

# Te Whakatairanga Service Delivery

## Foundations for the Future

Final Change Decisions

March 2025

## Introduction from Suzanne Stew

Tēnā koutou,

Firstly, I would like to thank everyone who took the time to respond to the 'Te Whakatairanga Service Delivery Foundations for the Future' proposal. I am delighted by the level of interest, engagement and thoughtful consideration you showed.

We received feedback across many different platforms such as 'What Say You', direct emails, face-to-face discussions, a submission from the Public Service Association (PSA), my 'Ask Me Anything' session, and other Branch level webinars. In total, 626 people were able to attend my webinar, there were 114 email submissions, and 353 people visited 'What Say You' where you made 481 comments including 119 questions.

As I said in the proposal document, we needed your detailed feedback to get this right – and you stepped up to that challenge. Our final outcome is all the better for your input.

Overall, you supported the case for change and my desire to build upon our successes and expand and enhance our centres of expertise, whilst strengthening our customer centric approach and driving for greater efficiency and effectiveness.

Although the overall Leadership and Branch structure remains the same as the proposal, you will see many modifications within the branches which reflect your insight, feedback and suggestions.

Your input, coupled with further reflection on my part, means that I have changed my views on some of the detailed changes proposed. I hope that this document will provide you with a greater understanding of the changes that have been made to the original proposal, and how any decisions will affect you.

This document also outlines what happens next. As I said in my recent webinar, I want to work quickly and constructively to provide certainty for everyone impacted by this decision. I also heard that you are keen for us to simply put – get on with it.

The Senior Management Team and I will now turn our collective focus to the things we need to do to bring our new organisational structure and ways of working to life. Your ongoing support and engagement throughout implementation will be critical. Your feedback demonstrated that you have some amazing ideas and suggestions that we want to bring to life.

The first step will be working through the Expression of Interest (EOI) and any required follow-on recruitment processes as quickly as possible to give clarity to our people. Detailed information and support for the EOI process will be provided directly to relevant employees from 13 March 2025. Further information is also available on the [Te Whakatairanga Foundations for the Future SharePoint site](#).

Once again, thank you for your careful consideration of the proposal and for your feedback.

I am humbled by your unrelenting commitment to working together to deliver better outcomes for New Zealanders.

Thank you for all you do in service of New Zealand.

Ngā mihi nui



**Suzanne Stew**

Deputy Secretary, Te Whakatairanga Service Delivery

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# Overall Case for Change and Feedback Summary

As outlined in the change proposal, following on from the 'Foundations for the Future' changes announced by Carolyn Tremain in October 2024, we proposed a number of changes for Te Whakatairanga to ensure we are best placed to meet the needs of the government, our customers and the public we serve. The Proposal for Change sought to build 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 the best service and support for our customers well into the future.

In developing the original proposals, we kept the following design principles in mind:

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

We were also guided by our organisational values and strategies, and our role as a Treaty Partner and regulatory steward for multiple systems.

## What was proposed

While the overall Te Whakatairanga organisational structure has served us well, we recognised that there was an opportunity to build on this and evolve. To further stabilise our platform and deliver on our role as a customer focussed operational shared service, we proposed the following key changes:

- Establishment of two new shared service Branches:
  - **Customer Service Delivery Branch** – to act as MBIE's front door by focusing on the Customer Service Centre and Channel Engagement functions. We saw an opportunity to realise the full potential of these key customer communication channels; while ensuring we continue to support our people who are often customers' first contact with MBIE.
  - **Customer, Design and Innovation Branch** – to integrate our strategic customer focused capabilities and expand on centres of expertise, to drive further efficiencies and maximise our data and technology for enhanced delivery. It was proposed that this Branch would integrate the **Design and Marketing** function from Strategy & Assurance.
  - These new branches would be created through the integration and realignment of functions and capabilities from the Kiritaki team, and the Engagement & Experience, Strategy, Performance & Design and Customer Branches.
- Resource the development of an **Integrated Regulatory Compliance Strategy**, within the Market Integrity Branch, to inform the identification of and response to significant criminal non-compliance across our systems. This would be led by the Director Regulatory Environment.

- Realign **Standards New Zealand** within the Building & Tenancy Branch in recognition of the significant focus on the Building and Construction Sector.
- Integrate the **Temporary Accommodation Service and New Zealand Claims Resolution Services** into a single function with a fit for purpose structure that drives enhanced outcomes for our customers.
- Permanently establish the General Manager **Immigration Compliance and Investigations** role to continue to lead this function.
- Strengthen the **Office of the Deputy Secretary** and ensure alignment with other offices across MBIE by integrating our Group strategy and performance and business management functions.

While we continue to believe in the intent and design principles that guided the development of these proposed changes, we acknowledged from the outset that we wouldn't get it absolutely right. This is where your insights and well considered feedback has been critical. Thank you to everyone who took the time to read the document, discuss and analyse the proposed changes and provide your thoughts and suggestions. With your unique perspectives on our collective mahi, these valuable insights have helped us identify areas that could be improved and strengthened and as a result we have made a number of changes to the original proposal. This document sets out your feedback and the final decisions we have taken in response.

### Key feedback themes

There were an impressive 481 contributions on What Say You, with 119 questions asked. There was also a significant amount of feedback submitted via email, webinars (including my 'Ask Me Anything' session), in meetings, and through discussions with me directly and members of the Te Whakatairanga leadership team. We also received a valuable submission from the Public Service Association (PSA). I am incredibly grateful for the level of engagement and the quality of the submissions received. It was clear that many of you had put a great deal of thought and effort into your comments, questions and submissions which was incredibly helpful when it came down to making my final decisions.

This section provides a summary of the overarching feedback themes while the following sections confirm the decisions taken as a result.

Overall, your feedback recognised the need for change to stabilise our platform and position ourselves to effectively deliver on our role as a customer focussed operational shared service now and into the future. I was pleased that the vast majority of you recognised the enhanced value we are seeking to deliver to our customers by maximising our technology investments, expanding on existing centres of expertise, and establishing new centres of expertise. You showed support for the creation of new Customer Service Delivery and Customer, Design and Innovation branches to strengthen our Customer Centric approach and drive delivery efficiency and effectiveness. I also want to acknowledge all the detailed feedback provided about the grouping of functions and teams within these branches and I have responded to your feedback later in this document.

I also think it is important to stress that while we have sought to integrate existing roles and teams and minimise impacts to our people, we are creating two new branches and you have expressed that, by nature, this has an impact. I see the creation of these branches as a step to further build on all your achievements, as opposed to the change being intended as a merger or takeover. I look forward to leveraging the collective expertise of these new functions to deliver enhanced and innovative solutions and services.

It was also clear that you were interested in more detail about how these proposed shifts would be operationalised and how the new Branches and centres of expertise would work in a more integrated and collaborative manner – both from the outset, and over time.

I appreciate that change can be unsettling and that at times consultation can be frustrating because we are focussed on seeking your feedback and input as opposed to being able to provide detailed answers to every question. I want to reassure you that your feedback has been crucial for informing my final decisions and your questions have influenced our initial priorities for implementation to ensure a successful transition.

Many of you wanted to understand how these changes would impact the scope and focus of specific teams and roles, and in some cases, you wanted us to drive for further structural integration. We also received a number of questions regarding the proposed leadership layers and naming conventions applied across the Group. As a large operational shared service, I acknowledge that Te Whakatairanga has more organisational tiers than some of the other Groups across MBIE however, like Immigration New Zealand, this is reflective of the size and scope of our responsibilities and the workforce required to deliver these services. Our naming conventions are also reflective of our Group context, the structure of the Branch, the specific nature of the role, and are informed by MBIE's job evaluation process.

Under these final decisions, existing teams will largely retain their current scope but be exposed to different approaches, different regulatory systems, methodologies, skills and experiences which, over time, will inform the development of more integrated ways of working and career development. While we recognise the value in consistency, we have decided to retain the majority of existing position titles and descriptions within confirmed centres of expertise to minimise impacts to our people and ensure continuity in service delivery. I remain open to minor variations in position and team names to ensure that the new structure works for our customers and people, and would ask that teams explore this further as part of the implementation phase. For clarity, it is not anticipated that these decisions will result in the need for the Senior Management Team to conduct significant follow-on change processes however, we acknowledge that there will always be a level of change in our environment as public servants. While we can't prevent that, and in some cases as illustrated by your feedback, we need to change to evolve and reap the benefits of enhanced integration as we evolve, we can ensure we are as transparent as possible as we move through it.

Through feedback, some of you shared your personal perspectives and experiences of previous organisational change and signalled that you are change fatigued. I acknowledge that this process may have been challenging and unsettling for many of you and it is important that you know how grateful I am for your professional engagement and commitment to delivery throughout. I know you are here to make a meaningful difference to New Zealand every day and this shared purpose binds us together. I was pleased that many of you recognised that this proposal was not about change for changes' sake, but about building on the best of what we collectively have achieved, and I thank you again for your valuable contribution to that vision.

Feedback themes specific to each change proposal can be found under that section along with our response, and the final decisions. This will allow you to understand how your feedback was considered and how this has influenced the final decisions. It should be read in conjunction with the final structure charts at the end of each section.

# Implementation and Embedding Change

Transition, implementation, and embedding are phases which happen after a final decision is made. These phases focus on the critical things we need to do to bring our new organisational structure and ways of working to life.

## Understanding confirmed changes to your position

You can see the confirmed changes to your position by reading through the final decisions related to each proposal and viewing the confirmed organisational charts. There is a summary at the [end of this document](#) which sets out the confirmed changes to individual positions, and the new positions. There is also a summary table with more detail about the confirmed changes to reporting lines, position titles and minor changes in scope on the [Te Whakatairanga Foundations for the Future SharePoint site](#).

If your position is impacted by final decisions, you will receive a letter confirming how you are impacted and what the next steps are. If the final decision confirms minor changes to your substantive position, your People Leader or your General Manager will discuss the practical timing of these changes with you. Please note that for minor changes these letters will be distributed from the 12 March 2025 following the final decision announcement.

The confirmed change process, which determines how we classify impact to our people based on the impact to their position, and provides further detail on the Expression of Interest (EOI) and selection process for people affected through this change, is included as [Appendix 1](#).

## Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your People Leader or email [TWSDChange@MBIE.govt.nz](mailto:TWSDChange@MBIE.govt.nz). These decisions have been shared with the Public Service Association (PSA) and NUPE.

## Implementation of our new structure

The Expression of Interest (EOI) process, including contestable reassignment, will start from 13 March 2025. Information on EOIs will be published on the [Te Whakatairanga Foundations for the Future SharePoint site](#), along with new or amended position descriptions, noting that some have been updated in response to feedback.

Information will also be emailed directly to relevant employees to ensure they have detailed information about the EOI process, and where to go with any questions. The EOI application process will be open from 13 March to 19 March 2025.

Once EOI applications have closed, they will be reviewed. Those who have applied for roles available through a contestable reassignment process will proceed directly to interview.

Applications for the new positions available as part of the broader EOI will be shortlisted against the selection criteria outlined in the position description and on the [Te Whakatairanga Foundations for the Future SharePoint site](#). We anticipate that if required, interviews will take place between 24 March and 11 April 2025. We will try to reduce the number of interviews required as much as possible.

I will work with People Leaders to confirm outcomes of the EOI process as quickly as possible to give clarity to our people. If any new positions remain vacant after this process, we will start recruiting into these roles. Similarly, should a position receive no applications as part of the EOI process, we will commence recruitment into these as soon as possible.

There are a number of confirmed title and/or reporting line changes. These may take some time to be processed through our systems, so may not all be visible on the date of go-live, but they will take effect as soon as practicable.

## Implementation timeline

Activity	Indicative Timeframes
Final decision released	Wednesday 12 March
Expressions of interest (EOI) application period	Thursday 13 March to Wednesday 19 March
EOI information and drop-in support session	Thursday 13 March
EOI selection process and confirmation of outcomes	From Monday 24 March
'Go-live' of new structure	Tuesday 1 April

## Embedding change

My expectation is that we will start embedding the confirmed changes as soon as possible from now through to the 'go-live' of the new structure.

I recognise that there is a significant amount of activity and detailed planning required to get to day one successfully and then beyond. It is my expectation that my Senior Management Team will now focus collectively on the transition and change management activities required to ensure that this move is managed in a structured way and addresses all the critical elements raised throughout your feedback. The General Managers will communicate regularly on the progress of this work and will provide opportunities for engagement and input where appropriate.

To be clear, this means that not everything will be perfectly in place from day one and at least initially this change may not look or feel very different. Teams will continue to remain in their existing locations, our existing systems and processes will stay the same, and current mechanisms for co-ordination will initially remain.

We will work as quickly and constructively as possible through the EOI process to provide certainty to those significantly impacted by these decisions and to ensure that the new leadership roles are filled.

Work to amend existing or establish new operating models and processes will continue after the new structure takes effect. This is to ensure we take time to establish, test and adjust the various governance mechanisms, feedback loops, triage, coordination and hand over points required to guarantee service continuity and ensure that we effectively meet the needs of the Government, our customers, and the public we serve.



# Proposal 1 – Leadership and Branch Structure

## Summary of changes proposed

Since the formation of Te Whakatairanga, we have taken on additional accountabilities and responsibilities from both a regulatory and enterprise perspective through the creation of centres of expertise and enhanced integration to improve customer centric service delivery. Following on from decisions made through *'Foundations for the Future'* we identified a clear opportunity to evolve and optimise our leadership team and branch-level structure to achieve our design principles.

As such, the following key changes were proposed:

- Establish a new General Manager Customer Service Delivery to lead the new branch and directly reassign the General Manager Engagement and Experience in recognition of the skills, knowledge and experience required.
- 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.
- 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.

- Establish an integrated centre of expertise for customer centric innovation, service design and customer experience thinking under the leadership of the repositioned Head of Kiritaki Centricity and Design.
- Reposition the Director Regulatory Environment to report to the General Manager Market Integrity to lead the development of an Integrated Regulatory Compliance Strategy.
- Realign the Standards New Zealand function within the Building and Tenancy Branch in recognition of the significant focus on the Building and Construction Sector.
- Reposition the General Manager Employment Services, with a minor change in scope, to lead the provision of corporate services to the independent Remuneration Authority on MBIE's behalf with relationship management still maintained by the Deputy Secretary. For clarity, while the Executive Director is employed by MBIE, as described in Section 11 of the Remuneration Authority Act 1977, they report to the Chair of the Remuneration Authority.
- Establish a new Head of Office for the Deputy Secretary and strengthen the office by integrating our Group strategy and performance and business management functions.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title, branch and scope. Further detail on the changes originally proposed can be found in the [Te Whakatairanga Service Delivery Foundations for the Future – Proposal for Change](#).

## Your feedback on Proposal 1

The following table summarises key feedback we received about Proposal 1, our responses and final decisions.

Feedback themes		Response
<b>Overall Support</b>	<ul style="list-style-type: none"> <li>Your feedback demonstrated an overall understanding and appreciation of the case for change at a leadership and overall branch structure level. Feedback reinforced your acceptance of the desired outcomes of the two new branches and revised leadership scope.</li> <li>You wanted more information on the implementation plan and how things would work in practice and how existing relationships would be maintained when there are changes to current reporting lines.</li> </ul>	<ul style="list-style-type: none"> <li>It is great that there is an understanding of the opportunities and benefits presented by this change. Your feedback demonstrated that you understood our desire to build integration, collaboration, and expand on centres of expertise; and to further drive efficiency, effectiveness, and enhance customer-centric approaches.</li> <li>You also recognised the emerging opportunities that exist for our group, to deliver enhanced value to our customers by leveraging our collective data and insights, maximising our technology investments and continuing to grow our people capability and engagement by providing suitable career pathways where they are supported to succeed and bring their whole selves to work.</li> <li>As a result, we have confirmed the majority of proposed changes to the leadership team and branch structure including the core of the proposal which was the establishment of the Customer Service Delivery and Customer, Design and Innovation Branches through the redistribution and integration of the existing Kiritaki team and the Customer, Engagement and Experience and Strategy, Performance and Design Branches.</li> <li>While there was overall support for the leadership and branch structure, detailed feedback was provided on specific aspects of the proposal which has resulted in some changes to the original proposal. These can be found under each section along with our response, and the final decisions.</li> <li>Many of you expressed desire for further information on how the structures would work in practice, and how we will manage through the inevitable period of transition to the new structure. As previously stated, we will start embedding the changes as soon as possible and the Senior Management Team will now focus collectively on the transition and change management activities required to ensure that this move is managed in a structured way that addresses all of the critical elements raised through your feedback.</li> </ul>

<b>Kiritaki Centricity and Service Design</b>	<ul style="list-style-type: none"> <li>• Overall, there was support for the creation of a centre of expertise by bringing together service design, customer experience and enterprise customer centricity to reinforce our customer centric approach and further the Government's priority to better service our customers.</li> <li>• Concerns were raised with the proposed structure and in particular the inclusion of both a Head of Kiritaki Centricity and Design and Director Kiritaki Centricity and Design. Your feedback expressed a view that there wasn't the need for both leadership roles and the structure appeared unbalanced and had the potential to impact existing career pathways and development by including what was perceived.</li> </ul>	<ul style="list-style-type: none"> <li>• It is great that there was recognition of the value of this centre of expertise and the opportunity to leverage the different approaches and disciplines to create even better customer outcomes.</li> <li>• We agree with the feedback that we did not have the structure correct for this function and have amended this accordingly to better balance the leadership. This will ensure these teams retain their ability to engage appropriately across MBIE and various regulatory systems. We also agree with the suggestion to rename the function as Kiritaki Centricity and Service Design.</li> <li>• As a result, and following engagement with those directly affected, the existing Head of Kiritaki Centricity and Innovation will be disestablished, and a new Director Kiritaki Centricity and Service Design will be established reporting directly to the General Manager Customer, Design and Innovation with responsibility for the integrated centre of expertise. This position will be filled via a contestable reassignment process.</li> <li>• Refer to Proposal 3 for further detail on the feedback and responses in relation to this function.</li> </ul>
<b>Standards New Zealand</b>	<ul style="list-style-type: none"> <li>• Your feedback on the proposed shift of the Standards New Zealand function to the Building and Tenancy Branch raised a variety of concerns which are summarised below.</li> <li>• There was a concern that this proposal did not reflect that building and construction is only one sector that we develop standards for. There was a concern that this could cause a misconception the Standards New Zealand primarily serves the building and construction sector and a create perception that they were insufficiently independent.</li> <li>• Your feedback questioned the requirement for further change in the future as a result of this proposal because the current government funding for development across the building and construction sector is limited and time bound.</li> <li>• Questions were also raised as to how those services integrated as part of the 2024 Market Integrity change process would be delivered under this proposal. For</li> </ul>	<ul style="list-style-type: none"> <li>• Your feedback on this proposal was thorough and gave me a lot to consider and weigh up. While I still believe there is benefit to Standards New Zealand being positioned within the Building and Tenancy Branch, which also has a broader scope than just the building and construction sector, and that many of the perceived conflicts could be managed.</li> <li>• As a result, we have decided that this proposal will not be progressed and there will be no change to the reporting line for the Standards New Zealand function.</li> </ul>

	<p>example, administrative support, finance support and quality assurance.</p> <ul style="list-style-type: none"> <li>• As an alternative, your feedback proposed that Standards New Zealand should either remain with Market Integrity, as this Branch has a wider scope (i.e. across a number of industries, sectors, regulatory systems and portfolios) or that the Business and Consumer Branch would be a better fit and position Standards New Zealand with functions such as Consumer Services and IPONZ both of which already engage with a wide range of sectors.</li> </ul>	
<b>Integrated Regulatory Compliance Strategy</b>	<ul style="list-style-type: none"> <li>• Your feedback demonstrated support for the development of an Integrated Regulatory Compliance Strategy and recognition of the potential benefits for New Zealand.</li> <li>• In recognition of the strategic importance of this work, we received feedback that the Director Regulatory Environment should report directly to the Deputy Secretary or as an alternative maintain a dotted reporting line.</li> </ul>	<ul style="list-style-type: none"> <li>• We are excited about the potential impact that this strategy will have as it enables the establishment of a truly integrated view of our regulatory risk and of those seeking to exploit our systems and New Zealand.</li> <li>• Following consideration of your feedback, we have confirmed that while the Director Regulatory Environment will continue to operate across our Group and the wider organisation, this role will report to the General Manager Market Integrity, given the branch's responsibility for achieving reliable, responsive, cost effective and cross-cutting regulatory infrastructure underpinning our markets.</li> <li>• However, in recognition of the leadership expectations for this role and critical nature of the work, a dotted reporting line to the Deputy Secretary Te Whakatairanga Service Delivery will be retained.</li> </ul>
<b>Provisions of support to the independent Remuneration Authority</b>	<ul style="list-style-type: none"> <li>• We received feedback that the proposal for change did not accurately reflect and acknowledge the independent nature of the Remuneration Authority and the Executive Director, as described in Section 11 of the Remuneration Authority Act 1977.</li> </ul>	<ul style="list-style-type: none"> <li>• We acknowledge the inaccurate representation of the Remuneration Authority's relationship with MBIE in the proposal for change. For clarity, while the Executive Director is employed by MBIE, as described in Section 11 of the Remuneration Authority Act 1977 they will continue to report to the Chair of the Remuneration Authority.</li> <li>• In recognition of the system-wide importance of the Remuneration Authority no changes will be made to the reporting arrangements however, day to day operational matters will be managed directly between the Executive Director and the Head of Office for the Deputy Secretary.</li> </ul>

## Confirmed changes

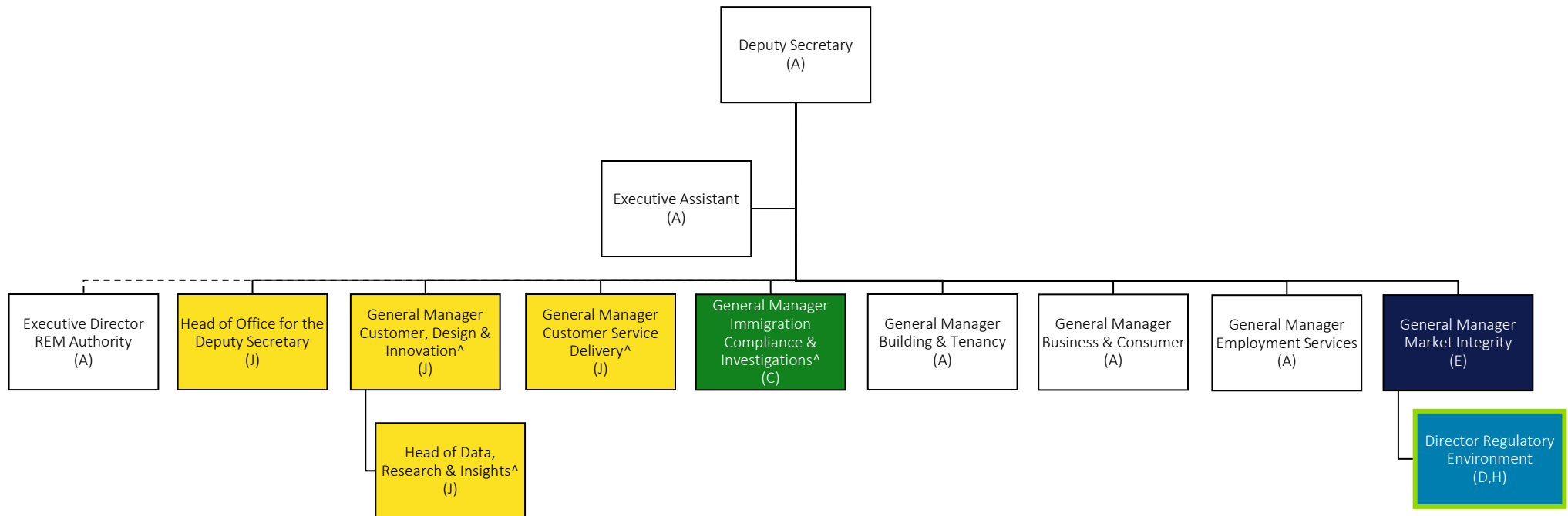
After careful consideration of the feedback received, the final decisions relating to Proposal 1 are as follows:

- Disestablish the General Manager Engagement and Experience.
- Establish a new General Manager Customer Service Delivery and 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 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 Data, Research and Insights reporting to the General Manager Customer, Design and Innovation and directly reassign the General Manager Customer in recognition of the skills, knowledge and experience required.
- Disestablish the Head of Kiritaki Centricity and Innovation. **[Change from proposal]**.
- Change in reporting line for the Director Regulatory Environment to the General Manager Market Integrity. In recognition of the leadership expectations for this role and critical nature of the work, a dotted reporting line to the Deputy Secretary Te Whakatairanga Service Delivery will be retained. **[Change from proposal]**.
- Minor change in scope for the General Manager Market Integrity based on the change of reporting line for the Director Regulatory Environment.
- Establish the currently fixed term General Manager Immigration Compliance and Investigations on a permanent basis and directly reassign the existing General Manager in recognition of the skills, knowledge and experience required.
- 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.

## Confirmed organisational chart – Leadership Team & 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

^ = direct reassignment



## Proposal 2 – Customer Service Delivery Branch

### Summary of changes proposed

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.

The establishment of the new Customer Service Delivery Branch as MBIE's front door was proposed to further Te Whakatairanga's role as a customer-focused operational shared service where leadership has dedicated capacity to deliver such an evolution, on top of continually reviewing and revising the services that this branch could provide in line with MBIE's strategic direction.

As such, the following key changes were proposed:

- Establish a new General Manager Customer Service Delivery to lead the new branch which aligns the existing Customer Service Centre and Channel Engagement functions under a revised leadership structure.
- Establish a new Strategic Initiatives Implementation Lead to identify, scope, plan, design and manage the implementation of new or extended services or improvement projects across the branch.
- Realign the Service Support function, to report directly to the General Manager and over time, enable them to work across the branch not just the Customer Service Centre.
- Ensure that the quality, information management and training functions remain close to our people within the Customer Service Centre.
- Reposition the Business and Relationship Management function to work across the new branch and integrate the Customer Service Centre Relationship Managers.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title, branch and scope. Further detail on the changes originally proposed can be found in the [Te Whakatairanga Service Delivery Foundations for the Future – Proposal for Change](#).

## Your feedback on Proposal 2

The following table summarises key feedback themes we received about Proposal 2, our responses and final decisions.

Feedback themes		Response
<b>Overall Support</b>	<ul style="list-style-type: none"> <li>Overall, your feedback expressed support for the establishment of the Customer Service Delivery Branch with a more targeted focus on customer delivery channels and the reinforcement of the valuable relationship between Channel Engagement and our Customer Service Centre.</li> <li>Your feedback also provided suggestions on how we might best position this Branch to leverage new and emerging technology such as the Genesys Cloud platform.</li> </ul>	<ul style="list-style-type: none"> <li>It was great that you recognised the value of this proposal and opportunity for a more dedicated leadership focus to improve the experience of our customers and our people. By taking a more integrated approach and by unleashing the potential of new technology such as artificial intelligence, this will enable our people to do what they do best: deliver information and support that so our customers can get on with their lives.</li> <li>As a result, we have confirmed our decision to split the existing Engagement and Experience Branch and establish this new Branch. Please note that in recognition of your feedback, several changes have been made to the proposal and are summarised throughout this section.</li> <li>We look forward to working with everyone across this new Branch as part of implementation to explore your suggestions for ongoing improvement and enhancement to our functions.</li> </ul>
<b>Leadership Position Titles</b>	<ul style="list-style-type: none"> <li>Your feedback pointed out the potential overlap and confusion in position titles across the Leadership team of this new proposed Branch. With a General Manager Customer Service Delivery, Head of Customer Service and a Manager Service Support, it was not necessarily clear who would be responsible for what.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that the proposed position titles across the leadership team is confusing and as a result we have made a number of changes. We will retain the General Manager Customer Service Delivery title and will alter the Head of Customer Service position title to Head of Service Centre.</li> <li>In addition, as set out in further detail below, the Director Channel Engagement will be changed to Director Online Channels to better reflect the responsibilities of the team and differentiate them from the engagement functions within the Customer, Design and Innovation Branch.</li> <li>We acknowledge your suggested changes across a number of other roles for greater consistency. This is something we will commit to exploring further with you as part of the implementation and transition process.</li> </ul>
<b>Service Support Resourcing and Relationship with the Service Centre</b>	<ul style="list-style-type: none"> <li>Your feedback was supportive of the additional resourcing proposed for this function however, some of you felt this did not go far enough to address current capacity and capability gaps.</li> <li>Some of you also voiced some concerns about the risk of splitting this function from the Customer Service Centre.</li> </ul>	<ul style="list-style-type: none"> <li>It was great to see support for this function as we work to mature our capability to utilise the full potential of the Genesys Platform. It will be important for this function to work closely with our colleagues in the Customer, Design and Innovation Branch and business partners in the</li> </ul>



		<p>Corporate and Digital Shared Services Group, however, we commit to reviewing the capability and capacity required to support the Branch.</p> <ul style="list-style-type: none"> <li>• We agree that the Service Support function needs to remain close to the Customer Service Centre, however, this shift recognises that over time, it will also need to service other parts of the Branch. It is the role of the Branch leadership team to ensure each team works seamlessly with each other.</li> <li>• Following consideration of your feedback, we have decided that the Service Support function will report directly to the General Manager and at this point in time, no additional positions will be established beyond the proposal.</li> </ul>
<b>Service Support – Product Owner</b>	<ul style="list-style-type: none"> <li>• Your feedback expressed support for proposal to establish a dedicated Product Owner (Genesys Cloud) as you felt this would enable us to maximise our investment and enhance data collection.</li> <li>• We received feedback that the proposed position description combined strategic product ownership with extensive operational duties and there was a concern that this would create a risk of strategic initiatives being overwhelmed by daily operational demands.</li> <li>• We also received feedback suggesting that the Product Owner alone would not address the capability and capacity gaps.</li> <li>• Feedback noted a community of practice should be established for all Product Owners across Te Whakatairanga and the need to work closely with the proposed Business Operations function within the Customer, Design and innovation Branch to be aligned with best practice in how they work with their stakeholders and manage their products.</li> </ul>	<ul style="list-style-type: none"> <li>• We agree with your feedback and as a result, we have confirmed our decision to establish the Product Owner (Genesys Cloud) as proposed.</li> <li>• We have reviewed the Product Owner position description to address your feedback where appropriate, and as signalled above, will continue to review resourcing requirements</li> <li>• We agree that this role will need to establish key relationships across Te Whakatairanga and the wider organisation to ensure consistency of practice. This will be a key expectation for the role and the suggestion for a community of practice can be explored as part of the implementation phase once the role is filled.</li> </ul>
<b>Service Support – Principal Advisor</b>	<ul style="list-style-type: none"> <li>• While overall your feedback was supportive of the proposal to establish a Principal Advisor within the Service Support function, you questioned why this was proposed to be fixed term given the breadth of work required.</li> </ul>	<ul style="list-style-type: none"> <li>• The role was proposed on a fixed term basis in recognition of the immediate support required by the Manager Service Support and wider function to implement the changes proposed, while at the same deliver a number of technology projects.</li> <li>• Following consideration of your feedback, we have confirmed this as a fixed term position but undertake to review resourcing requirements across this team as signalled above.</li> </ul>

<b>Service Support – Workforce Scheduler</b>	<ul style="list-style-type: none"> <li>• Feedback on the proposed establishment of a Workforce Scheduler was mixed. While you were pleased to see an investment in this function, some of the feedback received questioned whether this role was the priority and noted that to ensure we are able to benefit from the proposed Workforce Scheduler, we first needed to implement the recommendations from the Datacom review.</li> <li>• We also received feedback on the proposed position description and questions regarding the potential overlap with the current Workforce Analyst responsibilities.</li> <li>• As an alternative to the Workforce Scheduler, we received suggestions to create a Workforce Reporting Planner/ Analyst or a Real Time Analyst instead.</li> </ul>	<ul style="list-style-type: none"> <li>• The Workforce Scheduler role was intended to support the team both now and, more importantly, in the future when different types of work and services transition into the Customer Service Centre.</li> <li>• We agree that implementing the recommendations of the Datacom review is essential and we are pleased that a significant portion of these have already been implemented or are a work in progress. Ensuring a solid process foundation that is consistently followed, along with improving communication between teams, remains a priority.</li> <li>• Following consideration of your feedback, we have decided that further work and engagement is required to understand our priority capability and capacity gaps. This means that we will not establish the Workforce Scheduler position at this time and as signalled above, we will continue to review our workforce requirements.</li> </ul>
<b>Senior Business Analyst – Service Support</b>	<ul style="list-style-type: none"> <li>• Overall, there was support for the proposed change in reporting line for the Senior Business Analyst from the Manager Business and Relationship Management to the Manager Service Support.</li> <li>• This change was viewed as enabling more streamlined reporting, however, your feedback also noted that it should be supported by a full analysis of current reporting requirements.</li> </ul>	<ul style="list-style-type: none"> <li>• We agree with your feedback and as a result, we have confirmed our decision to change the reporting line for the Senior Business Analyst to the Manager Service Support.</li> <li>• We agree that we need to review our reporting needs and those of our business partners, and we commit to doing that as part of the implementation and transition phase of activity.</li> </ul>
<b>Service Centre Learning and Development</b>	<ul style="list-style-type: none"> <li>• Your feedback recognised the importance of learning and development to the effective and efficient operation of the Customer Service Centre and for the career development of our people.</li> <li>• While overall there was support for this team to remain close to our people as opposed to moving with the Service Support function, some concerns were raised that the valuable connections with the Service Support team may suffer.</li> <li>• There were concerns, with the proposed disestablishment of the Manager role and integration with Quality Assurance. It was suggested that we retain this position as a direct report to the Head of Customer Service, renamed as Learning and Development Manager to better reflect its core function.</li> </ul>	<ul style="list-style-type: none"> <li>• We agree that learning and development is critical to the current operations and transformation of the Customer Service Centre.</li> <li>• Therefore, following consideration of your feedback we have confirmed that the Capacity and Learning Manager will be retained to lead the team with a change of reporting line to the Head of Service Centre and a change in position title to Learning and Development Manager to better reflect the core responsibilities of the team.</li> <li>• We also agree that strong connections need to be maintained with the Service Support function and that this will be a key focus of implementation planning.</li> </ul>

<b>Channel Engagement Definition, Scope and Name</b>	<ul style="list-style-type: none"> <li>• Your feedback indicated that there was confusion over what was meant by the term 'Channel Engagement', and how it would be delineated from the responsibilities of the proposed Customer, Design and Innovation Branch - particularly the Stakeholder and Community Engagement and Information, Education and Marketing functions.</li> <li>• Many of you also saw value in changing the name of the Channel Engagement function to better reflect their focus on web and MBIE to customer channels and to avoid confusion with the stakeholder, partners, sector and community engagement. You felt this would better clarify roles and responsibilities.</li> <li>• Your feedback expressed a variety of views around what specific functions and roles this team should have responsibility for. Some of you shared a view that our existing Products and Marketing capability should remain within this function, whereas others saw the value in the proposed split but recognised the importance of an ongoing working relationship and clear operational boundaries.</li> <li>• Your feedback noted that the demand being experienced by this team currently exceeds the permanent workforce and that further prioritisation or additional resources were required. This included a suggestion that the current Websites Projects team should be made permanent in recognition of the ongoing requirement for project-based work and resourcing.</li> <li>• We also received feedback in relation to the distribution of stack management capability and questioned whether there was an opportunity for further integration within Te Whakatairanga or the wider MBIE.</li> </ul>	<ul style="list-style-type: none"> <li>• As clarified during consultation, communication channels encompass all forms of information exchange, while customer channels are specifically focused on MBIE-to-customer communication. A website provides a space to share details about MBIE products (e.g. visa types), services (e.g. business registries), and news (e.g. policy change), however this change proposal takes the view that our websites are primarily MBIE-to-customer channels.</li> <li>• MBIE currently uses various channels like email, phone calls and web forms to exchange information with customers. However, there is the opportunity to facilitate customer interactions via the website using live chat, digital assistants and social media direct messages.</li> <li>• The role of the Customer Service Delivery Branch has been confirmed as being focussed on customer touch points and the channels they use to get information, support, guidance, direction, as well as ensuring easy access to our tools and services.</li> <li>• We agree that the name Channel Engagement no longer works in light of the confirmed changes across our Group and as a result, will change this to Online Channels. This change will also help better differentiate the role of this function with the channels that will sit within the new integrated centre of expertise for Marketing. We will continue to review the position titles and team names as part of implementation.</li> <li>• In relation to the resourcing of the Online Channels function, it was always our intention to review demand for our services ahead of budget planning for the upcoming financial year in conjunction with our business partners. We remain committed to doing this.</li> <li>• In response to your feedback on the Te Whakatairanga stack management capability, we agreed that there is an opportunity to centralise and integrate this capability further. As such, the Senior Advisor Business Systems, currently responsible for Stack Management within the Strategy, Performance and Design Branch will be integrated into the Channel Development team reporting to the Manager Channel Development.</li> </ul>
<b>Products and Marketing</b>	<ul style="list-style-type: none"> <li>• Your feedback expressed a variety of views in response to the proposed integration of the Products and Marketing team into a new centre of expertise within the Customer, Design and Innovation Branch. Some of you agreed that the proposal would enhance delivery and career development and others, in</li> </ul>	<ul style="list-style-type: none"> <li>• While further detail is available in <a href="#">Proposal 3</a>, we have considered your feedback thoroughly and recognise that overall, you felt that our channels should be aligned within the same Branch.</li> <li>• We still think there is difference between how we use these channels, and different skillsets required to manage them effectively which would benefit</li> </ul>

	<p>contrast, suggested that Products and Marketing should remain with Channel Engagement given their role in managing many of our customer facing channels.</p> <ul style="list-style-type: none"> <li>Please refer to <a href="#">Proposal 3</a> for a full summary of the feedback themes received and our responses.</li> </ul>	<p>from dedicated leadership. There is also a high demand for these services across MBIE and therefore, we have confirmed our decision for the Products and Marketing team to move from the Channel Engagement function to be integrated into the new centre of expertise for marketing.</p> <ul style="list-style-type: none"> <li>However, in response to your feedback about keeping Products and Marketing closely aligned to our Online Channels function and the Service Centre, we have decided that the new Director Marketing role, which will be renamed Director Content and Marketing, will report directly to the General Manager Customer Service Delivery. This is a change from the original proposal which positioned this role reporting to the Head of Information, Education and Marketing within the Customer, design and innovation Branch.</li> <li>Following consideration of your feedback and discussions with my relevant SLT colleagues, we have also decided that the Design and Marketing from Strategy and Assurance will transfer to Te Whakatairanga as part of the new centre of expertise. As above, this will now be established within the Customer Service Delivery Branch led by the new Director Content and Marketing reporting directly to the General Manager. Refer to <a href="#">Proposal 3</a> for further detail.</li> </ul>
<b>Digital Engagement Small Business and Manufacturing</b>	<ul style="list-style-type: none"> <li>Views on the proposed placement of this team were mixed based on differing perspectives on the focus and scope of this team.</li> <li>We received feedback suggesting that in recognition of the varied expertise within this team, it would be better to distribute this team between the Product and Marketing, Channel Engagement and Information and Education functions rather than moving the entire team to the Customer Service Delivery Branch. Some of you felt this would better align with the overall proposal and would avoid the need for future change.</li> <li>Questions were also received as to why this team contained different naming conventions in contrast to other teams within Channel Engagement.</li> </ul>	<ul style="list-style-type: none"> <li>As set out in the Business and Consumer Realignment, the Small Business and Manufacturing team was established to lead the digital platform management associated with the Smart Landing pages known as 'Go Business and Go Manufacturing'. However, to minimise disruption to the delivery of the Government priorities associated with Business.govt.nz, this was achieved through a 'lift and shift' of existing resources focused on content delivery and support for the website to work alongside the Information &amp; Education function.</li> <li>While we recognise the recency of the Business and Consumer change, this proposal gave us the opportunity to test the integration of this team within Channel Engagement.</li> <li>Following consideration of your feedback we agree that those roles more closely aligned to 'Marketing' should be integrated into that new centre of expertise. As a result, the Principal Advisor Market Strategy, and the Principal Advisor Content and Communication will report through to the</li> </ul>

		<p>Manager Products and Marketing while the rest of the team will remain within the renamed Online Channels function as originally proposed.</p> <ul style="list-style-type: none"> <li>With regards to naming conventions, we agree that consistency across the function is appropriate and as part of implementation would like to engage further to determine the best approach to review this.</li> </ul>
<b>Scope and reporting line of the Relationship Managers</b>	<ul style="list-style-type: none"> <li>Your feedback on the proposal to reposition the Relationship Managers was mixed. While many of you saw the value in a Branch wide focus for these roles, some of you raised concerns with the proposed reporting line change into a team that was perceived as being responsible for Branch reporting.</li> <li>You sought clarity as to why this capability needed to be led out of Wellington and whether the Relationship Managers would be the key point of contact for Business Partners across Online Channels and the Customer Service Centre.</li> <li>There were some concerns with how the broader scope might impact delivery for the Customer Service Centre and recognition of the need for Online Channels to maintain close partnerships with the business to ensure the appropriate commissioning and prioritisation of work.</li> </ul>	<ul style="list-style-type: none"> <li>It was great that many of you saw the opportunity created by enabling our Relationship Managers with a broader Branch wide scope.</li> <li>For clarity, accountability for operational reporting remains with the Service Support function, which is reflected in our proposal and subsequent decision to move the Senior Business Analyst role to better reflect that. The Business and Relationship Management team will continue to use that reporting as part of a regular dialogue with Business Partners (and other parts of MBIE).</li> <li>We believe that management of the team should be led out of Wellington where our Business Partners and relevant leadership teams are largely based. We felt that this would provide a holistic view of our interactions with Business Partners however, for clarity, the Relationship Managers are not expected to change location.</li> <li>We believe that this change will not impact the delivery of support to the Customer Service Centre on the basis that the conversations that are relevant to the Service Centre will be just as relevant to the rest of the Branch. However, we commit to keeping the scope of this role under review.</li> <li>With all feedback received in mind, we still believe in the opportunity created by this change to be more efficient and effective by being more joined up, and to be better positioned to build on our current understanding of our Business Partners worlds and vice versa. Therefore, we have confirmed our decision for the Relationship Managers to report to the Manager Business and Relationship Management.</li> </ul>
<b>Team Coordinator</b>	<ul style="list-style-type: none"> <li>We received feedback that the Team Coordinator proposed to join the Online Channels function should remain within the Relationship and Business Management function for greater career development and progression.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that career development is an important consideration and therefore have decided that while the Team Coordinator will be dedicated to providing support to the Online Channels function it will remain reporting to the Manager Business and Relationship Management.</li> <li>In recognition of the other changes to the scope of the Customer Service Delivery Branch and a review of the support requirements, we have decided that both of the Team Coordinators will join the Customer Service Delivery</li> </ul>

		Branch reporting to the Manager Business and Relationship Management. To ensure consistency we have also decided that both roles will have a position title change to Branch Business Administrator.
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## Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 2 are as follows:

### Branch Leadership

- Disestablish the General Manager Engagement and Experience.
- Establish a new General Manager Customer Service Delivery and 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 will be disestablished.

### Customer Service Centre

- Minor change in scope and change in reporting line for the Head of Customer Service to the new General Manager Customer Service Delivery. This position will also have a change in position title to Head of Service Centre. **[Change from proposal]**
- 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.

- Change in reporting line for the Quality and Information Manager to the Head of Service Centre. **[Change from proposal]**
- Change in reporting line for the Capacity and Learning Manager to the Head of Service Centre and a change in position title to Learning and Development Manager. **[Change from proposal]**
- Minor change in scope and change in reporting line for the Relationship Manager x3 to the Manager Business and Relationship Management.

### Online Channels

- Change in reporting line for the Director Channel Engagement to the General Manager Customer Service Delivery and change in position title to Director Online Channels. **[Change from proposal]**
- Change in reporting line for the Manager Products and Marketing to the Director Content and Marketing within the Customer Service Delivery Branch. **[Change from proposal]**
- Change in reporting line and branch for the Senior Advisor Business Systems (Strategy, Performance and Design) to the Manager Channel Development. **[Change from proposal]**
- Change in reporting line for the Manager Digital Engagement, Small Business and Manufacturing to the Director Online Channels.

### Products and Marketing

- Disestablish the National Manager Operational Marketing and Content (Customer).
- Establish a new Director Content and Marketing reporting to the General Manager Customer Service Delivery and directly reassign the National Manager Operational Marketing and Content (Customer) in recognition of the skills, knowledge and experience required. **[Change from proposal]**

- Change in reporting line for the Manager Design and Marketing, (Communications Design and Ministerial Services) to the Director Content and Marketing. **[Change from proposal]**
- Change in reporting line for the Principal Advisor Market Strategy (Small Business and Manufacturing) to the Manager Products and Marketing within the Customer Service Delivery Branch. **[Change from proposal]**
- Change in reporting line for the Principal Advisor Content and Communication (Small Business and Manufacturing) to the Manager Products and Marketing within the Customer Service Delivery Branch. **[Change from proposal]**
- Change in reporting line for the Manager Content (Customer) to the Director Content and Marketing. **[Change from proposal]**
- Change in reporting line for the Manager Operational Marketing (Customer) to the Director Content and Marketing. **[Change from proposal]**.

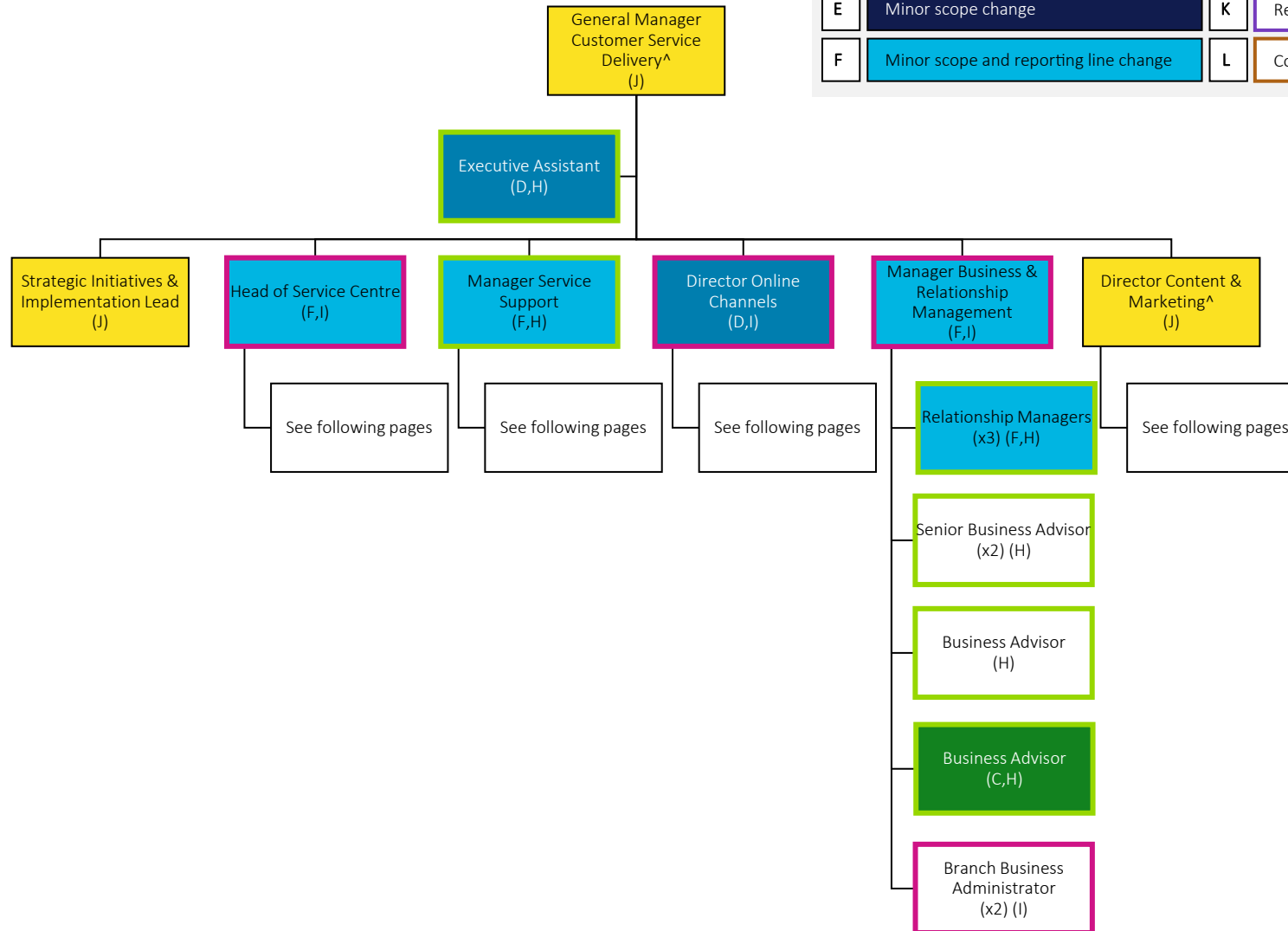
#### **Business and Relationship Management**

- 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 will also have a position title change to Manager Business and Relationship Management.
- Establish the current 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. This position will also have a position title change to Branch Business Administrator.

- Change in reporting line and branch for the Team Coordinator (x2) positions to the Manager Business and Relationship Management within the Customer Service Delivery Branch. These positions will also have a position title change to Branch Business Administrator. **[Change from proposal]**
- Change in reporting line for the Senior Business Analyst to the Manager Service Support.



## Confirmed organisational chart – Customer Service Delivery

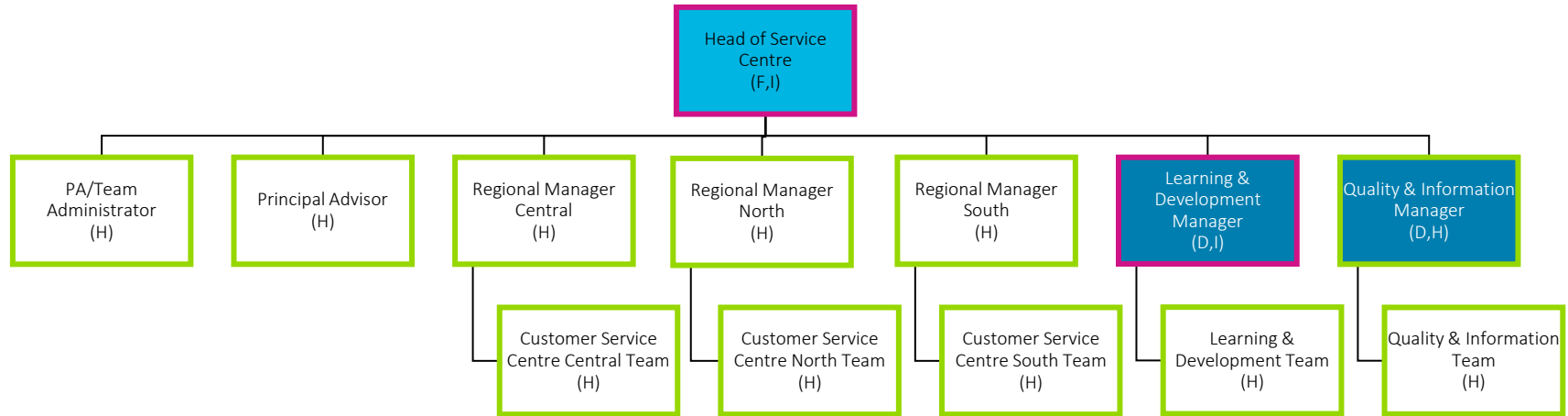


KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

^ = direct reassignment

## Confirmed organisational chart – Customer Service Centre

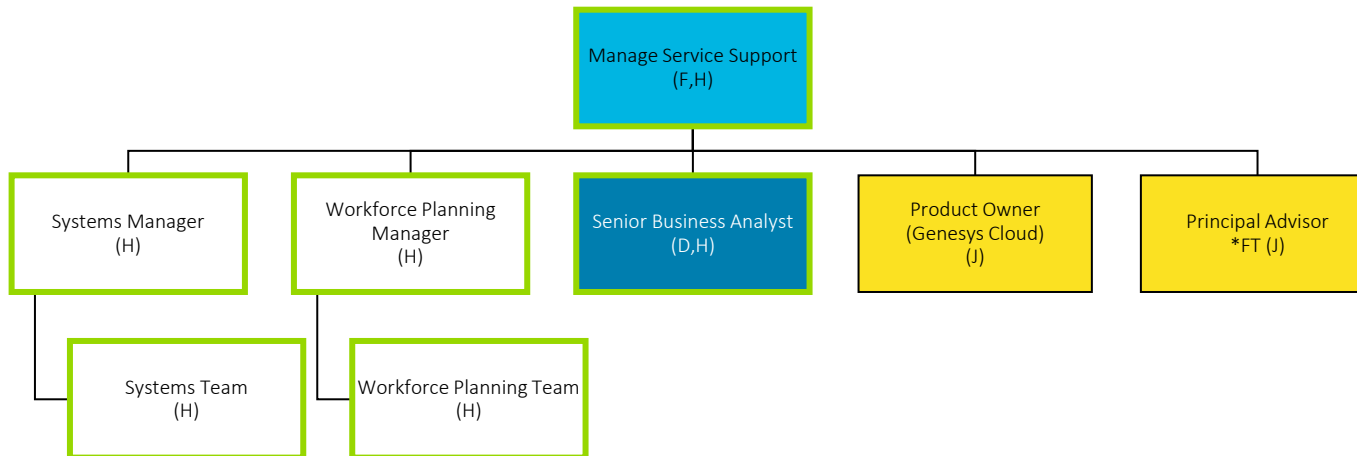
KEY			
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B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable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



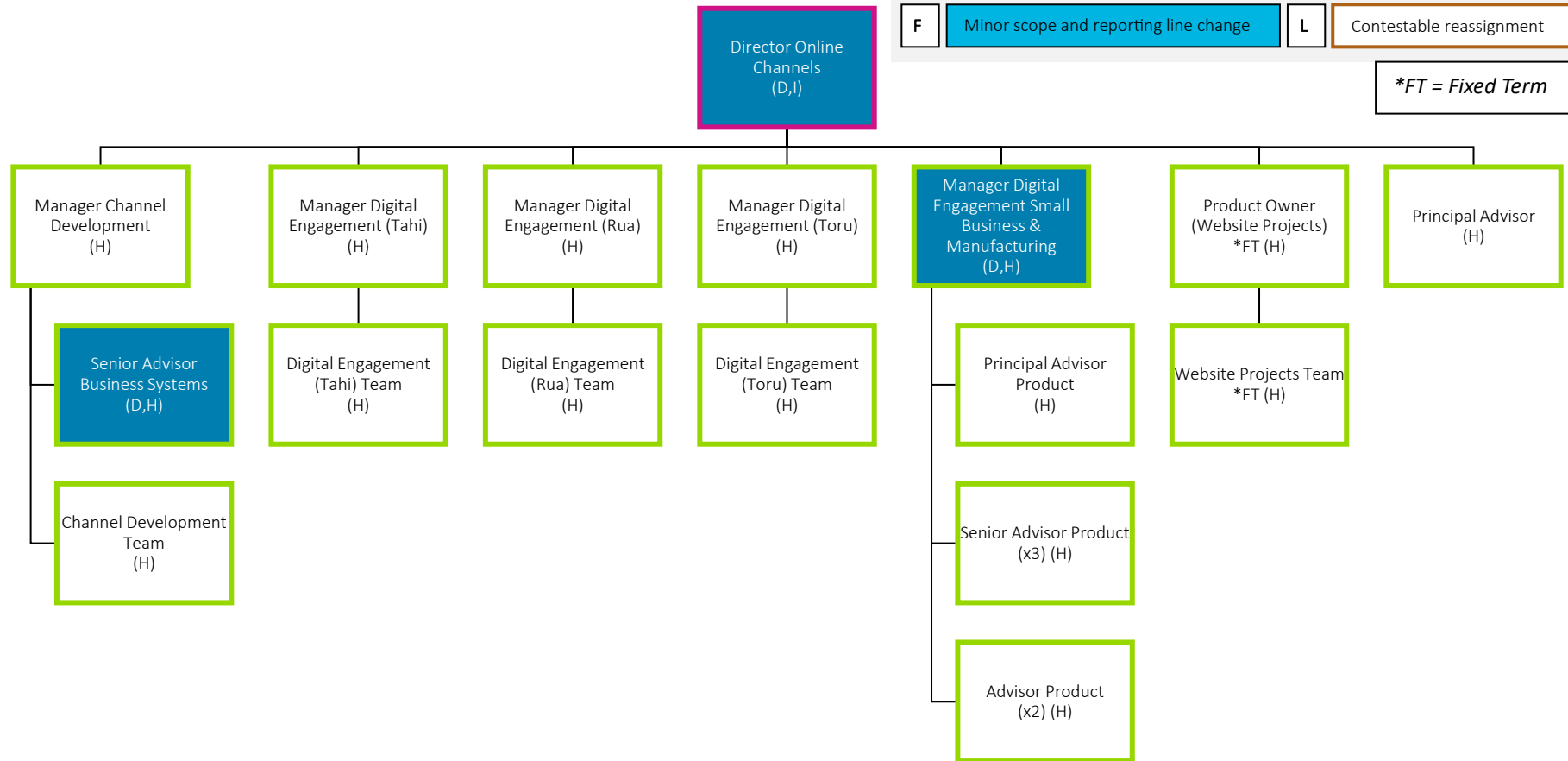
## Confirmed organisational chart – Customer Service Support

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*



## Confirmed organisational chart – Online Channels



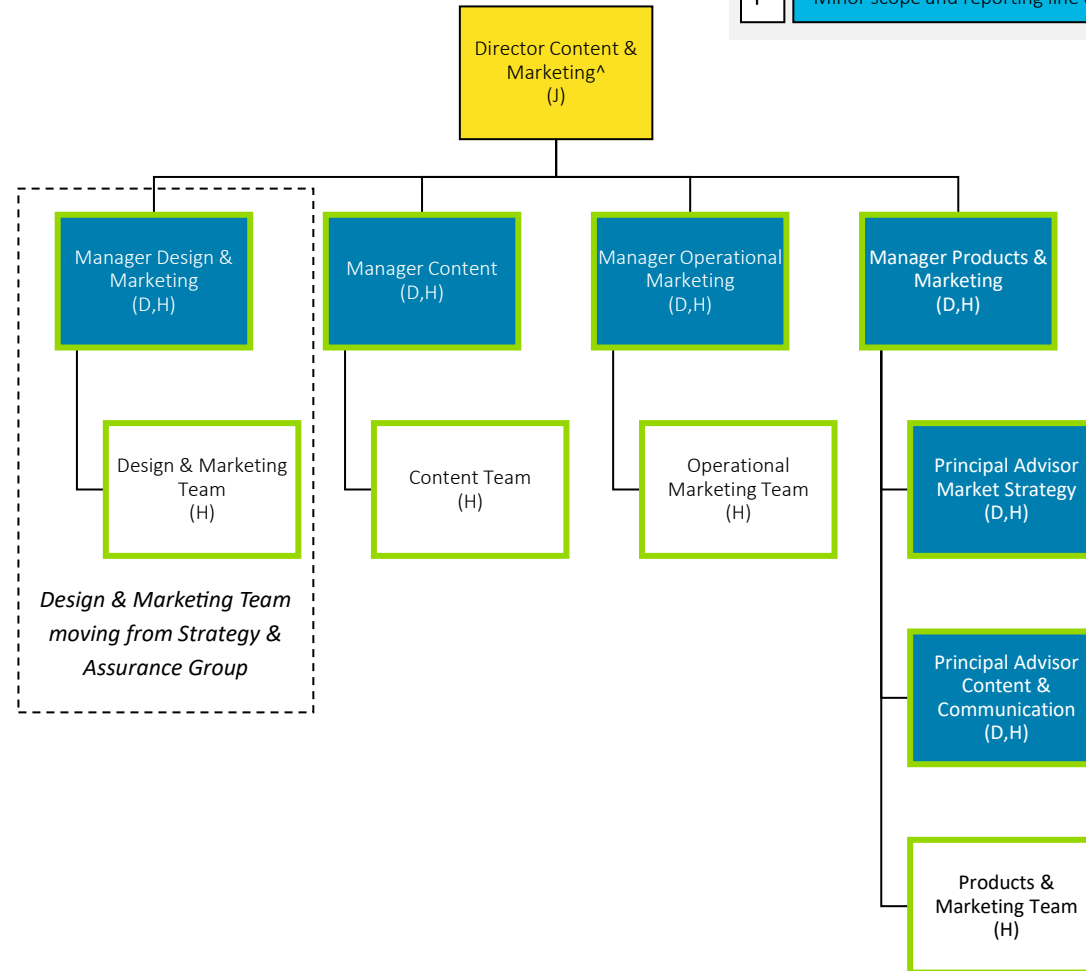
KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

*\*FT = Fixed Term*

## Confirmed organisational chart – Content and Marketing

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

^ = direct reassignment



## Proposal 3 – Customer, Design and Innovation Branch

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. Maximising our data and technology investments will also enable us to better support our customers.

The establishment of the new Customer, Design and Innovation Branch was proposed to build upon the existing 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.

To achieve our design principles, the following key changes were proposed:

- Establish a new Customer Data, Research and Insights function to lift our maturity in the area of data collection, reporting and insights.
- Establish an integrated centre of expertise for customer centric innovation, service design and customer experience thinking.
- Realign the existing Information and Education function as Information, Education and Marketing to encompass additional marketing and design capability.

- Establish an integrated centre of expertise for Community and Stakeholder Engagement to ensure our work delivers to the many and varied communities and stakeholders we work with.
- Realign the Pou Whakatairanga function within the new Branch to continue their essential role in providing 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.
- Enhance the Operational Policy and Regulatory Systems function as a centre of expertise and to acknowledge the increasing demand for support to design regulatory systems or to scope substantial changes to these systems.
- Establish a new consolidated Business Operations unit to ensure that we are making the right decisions about how we invest in our services and, that we achieve intended outcomes and benefits.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title, branch and scope. Further detail on the changes originally proposed can be found in the [Te Whakatairanga Service Delivery Foundations for the Future – Proposal for Change](#).

## Your feedback on Proposal 3

The following table summarises key feedback themes we received about Proposal 3, our responses and final decisions.

Feedback themes		Response
<b>Overall Support</b>	<ul style="list-style-type: none"> <li>Your feedback reinforced the opportunity created by the establishment of a Branch that brings together the majority of functions responsible for driving our customer journey. While you recognised this was not the first change for some of the impacted functions, you saw the benefit and strategic alignment.</li> <li>You were eager to explore and leverage the innovation aspect of the proposal however, some of you wanted greater clarity on where innovation would be driven from within this Branch.</li> <li>Many of you recognised the need for ongoing collaboration and connection across Te Whakatairanga, in particular with the Customer Service Delivery Branch to ensure success.</li> <li>There were concerns that with the integration of functions, accountability for enterprise-wide delivery would result in a degradation of service to MBIE over Te Whakatairanga regulatory systems.</li> <li>Many of you provided feedback on specific aspects of this proposal and submitted alternative structural options to reduce hierarchy, ensure more appropriate spans of leadership and achieve our design principles.</li> </ul>	<ul style="list-style-type: none"> <li>It was great to see the significant engagement and discussion on this proposal and recognition of the opportunities the integration and alignment of new centres of expertise would provide for both Te Whakatairanga and the wider MBIE.</li> <li>While we tend to automatically jump to technology when we think about innovation, it is our expectation that the leadership team will work to ensure that it is delivering innovative solutions across the customer journey through all of its functions. Rather than being led by a particular function, it is intended that this will be a Branch-wide focus and over time simply become part of how we operate.</li> <li>This proposal for change was designed to reinforce our role as an operational shared service for MBIE and we have proven that our focus is and can be much broader than the Te Whakatairanga specific regulatory systems. Our implementation approach will ensure the right processes and systems are in place to visibly demonstrate prioritisation and delivery of work programmes, regardless of where in MBIE they sit.</li> <li>While there was overall support for the establishment of this new Branch, you did provide alternative proposals and points for considerations on some of the more detailed aspects of this proposal which were incredibly valuable, and we believe have resulted in an improved final design – summarised throughout this section.</li> <li>Therefore, we have confirmed our decision to integrate aspects of the Customer, Engagement and Experience, Kiritaki and Strategy, Performance and Design Branches to establish the new Customer, Design and Innovation Branch.</li> </ul>

<b>Executive Assistant Support</b>	<ul style="list-style-type: none"> <li>• We received feedback, that in recognition of the broad responsibilities and scope of the Customer, Design and Innovation Branch, dedicated Executive Assistant support was required.</li> </ul>	<ul style="list-style-type: none"> <li>• Following consideration of your feedback and further engagement with those directly affected, we have agreed that a dedicated Executive Assistant is required to support the General Manager Customer, Design and Innovation.</li> </ul>
<b>Data, Research and Insights</b>	<ul style="list-style-type: none"> <li>• There was support for the creation of this centre of expertise and acknowledgement of the critical importance of evidence-based decision making and the use of data, research and insights to enhance delivery to our customers.</li> <li>• Many of you recognised the benefit of the proposed approach and intent to explore opportunities to expand this centre of expertise over time. You also noted the need to clarify roles and responsibilities across Te Whakatairanga to avoid duplication of effort.</li> <li>• Some feedback questioned the structural separation of this function from our expertise around service design, customer experience and enterprise customer centricity. There was a view that having a data driven approach to design is crucial in creating meaningful and sustainable services and processes for customers. For example, one alternative suggestion included the creation of three new Directors within this centre of expertise, each with responsibility for a different function (data and measurement, customer insights, and design) to enable a joined up, integrated approach for customer centric improvements.</li> <li>• We received specific feedback on the proposed position titles changes for the Manager Data Systems and scope of the Data Systems Analyst role as you felt this was confusing and did not clearly reflect the responsibilities of these teams.</li> <li>• Some of you shared that the Practice Lead Customer Experience was better aligned within this function in recognition of the actual functions and accountabilities of the role.</li> <li>• We also received feedback in relation to the distribution of stack management capability and questions as to whether there was an opportunity for further integration within Te Whakatairanga or the wider MBIE.</li> </ul>	<ul style="list-style-type: none"> <li>• We appreciate your support for this proposal which we believe will position us to effectively leverage a more sophisticated use of data, research and insights to deliver better outcomes for our customers.</li> <li>• We agree that customer centred data, research and insights should underpin all of our services and functions. Following consideration of your feedback we have retained this as a dedicated centre of expertise. This is due to the recognition of the specialist expertise required and reflects the efficiencies of having these skills in one integrated team. As we expect this function will grow over time, scalability is also important, e.g. for artificial intelligence, cloud storage and security.</li> <li>• For clarity, data and insights will be provided to and utilised by all of the functions across the Customer, Design and Innovation Branch, wider Te Whakatairanga and MBIE where relevant, to better inform decisions and drive strategic priorities and work programmes.</li> <li>• As a result, we have confirmed the establishment of this function led by a new Head of Data, Research and Insights with a number of changes in response to feedback. We agree that our implementation planning will need to focus on clarifying and communicating the roles and responsibilities of this centre of expertise across the Group as they are expected to take a leadership role in this area.</li> <li>• While we have considered the feedback around the naming of the Data Systems team, we believe that the proposed title is an accurate reflection of the scope of the role and focus of the team, and that along with some further changes will add clarity to the Business Systems and Data Systems functions within the team.</li> <li>• Reflecting the feedback received, the Business Systems Analyst will move to the Business Operations unit, under the Systems Delivery Manager with no change of title.</li> <li>• The Senior Advisor Business Systems currently responsible for Stack Management will be integrated into the Channel Development team</li> </ul>



		<p>reporting to the Manager Channel Development in the Customer Service Delivery Branch.</p> <ul style="list-style-type: none"> <li>• We agree with the feedback that the Practice Lead Customer Experience should move to report to the Head of Data, Research and Insights, with a title change to Principal Analyst Insights to better reflect the functions of the role and ensure consistency.</li> </ul>
<b>Te Pou Whakatairanga</b>	<ul style="list-style-type: none"> <li>• Your feedback reinforced the value of Te Pou Whakatairanga and provided alternative reporting line suggestions which included reporting directly to the Deputy Secretary, integrating this function within the Office of the Deputy Secretary or with Mātauranga Māori in Corporate and Digital Shared Services.</li> <li>• Your feedback also expressed that the proposed alignment with the Community and Stakeholder Engagement function did not accurately reflect the full function and remit of Te Pou Whakatairanga as a shared service, providing strategic leadership and advice on all matters pertaining to Māori and Te Tiriti.</li> <li>• We also received questions regarding the potential impact, if any, of the proposed change in Branch to the current operating model, work programme and Kaupapa agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• We acknowledge the significant and valuable direction, support and guidance that Te Pou Whakatairanga provides, and as such, a number of different reporting lines were considered.</li> <li>• Following consideration of your feedback, we have decided that this essential capability should remain, as proposed, in the Customer, Design and Innovation Branch. The breadth of services delivered by this Branch would benefit immensely from Te Pou Whakatairanga's expertise particularly regarding Te Tiriti o Waitangi obligations and Māori outcomes as we design and deliver new and improved services across Te Whakatairanga and MBIE.</li> <li>• For clarity, the current scope and focus of the team including their kaupapa Māori status and focus within their work programme would remain unchanged, as would the Te Pou Whakatairanga's ex-officio position at our Senior Management Team meetings.</li> </ul>
<b>Kiritaki Centricity and Service Design</b>	<ul style="list-style-type: none"> <li>• Overall, there was support for the creation of a centre of expertise by bringing together service design, customer experience and enterprise customer centricity to reinforce our customer centric approach and further the Government's priority to better service our customers.</li> <li>• Concerns were raised with the proposed structure and in particular the inclusion of both a Head of Kiritaki Centricity and Design and Director Kiritaki Centricity and Design. You expressed that there wasn't the need for both leadership roles, that the structure appeared unbalanced, and had the potential to impact existing career pathways and development.</li> <li>• As set out above, we also received alternative structural options that suggested this capability and expertise was better aligned within the data, research and insights functions.</li> </ul>	<ul style="list-style-type: none"> <li>• It is great that there was recognition of the value of this centre of expertise and the opportunity to leverage the different approaches and disciplines to create even better customer outcomes.</li> <li>• We agree with the feedback that we did not have the structure correct for this function and have amended this accordingly to better balance the leadership. This will ensure these teams retain their ability to engage appropriately across MBIE and various regulatory systems. We also agree with the suggestion to rename the function Kiritaki Centricity and Service Design.</li> <li>• As a result, and following engagement with those directly affected, the Head of Kiritaki Centricity and Innovation will be disestablished, and a new Director Kiritaki Centricity and Service Design will be established reporting directly to the General Manager Customer, Design and</li> </ul>

	<ul style="list-style-type: none"> <li>• There was also some confusion over the Customer Segments team (Customer Branch) and the existing Customer Strategy Manager position titles as some of you felt these titles did not accurately reflect the roles and responsibilities.</li> <li>• Feedback also suggested that the function should be retitled Kiritaki Centricity and Service Design to better reflect its expertise and that we should consider implementing greater consistency in the use of Kiritaki versus Customer across our position titles to avoid potential confusion.</li> </ul>	<p>Innovation with responsibility for the centre of expertise. This position will be filled via a contestable reassignment process.</p> <ul style="list-style-type: none"> <li>• Following consideration of resourcing requirements for this function, we have also decided that two Principal level positions is sufficient. Therefore, we will retain the Principal Advisor Kiritaki Centricity, and one Principal Advisor Service Design (Strategy, Performance and Design) as opposed to the two current Service Design positions. We note that one Principal position is currently filled via secondment and will be disestablished once the secondment has concluded.</li> <li>• We have considered feedback regarding the Customer Segments team and agree that the functions coming together in the new structure are related. Therefore, we will rename both leadership positions to Manager Customer and Service Design. We will engage with the Customer Strategy Managers on options for a position title change that more accurately reflects the responsibilities of these roles and aligns with the structure and naming conventions across Te Whakatairanga.</li> <li>• For clarity, we are bringing existing teams together to form a centre of expertise, and the existing functions and scopes of those teams would remain as they are currently. This means that the current Kiritaki team would retain their enterprise focus, which is why we believe it is appropriate they retain Kiritaki in their position titles as a recognised distinction at this point in time.</li> </ul>
<b>Information and Education and Stakeholder and Community Engagement</b>	<ul style="list-style-type: none"> <li>• Your feedback on the proposed establishment of two new centres of expertise for Information, Education and Marketing and Stakeholder and Community Engagement was mixed. You expressed a variety of views around the specific functions, and roles these teams should have, and perceived overlaps.</li> <li>• These views ranged from retaining Information and Education as it is currently (with no change), so as not to undermine its existing achievements, to considering integration with the Community and Stakeholder Engagement expertise in recognition of the complimentary nature of these functions and to ensure appropriate leadership spans of control.</li> <li>• You also shared feedback that the Strategy and Engagement teams currently within Information and Education should report</li> </ul>	<ul style="list-style-type: none"> <li>• We agree with your feedback regarding the complementary nature of these roles and functions with regards to stakeholder, partner, sector and community engagement with the purpose of informing and educating people to do the right thing.</li> <li>• As a result, we undertook to review the proposed structure and have decided to bring the existing Strategy and Engagement teams, currently within Information and Education, together with those teams originally proposed to join the Stakeholder and Community Engagement as a single centre of expertise reporting to the Head of Market Engagement. To support a portfolio approach to stakeholder engagement we will rename the existing Strategy and Engagement teams to Engagement.</li> </ul>

	<p>through to the Director Community and Stakeholder Engagement in recognition of their role to inform and educate various sectors and stakeholder groups through external engagement.</p> <ul style="list-style-type: none"> <li>• We also received questions as to why information and education focused roles within the Business and Consumer Branch were not proposed to be integrated into this centre of expertise.</li> <li>• In addition to your feedback on the proposal, you also provided a number of suggestions and considerations for implementation such as the continued establishment and embedding of a recognised Community Partnership Network as well as an enhanced prioritisation and resource allocation process.</li> </ul>	<ul style="list-style-type: none"> <li>• The title change for the function and Head of role, reflects the expansion of the role around enhanced interconnectedness between stakeholder, community and engagement, whilst also acknowledging that no one team or area is solely responsible for providing information and education products and services. An integrated cross Branch approach, as signalled in the proposal, will go a long way to improving the delivery of information and education across all our regulatory areas.</li> <li>• While each team will retain their current focus and scope (including business partnering), we acknowledge further work is required as part of implementation to establish revised ways of working and to ensure ongoing delivery and enhanced integration. It is anticipated that this will be led by the leadership team with our people engaged as appropriate.</li> <li>• In response to your questions, we support the ongoing integration of relevant resources and capability into the appropriate centre of expertise over time. This approach was signalled throughout the proposal for change. With regards to the Consumer Services team, this was addressed as part of the Business and Consumer realignment process in 2024 where the decision was made not to integrate this function which also includes Product Safety which is not a natural fit. As the operational shared services operating model matures, we will continually review any further opportunities for consolidation.</li> </ul>
<b>Products and Marketing</b>	<ul style="list-style-type: none"> <li>• Your feedback expressed a variety of views in response to the proposed integration of design, marketing and products expertise. While some agreed that the proposal would enhance delivery and career development, in contrast, others suggested that Products and Marketing should remain with Online Channels given their role in managing many of our customer facing channels.</li> <li>• Alternate reporting lines were suggested across this function with some questioning the need for the proposed Director Marketing role and others suggesting that the Director should report directly to the General Manager as opposed to a Head of.</li> </ul>	<ul style="list-style-type: none"> <li>• Your feedback gave us much to consider and in recognition of the multi-skilled nature of many of these teams, we agree that there were multiple structural options available to achieve our intended design principles - each with unique pros and cons.</li> <li>• Following consideration of all views expressed, we have determined that the best approach is for these teams to be integrated via a new centre of expertise as proposed. However, we have decided that this function will sit within the Customer Service Delivery Branch alongside the Customer Service Centre and Online Channels functions (please refer to <a href="#">Proposal 2</a>).</li> </ul>

	<ul style="list-style-type: none"> <li>• There were also suggestions that a split across the Customer Service Delivery and Customer, Design and Innovation Branches should be considered to identify those roles that would be better aligned with Online Channels, and those which would be better to be positioned closer to Information and Education and Operational Policy functions.</li> <li>• Some of you noted the different resourcing levels and operating models across the teams and proposed that either this be addressed with further structural change, or that further work and engagement should be undertaken as part of the implementation approach to inform how optimal integration can be achieved, which would mean that we remain open to further change where required.</li> <li>• Your feedback also reinforced the importance of the implementation and embedding work required as part of this change to ensure teams can work together effectively, and that roles and responsibilities are clear for everyone.</li> </ul>	<ul style="list-style-type: none"> <li>• We also agree with your feedback that the new Director should report directly to the General Manager Customer Service Delivery but with a title change to Director Content and Marketing, to recognise the full remit of the team and expertise.</li> <li>• We acknowledge your concerns about different resourcing levels, however this has been driven by the different scope and functions of each team and the associated demands and funding levels. We agree that it will be important for teams to take time to learn from each other to understand the various approaches and develop new ways of working that leverage the collective skills and experience of the entire workforce.</li> <li>• As reinforced throughout this document we agree that our attention must now focus on the successful implementation and embedding of these changes which will include detailed work to establish, test and adjust the various governance mechanisms, feedback loops, triage, coordination and hand over points. I am confident however, that we are not starting from scratch and can leverage the great work undertaken to date by the Information and Education and Channel Engagement functions.</li> </ul>
<b>Design and Marketing (Strategy and Assurance)</b>	<ul style="list-style-type: none"> <li>• Feedback on the proposal to integrate the Design and Marketing team as part of the Marketing centre of expertise was mixed.</li> <li>• Some you shared your support for the proposed integration as a means to achieving a more customer centric and strategic approach to design and marketing.</li> <li>• In contrast, others raised concerns that this would result in a prioritised focus on Te Whakatairanga which lacked experience delivering to Policy and Ministers, and that the additional leadership layers proposed would result in inefficient delivery and unnecessary bureaucracy.</li> <li>• As with Products and Marketing, we received feedback that we should consider a split across the Customer Service Delivery and Customer, Design and Innovation Branches to identify those roles that would be better aligned with Online Channels, and those which would be better positioned closer to the Information and Education and Operational Policy functions.</li> </ul>	<ul style="list-style-type: none"> <li>• Following on from the 'Foundations for the Future' changes announced by Carolyn Tremain in October 2024, Te Whakatairanga's role as an operational shared service was confirmed. This was seen as a way to create operational efficiencies through the creation of a common support platform around centres of expertise to strengthen customer approaches, insights and improvements.</li> <li>• While we recognise that work is still underway to unlock the full benefits of integration, the value of this approach has been evidenced in previous cross MBIE changes which saw the centralisation of compliance and investigations and web channel engagement. These changes seek to build on those achievements.</li> <li>• Following consideration of your feedback and discussions with my relevant SLT colleagues, we have decided that Design and Marketing will transfer to Te Whakatairanga. However, in contrast to the original proposal, this team will join a new centre of expertise established within the Customer Service Delivery Branch led by the new Director</li> </ul>

	<ul style="list-style-type: none"> <li>• Questions were received about whether the responsibility for policies such as Social Media and Sponsorship would transfer to Te Whakatairanga with the team.</li> <li>• There were also some concerns that this proposal only focussed on the marketing aspects of this team and did not appropriately recognise our current design capability which some suggested should remain within Strategy and Assurance.</li> </ul>	<p>Content and Marketing reporting directly to the General Manager. This means that the Manager Design and Marketing will be a Tier 5 people leader which differs from the original proposal.</p> <ul style="list-style-type: none"> <li>• We believe that will position the function to leverage its current success and achievements with an enhanced customer centric delivery focus. This will also enable all of our other shared service functions and regulatory systems to learn and benefit from the experience and expertise of this team.</li> <li>• In terms of policy and brand responsibility, it is intended that this will transfer with the Design and Marketing function however, we commit to working this through in further detail as part of the implementation and transition process. The only exception to this will be the Sponsorship Policy which will remain with Strategy and Assurance.</li> <li>• For clarity, this team, like many across Te Whakatairanga will retain its enterprise-wide delivery responsibilities in relation to design and marketing services, and it is expected that the work programme is appropriately managed and prioritised in conjunction with all relevant MBIE Business Partners to ensure delivery. This means that there will be no degradation to the current services provided to MBIE Ministers' Offices or Policy Groups across MBIE.</li> <li>• It is also useful to note that Te Whakatairanga has considerable experience working with, and delivering, to and with our Policy colleagues and Ministers so we understand the need for an agile approach to delivery and would welcome the opportunity to learn more from the Design and Marketing team.</li> </ul>
<b>Employment System Guidance and Engagement</b>	<ul style="list-style-type: none"> <li>• While your feedback acknowledged the value in establishing a centre of expertise around Stakeholder and Community Engagement, you questioned the proposed inclusion and allocation of specific positions from the Employment System Guidance and Engagement Team and provided alternative suggestions to better reflect the duties undertaken and skills required. These suggestions ranged from a different allocation to suggestions that the team should remain unchanged within the Employment Services Branch.</li> </ul>	<ul style="list-style-type: none"> <li>• It was great to see such strong recognition of the valued contribution of this team from across the Employment Services Branch and a clear desire to maintain a close and influential working relationship. Your feedback reinforced the expertise of this team particularly with regards to influencing behavioural change through engagement and guidance.</li> <li>• We are pleased that there was broad support for this proposal and that you saw the benefits and opportunities created by a centre of expertise which, as set out above, will now report through to Head of Market Engagement alongside the Engagement teams from the existing Information and Education function and Customer Branch.</li> </ul>

	<ul style="list-style-type: none"> <li>• There were specific questions on the proposed placement of the Principal Technical Content Creator and Principal Advisor Employment System Guidance &amp; Engagement within the Operational Policy and Regulatory Systems function. While supporting the Holidays Act reforms, you suggested that the roles actually have more of an information, education and engagement focus.</li> <li>• There was support for the proposed alignment of the Technical Lead roles with the Stewardship &amp; Workforce Capability team and recognition that this would positively impact that team's capability. However, some of your feedback noted the recency of previous changes to this team and rationale for retaining these roles together with the Employment System Guidance and Engagement Team.</li> <li>• There were also some concerns with how these teams would remain connected to the relevant regulatory branches, in particular the Labour Inspectorate where the majority of their engagements are currently, however some had the view that this could be managed but would require an intentional approach.</li> </ul>	<ul style="list-style-type: none"> <li>• We considered your feedback regarding the allocation of specific roles and acknowledge that we did not get this right in the proposal and that those roles proposed to join our Operational Policy and Regulatory Systems function were not accurately aligned.</li> <li>• As a result, the Technical Leads will remain with the Employment Services Branch reporting to the Manager Stewardship and Workforce Capability however, all of the other roles within the team including the Manager Employment System Guidance and Engagement will join the Customer, Design and Innovation Branch reporting to the Head of Market Engagement.</li> <li>• We agree that intentional ways of working are required to ensure we remain connected to all relevant stakeholders across Te Whakatairanga and the wider MBIE as required and expect this to be a critical element of our implementation planning and for the Employment Services Branch to be appropriately involved.</li> </ul>
<b>Practice Leads (Customer Branch)</b>	<ul style="list-style-type: none"> <li>• You asked for further clarity on the potential impact of these proposed changes to the scope and function of the Practice Lead positions and whether they would be required to work across all of Te Whakatairanga's regulatory systems as opposed to retaining the current focus on the Immigration system.</li> <li>• You recommended consistency in reporting lines for these roles to position them appropriately to provide high quality specialist and technical advice for the management of the relevant function and to support their unit's strategic direction and operations.</li> <li>• In response to the proposed change in reporting lines for the Senior Advisors, we received a range of suggestions from support for this proposal to achieve greater consistency in spans of control, through to requests to retain the one-to-one reporting relationship in recognition of the workload or create a new Manager of Operations role to better reflect the duties required.</li> </ul>	<ul style="list-style-type: none"> <li>• It is important to recognise that while the Practice Leads were proposed to join new centres of expertise responsible for working across all of Te Whakatairanga's regulatory systems, including the Immigration system, and wider MBIE where relevant, no changes were proposed to the existing scope and responsibilities of the Practice Lead positions. For clarity, these roles will retain their current focus on the Immigration system and related teams.</li> <li>• In terms of reporting lines, the changes we have made to the overall proposed structure of the Customer Service Delivery and Customer, Design and Innovation Branches has ensured that the Practice Leads are reporting consistently to the relevant Tier 4 leader alongside relevant Principal Advisors from across Te Whakatairanga.</li> <li>• While we appreciate the need for the Practice Leads to be appropriately supported in their role, we have worked to ensure appropriate spans of control across Te Whakatairanga. Therefore, we confirm our decision to amend one-to-one reporting relationships for</li> </ul>

	<ul style="list-style-type: none"> <li>We received specific feedback about alternative reporting lines for the Practice Lead Customer Experience and Practice Lead Operational Marketing. You felt that the Practice Lead Customer Experience was better aligned within the Data, Research and Insights function and the Practice Lead Operational Marketing role, along with its associated Senior Advisor, should sit with the Information, Education and Engagement function given its focus on commissioning as opposed to marketing delivery.</li> </ul>	<p>Senior Advisors currently reporting into Practice Leads, however, it is expected that these roles would continue to support the Practice Leads.</p> <ul style="list-style-type: none"> <li>We agree with feedback that the Practice Lead Customer Experience should move to report to the Head of Data, Research and Insights, with a title change to Principal Analyst Insights to better reflect the functions of the role and ensure consistency.</li> <li>We agree with the feedback that the commissioning and triaging focus of the Operational Marketing roles means that they are better positioned within the Market Engagement function. As such, the Practice Lead Operational Marketing role will report directly to the Head of Market Engagement with a position title change to Practice Lead Engagement. The associated Senior Advisor will also join the Market Engagement function reporting to the Engagement Manager (Tahi).</li> </ul>
<b>Operational Policy and Regulatory Systems</b>	<ul style="list-style-type: none"> <li>Overall, there was support for the proposed enhancement of this function and the need for an additional people leader however, feedback noted potential confusion between the team names ('Operational Policy' and 'Regulatory Systems') and a lack of clarity on the differentiated mandate and approach to work programme allocation.</li> <li>There was a view that the proposed team split may actually impact the agility of the team, create unnecessary siloes, and limit career development. Alternative suggestions were provided for differentiating the work programme for each team (for example, Branch based portfolios) and allocating resources more evenly.</li> <li>Alternate team names were also suggested to provide greater clarity on the purpose and focus of this team and to differentiate us from other policy teams across MBIE.</li> </ul>	<ul style="list-style-type: none"> <li>It was great to see such a focus from this function on ensuring that they remained connected and agile, and that career development opportunities were equally available.</li> <li>We recognise that the separation of 'Operational Policy' and 'Regulatory Systems' may be confusing.</li> <li>In recognition of your feedback, particularly to ensure the teams work collaboratively and can scale and move between high demand regulatory systems we have decided to create two teams who will deliver Operational Policy and Regulatory Systems advice. This decision is also reflected in the position titles of the Principal Advisors, with all three now being renamed as Principal Advisor Operational Policy and Regulatory Systems.</li> <li>An expression of preference process will be utilised to evenly distribute resources across the two teams in line with a new portfolio approach. This expression of preference process will 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.</li> </ul>



<b>Business Operations</b>	<ul style="list-style-type: none"> <li>• Overall, there was support for the investment in capability to support the Customer, Design and Innovation Branch and to lead the delivery of Group level functions such as systems delivery, operational finance, and portfolio management, investment and business planning.</li> <li>• Your feedback supported the proposal to integrate business systems support for all key systems into this area to leverage our collective expertise. Your feedback also noted the potential for this integration to mitigate business continuity risks overtime and that it would be important to have a well-defined relationship with the Corporate and Digital Shared Services Group.</li> <li>• Your feedback did raise questions as to the split focus of this function (Branch versus Group) and suggested an alternative reporting line for the Branch business management team to the General Manager.</li> <li>• Feedback reinforced the value of the Operations Portfolio Office to drive outcomes but some of you queried whether this capability was better placed under the Office for the Deputy Secretary to ensure connection with strategy and performance.</li> <li>• Feedback also queried the scope and proposed title change for the Principal Advisor Financial Operations as you felt there was the potential for confusion with Corporate Finance services and accountabilities.</li> </ul>	<ul style="list-style-type: none"> <li>• It was great to receive positive feedback on the creation of a consolidated Business Operations function positioned to maximise our investment and asset management and guide strategic decisions about transformation programmes.</li> <li>• While we acknowledge that the Business Operations function will have to balance Branch specific and Group-wide responsibilities, given the breadth of the Customer, Design and Innovation Branch we felt that to maintain consistency with existing TWSD business management structures, the proposed structure leverages a wide range of skills supporting more efficient and effective delivery than if they were separated.</li> <li>• In developing this proposal, we thoroughly considered where best to position the Operations Portfolio Office and had considered the Office for the Deputy Secretary as a potential option. We acknowledge the alignment with strategy and performance however, overall, we felt that aligning Business Operations closer to delivery would ensure it was better placed for success given the proximity to key levers required to deliver our strategic priorities and work programmes, however, providing assurance as required by the Office of the Deputy Secretary.</li> <li>• As a result, the Business Operations function including the Operations Portfolio Office will be established as proposed.</li> <li>• Given the increase in breadth and scope of the new Branch, expertise and enhanced understanding and financial analysis of appropriations, cost centres, and cost recovery modelling will be crucial in successful delivery. We expect the Principal Advisor role to work closely with the Finance Business Partnering teams but feel there is sufficient distinction between the two functions so the title change will remain as proposed.</li> </ul>
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## Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 3 are as follows:

### Branch Leadership

- Disestablish the General Manager Strategy, Performance and Design.
- Establish a new General Manager Customer, Design and Innovation and directly reassign the General Manager Strategy, Performance and Design in recognition of the skills, knowledge and experience required.
- Disestablish the General Manager Customer.
- Change in reporting line for the Executive Assistant (Customer) to the General Manager Customer, Design and Innovation. This role will also have a minor scope change. **[Change from proposal]**
- 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 Data, Research and Insights reporting to the General Manager Customer, Design and Innovation and directly reassign the General Manager Customer in recognition of the skills, knowledge and experience required.
- Disestablish the Head of Kiritaki Centricity and Innovation. **[Change from proposal]**
- Establish a new Director Kiritaki Centricity and Service Design reporting to the General Manager Customer, Design and Innovation. This position will 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 from proposal]**

- Change in reporting line for the Head of Information and Education (Engagement and Experience) to the General Manager Customer, Design and Innovation. This role will also have a minor scope and position title change to Head of Market Engagement. **[Change from proposal]**
- Disestablish the National Manager Customer Experience (Customer).
- Disestablish the National Manager Stakeholder Engagement (Customer).
- Change in reporting line for the Te 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 will 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 Strategic 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 for the Deputy Secretary.
- Change in reporting line and branch for the Manager Strategy (Strategy, Performance and Design) to the new Head of Office for the Deputy Secretary.

### **Data, Research and Insights**

- Change in reporting line for the Manager Customer Research (Customer) to the Head of Data, Research and Insights.
- Change in reporting line for the Manager Data and Systems (Strategy, Performance and Design) to the Head of Data, Research and Insights. This role will also have a minor scope and position title change to Manager Data Systems.
- Change in reporting line for the Manager Business Insights (Strategy, Performance and Design) to the Head of Data, Research and Insights. This role will also have a minor scope change.
- Change in reporting line for the Principal Analyst Insights, (Business and Consumer) to the Head of Data, Research and Insights.
- Change in reporting line for the Principal Advisor Customer Insights, (Engagement and Experience) to the Head of Data, Research and Insights
- Change in reporting line for the Practice Lead Customer Experience to the Head of Data, Research and Insights, with a position title change to Principal Analyst Insights. **[Change from proposal]**
- Change in reporting line for the PA/Team Administrator (Customer) to the Head of Data, Research and Insights.

### **Kiritaki Centricity and Service Design**

- 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 Service Design reporting to the General Manager Customer, Design and Innovation. This role will 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 from proposal]**

- Change in reporting line for the Manager Service Design and Customer Experience (Strategy, Performance and Design) to the Director Kiritaki Centricity and Service Design. This role will also have a position title change to Manager Customer and Service Design. **[Change from proposal]**
- Change in reporting line for the Principal Advisor Service Design (Strategy, Performance and Design) to the Director Kiritaki Centricity and Service Design. Please note that the substantively vacant Principal Advisor Service Design will be disestablished at the end of the existing secondment. **[Change from proposal]**
- Establish a new Manager Customer and Service Design reporting to the Director Kiritaki Centricity and Design. The currently vacant Manager Customer Segments (Customer) will be disestablished. **[Change from proposal]**
- Disestablish the Manager International Education (Customer).
- Change of reporting line for the Kiritaki Centricity and Innovation Advisor x 3 to the Manager Customer and Service Design. These roles will also have a position title change to Advisor Kiritaki Centricity. **[Change from proposal]**
- Change of reporting line for the Kiritaki Centricity and Innovation Senior Advisor x 3 to the Manager Customer and Service Design. These roles will also have a position title change to Senior Advisor Kiritaki Centricity. **[Change from proposal]**
- Change of reporting line for the Kiritaki Centricity and Innovation Principal Advisor to the Director Kiritaki Centricity and Service Design. This role will also have a position title change to Principal Advisor Kiritaki Centricity. **[Change from proposal]**

- Change in reporting line for the Kiritaki Centricity and Innovation Team Administrator to the Director Kiritaki Centricity and Service Design. This position will also have a position title change to PA/Team Administrator. **[Change from proposal]**

#### **Market Engagement**

- Change in position title for Manager Strategy and Enablement x2 (Engagement and experience) to Manager Engagement. **[Change from proposal]**
- Change in reporting line for the Manager Community Engagement (Customer) to the Head Market Engagement. **[Change from proposal]**
- Change in reporting line for the Manager Sector Engagement (Customer) to the Head of Market Engagement. **[Change from proposal]**
- Change in reporting line for the Manager Community Partnerships (Engagement and Experience) to the Head Market Engagement. **[Change from proposal]**
- Change in reporting line for the Manager Employment System Guidance and Engagement (Employment Services) to the Head Market Engagement. This role will also have a minor scope change to reflect the revised focus on engagement. **[Change from proposal]**
- 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.
- Change in branch for the Principal Technical Content Creator (Employment Services) to the Customer, Design and Innovation Branch. **[Change from proposal]**

- Change in branch for the Principal Advisor Employment System Guidance and Engagement (Employment Services) to the Customer, Design and Innovation Branch. **[Change from proposal]**
- 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 Head of Market Engagement. This role will also have a position title change to Practice Lead Engagement. **[Change from proposal]**
- Change in reporting line for the Senior Advisor, Practice Leadership (Customer) to the Manager Community Engagement.
- Change in reporting line for the Practice Lead Operational Marketing (Customer) to the Head of Market Engagement. This role will also have a position title change to Practice Lead Engagement. **[Change from proposal]**
- Change in reporting line for the Senior Advisor, Practice Leadership (Customer) to the Engagement Manager (Tahi). **[Change from proposal]**

#### **Operational Policy and Regulatory Systems**

- Establish a new Manager Operational Policy and Regulatory Systems reporting to the Director Operational Policy and Regulatory Systems. **[Change from proposal]**
- An expression of preference process will be utilised to determine resourcing allocation across the two Operational Policy and Regulatory System Teams.
- Change in reporting line for the fixed term Senior Advisor Operational Policy (Strategy, Performance and Design) to report to the new Manager Operational Policy and Regulatory Systems.

- Establish a new Senior Advisor Operational Policy and Regulatory Systems (Strategy, Performance and Design) reporting to the Manager Operational Policy and Regulatory Systems.
- Change in position title for the Principal Advisor Operational Policy (x2) and Principal Advisor Regulatory Systems to Principal Advisor Operational Policy and Regulatory Systems. **[Change from proposal]**

#### **Business Operations**

- 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 will 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.

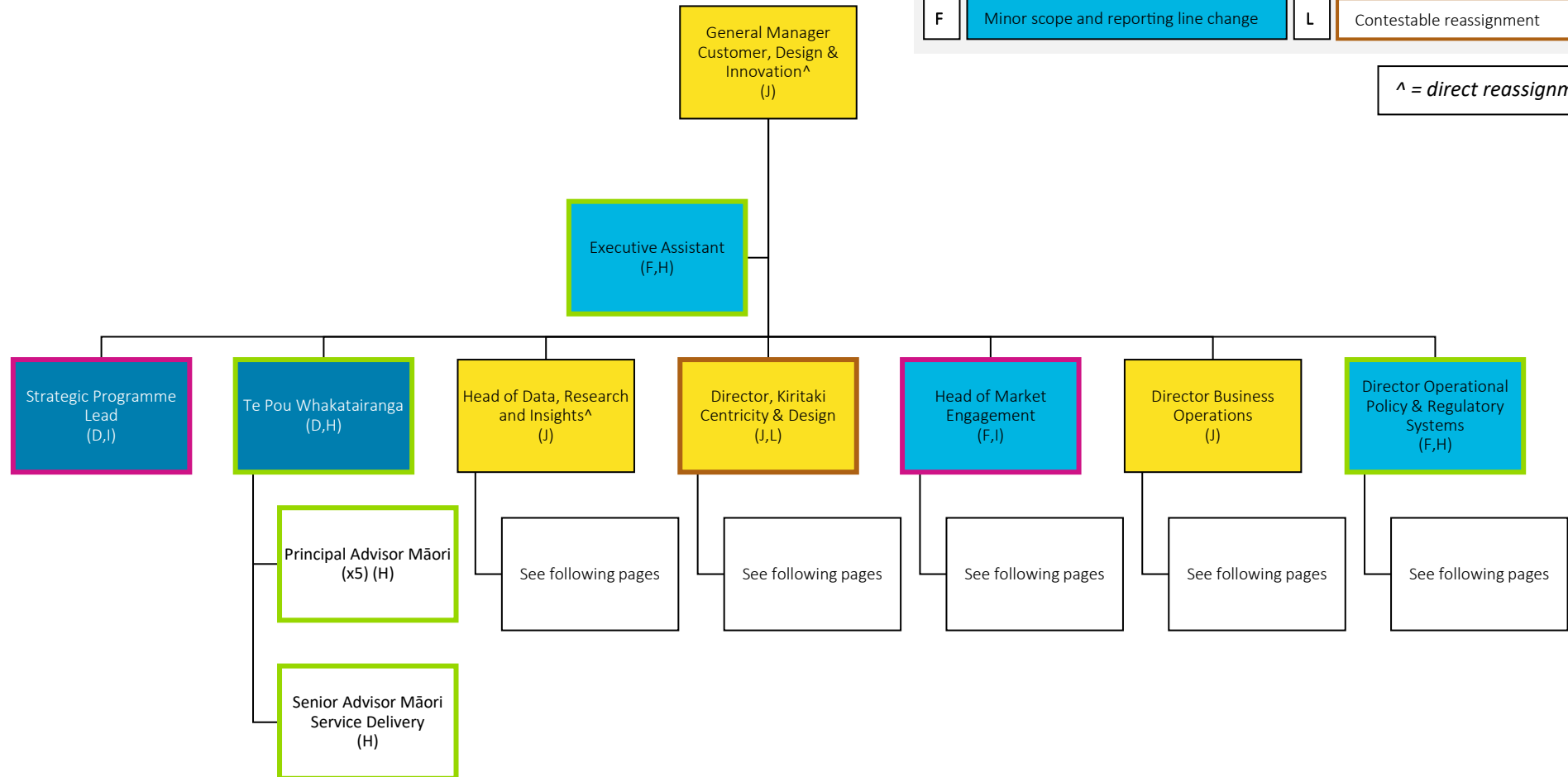
- Establish a new Portfolio Analyst reporting to the Manager Operations Portfolio Office.
- Establish a new Senior Advisor Portfolio reporting to the Manager Operations Portfolio Office.
- Establish a new Senior Advisor Benefits and Planning reporting to the Manager Operations Portfolio Office.
- Establish a new Business Change Manager reporting to the Manager Operations Portfolio Office.
- Change in reporting line for the System Delivery Manager (Building and Tenancy) to report to the Director Business Operations. This role will also have a minor scope change.
- Minor scope and position title change for the Manager Business and System Delivery (Building and Tenancy) to Manager Business Delivery reporting to the General Manager Building and Tenancy.
- Change of reporting line for Advisor Business Systems x2 (Strategy, Performance and Design) to report to the System Delivery Manager.
- Change of reporting line for the Business Systems Analyst (Strategy, Performance and Design) to the Systems Delivery Manager. **[Change from proposal]**
- Change in reporting line for the Business Support Manager (Customer) to the Director Business Operations. This position will also have a minor change in scope to focus on the new Customer, Design and Innovation Branch.
- 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 will also have a position title change to Branch Business Administrator.

## Confirmed organisational chart – Customer, Design and Innovation

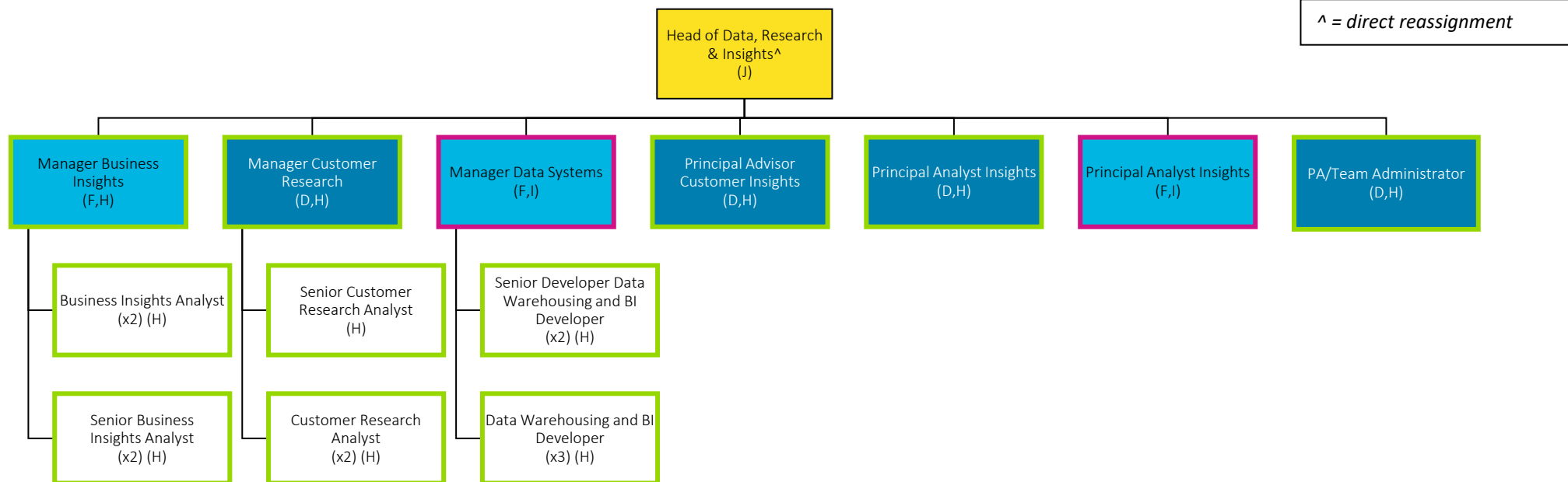
KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassessment

^ = direct reassessment



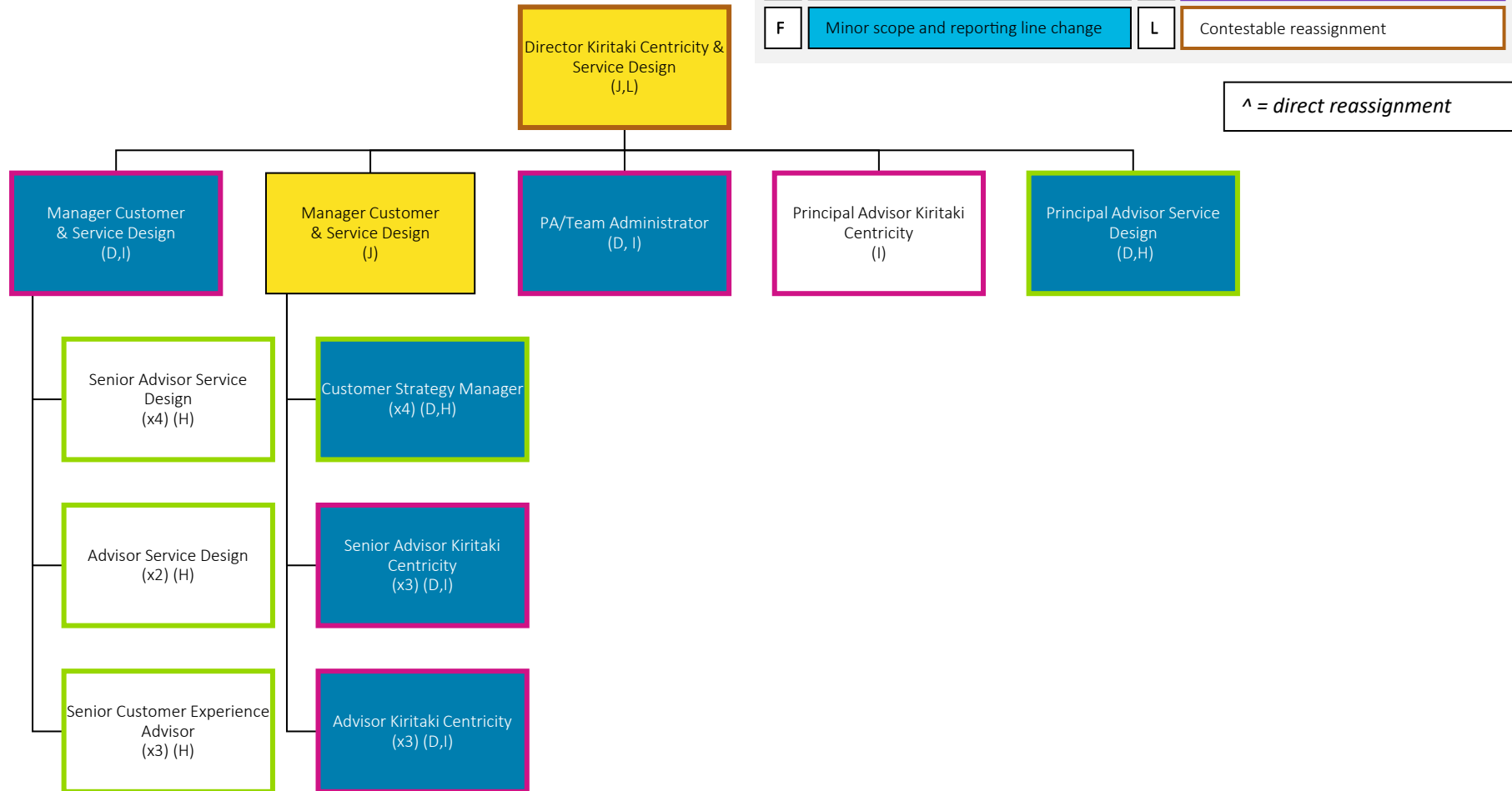
## Confirmed organisational chart – Data, Research & Insights

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



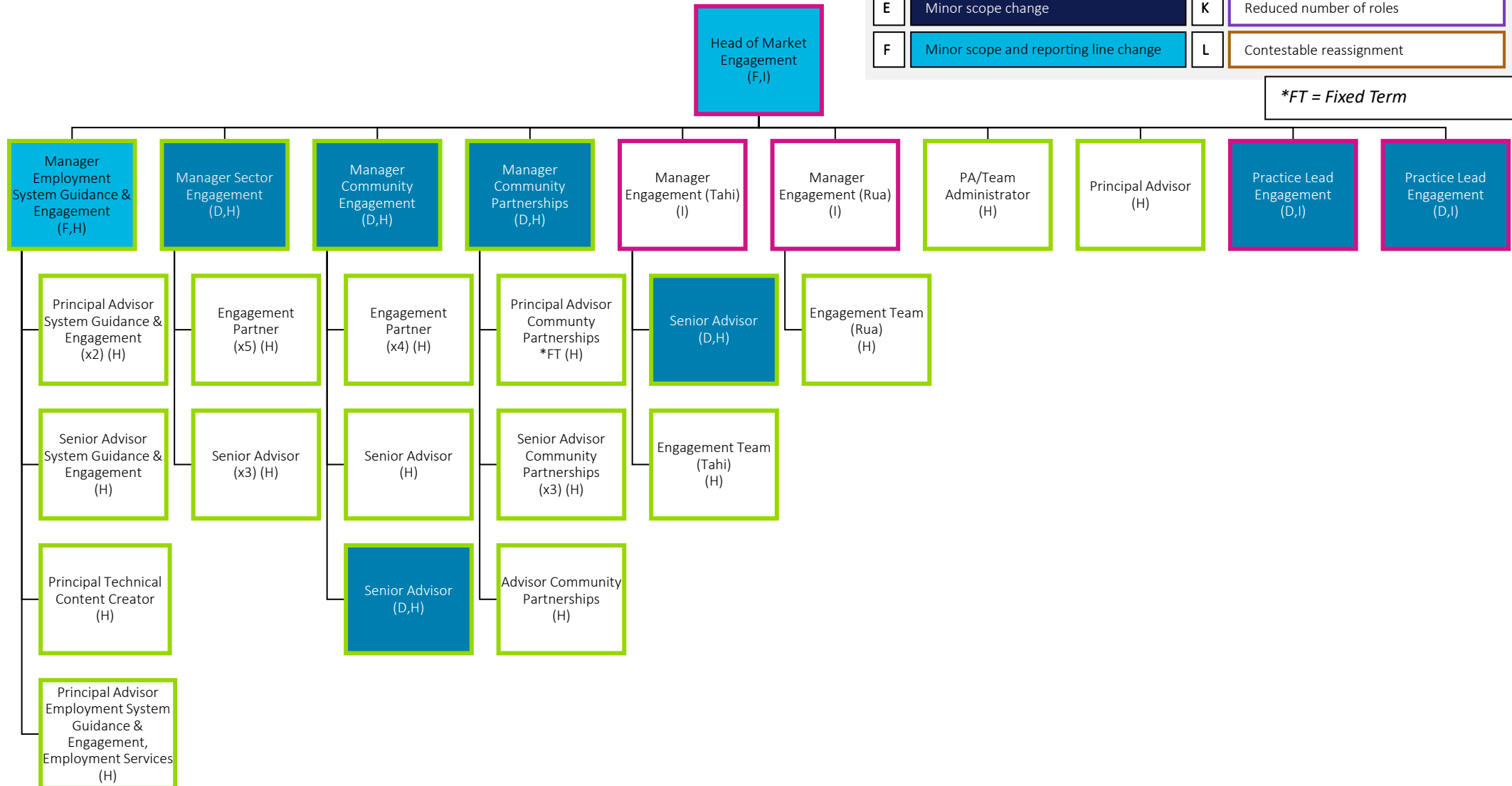
## Confirmed organisational chart – Kiritaki Centricity and Service Design

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

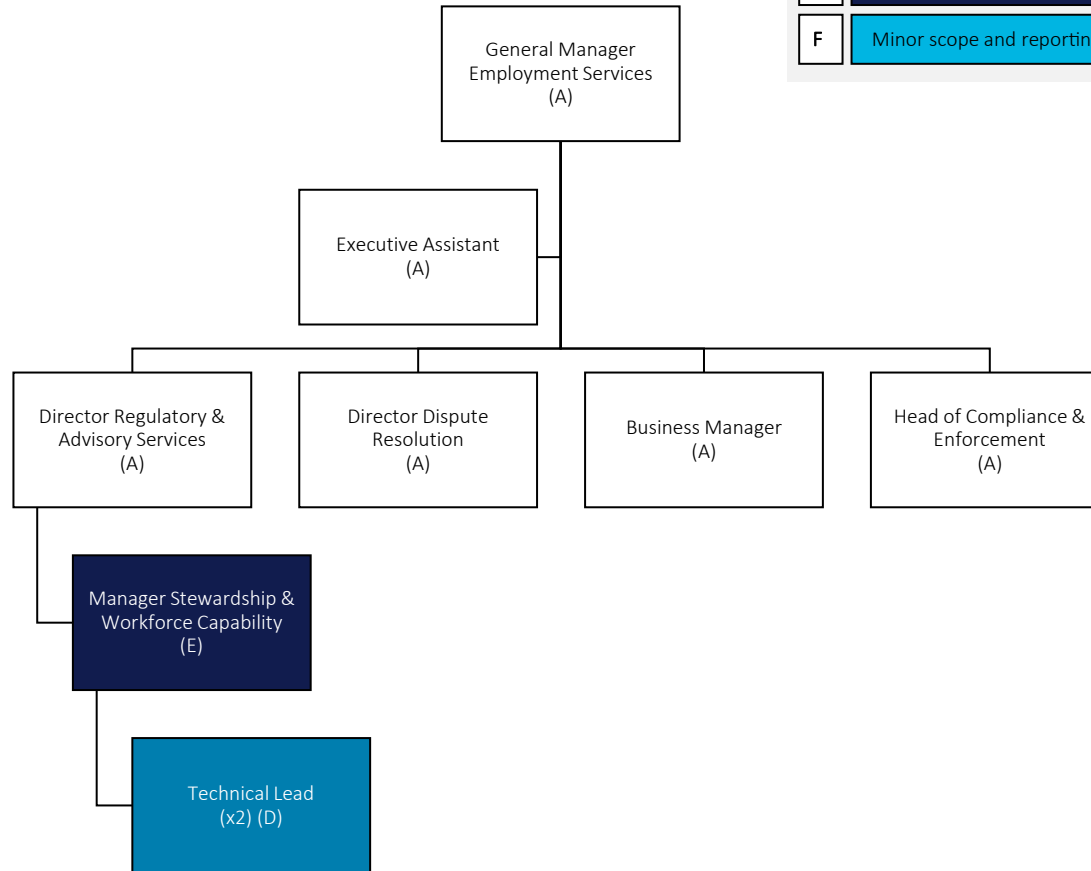




## Confirmed organisational chart – Market Engagement



## Confirmed organisational chart – Employment Services

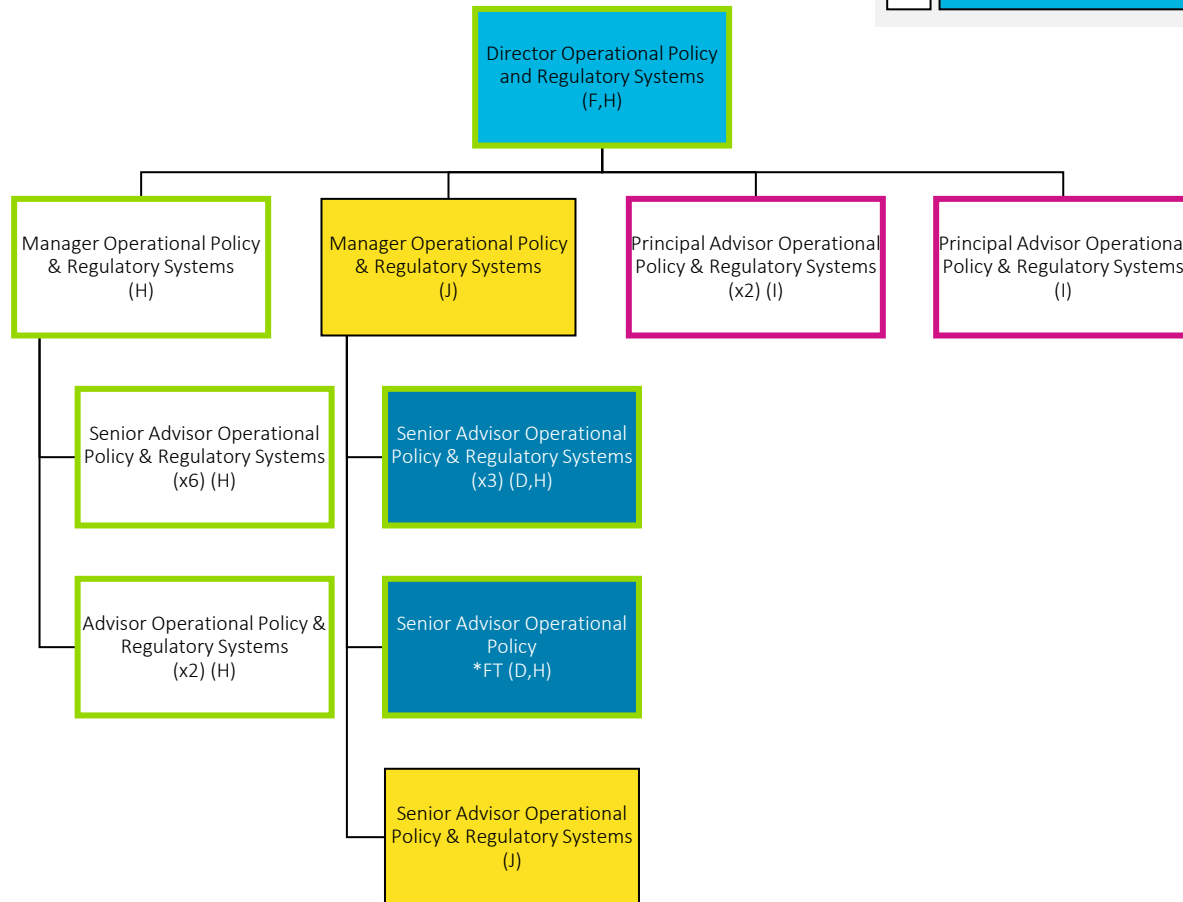


KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

## Confirmed organisational chart – Operational Policy and Regulatory Systems

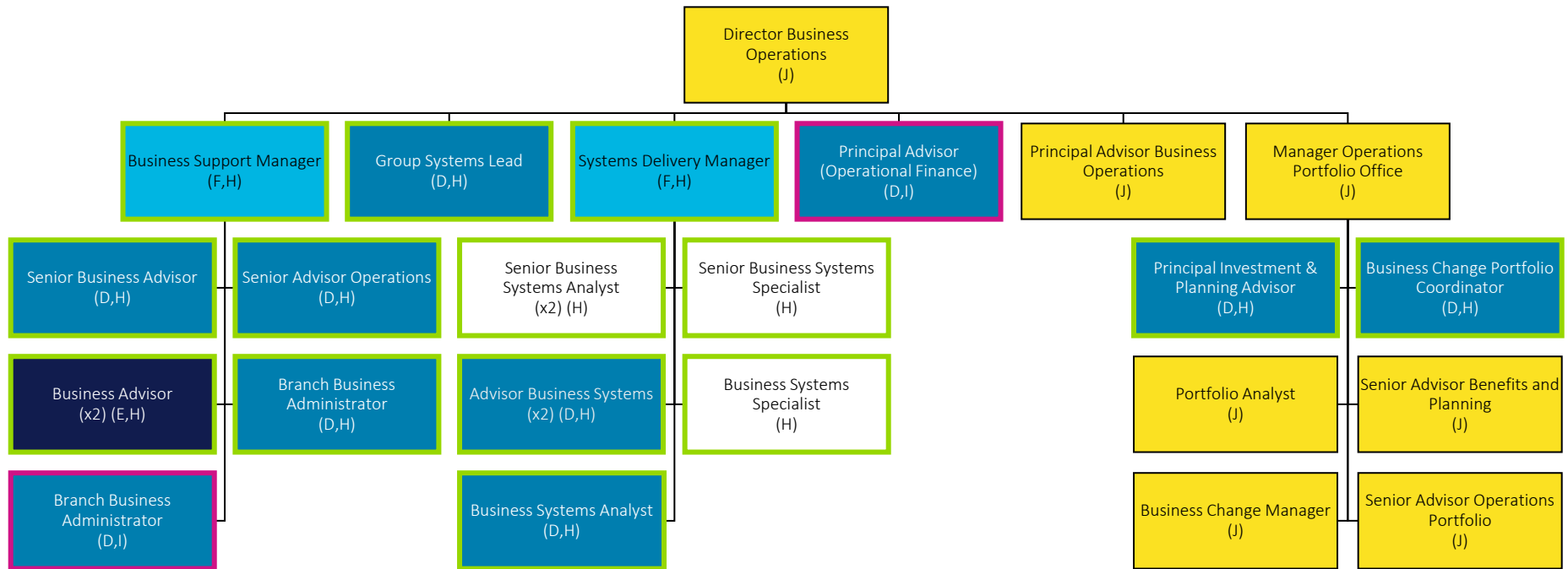
KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Position type change	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Reduced number of roles
F	Minor scope and reporting line change	L	Contestable reassignment

*\*FT = Fixed Term*



## Confirmed organisational chart – Business Operations

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 (TAS) and New Zealand Claims Resolution Service (NZCRS) 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. Since the North Island Weather Events, both services have learned a huge amount. There are clear opportunities to deliver better outcomes for our customers and strengthen our approach during the readiness, response and recovery phases by strategically aligning and integrating these functions to operate in a more cohesive way.

To achieve our design principles, the following key changes were proposed:

- Establish a new Head of Accommodation and Insurance Response reporting to the General Manager to lead the integrated function and propose to directly reassign the Head of Accommodation Response in recognition of the skills, knowledge and experience required.
- Ensure the Accommodation and Insurance Response leadership team is appropriately supported by a repositioned Principal Advisor and two new Lead positions.
- Establish a new Operations Manager Accommodation to lead the matching and placement and supply functions, along with holding responsibility for commercial and contract management across both functions.
- Establish a new Operations Manager Insurance to maintain our core focus on the delivery of insurance advice and lead the Case Managers responsible for insurance advice and support of homeowners impacted through natural disasters and struggling with resolution of their insurance claims.

- Establish a new Practice team to ensure that the customer remains at the centre of our services, that we continuously improve and to integrate the advisory and support functions into a single team working across the functions and support planning and readiness functions to ensure we are ready for the future.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title, and scope. Further detail on the changes originally proposed can be found in the [Te Whakatairanga Service Delivery Foundations for the Future – Proposal for Change](#).

## Your feedback on Proposal 4

The following table summarises feedback we received about Proposal 4, our responses and final decisions.

Feedback themes		Response
<b>Integration of TAS and NZCRS</b>	<ul style="list-style-type: none"> <li>There was considerable support for the proposed integration of NZCRS and TAS to create the new Accommodation and Insurance Response function.</li> <li>Your feedback recognised that the proposed structure would allow for more efficient and effective delivery of services to our customers, improve role clarity for our people, and enable the function to be better prepared to effectively respond to future events.</li> </ul>	<ul style="list-style-type: none"> <li>It was great to hear that you agreed with the rationale behind the proposed integration of NZCRS and TAS and could see the benefits of operating as one team.</li> <li>As a result, we have confirmed our decision to integrate the two services into a new Accommodation and Insurance Response function. Please note that in recognition of your feedback, several changes have been made to the proposal and are summarised throughout this section.</li> </ul>
<b>Transition and Implementation Planning</b>	<ul style="list-style-type: none"> <li>Your raised concerns about the potential impact to business continuity and capacity to meet customer demand should our current temporary arrangements (fixed term and secondments) end prior to the full implementation of the new structure, and all of the new roles being filled.</li> </ul>	<ul style="list-style-type: none"> <li>We agree there is a need to carefully consider how we will implement the new structure in a way that ensures continuity and reduces disruption to our customers and service delivery.</li> <li>While our focus will now turn to implementing these decisions, we recognise that this will take time as we undertake EOI and recruitment activities. As part of final decisions, we have undertaken further analysis in response to your feedback and have decided to extend the disestablishment date of several positions as illustrated in the list of confirmed changes at the end of this section.</li> <li>We agree it is important that our transition and implementation planning provides clarity for our people in relation to roles and responsibilities. We anticipate there will be a period where we continuously assess where we are at as we embed the new structure.</li> </ul>
<b>Leadership Team</b>	<ul style="list-style-type: none"> <li>Overall, there was support for the proposed leadership structure, however, some sought greater clarity on specific positions and suggested alternative reporting lines for some of the roles.</li> <li>Your feedback recognised the need for a Planning and Readiness Lead, however you suggested that it would be more appropriate for this role to report to the Practice and Improvement Manager and that the role would require specialist insurance knowledge.</li> </ul>	<ul style="list-style-type: none"> <li>The new Planning and Readiness Lead role will take the lead on engagement and planning to improve readiness and operational planning for the function. It is considered important that this role is part of the leadership team where it can inform decision making and ensure the function is set up well for the future and provide leadership team with assurance that we are meeting our legislative responsibilities. Therefore, we confirm that the Planning and Readiness Lead will report to the Head of Accommodation and Insurance Response as proposed.</li> </ul>

	<ul style="list-style-type: none"> <li>You also felt there was a lack of clarity about the scope of the Strategic Lead Insurance and raised questions about how this role would operate in practice, what external relationships the role would hold and whether there would be too much overlap between the Strategic Lead Insurance and Operations Manager Insurance positions.</li> <li>We also received feedback suggesting changes to the Principal Advisor Accommodation and Insurance Response position description to better clarify the responsibilities of the proposed role in relation to quarterly reporting and NZCRS governance groups/committees.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that the Operations Manager Insurance and Strategic Lead Insurance roles have some similarities in the experience and knowledge required, and the intent is for these roles to work closely together. The Operations Manager Insurance is responsible for the delivery of case management services and the Strategic Lead Insurance is a technical and specialist role focusing on the quality of service and training, by supporting the case management team's skillsets, knowledge and access to appropriate resources. The Lead role will also have responsibility for engaging and influencing across the insurance system. Following your feedback, we have made some updates to the position descriptions, and can confirm the establishment of the Operations Manager Insurance, and the Strategic Lead insurance as proposed.</li> <li>In response to your feedback, we have updated the Principal Advisor Accommodation and Insurance Response position description to strengthen key responsibilities and clarify the responsibilities and relationships.</li> </ul>
<b>Practice Team</b>	<ul style="list-style-type: none"> <li>Overall, there was support for the proposed Practice Team, however, we received feedback on suggested changes to specific positions within the team.</li> <li>Your feedback raised concerns that there was a lack of training and continuous improvement resource in the proposed structure, and you provided suggestions on how best to meet this perceived gap.</li> <li>Your feedback also suggested that the Senior Operations Advisor Accommodation and Insurance position should work alongside the Strategic Lead Insurance, support the NZCRS governance group and deliver administration aspects of the Internal Dispute Resolution Service (IDRS) function.</li> </ul>	<ul style="list-style-type: none"> <li>The Practice Manager will have oversight to ensure there is effective operational policies, processes and training across the integrated function, with a focus on continuous improvement to strengthen our processes and ownership of the Quality Management System. This will be supported by the Practice Lead and the advisors in the team. As a result of feedback, we have updated some of the position descriptions to clarify the roles further and amended the position title of the Practice Manager to Practice and Improvement Manager to further emphasise the responsibilities of the role.</li> <li>We agree that there is a need for the Senior Operations Advisor Accommodation and Insurance to work closely with the Strategic Lead Insurance. We agree the IDRS function will need to be supported and, as we transition to the new structure, we will work together to establish our new ways of working across the new function.</li> </ul>
<b>Operations Insurance Team</b>	<ul style="list-style-type: none"> <li>Overall, there was support for the proposed Operations Insurance team, however, we received feedback on the detail of the position descriptions.</li> <li>Specifically, we received feedback on the proposed Insurance Building Specialist role, suggesting that the proposed position description did not fully articulate the range of duties required,</li> </ul>	<ul style="list-style-type: none"> <li>As a result of your feedback, we have reviewed the position description and made some minor changes.</li> <li>All new positions and those where substantial amendments to position descriptions have been made, have been reviewed by our MBIE Remuneration and Rewards team through job evaluation. Following your feedback, we have revised the Insurance Building Specialist position description, and can confirm the salary band has changed to R.</li> </ul>

	and accordingly that the indicative remuneration evaluation did not fairly reflect the requirements of the role.	
<b>Operations Accommodation Team</b>	<ul style="list-style-type: none"> <li>Overall, there was support for the proposed Operations Accommodation team, however, we received suggested changes to specific positions within the team.</li> <li>Feedback suggested that the Commercial Manager should report to the Practice and Improvement Manager given the proposal for this role to be responsible for NZCRS contracts. You also suggested that the proposed Contract Advisor should report to the Commercial Manager to enhance coordination and consistency in contract lifecycle management</li> <li>You felt that the proposed Accommodation team was not best structured to be able to support the deliverables required.</li> <li>Feedback included an alternative proposal to combine the responsibilities of the Accommodation Advisor and Matching &amp; Placement Coordinators into a new fully integrated position to enhance efficiency by having one person managing the end-to-end accommodation and placement process, and the ability allocate resources to respond to events more effectively. Your feedback also noted the value of Matching and Placement Coordinators supporting continuous improvement work.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration was given to the reporting lines for both the Commercial Manager and Contracts Advisor and whether these were better aligned within the Practice Team. As there are close operational synergies between the Operations team and commercial management (contracts/suppliers costings etc) we believe there are greater efficiencies to be gained with the roles reporting to the Operations Manager Accommodation. Therefore, we have confirmed that the Commercial Manager and Contracts Advisor will report to the Operations Manager Accommodation, as proposed.</li> <li>We acknowledge the range of deliverables of the Accommodations Team, and we agree there is a need to ensure the team is supported as they deliver their work. The team will be supported by several new roles, including the Practice and Improvement Team, the Principal Advisor Accommodation and Insurance and the newly established Practice Lead.</li> <li>The suggestion to merge the duties of the Matching &amp; Placement Coordinators with the Accommodation Advisors into a new position gave us some food for thought as there are a range of benefits to a role managing a full process end-to-end. However, we had concerns that amalgamating roles would create challenges whenever the team surges to support a large scale response, and feel that by bringing the matching and supply functions together, there will be greater efficiencies as the teams work together. Regarding Matching and Placement Coordinators completing continuous improvement duties, we encourage people to have conversations with their managers where they have an interest in varied work for their development.</li> <li>Therefore, the fixed term Accommodation Advisor will be established on a permanent basis. The Accommodation Coordinator position currently reporting to the Manager Response and Operations and the Matching &amp; Placement Coordinators will be reconfirmed as proposed, all reporting to the Operations Manager Accommodation.</li> </ul>
<b>Ability of the team to meet statutory responsibilities</b>	<ul style="list-style-type: none"> <li>Concerns were raised that MBIE's temporary accommodation responsibilities under the Civil Defence and CDEM Management Plan Order will not be met due to the disestablishment of roles and the level of engagement required with partner agencies and the Welfare Coordination Group.</li> </ul>	<ul style="list-style-type: none"> <li>We have carefully considered TAS's legislative mandate and responsibilities, and the finalised size and structure of the team has been designed to ensure MBIE can meet these obligations. We are confident that our final decisions will enable this. In particular, the structure contains more permanent roles than are in place now and the Planning and Readiness Lead, with support</li> </ul>



	<ul style="list-style-type: none"> <li>Your feedback expressed a perception that TAS will inevitably require more resources due to the increase in severe weather events.</li> </ul>	<p>from the two Senior Readiness and Planning advisors, will enable MBIE to engage appropriately across the system.</p> <ul style="list-style-type: none"> <li>TAS is a demand-based function and must align its size and skillsets with demand and its associated funding. TAS currently provides accommodation for 48 households, projected to reduce to 37 in April. TAS's funding also reduces in line with this projected reduction in demand, therefore the reduction in the size of the team is aligned with the reduced demand and funding. We are confident that the team can deliver quality outcomes with the proposed size and structure of the integrated team and will also be able to respond to new small to medium sized events. TAS's model is to seek additional funding to surge its workforce if a larger event, (or multiple small events) occurs and this approach will continue.</li> </ul>
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## Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 4 are as follows:

- Establish a new Head of Accommodation and Insurance Response reporting to the General Manager Building and Tenancy and 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 Head of Accommodation and Insurance Response.
- Establish a new Strategic Lead Insurance reporting to the Head of Accommodation and Insurance Response and directly reassign the existing Manager Case Resolution in recognition of the skills, knowledge and experience required.
- Establish a new Planning and Readiness Lead reporting to the Head of Accommodation and Insurance response.
- Establish a new Operations Manager Accommodation reporting to the Head of Accommodation and Insurance Response
- Establish the currently fixed term Contracts Advisor on a permanent basis with a change in reporting line to the Operations Manager Accommodation.
- Establish the currently fixed term Accommodation Advisor on a permanent basis with a change in reporting line to the Operations Manager Accommodation and directly reassign the existing Accommodation Advisor in recognition of the skills, knowledge and experience required.
- Establish the currently fixed term Contract Manager on a permanent basis with a change in reporting line to the Operations Manager Accommodation along with minor scope change and position title change

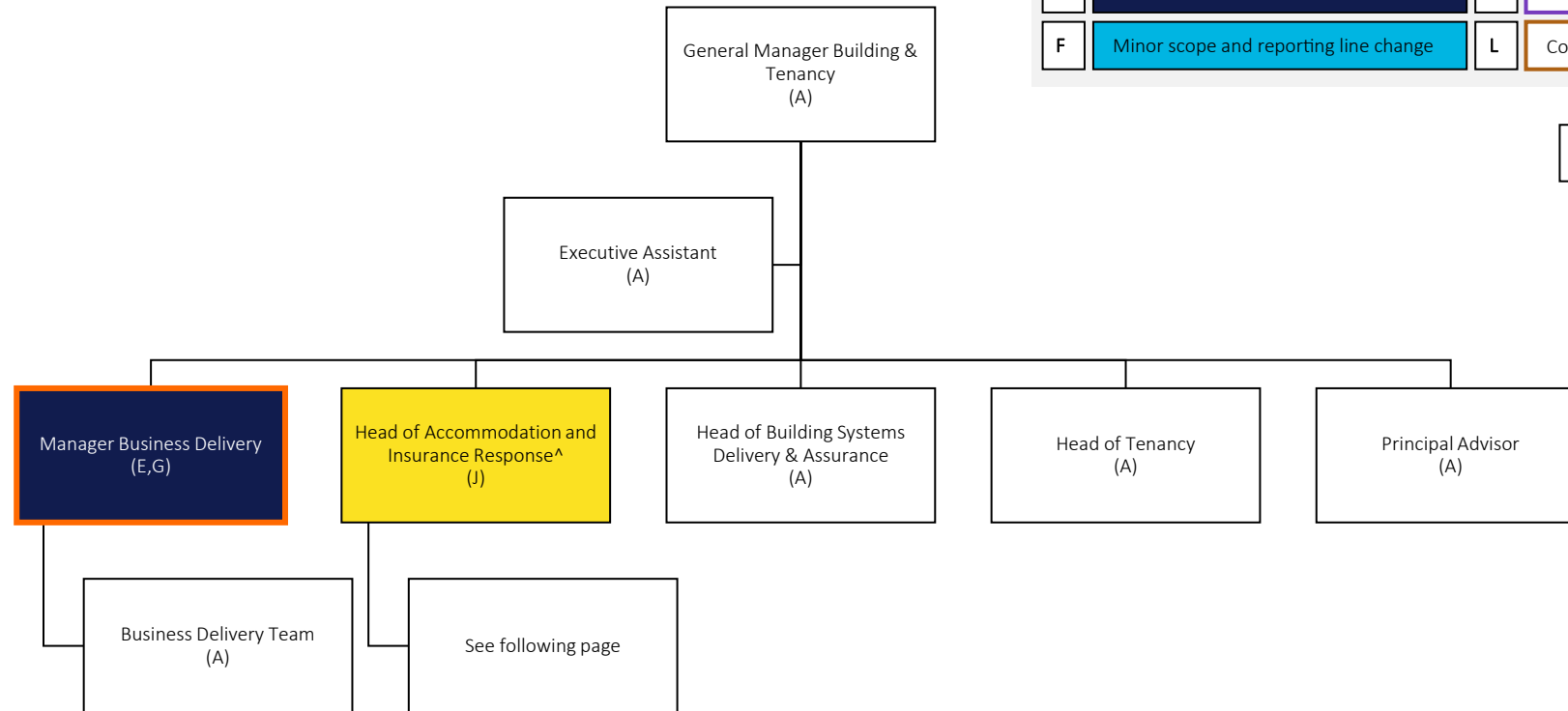
to Commercial Manager. Directly reassign the existing Contract Manager in recognition of the skills, knowledge and experience required.

- Establish a new Operations Manager Insurance reporting to the new Head of Accommodation and Insurance Response.
- Establish a new 0.5 fixed term Insurance Building Specialist reporting to the new Operations Manager Insurance.
- Establish a new Practice and Improvement Manager reporting to the new Head of Accommodation and Insurance Response. **[Change from proposal]**
- Establish a new Practice Lead reporting to the Practice and Improvement Manager.
- Establish three new Senior Operations Advisors Accommodation and Insurance, one permanent and two fixed term reporting to the Practice and Improvement Manager.
- Establish two new fixed term Senior Planning and Readiness Advisors reporting to the Practice and Improvement Manager.
- Change in reporting line for the Principal Advisor Insurance Claims (NZCRS) to the Head of Accommodation and Insurance Response. This role will also have a minor scope and position title change to Principal Advisor Accommodation and Insurance Response.
- Change in reporting line for the Matching and Placement Coordinators x 3 to the Operations Manager Accommodation.
- Change in reporting line for the fixed term Accommodation Coordinator reporting to the Manager Response and Operations to the Operations Manager Accommodation.
- Change in reporting line for the fixed term Senior Accommodation Advisor to the Operations Manager Accommodation.

- Change in reporting line for the fixed term Senior Coordinator Delivery Support (NZCRS) to the Practice and Improvement Manager and retain the role until 30 June 2025. **[Change from proposal]**
- Minor scope change and change in reporting line for the Case Managers to the Operations Manager Insurance.
- Change of reporting line and minor scope change for the Senior Business Administrator to the Practice and Improvement Manager.
- Disestablish the Head of Accommodation Response (TAS).
- Disestablish the Director New Zealand Claims Resolution Service (NZCRS).
- Disestablish the Manager Case Resolution (NZCRS).
- Disestablish the National Manager Temporary Accommodation Service (TAS).
- Disestablish the Director Strategic Planning (TAS).
- Disestablish the Principal Engagement Advisor (TAS) x2.
- Disestablish the Operational Engagement Advisor (TAS).
- Disestablish the Senior Business Improvement Advisor (TAS).
- Disestablish the Business Administrator (TAS)
- Disestablish the fixed term Matching and Placement Coordinator (TAS) x3.
- Disestablish the vacant permanent Case Manager role (NZCRS).
- Disestablish the vacant fixed term Case Manager role (NZCRS).
- Disestablish the National Manager Accommodation and Supply (TAS) at the later date of 30 April 2025 with a change in reporting line to the Head of Accommodation and Insurance Response from 1 April 2025. **[Change from proposal]**

- Disestablish the Business Coordinator (TAS) at the later date of 30 April 2025, with a change in reporting line to the Head of Accommodation and Insurance Response from 1 April 2025. **[Change from proposal]**
- Disestablish the Technical Advisor (TAS) at the later date of 30 April 2025 reporting to the National Manager Accommodation and Supply. **[Change from proposal]**
- Disestablish the Manager Response and Operations (TAS) at the later date of 30 April 2025 with a change in reporting line to the Head of Accommodation and Insurance Response. **[Change from proposal]**
- Disestablish the fixed term Accommodation Coordinator (TAS) reporting to the National Manager Accommodation Supply at the later date of 30 April 2025 with a change in reporting line to the Operations Manager Accommodation. **[Change from proposal]**
- Disestablish the Senior Accommodation Advisor (TAS) at the later date of 30 April with a change in reporting line to Operations Manager Accommodation from 1 April 2025. **[Change from proposal]**
- Disestablish the Business Support Team Leader (TAS), at the later date of 30 April 202 with a change in reporting line to the Head of Accommodation and Insurance Response from 1 April 2025. **[Change from proposal]**
- Disestablish the Business Advisor (TAS) at the later date of 30 April 2025 reporting to the Business Support Team Leader. **[Change from proposal]**
- Disestablish the Senior Business Operations Advisor (TAS) at the later date of 30 April 2025 reporting to the Business Support Team Leader. **[Change from proposal]**
- Disestablish the Senior Advisor Service Delivery (TAS) at the later date of 30 April 2025 reporting to the Business Support Team Leader. **[Change from proposal]**

## Confirmed organisational chart – 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

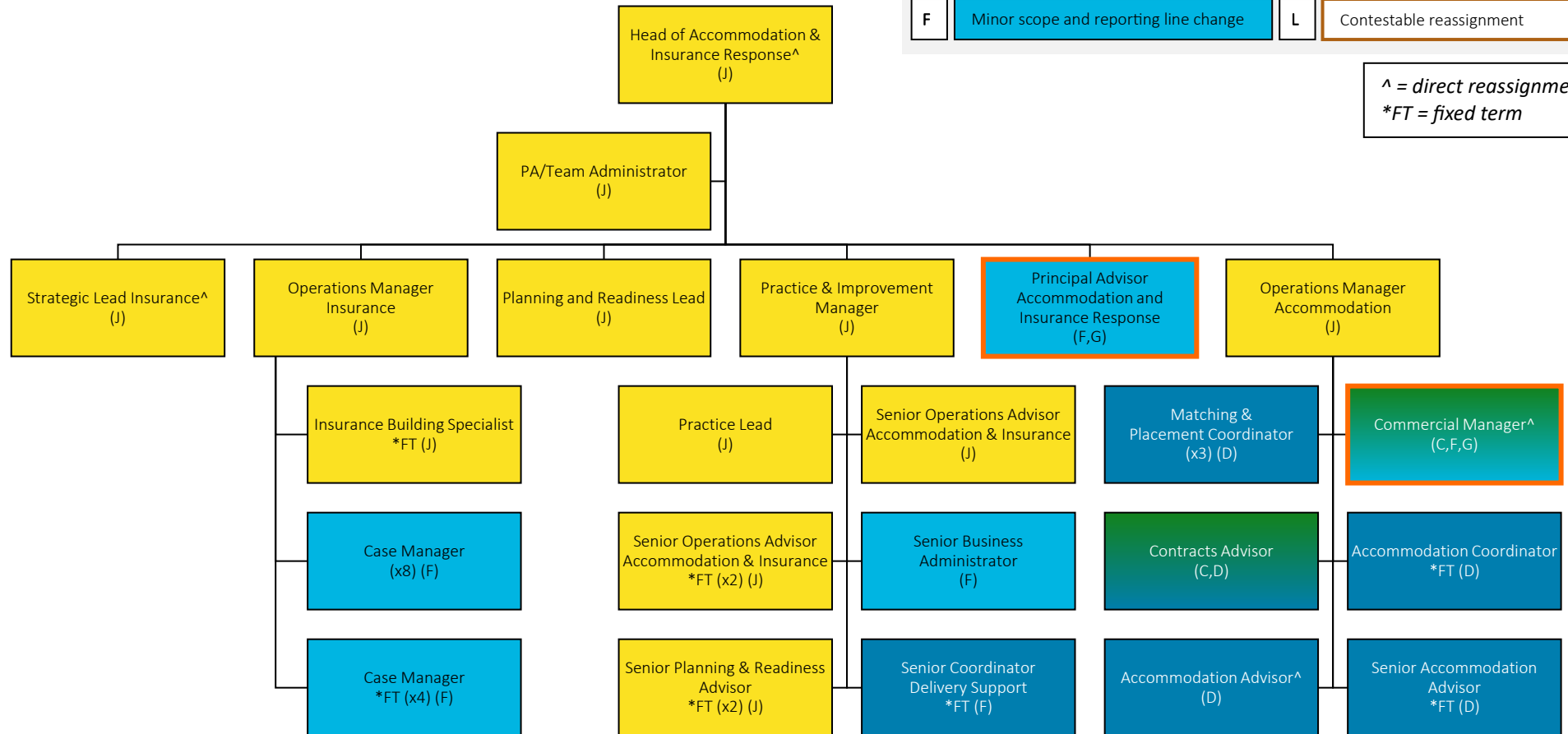
^ = direct reassignment

For further information on the confirmed changes relating to the Business Delivery Team, please see Proposal 3.

## Confirmed organisational chart – 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

^ = direct reassignment  
\*FT = fixed term



## Proposal 5 – Office for the Deputy Secretary

With an increasingly complex and rapidly evolving operating environment, there is an opportunity to strengthen the Office for the Deputy Secretary as a centre of expertise responsible for ensuring the effective functioning of Te Whakatairanga. It was proposed to bring our group strategy and business management functions together and establish a centre of expertise within the Office for the Deputy Secretary to improve efficiency, streamline processes through consistency, and remove duplication of effort.

To achieve our design principles, the following key changes were proposed:

- Establish a new Head of the Office for the Deputy Secretary supported by a new PA/ Team Administrator.
- Build on the existing capability of the Office by integrating the Group Performance and Strategy teams.

These proposed changes resulted in the disestablishment of a number of existing positions, the establishment of a number of new positions as well as changes in reporting line, position title, branch and scope. Further detail on the changes originally proposed can be found in the [Te Whakatairanga Service Delivery Foundations for the Future – Proposal for Change](#).

## Your feedback on Proposal 5

The following table summarises feedback we received about Proposal 5, our responses and final decisions

Feedback themes		Response
<b>Strengthen Office of the Deputy Secretary</b>	<ul style="list-style-type: none"> <li>There was support for the proposed integration of the Group strategy and performance functions within a strengthened Office.</li> <li>Your feedback recognised the opportunity to reduce duplicated commissioning, provide enhanced clarity for Branch business management functions and streamline Group level engagement with MBIE corporate teams.</li> </ul>	<ul style="list-style-type: none"> <li>It was great to receive recognition for the intent and rationale to strengthen the office. We agree that this should enable an enhanced focus on delivery against our strategy and continuous improvement as we seek to streamline our systems and processes and ensure consistency across our business management and corporate reporting.</li> <li>As a result, we have confirmed our decision to integrate these functions and establish a revised Office for the Deputy Secretary led by a new Head of Office position as originally proposed.</li> </ul>
<b>Portfolio Planning and Investment</b>	<ul style="list-style-type: none"> <li>Some of you felt that the Office for the Deputy Secretary should be expanded further to include responsibility for Group Planning and Investment to ensure it received Group level direction and was driven by Strategy.</li> </ul>	<ul style="list-style-type: none"> <li>We agree that everything we do across Te Whakatairanga should be strategy led and aligned and this is one of the reasons that the Group focussed Strategy team has been brought into the Office for the Deputy Secretary.</li> <li>As set out in our responses to Proposal 3, in developing this proposal, we thoroughly considered where best to position the Operations Portfolio Office and had considered the Office of the Deputy Secretary as a potential option.</li> <li>We acknowledge the alignment with strategy and performance however, overall, we felt that aligning Business Operations closer to delivery would ensure it was better placed for success given the proximity to key levers required to deliver our strategic priorities and work programmes, providing assurance as required by the Office of the Deputy Secretary.</li> <li>As a result, we have confirmed our decision for Portfolio Planning and Investment to remain the responsibility of the Business Operations function within the Customer, Design and Innovation Branch.</li> </ul>

## Confirmed changes

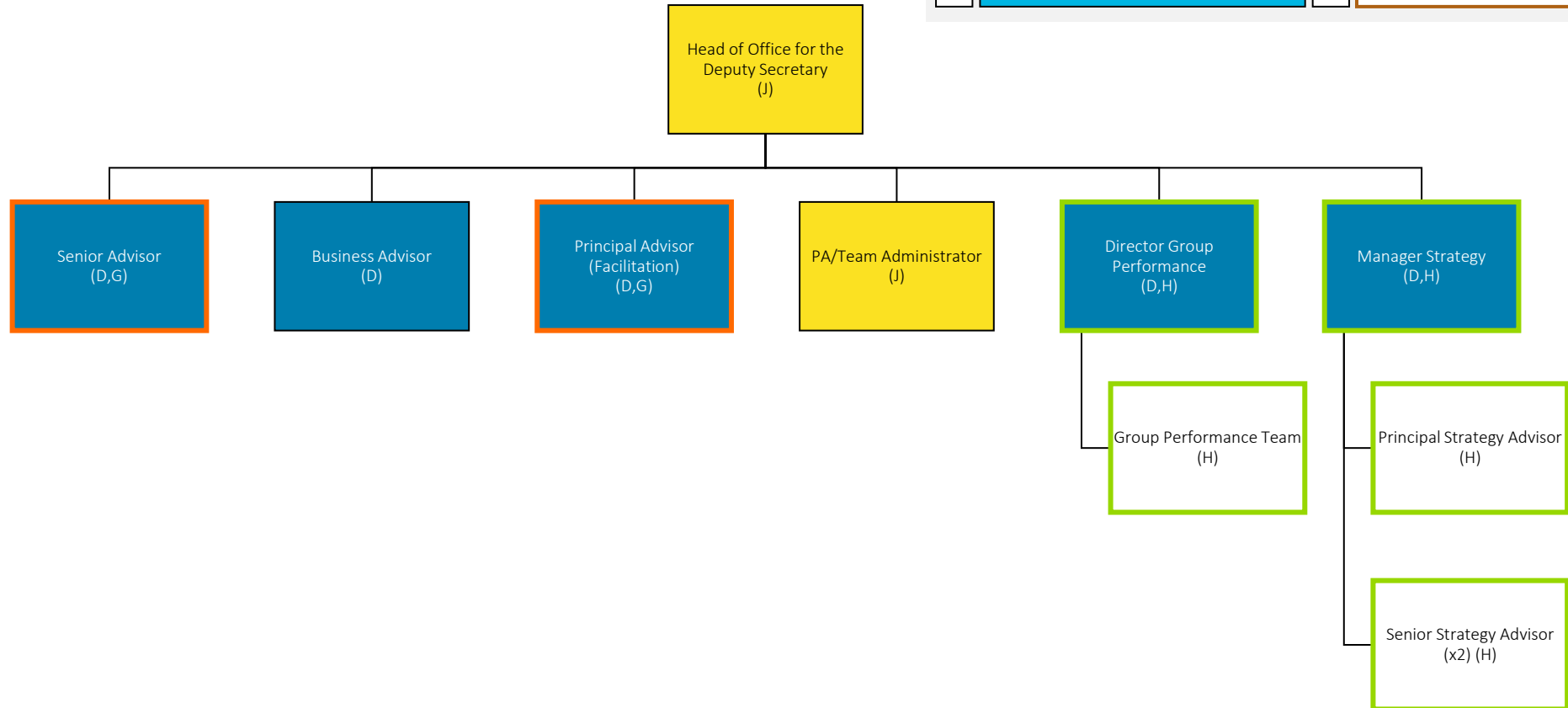
After careful consideration of the feedback received, the final decisions relating to Proposal 4 are as follows:

- 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 position title for the Senior Advisor ODS to Senior Advisor.
- Change in position title for the Principal Advisor ODS to Principal Advisor.
- 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.



## Confirmed organisational chart – Office for the Deputy Secretary

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



# Summary of changes

## Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished (including vacancies)	41
Number of new positions	34 (including 6 fixed term)
Number of positions with minor changes such as minor scope, reporting line, branch etc.	740
Overall decrease in positions (including vacancies)	7.0
Overall increase in FTE	2.0 (including 6.0 fixed term FTE)

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

## New positions

Proposal	Position title	Reporting line	Branch	Remuneration Band
1 & 2	General Manager Customer Service Delivery	Deputy Secretary Te Whakatairanga Service Delivery	Customer Service Delivery	23F
1 & 3	General Manager Customer, Design and Innovation	Deputy Secretary Te Whakatairanga Service Delivery	Customer, Design and Innovation	23F
1 & 5	Head of Office for the Deputy Secretary TWSD	Deputy Secretary Te Whakatairanga Service Delivery	Office for the Deputy Secretary	21F
1 & 3	Head of Data, Research and Insights	General Manager Customer Design & Innovation	Customer, Design and Innovation	21F
2	Director Content and Marketing	General Manager Customer Service Delivery	Customer Service Delivery	21F
2	Strategic Initiatives and Implementation Lead	General Manager Customer Service Delivery	Customer Service Delivery	X
2	Principal Advisor (Fixed Term)	Manager Service Support	Customer Service Delivery	V
2	Product Owner (Genesys Cloud)	Manager Service Support	Customer Service Delivery	V
3	Director Kiritaki Centricity and Service Design	General Manager Customer Design & Innovation	Customer, Design and Innovation	20F
3	Director Business Operations	General Manager Customer Design & Innovation	Customer, Design and Innovation	21F

Proposal	Position title	Reporting line	Branch	Remuneration Band
3	Manager Customer and Service Design	Director Kiritaki Centricity and Design	Customer, Design and Innovation	X
3	Manager Operational Policy and Regulatory Systems	Director Operational Policy and Regulatory Systems	Customer, Design and Innovation	X
3	Senior Advisor Operational Policy and Regulatory Systems	Manager Operational Policy and Regulatory Systems	Customer, Design and Innovation	U
3	Manager Operations Portfolio Office	Director Business Operations	Customer, Design and Innovation	X
3	Principal Advisor Business Operations	Director Business Operations	Customer, Design and Innovation	V
3	Portfolio Analyst	Manager Operations Portfolio Office	Customer, Design and Innovation	N
3	Senior Advisor Benefits and Planning	Manager Operations Portfolio Office	Customer, Design and Innovation	R
3	Senior Advisor Operations Portfolio	Manager Operations Portfolio Office	Customer, Design and Innovation	R
3	Business Change Manager	Manager Operations Portfolio Office	Customer, Design and Innovation	V
4	Head of Accommodation and Insurance Response	General Manager Building and Tenancy	Building and Tenancy	21F
4	PA/Team Administrator	Head of Accommodation and Insurance Response	Building and Tenancy	E
4	Operations Manager Accommodation	Head of Accommodation and Insurance Response	Building and Tenancy	X
4	Practice and Improvement Manager	Head of Accommodation and Insurance Response	Building and Tenancy	X
4	Operations Manager Insurance	Head of Accommodation and Insurance Response	Building and Tenancy	X
4	Planning and Readiness Lead	Head of Accommodation and Insurance Response	Building and Tenancy	V
4	Strategic Lead Insurance	Head of Accommodation and Insurance Response	Building and Tenancy	X
4	Insurance Building Specialist (Fixed Term)	Operations Manager Insurance	Building and Tenancy	R
4	Senior Planning and Readiness Advisor (Fixed Term)	Practice and Improvement Manager	Building and Tenancy	R
4	Senior Planning and Readiness Advisor (Fixed Term)	Practice and Improvement Manager	Building and Tenancy	R
4	Senior Operations Advisor Accommodation and Insurance	Practice and Improvement Manager	Building and Tenancy	R
4	Senior Operations Advisor Accommodation and Insurance (Fixed Term)	Practice and Improvement Manager	Building and Tenancy	R
4	Senior Operations Advisor Accommodation and Insurance (Fixed Term)	Practice and Improvement Manager	Building and Tenancy	R
4	Practice Lead	Practice and Improvement Manager	Building and Tenancy	V
5	PA/Team Administrator	Head of Office for the Deputy Secretary TWSD	Office for the Deputy Secretary	E

## 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 and Design	Deputy Secretary Te Whakatairanga Service Delivery	Strategy, Performance and Design
1 & 3	General Manager Customer	Deputy Secretary Te Whakatairanga Service Delivery	Customer
1 & 3	Head of Kiritaki Centricity and Innovation	Deputy Secretary Te Whakatairanga Service Delivery	Kiritaki Centricity and Innovation
1 & 5	Director Office of the Deputy Secretary	Deputy Secretary Te Whakatairanga Service Delivery	Office of the Deputy Secretary
2	Strategic Initiatives Lead	General Manager Engagement & Experience	Engagement and Experience
2	Personal Assistant	Manager Service Support	Engagement and Experience
3	National Manager Customer Experience	General Manager Customer	Customer
3	National Manager Stakeholder Engagement	General Manager Customer	Customer
3	National Manager Operational Marketing and Content	General Manager Customer	Customer
3	Manager Customer Segments	National Manager Customer Experience	Customer
3	Manager International Education	National Manager Customer Experience	Customer
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
3	Principal Advisor Service Design	Director Design and Insights	Strategy, Performance and Design
3	Director Kiritaki Centricity and Innovation	Head of Kiritaki Centricity and Innovation	Kiritaki Centricity and Innovation
4	Head of Accommodation Response	General Manager Building and Tenancy	Building and Tenancy
4	Director NZCRS	General Manager Building and Tenancy	Building and Tenancy
4	Manager Case Resolution	Director NZCRS	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
4	Technical Advisor	National Manager Accommodation Supply	Building and Tenancy

Proposal	Position title	Reporting line	Branch
4	Senior Accommodation Advisor	National Manager Accommodation Supply	Building and Tenancy
4	Accommodation Coordinator	National Manager Accommodation Supply	Building and Tenancy
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	National Manager Temporary Accommodation Service	Building and Tenancy
4	Principal Engagement Advisor	National Manager Temporary Accommodation Service	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	Senior Business Improvement Advisor	Manager Response and Operations	Building and Tenancy
4	Matching and Placement Coordinator	Manager Response and Operations	Building and Tenancy
4	Matching and Placement Coordinator	Manager Response and Operations	Building and Tenancy
4	Matching and Placement Coordinator	Matching and Placement Lead	Building and Tenancy

## Appendix 1: Confirmed change process

Consistent with MBIE's employment agreements and recruitment policy, the following information summarises the proposed standard change processes which will 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 2: Support through change

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

### Wellbeing support and resources

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

- [Employee assistance programme](#)

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

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

### Learning support options

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

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

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

### Career development support

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

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