



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Te Whakatairanga Service Delivery Foundations for the Future

Proposal for Change

February 2025

# Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

In 2024, we worked at pace to support our Ministers to deliver on their priorities during their first year in Government. We also put in place a number of changes to position our organisation for the future.

In December 2024, our simplified organisational structure, 'Foundations for the Future' went live. Structure is one of many aspects that contribute to the success of MBIE, and these changes reflected core policy, regulatory, customer, assurance, and shared service functions through:

- Realigning our policy functions
- Broadening our regional development and commercial services focus
- Further refining our corporate and digital services
- Further establishing shared operations services.

As we begin 2025, the establishment of the Economic Growth portfolio and additional changes to Cabinet across related portfolios has set a bold agenda for the Government and for MBIE for this year and beyond. The Prime Minister has clearly stated that the Government's goal is "to unleash the growth, innovation, and investment we need to thrive". As the lead agency for Economic Growth, MBIE has a central role in supporting the delivery of this objective.

It remains a priority for MBIE and the public service to ensure we have a focus on responsible spending, achieving value for money and ensuring we are positioned to deliver key outcomes. As an organisation this means we need to continue to adapt and evolve, not only to ensure we are best set up to respond to Government priorities and decisions, but to establish a baseline for our organisation to move forward in the medium- and long-term.

In implementing 'Foundations for the Future' last year, I signalled that we would need to consider further change in some areas of our organisation. We need to continue to

look at the way our functions are grouped, as well as the ways we work together, to streamline processes and create efficiencies.

Continuing to build centres of expertise across MBIE will enable a consistent, high-quality service offering across similar functions.

Many of our teams have provided insights and ideas about how we can achieve these outcomes as an organisation through consultation and engagement processes and the MyVoice survey, undertaken across MBIE in recent months. The feedback demonstrates the continued commitment of our people to achieve higher levels of service and positive impacts for our customers and, as a result, for New Zealanders.

The impact of continuous change on our people has been shared as part of this feedback. In showing we are listening to this, we will work to ensure a focus on the cultural, leadership, and capability aspects that will support ongoing organisational excellence. This is important because change will remain part of our environment this year, and I am proud of how our people have managed through our change processes to date and supported each other.

As an organisation we have a wealth of capability, expertise and talent. I have confidence in our ability to deliver great outcomes for New Zealanders in 2025, as well as address the opportunities and challenges we will face.

Ngā mihi nui

**Carolyn Tremain**

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

## Introduction from Suzanne Stew

Tēnā koutou,

The mahi our people in Te Whakatairanga do is vast. We play a role in the lives of almost every New Zealander every day; be it as employee, employer, business owner, consumer, landlord, renter, new arrival and even those listening to the radio and protecting our airwaves. We work with businesses, employees, and consumers to help them understand their rights and their obligations.

Overall, our original Te Whakatairanga organisational structure, established in 2020, has served us well and we have made significant strides in the efficiency and effectiveness of our delivery and regulatory interventions. Over the last few years, we have also had to undertake rapid change to reflect the changing needs of the government, our stakeholders, our customers and the wider environment.

In October 2024, Carolyn Tremain shared her '*Foundation for the Future*' changes which realigned the way functions and accountabilities were managed across MBIE's Senior Leadership Team. With the Customer Branch from Immigration New Zealand joining our whānau, our role as an operational shared service and centre of expertise for customer focussed delivery was reinforced. Making these changes has been necessary not only to respond to Government priorities and decisions, but to establish a baseline from which our organisation can move forward at pace in the medium- and long-term.

Following on from the '*Foundations for the Future*', it is timely to review our organisational structure and ensure that we are best placed to meet the needs of not only the government, but of our customers and the public we serve.

As no doubt you will have often heard me say, the one thing I know about any change proposal, is that we won't get it absolutely right from the outset and this is where your valuable insights and feedback is critical. Throughout 2024, I was continually impressed by the thoughtful and insightful feedback that you delivered with resilience and manaakitanga. I'm certain that this will continue, and I look forward to reading your submissions.

I want to reassure you that this proposal is not about change for changes' sake. This change is about building on the best of what we have achieved, enabling us to capitalise on our technology investments whilst ensuring that we continue to integrate and expand our centres of expertise to provide valued outcomes for our customers. This is about building on our existing organisational structure and integrated ways of working to ensure the gains we have made are enhanced and last into the future.

I also want to acknowledge that you are no strangers to change with 2024 being a significant year of organisational change for you all. I am proud and grateful for the way that all of you managed and continued to deliver exceptional outcomes throughout. I know that it has been challenging and unsettling for many and that the thought of further change, even where it does not directly impact you or your immediate colleagues, may be particularly difficult for those of you who have just been through a change process.

While I know you will show kindness to your colleagues during this time, I ask that you also be kind to yourself. I encourage you all to think about what support you may need during the consultation process and reach out for help if you need it.

Our strength, as it always has been, is in working together to deliver better outcomes for New Zealanders.

Thank you for all the work that you do in service of New Zealand every day.

Ngā mihi nui



**Suzanne Stew**

Deputy Secretary, Te Whakatairanga Service Delivery

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# Overview of this proposal

## Providing feedback

I really encourage you to read and reflect on all aspects of this proposal for change so that you can understand how we are looking into the future as a group. Your feedback is important to the success of any changes we make across Te Whakatairanga, and I invite you to share your perspective, based on your unique experience of our mahi.

Many of our teams have experienced change during the last year. The feedback provided as part of these change processes included ideas on our structure, as well as clear direction on what is most important to your experience at MBIE. This feedback remains important and has been represented by your leaders and considered as part of the development of this proposal.

This proposal has been shared with the Public Service Association (PSA) and the National Union of Public Employees (NUPE). You can contact your union representative for support and to discuss your feedback.

MBIE recognises that feedback can be provided in formats other than written, and as such will enable verbal submissions upon request. This also includes where the PSA and NUPE wishes to speak to their collective submission orally. If you wish to provide verbal feedback, please email the consultation address and we will arrange a suitable time.

In addition to providing feedback through [TWSDChange@mbie.govt.nz](mailto:TWSDChange@mbie.govt.nz) you have the option to use What Say You, an interactive consultation tool, which enables you to engage with feedback from across our group. Read more about What Say You on the [Te Whakatairanga Foundations for the Future](#) SharePoint site.

## Proposed change process

Find out more about MBIE's proposed change process in [Appendix 2](#). This determines how we classify the impact to our 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.

## Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Tuesday 11 February
Consultation closes	Tuesday 25 February
Feedback reviewed and considered	26 February – 11 March
Final decision	Wednesday 12 March
EOI and selection period	13 – 25 March
Go-live of new structure	Tuesday 1 April

## Understanding proposed changes to your position

Current and proposed organisational charts have been included either at the end of each proposal or as an [Appendix 1](#) at the end of the document to help demonstrate the impacts that proposed changes would have to the structure of our group. There is also a summary table with more detail about proposed changes to positions and proposed new positions at the end of this document and the [Te Whakatairanga Foundations for the Future](#) SharePoint site.

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

## Navigating change together

The ability to navigate change is a strength of our organisation. While change can be challenging, it can also present us with an opportunity to share thoughts and ideas that help to influence and shape the direction of our organisation.

It's a priority for our Senior Leadership Team that you are enabled to engage with proposals in a meaningful way, so that you can navigate change with clarity and feel encouraged to explore new ideas and opportunities. As we navigate change together, we will aim to ensure our people:

- **Feel prepared for change** which includes understanding why change is proposed and its impacts, as well as being supported to develop skills to manage personally through change.
- **Understand the change process** with clarity about the steps that will be followed, terminology used, and roles that our people may play during key parts of the process – including expectations of people leaders during change.
- **Are supported to engage** with the proposal and provide feedback, recognising that our people may need to rebalance their priorities and attention for a period to make time to engage.
- **Know where to go** to ask questions and seek information, with clarity about the support available to them through MBIE's offerings, communities, networks, and through their people leader.
- **Are encouraged to be Māia – bold and brave** by challenging the status quo, showing curiosity and exploring new ideas to create positive impacts for our services, customers, and MBIE people.
- **See the value in their voice** by being encouraged to share feedback, with confidence that it will be considered. This includes being supported to understand why change decisions may be different to feedback shared.

- **Are clear on the path forward** and how roles, responsibilities, and priorities will be managed through the transition period, maintaining critical knowledge, relationships, and culture.

## Support available

As we move through change, it's normal to experience impacts to our wellbeing. MBIE has a variety of support services available that recognise and contribute to all aspects of our wellbeing. These services are always available, including during change.

You can read more about the support available to you in Appendix 3.

In addition to exploring the support services available, we encourage you to stay connected and seek support through your networks including whānau – family; friends; kaimahi – colleagues; and community.

To ask for additional support, please talk to your people leader. While there may be alternative support options, we will also be clear about limitations on the services that MBIE can provide.

# Case for change

## Background

Following on from the *'Foundations for the Future'* changes announced by Carolyn Tremain in October 2024, the Te Whakatairanga Senior Management Team got together to review our organisational structure. We quickly recognised that while our overall organisational structure has served us well, there was an opportunity to build on this and evolve. We recognised that change was required across some parts of Te Whakatairanga to further stabilise our platform and effectively meet the needs of not only the government but our customers and the public we serve, now and into the future.

It was our intent, that any proposed changes, would have a clear rationale and benefits in terms of effective and efficient service delivery. We also wanted to build on our strengths and achievements to provide an inclusive and engaging workplace for our people to deliver and grow within.

To inform our design thinking, we looked back at all of the key organisational changes undertaken across our group since 2020, and then, looked forward to understand how best to position ourselves for the long term.

## Design Principles

*'Foundations for the Future'* reinforced the importance of placing design focus on grouping like functions together; focusing capacity and capability towards core services; and anticipating future needs through design of our organisational structure.

Through a centre of expertise for operations shared services, Carolyn confirmed that she is aiming to streamline the customer services that MBIE provides to strengthen insights, information sharing, customer approaches, and responsiveness.

These design foundations and desired outcomes were used to guide the development of this current proposal and have been expanded to reflect the work we have been doing.

As a customer focussed operational shared service, it should come as no surprise that since Te Whakatairanga was established, our organisational change programmes have all largely been focussed on the same key design principles.

- Enhancing and expanding on our centres of expertise.
- Ensuring integration and collaboration.
- Strengthening our Customer Centric approach.
- Driving efficiency and effectiveness.

While these have not changed, there is a clear opportunity to expand on these to include:

- Maximising our technology investments to ensure effective and innovative service delivery.
- Growing our people capability and engagement by providing suitable career pathways where they are supported to succeed and bring their whole selves to work.
- Optimising our Senior Management structure to ensure appropriate leadership spans of control and achieve further operational efficiencies and integration.

Development of this proposal was guided by this expanded set of principles, as well as influenced by our organisational values and strategies, and our role as a Treaty Partner and regulatory steward for multiple systems.

## What we have heard from you

As part of the 2024 "My Voice" engagement survey results, we heard that you value the breadth of career variety that Te Whakatairanga offers, as well the ability to make a meaningful difference to New Zealand every day. Overall, you were appreciative of the visible and strong leadership experienced at a team level especially during times of

uncertainty and change. I wholeheartedly agree and am incredibly thankful for the role our leaders at all levels have played over this period.

We heard that the volume and pace of change has been unsettling and that in particular you felt we have not always been as consistent and clear with our communications as you would have liked. There will always be a level of change in our environment as public servants. While we can't prevent that, we can ensure that we continuously improve our processes and are as transparent and communicative as possible as we move through it.

It is our common purpose that binds us together, and our commitment to deliver better outcomes for New Zealanders. I want everyone within Te Whakatairanga to feel valued and engaged with our vision and purpose.

I also wanted to recognise the well-considered and valuable feedback you provided across the various branch or functional change proposals undertaken throughout 2024. As a result of your feedback, we made changes to almost every original proposal and captured innovative ideas to consider as we moved through to implementation.

Your feedback has played a role in informing the proposed changes set out in this document. I know we are much more likely to succeed if you continue to provide feedback and suggestions – so thank you in advance.

### **Scope of change**

The proposed changes set out in this document are largely focused on a realignment of my leadership structure and enhancement of our critical enabling shared services that our regulatory systems and customers rely on. Specifically, this means that most of the proposed changes would impact the current Tier 3 leaders and the Office of the Deputy Secretary, Strategy, Performance and Design, Engagement and Experience and Customer Branches.

Where it makes sense, we have also proposed to integrate functions from other Groups across MBIE to expand on centres of expertise and our role as an operational shared service. This means changes are proposed for the Corporate Design and Marketing function from the Strategy & Assurance Group.

Finally, across our Regulatory branches we have proposed the realignment of functions to further support integration, maximise technology investment and drive efficient and effective service delivery. For clarity, this involves proposals that could impact Standards New Zealand, Temporary Accommodation Service (TAS), New Zealand Claims Resolution Service (NZSCR), Building and Tenancy Systems Delivery, and Employment Services System Guidance and Engagement.



## Proposal 1 – Leadership Team and Branch Structure

Since the formation of Te Whakatairanga, the Tier 3 leadership team and branch structure has expanded as we took on additional accountabilities and responsibilities from both a regulatory and enterprise perspective. While this has enabled us to improve service delivery through the creation of centres of expertise and enhanced integration, it has resulted in increasing spans of leadership and accountability. Following on from decisions made through *'Foundations for the Future'* there is an opportunity to evolve and optimise our leadership team and branch-level structure to achieve our design principles. As such, we have proposed a number of changes to the existing leadership team and branch structure.

### Why change is proposed

To strengthen our Customer Centric approach and drive delivery efficiency and effectiveness, it is proposed that a new **Customer Service Delivery Branch** would be established as MBIE's front door, bringing together our customer delivery channels. Under a dedicated General Manager, this branch would be accountable for transforming our customer delivery channels and realising the full potential of the Customer Service Centre through service innovation. It is envisaged that over time this would enable the Customer Service Centre to provide a wider range of transactional and operational processing services and provide capacity back into our regulatory systems. The Customer Service Centre provides us with valuable intelligence about the effectiveness of our engagement channels and, in turn these channels influence the queries our customers have. We believe there is significant benefit in aligning these functions to work together more closely.

It is proposed to create a new **Customer, Design and Innovation Branch** to build upon our strengths in Customer Service Design, Information and Education, and Operational Policy and Regulatory Stewardship, whilst strengthening our data and insights capability and technology investment strategies to maximise our performance and deliver outstanding outcomes for New Zealanders. This proposal would enable us to achieve each of our design principles by building on the significant cross-Group value

provided by the Strategy, Performance and Design Branch and integrating the Immigration-focused customer experience, stakeholder and community engagement, and operational marketing functions with our existing enterprise-focused Information and Education and Kiritaki teams under a realigned leadership structure.

In the process of delivering our diverse range of services, we collect and collate a large amount of data. With our increasing focus on evidence-based decision making, and utilising information to measure efficiencies and effectiveness, it is more important than ever that we think smarter about how we leverage data in the work that we do. The proposed Customer, Design and Innovation Branch would enable the establishment of a critical centre of expertise for **Customer Data, Research and Insights**. This function would lead the enablement and use of data and insights by measuring and understanding the impact of our services and regulatory systems to achieve further operational efficiencies. This would build upon the work undertaken by the Immigration Customer Branch, enabling all of our regulatory systems to benefit from a more sophisticated use of data and insights to deliver better outcomes for our customers.

The Customer, Design and Innovation Branch would also be responsible for leading our Group-wide Kaupapa Māori centre of excellence, operational policy and regulatory system design, and system and technology investments and planning. Where it makes sense, this branch would centralise like-functions, such as data and insights and regulatory system delivery from across Te Whakatairanga to expand our centres of expertise and create economies of scale to improve operational effectiveness.

For clarity, these proposals would mean that the Strategy, Performance and Design, Engagement and Experience and Customer Branches would be disestablished with their functions realigned and integrated across the two new proposed branches to optimise our senior leadership structure.

As part of a dynamic global eco-system, New Zealand faces risks which our regulatory systems must adapt and respond to appropriately. The Integrated Cross-Regulatory Compliance and Enforcement programme of work is designed to build on regime or system level specific strategies to provide an integrated view of regulatory risk. While great progress has been made so far, we need to increase our regulatory thought leadership to a new level of sophistication to stay ahead of those seeking to exploit our systems and New Zealand. Therefore, it is proposed that the existing Director Regulatory Environment report to the General Manager Market Integrity to shape an integrated and enterprise-wide **Regulatory Compliance Strategy** that informs the identification of, and response to, significant criminal non-compliance across our systems – starting with the Companies Office. While the Director will continue to operate across our Group and the wider organisation, we believe Market Integrity is well positioned to support the development of this work given its responsibility for achieving reliable, responsive, cost effective and cross-cutting regulatory infrastructure underpinning our markets.

With the proposed addition of responsibility for the Regulatory Compliance Strategy, there is an opportunity to realign the **Standards New Zealand** function from Market Integrity to the Building and Tenancy Branch. As an economic enabler, the Government has prioritised the development, adoption, or revision of standards in relation to a number of sectors with a significant focus on the Building and Construction Sector in the medium term. As a result, we believe that integration with the Building and Tenancy branch would further enhance collaboration and a customer centric approach. Therefore, it is proposed that the National Manager Standards New Zealand would report to the General Manager Building and Tenancy.

The Building and Tenancy Branch is also responsible for the **Temporary Accommodation Service and New Zealand Claims Resolution Services** who both play a critical role in supporting impacted whānau and communities when their homes are damaged in a natural disaster. There is an opportunity to enhance the delivery of effective outcomes to our customers during these difficult times through the proposed integration of these functions.

The General Manager Immigration Compliance and Investigations was established on a fixed term basis as part of the 2023 MBIE wide change and creation of the **Immigration Compliance and Investigations Branch** within Te Whakatairanga. Great progress has been made in this area and it continues to play a pivotal role within the Group compliance and investigations portfolio as well as in our communities. In recognition of the ongoing level of leadership required and the Integrated Cross-Regulatory Compliance and Enforcement programme of work, it is proposed that this role would be established on a permanent basis.

The **Remuneration Authority** is responsible for setting the remuneration for key public office holders including salary, fees, certain allowances and superannuation. While we provide administrative and organisational support, the Authority operates independently much like the Employment Relations Authority. On this basis it is proposed that the Remuneration Authority would be realigned within the **Employment Services Branch** reporting directly to the General Manager Employment Services. Given the system-wide importance of the Remuneration Authority, it is proposed that this function would retain a dotted reporting line to the Deputy Secretary.

With an increasingly complex and rapidly evolving operating environment, there is an opportunity to strengthen the **Office of the Deputy Secretary** as a centre of expertise for Te Whakatairanga by integrating the existing Group Performance and Group Strategy functions from the Strategy, Performance and Design Branch under a new Head of Office position. We believe that with functional oversight for our Group strategy, Ministerial Services, Group Business Management, and Quality, Risk and Assurance, the Office will be able to ensure clear and consistent commissioning and effective streamlined reporting to enable the efficient functioning of the group.

Further detail on the rationale for these proposed changes is provided in the following sections of this consultation document for your feedback.

## Summary of the changes proposed

- Disestablish the General Manager Engagement and Experience.
- Establish a new General Manager Customer Service Delivery and propose to directly reassign the General Manager Engagement and Experience in recognition of the skills, knowledge and experience required.
- Disestablish the General Manager Strategy, Performance and Design.
- Establish a new General Manager Customer, Design and Innovation and propose to directly reassign the General Manager Strategy, Performance and Design in recognition of the skills, knowledge and experience required.
- Disestablish the General Manager Customer.
- Establish a new Head of Customer Data, Research and Insights reporting to the General Manager Customer, Design and Innovation and propose to directly reassign the General Manager Customer in recognition of the skills, knowledge and experience required.
- Change in reporting line for the Head of Kiritaki Centricity and Innovation to the new General Manager Customer, Design and Innovation. This role would also have a minor scope and position title change to Head of Kiritaki Centricity and Design.
- Change in reporting line for the Director Regulatory Environment to the General Manager Market Integrity.
- Minor change in scope for the General Manager Market Integrity based on the proposal to change reporting line for the Director Regulatory Environment and change in reporting line and branch for the National Manager Standards New Zealand.

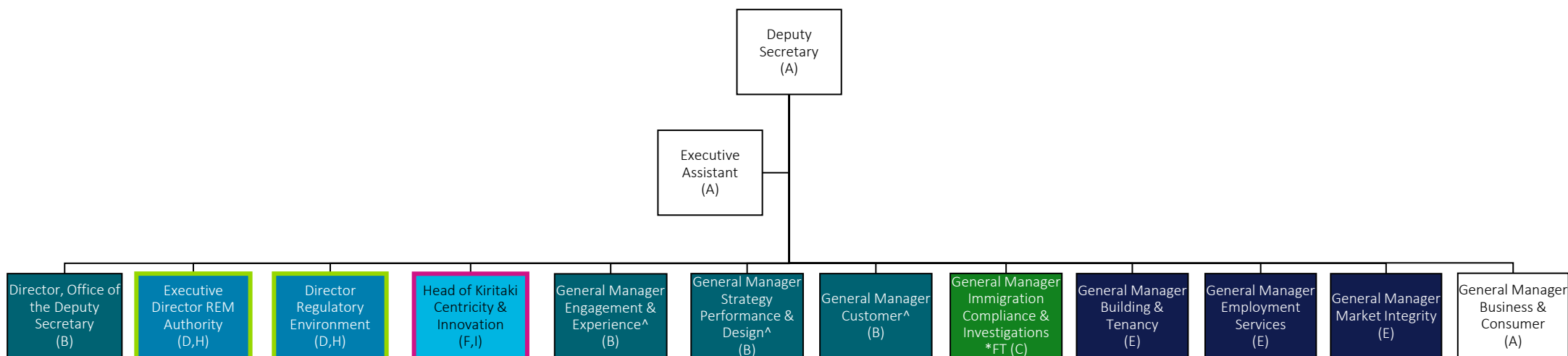
- Change in reporting line and branch for the National Manager Standards New Zealand to the General Manager Building and Tenancy.
- Minor change in scope for the General Manager Building and Tenancy based on the proposal to change reporting line for the National Manager Standards New Zealand.
- Establish the currently fixed term General Manager Immigration Compliance and Investigations on a permanent basis and propose to directly reassign the existing General Manager in recognition of the skills, knowledge and experience required.
- Change in reporting line for the Executive Director Remuneration Authority to the General Manager Employment Services with a dotted reporting line to the Deputy Secretary.
- Minor change in scope for the General Manager Employment Services based on the proposal to change reporting line for the Executive Director Remuneration Authority.
- Disestablish the Director of the Office of the Deputy Secretary.
- Establish a new Head of Office for the Deputy Secretary reporting to the Deputy Secretary.

**We ask you to consider whether changes under Proposal 1 will achieve our desired outcomes.**

Organisational charts are provided on the following pages or in Appendix 1 to demonstrate how proposed changes would impact current positions. More detail about proposed changes to positions and proposed new positions is provided at the end of this document and the [Te Whakatairanga Foundations for the Future](#) SharePoint site.

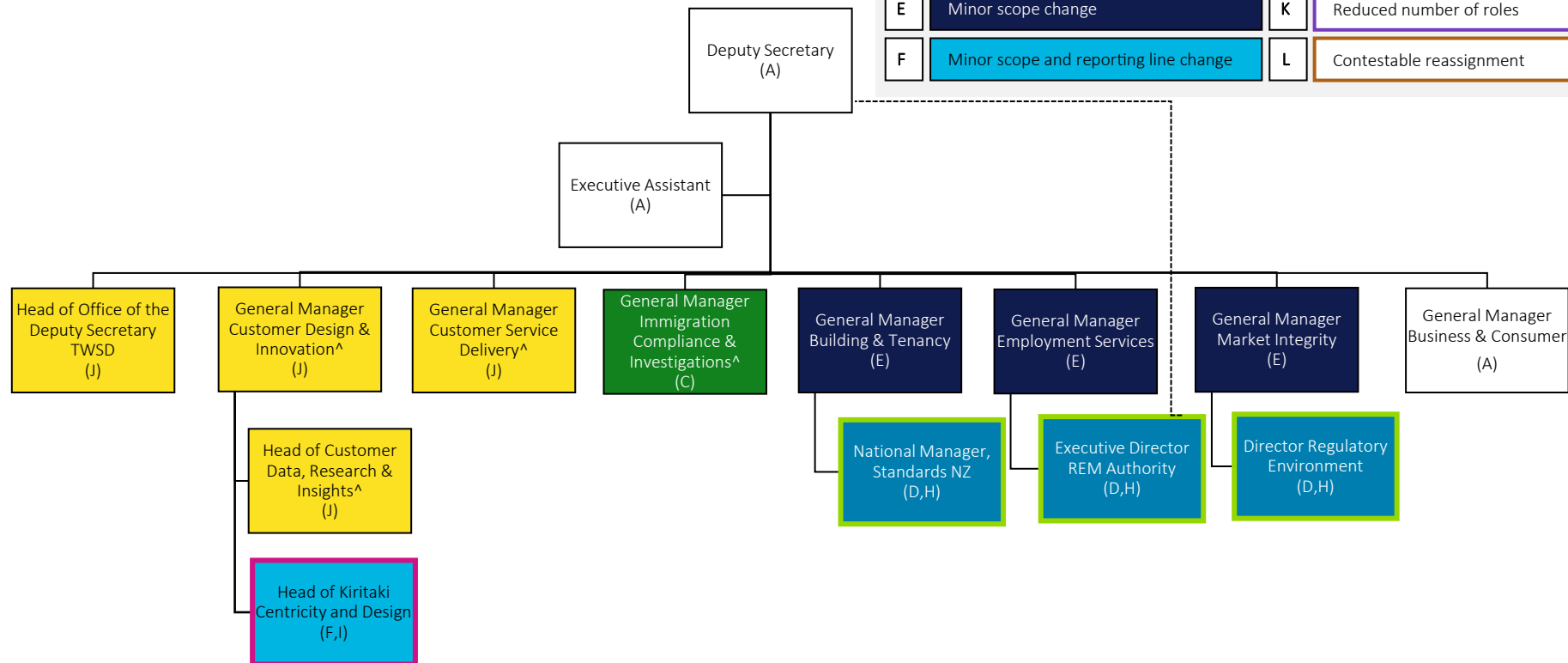
## Current organisational chart – Leadership Team and branch structure

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



\*FT = Fixed term role  
^ = Proposed direct reassignment

## Proposed organisational chart – Leadership Team



^ = Proposed Direct Reassignment

## Proposal 2 – Customer Service Delivery Branch

The establishment of the new Customer Service Delivery Branch is proposed to further Te Whakatairanga's role as a customer-focused operational shared service for MBIE as set out in the decisions made through the *'Foundations for the Future' change*. By focusing on the Customer Service Centre and Channel Engagement functions, the branch would firmly establish itself as MBIE's front door. There are over 40 million customer interactions across MBIE's websites, phone and email channels, but customer expectations and the technology to provide these services are evolving rapidly. There is an opportunity to realise the full potential of these key customer communication channels, while ensuring we continue to support our people who are often our customers' first contact with MBIE. As such, we have proposed a number of changes to establish a new branch.

### Why change is proposed

The Engagement and Experience Branch has focused on making it easy for people to do the right thing, by ensuring our customers understand their rights and responsibilities, and what their next steps should be.

In July 2023, the branch became the first MBIE-wide centre of expertise located within Te Whakatairanga when Digital Channels, Information and Education capability from corporate, immigration and building functions were integrated into the branch. This was a testament to our successes in looking across regulatory systems, channels and customer journeys to best support businesses and consumers. Everyone in Engagement and Experience should be incredibly proud of their achievements and see this proposal as the logical next step in that journey.

The way customers interact with MBIE continues to change rapidly, and there is an opportunity to leverage new and emerging technology to ensure contact with MBIE is as efficient and effective as possible. Making sure that every contact counts means customers can get on with their lives more quickly.

We believe that the establishment of a new branch with a more targeted focus would give leadership the capacity required to deliver such an evolution, on top of continually reviewing and revising the services that this branch can provide in line with MBIE's strategic direction.

Therefore, it is proposed that the current Engagement and Experience Branch would be split. The Customer Service Centre and Channel Engagement function would stay together to form a new Customer Service Delivery Branch, and the Information and Education and Pou Whakatairanga functions would be integrated into a new Customer, Design and Innovation branch ([see Proposal 3](#)).

Engagement and Experience was created to generate closer alignment between the Customer Service Centre and Channel Engagement functions given they provide services to the same customers, business partners, and both work across government. The new Customer Service Delivery branch would continue to provide those services, while looking to the future of customer communications.

As outlined in the 2023 change that brought the two previously separate service centres together, it is envisaged that over time the Customer Service Centre would provide a wider range of transactional and operational services which in turn would return capacity back to our regulatory systems. There are already pilots underway where Client Service Advisors are trained to provide other operational services with great results, including the ongoing development of our people. There is also an opportunity to ensure MBIE makes it simple, safe, and certain for customers by ensuring our websites are more aligned to their journeys, utilising first-hand insights from the Customer Service Centre.

To support the new branch to build on this work, it is proposed that a new Strategic Initiatives Implementation Lead would be established permanently to identify, scope, plan, design and manage the implementation of new or extended services or improvement projects in collaboration with the branch, relevant regulatory branches, MBIE business partners and the Customer, Design and Innovation Branch.

The functions within the new proposed Customer Service Delivery Branch already provide valuable intelligence about our customers and the effectiveness of our information and their experience with MBIE services. By narrowing the focus of this branch, it is proposed that this would only develop further. We want to be better at telling the story of how information is supporting MBIE's goals and to continue to work closely with our business partners as part of their service.

## Summary of the changes proposed

- Disestablish the General Manager Engagement and Experience.
- Establish a new General Manager Customer Service Delivery and propose to directly reassign the General Manager Engagement and Experience in recognition of the skills, knowledge and experience required.
- Change in reporting line and branch for the Executive Assistant (Engagement and Experience) to the General Manager Customer Service Delivery.
- Establish a new Strategic Initiatives and Implementation Lead reporting to the new General Manager Customer Service Delivery. The currently fixed term role within Engagement and Experience would be disestablished.

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## Customer Service Centre

It has been over a year since we launched the new Customer Service Centre structure. We have taken this opportunity to review the structure and operations

to improve delivery with three things in mind: ensuring we are sustainable for the future, that we provide a great service to customers, and that we continue to develop our people.

As signalled above, our Client Service Advisors (CSAs) are often asked to support our business partners by undertaking a wider range of transactional or processing duties which provides great career development and variety for our people. Our CSAs are already required to use their judgement in filtering, diagnosing and providing the correct guidance to ensure our customers get the information they need. While no changes are proposed for the CSAs as part of this proposal, over time we would work towards empowering them to apply these skills to a broader range of similar level work.

The Service Support function is a critical driver of operational effectiveness across the Service Centre and is responsible for ensuring our people have the necessary skills, systems and tools to deliver effectively. With the implementation and ongoing embedding of our new Genesys Cloud platform, the work of this team will underpin our success. The Channel Engagement team could also benefit from many of the existing and future skills, tools and relationships within Service Support to improve our customer communication channels more broadly.

Therefore, it is proposed that the Manager Service Support would report directly to the new General Manager Customer Service Delivery and, over time, work across the branch not just the Customer Service Centre. It is envisaged that this would in turn provide the Head of Customer Service and the Director Channel Engagement with further capacity to focus on customer centric service improvement and expansion, and people leadership and development.

The Manager Service Support oversees critical, specialised teams within MBIE's service centre environment. Each team plays a vital role in delivering efficient operations, enabling data-driven decision-making, and optimising technological solutions. Under this proposal, the Manager Service Support would also be responsible for data analysis and operational reporting across the Customer Service Centre and the Channel Engagement team, ensuring the branch leaders

and our business partners have the information they need in terms of branch performance and service levels.

To support this broader focus, it is proposed that a fixed term Principal Advisor role would be established, reporting directly to the Manager Service Support in recognition of the significant work programme ahead for this function.

This position would provide strategic guidance, bridging operational priorities with MBIE's broader goals. The Principal Advisor would enhance collaboration, drive innovation, mitigate risks, and ensure a unified approach across the specialised teams. In recognition of a reduction in administrative support requirements, it is proposed that the Personal Assistant reporting to the Manager Service Support would be disestablished.

To maximise the value of our investment in the Genesys Cloud platform, it is proposed that a new a Product Owner (Genesys Cloud) would be established within the Service Support function reporting to the Manager Service Support to act as the Product Owner responsible for managing the platform's roadmap, optimising its functionality, and aligning this with organisational objectives. We believe that a Product Owner is essential to ensuring the platform is effectively managed to optimise service delivery and drive operational excellence. Additionally, the Product Owner would act as a bridge between business needs and technical solutions, translating requirements into actionable deliverables for relevant teams.

Workforce Planning will also be a key capability into the future for the entire branch, so this proposed change would also enable a greater focus on this function at the branch level over time. To align with industry standards for Service Centre operations and ensure the team is set up for success, it is proposed that a dedicated Workforce Scheduler position be established within the Workforce Planning team. The scheduling work is currently undertaken by our Workforce Planners and Realtime Analysts, and it is proposed that a dedicated role would free-up much needed capacity for our people to drive operational effectiveness across the wider branch.

The quality, information management and training functions need to remain close to our people within the Customer Service Centre, and therefore it is proposed that these functions would move to report directly to the Head of Customer Service. To ensure a closer alignment between these functions and also with the Regional Managers and their teams, we are proposing to bring these functions together under one leader. As a result, we are proposing to disestablish the Capacity and Learning Manager and establish a new Team Leader Learning and Development reporting to a renamed Quality, Information and Learning Manager.

The Customer Service Centre Relationship Managers are responsible for working with our business partners to understand volume forecasts, performance, operational changes, and future strategic opportunities. We believe there is the opportunity for the entire branch to benefit from their capability and to establish a branch-wide view of our business partner relationships. Given our business partners are all largely located in Wellington, it is proposed that the Relationship Managers would report to the Manager Business Operations and Support. For clarity, it is not expected that the Relationship Managers would be based in Wellington, but under this proposal, their leader would be located there. They would represent the Customer Service Centre and the Channel Engagement team in their interactions with business partners.



## Summary of the changes proposed

- Minor change in scope and change in reporting line for the Head of Customer Service to the new General Manager Customer Service Delivery.
  - Minor change in scope and change in reporting line for the Manager Service Support to the new General Manager Customer Service Delivery.
  - Disestablish the Personal Assistant currently reporting to the Manager Service Support.
  - Establish a new fixed term Principal Advisor reporting to the Manager Service Support.
  - Establish a new Product Owner (Genesys Cloud) reporting to the Manager Service Support.
  - Establish a new Workforce Scheduler reporting to the Workforce Planning Manager.
  - Minor change in scope and change in reporting line for the Quality and Information Manager to the Head of Customer Service. This role would also have a position title change to Quality, Information and Learning Manager.
  - Disestablish the Capacity and Learning Manager currently reporting to the Manager Service Support.
  - Establish a new Team Leader Learning and Development reporting to the Quality, Information and Learning Manager and propose to directly reassign the Capacity and Learning Manager in recognition of the skills, knowledge and experience required.
  - Minor change in scope and change in reporting line for the Relationship Manager x3 to the Manager Business Operations and Support.
- 

## Channel Engagement

MBIE's websites provide information and support to our customers, as well as being access points to MBIE's services, registers, portals, etc. The Engagement and Experience Branch has seen the benefits of having the Channel Engagement team more closely aligned with the Customer Service Centre and we would like to enhance this further. Not only do they provide information services to most of the same business partners, but by working together they can also advise on the effectiveness of our information and education and offer valuable insights for service improvement. Therefore, it is proposed that the Director Channel Engagement would report directly to the new General Manager Customer Service Delivery.

In addition, two changes are proposed to the existing structure below the Director to better reflect the activities being undertaken by the teams. Firstly, it is proposed that the Manager Digital Engagement, Small Business & Manufacturing would join the Channel Engagement team within the Customer Service Delivery Branch and secondly, the Manager Products and Marketing would become part of the proposed repositioned Information, Education and Marketing function within the Customer, Design and Innovation Branch. This function would continue to be led by the Head of Information and Education, who would also move to the Customer, Design and Innovation Branch (see [Proposal 3](#)).

We appreciate that Channel Engagement, along with their Information and Education and Pou Whakatairanga colleagues, have only recently been through a significant change process to implement a new operating model and more targeted work programme. While further change can be difficult, we believe it is required to build on Te Whakatairanga's achievements in ensuring our services are integrated, data-driven and accessible, and hold the customer at the heart of everything we do.

We believe we would increase the capacity and innovation within both the Customer Service Delivery and Customer, Design and Innovation branches by allowing them to focus on functions that naturally align. However, they would still need to collaborate and work together as part of a wider MBIE shared service, so all of the work to date would prove hugely valuable in implementing these proposals if confirmed.

There are huge opportunities to improve the experience of our customers and our people by taking a more integrated approach to our customers and our channels, and by unleashing the potential of new technology such as artificial intelligence, leaving our people to do what they do best: deliver information and support that so our customers can get on with their day.

## Summary of the changes proposed

- Change in reporting line for the Director Channel Engagement to the General Manager Customer Service Delivery.
- Change in reporting line for the Manager Products and Marketing to the Director Marketing within the Customer, Design and Innovation Branch.
- Change in reporting line for the Manager Digital Engagement, Small Business and Manufacturing to the Director Channel Engagement.

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## Business Operations and Support

The foundations of the Business Operations and Support function from the Engagement and Experience Branch would largely remain with some proposed changes to ensure it is fit for purpose.

As set out above, it is proposed that the Relationship Managers from the Customer Service Centre would report into the Wellington-based Manager Business Operations and Support, joining the existing Senior Business Advisor and Business Advisor roles. It is proposed that the fixed term Business Advisor role would be made permanent to reflect the level of capability required. To reflect the proposed

change in scope it is also proposed that the Manager would have a change in position title to Manager Business and Relationships Management.

In recognition of the proposed split of the Engagement and Experience Branch, the new Customer, Design and Innovation Branch would be supported by the transfer of relevant business management and administrative resources. This would include the Coordinator, Information and Education and one of the Team Coordinators. It is proposed that the remaining Team Coordinator would report directly to the Director Channel Engagement in support of that function (see [Proposal 3](#)). To determine reporting lines for the Team Coordinators it is proposed that an expression of preference process would be undertaken. This expression of preference process would ask current incumbents for their preference as to which team they would prefer to work within. Whilst every effort would be made to accommodate individual's preferences, there is potential individuals may not be placed within their preferred team.

To develop our approach to branch-wide data management and operational reporting, the Senior Business Analyst would report to the Manager Service Support to better reflect the capability of the position and where the responsibility for this activity needs to lie.

## Summary of the changes proposed

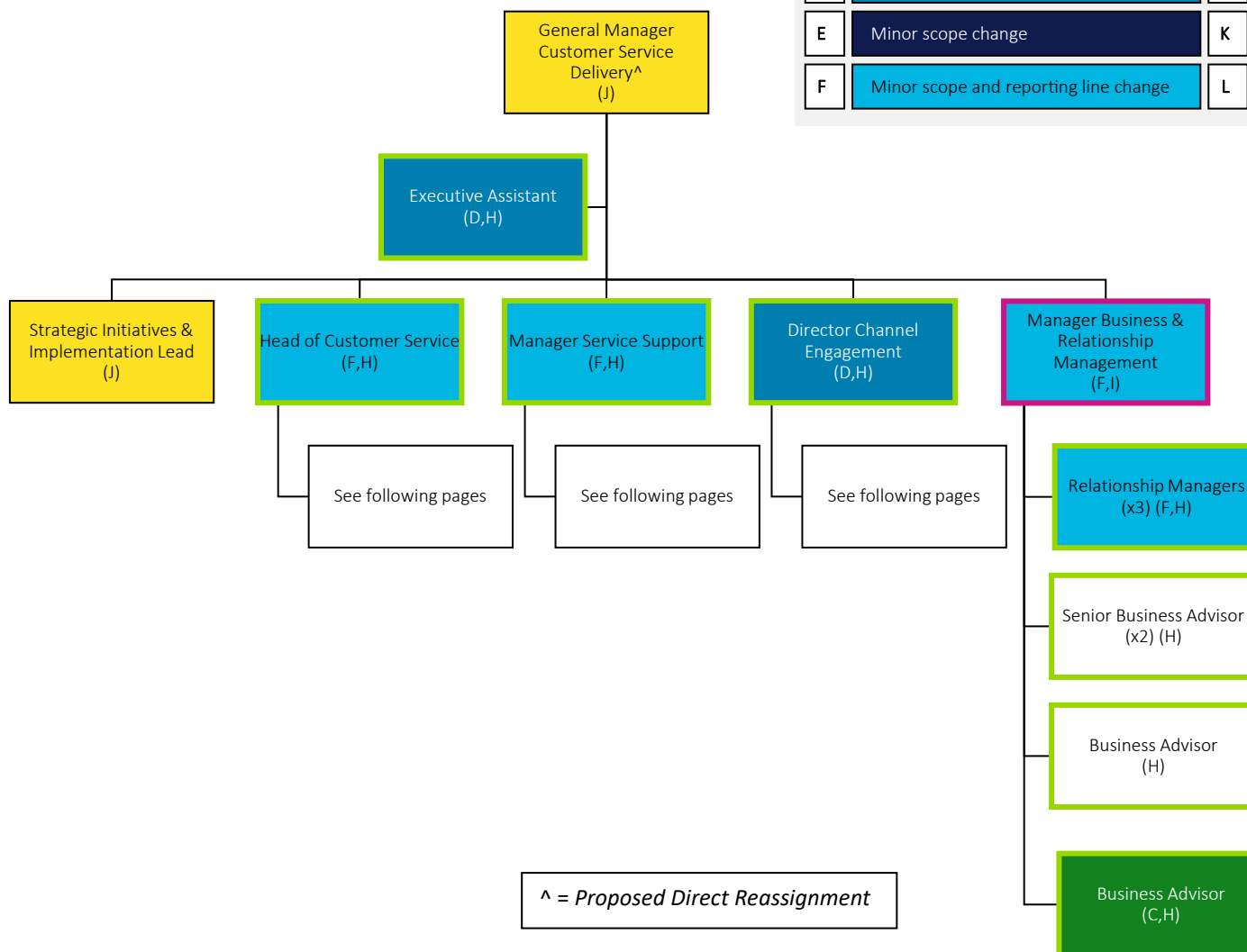
- Minor change in scope and change in reporting line for the Manager Business Operations and Support to the General Manager Customer Service Delivery. This role would also have a position title change to Manager Business and Relationship Management.
- Establish the currently fixed term Business Advisor on a permanent basis reporting to the Manager Business and Relationship Management.
- Change in reporting line and branch for the Coordinator, Information and Education to the Business Support Manager within the Customer, Design and Innovation Branch.

- Change in reporting line and branch for one Team Coordinator to the Business Support Manager within the Customer, Design and Innovation Branch. The position would also have a position title change to Branch Business Administrator. To determine reporting lines, it is proposed that an expression of preference process would be undertaken.
- Change in reporting line and branch for one Team Coordinator to the Director Channel Engagement within the Customer Service Delivery Branch. To determine reporting lines, it is proposed that an expression of preference process would be undertaken.
- Change in reporting line for the Senior Business Analyst to the Manager Service Support.

**We ask you to consider whether changes under Proposal 2 will achieve our desired outcomes.**

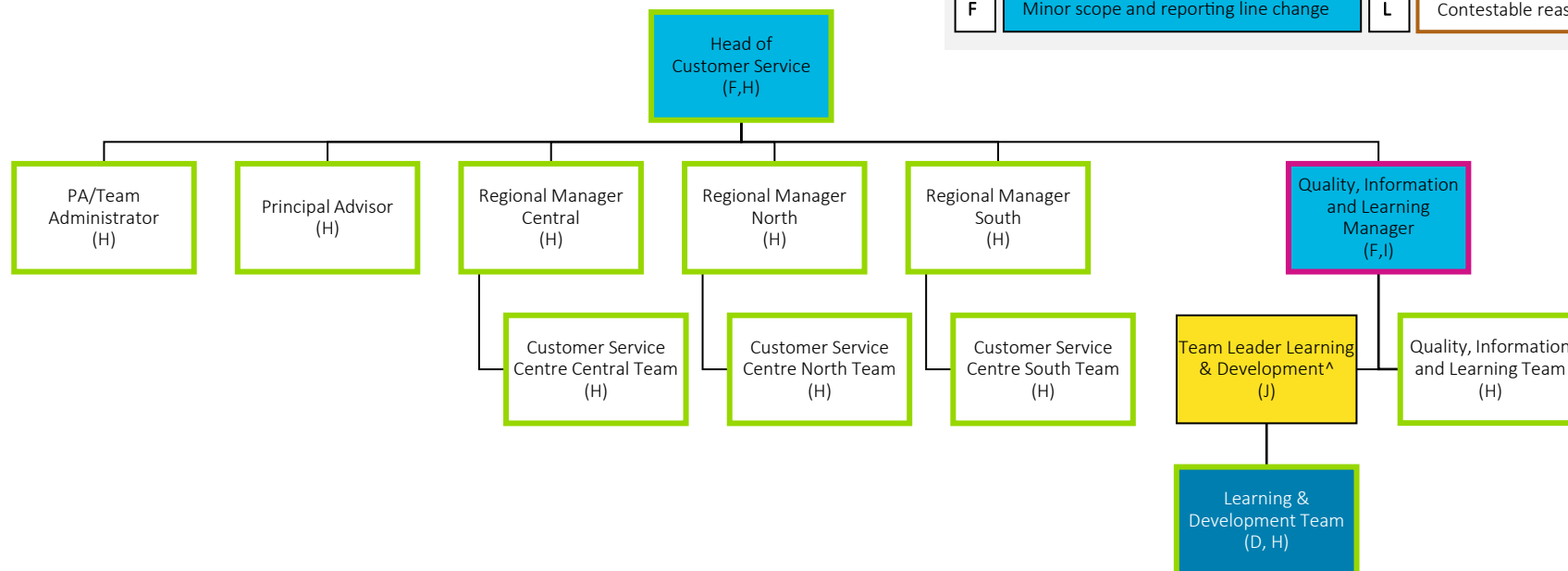
Organisational charts are provided on the following pages or in Appendix 1 to demonstrate how proposed changes would impact current positions. More detail about proposed changes to positions and proposed new positions is provided at the end of this document and the [Te Whakatairanga Foundations for the Future](#) SharePoint site.

## Proposed organisational chart - Customer Service Delivery



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

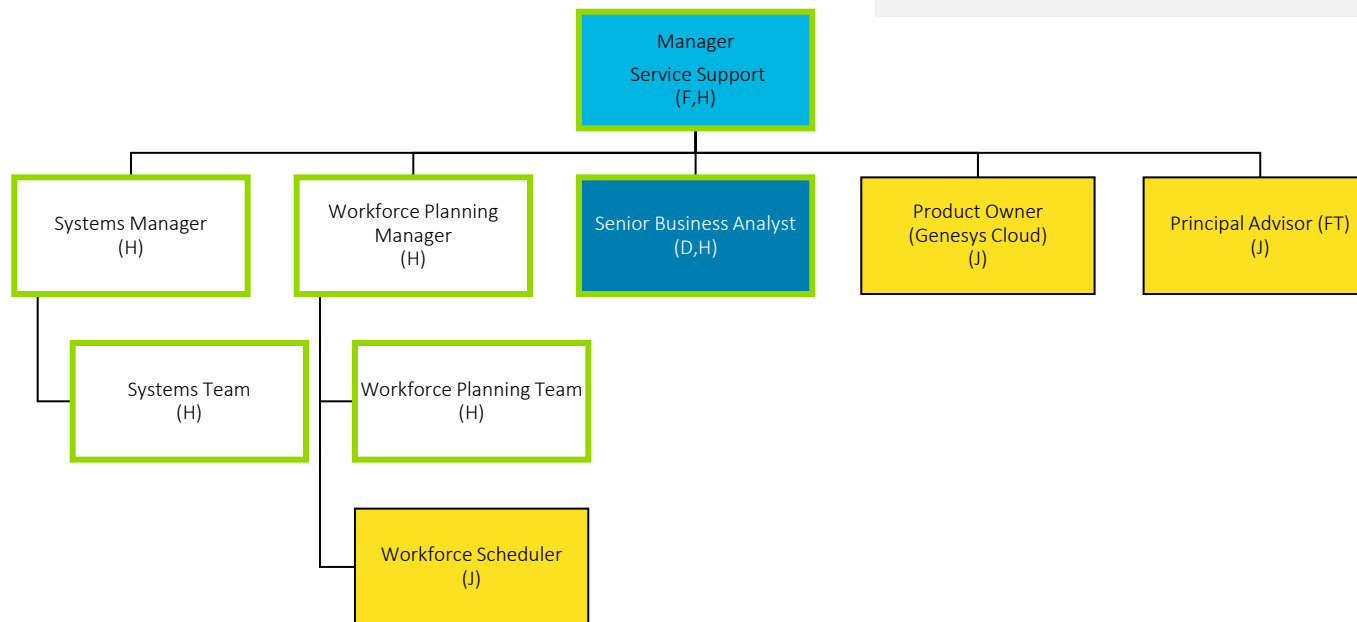
## Proposed organisational chart – Customer Service Centre Customer Service Delivery



^ = Proposed Direct Reassignment

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

## Proposed organisational chart – Customer Service Support Customer Service Delivery

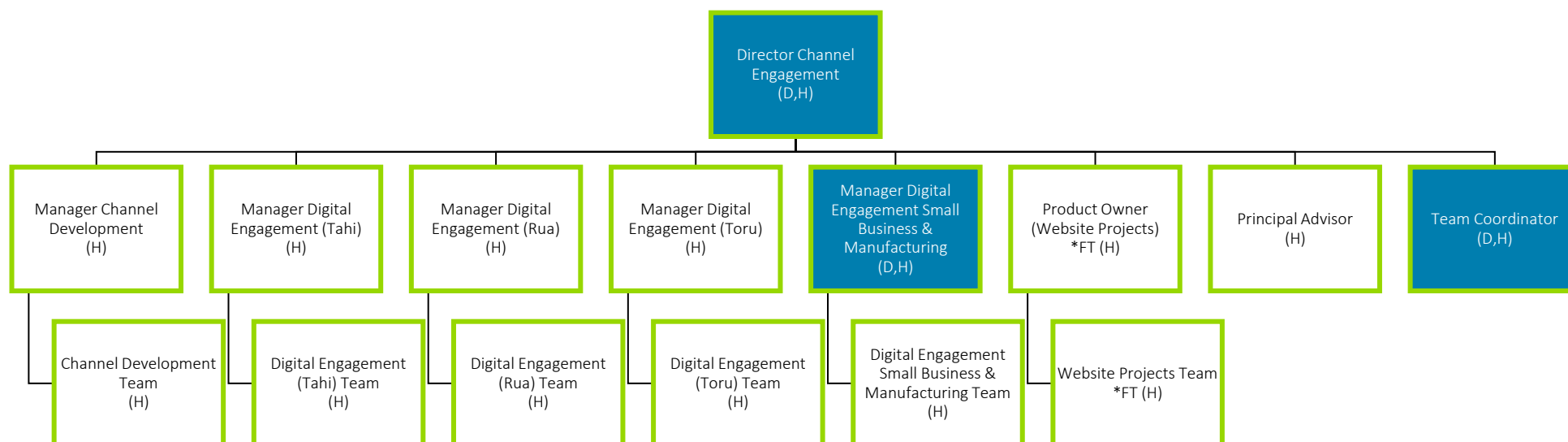


KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

\*FT = Fixed term role

## Proposed organisational chart – Channel Engagement Customer Service Delivery

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



*\*FT = Fixed term role*

## Proposal 3 – Customer, Design and Innovation Branch

The new proposed Customer, Design and Innovation (CDI) branch would operate as part of the Operations Shared Services function as set out in the decisions made through the *'Foundations for the Future'* change. The aim of this branch is to build upon our strengths in Customer Service Design, Information and Education, and Operational Policy and Regulatory Stewardship, whilst strengthening our focus on data and insights capability and technology investment strategies to maximise our performance and deliver outstanding outcomes for New Zealanders. As such, we have proposed a number of changes to establish the new branch.

### Why change is proposed

As set out previously, the Customer, Design and Innovation Branch is proposed as a new branch to build upon the underlying functions of the current Strategy, Performance and Design Branch integrated with critical skills and capabilities from other branches across our Group, including from the Customer Branch (transferred from Immigration New Zealand last year), Engagement and Experience Branch and wider organisation. This would enable integration across our shared service functions to expand centres of expertise, enhance strategic customer focused capabilities to drive efficiencies of scale and maximise our data and technology investments to enhance our delivery and regulatory capability.

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### Customer, Design and Innovation Leadership Team

Due to the scale and breadth of the integrated functions, this proposal sets out the establishment of seven key business units around centres of expertise. The proposal also seeks to provide effective leadership spans of control, to ensure that our people have sufficient support, and that there is appropriate leadership capacity to plan, prioritise and deliver work at all levels.

A significant priority for Te Whakatairanga is evidence-based decision making. We must leverage the data we collect to inform our decisions, drive strategic priorities

and ensure that we deliver outstanding outcomes for New Zealanders. We believe that this is best served by the proposed establishment of a new **Customer Data, Research and Insights** function. The focus of this unit would be to lift our maturity in the area of data collection, reporting and insights. We must focus on preparing for the future when it comes to how we create, store, access, protect and utilise data to optimise and improve our services and ensure that we are outstanding stewards of the regulatory systems for which we are accountable. As a centre of expertise for data, information and utilisation and recognising that there will be continued technology advances over time, it is likely that the Customer Data, Research and Insights function would grow over time to optimise the potential of offerings such as artificial intelligence, cloud storage and security.

Better use of our data will also enable us to better support our customers. Customer centricity has been a foundational element of our strategy for a number of years. This led to the establishment of the enterprise focused Kiritaki Centricity and Innovation function as well as our ongoing emphasis on customer experience and service design within the current Strategy, Performance and Design and Customer branches. The Customer branch has focused on the customer experience for users of the Immigration system, Kiritaki Centricity and Innovation has a focus on customers at an enterprise level, and Strategy, Performance and Design naturally prioritises customers across the Te Whakatairanga regulatory systems. We believe there is an opportunity to build on the individual success of these teams and establish the **Kiritaki Centricity and Design** function as an integrated centre of expertise. It is proposed that the Head of Kiritaki Centricity and Innovation would lead this function with a minor change of scope and change in position title to Head of Kiritaki Centricity and Design.

Information and Education is at the heart of every regulatory system we are responsible for and is fundamental to our success. To build on the success of both the Customer branch and Information and Engagement function within the current Engagement and Experience Branch, it is proposed that the current Information



and Education function would be repositioned within the new Customer, Design and Innovation Branch as the **Information, Education and Marketing** unit to encompass the marketing functions from across the Customer Branch and the Communications Design and Ministerial Services (CDMS) branch within the Strategy and Assurance Group. It is proposed that the Head of Information and Education would lead this function with a minor change of scope and change in position title to Head of Information, Education and Marketing.

If we are to achieve our aspiration of fair markets that thrive, we must work with many and varied communities and stakeholders to ensure that our work delivers as intended. There are several teams across Te Whakatairanga which drive engagement with communities, stakeholders, sectors and systems to better reach our customers and work better with our partners, customers and the market. We propose bringing these together into a new centre of expertise called **Community and Stakeholder Engagement** to enable us to improve coordination and planning of programmes of work ensuring we maximise our impact and provide further career development opportunities for our people.

**Pou Whakatairanga** provides significant direction, support and guidance to all of Te Whakatairanga to actively navigate the Māori ecosystem and paradigms to seek partnerships, opportunities, build capability and measure progress that realises transformational outcomes for Māori, and all New Zealanders. Due to their particular alignment with the new Community and Stakeholder Engagement unit and critical cross-Group role, we propose to move Pou Whakatairanga to the new Customer, Design and Innovation Branch reporting directly to the new General Manager.

The **Operational Policy and Regulatory System** function supports our policy colleagues in designing legislation, creating service delivery options, and advising on budget bids often before delivery teams have been established or the host branch is agreed. Te Whakatairanga is also increasingly receiving requests from policy to help support the design of regulatory systems, or to scope substantial changes to these systems. It is proposed that this existing centre of expertise, led

by the existing Director would form part of the new Customer, Design and Innovation Branch and would be enhanced by the transfer of operational policy aligned positions from the Employment Services Branch. We believe that aligning this function alongside the units in Customer, Design and Innovation would enhance the customer experience across MBIE's broad responsibilities by strengthening our Customer Centric approach and driving further efficiency and effectiveness.

As a Group, our chances of being successful and enhancing operational efficiency and effectiveness are highly dependent upon the ongoing performance of the technology systems that underpin our regulatory systems and services. We make significant financial investments in these systems, and it is imperative that we maximise the benefits from these investments. This requires dedicated capability and resources particularly in the areas of investment planning for our technology systems, asset management, programme and change management, and benefits realisation. Therefore, a new consolidated **Business Operations** unit for Te Whakatairanga is proposed to ensure that we are making the right decisions about how we invest in our services and, that we achieve intended outcomes and benefits. This unit would also provide business management and administration support to the Customer, Design and Innovation branch.

While this proposal largely builds on the key foundational capabilities of the Strategy, Performance and Design Branch, the existing Group Performance and Group Strategy functions are proposed to be integrated within a strengthened **Office of the Deputy Secretary** as a centre of expertise for Te Whakatairanga (see [Proposal 5](#)).

## Summary of the changes proposed

- Disestablish the General Manager Strategy, Performance and Design.
  - Establish a new General Manager Customer, Design and Innovation and propose to directly reassign the General Manager Strategy, Performance and Design in recognition of the skills, knowledge and experience required.
  - Disestablish the General Manager Customer.
  - Disestablish the Executive Assistant (Customer).
  - Disestablish the Director Strategy, Planning and Information (Strategy, Performance and Design).
  - Disestablish the Director Design and Insights (Strategy, Performance and Design).
  - Disestablish the Director Business Management (Strategy, Performance and Design).
  - Establish a new Head of Customer Data, Research and Insights reporting to the General Manager Customer, Design and Innovation and propose to directly reassign the General Manager Customer in recognition of the skills, knowledge and experience required.
  - Change in reporting line for the Head of Kiritaki Centricity and Innovation to the General Manager Customer, Design and Innovation. This role would also have a minor scope and position title change to Head of Kiritaki Centricity and Design.
  - Change in reporting line for the Head of Information and Education (Engagement and Experience) to the General Manager Customer, Design and Innovation. This role would also have a minor scope and position title change to Head of Information, Education and Marketing.
  - Disestablish the National Manager Operational Marketing and Content (Customer).
  - Disestablish the National Manager Customer Experience (Customer).
  - Disestablish the National Manager Stakeholder Engagement (Customer).
  - Establish a new Director Community and Stakeholder Engagement reporting to the General Manager Customer, Design and Insights.
  - Change in reporting line for the Director Pou Whakatairanga (Engagement and Experience) to the General Manager Customer, Design and Innovation.
  - Change in reporting line for the Director Operational Policy and Regulatory Systems (Strategy, Performance and Design) to the General Manager Customer, Design and Innovation. This role would also have a minor scope change.
  - Establish a new Director Business Operations reporting to the General Manager Customer, Design and Innovation.
  - Change in reporting line and position title for the Programme Director (Strategy, Performance and Design) to Strategy Programmes Lead reporting to the General Manager Customer, Design and Innovation.
  - Change in reporting line and branch for the Director Group Performance (Strategy, Performance and Design) to the new Head of Office of the Deputy Secretary.
  - Change in reporting line and branch for the Manager Strategy (Strategy, Performance and Design) to the new Head of Office of the Deputy Secretary.
-

## Customer Data, Research and Insights

Our data is a powerful tool that we must utilise effectively to help us understand whether we are tracking towards our objectives, and where we should adjust or refocus our efforts. Our data can also help us better prepare for the future. To ensure we leverage the vast amount of data we collect to better inform decisions and drive strategic priorities and work programmes, it is proposed that the new Data, Research and Insights unit would maintain our data quality and data systems, support the business to harness the untapped potential insights we could gather from our information, and undertake customer research to improve the design and delivery of our services.

Over time we believe there is the potential for this centre of expertise to grow and incorporate other like functions from across the Group to optimise the benefit of scale and the potential of offerings such as artificial intelligence, cloud storage and security.

To create the foundational capability for this unit, we propose bringing together the following teams across the Customer and Strategy, Performance and Design branches:

- Customer Research team from the Customer Branch,
- Business Insights team from the Strategy, Performance and Design Branch; and
- The stack management and data warehousing focused aspects of the Data and Systems team from the Strategy, Performance and Design Branch.

The maintenance and viability of our group-wide business system infrastructure is closely linked with our investment and asset management approach, while data warehousing and stack management are more clearly related to the content that sits within these systems, and with access and data utilisation. The Data and Systems team and Group Systems Lead in the current Strategy, Performance and Design Branch are responsible for several functions including stewardship of

group-wide business systems such as TIKa, Resolve and APIs, and Business Registries, as well as stack management and maintaining our data warehouse. Therefore, the proposal is that the Data and Systems team would be split into these distinct functions with the data systems, data warehousing and stack management responsibilities moving with the current Manager to the new Customer Data, Research and Insights unit, while the business systems function would move to the System Delivery team in Business Operations to align with investment and asset management.

In addition, it is proposed that the Principal Analyst Insights from the Business and Consumer Branch and the Principal Advisor Customer Insights from the Information and Education function would join this unit reporting directly to the new Head of Customer Data, Research and Insights on the basis that they currently undertake similar or closely aligned work. It is also proposed that the team would be support by a dedicated PA/Team Administrator.

## Summary of the changes proposed

- Change in reporting line for the Manager Customer Research (Customer) to the Head of Customer Data, Research and Insights.
- Change in reporting line for the Manager Data and Systems (Strategy, Performance and Design) to the Head of Customer Data, Research and Insights. This role would also have a minor scope and position title change to Manager Data Systems.
- Change in position title for the Business Systems Analyst (Strategy, Performance and Design) to Data Systems Analyst.
- Change in reporting line for the Manager Business Insights (Strategy, Performance and Design) to the Head of Customer Data, Research and Insights. This role would also have a minor scope change.
- Change in reporting line for the Principal Analyst Insights, (Business and Consumer) to the Head of Customer Data, Research and Insights.

- Change in reporting line for the Principal Advisor Customer Insights, (Engagement and Experience) to the Head of Customer Data, Research and Insights.
- Change in reporting line for the PA/Team Administrator (Customer) to the Head of Customer Data, Research and Insights.

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## Kiritaki Centricity and Design

The enterprise Kiritaki (Customer) Centricity and Innovation team is now well established as a centre of expertise providing MBIE with frameworks, facilitation, support, and guidance on how we can take a more customer centric approach to our mahi. As this approach is now mature and has proven its value, we propose bringing together similar functions from both the Strategy, Performance and Design and the Customer branches with the Kiritaki Centricity and Innovation team. We believe that by bringing together these design and customer experience approaches we would strengthen our customer approach and provide career development for our people through their exposure to the different disciplines and methodologies.

Therefore, we propose bringing together the following teams with the Kiritaki team:

- the Customer Segments teams from the Customer Branch; and
- the Service Design and Customer Experience team from the Strategy, Performance and Design Branch.

To ensure appropriate leadership and spans of control, it is proposed that a new Director Kiritaki Centricity and Design position would be established to encompass leadership for the kiritaki and regulatory system focused teams in conjunction with the Manager Service Design and Customer Experience, and the repositioned Manager Customer and Segments. It is proposed that the new Director role would be filled via a contestable reassignment process.

## Summary of the changes proposed

- Disestablish the National Manager Customer Experience (Customer).
- Disestablish the Director Kiritaki (Customer) Centricity and Innovation.
- Disestablish the Director Design and Insights (Strategy, Performance and Design).
- Establish a new Director Kiritaki Centricity and Design. It is proposed that this would be filled via a contestable reassignment process ringfenced to the current Director Kiritaki (Customer) Centricity and Innovation, Director Design and Insights (Strategy, Performance and Design) and the National Manager Customer Experience (Customer).
- Change in reporting line for the Manager Service Design and Customer Experience (Strategy, Performance and Design) to the Director Kiritaki Centricity and Design.
- Change in reporting line for the Principal Advisor Service Design x2 (Strategy, Performance and Design) to the Head of Kiritaki Centricity and Design.
- Establish a new Manager Customer and Segments reporting to the Director Kiritaki Centricity and Design. The currently vacant Manager Customer Segments (Customer) would be disestablished.
- Disestablish the Manager International Education (Customer).
- Change of reporting line for the Practice Lead Customer Experience (Customer) to the Head of Kiritaki Centricity and Design.
- Change of reporting line for the Kiritaki Centricity and Innovation Advisor x 3 to the Manager Customer and Segments. These roles are also proposed to have a position title change to Advisor Kiritaki Centricity.
- Change of reporting line for the Kiritaki Centricity and Innovation Senior Advisor x 3 to the Manager Customer and Segments. These roles are also

proposed to have a position title change to Senior Advisor Kiritaki Centricity.

- Change of position title for the Kiritaki Centricity and Innovation Principal Advisor to Principal Advisor Kiritaki Centricity.
- Change in position title for the Kiritaki Centricity and Innovation Team Administrator to PA/Team Administrator.

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## Information, Education and Marketing

Information and Education plays a vital role in every regulatory system and service that we deliver. The team should be incredibly proud of their collective contribution to reaching, engaging and influencing people to easily do the right thing, with excellent content and products, designed and delivered through integrated and optimal channels. This proposal is about leveraging and building on those achievements and the recent operating model implementation to ensure we are well positioned for the future with appropriate leadership spans of control to drive operational efficiencies and integration.

Within MBIE there are a large number of unique “brands” that we use to help New Zealanders navigate and interact with our services. The Design and Marketing team from the Communications Design and Ministerial Services Branch within the Strategy and Assurance Group are responsible for ensuring our messages reach intended audiences by designing appealing marketing content and campaigns that stand out, are simple and communicate with our customers so they can do the right thing at the right time. There is also expertise within the current Customer Branch that ensures operational marketing content for the Immigration system is fit for purpose, accurate and effectively facilitates compliance.

Throughout this proposal, we are looking for opportunities to achieve our design principles and further reinforce our role as an operational shared service. As a result, we believe there is an opportunity to adjust the focus of our Information

and Education function by ensuring greater integration with these key marketing functions.

The proposal to establish a realigned Information, Education and Marketing function would bring together the following teams:

- Strategy and Engagement teams from the Engagement and Experience Branch;
- Products and Marketing team from the Engagement and Experience Branch;
- Operational Marketing and Content teams from the Customer Branch; and
- Design and Marketing team from the Communications Design and Ministerial Services Branch.

To lead the new marketing centre of expertise, it is proposed that a new Director Marketing would be established as part of the Information, Education and Marketing leadership team.

As part of this proposal, it is important that we recognise that this is not the first change experienced by a number of these teams. This proposal is about building on the best of what we have achieved through the centralisation of our Information and Education expertise. It is important to recognise that while this proposal would align Digital Engagement in a different branch, the critical work undertaken to establish a new operating model and work programme would act as a solid foundation for ongoing collaboration and integrated prioritisation in support of effective and efficient regulatory service delivery.

## Summary of the changes proposed

- Establish a new Director Marketing reporting to the Head of Information, Education and Marketing and propose to directly reassign the National

Manager Operational Marketing and Content (Customer) in recognition of the skills, knowledge and experience required

- Change in reporting line for the Manager Design and Marketing, (Communications Design and Ministerial Services) to the Director Marketing.
- Change in reporting line for the Manager Products and Marketing, (Engagement and Experience) to the Director Marketing.
- Change in reporting line for the Manager Content (Customer) to the Director Marketing.
- Change in reporting line for the Manager Operational Marketing (Customer) to the Director Marketing.
- Change in reporting line for the Practice Lead Operational Marketing and Content (Customer) to the Director Marketing
- Change in reporting line for the Senior Advisor Operational Marketing Practice Leadership (Customer) to the Manager Operational Marketing.

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## Community and Stakeholder Engagement

To successfully deliver fair markets that thrive, we require in-depth connections and partnerships with many external industries, sectors, agencies, and community organisations. This helps us to better understand the needs and experiences of those who interact with MBIE's regulatory systems and services.

There are currently four teams working across Te Whakatairanga who focus on leading this type of mahi. We see an opportunity to align and strengthen our external engagement capability by taking a more integrated and coordinated approach with the establishment of an engagement centre of expertise, led by a new Director Community and Stakeholder Engagement.

This proposal would see the creation of a new Community and Stakeholder Engagement function by bringing together:

- the Community Engagement team from the Customer Branch,
- the Sector Engagement team from the Customer Branch;
- the Community Partnerships team from the Engagement and Experience Branch; and
- the engagement focussed aspects of the System Guidance and Engagement team from the Employment Services Branch.

The Employment Systems Guidance and Engagement team within the Employment Services Branch brings together specialised knowledge of the Employment system to drive improvements across our internal practice (such as building practitioner capability, developing practice guidance, or improving our processes and systems), support technical policy development and support the development of external guidance to enhance external engagement, information and education. We believe there is an opportunity to integrate those roles focused on external guidance and engagement as part of this new centre of expertise.

As a result, it is proposed that the Manager Employment System Guidance and Engagement, two of the Principal Advisors, and the Senior Advisor would join this function. The Technical Lead roles are proposed to remain with the Employment Service Branch and join the Stewardship and Workforce Capability team in recognition of their role in technical internal practice leadership. Those remaining roles which are dedicated to the Holiday Act reforms, are proposed to be integrated into the Operational Policy and Regulatory Systems function reporting to the Director (please refer to the next section for further detail).

We believe that as an integrated capability, we can enhance our ability to effectively reach our customers and deliver our services where they are most needed, via a coordinated approach. There is also the ability for all of MBIE's regulatory systems to leverage from shared learnings and experiences from cross-system engagements and provide further career development opportunities for our people.

## Summary of the changes proposed

- Establish a Director Community and Stakeholder Engagement reporting to the General Manager Customer, Design and Innovation.
- Change in reporting line for the Manager Community Engagement (Customer) to the Director Community and Stakeholder Engagement.
- Change in reporting line for the Manager Sector Engagement (Customer) to the Director Community and Stakeholder Engagement.
- Change in reporting line for the Manager Community Partnerships (Engagement and Experience) to the Director Community and Stakeholder Engagement.
- Change in reporting line for the Manager Employment System Guidance and Engagement (Employment Services) to the Director Community and Stakeholder Engagement. This role would also have a minor scope change to reflect the revised focus on engagement.
- Change in branch for the Principal Advisor Employment System Guidance and Engagement (Employment Services) x2 to the Customer, Design and Innovation Branch.
- Change in branch for the Senior Advisor Employment System Guidance and Engagement (Employment Services) to the Customer, Design and Innovation Branch.
- Minor change in scope for the Manager Stewardship and Workforce Capability (Employment Services).
- Change in reporting line for the Technical Lead (Employment Services) x2 to the Manager Stewardship and Workforce Capability.
- Change in reporting line for the Practice Lead Stakeholder Engagement (Customer) to the Director Community and Stakeholder Engagement.
- Change in reporting line for the Senior Advisor, Practice Leadership (Customer) to the Manager Community Engagement.

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## Operational Policy and Regulatory Systems

As a shared service centre of expertise, the Operational Policy and Regulatory Systems function has developed a depth of knowledge in designing legislation, creating service delivery options, and advising on budget bids often before delivery teams have been established or the host branch is agreed.

Recently, this expertise has expanded to include support in the design of regulatory systems, or to scope substantial changes to these systems. However, these requests are also challenging our capacity to progress our core work programme.

To build on our key role to ensure that the performance of our regulatory systems performance is monitored, and that law reform and operational changes are developed and implemented successfully, this proposal seeks to ensure the team is organised and resourced effectively to deliver on our growing work programme.

It is proposed that the existing team would be reorganised into two teams, each targeted to achieve slightly different work programmes. It is proposed that the:

- **Operational Policy team** would focus on operational policy work for the maintenance and review of existing systems, including change projects within a regulatory system, supporting branches with urgent requests for policy advice, and providing policy advice on improvements to legislation and regulation.
- **Regulatory Systems team** would focus on designing for new regulatory systems and significant legislation change. This team would also be responsible for leading the work associated with cross-system frameworks and changes that affect multiple regulatory systems in Te Whakatairanga. It is proposed that this team would be supplemented by a new Senior Advisor Operational Policy and Regulatory Systems.

In practice, we would expect the teams to work collaboratively, supported by the Principal Advisors, who would work across the two teams, and we would expect



that all of our people would continue to have the opportunity to work on projects across both areas.

To determine reporting lines, it is proposed that an expression of preference process would be undertaken. This process would ask current incumbents for their preference as to which team they would prefer to work within. Whilst every effort will be made to accommodate individual preferences, there is potential that individuals may not be placed within their preferred team.

As signalled previously, the Employment Systems Guidance and Engagement team within the Employment Services Branch brings together specialised knowledge of the Employment system with an internal and external focus. With the complexity of current employment law and planned changes to our legislation ahead, this team also supports the development, design and implementation of new or changes to existing employment legislation – for example, the Holidays Act reforms. It is proposed that the Principal Technical Content Creator and the Principal Advisor Employment System Guidance and Engagement who is currently dedicated to the Holiday Act reforms, be integrated into the Operational Policy and Regulatory Systems function reporting to the Director.

## Summary of the changes proposed

- Establish a new Manager Regulatory Systems reporting to the Director Operational Policy and Regulatory Systems.
- Change in reporting line for the Senior Advisor Operational Policy and Regulatory Systems x3 (Strategy, Performance and Design) to the Manager Regulatory Systems. To determine reporting lines, it is proposed that an expression of preference process would be undertaken.
- Change in reporting line for the fixed term Senior Advisor Operational Policy (Strategy, Performance and Design) to report to the Manager Regulatory Systems.

- Establish a new Senior Advisor Operational Policy and Regulatory Systems (Strategy, Performance and Design) reporting to the Manager Regulatory Systems.
- Change in reporting line for the Principal Technical Content Creator (Employment Services) to report to the Director Operational Policy and Regulatory Systems.
- Change in reporting line for the Principal Advisor Employment System Guidance and Engagement (Employment Services) to report to the Director Operational Policy and Regulatory Systems.

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## Business Operations

A consolidated Business Operations function is proposed to ensure that Te Whakatairanga is well positioned to maximise our investment and asset management, that we make strategic decisions about transformation programmes which will contribute to fairer and thriving markets, and that we deliver effective, efficient and economic solutions – from inception to operationalisation.

It is proposed that the new Business Operations unit would be led by a new Director Business Operations position and would consist of three teams with both group- and branch-focused functions, supported by the Business Systems Lead and Principal Advisor from the Strategy, Planning and Information team currently within the Strategy, Performance and Design Branch.

It is proposed that a new Operations Portfolio Office would be established and led by a new Manager Operations Portfolio office position to oversee investment and asset management and planning, initiative scoping, group programme planning, change management, and benefits realisation. This team would bring together the existing Principal Investment and Planning Advisor and Business Change Portfolio Coordinator positions with the proposed establishment of:



- A new Principal Advisor and Senior Advisor Portfolio to support branches to scope and shape initiatives and ensure they are set up for success by leading them through the Koru process.
- A Portfolio Analyst to focus on investment reporting, forecasting and scheduling of the Te Whakatairanga portfolio.
- A Senior Advisor Benefits and Planning to work with branches to create aligned business plans and work programmes and establish processes to monitor progress towards benefits, objectives and strategic outcomes.
- A Business Change Manager to work across Te Whakatairanga to advise business leads about the broader change implications of their work programmes and to provide guidance on how to implement effective change.

As a result, it is proposed that the Director Business Management and Principal Advisor Governance and Change from the Strategy, Performance and Design Branch would be disestablished.

As mentioned previously, the maintenance and viability of our group-wide business system infrastructure is closely linked with our investment and asset management approach. Therefore, we propose to create a Systems Delivery Team within the Business Operations function, that over time would likely expand to integrate business systems from across the Group to establish a centre of expertise.

As an initial step, it is proposed that the System Delivery Team currently within the Building and Tenancy Branch would be integrated into this function to maximise capability and unite system expertise within Business Operations. The Resolve system is utilised across the Tenancy and Employment systems, including use by an external agency, and with the upcoming addition of ABODE, the new Bond management system, which is transitioning towards 'business as usual', we believe it makes sense for this capability to be integrated due to the anticipated workload increase.

The Data and Systems team and Business Systems Lead in the current Strategy, Performance and Design Branch are responsible for several functions including stewardship of group-wide business systems such as TIKa, Resolve, Silverstripe, APIs, and Business Registries, as well as stack management and maintaining our data warehouse. Therefore, the proposal is that the Data and Systems team would be split into these distinct functions with the business systems specialists moving into the System Delivery team in Business Operations to align with investment and asset management."

Finally, to ensure the effective operations of the new Customer, Design and Innovation Branch, we propose centralising business management and administration support to drive efficiencies and provide sufficient support. It is proposed that this team would be led by the Business Support Manager from the current Customer Branch reporting to the new Director Business Operations. Existing business management and administrative positions from across the Strategy, Performance and Design, Customer, and Engagement and Experience Branches are proposed to be integrated within this team to work collaboratively across the Branch.

## Summary of the change proposed

- Disestablish the Director Business Management (Strategy, Performance and Design).
- Establish a new Director Business Operations reporting to the General Manager Customer, Design and Innovation.
- Change in reporting line for the Principal Advisor (Strategy, Performance and Design) to the Director Business Operations. This role would also have a position title change to Principal Advisor Operational Finance.
- Change in reporting line for the Group Systems Lead (Strategy, Performance and Design) to the Director Business Operations.
- Establish a new Principal Advisor Business Operations reporting to the Director Business Operations.

- Disestablish the Principal Advisor Governance and Change (Strategy Performance and Design).
- Establish a new Manager Operations Portfolio Office reporting to the Director Business Operations.
- Change in reporting line for the Principal Investment and Planning Advisor (Strategy, Performance and Design) to report to the Manager Operations Portfolio Office.
- Change in reporting line for the Business Change Portfolio Coordinator (Strategy, Performance and Design) to the Manager Operations Portfolio Office.
- Establish a new Portfolio Analyst reporting to the Manager Operations Portfolio Office.
- Establish a new Senior Advisor Portfolio reporting to the Manager Operations Portfolio Office.
- Establish a new Senior Advisor Benefits and Planning reporting to the Manager Operations Portfolio Office.
- Establish a new Business Change Manager reporting to the Manager Operations Portfolio Office.
- Minor scope and position title change for the Manager Business and System Delivery (Building and Tenancy) to Manager Business Delivery.
- Change in reporting line for the System Delivery Manager (Building and Tenancy) to report to the Director Business Operations. This role would also have a minor scope change.
- Change of reporting line for Advisor Business Systems x2 (Strategy, Performance and Design) to report to the System Delivery Manager.
- Change in reporting line for the Business Support Manager (Customer) to the Director Business Operations. This position would also have a minor

change in scope to focus on the new Customer, Design and Innovation Branch.

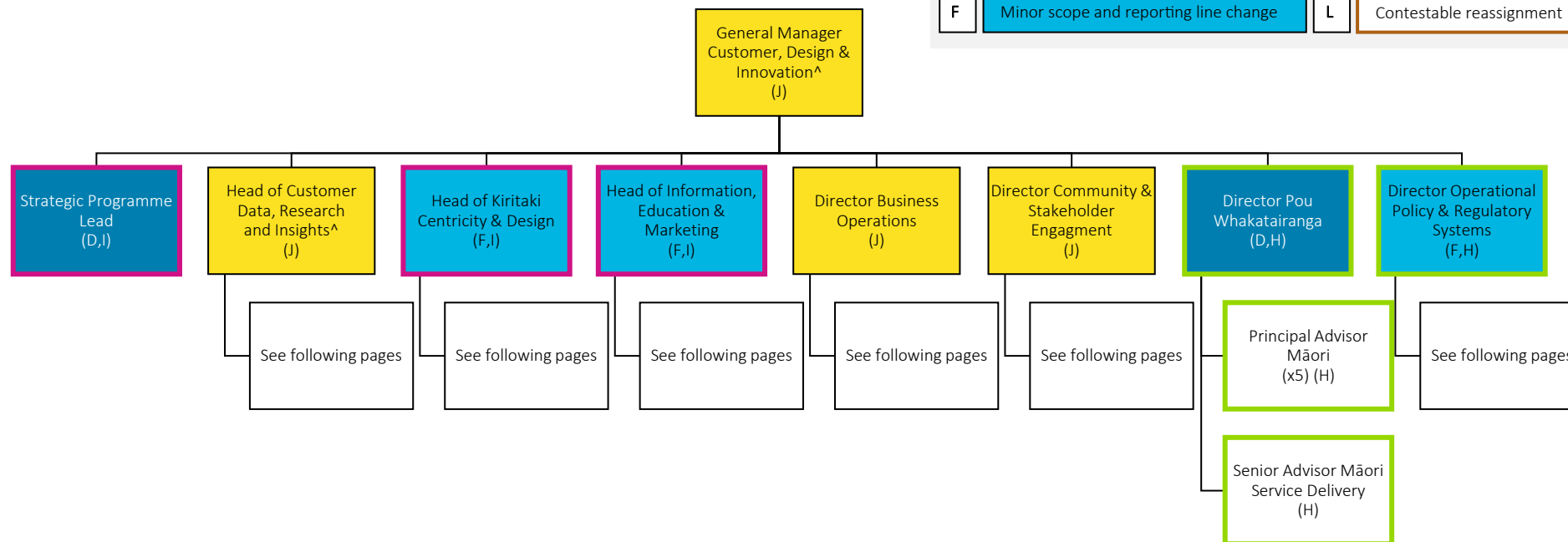
- Disestablish the Executive Assistant (Customer).
- Minor change in scope for the Business Advisor (Customer) x2 to focus on the new Customer, Design and Innovation Branch.
- Change in reporting line for the Senior Business Advisor (Strategy, Performance and Design) to report to the Business Support Manager.
- Change in reporting line for the Senior Advisor Operations (Engagement and Experience) to report to the Business Support Manager.
- Change in reporting line for the Branch Business Administrator (Strategy, Performance and Design) to report to the Business Support Manager.
- Change in reporting line for the Coordinator, Information and Education (Engagement and Experience) to report to the Business Support Manager. The position would also have a position title change to Branch Business Administrator.
- Change in reporting line for one Team Coordinator (Engagement and Experience) to report to the Business Support Manager. The position would also have a position title change to Branch Business Administrator. To determine which Team Coordinator would change reporting line and position title, it is proposed an expression of preference process would be undertaken.

**We ask you to consider whether changes under Proposal 3 will achieve our desired outcomes.**

Organisational charts are provided on the following pages or in Appendix 1 to demonstrate how proposed changes would impact current positions. More detail about proposed changes to positions and proposed new positions is provided at the end of this document and the [Te Whakatairanga Foundations for the Future](#) SharePoint site.

## Proposed organisational chart – Customer, Design and Innovation

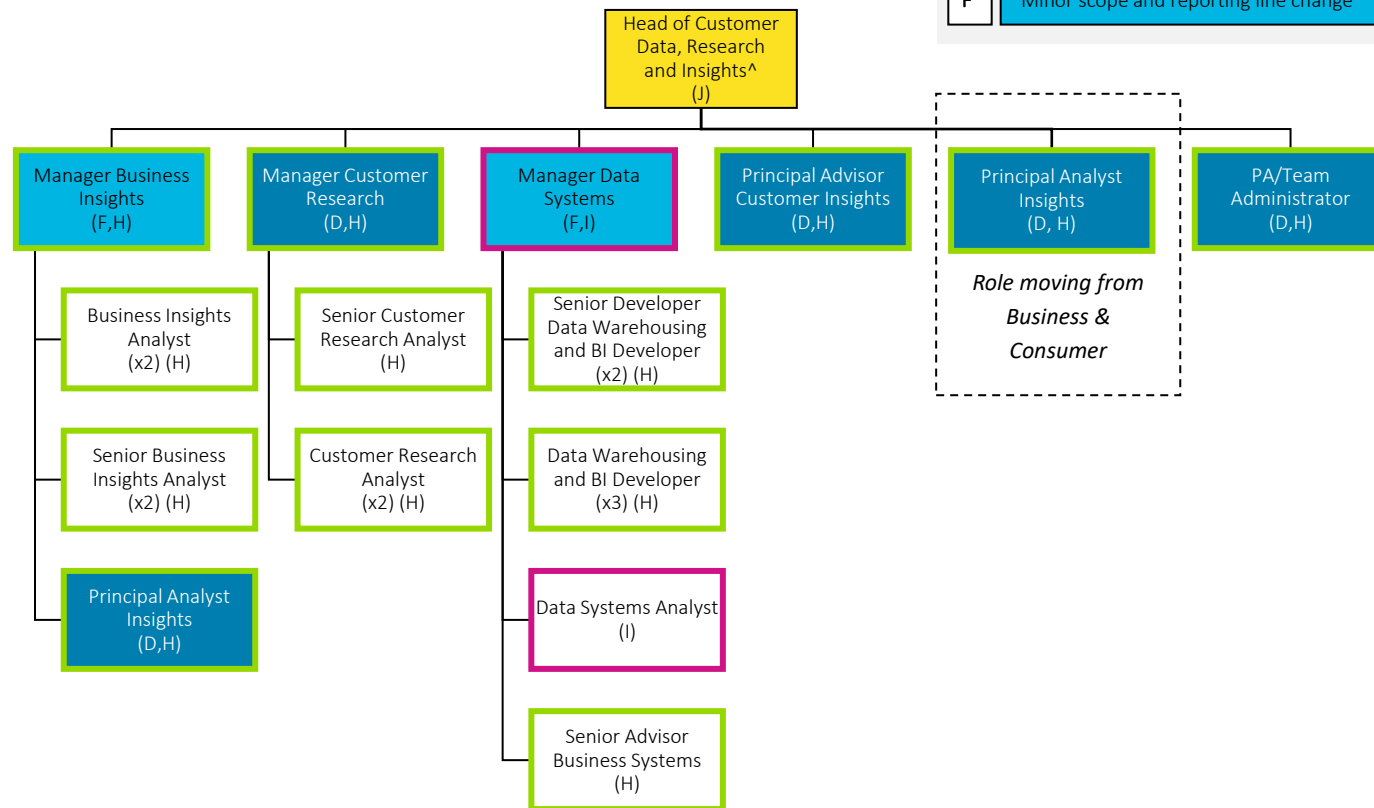
KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



^ = Proposed Direct Reassignment

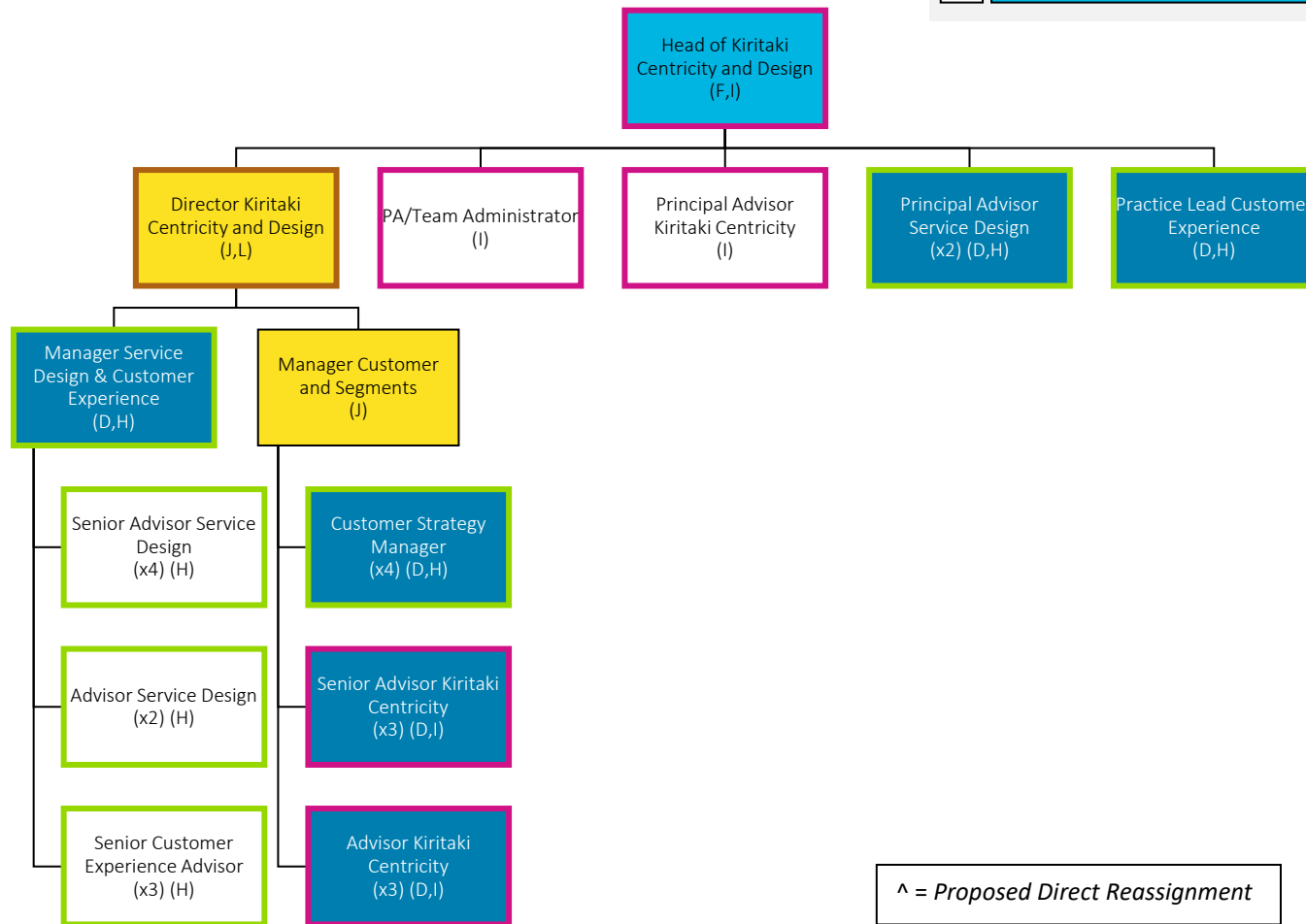
## Proposed organisational chart – Customer Data, Research & Insights Customer, Design and Innovation

KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



^ = Proposed Direct Reassignment

## Proposed organisational chart – Kiritaki Centricity and Design Customer, Design and Innovation



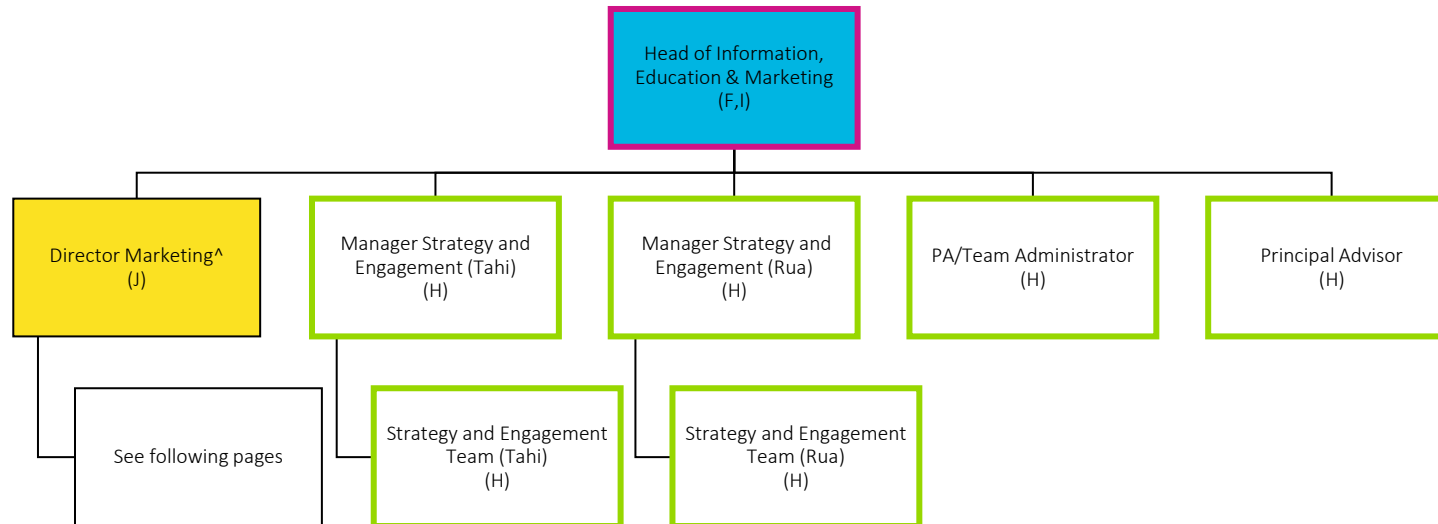
### KEY

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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

^ = Proposed Direct Reassignment

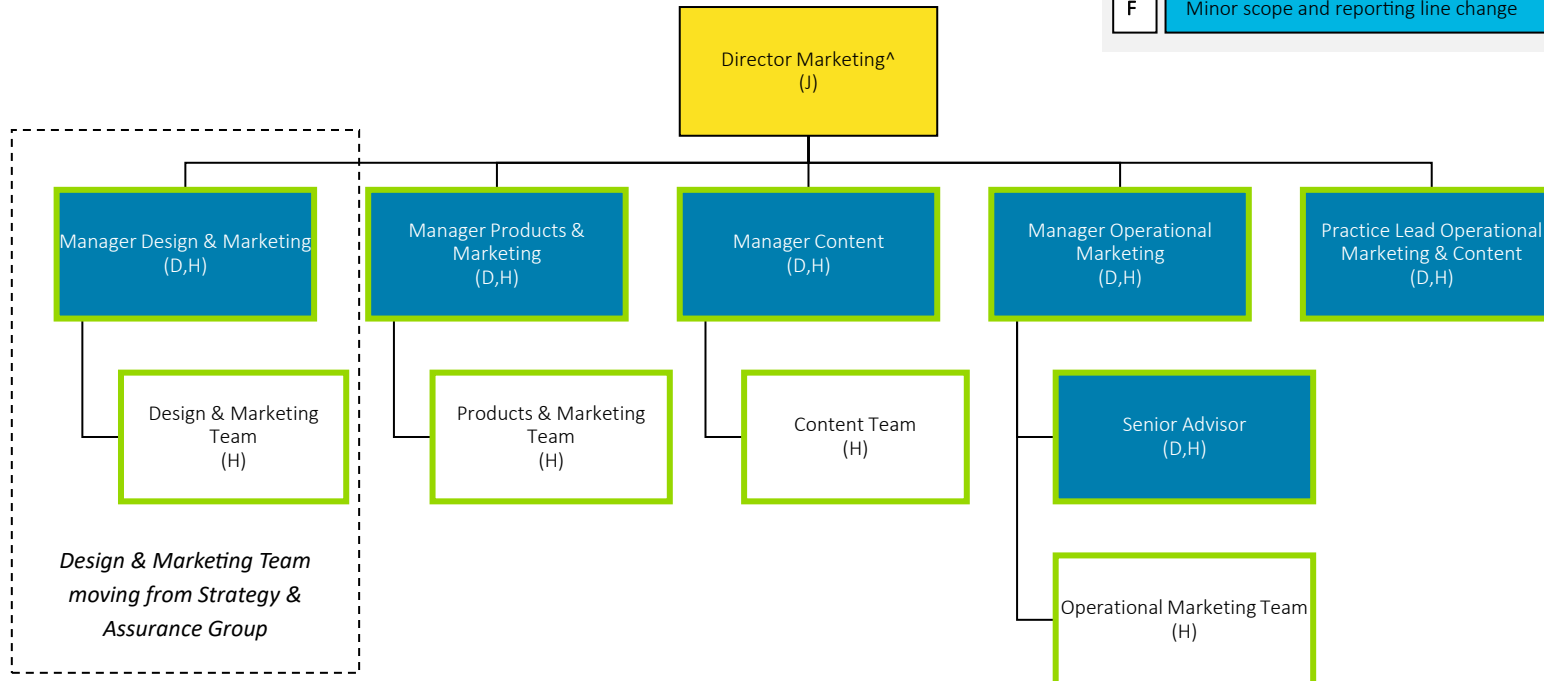
## Proposed organisational chart – Information, Education & Marketing Customer, Design and Innovation

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassessment



^ = Proposed Direct Reassignment

## Proposed organisational chart – Marketing Customer, Design and Innovation

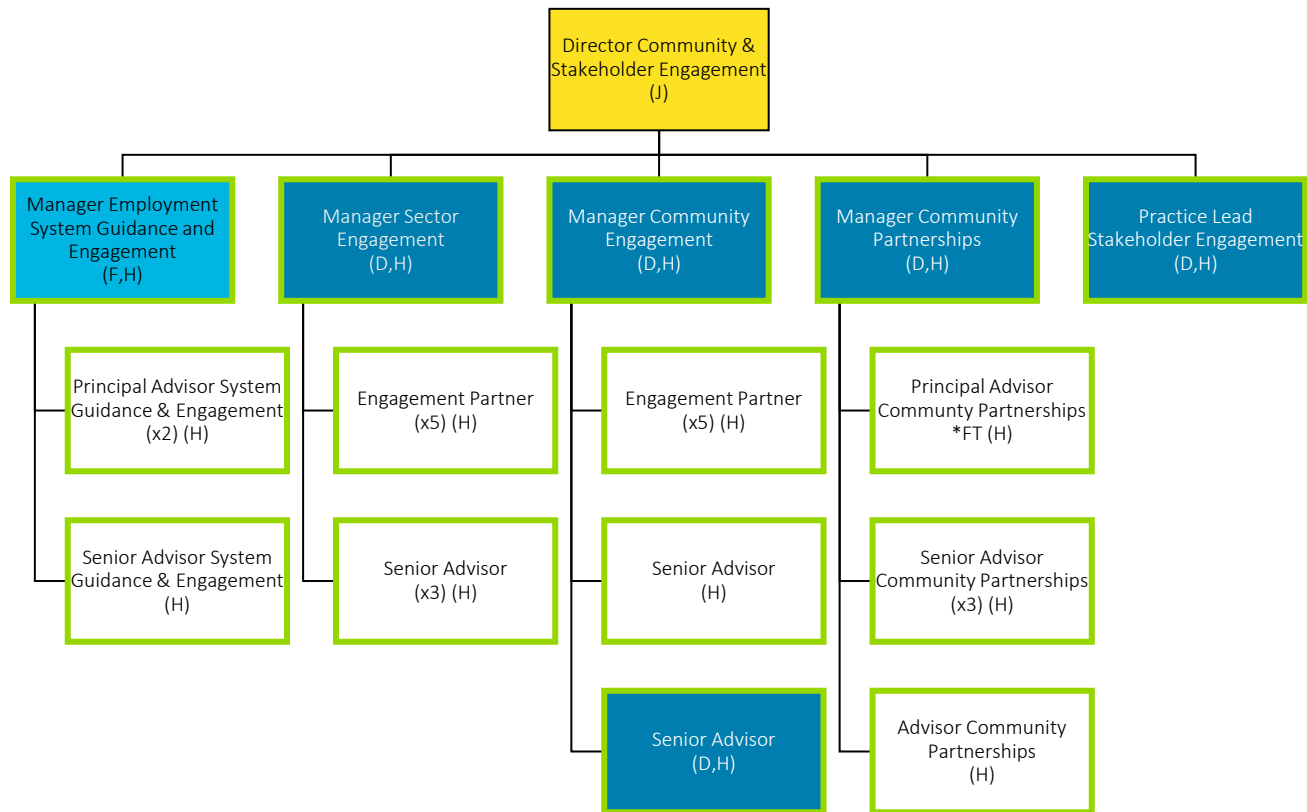


KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

^ = Proposed Direct Reassignment

## Proposed organisational chart – Community & Stakeholder Engagement Customer, Design and Innovation

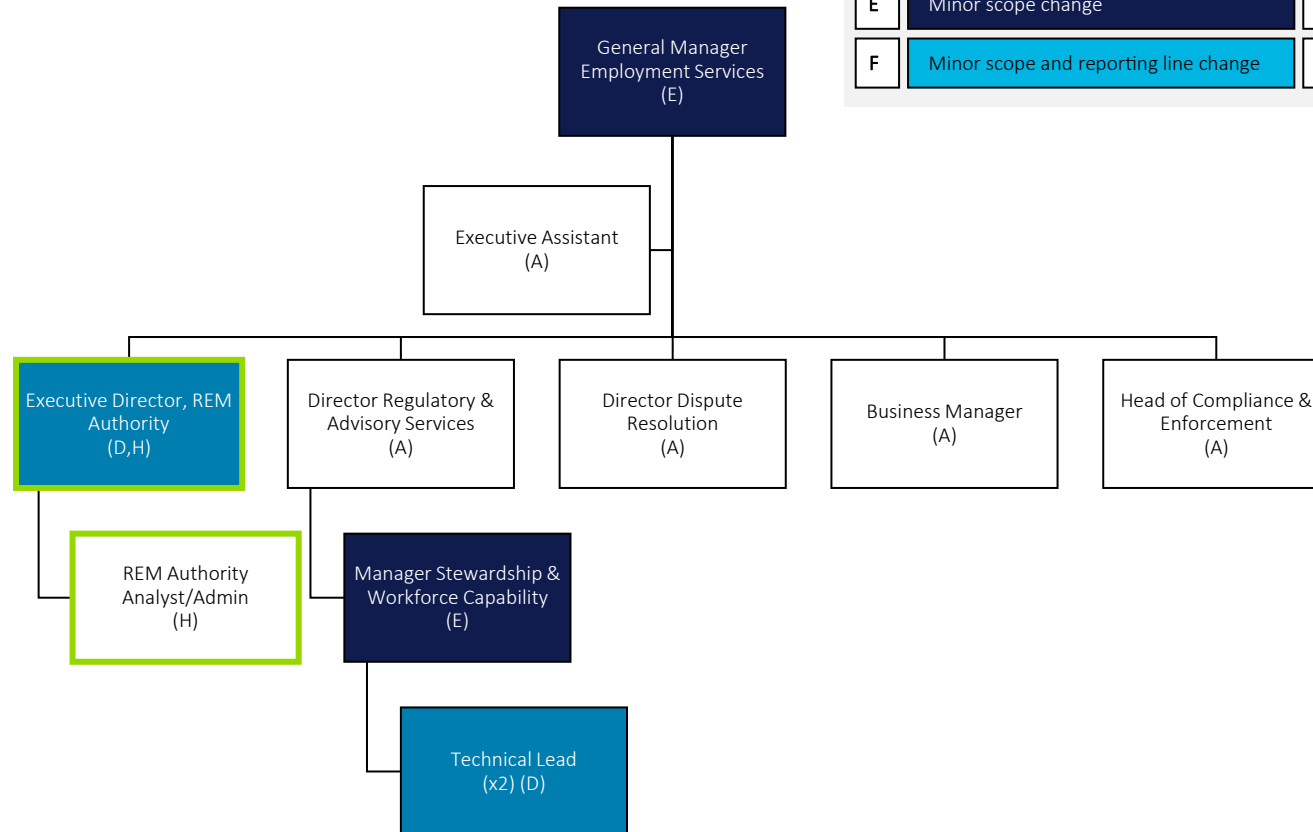
KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



\*FT = Fixed term role



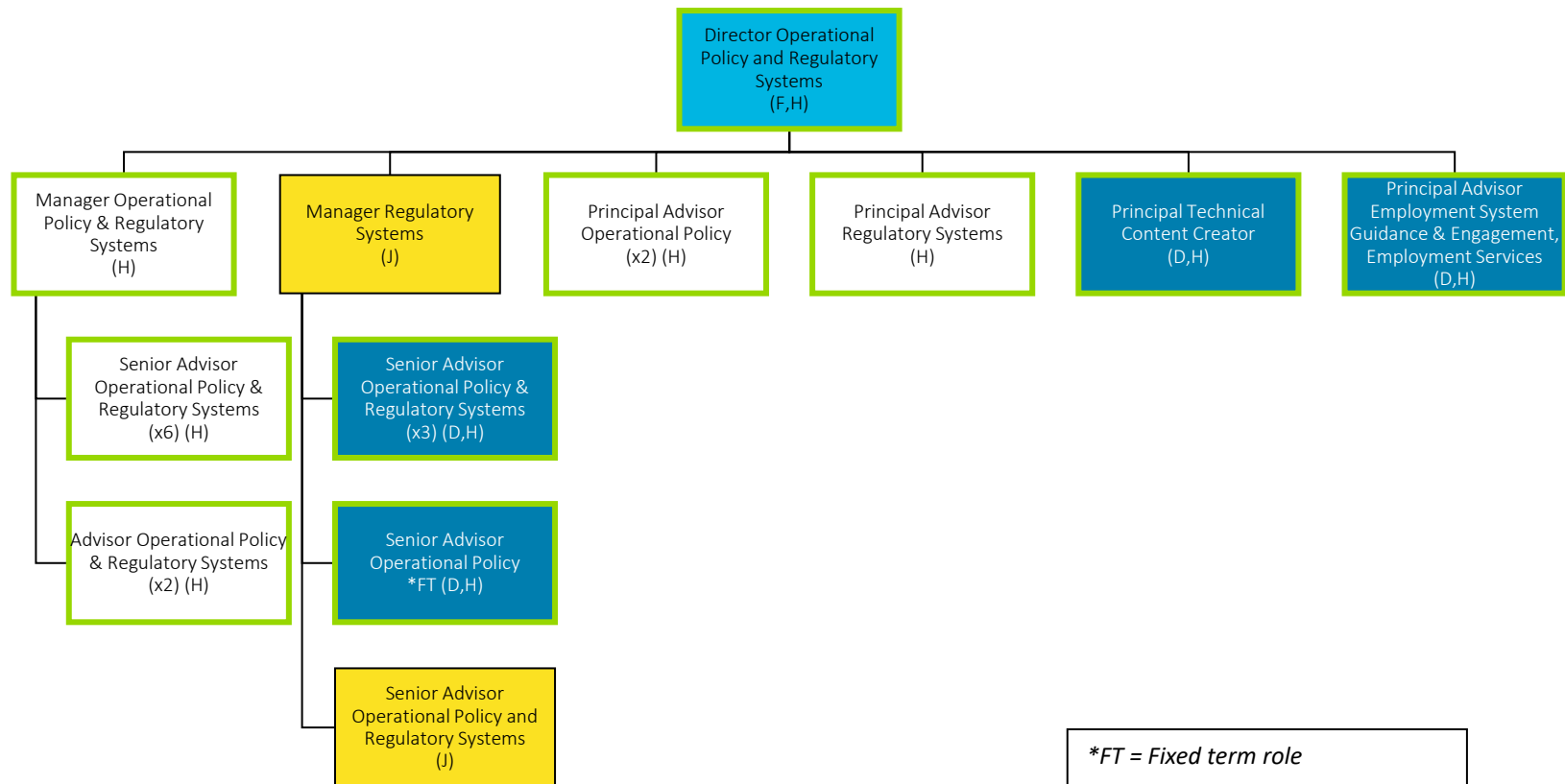
## Proposed organisational chart – Employment Services



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

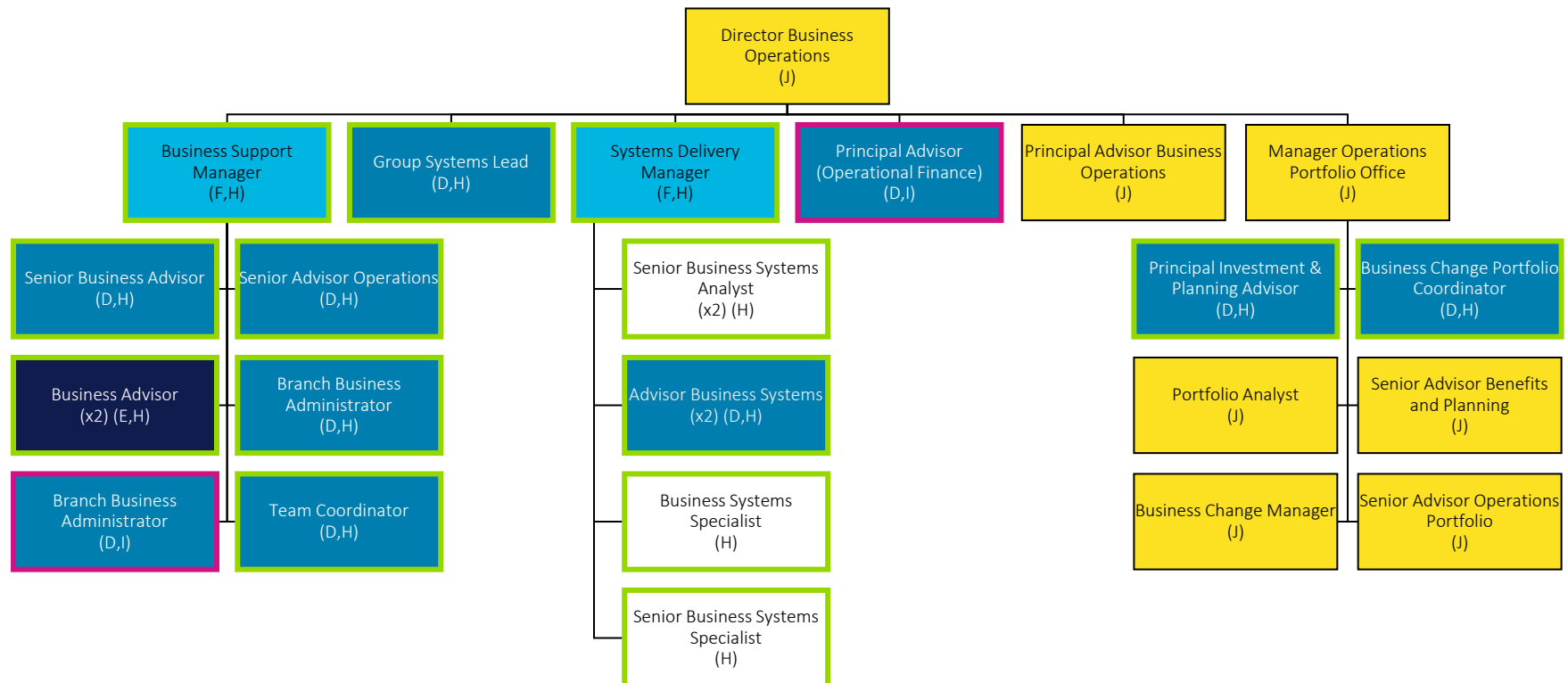
## Proposed organisational chart – Operational Policy & Regulatory Systems Customer, Design and Innovation

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



## Proposed organisational chart – Business Operations Customer, Design and Innovation

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



## Proposal 4 – Accommodation and Insurance Response

The Temporary Accommodation Service and New Zealand Claims Resolution Services teams within the Building and Tenancy Branch play a critical role in supporting impacted whānau and communities when their homes are damaged in a natural disaster. As a country prone to natural disasters, these services must be customer-focused, integrated, effective and efficient, and well prepared for the consequences of future events.

Since the North Island Weather Events, both services have learned a huge amount and have adapted and adjusted their capability, size and structure to best meet the needs of our customers and stakeholders. As we look to the future, we need to leverage these learnings and the opportunity for further service and structural integration to strengthen our customer centric approach and enhance operational effectiveness. As such, we have proposed a number of changes to evolve these functions.

### Why change is proposed

The Temporary Accommodation Service (TAS) is responsible for coordinating temporary accommodation for people who must leave their homes due to a civil emergency. TAS focuses on ensuring there is a sufficient supply of accommodation for affected people to move into, placing people into accommodation, and then exiting people once the need for temporary accommodation ends.

The New Zealand Claims Resolution Service (NZCRS) provides homeowners with independent advice to support and resolve residential insurance issues resulting from natural disasters. The service provides access to legal, engineering, and technical advice, wellbeing support, and dispute and claim resolution.

There are clear opportunities to strategically align these functions and operate in a more cohesive and integrated way to deliver better outcomes for our customers and strengthen our approach during the readiness, response and recovery phases.

As a result, we are proposing to bring the services together into a single function with a fit-for-purpose structure which we believe would enable us to achieve the following key benefits:

- Opportunity to better serve our customers and adjust service offerings over time by leveraging the shared complementary knowledge of the emergency management system.
- Opportunity to meet the needs of stakeholders in a more cohesive and effective way, as well as leverage stakeholder relationships for the benefit readiness planning, response and recovery, including for our customers.
- Shared data, information and insights to drive efficiencies and improve performances.
- Enhanced effectiveness in areas of shared capability such as supplier management.
- Opportunity to leverage and learn from each other's strengths to deliver a more effective and efficient overall service, for example, TAS would benefit from NZCRS's ISO practices.
- Enhanced surge support in respond to demand due to a shared operational cadence.

NZCRS and TAS are both demand-based services that must be flexible to meet the ever-changing nature of natural disasters as they occur across New Zealand. At a high level, this proposal is designed to meet that variability in demand while also recognising that the current demand for both services and associated funding levels has been decreasing.

It is proposed that the integrated function would be led by a new Head of Accommodation and Insurance Response, supported by a new PA/Team Administrator and structured around the creation of three key teams to manage

the delivery of insurance advice, temporary accommodation services, and practice planning and readiness. It is proposed that the leadership team would also be supported by the repositioned Principal Advisor Insurance Claims which would have a minor scope and position title change to Principal Advisor Accommodation and Insurance Response and be responsible for best practice policy development, action planning and identifying risks associated with natural disaster events/incidents. As a result, the Director NZCRS and Head of Accommodation Response are proposed to be disestablished, as are the National Manager Accommodation Supply, National Manager Temporary Accommodation Service, Director Strategic Planning and Senior Coordinator Delivery Support and Business Coordinator.

Two new Lead roles are proposed to be established as part of the integrated leadership. A new Strategic Lead Insurance is proposed to be responsible for developing and maintaining capacity, skills sets and resources, auditing activities through quality systems and leading particularly complex technical or legal insurance matters, and a new Planning and Readiness Lead is proposed to be responsible for engagement and planning to improve readiness and operational planning for both NZCRS and TAS. This role would also be responsible for the development and maintenance of key relationships with stakeholders to support locally led and centrally supported responses for both functions. As a result, the Principal Engagement Advisor positions are proposed to be disestablished.

To increase effectiveness and better customer experience and right-size the structure, it is proposed that a new Operations Manager Accommodation would be established to lead the matching and placement and supply functions, along with holding responsibility for commercial and contract management across both functions. As a result of this the Manager Response and Operations, Senior Business Improvement Advisor and the Technical Advisor would be disestablished. It is proposed that the three permanently filled Matching and Placement Coordinators would report to the new Operations Manager Accommodation. In addition, the fixed term Contracts Advisor and Accommodation Advisor roles would be made permanent to reflect the resourcing required. The existing

Contracts Manager is proposed to be made permanent and join this team with a minor scope and position title change to Commercial Manager. In the short term, it is proposed that this team would be supplemented by a fixed term Accommodation Coordinator, a proposed reduction from the current two fixed term roles, and a Senior Accommodation Advisor in recognition of current service demand.

To maintain our core focus on the delivery of insurance advice, it is proposed that a new Operations Manager Insurance would be established to lead the Case Managers responsible for insurance advice and support of homeowners impacted through natural disasters and struggling with resolution of their insurance claims. This role would be supported by a new fixed term Insurance Building Specialist to provide support and technical advice across both NZCRS and TAS. As a result of this, the Manager Case Resolution is proposed to be disestablished, and there would be a reduction in the number of the existing Case Managers through the disestablishment of current vacancies only. For clarity, all existing permanent and fixed term Case Managers are proposed to remain.

To ensure that the customer remains at the centre of our services, it is proposed the advisory and support functions would be integrated into a single team reporting to a new Practice Manager. This team would also be responsible for supporting operations and leading quality and continuous improvement and supporting readiness and planning through the proposed establishment of two fixed term Senior Planning and Readiness Advisors.

It is proposed that the Senior Business Administrator (NZCRS) would join this team with a minor scope change to recognise the need to operate across both services and a new Practice Lead is proposed to provide specialist and technical advice. In addition, the team is proposed to include one new permanent and two new fixed term Senior Operations Advisors Accommodation and Insurance in recognition of the decreasing demand for services and allocated funding. As a result of this new team and recognising the decreasing demand and funding for the functions as well as the need for different capability, the TAS Business Support Team Leader, Senior

Business Improvement Advisor, Operational Engagement Advisor, Business Advisor, Senior Advisor Service Delivery, and the Senior Business Operations Advisor are proposed to be disestablished.

### **The following changes are proposed**

- Establish a new Head of Accommodation and Insurance Response reporting to the General Manager Building and Tenancy and propose to directly reassign the Head of Accommodation Response in recognition of the skills, knowledge and experience required.
- Establish a new PA/Team Administrator reporting to the new Head of Accommodation and Insurance Response.
- Change in reporting line for the Principal Advisor Insurance Claims (NZCRS) to the new Head of Accommodation and Insurance Response. This role would also have a minor scope and position title change to Principal Advisor Accommodation and Insurance Response.
- Establish a new Strategic Lead Insurance reporting to the new Head of Accommodation and Insurance Response and propose to directly reassign the existing Manager Case Resolution in recognition of the skills, knowledge and experience required.
- Establish a new Planning and Readiness Lead reporting the new Head of Accommodation and Insurance response.
- Disestablish the Head of Accommodation Response (TAS).
- Disestablish the Business Coordinator (TAS).
- Disestablish the National Manager Temporary Accommodation Service (TAS).
- Disestablish National Manager Accommodation Supply (TAS).
- Disestablish Director Strategic Planning (TAS).
- Disestablish the Director NZCRS.
- Disestablish the Manager Case Resolution (NZCRS).
- Disestablish the Senior Coordinator Delivery Support (NZCRS).
- Establish a new Operations Manager Accommodation reporting to the new Head of Accommodation and Insurance Response.
- Disestablish the Manager Response and Operations (TAS).
- Disestablish the Principal Engagement Advisor x2 (TAS).
- Disestablish the Senior Business Improvement Advisor (TAS).
- Disestablish the Technical Advisor (TAS).
- Change in reporting line for the Matching and Placement Coordinators x 3 to the new Operations Manager Accommodation (TAS).
- Establish the currently fixed term Contracts Advisor on a permanent basis and propose a change in reporting line to the new Operations Manager Accommodation (TAS).
- Change in reporting line for the fixed term Accommodation Coordinator reporting to the Manager Response and Operations to the new Operations Manager Accommodation (TAS).
- Disestablish the fixed term Accommodation Coordinator reporting to the National Manager Accommodation Supply (TAS).
- Establish the currently fixed term Accommodation Advisor on a permanent basis and propose a change in reporting line to the Operations Manager Accommodation. It is also proposed to directly reassign the existing Accommodation Advisor in recognition of the skills, knowledge and experience required (TAS).
- Change in reporting line for the Senior Accommodation Advisor to the new Operations Manager Accommodation (TAS)
- Establish the currently fixed term Contract Manager on a permanent basis and propose a change in reporting line to the new Operations Manager Accommodation along with minor scope change and title to

Commercial Manager. It is proposed to directly reassign the existing Contracts Manager in recognition of the skills, knowledge and experience required (TAS)

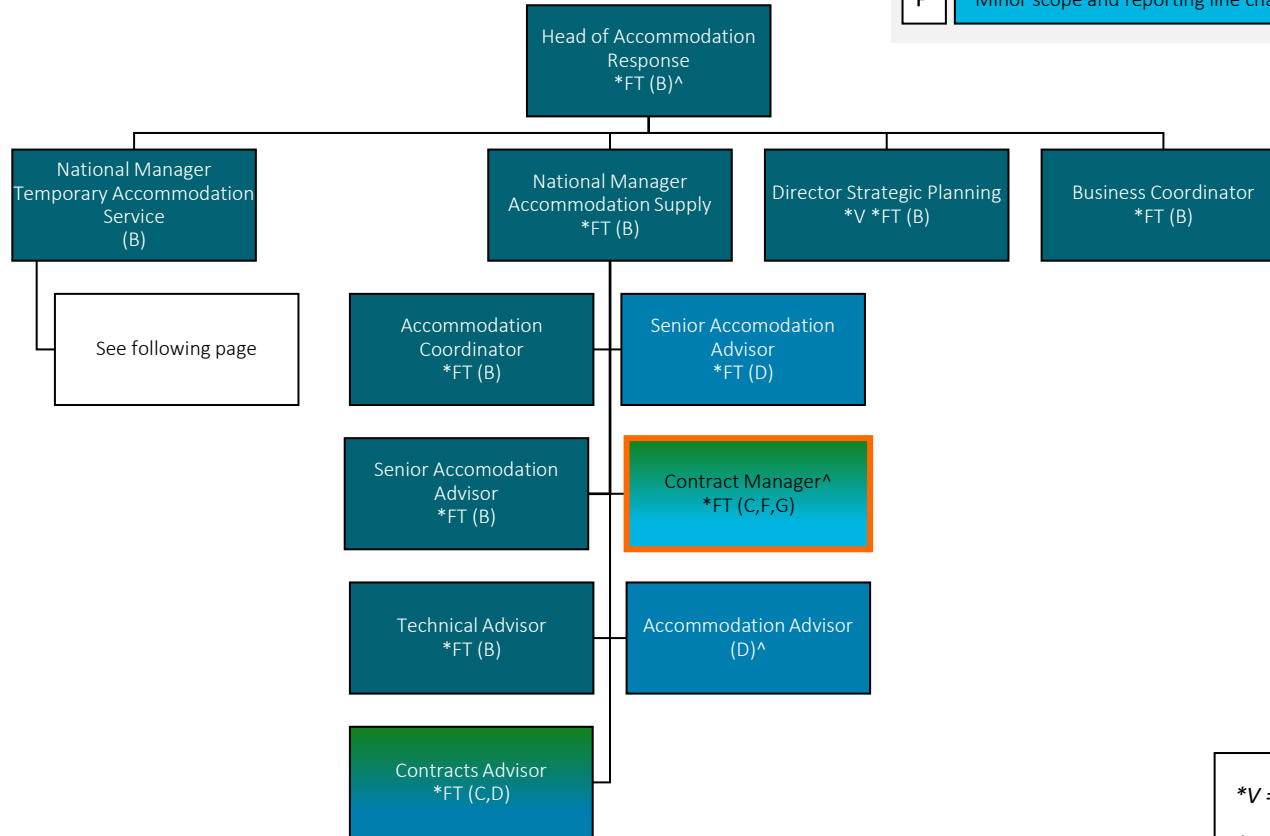
- Establish a new Operations Manager Insurance reporting to the new Head of Accommodation and Insurance Response.
- Establish a new fixed term Insurance Building Specialist reporting to the new Operations Manager Insurance.
- Minor scope change and change in reporting line for the Case Managers to the new Operations Manager Insurance (NZCRS).
- Disestablish the vacant permanent Case Manager role (NZCRS).
- Disestablish the vacant fixed term Case Manager role (NZCRS).
- Establish a new Practice Manager reporting to the new Head of Accommodation and Insurance Response.
- Establish a new Practice Lead (TAS) reporting to the Practice Manager.
- Change of reporting line and minor scope change for the Senior Business Administrator (NZCRS) to the new Practice Manager.
- Establish three new Senior Operations Advisors Accommodation and Insurance, one permanent and two fixed term reporting to the new Practice Manager.
- Establish two new fixed term Senior Planning and Readiness Advisors reporting to the new Practice Manager.
- Disestablish the Business Support Team Leader (TAS).
- Disestablish the Operational Engagement Advisor (TAS).
- Disestablish the Business Advisor (TAS).
- Disestablish the Business Administrator (TAS).
- Disestablish the Senior Business Operations Advisor (TAS).
- Disestablish the Senior Advisor Service Delivery (TAS).

**We ask you to consider whether changes under Proposal 4 will achieve our desired outcomes.**

Organisational charts are provided on the following pages or in Appendix 1 to demonstrate how proposed changes would impact current positions. More detail about proposed changes to positions and proposed new positions is provided at the end of this document and the [Te Whakatairanga Foundations for the Future](#) SharePoint site.

## Current organisational chart – Temporary Accommodation Response

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



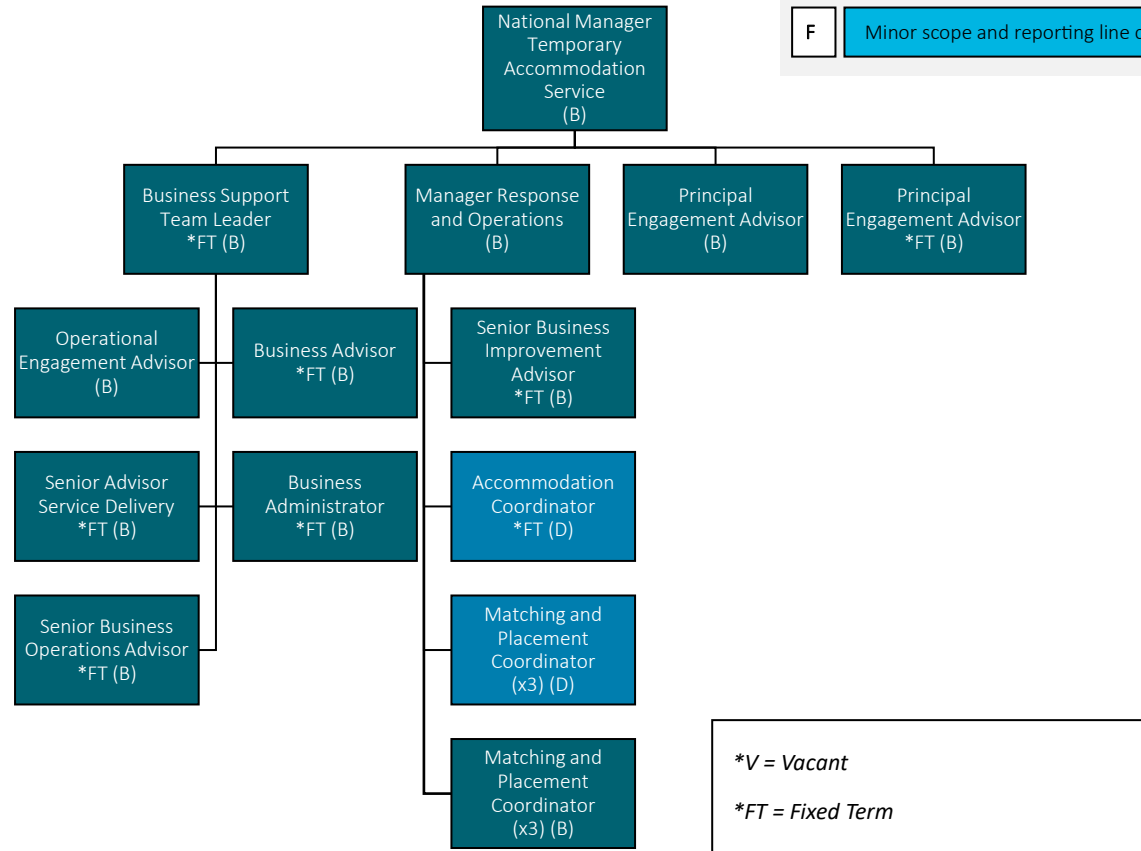
\*V = Vacant

\*FT = Fixed Term

^ = Proposed direct reassignment

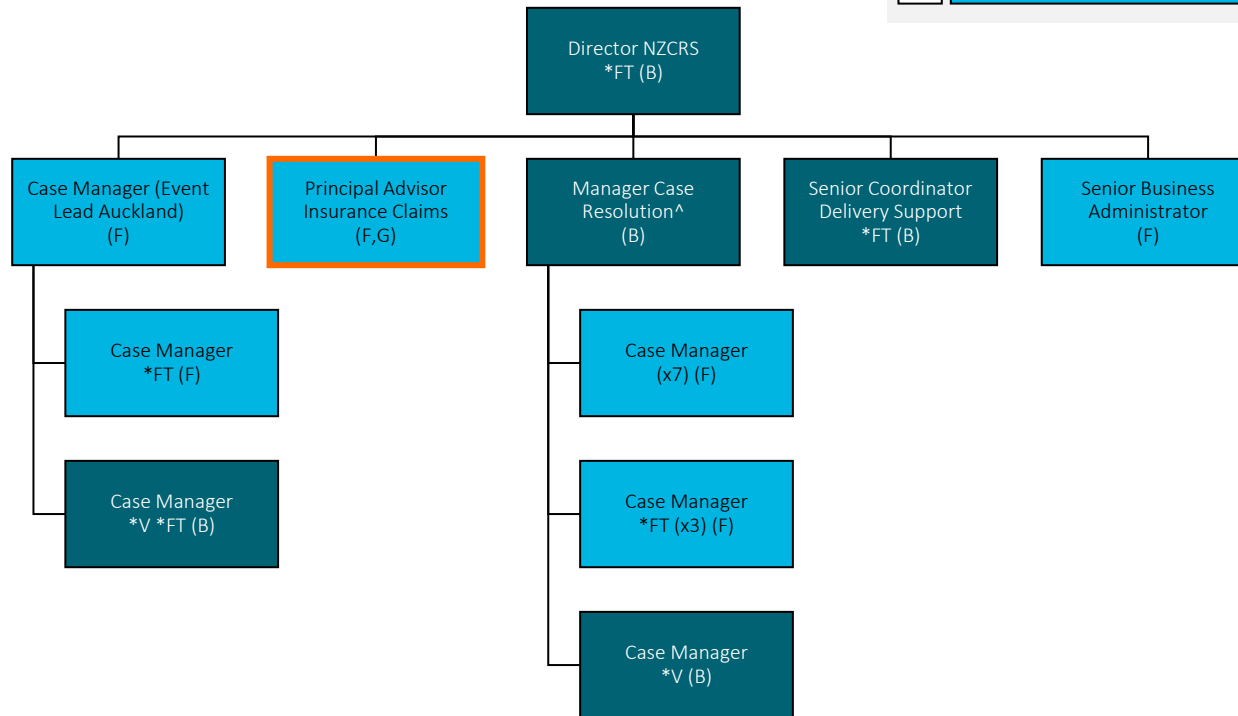


## Current organisational chart – Temporary Accommodation Service Temporary Accommodation Response



## Current organisational chart – New Zealand Claims Resolution Service

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



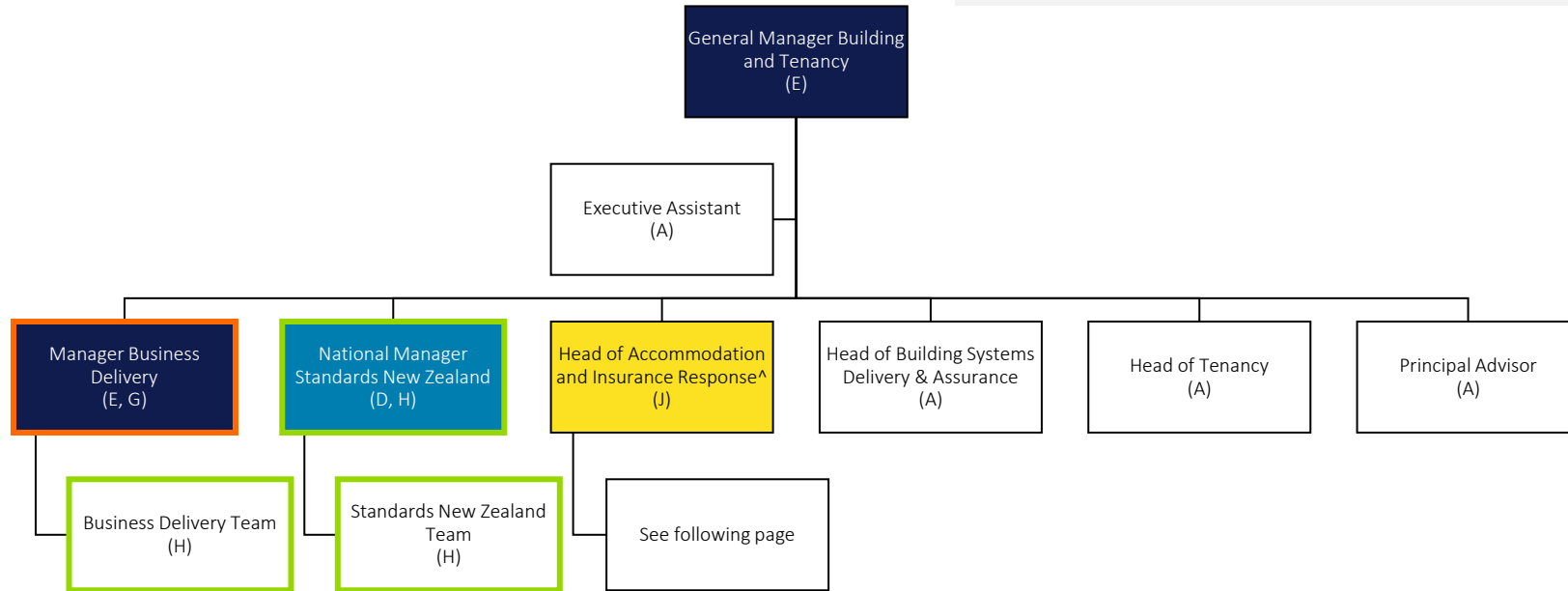
*\*V = Vacant*

*\*FT = Fixed Term*

*^= Proposed direct reassignment*

## Proposed Structure – Building and Tenancy

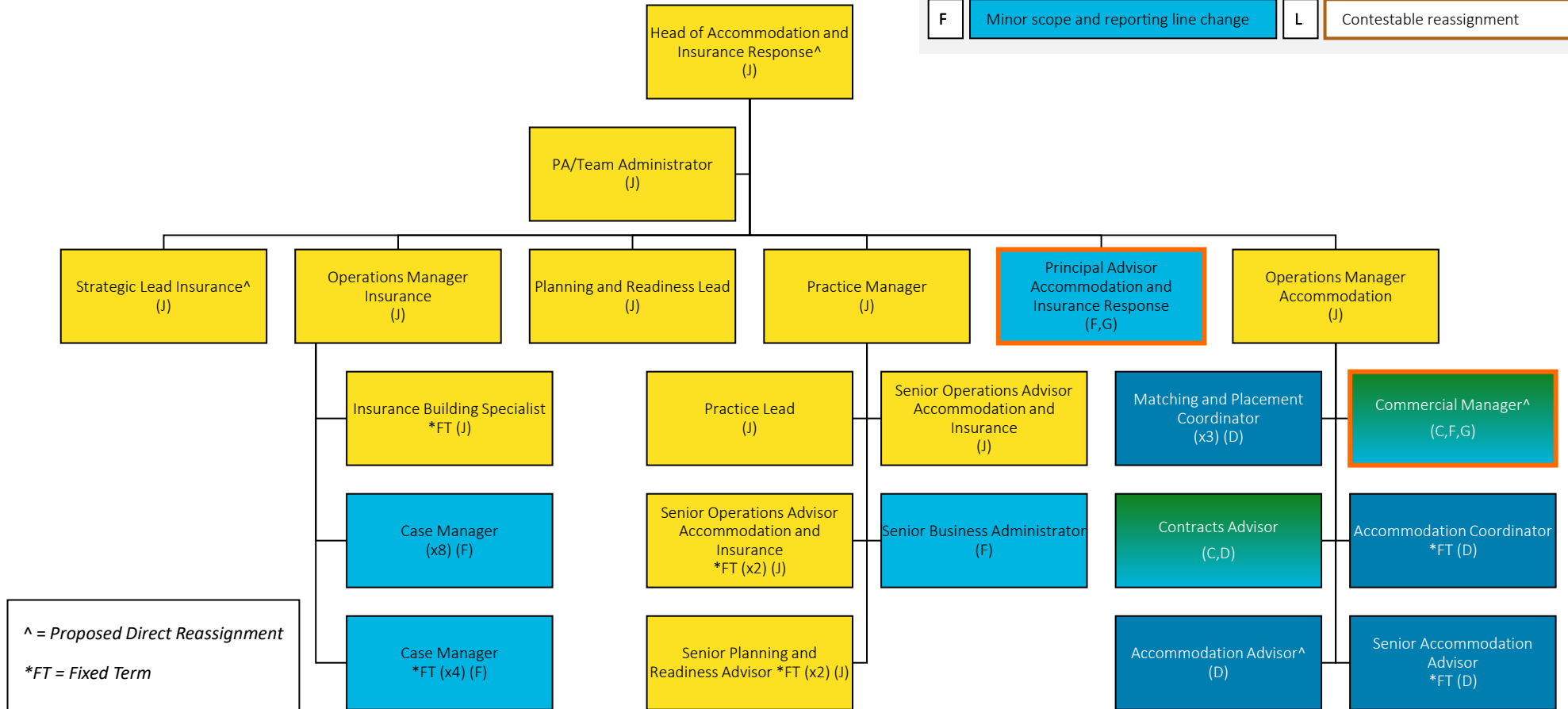
KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



<sup>^</sup> = Proposed Direct Reassignment

## Proposed Structure – Accommodation and Insurance Response

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



## Proposal 5 – Office of the Deputy Secretary

The Office of the Deputy Secretary provides strategic and operational support to the Deputy Secretary and wider group to ensure the effective functioning of Te Whakatairanga as a whole, with significant influence across the group and a need to be well-connected across MBIE. There is an opportunity to bring our group strategy and business management functions together and establish a centre of expertise within the Office of the Deputy Secretary to improve efficiency, streamline processes through consistency, and remove duplication of effort. As such, we have proposed a number of changes to the existing Office structure.

### Why change is proposed

Given the breadth and importance of the mahi across Te Whakatairanga, we want to ensure we are continuously improving how we deliver our business and enabling services. Our current model has an agile and effective Office that works closely with the Strategy, Performance and Design Branch as well as various teams from across our branches. This has led to some challenges, including difficulty streamlining our systems and processes, a lack of consistency in our business management and corporate reporting, and, at times duplication of commissioning and effort.

With an increasingly complex and rapidly evolving operating environment, there is an opportunity to strengthen the **Office of the Deputy Secretary** as a centre of expertise for Te Whakatairanga by integrating the existing Group Performance and Group Strategy functions from the Strategy, Performance and Design Branch under a new Head of Office position. These teams would still be required to work across Te Whakatairanga and MBIE, but under this proposal they would come together as a single entity that would be accountable for reporting and process improvement through simplification and consistency. We believe that by centralising these similar, Group-level functions, we can optimise delivery by focusing our efforts on

the creation of consistent and improved central frameworks and reporting for use across all of our branches.

### The following changes are proposed

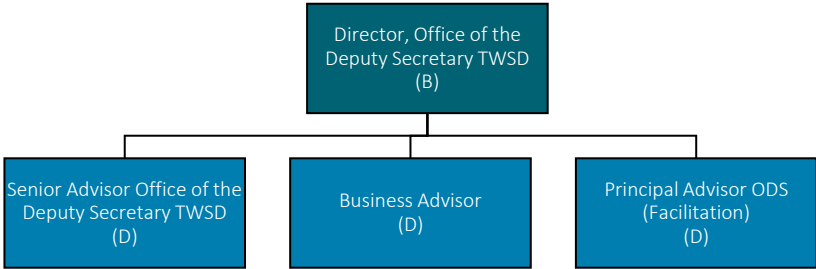
- Disestablish the Director of the Office for the Deputy Secretary.
- Establish a new Head of the Office for the Deputy Secretary reporting to the Deputy Secretary.
- Establish a new PA/Team Administrator reporting to the Head of the Office for the Deputy Secretary.
- Change in reporting line for the Business Advisor, Senior Advisor and Principal Advisor (Facilitation) to the Head of the Office for the Deputy Secretary.
- Change in reporting line and branch for the Director Group Performance to the new Head of Office.
- Change in reporting line and branch for the Manager Strategy to the new Head of Office.

**We ask you to consider whether changes under Proposal 5 will achieve our desired outcomes.**

Organisational charts are provided on the following pages or in Appendix 1 to demonstrate how proposed changes would impact current positions. More detail about proposed changes to positions and proposed new positions is provided at the end of this document and the [Te Whakatairanga Foundations for the Future](#) SharePoint site.

# Current organisational chart – Office of the Deputy Secretary

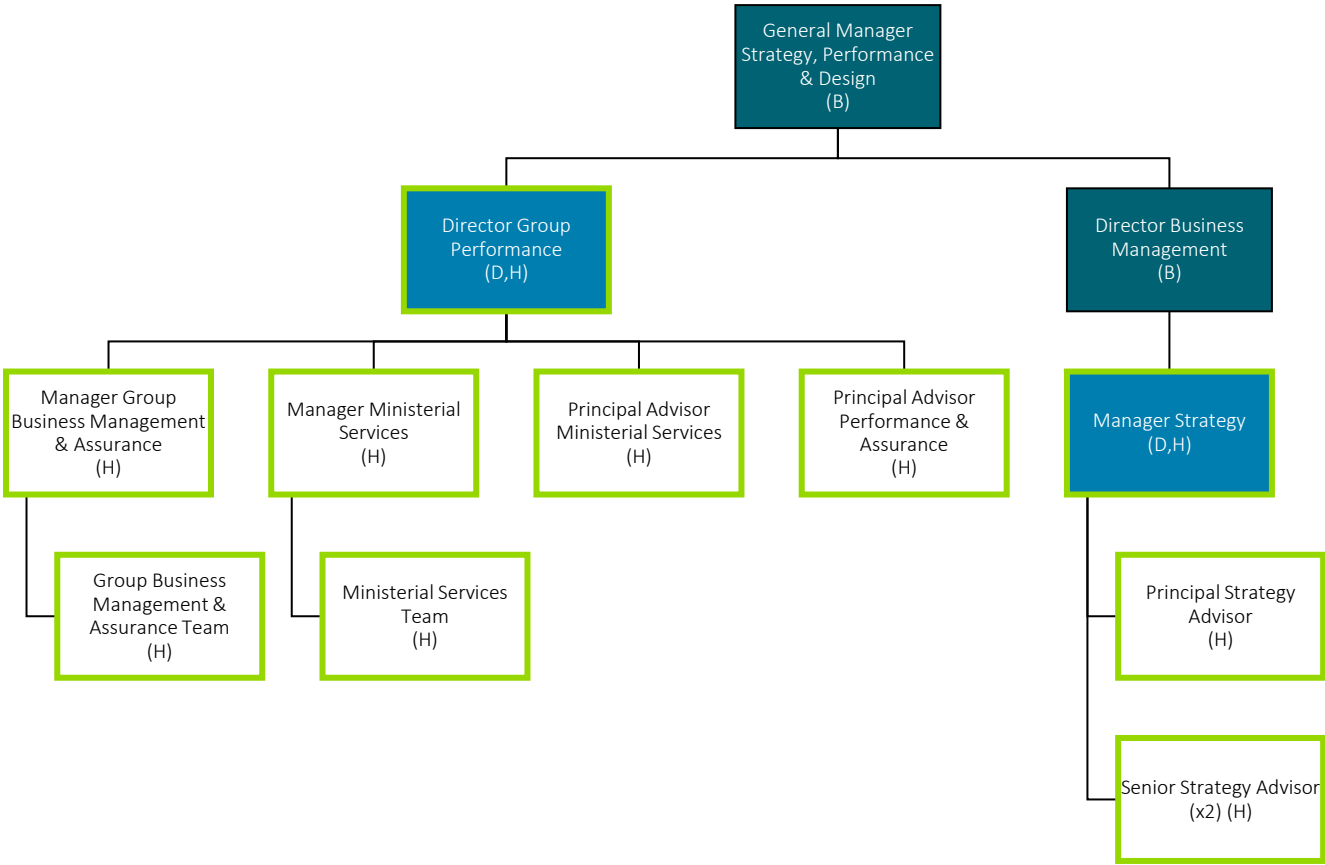
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



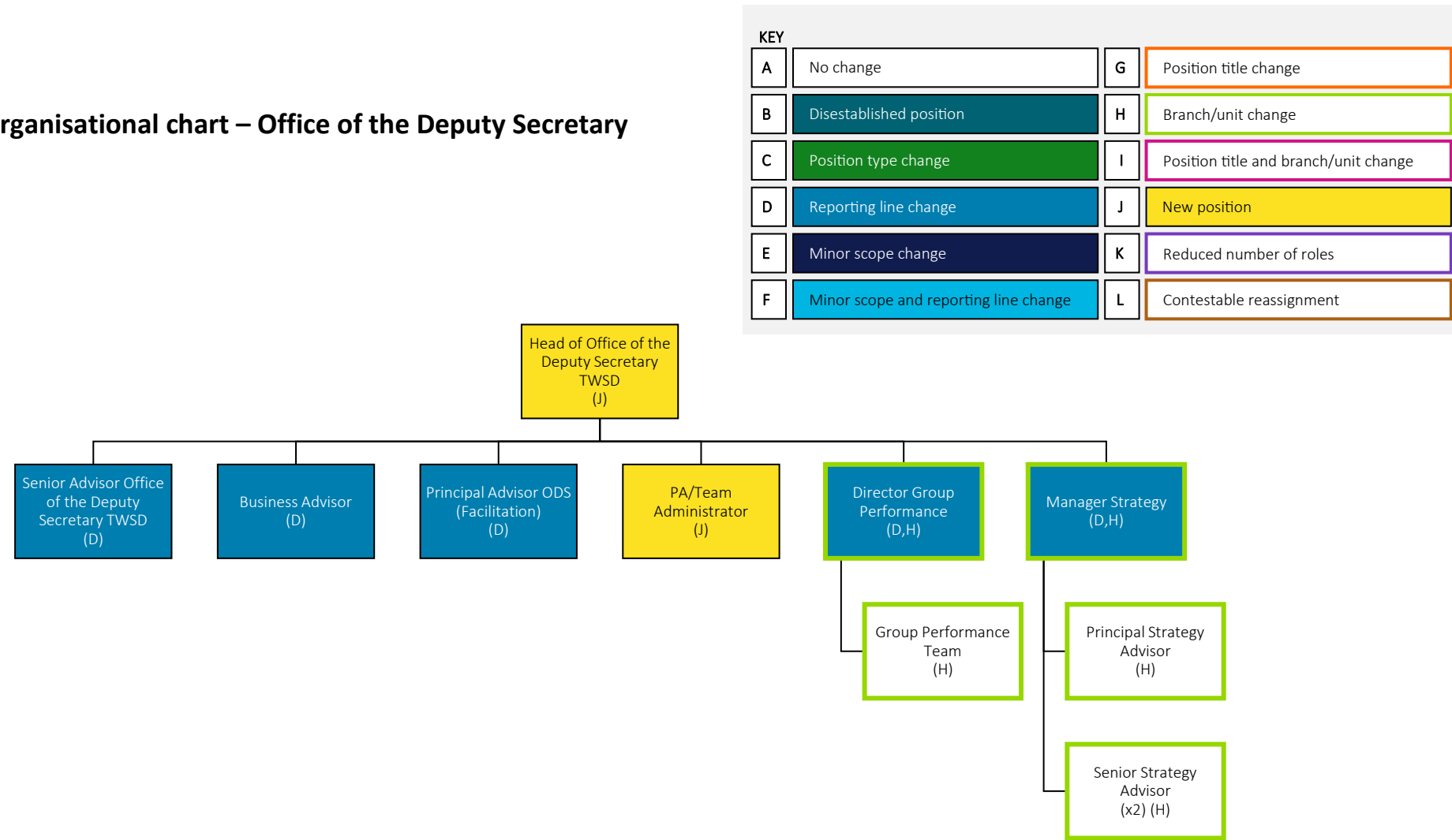
# Current organisational chart – Strategy, Performance and Design

## Director Group Performance, Manager Strategy

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



# Proposed organisational chart – Office of the Deputy Secretary





# Summary of proposed changes

## Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished (including vacancies)	43.0
Number of proposed new positions (including proposed direct reassignments)	37.0
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	761.0
Overall proposed increase in FTE	3.0

Please note that a full list of positions proposed to have a minor change such as minor scope, reporting line or branch are available on the [Te Whakatairanga Foundations for the Future SharePoint site](#).

## Proposed new positions

Proposal	Position title	Reporting line	Branch	Indicative band
1 & 2	General Manager Customer, Service Delivery <i>Proposed direct reassignment</i>	Deputy Secretary Te Whakatairanga Service Delivery	Customer Service Delivery	23F
1 & 3	General Manager Customer, Design and Innovation <i>Proposed direct reassignment</i>	Deputy Secretary Te Whakatairanga Service Delivery	Customer, Design & Innovation	23F
1 & 3	Head of Customer Data, Research & Insights <i>Proposed direct reassignment</i>	General Manager Customer, Design and Innovation	Customer, Design & Innovation	21F
1 & 5	Head of Office of the Deputy Secretary	Deputy Secretary Te Whakatairanga Service Delivery	Office of the Deputy Secretary	21F
2	Strategic Initiatives and Implementation Lead	General Manager Customer Service Delivery	Customer Service Delivery	X
2	Team Leader, Learning and Development <i>Proposed direct reassignment</i>	Quality, Information and Learning Manager	Customer Service Delivery	R

Proposal	Position title	Reporting line	Branch	Indicative band
2	Product Owner (Genesys Cloud)	Manager Service Support	Customer Service Delivery	V
2	Principal Advisor (Fixed Term)	Manager Service Support	Customer Service Delivery	V
2	Workforce Scheduler	Workforce Planning Manager	Customer Service Delivery	J
3	Director Kiritaki Centricity and Design <i>Proposed contestable reassignment</i>	Head of Kiritaki Centricity and Design	Customer, Design & Innovation	20F
3	Manager Customer and Segments	Director Kiritaki Centricity and Design	Customer, Design & Innovation	X
3	Director Marketing <i>Proposed direct reassignment</i>	Head of Information, Education and Marketing	Customer, Design & Innovation	20F
3	Director Community & Stakeholder Engagement	General Manager Customer, Design & Innovation	Customer, Design & Innovation	20F
3	Manager Regulatory Systems	Director Operational Policy and Regulatory Systems	Customer, Design & Innovation	X
3	Senior Advisor Operational Policy and Regulatory Systems	Manager Regulatory Systems	Customer, Design & Innovation	U
3	Director Business Operations	General Manager Customer Design & Innovation	Customer, Design & Innovation	21F
3	Principal Advisor Business Operations	Director Business Operations	Customer, Design & Innovation	V
3	Manager Operations Portfolio Office	Director Business Operations	Customer, Design & Innovation	X
3	Business Change Manager	Manager Operations Portfolio Office	Customer, Design & Innovation	V
3	Senior Advisor Benefits and Planning	Manager Operations Portfolio Office	Customer, Design & Innovation	R
3	Senior Advisor Operations Portfolio	Manager Operations Portfolio Office	Customer, Design & Innovation	R
3	Portfolio Analyst	Manager Operations Portfolio Office	Customer Design & Innovation	N
4	Head Accommodation and Insurance Response <i>Proposed direct reassignment</i>	General Manager Building and Tenancy	Building & Tenancy	21F

Proposal	Position title	Reporting line	Branch	Indicative band
4	PA / Team Administrator	Head of Insurance and Accommodation Response	Building & Tenancy	E
4	Strategic Lead Insurance <i>Proposed direct reassignment</i>	Head of Insurance and Accommodation Response	Building & Tenancy	X
4	Planning and Readiness Lead	Head of Insurance and Accommodation Response	Building & Tenancy	V
4	Operations Manager Accommodation	Head of Insurance and Accommodation Response	Building & Tenancy	X
4	Operations Manager Insurance	Head of Insurance and Accommodation Response	Building & Tenancy	X
4	Practice Manager	Head of Insurance and Accommodation Response	Building & Tenancy	X
4	Insurance Building Specialist (Fixed Term)	Operations Manager Insurance	Building & Tenancy	N
4	Practice Lead	Practice Manager	Building & Tenancy	V
4	Senior Operations Advisor Accommodation and Insurance	Practice Manager	Building & Tenancy	R
4	Senior Operations Advisor Accommodation and Insurance (Fixed Term) x 2	Practice Manager	Building & Tenancy	R
4	Senior Planning and Readiness Advisor (Fixed Term) x 2	Practice Manager	Building & Tenancy	R
5	PA / Team Administrator	Head of Office of the Deputy Secretary	Office of the Deputy Secretary	E

## Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1 & 2	General Manager Engagement and Experience	Deputy Secretary Te Whakatairanga Service Delivery	Engagement and Experience
1 & 3	General Manager Strategy, Performance & Design	Deputy Secretary Te Whakatairanga Service Delivery	Strategy, Performance and Design

Proposal	Position title	Reporting line	Branch
1 & 3	General Manager Customer	Deputy Secretary Te Whakatairanga Service Delivery	Customer
1 & 5	Director Office of the Deputy Secretary	Deputy Secretary Te Whakatairanga Service Delivery	Office of the Deputy Secretary
2	Strategic Initiatives Lead (Fixed Term)	General Manager Engagement and Experience	Engagement and Experience
2	Capacity & Learning Manager	Manager Service Support	Engagement and Experience
2	Personal Assistant	Manager Service Support	Engagement and Experience
3	National Manager Customer Experience	General Manager Customer	Customer
3	National Manager Operational Marketing and Content	General Manager Customer	Customer
3	National Manager Stakeholder Engagement	General Manager Customer	Customer
3	Executive Assistant	Business Support Manager	Customer
3	Manager International Education	National Manager Customer Experience	Customer
3	Director Kiritaki Centricity and Innovation	Head of Kiritaki Centricity and Innovation	Kiritaki Centricity and Innovation
3	Director Design and Insights	General Manager Strategy, Performance & Design	Strategy, Performance and Design
3	Director Business Management	General Manager Strategy, Performance & Design	Strategy, Performance and Design
3	Director Strategy, Planning and Information	General Manager Strategy, Performance & Design	Strategy, Performance and Design
3	Principal Advisor Governance and Change	Director Business Management	Strategy, Performance and Design
4	Head of Accommodation Response (Fixed Term)	General Manager Building and Tenancy	Building and Tenancy
4	National Manager Accommodation Supply	Head of Accommodation Response	Building and Tenancy
4	Director Strategic Planning	Head of Accommodation Response	Building and Tenancy
4	National Manager Temporary Accommodation Service	Head of Accommodation Response	Building and Tenancy
4	Business Coordinator	Head of Accommodation Response	Building and Tenancy

Proposal	Position title	Reporting line	Branch
4	Business Support Team Leader	National Manager Temporary Accommodation Service	Building and Tenancy
4	Manager Response and Operations	National Manager Temporary Accommodation Service	Building and Tenancy
4	Principal Engagement Advisor x2	National Manager Temporary Accommodation Service	Building and Tenancy
4	Senior Business Improvement Advisor	Matching and Placement Manager	Building and Tenancy
4	Matching and Placement Coordinator x3	Matching and Placement Lead	Building and Tenancy
4	Technical Advisor	National Manager Accommodation Supply	Building and Tenancy
4	Senior Accommodation Advisor	National Manager Accommodation Supply	Building and Tenancy
4	Accommodation Coordinator	National Manager Accommodation Supply	Building and Tenancy
4	Operational Engagement Advisor	Business Support Team Leader	Building and Tenancy
4	Senior Advisor Service Delivery	Business Support Team Leader	Building and Tenancy
4	Business Administrator	Business Support Team Leader	Building and Tenancy
4	Business Advisor	Business Support Team Leader	Building and Tenancy
4	Senior Business Operations Advisor	Business Support Team Leader	Building and Tenancy
4	Director NZCRS (Fixed Term)	General Manager Building and Tenancy	Building and Tenancy
4	Manager Case Resolution	Director NZCRS	Building and Tenancy
4	Senior Coordinator Delivery Support	Director NZCRS	Building and Tenancy
4	Case Manager x2	Manager Case Resolution	Building and Tenancy

## Appendix 1: Current State Branch Organisational Charts

Current state organisational charts for the following branches have been included to help demonstrate the impacts that proposed changes would have to the structure of our group. The proposed future state organisational charts have been included at the end of each proposal. There is also a summary table with more detail about proposed changes to positions and proposed new positions in the section above.

- **Employment Services**
- **Customer**
- **Engagement & Experience**
- **Kiritaki Centricity & Innovation**
- **Strategy Performance & Design**

### Master key:

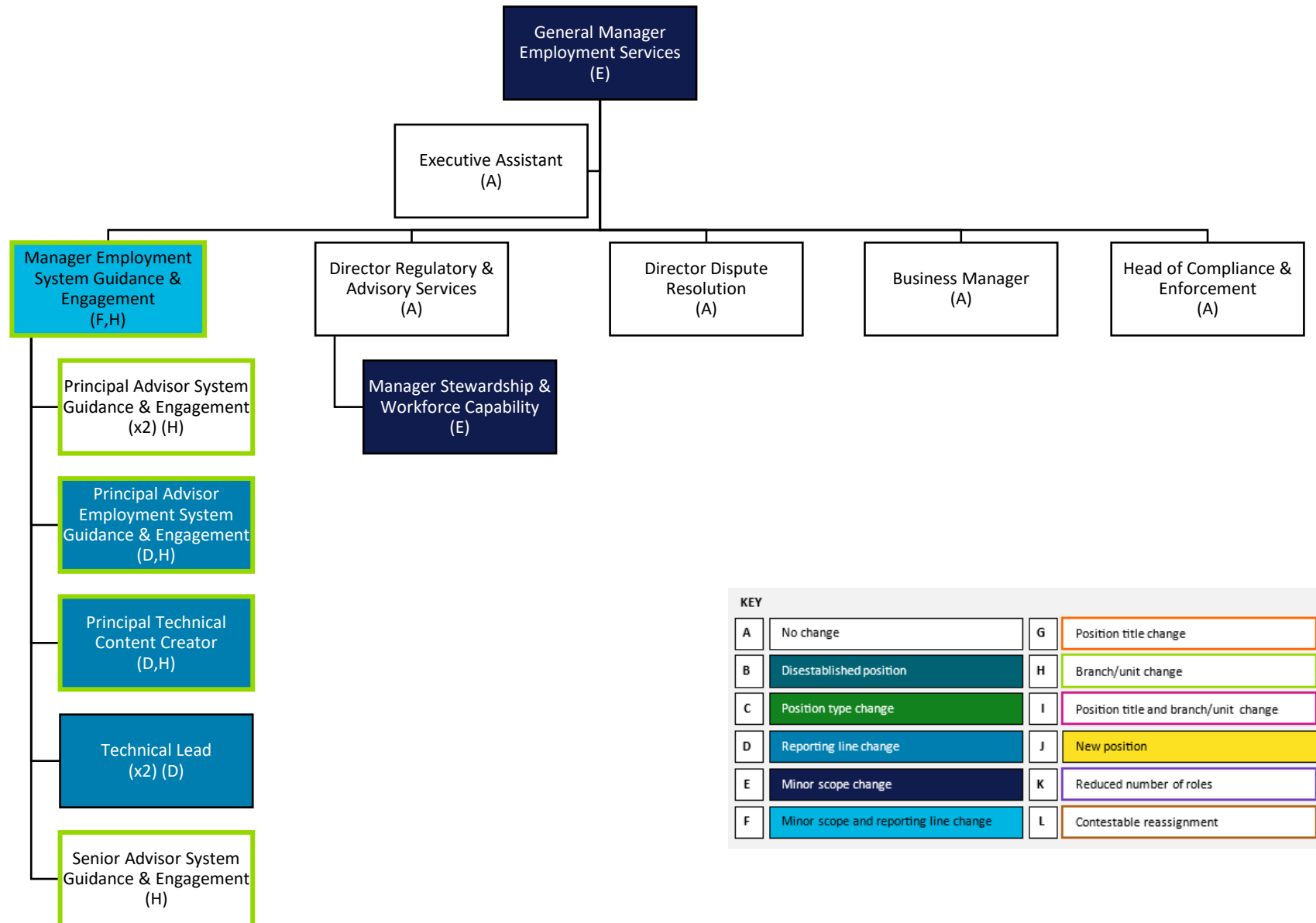
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

\*V = Vacant Role

^ = Proposed Direct Reassignment

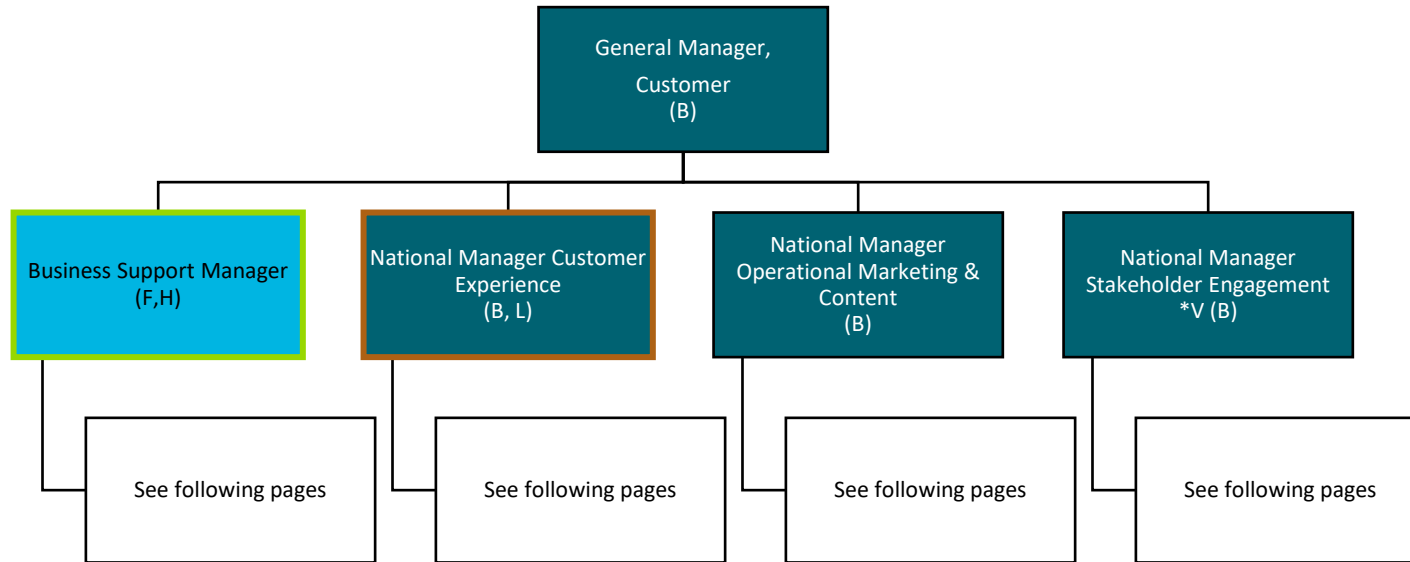
\*FT = Fixed term roles

## Current organisational chart – Employment Services



KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

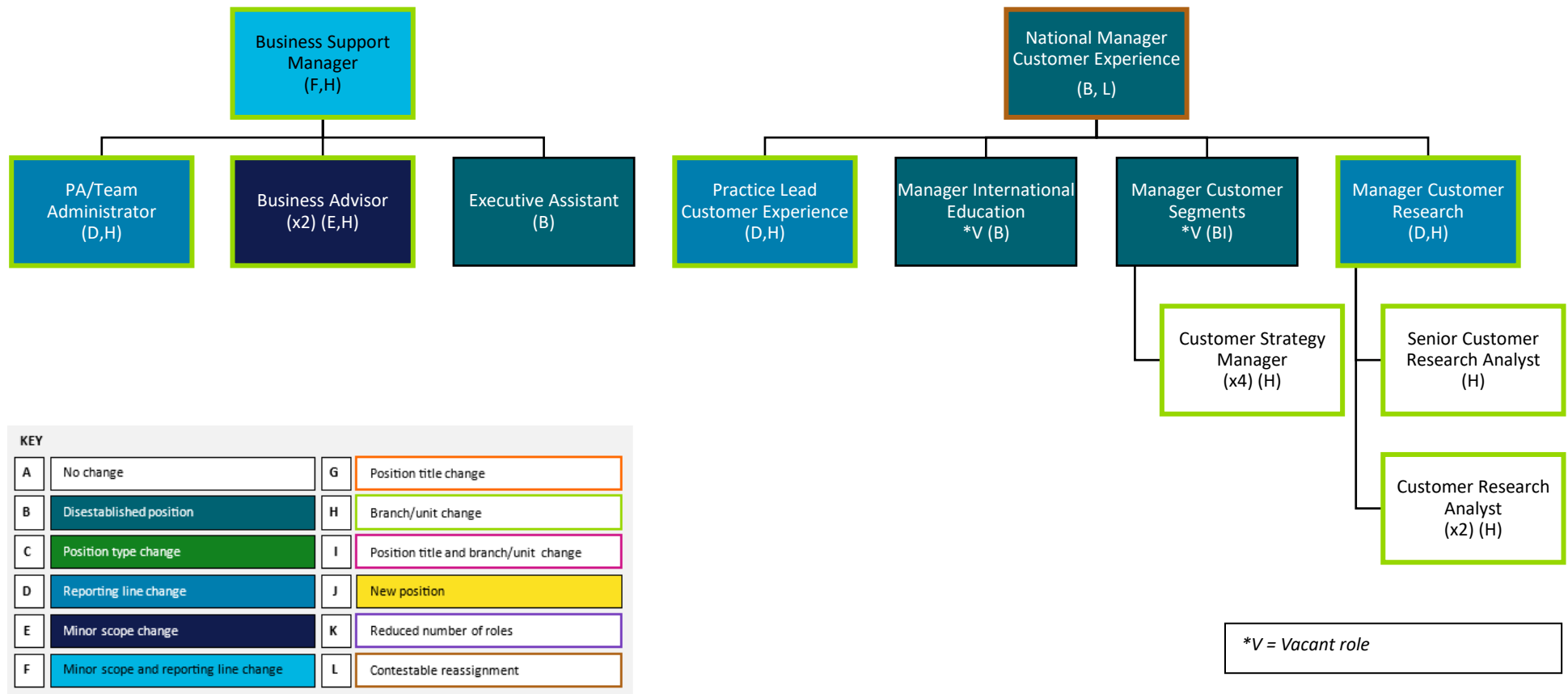
## Current organisational chart – Customer Branch



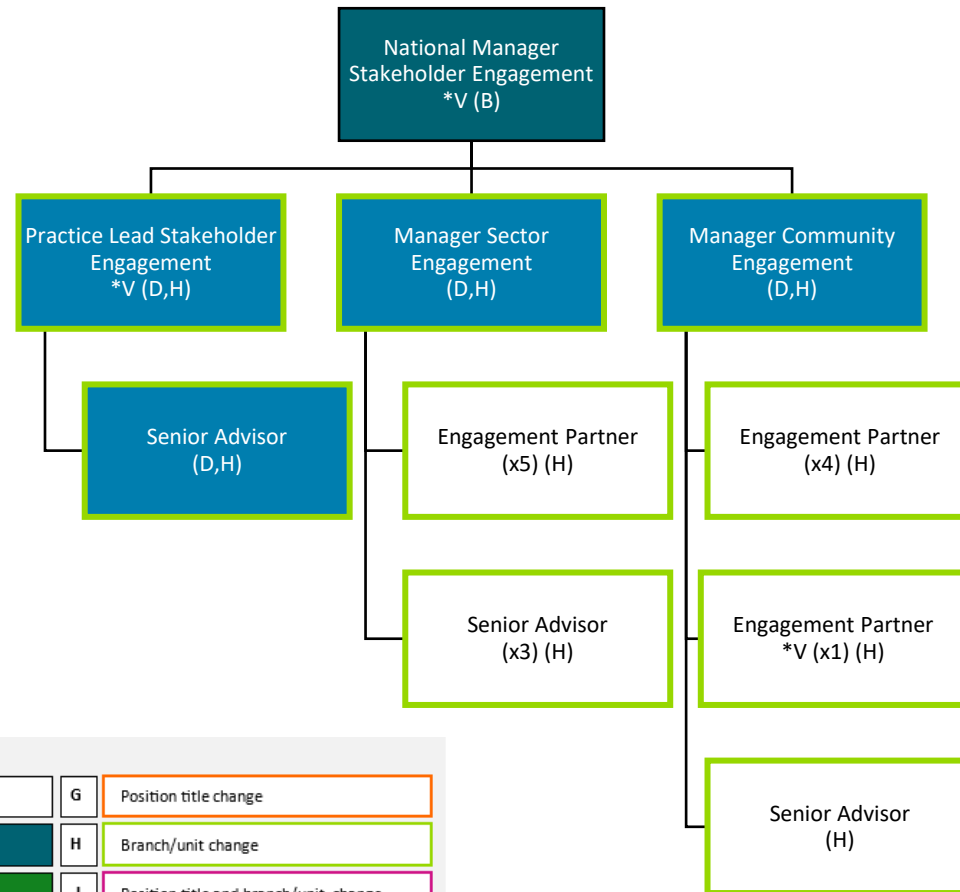
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



## Current organisational chart – Business Support and Customer Experience, Customer Branch



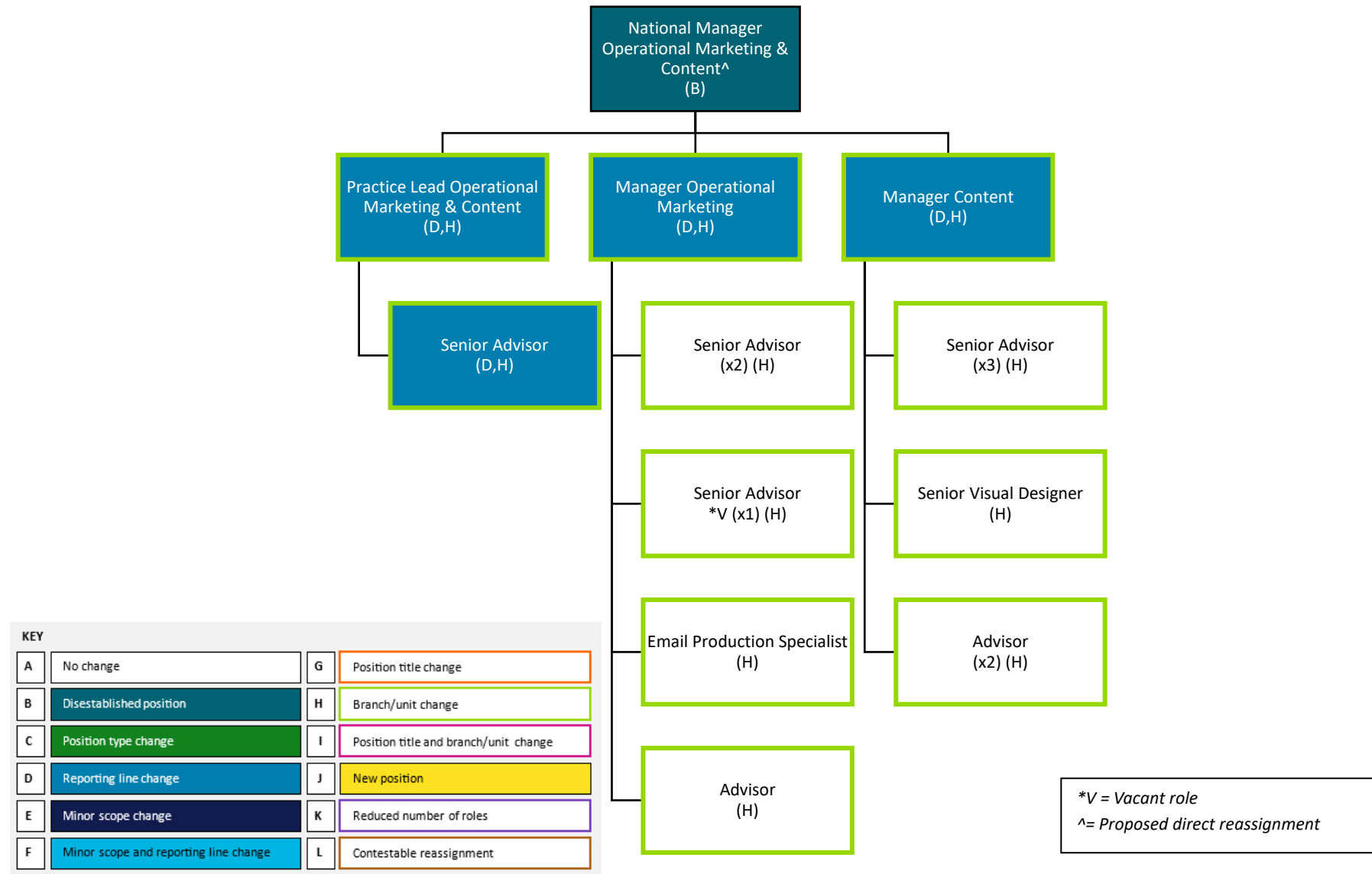
## Current organisational chart – Stakeholder Engagement, Customer Branch



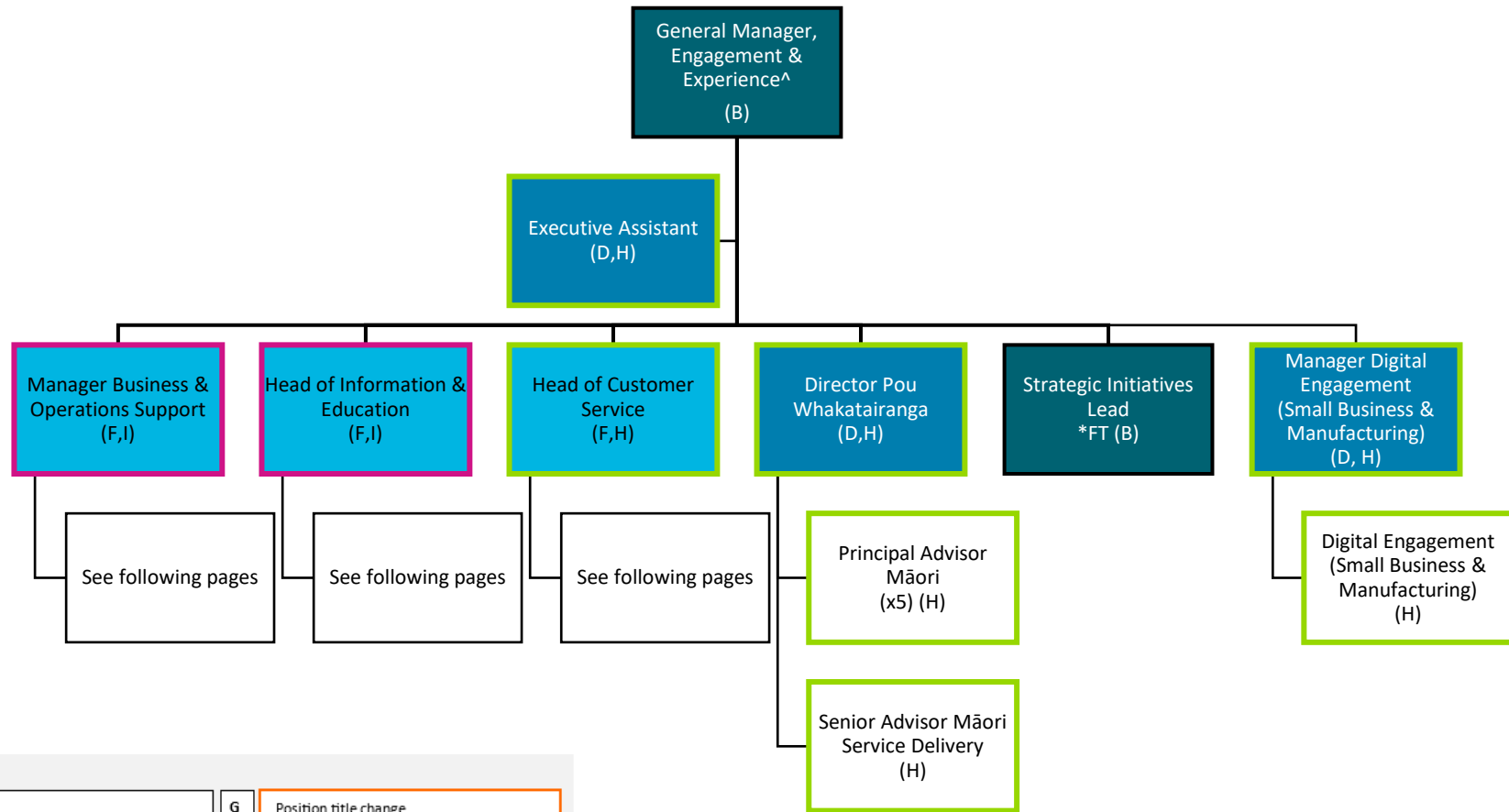
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

\*V = Vacant role

## Current organisational chart – Operational Marketing and Content, Customer Branch



## Current organisational chart – Engagement and Experience

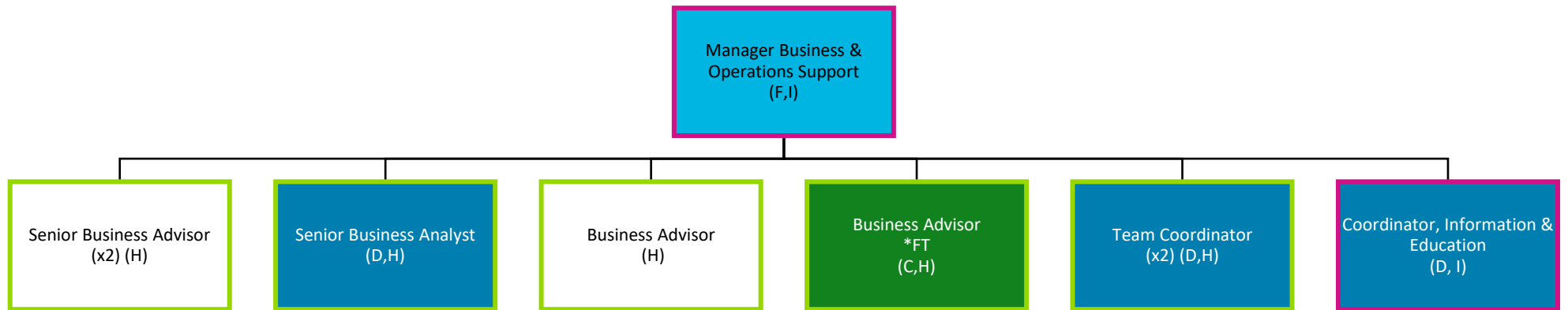


KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

\*FT = Fixed term

^= Proposed direct reassignment

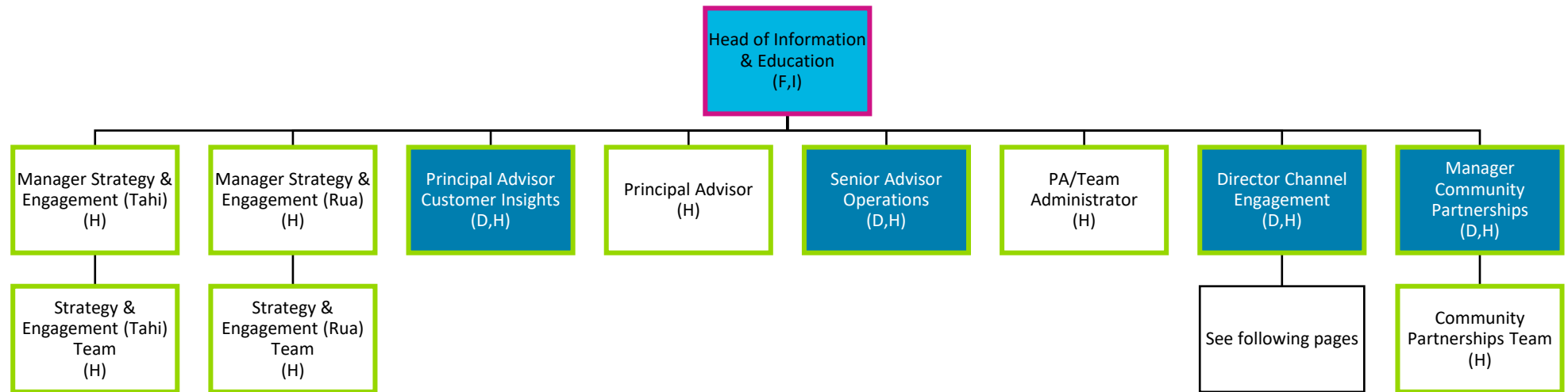
## Current organisational chart – Business and Operations support, Engagement and Experience



KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

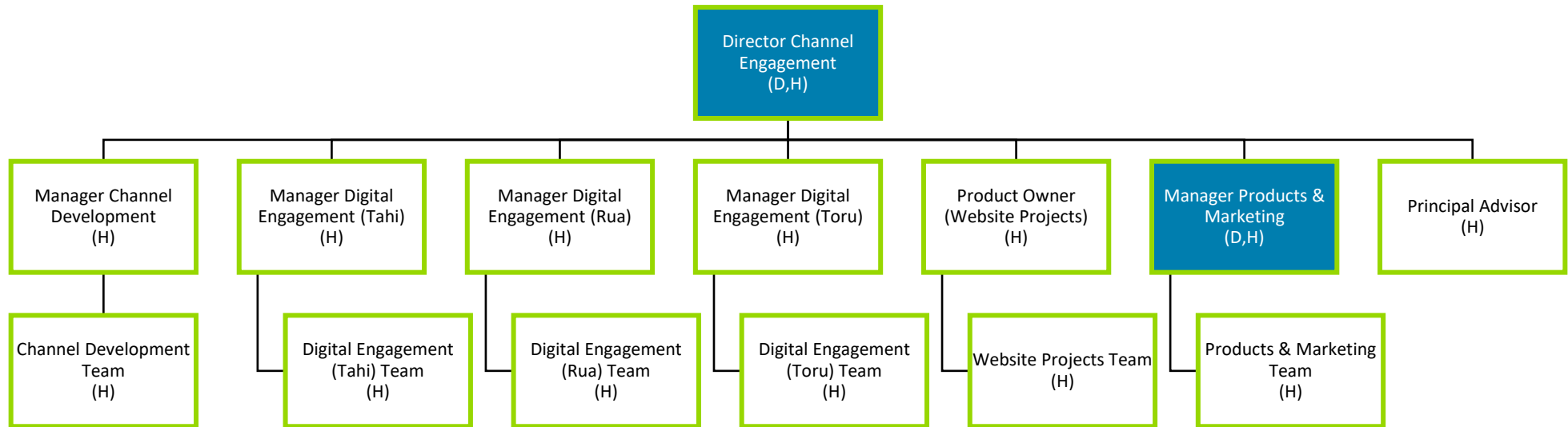
\*FT = Fixed term roles

## Current organisational chart – Information and Education, Engagement and Experience



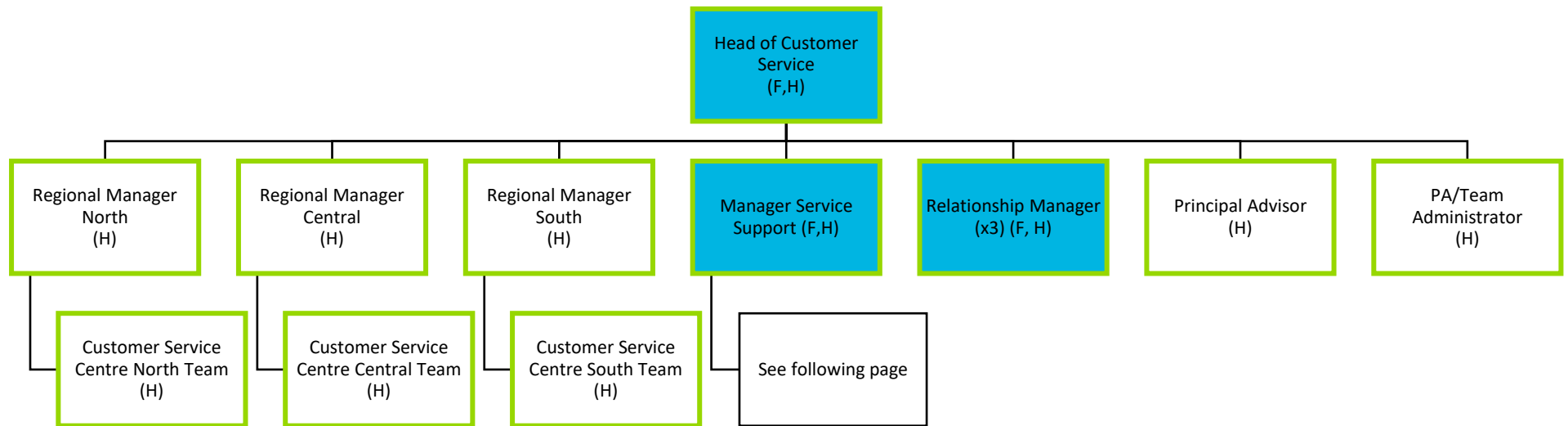
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

## Current organisational chart – Channel Engagement, Engagement and Experience



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

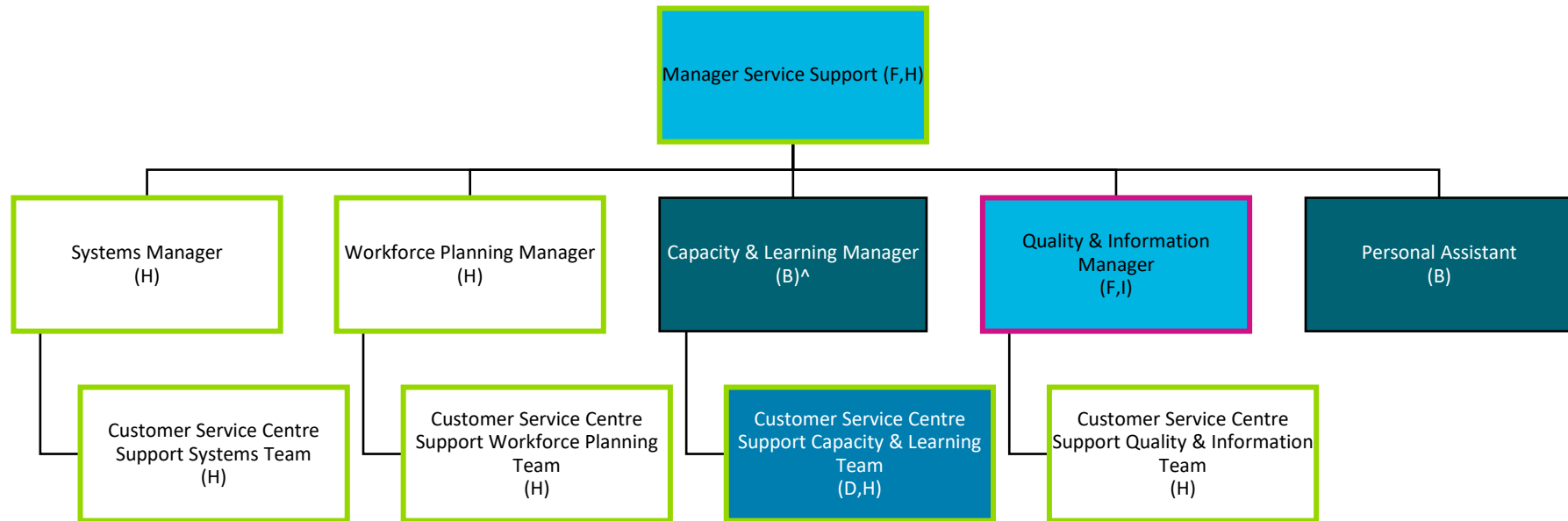
## Current organisational chart – Customer Service Centre, Engagement and Experience



KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment



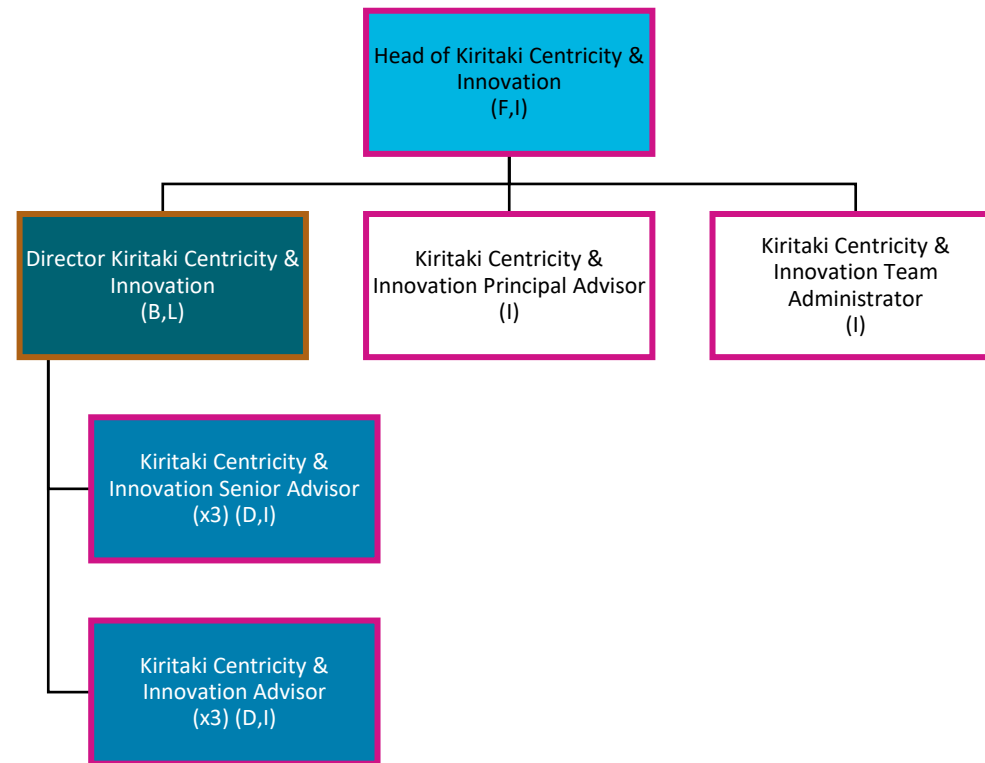
## Current organisational chart – Customer Service Centre Service Support, Engagement and Experience



KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

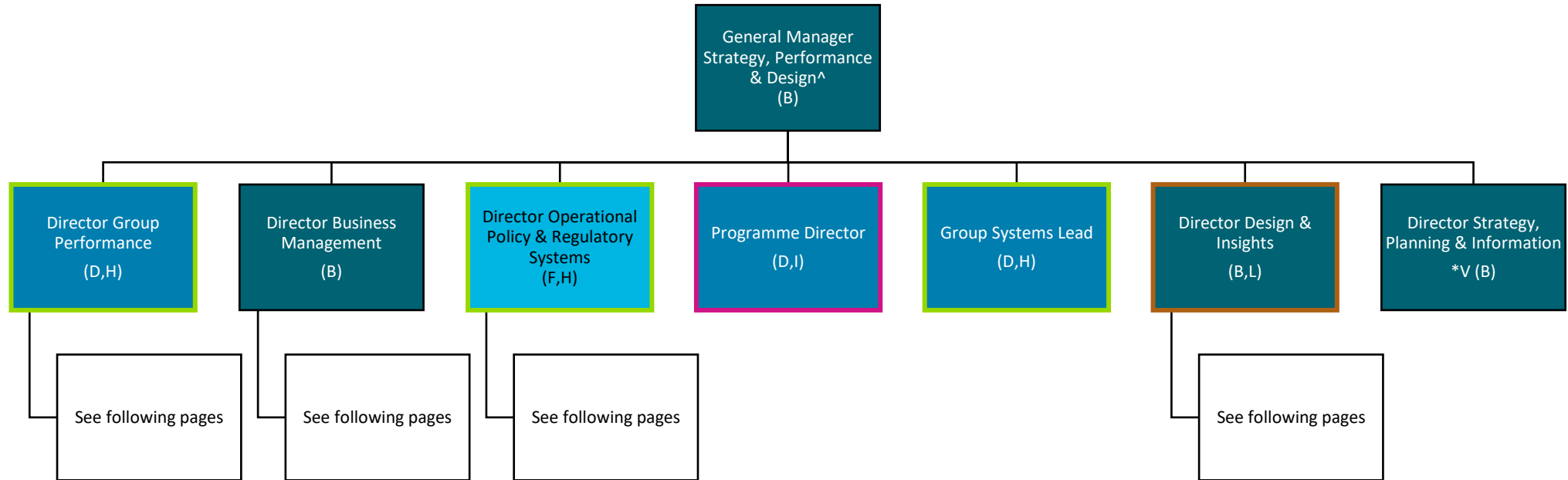
^ = Proposed direct reassignment

## Current organisational chart – Kiritaki Centricity & Innovation



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

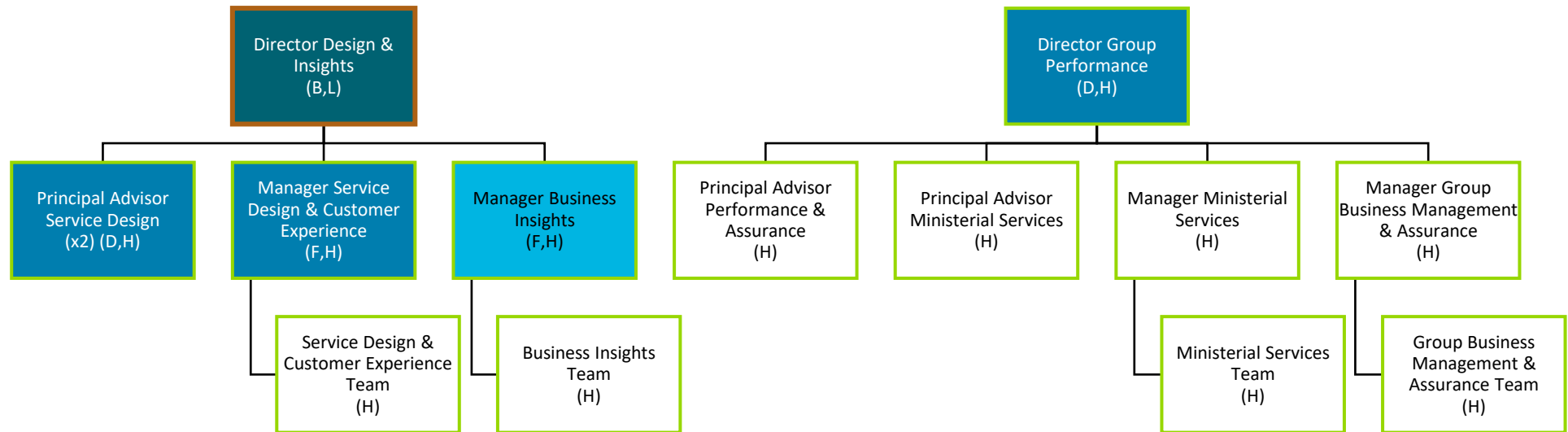
## Current organisational chart – Strategy Performance and Design



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

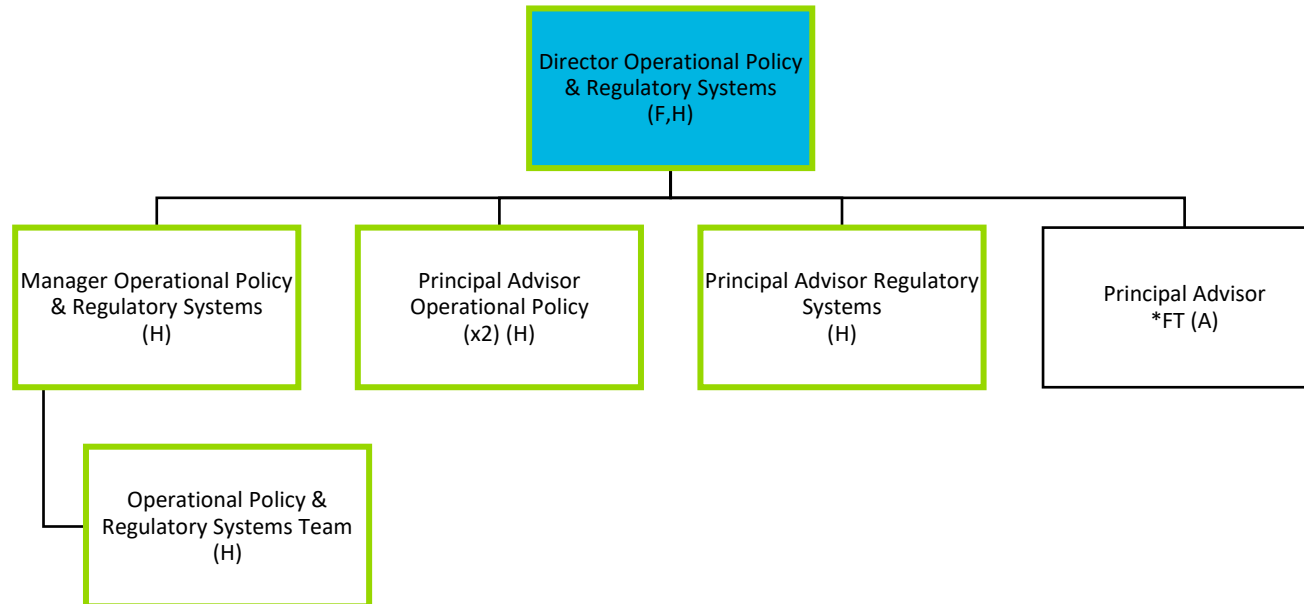
\*V = Vacant role  
^ = Proposed direct reassignment

## Current organisational chart – Design and Insights/Group Performance, Strategy Performance and Design



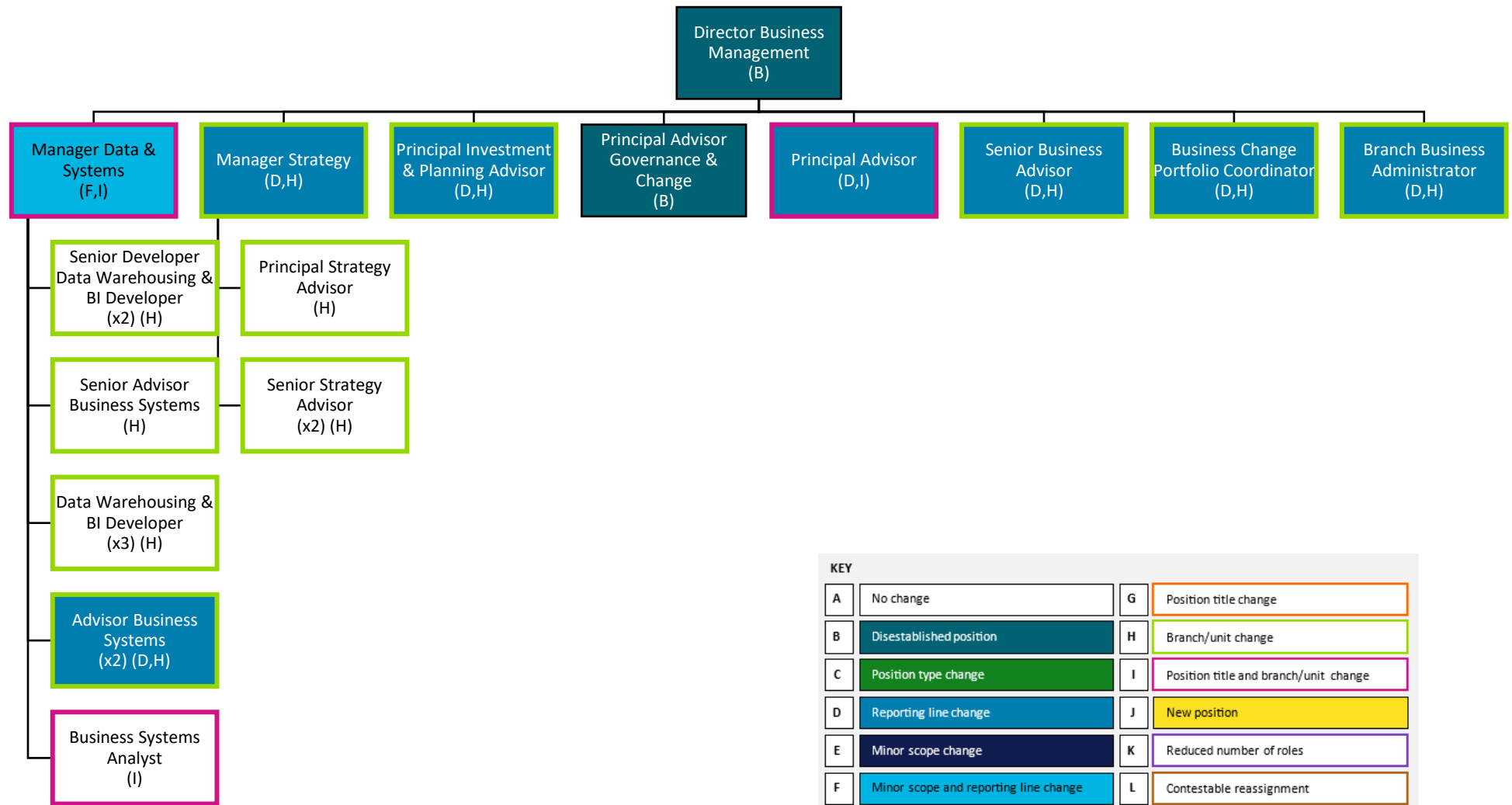
KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

## Current organisational chart – Operational Policy and Regulatory Systems, Strategy Performance and Design



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

## Current organisational chart – Business Management, Strategy Performance and Design



## Appendix 2: 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 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 - 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 take part in "**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.

### Affected status

If you are a permanent employee you would have affected status if, after final decisions are confirmed, your substantive position is disestablished and you are not reconfirmed or offered direct reassignment into a position. Please note, you would not be considered affected if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the "same local area" or region).

### 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 take part in “**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. It is proposed we will progress the selection process for any roles available as part of a contestable reconfirmation or reassignment process first followed by progressing the selection process for other available roles as set out below.

## 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. Refer to the “Recruitment for other existing MBIE vacancies” section below.
- 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 5 available position/s for which you are suitably qualified. Using the EOI form you would provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria 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.

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

Where applicable, a 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. There may also be instances where an assessment and decision can be



made based on the information provided in an applicant's EOI submission and no additional information or interview would be required.

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

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

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

## **Selection and Recruitment Timeline**

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.

## **Recruitment for other existing MBIE vacancies**

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 reach out to your People Leader at the earliest opportunity if you have any concerns 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 3: Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. Consider the people you feel most comfortable to reach out to for support as you navigate change, including your whānau – family, friends, kaimahi – colleagues, community and networks.

### Wellbeing support and resources

As you navigate and support others through change, remember that you can access the Employee Assistance Programme (EAP) which offers you and your whānau free, confidential counselling services.

- [Employee assistance programme](#)

In addition to EAP, there are a range of people and resources to support you at MBIE:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#) who can provide a confidential conversation and access to specialised advice.
- Connect with our [Employee-led Networks](#) which help MBIE people connect, engage and learn, and can advocate for the needs of their network members.
- Consider our [hauora wellbeing allowance](#) which enables you to claim a contribution towards the cost of health and wellbeing services.
- Call or text [1737](#) to access free counselling services.

### Learning support options

Focusing on your personal growth and development is a helpful way to direct your attention during times of change and uncertainty – to reinforce your skills and explore career interests.

There are plenty of resources and directories to explore within MBIE, including:

- [Learn@MBIE](#) – our central learning platform that holds many free e-learning courses, including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) – the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- [MBIE's library](#) – a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.
- Or reach out to People and Culture to discuss your development interests.

### Career development support

Our Employee Assistance Programme can assist with general career advice and is available for self-referral. This also includes budgeting and financial advice, personal development and coaching and personal legal advice.

- Learn more about EAP services: [Access support through EAP](#)
- Learn strategies for [navigating major life choices and transitions](#)