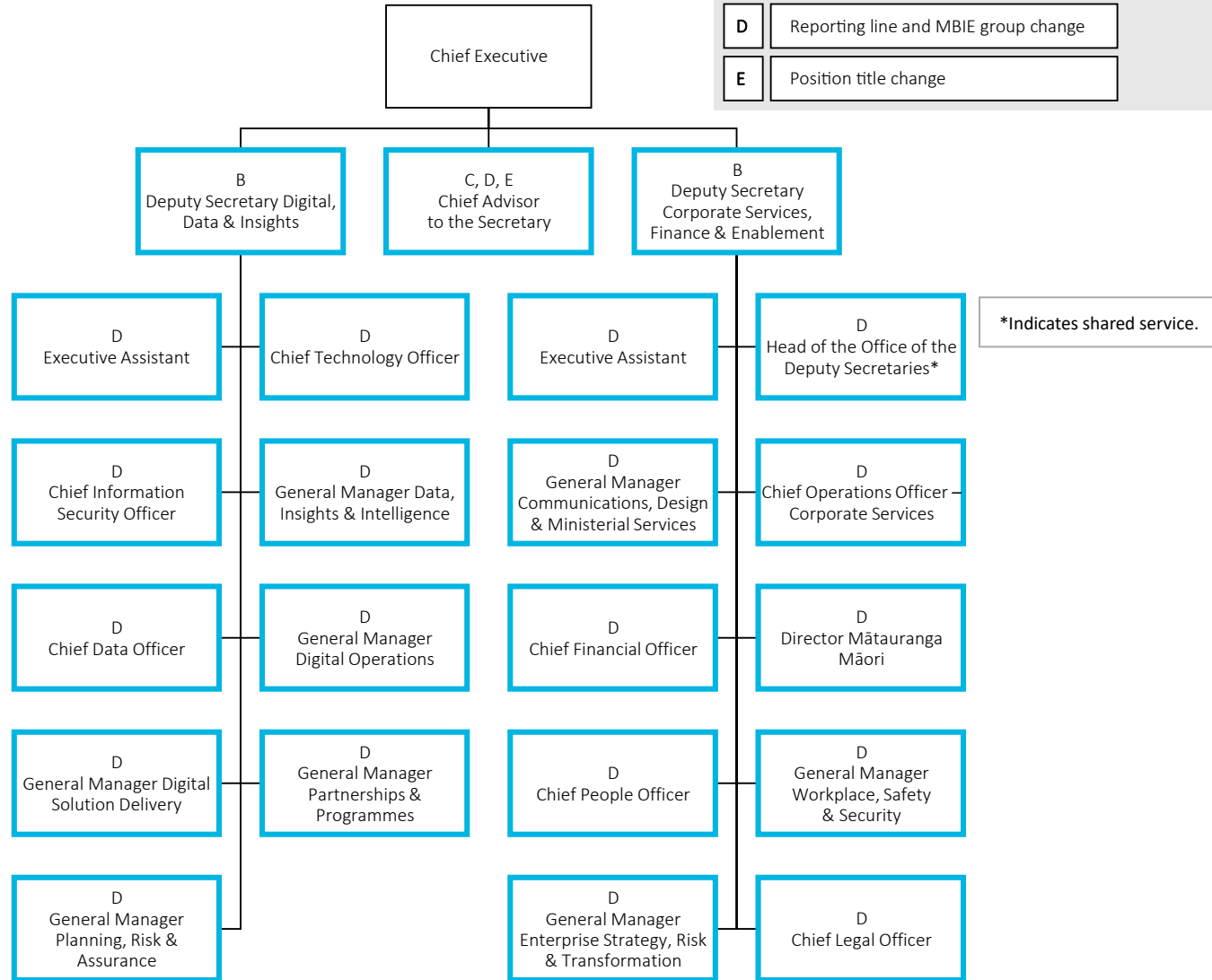
Proposed organisational chart – Regional Development and Commercial Services

KEY: Position impact		KEY: Functional grouping
A	No change	Policy
N	New position	Regional Dev. and Commercial Services
C	Scope change/minor change	Operations
D	Reporting line and MBIE group change	Corporate and Digital Services
E	Position title change	Strategy and Assurance



Current organisational chart – MBIE corporate functions

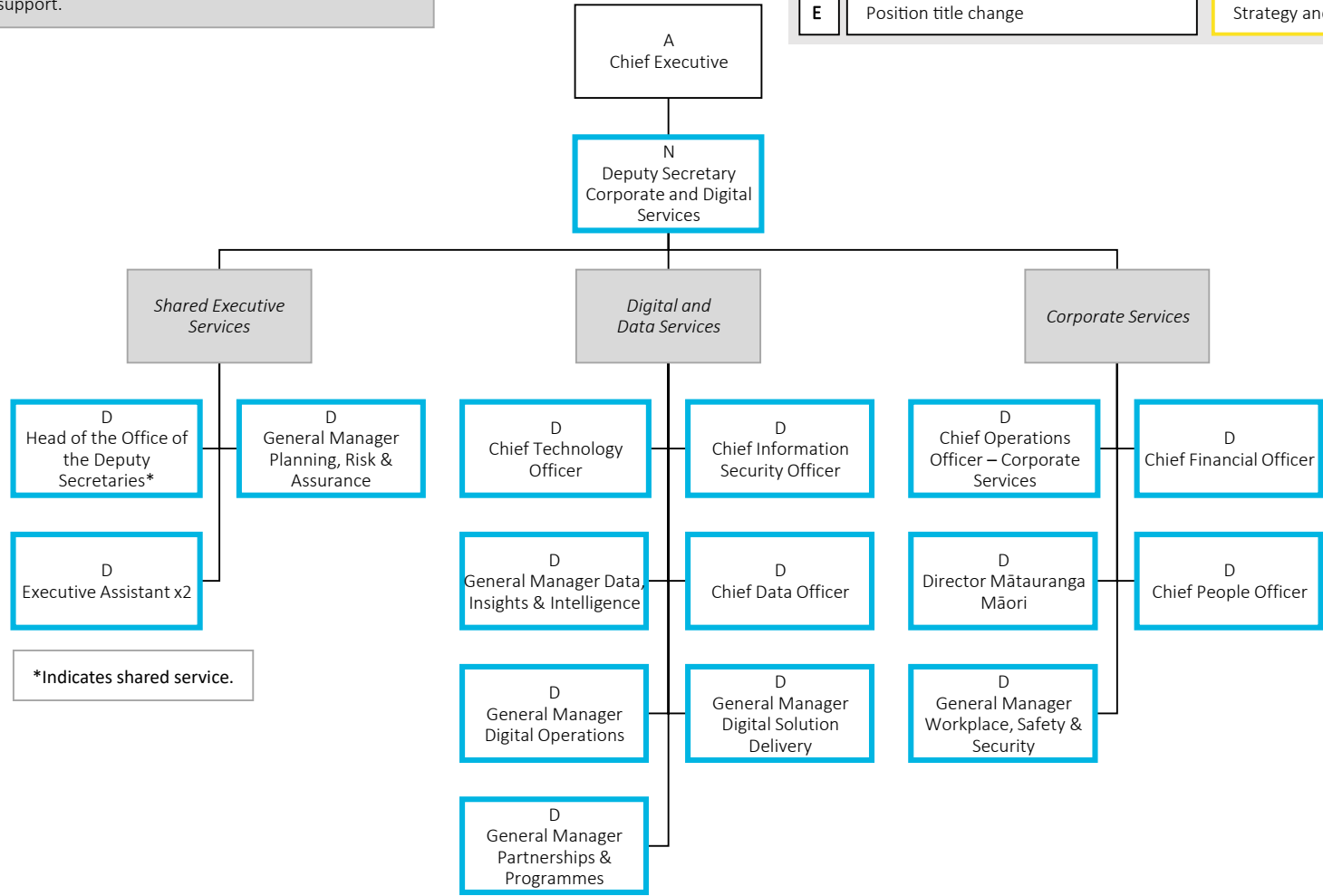
KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
B	Disestablished position	Operations	
C	Scope change/minor change	Corporate and Digital Services	
D	Reporting line and MBIE group change		
E	Position title change		



Proposed organisational chart – Corporate and Digital Services

All positions shown in this chart would be direct reports to the Deputy Secretary. Grey boxes have been used to indicate natural functional groupings for service support.

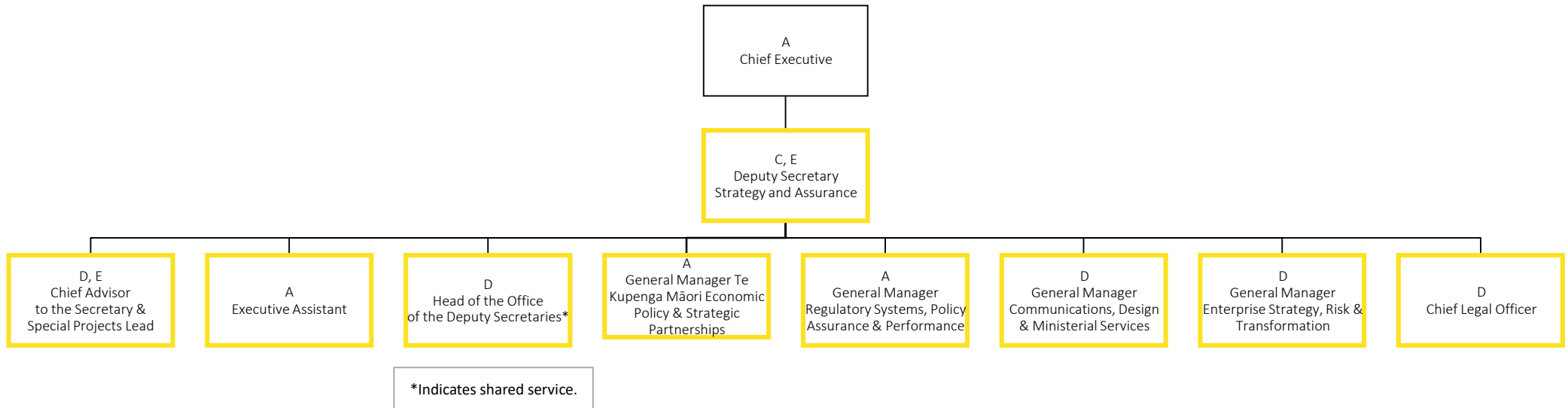
KEY: Position impact		KEY: Functional grouping
A	No change	Policy
N	New position	Regional Dev. and Commercial Services
C	Scope change/minor change	Operations
D	Reporting line and MBIE group change	Corporate and Digital Services
E	Position title change	Strategy and Assurance



*Indicates shared service.

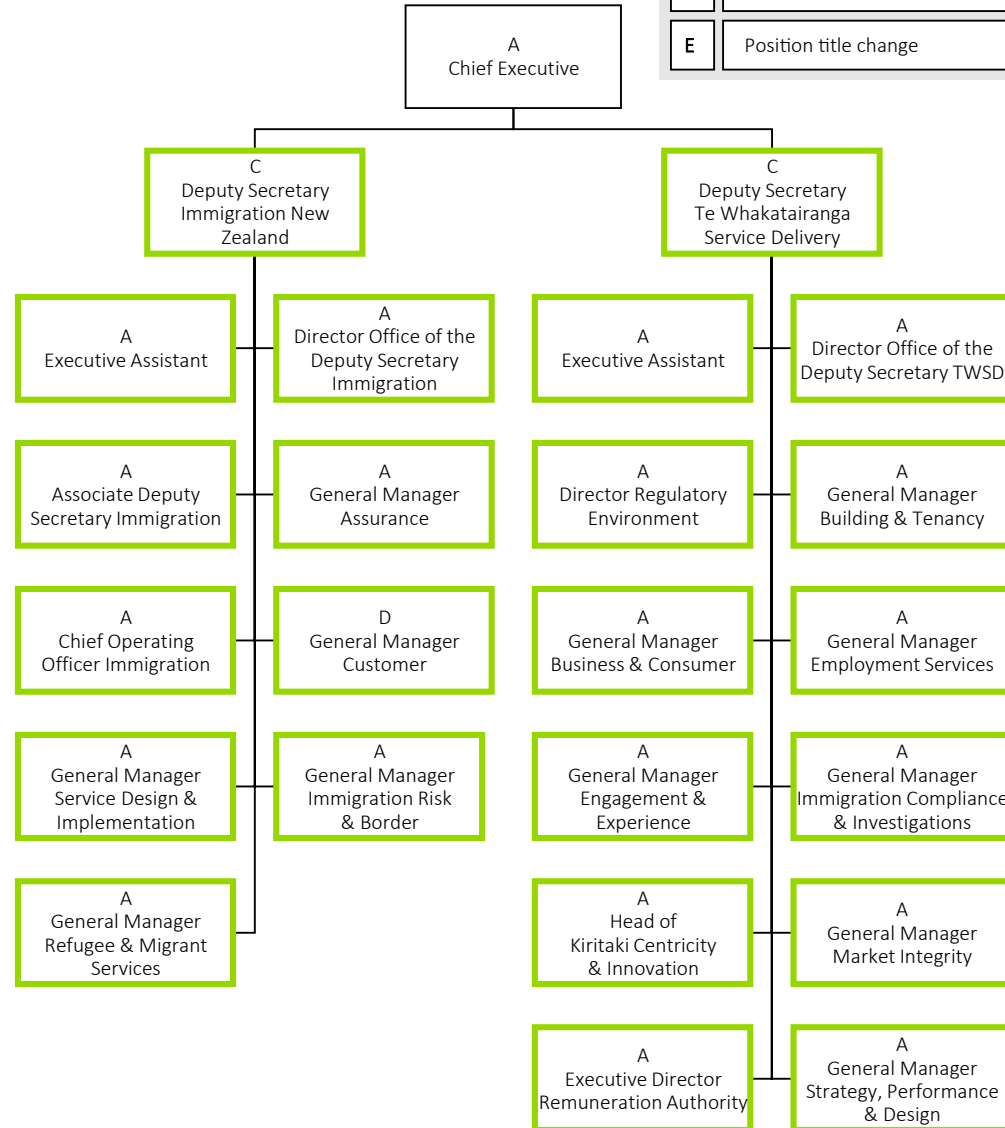
Proposed organisational chart – Strategy and Assurance

KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
N	New position	Regional Dev. and Commercial Services	
C	Scope change/minor change	Operations	
D	Reporting line and MBIE group change	Corporate and Digital Services	
E	Position title change	Strategy and Assurance	



Current organisational chart – MBIE operations functions

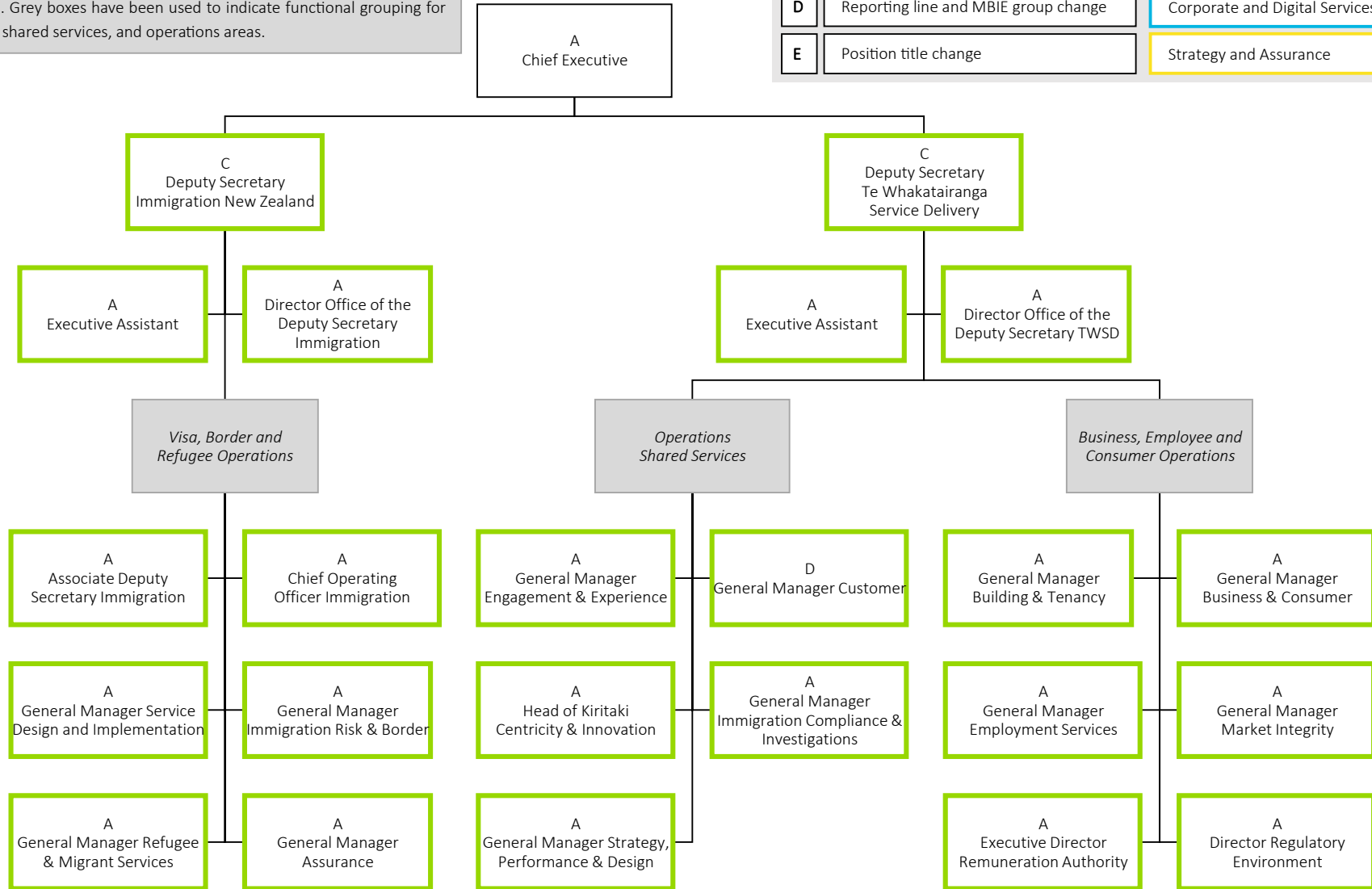
KEY: Position impact		KEY: Functional grouping
A	No change	Policy
B	Disestablished position	Operations
C	Scope change/minor change	Corporate and Digital Services
D	Reporting line and MBIE group change	
E	Position title change	



Proposed organisational chart – MBIE operations functions

All positions shown in this chart would be direct reports to the Deputy Secretaries. Grey boxes have been used to indicate functional grouping for operations shared services, and operations areas.

KEY: Position impact		KEY: Functional grouping	
A	No change	Policy	
N	New position	Regional Dev. and Commercial Services	
C	Scope change/minor change	Operations	
D	Reporting line and MBIE group change	Corporate and Digital Services	
E	Position title change	Strategy and Assurance	



Summary of proposed changes

Description of change (Senior Leadership Team)	Position count	FTE impact
Disestablished position	2	2
New position	1	1
Minor change with reconfirmation	8	8
Scope change with direct reassignment	2	2
Net impact	-1	-1
Description of change (rest of MBIE)	Position count	FTE impact
Change of Reporting Line and Group	25	22.3
Change of Group	1,736	1,423.05
No change	5,381	4,563.26

Proposed new positions

Position title	Reporting line	Indicative band
Deputy Secretary Corporate and Digital Services	Chief Executive	26

Proposed disestablished positions

Position title	Reporting line
Deputy Secretary Corporate Services, Finance and Enablement	Chief Executive
Deputy Secretary Digital, Data and Insights	Chief Executive

Proposed scope change/minor change

Position title	Description of change
Deputy Secretary Te Waka Pūtahitanga	<ul style="list-style-type: none"> • Position title change to Deputy Secretary Strategy and Assurance • Scope change • Direct reassignment
Deputy Secretary Head of Kānoa – Regional Economic Development and Investment Unit	<ul style="list-style-type: none"> • Position title change to Deputy Secretary Regional Development and Commercial Services • Scope change • Direct reassignment
Deputy Secretary Building, Resources and Markets	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation
Deputy Secretary Labour, Science and Enterprise	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation
Deputy Secretary Immigration	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation
Deputy Secretary Te Whakatairanga Service Delivery	<ul style="list-style-type: none"> • Minor change of scope • Reconfirmation

Position title	Description of change
Chief Advisor to the Secretary	<ul style="list-style-type: none"> • Position title change to Chief Advisor to the Secretary and Special Projects Lead • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance • Change of tier • Reconfirmation
Head of Auckland Policy Office	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Building, Resources and Markets • Group change to Building, Resources and Markets • Change of tier • Reconfirmation
General Manager Economic Systems Leadership	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Labour, Science and Enterprise • Group change to Labour, Science and Enterprise • Change of scope • Reconfirmation
Director Group Initiatives	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Labour, Science and Enterprise • Group change to Labour, Science and Enterprise
Chief Advisor Climate	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Building, Resources and Markets • Group change to Building, Resources and Markets
Manager Economic Policies Priorities	<ul style="list-style-type: none"> • Reporting line change to Chief Advisor Climate • Group change to Building, Resources and Markets
General Manager New Zealand Government Procurement	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Regional Development and Commercial Services • Group change to Regional Development and Commercial Services
General Manager Communications, Design and Ministerial Services	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance

Position title	Description of change
General Manager Enterprise Strategy, Risk and Transformation	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance
Chief Legal Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance
General Manager Customer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Te Whakatairanga Service Delivery • Group change to Te Whakatairanga Service Delivery
Chief Operating Officer – Corporate Services	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Chief Financial Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Chief People Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
General Manager Workplace, Safety and Security	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Director Mātauranga Māori	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Chief Information Security Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
General Manager Data, Insights and Intelligence	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Chief Data Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services

Position title	Description of change
General Manager Digital Operations	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
General Manager Digital Solution Delivery	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
General Manager Partnerships and Programmes	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Chief Technology Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Head of the Office of the Deputy Secretaries	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services and Deputy Secretary Strategy and Assurance • Group change to Corporate and Digital Services and Strategy and Assurance
General Manager Planning, Risk and Assurance	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services
Executive Assistant x2	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Corporate and Digital Services • Group change to Corporate and Digital Services

Appendix 1: Proposed change process

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

Reconfirmation

As part of the consultation process your substantive position may be proposed to be **‘reconfirmed’**. In these circumstances your substantive position in the proposed new structure is substantially the same as your current substantive position and you are the only person able to be reconfirmed to the role. Examples include a change in reporting line; position title; scope change; or a minor change in work content.

For reconfirmation to apply:

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

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

Where there are more affected employees who could be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to **‘contestable reconfirmation’** via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

Reassignment

As part of the consultation process you may be proposed to be **‘directly reassigned’**. In these circumstances we are proposing to directly reassign you into a different but substantially similar role.

For direct reassignment to apply:

- The new or revised position description is 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 terms and conditions for the position are no less favourable; and
- The location of the position is in the same local area (note: this need not mean the same building and/or on the same street).

If you are confirmed to be directly reassigned as part of the final structure you will not need to take any action as you will automatically be directly offered reassignment into the position.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to **‘contestable reassignment’** via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

New positions

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

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

Selection and Expression of Interest (EOI) process

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

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form; and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for; and/or
- 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.

To participate in an EOI process you would need to let the Chief Executive know in writing your preference of the options noted above.

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

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

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. Please raise concerns with me at the earliest opportunity so I can address them with you.