



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

Enhancing MBIE Property services

Proposal for Change

September 2024

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Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

Since the formation of the Government at the end of 2023, we have worked at pace to support our Ministers in several focus areas including the 100-day plan, Mini-Budget, and Coalition agreements. This work and associated decisions have resulted in some impacts to our work programmes, and I have been proud of our ability across MBIE to respond to these priorities.

In parallel, the Senior Leadership Team and I have been working through what the Government's work programme and Budget 2024 decisions mean for us all at MBIE and how MBIE should be organised to optimise our capability.

It's an ongoing priority for MBIE and the public service to ensure we have a focus on responsible spending and achieve value for money, making every dollar of taxpayer money count. This focus extends to our responsibilities in our all of government functions, in this case for government property.

The Government has been looking for some time at the opportunity to improve property planning and investment practices across Public Service agencies. As the system and functional lead for government office property, MBIE plays a critical role in helping to shift the system so that as a public service we operate efficiently with reduced fragmentation and duplication. Some work is also underway to consider formally expanding MBIE's system leadership mandate and it is important that we are ready to scale up to this challenge.

MBIE has similarly been looking at streamlining its own property needs to ensure it meets the needs of our workforce and to reduce our overall footprint. As a large agency, MBIE has a significant property portfolio. This means there is an opportunity to leverage our skills and capabilities across our internal function and our government property responsibilities to enhance our capability across our property functions,

improve functional alignment, and ensure we are well placed to scale up to deliver on increased responsibilities as a system leader for government office property.

Across MBIE, we have already been working to build flexibility in our organisation through bringing together like functions and teams to reduce duplication of effort; focusing on better utilising the skills, experience, and capabilities of our people, and streamlining and processes where possible to enable us to place greater focus on delivering for the people we serve.

The dynamic nature of MBIE and the work we have supported over the years means we are no strangers to change, and the Senior Leadership Team and I continue to welcome and value your feedback through formal change processes. I have seen our people respond and support each other through change on many occasions – with resilience, manaakitanga, and a focus on Pae Kahurangi | Building our Future.

I ask that during this period you prioritise being kind to yourself, your hoamahi (colleagues), and seek support from the options available to you at MBIE – including regular check-ins with your people leader.

I am and will remain grateful for the work which has been done by many of our MBIE people to support the advice and options we have provided our Ministers as part of our work to support their quarterly priorities, as well as those of you who continue to provide and deliver services for New Zealanders every day.

Thank you for the work that you do.

Ngā mihi nui

Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive

Te Tumu Whakarae mō Hīkina Whakatutuki

Background to this change

At MBIE, we play a key role in setting requirements and providing guidance for how agencies manage government office property. In 2023, Cabinet considered measures to address significant challenges which limit the property system's ability to achieve the desired results. This year, the Minister for the Public Service, who is the responsible minister, indicated an interest in the benefits that could be gained by taking a more centralised approach to property portfolio planning and lease management across agencies that are covered by the current government property system mandate, including MBIE.

These potential changes would support the Government's focus on a more efficient public service achieving greater efficiencies and effectiveness across the property portfolio, for the Crown and for the taxpayer.

The Minister is considering whether a revision to the mandate is needed to enable and support this approach. Regardless of changes being made to the mandate, MBIE needs to refine its operating model and strengthen its engagement with agencies to address the identified challenges and deliver on government expectations of the property system.

Similarly, irrespective of mandate changes and consistent with MBIE's approach to bringing together like functions, we also identified the opportunity to leverage the breadth of skills and knowledge spread across our MBIE Property functions into a centre of expertise, creating efficiencies for MBIE and delivering clear outcomes for government and New Zealand.

Approach to this work

In developing this change proposal, it has been very important to ensure that key perspectives were captured to inform a proposed new organisational design and operating model.

Repositioning and refocussing our property functions comprises five stages:

1. Information gathering
2. Design
3. Consultation
4. Decisions
5. Implementation

The first stage involved gathering and analysing information collected via a series of meetings with senior leaders to build an accurate picture of current state, and getting a good sense of existing gaps, opportunities, and risks.

They included:

- General Manager Workplace, Safety and Security
- General Manager Government Property Group
- Head of Property (MBIE)
- Government Property Group Leadership Team
- Property System Leadership Programme team (GPG)
- Chief Advisor Property (GPG)
- Director Government Property Initiatives

The proposed new operating model was tested with property kaimahi.

The change team also facilitated two workshops and two drop-in sessions to test and collect input on the operating model during the design stage.

All input received was used to develop the design of the proposed new operating model and organisational structures for a new Centre for Government Office Accommodation.

Case for change

Together with the Senior Leadership Team, I am continuing to look at how MBIE best operates in a tighter financial environment and to meet the expectations set through the Budget. This includes looking at the work we do, our financial position and the size and capability of our workforce.

MBIE has significant property responsibilities. It is one of the larger government agencies with a geographically distributed workforce and property footprint, as well as holding the role of government property system and functional lead.

The Government Property Group (GPG) oversees the management of government office accommodation. As the nature of work and workplaces is rapidly changing, GPG supports agencies to adapt to this dynamic landscape, while optimising the performance and public value of the government's office portfolio.

The Minister for the Public Service's interest in a more centralised approach to property portfolio planning and lease management requires us to also examine our capability and how we have prioritised this to date. A Target Operating Model has been developed to inform the changes and enable a further step-change, moving more deliberately into the portfolio planning and leasing spaces of our system leadership role, under either the current or a revised system leadership mandate.

The approach to establish how a more centralised model can be delivered will be discussed further with agencies and will require a shift in how the system leadership and collaboration works to aid both system and agency outcomes. The thinking behind this approach has been incorporated into this proposal.

As an agency responsible for about 10% of the government's property portfolio, the MBIE property team has delivery capability and experience across all aspects of property management. The team has already been focused on the consolidation of the MBIE property footprint - both onshore and offshore, implementing new ways of working, optimising the office space that MBIE occupy, and delivering cost savings and value to MBIE and ultimately, taxpayers.

I am keen to build on the work being done by both teams and to make sure we are in a strong position for the future. We need to ensure both the GPG and MBIE property functions are organised strategically to lift productivity, find further efficiencies, and maintain strong fiscal discipline. This will position MBIE well to provide greater value and higher levels of service, alongside greater impact for every dollar spent to achieve better public services.

As the System Lead for Government Property, I am aware that some may perceive that there is a potential conflict in bringing MBIE's internal function closer to our all of government function. On the contrary, I see this as an opportunity to create a centre of expertise for the system which can leverage the combined skill sets of each function and scale up for broader system work if the Cabinet paper is approved.

Through drawing on the leasing and delivery expertise within MBIE property we can create an opportunity to showcase system leadership with MBIE as an exemplar. And we can also "pilot" how best to approach this work for the best outcomes and the good of all.

As we position MBIE for the future, we have the opportunity to leverage the breadth of skills and knowledge spread across our MBIE property teams by bringing together like functions into a centre of expertise, to create efficiencies and deliver better outcomes for government property management and for MBIE.

This change proposal specifically focuses on the future capabilities required to support both MBIE property and government property outcomes. Facilities Management, as a contained service function for MBIE, is not within the scope of this proposal.

Objectives for this change process

The objectives are to ensure:

- an operating model and organisational design that enables and supports the capability needed to meet our stewardship obligations,

- the system leadership role is enabled to engage effectively across government is to deliver non the government’s goals for system leadership
- that we effectively leverage existing specialist capability where it supports our evolving needs,
- the current functionality is well supported so that strong system leadership, integration and brokering capability can be retained and enhanced,
- the organisational design follows the operating model and promotes a planned and structured approach to resourcing work across our property functions.

Principles for this change

Development of the proposed operating model and organisational structure considered the following principles, based on MBIE’s Change Design principles.

Change Principles	Organisational Design Principles
<ul style="list-style-type: none"> • We ensure that our stewardship and leadership responsibilities are embedded and clear. • We uphold our stakeholder and customer promise, by partnering to listen, understand, and add value as customer experience is at the core of our model and in the delivery of services. We have a clear understanding of who our customers are, anticipate their needs and operate flexibly. • We build capability alignment by engaging the right capabilities in the right roles and our behaviours support our operating model and outcomes. • We are people-centred by engaging and communicating with our people regularly and transparently. Our leaders lead authentically, responsibly and with empathy. • We are fiscally sustainable - building an adaptive, effective and efficient function that is enabling, reflecting our current environment with eyes on the future. • Te Ao Māori is a foundation. Enhancing our culture and outcomes in partnership with manaakitanga to ensure that they are inclusive, respectful, and supportive of wellbeing. 	<ul style="list-style-type: none"> • The design is well aligned with MBIE’s purpose and ensures achievement of required outcomes, as well as enabling delivery on, and responsiveness to, shifts in government priorities. • The scope and accountabilities of the branch is clear and there is clarity around reporting lines and job accountabilities. • The design for the branch is efficient and financially sustainable. • The operating model supports Property practice for the system, agencies and MBIE with consistent frameworks and approaches. • Functions are integrated and aligned across the branch to support System and MBIE outcomes. • Standard organisational design principles are used (like functions are grouped together, design is future-proofed to scale up or down, design supports good communication, retention of specialist capabilities). • Look for opportunities to leverage capability across MBIE.

How to read this document and provide feedback

This document proposes change to how the Property functions are organised to deliver to MBIE and the Public Service System.

It outlines the case for change and the guiding principles behind the proposed changes. It provides detailed information about the proposed changes, including charts showing the current and/or proposed structures as relevant.

Scope of this change proposal

This document proposes change which impacts:

- The target operating model for delivering Property functions to MBIE and the Public Service system.
- the MBIE Property unit in the Workplace, Safety and Security branch in the Corporate Services, Finance and Enablement (CSFE) group.
- the Government Property Group branch in the Building, Resources and Markets (BRM) group.
- a position in the NZ Government Procurement Branch in the Building, Resources and Markets (BRM) group.

The Facilities Management team, which is currently part of the MBIE Property unit, are outside the scope of this change process, other than a proposed reporting line change.

This document is structured in eight major sections:

Section 1: Introduction

Section 2: Background and Case for Change

Section 3: How to read this document and provide feedback

Section 4: Overview of the proposals

Section 5: Proposed New Operating model

Section 6: Proposed organisation structures 1-6

Section 7: Summary of proposed changes

Section 8: Appendices

Understanding proposed changes to your position

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

In addition, all people who may be significantly impacted by the proposal will receive a letter that outlines specific detail about their position and proposed change process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on **11 September 2024**.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email PropertyChange2@mbie.govt.nz.

Proposed change process

Find out more about MBIE's proposed change process in Appendix 1. This outlines the nature of the impact of the change for people, based on the proposed impacts to their position.

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

As part of this consultation process, you are invited to provide feedback on the operating model, structural proposals and the proposed change process.

Providing feedback

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

Please consider how proposed changes will support our Te Ara Amiorangi Strategy and the key shifts we seek to make.

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

Once the consultation period has closed, all feedback will be carefully considered by Carolyn, seeking input from Paul and Richard as needed before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the change process including EOIs if applicable.

This proposal has been shared with the Public Service Association (PSA). If you are a PSA member, you can contact Niki Williams (niki.williams@psa.org.nz) or Howden Gray (howden.gray@mbie.govt.nz) during the consultation period for support and to discuss your feedback.

‘What Say You’

To help make the consultation experience more inclusive and effective, we are using an interactive consultation tool *What Say You* to collect feedback and manage

questions. If you or your team are within scope of this proposal, you will receive a login to where you can submit feedback and comment on shared threads.

If you or your team are in scope and do not receive an invite or have issues with access, please email your feedback to: PropertyChange2@mbie.govt.nz.

If you are not in one of the teams directly impacted by this proposed change and would like to provide feedback, please email PropertyChange2@mbie.govt.nz to request access to What Say You.

Consultation on the proposed changes will start on **26 September 2024** and close at 5.00pm on **10 October 2024**.

Please take the time to consider the proposals and share your insights.

Any feedback you provide will be carefully considered before final decisions are made. All feedback will be analysed, and an anonymous summary of feedback themes and responses will be included in the decision document. Where appropriate you may also receive an individual response.

What Say You is about connecting kaimahi through open and thoughtful conversations. We want people to share their views and exchange ideas in a safe space.

Principles for safe and respectful use will be applied to improve the experience for everyone:

1. **Comments and questions are moderated.**

All comments and questions will be published on *What Say You* following moderation from the consultation team to ensure that the process shows respect for our MBIE people. Moderation will focus on ensuring that comments and questions are respectful and consider the privacy of others. Comments can't be changed or deleted. But, in cases where they breach privacy or are not respectful, the consultation team will get in touch with the author to give them an opportunity to edit their comment so that it can be published. All

submissions (published or not) will be considered as part of the consultation, unless you choose to have your question excluded.

2. Questions can be made private.

You can choose to have any question you ask excluded from the formal feedback by selecting: “Don’t publish this question”. This means your question and any replies will only ever be seen by the consultation team.

3. Names are not published.

Comments and ratings are published without your name. Only the consultation team can see details about the author.

4. ‘Likes’ are anonymous.

You can ‘like’ someone else’s question or comment anonymously. *What Say You* doesn’t provide information about likes to other users, and those likes won’t be visible to the consultation team during moderation. High-level summary statistics about likes will be provided to aid the decision process.

5. Rating this change proposal.

You can rate sections of this change proposal to indicate how you feel about them – such as where you generally agree, or feel the proposal needs more work. Summary statistics about these ratings will be provided to the consultation team by *What Say You*.

6. Group comments.

You are welcome to make comments as an individual or as a group. A group comment needs to be made through one person’s login. Please add a note that it is group feedback so the consultation team can take this into account. You can then encourage the rest of the group to ‘like’ the comment.

7. Close of consultation.

You can make and edit submissions up until the consultation closes at 5.00pm on **10 October 2024**. After that, you will still be able to log in to read the proposal and published submissions.

Please note that because contractor positions are not included in this proposal, kaimahi in contract roles will be communicated with via letter and won’t receive a registration email. If you would like to provide feedback, please send your thoughts to PropertyChange2@mbie.govt.nz

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	26 September 2024
Consultation closes	10 October 2024
Feedback reviewed and considered	
Final decision	6 November (est)
Expressions of interest (EOI) process starts	From 8 November 2024
Proposed ‘go-live’ of new structure	3 February 2025 (est)

Overview of the Proposal

The overall proposed functional design is one property function in MBIE with one operating model that brings together the work of the MBIE Property team and the Government Property Group.

In summary it is proposed to:

- Establish a new Centre for Government Office Accommodation Branch which will deliver services for the property system leadership mandate as well as property for MBIE.
- Establish a new operating model supported by four teams encompassing capabilities such as:
 - strategy, standards, policy, system advice, information management and system assurance,
 - engagement and portfolio planning, leading out the system-level Property portfolio strategy with agencies,
 - lease management expertise including negotiations, renewals and issues support,
 - specialised project and programme management for MBIE and System property initiatives.
- Establish a Governance function and framework including external membership to provide advice and oversight on system leadership direction, delivery and results.

We are considering the location of the proposed new branch in light of other changes in the Ministry currently underway. For this reason, no specific business group location is proposed in this document.

This next section of the Consultation document provides the detail of the Target Operating Model and how it is envisaged that this will work. It also covers how we

see Governance working and outlines the intended approach to transitioning to the future state.

Each individual proposal summarises the purpose and rationale for the new team, the accountabilities and responsibilities of the team, and an outline of the proposed new positions. There are organisational structure charts showing the reporting lines and impacts for current positions in the MBIE Property team, Government Property Group and NZ Government Procurement and the proposed new branch and individual team structures.

The proposals should be read alongside the appendices and position descriptions.

A proposed new operating model

Introduction

The target operating model, shown on the following page, depicts how the Property system leadership role interfaces with agencies’ own property responsibilities through the core elements of property management, and how MBIE’s own property needs are managed within the system.

With the direction from Government for more centralised focus on portfolio planning and lease management responsibilities, the operating model shows the flow from strategy and standard setting, through to property delivery and maintenance and recognises the movement of responsibilities from the System Leader to agencies through this continuum.

At its core, the operating model has a highly collaborative connection between the system leadership function and agencies where optimal system and agency outcomes are agreed.

Delivery of MBIE’s own property is incorporated in the new branch to leverage its planning, leasing and project capability as is depicted under “MBIE Capability”. It is expected MBIE will be an exemplar for aligning system and agency specific outcomes.

There will be a voice for MBIE’s property requirements that will sit independently in the Workplace Safety and Security branch. The Facilities Management Team will also remain in their current branch, delivering MBIE specific services.

Governance

The operating model incorporates a new system-level governance committee made up of senior agency representatives to support system leadership and agency collaboration. The Governance Committee is a critical component of the operating model ensuring that the system and agency outcomes are visible, agreed and achieved – including MBIE’s. There will be capability to provide secretariat support for the Governance Committee in the new branch.

Governance is a key aspect of ensuring transparency and managing the perception of potential conflict of interest between system objectives and MBIE’s own departmental objectives. Internal procedures will also be developed to provide assurance that MBIE is operating with system requirements and guidelines.

Key Shifts

Portfolio Direction	Strategy and standards supporting government direction are developed through consultation with agencies and endorsed by the governance group.
Portfolio Planning	One iterative portfolio and investment plan that depicts the intentions for system and agency outcomes is developed with agency inputs and endorsed by the governance group
Lease Management	Leasing and investment actions are led from CGOA on behalf of agencies, using the purchasing leverage of the system, commercial capability and market knowledge.
Development	System level projects supporting government property strategy are planned and commissioned from CGOA, supported by agency delivery teams.
System Performance	Information integrity supports valuable understanding of the current portfolio, effective investment planning and performance oversight of property delivery.

Transition

The top-level view of the target operating model is shown on the next page. Through the transition phase, more detailed descriptions of the relationships and accountabilities, and detailed level process design will be developed through engagement with MBIE staff and agencies.

Proposal 1 – New branch and Leadership Team

Purpose and rationale

Property is a long game, so a long-term investment approach is needed. Government’s expectations about property and property performance are changing with a move toward consolidation, and consistency for efficiency and fiscal sustainability. This is particularly the case for office accommodation which is a significant proportion of the current government property portfolio and spend, so is a priority for a more consolidated approach.

As system leader we need to drive the achievement of better outcomes for the government’s investment in office accommodation across the national property portfolio meeting both system **and** individual agency needs. To do this, we need to steer the direction for government property and standards, enabled by high quality engagement, strong and effective partnerships with agencies, underpinned by credible, relevant data and information.

This will require a shift in capability for us. Along with this shift in capability is the proposal to bring together some of the existing functions of the current Government Property Group (GPG) and MBIE Property, and a position from NZ Government Procurement to create a new branch – the Centre for Government Office Accommodation. The intent of merging these areas is to leverage the internal capability we already have in MBIE to support the lift in capability requirements for system-level planning and leasing. This will also position us well for any potential scale up if our role is expanded and we need to do more heavy lifting in the planning and leasing space.

The centre would need to demonstrate leadership and expertise in understanding how property supports public service outcomes and in how to deliver this through collaboration and engagement with agencies and markets. With the agencies, we would need to build the capability to look across the system at strategic opportunities

and threats and be able to develop solutions and options to respond. We would need to have a stronger focus on lease planning, leasing markets and changes in the commercial environment. And refocus our ability to connect on agency requirements, influencing them in the context of the new system direction.

The branch would provide for this enhanced functionality along a continuum: where it would lean in and do the heavy lifting on planning and leasing for MBIE alongside those agencies who don’t currently have this capability internally. For those agencies which have large portfolios (also those encompassing significant amounts of non-office accommodation) and existing planning and leasing capability, the Centre for Government Office Accommodation would act as a guide, critical friend and point of reference in order to navigate with them in the best interests of the property system outcome and under the governance group’s assurance lens.

Doing this would require the branch to be collaborative in its intent, agile, innovative and solution-focused while maintaining purposeful and consistent delivery that is transparent to all.

A new Leadership Team

The leadership team encompasses new capability, picking up elements of old and reorienting to the new direction. As is required of all leadership teams it would have collective accountability for delivering on a system-wide property strategy by working collaboratively across the new functions of the branch.

Through transition, the first order of business for the leadership team would be establishing the new branch, setting up and embedding the operating model, and establishing the processes and systems required to “operate”. During this time, we would also need to ensure existing priority work of GPG and MBIE property is well supported and incorporated in the new group as seamlessly as possible.

A key challenge for the new branch would be driving change in the system, dealing with ambiguity along the way and the Leadership team would need to have a united on all aspects to move forward.

As noted in the Operating Model section of this document, the model is at a high level and the detail of work, processes and how work is allocated would need to be worked through as part of Transition and as the new branch stands up.

The team structure for the new branch aligns with the operating model design in that there are new teams for each of the new functions, led by a Manager position.

New positions

The General Manager Centre for Government Office Accommodation would be responsible for leading the successful establishment and growth of the Centre for Government Office Accommodation, and the effective leadership and stewardship of New Zealand's government office accommodation portfolio, with a strong focus on the need to achieve demonstrable qualitative and quantitative improvements in portfolio performance, alongside the delivery of MBIE office accommodation and non-mandate property responsibilities. Delivering exceptional engagement across the sector they would also be well-connected and able to foster collaboration across all stakeholders including commercial interests.

The Manager Strategy and Advice would be a strategic investment, performance monitoring, and expert advisory role. Reporting to the GM, they would lead and manages the strategic investment outcomes, information and operating systems, and performance framework. They would be responsible for overseeing the strategic financial investment of the government office accommodation portfolio, and the provision of key specialist advisory expertise and services.

The Manager Engagement and Portfolio Planning would lead the Centre's portfolio planning and engagement function to deliver system level portfolio planning for government office accommodation. Reporting to the General Manager they would ensure the planning and engagement function connects internally and externally to achieve system outcomes. They would need to establish effective engagement and practice, to work closely with, and lead agencies, to meet their agency property requirements within the broader mandate to deliver on system-based outcomes (e.g. efficiencies, savings, cost avoidance, public sector ways of working). They would also

be responsible for planning and engaging on planning for MBIE's non-mandate property.

The Manager Leasing would be a result orientated, strategic, commercial and influential role. Reporting to the GM, they would manage a team of specialists to establish and lead a leasing centre of excellence to support agencies' leasing functions and to leverage the government's investment, enable long-term efficiencies, and minimise government's risk.

They would be responsible for the development and implementation of a Government Office Accommodation Leasing Strategy and development of the framework for lease management both on behalf of, and in partnership, with agencies. They would be responsible for bringing together specialised commercial lease negotiation capability to work with and/or undertake leasing on behalf of, a wide range of public sector agencies. They would foster cooperation and commitment to deliver the best possible lease negotiation outcomes for government office property, and the effective (proactive and reactive) management of lease-related issues across the portfolio.

The role also has responsibility for MBIE's other non-office property leasing.

The Manager Projects and Programmes would be a strategic programme leadership role. Reporting to the GM they would establish and manage the development framework and capability and lead the programmes and projects that deliver specific property system leadership outcomes in the government office accommodation portfolio, and the programme of works for MBIE's property project portfolio.

Note that the Manager Projects and Programmes position would not be recruited for until 1 July 2025.

The following is proposed:

- Establish a new branch - Centre for Government Office Accommodation
- Establish a new General Manager position
- Change reporting line for the Executive Assistant from Government Property Group
- Change reporting line for 1x PA/TA position from MBIE Property
- Establish a Manager Strategy and Advice and team (detail in Proposal 2)
- Establish a Manager Engagement and Portfolio Planning and team (detail in Proposal 3)
- Establish a Manager Leasing and team (detail in Proposal 4)
- Establish a Manager Projects and Programmes and team (detail in Proposal 5)
- Change the reporting line for the National Manager Facilities and Workplace (MBIE Property) to report to the General Manager Workplace, Safety and Security. There would no impacts for this position or for the remainder of the branch.
- Change the reporting line for the Director Partnerships & Engagement (MBIE Property) to the General Manager Workplace, Safety and Security. Note the position of Senior Advisor Workplace Environments (MBIE Property) which reports to the Director will continue to report to that position
- Change the reporting line and scope for the Project Delivery Analyst (MBIE Property) to the Programme Director in the new Projects and Programmes team
- Change the reporting line for the Senior Product Manager Property (NZ Government Procurement) to the new Lead Advisor Property Information and Performance

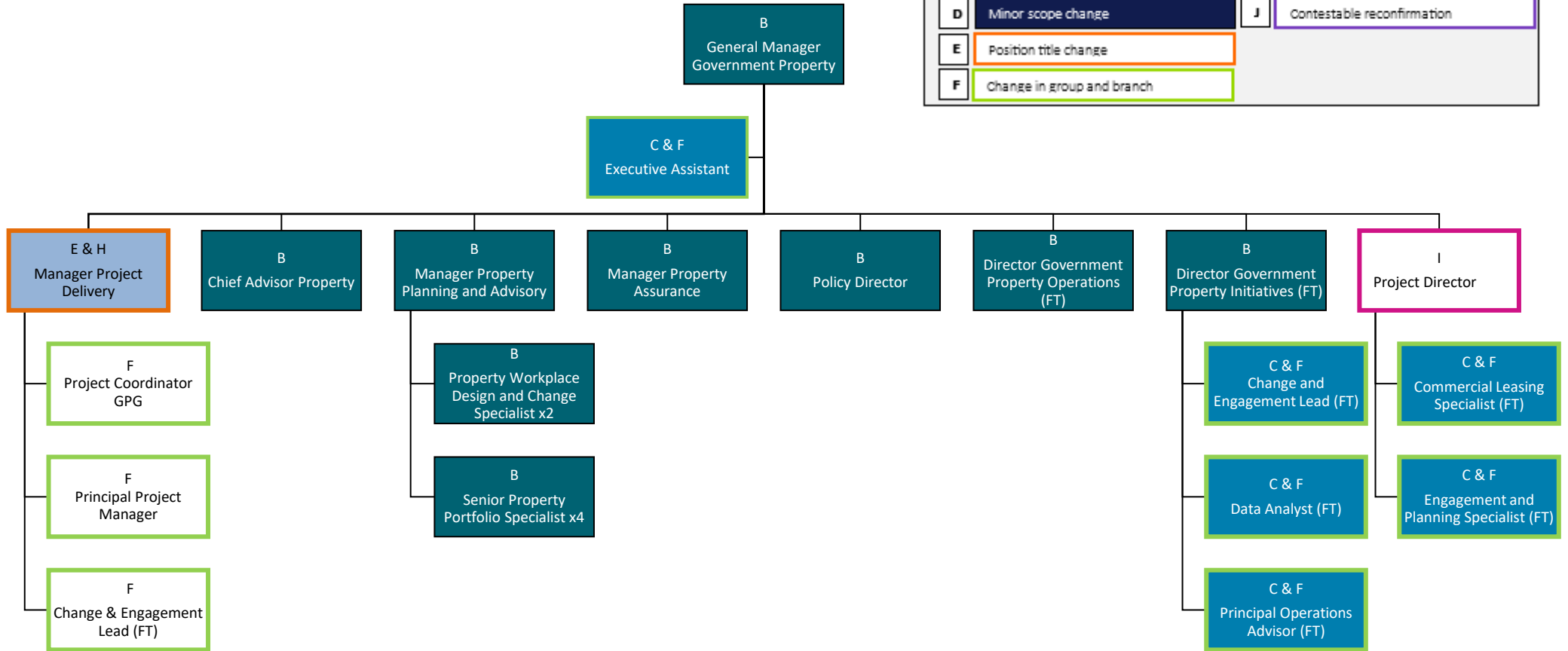
- Change in reporting, title and scope for the Manager Project Delivery (GPG)
- Disestablish the GM of the Government Property Group.
- Disestablish the Chief Advisor Property (GPG)
- Disestablish the Policy Director (GPG)
- Disestablish the Manager Property Planning and Advisory (GPG)
- Disestablish the Manager Property Assurance (GPG)
- Disestablish the Senior Property Portfolio Specialist x4 (GPG)
- Disestablish the Property Workplace Design and Change Specialist x2 (GPG)
- Disestablish the fixed term positions of Director Government Property Initiatives and Director Government Property Operations, both in GPG
- Close the position of Project Director WCP (GPG) which is currently vacant
- Disestablish the Head of Property (MBIE Property)
- Disestablish the National Manager Leasing (MBIE Property)
- Disestablish the Senior Advisor – Property and Projects (MBIE Property)

We ask you to consider whether changes under Proposal 1 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 1 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

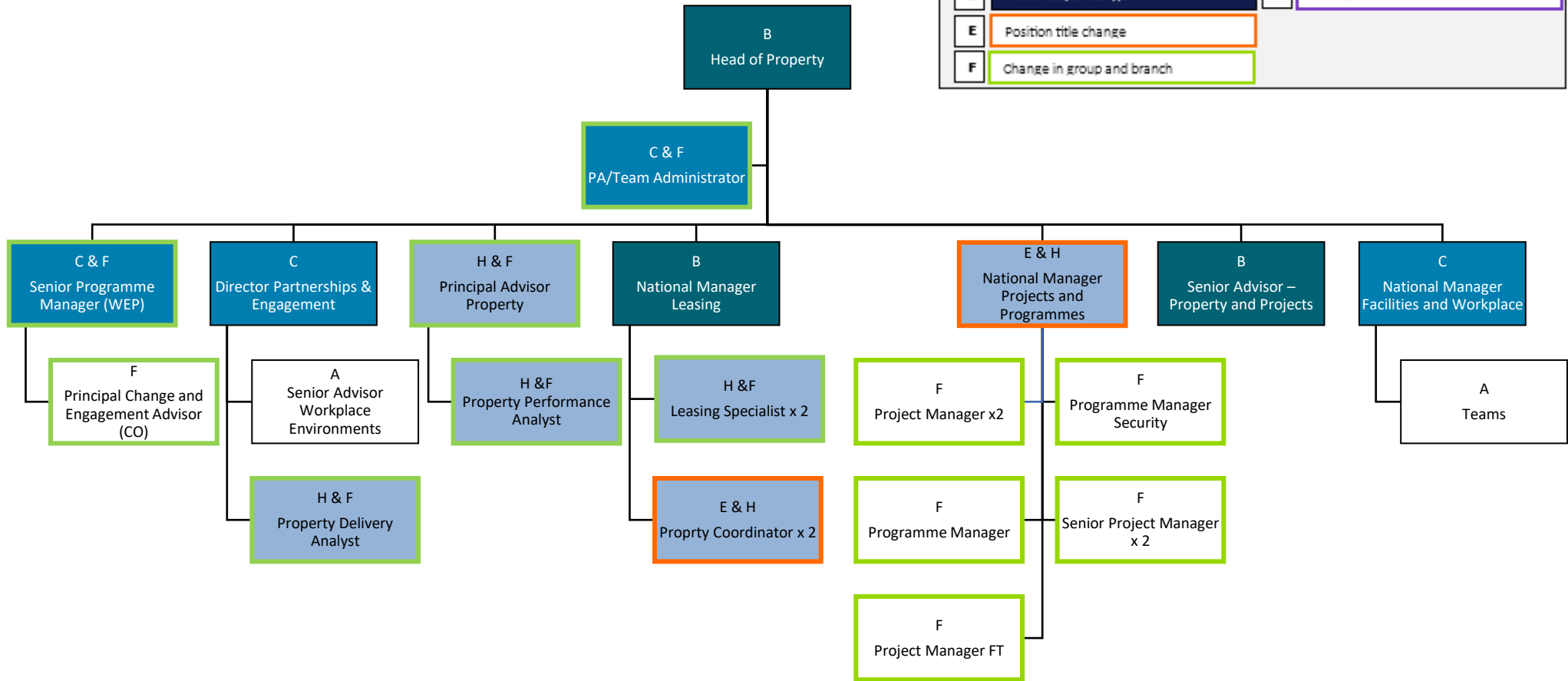
Current structure – Government Property Group (BRM)

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



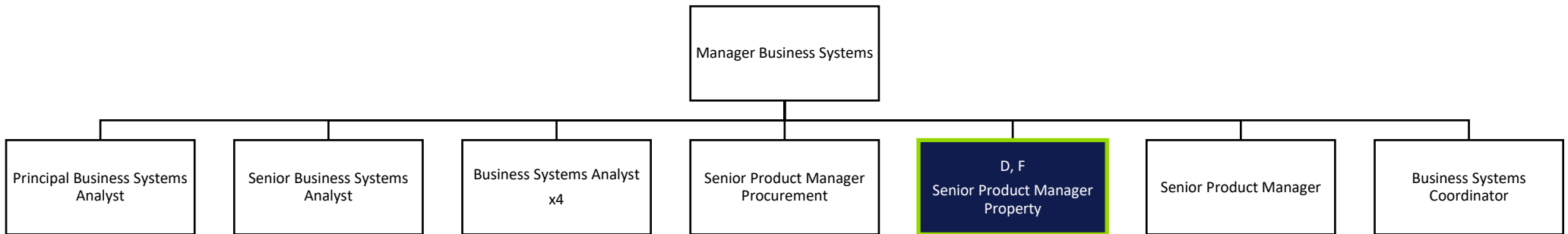
Current structure – Property Unit, Workplace, Safety & Security (CSFE)

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



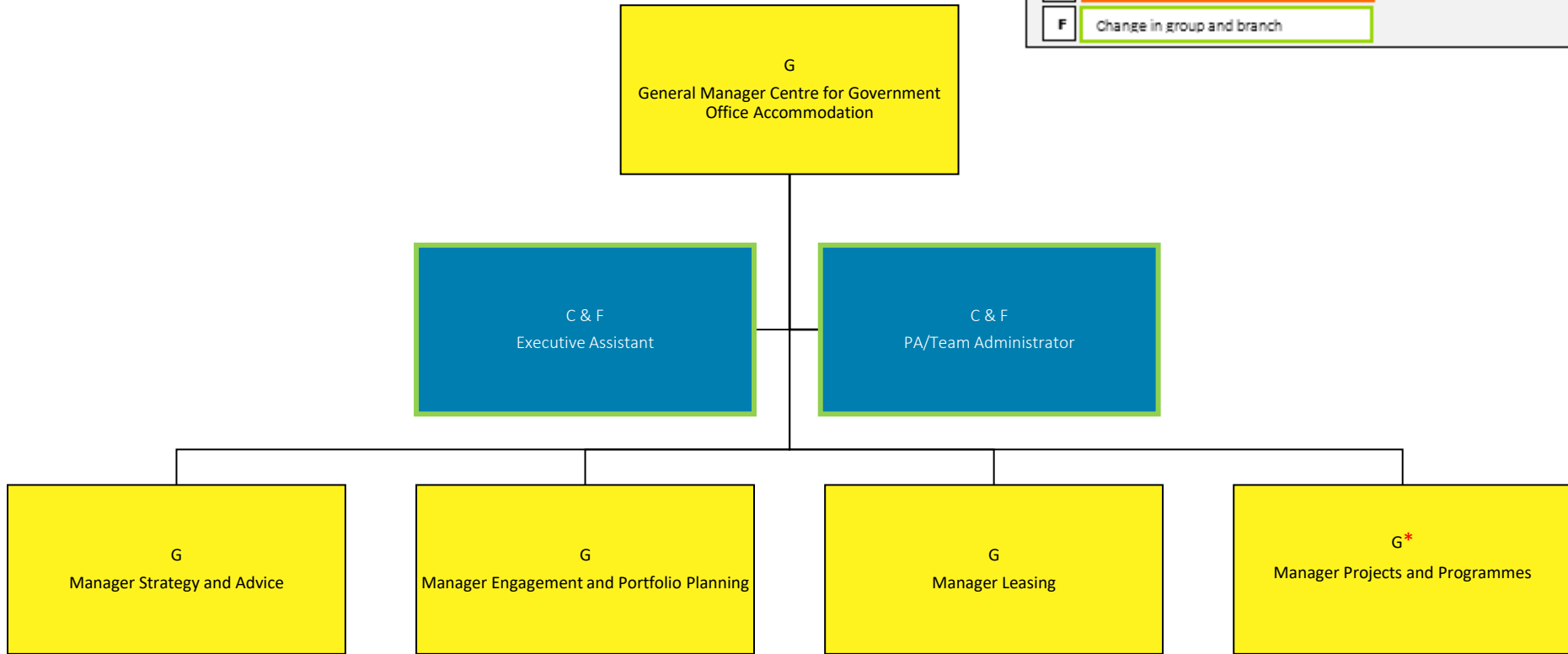
**Current structure –Business Systems team - NZ Government
Procurement branch (BRM)**

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



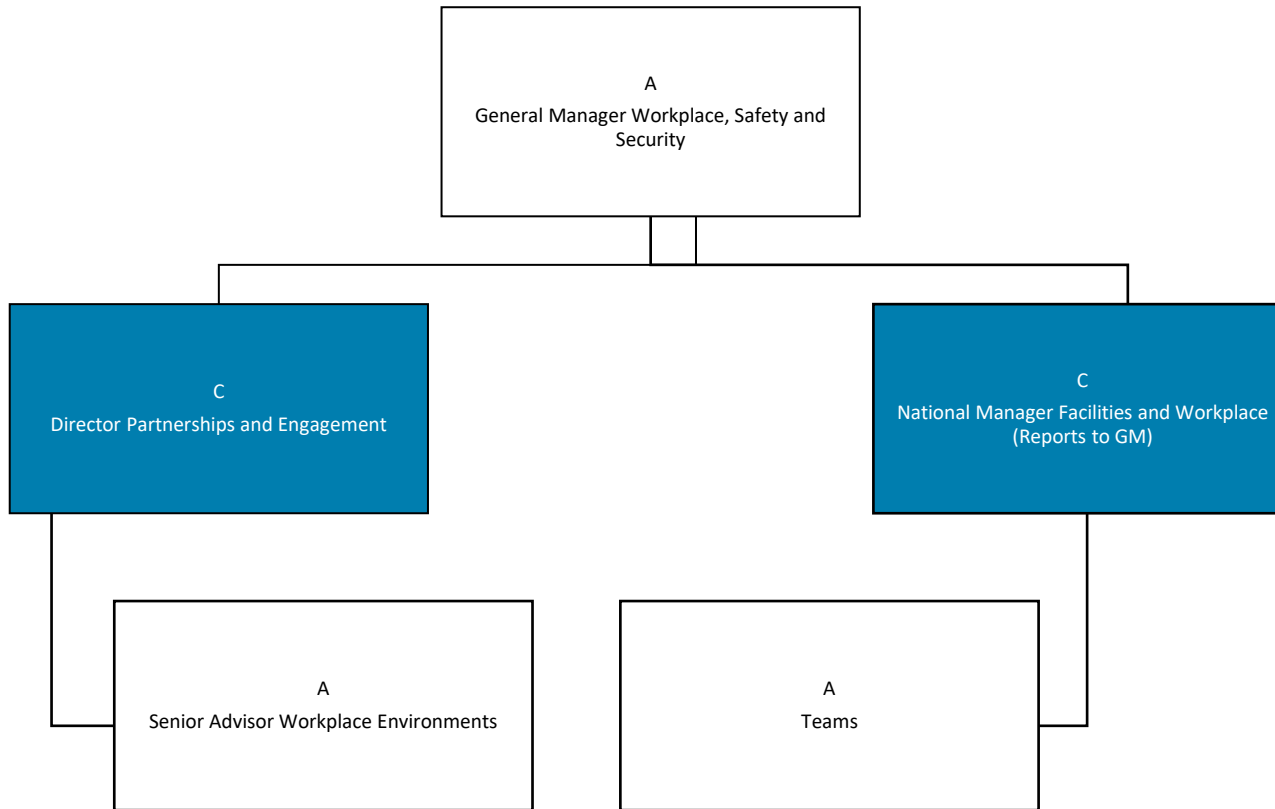
**Proposed structure – Centre for Government Office
Accommodation Branch Leadership Team (Group tbc)**

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



Proposed structure – Workplace, Safety & Security

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



Proposal 2 – Strategy & Advice

Purpose and rationale

This team would have responsibility for the strategic investment and financial management of the overall government office portfolio, and the provision of critical specialist advisory expertise and services, including:

- systems, data capture and analytics to support planning, engagement, decision making and performance monitoring and reporting,
- the development and implementation of key business and operational strategies, processes and policies,
- the production of quality cabinet papers, ministerial briefings, business cases etc,
- financial oversight of system investment, costs and benefits,
- governance support.

Internally and ministerial facing in the main, this team leads the development of the Investment Strategy for Government Property ensuring that this strategy supports the achievement of portfolio planning and leasing strategies, plans and outcomes, aligned to the achievement of the Centre objectives, KPIs and overall property system uplift.

A key aspect of system performance is ensuring benefits realisation: that the system is achieving what it needs to achieve for Government through sound assessment of cost effectiveness and cost benefit.

Another critical component of this function is providing robust and credible systems with high-quality data capture and analytics to support planning, engagement, decision-making, investment, and system performance monitoring and reporting.

Strategy and Advice is also the engine room for providing the foundational business processes, policies, standards and reporting for the system while also leading on risk management processes, quality delivery of cabinet papers, business cases, ministerial briefings, OIA responses, sector communications, performance reports.

A key shift for this advice function would be from a more external function to a mainly internal one. Notwithstanding, members of the Strategy and Advice team would have some external engagement, with examples such as:

- developing standards in consultation with the sector which are then embedded via the Engagement and Portfolio Planning Team,
- provision of secretariat support to the Governance Group,
- engagement with the Minister’s office,
- working with agencies on the quality and accuracy of property data and using the Portal.

Strategy and Advice is also the home of the Assurance function. Again, the shift in a stronger focus on driving efficiencies and better outcomes for the portfolio, means a shift is also required in the focus for Assurance. The emphasis needs to be more on the achievement of the Property strategy rather than assuring individual property projects. There would still be a need for some level of oversight for high cost/risk initiatives in addition to any in-built IQA capability in those projects.

Strategy Operations and Standards team

This team would promote and drive improvements in the Centre for Government Office Accommodation business performance.

This would enable the CGOA to make informed decisions about their investment to enable a high performing property portfolio, implementing key processes and procedures for effective business delivery, and enabling agency partners in their property management to achieve system outcomes.

Property Information and Performance team

This team of specialists would be responsible for ensuring quality and consistency of advice and information practices within the unit. The key focus is on ensuring there is an information strategy to support good decision making, and that there are fit-for-purpose tools for the system and that the data is robust and credible. They would provide the system performance insights and reporting.

New positions

The Lead Advisor Strategy, Operations, and Standards would report to the Manager Strategy and Advice. This position would be responsible for financial advice and cost benefit analysis of the investment options, including how property investments are assessed, prioritised, and monitored to align with the Centre’s long-term strategic direction. The role leads the development and execution of:

- operational policy artefacts, i.e. cabinet papers, business cases,
- business operation processes and practices; and
- property standards that enable agency partners across the government office accommodation portfolio and overall property system uplift.

The Lead Advisor Property Information and Performance would report to the Manager Strategy and Advice. It would be responsible for establishing performance frameworks to measure and monitor system outcomes, deliver robust analytical outputs, and perceive quantitative insights and evidence to support senior leadership and other key stakeholders in the management of the government office accommodation portfolio.

The Senior Advisor would report to the Lead Advisor Strategy, Operations and Standards. This position would be responsible for contributing to strategic advice and guidance provided by the Strategy and Advice Group to the Centre. Also providing analysis, recommendations, and support for key business decisions on the investment strategy and initiatives, operational practices, and property standards.

The System Assurance Manager would report to the Manager Strategy and Advice. This position will be responsible for providing assurance to the senior leadership team of the Centre and the Minister for the Public Service that a robust governance and assurance framework is in place to support achievement of property system leadership outcomes in the government office accommodation portfolio.

The role would lead the development and execution of:

- the setup and management of organisational risk management systems,

- assurance processes for property system outcomes, deliverables and projects, and accountability mechanisms and reporting, and
- a governance framework.

Note that one of the Senior Advisor positions would be recruited for Stand up and the other from 1 July 2025.

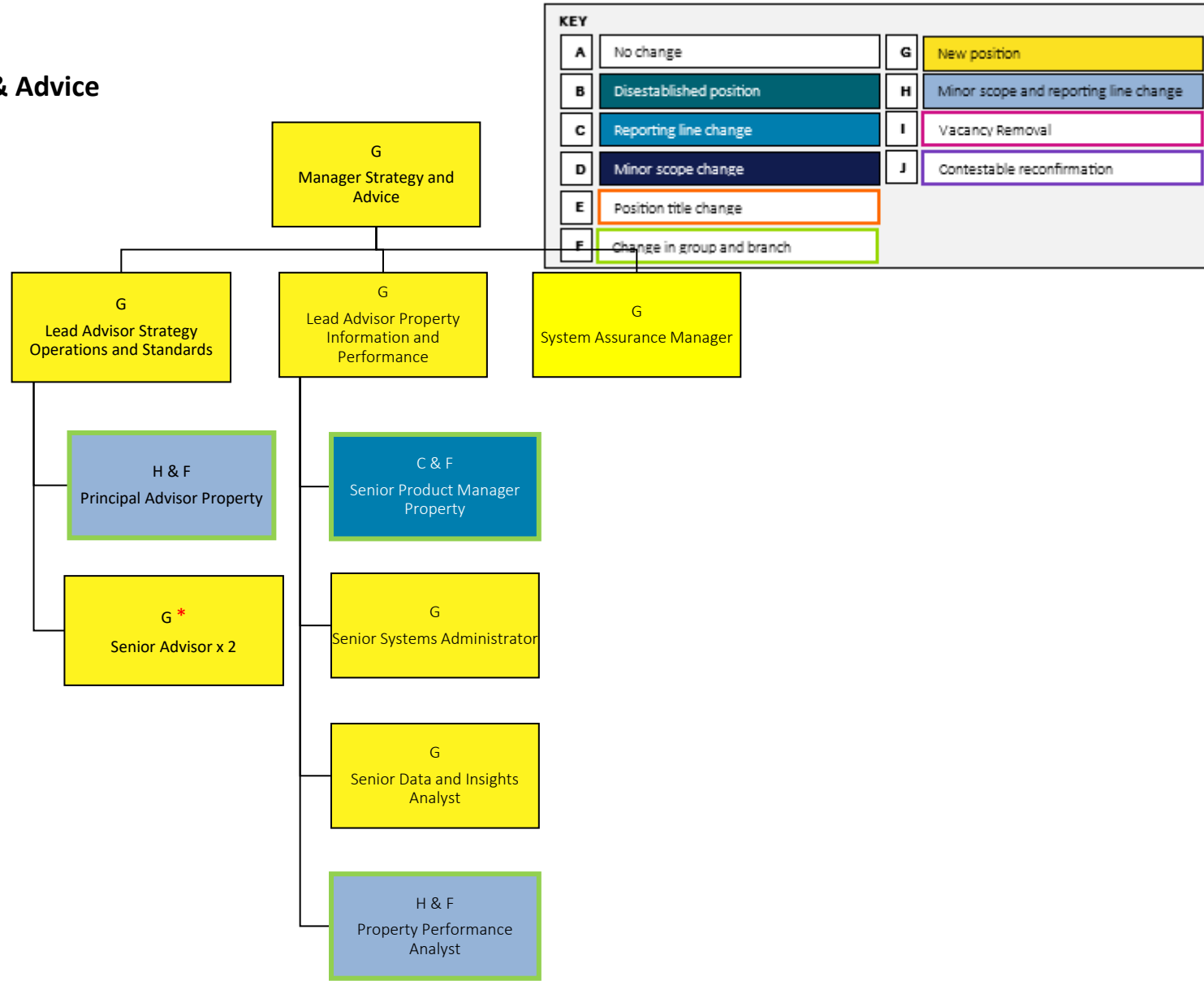
The following changes are proposed:

- Establish a new position of Lead Advisor Strategy, Operations and Standards
- Establish a new position of Systems Assurance Manager
- Change the reporting line and scope for the Principal Advisor Property (MBIE Property) to the Lead Advisor Strategy, Operations and Standards
- Establish a new position of Senior Advisor x2 reporting to the Lead Advisor Strategy, Operations and Standards
- Establish a new position of Lead Advisor Property Information and Performance
- Change the reporting line for the Senior Product Manager Property (NZ Government Procurement) to the Lead Advisor Property Information and Performance
- Change the reporting line and scope for the Property Performance Analyst (MBIE Property) to the Lead Advisor Property Information and Performance
- Establish a new position of Senior Systems Administrator reporting to the Lead Advisor Property Information and Performance
- Establish a new position of Senior Data and Insights Analyst reporting to the Lead Advisor Property Information and Performance

We ask you to consider whether changes under Proposal 2 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

Proposed structure – Strategy & Advice



*Recruit one position for Stand Up and one more from 1 July 2025.

Proposal 3 – Engagement & Portfolio Planning

Purpose and rationale

The current trajectory of Government’s office accommodation portfolio costs is upward and there is a recognised lack of a portfolio approach to management of office accommodation, with weak incentives on agencies to take a portfolio view. It is recognised that GPG is not configured to optimise property outcomes.

This function would provide strategic property portfolio planning alongside plan implementation expertise, working closely with, and leading, agencies to ensure their needs are met within the broader mandate to deliver on system-based outcomes (e.g. efficiencies, savings, cost avoidance, trade-offs, public sector ways of working etc).

Another intention of this function that would be a material difference for the “all-of-government context” is that transparency of the planning is paramount, with a view that information would be readily shared with agencies so that we are all on the same page.

There are some key uplift capabilities that Engagement and Portfolio Planning would encompass:

- Actively engaging with agencies to develop one iterative portfolio plan that achieves system and agency outcomes.
- Having an engagement model that recognises size, complexity and capability to connect with and build a credible understanding of agency needs, and a commitment to meet these within the context of system outcomes.
- Taking a multi-year view - focus on medium and long-term planning in an environment that often requires long lead time, while ensuring improved portfolio and market understanding supports agility and responsiveness within the system.

- Brokering opportunities and supporting agencies for optimal co-location outcomes.

As part of this Operating Model, we have not predetermined how the portfolios within the larger government-wide portfolios might be organised or allocated e.g. Region vs Agency type vs size etc. There is quite a bit of change across the sector, and it is probably for the team to look at how best to do this as they form up.

For MBIE this means that we would envisage that the current Director MBIE Partnerships and Engagement would need to shift outside the Property branch to be a key role for “engagement with”. This role, which has first and foremost the interests of MBIE property at heart, would sit on the business side of the engagement as would its direct report.

New positions

The Principal Portfolio Manager reporting to the Manager Engagement and Portfolio Planning, would be a critical influencing, result orientated, strategic, portfolio management role. They would build credibility in portfolio management with a wide range of public sector agencies to foster cooperation and commitment to deliver on the project outcomes. The role holder will be pivotal in addressing conflicting and competing agency preferences and negotiating resolutions that meet broader system and project outcomes (e.g. efficiencies, savings, and cost avoidance). They would also work with the Portfolio Leasing Managers to provide a point of connection between agencies and the commercial property sector to ensure alignment of supply and demand based on a medium to long term view of government office property requirements.

The Senior Portfolio Manager would also report to the Manager Engagement and Portfolio Planning. They would need to build credibility in portfolio management with a wide range of public sector agencies to foster cooperation and commitment to deliver on the project outcomes. They would work with agencies to establish business requirements and incorporate these into the government portfolio plan, negotiating resolutions that meet broader system and project outcomes (e.g. efficiencies, savings,

and cost avoidance). They would work with the Principal Planning and Engagement Managers and Portfolio Leasing Managers to provide a point of connection between agencies and the commercial property sector to ensure alignment of supply and demand based on a medium to long term view of government office property requirements.

Note that one of the Principal Portfolio Manager positions would be recruited for Stand up and the other two from 1 July 2025.

The following changes are proposed:

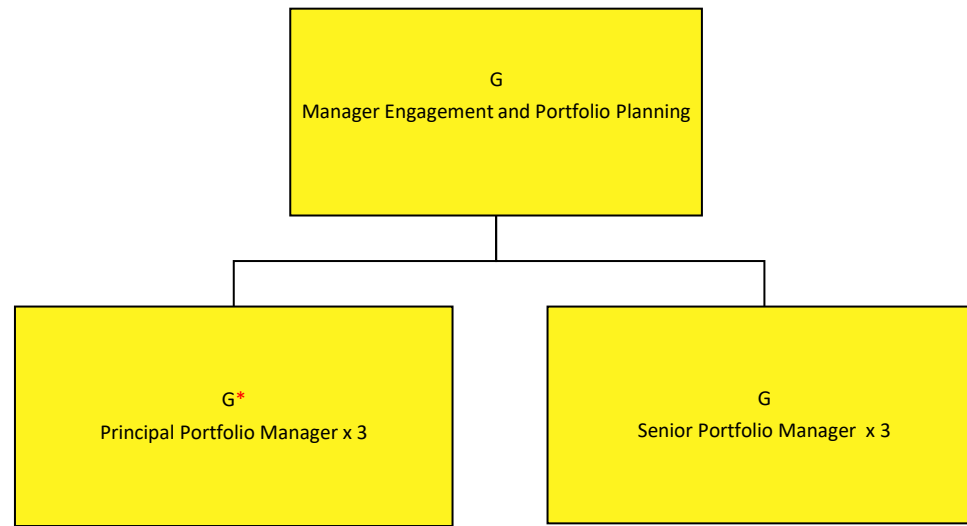
- Establish a new position of Principal Portfolio Manager x3
- Establish a new position of Senior Portfolio Manager x3

We ask you to consider whether changes under Proposal 3 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 3 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

Proposed structure – Engagement & Portfolio Planning

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



*Recruit one position for Stand Up and two more from 1 July 2025.

Proposal 4 –Leasing

Purpose and rationale

This function would be established as a leasing centre of excellence to support agencies leasing functions and to leverage the government’s investment, enable long term efficiencies, and minimise government’s risk. It would have a team of specialists who would provide specialised commercial lease negotiation capability to give effect to the strategic investment and portfolio planning activities through the achievement of the best possible lease negotiation outcomes for government office property, and the effective (proactive and reactive) management of lease-related issues across the portfolio.

Core work for this area is the development and implementation of the Government Office Accommodation Leasing Strategy and development of the framework for lease management both on behalf of, and in partnership, with agencies. The key intent for this team would be to foster cooperation and commitment across the system to delivering on Government’s expectation of an efficient and effective Property system.

While the Minister is still considering possible mandate revisions in this area, we will establish the core capability to work with agencies on leasing strategies and to leverage across system buying power with key landlords and to develop core and consistent lease artefacts. In conjunction with the portfolio planning capability, we will develop the capacity to act on behalf of those agencies without a dedicated lease capability.

This new functional capability would need to harness:

- a deep understanding of the NZ commercial property sector, and how commercial drivers for landlords and developers can be aligned in a way that achieves system outcomes.
- Extensive negotiation skills and experience; founded in strong relationships, credibility and respect within the sector.

- Strong strategic thinking and problem-solving skills, including the ability to bring innovative and effective options to the table.

The initial capacity for the team is one Manager Leasing (new), 2 Portfolio Leasing Managers (new), 1 Senior Leasing Specialist (new), 2 Leasing Specialists (MBIE Property) and 2 Leasing Coordinators (MBIE Property). As the demand picture evolves through portfolio planning and direction from government, the team will look to scale resourcing as required.

New positions

The Portfolio Leasing Manager would be a result orientated, strategic, and influential role reporting to the Manager Leasing. They would develop and implement lease negotiation strategies, particularly focussed on the sector’s major providers to leverage government benefits from its strategic buying position, achieve improved property portfolio performance, for government, and ensure successful execution of leasing initiatives across multiple locations in a timely manner. They would also develop and ensure visibility on all aspects of good lease management practice for government office accommodation, including the development of lease artefacts and visibility of financial impacts of lease commitments.

The Senior Leasing Specialist would have an extensive background in property management to deliver best practice lease management specialist services for MBIE’s own properties and on behalf of agencies. The Senior Leasing Specialist would develop and implement lease negotiation strategies to align with portfolio plans, achieve improved property portfolio performance (e.g. cost savings) for government, and ensure successful execution of leasing initiatives across multiple locations in a timely manner. They would work with agencies and landlords to resolve contractual lease issues should they arise, and support negotiations around lease exits as appropriate.

The following changes are proposed:

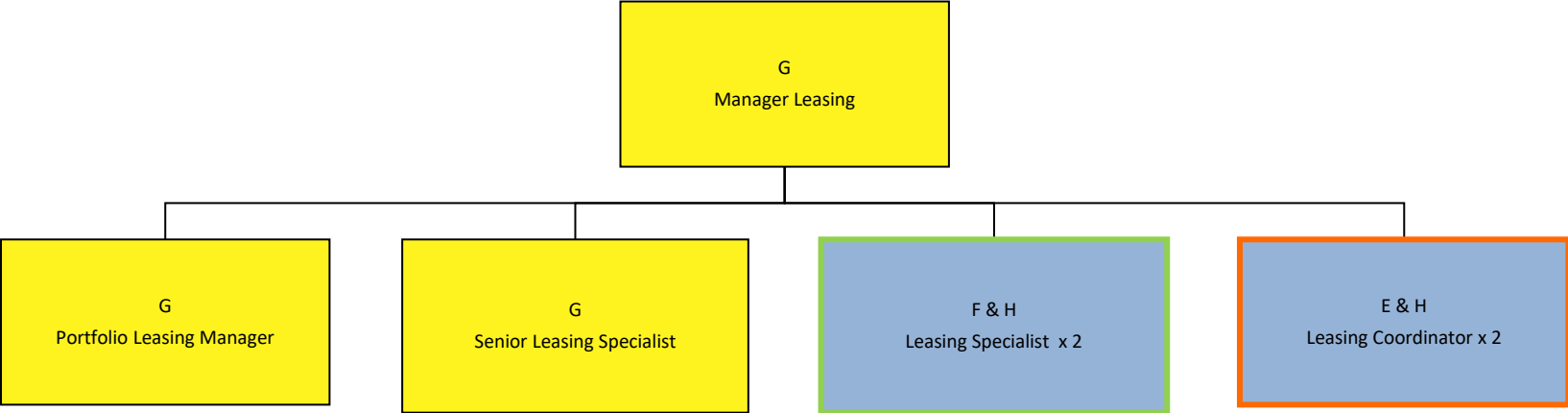
- Establish a new position of Portfolio Leasing Manager
- Establish a new position of Senior Leasing Specialist
- Change the reporting line and scope for the Leasing Specialists x2 (MBIE Property) to report to the Manager Leasing
- Change the reporting line, title and scope for the Leasing Coordinator x2 (MBIE Property) to report to the Manager Leasing

We ask you to consider whether changes under Proposal 4 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 4 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

Proposed structure –Leasing

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



Proposal 5 – Projects & Programmes

Purpose and rationale

The team would provide the project and programme management expertise to drive the delivery of the programme of work for the Centre for Government Office Accommodation. They would be responsible for establishing and managing the development framework and capability and overseeing the programmes and projects that deliver specific property system leadership outcomes in the government office accommodation portfolio, and the programme of works for MBIE's property project portfolio.

There are a number of projects/programmes in flight and the intent is not to disrupt delivery of these. Currently there are teams in both MBIE Property and GPG who are responsible for delivering complex projects to consolidate MBIE and Wellington government office accommodation into several anchor buildings and to achieve savings for the Crown. This work is fundamental to delivering on the operating model and as these projects/programmes continue they can inform further any refinements needed for this team structure.

A key aspect will be the need to build strong relationships at senior executive level across government to facilitate agency cooperation with planning and lease negotiation activities required for consolidation of the Wellington portfolio.

They also take a strategic view across MBIE's property project portfolio to ensure that project delivery aligns with the workplace strategy and government portfolio strategy. The team is accountable for strategic project portfolio planning, design, capital delivery and centre-led property programmes and projects including low, medium and high complexity refurbishment, construction and/or security projects.

The capacity of this team will be dynamic as it grows and contracts depending on project/programme demand. The intention is that the current level of project/programme capability will lift and shift into the new branch, with minimal

reporting line changes, and fixed-term roles closing during the first half of 2025 as per existing project/programme timelines.

There are no new positions proposed for this team.

Note that the Manager Projects and Programmes position would not be recruited for until 1 July 2025. In the interim the two Programme Directors will report to the General Manager.

The following changes are proposed

- Change the scope and reporting line for the Manager Project Delivery (GPG) and rename Programme Director. This position would lead the Bowen House and Wellington Consolidation Programme (WCP) initially.
- Change the branch and group for the Principal Project Manager and the Project Coordinator and the fixed term Change and Engagement Lead (Bowen) who would report to the Programme Director leading the Bowen House programme
- Change reporting line for the fixed term positions of Commercial Leasing Specialist, the Change and Engagement lead (WCP), the Engagement and Planning Specialist, Data Analyst and Principal Operations Advisor who would report to the Programme Director leading the WCP programme
- Change the scope and reporting line for the National Manager Projects and Programmes (MBIE) and rename Programme Director. This position would lead the MBIE property work programme initially.
- Change the branch and group for the Programme Manager and Programme Manager Security (MBIE)
- Change the branch and group for the Project Manager x3 (one of which is fixed term) and the Senior Projects Manager x2

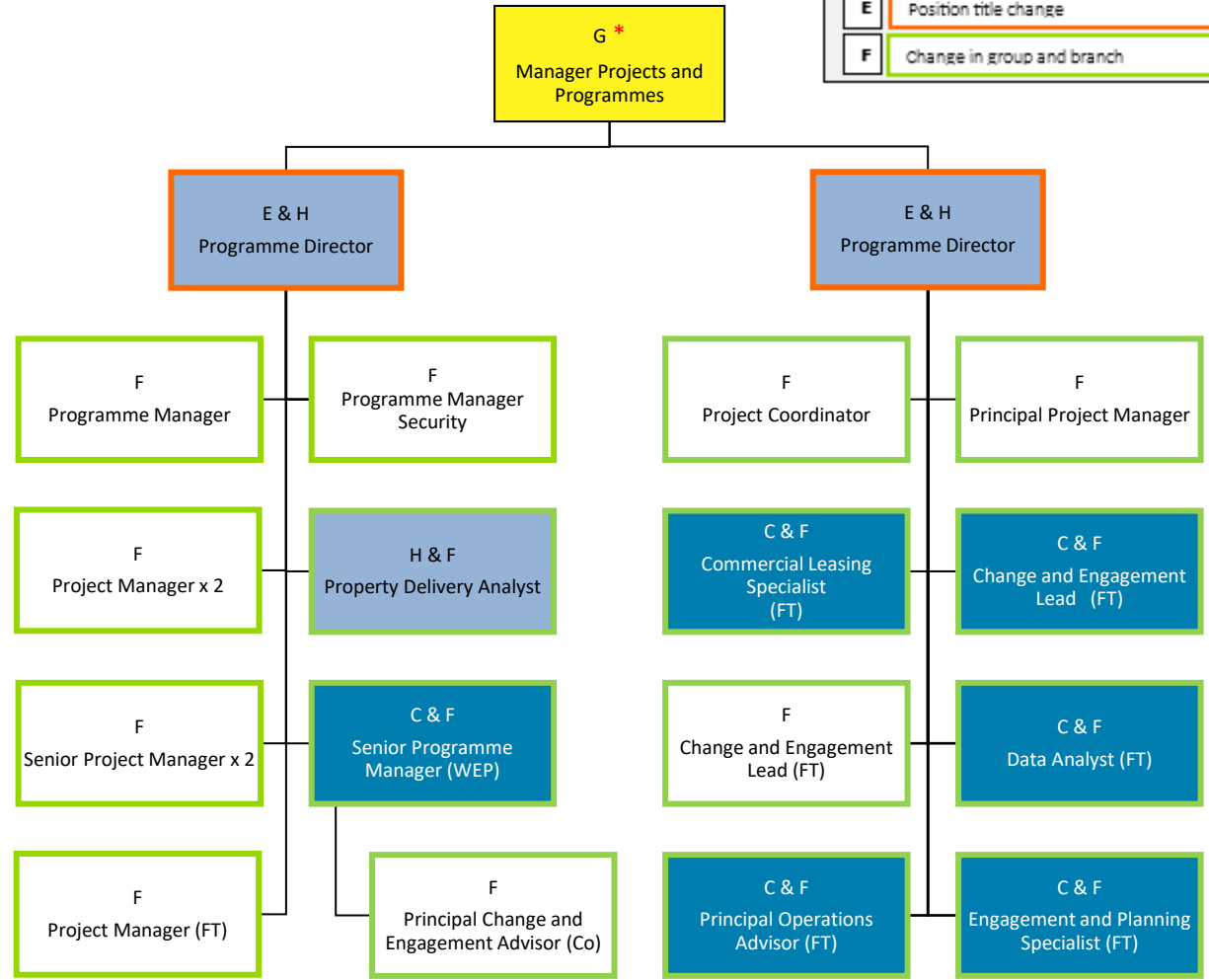
- Change the reporting line for the Senior Programme Manager Wellington Environments Programme and its direct report, Principal Change and Engagement Advisor (Contractor position), to report to the Programme Director leading the MBIE property work programme initially.
- Change the reporting line for the Property Delivery Analyst position to the Programme Director leading the MBIE property work programme initially.

We ask you to consider whether changes under Proposal 5 will achieve what's intended.

The organisational charts on the following pages show how the proposed changes would impact current positions and reporting lines and there is a list of individual position impacts [here](#). We welcome your thoughts on where Proposal 5 could be strengthened to better deliver on our change aspirations, or if you believe there are alternatives to the changes proposed, please share your thoughts.

Proposed structure – Projects & Programmes

KEY			
A	No change	G	New position
B	Disestablished position	H	Minor scope and reporting line change
C	Reporting line change	I	Vacancy Removal
D	Minor scope change	J	Contestable reconfirmation
E	Position title change		
F	Change in group and branch		



*Recruitment for the Manager Projects and Programmes will be from 1 July 2025. The two Programme Directors will temporarily report to the General Manager until then.

Summary of proposed changes

Overall proposed changes

Proposed changes	MBIE Property	GPG	NZGP
Current number of permanent positions in scope of change (excl. GM & Facilities Management)	22	15	1
Current number of fixed term positions	2	9	
Current total number of positions in scope of change (n=49)	24	24	1
Number of permanent positions proposed to be disestablished	3	11	
Number of fixed term positions proposed to be disestablished		2	
Number of vacancies to be removed		1	
Number of fixed term/contractor positions proposed to move but will end before 30 June 2025	2	6	
Number of positions remaining in Workplace, Safety & Security Branch (excl. Facilities Management)	2		
Number of positions proposed to move with minor changes such as scope, reporting line, etc (n=29)	18	10	1
Number of proposed new positions	20		
Number of positions in the proposed new branch	49		
Overall proposed change in FTE positions	No change		

Proposed new positions

Proposal	Position title	Reporting line	Band
1	General Manager	Deputy Secretary (TBC)	23F
1	Manager Strategy and Advice	General Manager Centre for Government Office Accommodation	21F
1	Manager Engagement and Portfolio Planning	General Manager Centre for Government Office Accommodation	21F
1	Manager Leasing	General Manager Centre for Government Office Accommodation	21F
1	Manager Projects and Programmes	General Manager Centre for Government Office Accommodation	21F
2	Lead Advisor Strategy Operations and Standards	Manager Strategy and Advice	X
2	Lead Advisor Property Information and Performance	Manager Strategy and Advice	X
2	System Assurance Manager	Manager Strategy and Advice	X
2	Senior Systems Administrator	Lead Advisor Property Information and Performance	G
2	Senior Data and Insights Analyst	Lead Advisor Property Information and Performance	R
2	Senior Advisor	Lead Advisor Strategy Operations and Standards	R
2	Senior Advisor	Lead Advisor Strategy Operations and Standards	R
3	Principal Portfolio Manager	Manager Engagement and Portfolio Planning	20F
3	Principal Portfolio Manager	Manager Engagement and Portfolio Planning	20F
3	Principal Portfolio Manager	Manager Engagement and Portfolio Planning	20F
3	Senior Portfolio Manager	Manager Engagement and Portfolio Planning	V
3	Senior Portfolio Manager	Manager Engagement and Portfolio Planning	V
3	Senior Portfolio Manager	Manager Engagement and Portfolio Planning	V
4	Portfolio Leasing Manager	Manager Leasing	20F
4	Senior Leasing Specialist	Manager Leasing	V

Proposed disestablished positions and vacancies to be removed

Proposal	Position title	Reporting line	Current Branch
Disestablished	General Manager Government Property	Deputy Secretary Building, Resources and Markets	Government Property
Disestablished	Chief Advisor Property	General Manager Government Property	Government Property
Disestablished	Policy Director	General Manager Government Property	Government Property
Disestablished	Director Government Property Initiatives (FT)	General Manager Government Property	Government Property
Disestablished	Director Government Property Operations (FT)	General Manager Government Property	Government Property
Disestablished	Manager Property Assurance	General Manager Government Property	Government Property
Disestablished	Manager Property Planning and Advisory	General Manager Government Property	Government Property
Disestablished	Property Workplace Design and Change Specialist	Manager Property Planning and Advisory	Government Property
Disestablished	Property Workplace Design and Change Specialist	Manager Property Planning and Advisory	Government Property
Disestablished	Senior Property Portfolio Specialist	Manager Property Planning and Advisory	Government Property
Disestablished	Senior Property Portfolio Specialist	Manager Property Planning and Advisory	Government Property
Disestablished	Senior Property Portfolio Specialist	Manager Property Planning and Advisory	Government Property
Disestablished	Senior Property Portfolio Specialist	Manager Property Planning and Advisory	Government Property
Disestablished	Head of Property	General Manager Workplace, Safety & Security	Workplace, Safety & Security
Disestablished	National Manager Leasing	Head of Property	Workplace, Safety & Security
Disestablished	Senior Advisor – Property and Projects	Head of Property	Workplace, Safety & Security
Remove vacancy	Project Director	General Manager Government Property	Government Property

Proposed minor change

Position title	Reporting line	Current Branch	Proposal
Change & Engagement Lead	Director Government Property Initiatives	Government Property	Change of Branch
Change & Engagement Lead	Director Government Property Initiatives	Government Property	Change of Branch and Reporting Line
Data Analyst	Director Government Property Initiatives	Government Property	Change of Branch and Reporting Line
Principal Operations Advisor	Director Government Property Initiatives	Government Property	Change of Branch and Reporting Line
Executive Assistant	General Manager Government Property	Government Property	Change of Branch and Reporting Line
Manager Project Delivery	General Manager Government Property	Government Property	Minor scope change, change in Reporting Line, Position title and Branch
Principal Project Manager	Manager Project Delivery	Government Property	Change of Branch
Project Coordinator GPG	Manager Project Delivery	Government Property	Change of Branch
Commercial Leasing Specialist	Project Director	Government Property	Change of Branch and Reporting Line
Engagement and Planning Specialist	Project Director	Government Property	Change of Branch and Reporting Line
Senior Product Manager Property	Manager Business Systems	New Zealand Government Procurement	Change of Branch and Reporting Line
Property Delivery Analyst	Director Partnerships & Engagement	Workplace, Safety & Security	Minor scope change, change in reporting line and change in branch
Director Partnerships & Engagement	Manager Property	Workplace, Safety & Security	Change of reporting line
National Manager Facilities and Workplace	Manager Property	Workplace, Safety & Security	Change of reporting line
National Manager Projects & Programmes	Manager Property	Workplace, Safety & Security	Minor scope change, change in Reporting Line, Position title and Branch
PA/Team Administrator	Manager Property	Workplace, Safety & Security	Change of Branch and Reporting Line
Principal Advisor Property	Manager Property	Workplace, Safety & Security	Minor scope change, change in reporting line and change in branch
Senior Programme Manager WEP	Manager Property	Workplace, Safety & Security	Change of reporting line
Leasing Specialist	National Manager Leasing	Workplace, Safety & Security	Minor scope change, change in reporting line and change in branch
Leasing Specialist	National Manager Leasing	Workplace, Safety & Security	Minor scope change, change in reporting line and

Position title	Reporting line	Current Branch	Proposal
			change in branch
Property Coordinator	National Manager Leasing	Workplace, Safety & Security	Minor scope change, change in Reporting Line, Position title and Branch
Property Coordinator	National Manager Leasing	Workplace, Safety & Security	Minor scope change, change in Reporting Line, Position title and Branch
Programme Manager	National Manager Projects & Programmes	Workplace, Safety & Security	Change of Branch
Programme Manager Security	National Manager Projects & Programmes	Workplace, Safety & Security	Change of Branch
Project Manager	National Manager Projects & Programmes	Workplace, Safety & Security	Change of Branch
Project Manager	National Manager Projects & Programmes	Workplace, Safety & Security	Change of Branch
Project Manager (FT)	National Manager Projects & Programmes	Workplace, Safety & Security	Change of Branch
Senior Project Manager	National Manager Projects & Programmes	Workplace, Safety & Security	Change of Branch
Senior Project Manager	National Manager Projects & Programmes	Workplace, Safety & Security	Change of Branch
Property Performance Analyst	Principal Advisor Property	Workplace, Safety & Security	Minor scope change, change in reporting line and change in branch
Principal Change and Engagement Advisor (Co)	Senior Programme Manager WEP	Workplace, Safety & Security	Change of Branch

Appendix 1: Proposed change process

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

This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

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

For reconfirmation to apply:

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

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

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

Reassignment

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

For direct reassignment to apply:

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

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

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

New positions

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

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

Selection and Expression of Interest (EOI) process

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

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

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

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

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

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in up to 3 available position/s for which you are suitably qualified. All applicants will be formally interviewed for the position/s they have expressed interest in. The selection criteria are in the draft position descriptions and will be outlined as part of the decision document along with final position descriptions. For people leader roles selection criteria may also include the Leadership Success Profile. A CV would not be required as part of any EOI submission, however if you wish to provide one this is optional. You may also provide additional supporting information as part of your EOI, whether this be a covering letter, or other additional information such as location preference. However, please note that this would not be mandatory.

The panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles.

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

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

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

Selection and Recruitment Timeline

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

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

Redeployment

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

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

Review process

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

Secondments and acting arrangements

If you are currently on secondment or acting in a different position, there may be decisions confirmed for that position as well as your permanent substantive position. However, you will only be considered an affected employee if your permanent substantive position is significantly impacted.

People will continue in their temporary position until the end of the term currently in place unless otherwise advised.

Process for casual and fixed term employees

Casual and fixed term employees, by the nature of their employment agreements, will not have access to the change processes set out above.

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection processes and any casual or fixed term employees would then be able to apply.

Appendix 2: Support through change

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

Wellbeing support options

We recognise that change may be difficult and encourage you to reach out to your support network and draw on the resources available to you. You can:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#)
- Use our [Employee Assistance Programme](#), 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](#) – 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.
- You can also reach out to People & 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.

