

Foundations for the Future Strategy and Assurance

Proposal for Change

26 March 2025

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Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

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

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

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

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

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

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

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

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

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

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

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

Ngā mihi nui

Carolyn Tremain

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

Introduction from Melanie Porter

Tēnā koutou,

We entered 2025 with a clear signal from the Government that its focus will be on economic growth. Our MBIE Ministers have set priorities which centre on unleashing the potential of New Zealand businesses to grow, develop talent, and attract investment.

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

The Strategy and Assurance Group is a key enabler across MBIE and for the Secretary. Our specialist advice, assurance and enterprise risk and performance functions aim to support our Secretary and MBIE, and the public to have confidence in MBIE's delivery, performance, reliability, and integrity.

Strategy and Assurance Group's functions are focussed on supporting and ensuring MBIE has good governance and decision-making, strong accountability for performance and outcomes, increased organisational efficiency, risk management, and that MBIE maintains public trust and confidence in how it performs and conducts itself as an agency. These functions are critical in supporting MBIE to effectively balance fiscal challenges going forward, focus on driving efficiencies, and ensuring the right capability, systems and controls are in place to ensure delivery on priorities.

Following the December 2024 Foundations for the Future decisions, there was a need to take a closer look at how we organise our enterprise strategy, risk, assurance and performance functions across Strategy and Assurance and Corporate and Digital Shared Services Groups. The primary focus of this proposal is about re-alignment and grouping similar functions together to further build centres of expertise and capability.

The intended outcome is to ensure MBIE is positioned for efficient and effective delivery and ensure our functions reflect the Group's core services, priorities, and capabilities.

I acknowledge that this change proposal may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. I encourage you to show kindness to your colleagues during this time. Please consider what support you may need during the consultation process and discuss this with your people leader and ensure that you look at the range of support options available later in this document.

Ngā mihi nui

Melanie Porter

Deputy Secretary Strategy and Assurance

Overview of this proposal

This document contains the reason for proposing changes for our group, how it would impact the current structure, the process that would be followed to make decisions about the change, including timeframes and how to provide feedback.

Understanding proposed changes to your position

Current and proposed organisational charts have been included at the end of each proposal to help demonstrate the impacts that proposed changes would have to the structure of our group. There is also a summary table with more detail about proposed changes to positions and proposed new positions at the end of this document and the Strategy and Assurance change site.

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

Proposed change process

Find out more about MBIE's proposed change process in [Appendix 1](#). This determines how we classify the impact to our people, based on the proposed impacts to their position. This change process includes the proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as result of this consultation process.

Providing feedback

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

Through the engagement processes held across CSFE, Te Waka Pūtahitanga, and DDI teams there is a strong base of feedback on our structure as well as the things that are

most important to your experience at MBIE. This feedback remains central to my thinking and has been and has been represented by your leaders as part of the development of this proposal.

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

MBIE recognises that feedback can be provided individually or as a group and in formats other than written, and as such will enable verbal submissions upon request. This also includes where the union wishes to speak to their collective submission orally. If you wish to provide verbal feedback, please email SAACChange2025@mbie.govt.nz and we will arrange a suitable time.

Additionally, you have the option to use What Say You, an interactive consultation tool, which enables you to engage with feedback from across our group. You can read more about using What Say You in the guidance available on the Strategy and Assurance change site.

Once the consultation period has closed, all feedback will be carefully considered by me before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the change process including EOI if applicable.

As part of considering feedback there may be aspects of the proposal we want to consider changing. If as a result, there is a need for further consultation we will engage with those people affected and outline any change in process or timeframes.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Wednesday 26 March 2025
Consultation closes	Wednesday 9 April 2025
Feedback reviewed and considered	From Thursday 10 April 2025 to Tuesday 29 April 2025
Final decision	Week commencing 28 April 2025
Expression of Interest (EOI) and selection process starts	From Thursday 1 May 2025 to Friday 23 May 2025
Proposed 'Go-live' of new structure	Monday 26 May 2025

Navigating change together

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

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

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

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

Support available

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

You can read more about the support available to you in [Appendix 2](#).

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

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

Case for change

Background

We entered 2025 with a clear signal from the Government that its focus will be on economic growth. Our MBIE Ministers have set priorities which centre on unleashing the potential of New Zealand businesses to grow, develop talent, and attract investment. Our group has a central role to play in the achievement of this agenda – leveraging our enterprise-wide vantagepoint to monitor performance, provide assurance, and manage strategic risks.

As MBIE has done over the past 18 months, we will continue to work closely with the Government to deliver on these priorities. This period has seen a number of changes across our organisation to support the effective delivery of Government priorities and to position ourselves flexibly to respond to future demands. A commonality across these changes has been their focus on bringing together like functions and teams.

Taking this focus further through MBIE Foundations for the Future, Carolyn's decision was to establish Strategy and Assurance group intended to centralise functions responsible for strategic risk management, assurance and performance. Bringing these capabilities together builds a great foundation for our group to support MBIE to deliver the Government's growth agenda. In this proposal, I am seeking to refine how our functions are organised across the group as part of clarifying our role in MBIE moving forward.

Confirming our core role

Strategy and Assurance is intended to provide strategic advice and assurance to the Chief Executive and Senior Leadership Team, hold a medium- to long-term focus on organisational performance, and lead the incubation of key strategic focus areas.

Based on this intention, I see our core role as providing advice, services and assurance to the Chief Executive and SLT in relation to MBIE's delivery, performance, reliability, and integrity through:

- Shaping MBIE's organisational strategy to support and drive organisational performance to deliver for New Zealanders.
- Providing oversight, coordinating and monitoring functions for organisational governance, assurance, risk, and performance.
- Regulatory stewardship advice and services.
- Providing legal, privacy and integrity advice, and communications and ministerial servicing advice and support.
- Providing enterprise assurance advice and iwi partnership support to ensure that MBIE is meeting its Treaty settlement obligations
- Progressing strategic focus areas related to organisational efficiency, productivity, performance and workforce capability.

Design principles

This proposal for change is informed by the design principles from the '*Foundations for the Future*' change proposal as they underpin the direction of change we are taking as an organisation. They are:

- **Group like functions together** to enhance our organisational efficiency and agility by centralising core skills, services, and activities into centres of expertise.
- **Clarify the connection between our functions** to simplify internal points of accountability.
- **Focus capacity and capability towards core services** to ensure we deliver to a defined workplan that reflects government priorities, demonstrates responsible spending, and delivers value for money.

- **Anticipate our future needs** to be prepared for environmental challenges and opportunities, ensuring that we maintain and continue to develop the critical skills and capability that MBIE needs to achieve its long-term objectives.

Desired outcomes

With these design principles as the foundation, I am seeking to achieve the following outcomes through this proposal:

- **Strengthened centres of excellence** for organisational risk and assurance functions that support the Chief Executive and SLT, to drive and monitor performance and lead strategic focus areas aimed at increasing MBIE's efficiency and effectiveness.
- **Clear strategic risk management, assurance and performance** across the CDSS and Strategy and Assurance Groups, including how teams drive performance monitoring and reporting on efficiency, value for money and impact of MBIE's work.
- **A sustainable structure** for the changes proposed in this document that is future-proofed for the medium-term. The new structure adequately addresses key issues and opportunities that are in line with MBIE's 'Foundations for the Future' change process.

How we'll measure success

It is my view that we will measure how we have achieved these desired outcomes by:

- Having a strong MBIE performance story that sets out MBIE's impact on outcomes and its efficiency and effectiveness, supported by effective workforce, investment planning and metrics.
- A review of MBIE's governance arrangements that shows how governance has supported good decision making, enhanced risk management and delivery confidence.

- MBIE progresses work to maintain and enhance regulatory stewardship and performance monitoring and improvements across key regulatory system
- Positive feedback from our Ownership Minister regarding MBIE's ownership work in relation to performance, efficiency and effectiveness
- We have significantly progressed and delivered on work commissioned by the Chief Executive and MBIE SLT for the Strategy and Assurance functions

I invite your feedback on the principles and outcomes that have been used as the foundation for this document, in particular, opportunities you see for us to monitor and measure success within our group, and across MBIE's strategic focus areas.

Scope of this change

This proposal follows the MBIE 'Foundations for the Future' change which confirmed the structure of our Senior Leadership Team and the core functions within MBIE groups. Because of the enduring connection between the Corporate and Digital Shared Services (CDSS) and Strategy and Assurance Groups, this proposal has been developed in collaboration with Richard Griffiths, Deputy Secretary (CDSS) who is proposing realignment of the functions within CDSS in parallel. As part of this collaboration, we have considered and jointly proposed the movement of some functions between our groups to strengthen centres of expertise.

While most changes proposed in this document would result in reporting line and branch shifts, I have proposed to disestablish a small number of roles to align functions within a team or Branch.

The scope of this change includes Enterprise Strategy Risk and Transformation, Regulatory Systems Policy Assurance and Performance Branches in Strategy and Assurance Group; and in the Corporate and Digital Shared Services Groups, the Office of the Deputy Secretaries, Mātauranga Māori, Internal Assurance and Corporate Reporting and Insights teams. The scope does not include Legal, Ethics and Privacy or Communications and Ministerial Services Branches.

Proposal 1 – Strategy and Assurance Leadership team

The changes proposed for the Strategy and Assurance Leadership Team follow on from Carolyn's Foundation for the Future change process completed in late 2024. As well as reflecting what Carolyn signalled at the time around further alignment of functions, we also have the opportunity to ensure that changes made now strengthen our accountabilities, consolidate risk, assurance and performance, ensure we are well placed to respond to changing priorities both from an internal and external perspective, and Groups across MBIE can easily connect and do business with us.

Why change is proposed

The current Strategy and Assurance Leadership Team has come together as a combination of prior corporate and strategic functions. As it needs to deliver several enterprise functions from organisational strategy to governance, to aspects of planning, risk and assurance, there was a need to consider how these functions and teams are best arranged and led. The December 2024 Foundations for the Future decisions largely focussed on the Senior Leadership Team. This proposal follows from these decisions and focusses on the next two management layers, looking across the Corporate and Digital Shared Services and Strategy and Assurance Groups.

The following changes are proposed

- **Internal Assurance** – re-align from CDSS to the Strategy and Assurance Group in line with consolidation of assurance functions within Strategy and Assurance. I am proposing this function is moved and that the Head of Internal Assurance reports directly to the Deputy Secretary, Strategy and Assurance. In doing this it is not my intention to make any other changes to the role's responsibilities, level of HR or Financial delegations.
- The Policy Capability and Regulatory Assurance and Performance functions of the Regulatory Systems, Policy Assurance and Performance Branch would

move to the Enterprise Strategy, Risk and Transformation Branch. The vacant roles in the Policy and Regulatory Capability team would move to Te Whakatairanga Service Delivery to support regulatory capability of the regulatory workforce from there. Responsibility for MBIE's Model Standards for Information Gathering policy would move to Data, Governance and Ethics Unit in CDSS. As a result, the **General Manager Regulatory Systems, Policy Assurance and Performance** is proposed to be dis-established.

- The **General Manager, Enterprise Strategy, Risk and Transformation** would have a change of scope to include Policy Capability and Regulatory assurance and performance functions, and workforce reporting functions from CDSS. The Enterprise Risk and Compliance teams are proposed to be merged into one team to reflect the connectedness of these two functions. It is proposed to directly reassign the General Manager, Enterprise Strategy, Risk and Transformation. These changes are covered in more detail in [Proposal 4](#).
- The **General Manager Te Kupenga Māori Economic Policy and Strategic Partnerships** will have a dotted reporting line to the Deputy Secretary Labour, Science and Enterprise (LSE) for the work the team does in relation to Māori economic policy, to streamline accountability and align this work to broader economic policy functions and work led through LSE.
- A new **Head of the Office of the Deputy Secretary** position will be established to manage my office, provide strategic advice on Group matters, act as a connector to Minister's offices and provide back-up support to the Chief Executive's office as needed. Where previously the Head of Office role was a shared function between Corporate Services, Finance and Enablement and Te Waka Pūtahitanga, each Deputy Secretary will now have their own dedicated Office support. It is intended the two Office will continue to work together closely particularly with Group risk, planning and reporting.

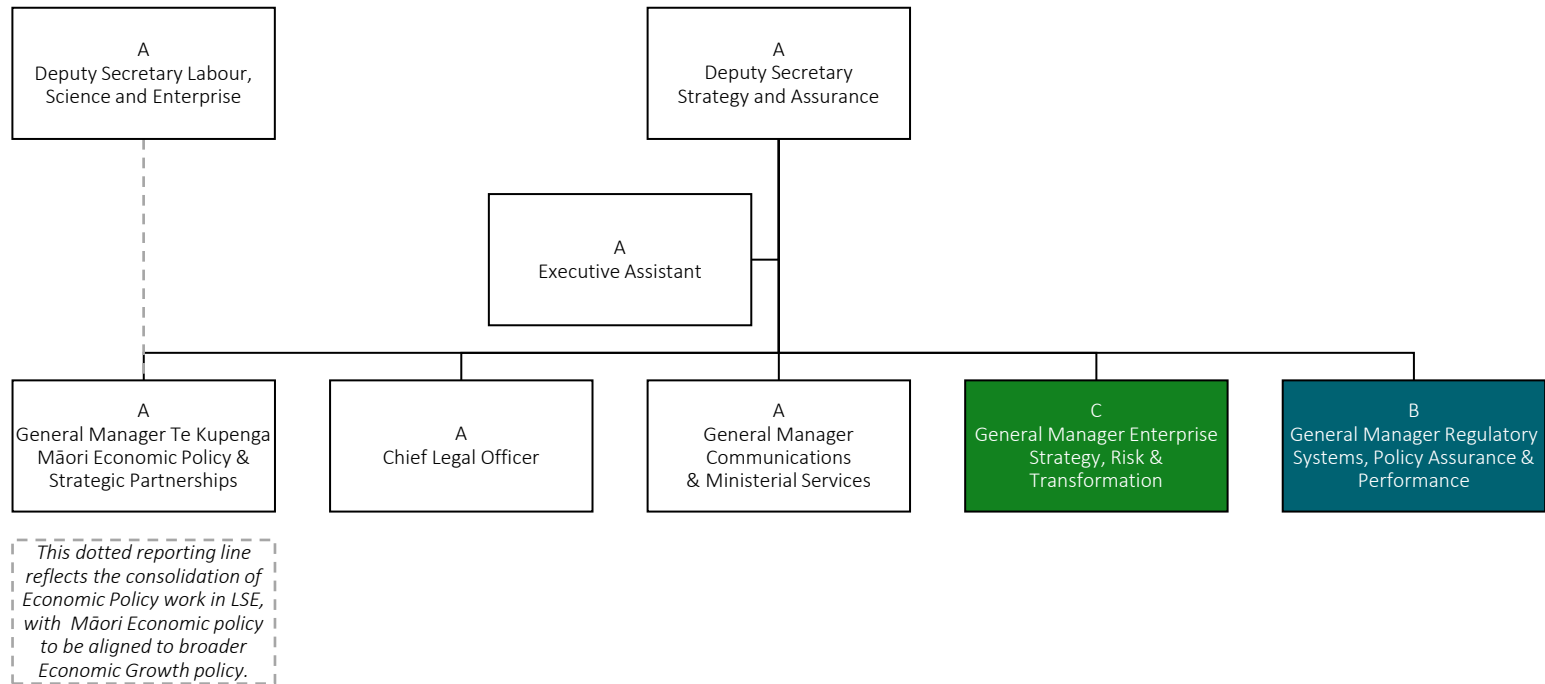
- As proposed in the Corporate and Digital Shared Services change document, the position of **Director, Mātauranga Māori** will move to report directly to me.

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

We welcome your thoughts on where this proposal could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

The following pages show how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

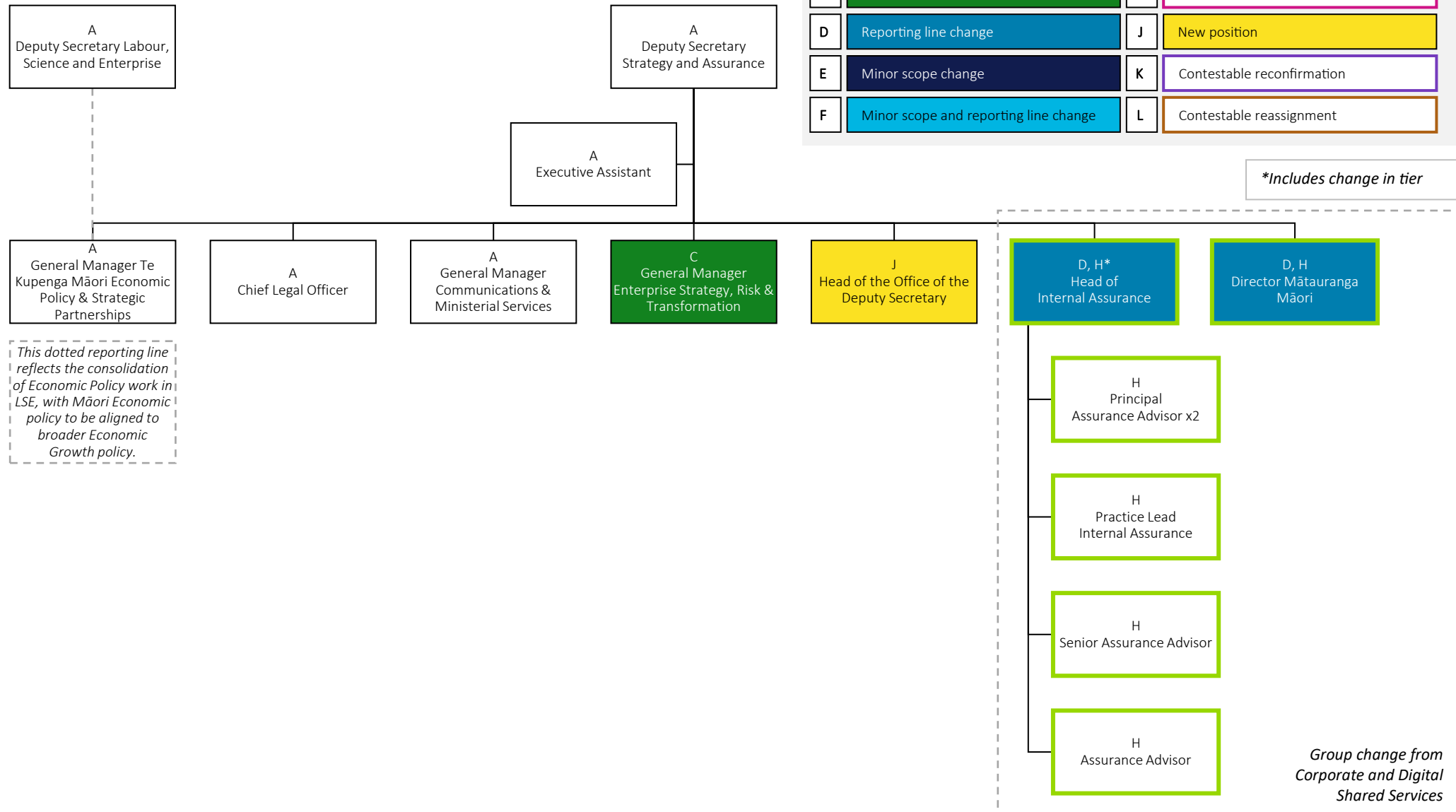
Current organisational chart – Leadership team



KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment

Proposed organisational chart – Leadership team



Proposal 2 – Mātauranga Māori

Through changes proposed for Te Waka Pūtahitanga in 2024 and the subsequent engagement processes run with Te Waka Pūtahitanga and Corporate Services, Finance and Enablement teams, there has been significant volume of feedback about the positioning of teams related to Māori capability, Māori leadership, and partnership with Iwi and Māori.

Why change is proposed

As one of the Ministry's senior leaders and a kaitiaki for our foundational responsibilities under Te Tiriti o Waitangi and organisational strategy, Te Ara Amiorangi, it is considered important that the Mātauranga Māori role joins Strategy and Assurance.

This role would have a much clearer focus on providing advice and support to the Chief Executive and SLT leaders to supporting capability building at MBIE in conjunction with Te Iho Poutama in Corporate and Digital Shared Services. The role would provide advice to the Secretary and SLT as required in relation to iwi engagement.

The mana of this position is such that it will represent the organisation and maintain a genuine and authentic relationship with mana whenua, hapu and iwi. This position is an influencing role and would work with the CE and SLT and with other teams across the organisation.

It is proposed that the two Kaihāpai Senior Advisor positions currently reporting to the Director Mātauranga Māori would report to the Kai Tomina-Head of Te Iho Poutama which would integrate their work related to building, growing, and supporting internal capability and advice within MBIE, while maintaining a strong connection to the advice and support provided by the Director Mātauranga Māori.

There has been significant progress made in the delivery of Whāinga Amiorangi within MBIE and it is intended that realigning our two Kaihāpai Senior Advisor positions into Te Iho Poutama would provide additional support, scale and scope.

The following changes are proposed

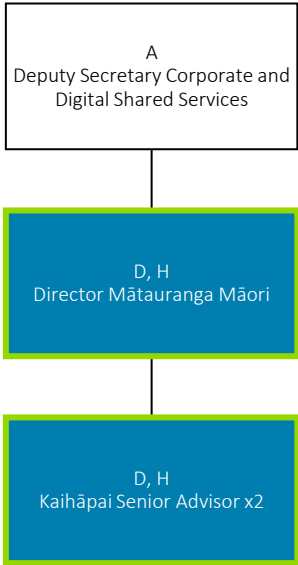
- Change of reporting line for **Director, Mātauranga Māori** to Deputy Secretary, Strategy and Assurance.
- Change of branch and reporting line for the two **Kaihāpai Senior Advisors** to Kai Tomina-Head of Te Iho Poutama, People and Culture, Corporate and Digital Shared Services.

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

We welcome your thoughts on where this proposal could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

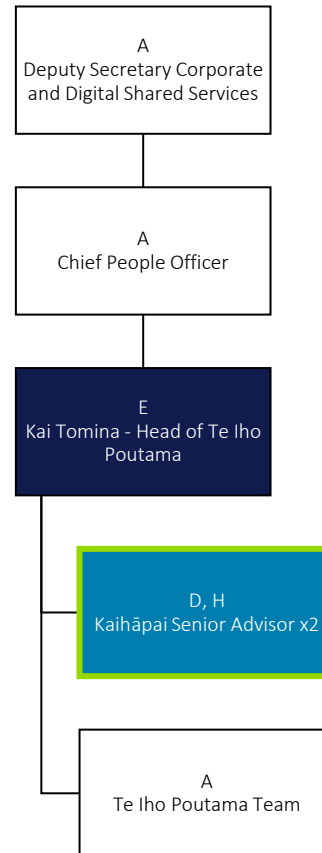
The following pages show how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

Current organisational chart – Mātauranga Māori



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment

Proposed organisational chart – Te Iho Poutama



KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment

Proposal 3 – Head of the Office of the Deputy Secretary

It was recognised in Carolyn's change process that in combining Corporate Services, Finance and Enablement and Digital, Data and Insights there would need to be further rationalisation of Executive Support Services within the CDSS Group.

Where previously the Head of Office of the Deputy Secretaries and team was a shared function between Corporate Services, Finance and Enablement and Te Waka Pūtahitanga, it has been agreed by Richard Griffiths and me that we would now each benefit from dedicated Head of Office support and therefore I am proposing to establish a new position.

Why change is proposed

Given the increase in scope of functions and resource for both Strategy and Assurance and CDSS, it now makes sense that each group has its own Head of the Office of the Deputy Secretary. However, there is still opportunity for efficiencies across our groups and it is intended the two Offices will continue to work together closely, with Strategy and Assurance leveraging support from CDSS for risk, planning and reporting requirements.

While each group will have dedicated Office support, there will be differences in terms of what each role is responsible for delivering. In Strategy and Assurance, the role will:

- provide strategic advice and operational leadership to me and ensure the effective functioning of the group
- act as a connector to Minister's offices for ownership matters for Strategy and Assurance and CDSS
- provide back-up support to the Chief Executive's office as needed
- absorb the functions of the Kōkiritia team
- shape and lead our strategic work programmes as they arise.

The Kōkiritia team and its mahi was established in 2023 to ensure MBIE was ready to support the delivery of the Government's agenda, while striking a balance

between fiscal sustainability, and serving the public. While it was originally envisioned this would be a temporary function within MBIE, the on-going need for the work of this team is recognised and it is proposed to align this function under the Head of Office.

I am also proposing to align climate change reporting with other related strategic reporting provided to SLT to this Office of the Deputy Secretary.

The following changes are proposed

- Dis-establish **Head of the Office of the Deputy Secretaries** (combined role supporting Strategy and Assurance and CDSS).
- Establish **Head of the Office of the Deputy Secretary, Strategy and Assurance**.
- Change of reporting line for the **Senior Advisor, Planning and Performance** to the Head of the Office of the Deputy Secretary.
- Disestablish the fixed term position **Head of Kōkiritia**.
- Change of reporting line for the **Principal Advisors (Kōkiritia)**.
- Change of reporting line for **Manager Economic System Monitoring and Reporting** to Head of the Office of the Deputy Secretary.
- Change of reporting line for **Coordinator** to Head of the Office of the Deputy Secretary.

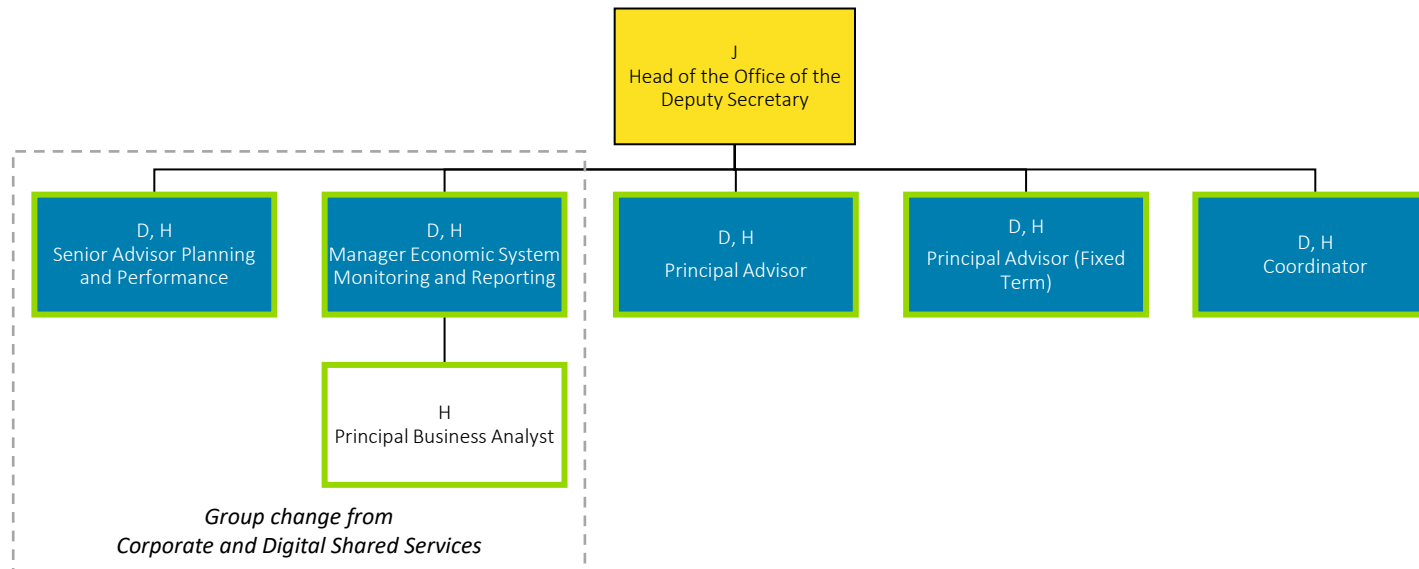
We ask you to consider whether changes under Proposal 3 will achieve our desired outcomes.

We welcome your thoughts on where this proposal could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

The following pages show how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

Proposed organisational chart – Office of the Deputy Secretary

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



Proposal 4 – Enterprise Strategy, Risk and Transformation

Why change is proposed

The changes proposed in this section primarily reflect the aim to better align and clarify many of the core functions of enterprise strategy, regulatory stewardship, planning, risk and compliance into one Branch.

The proposals relating to this branch are about:

- Maintaining expertise in particular domains (enterprise risk, compliance and regulatory systems) whilst further strengthening synergies in relation to work on performance, risk and compliance across regulatory systems and MBIE enterprise work by bringing the functions under a single General Manager.
- Consistent with maintaining specialist expertise whilst bringing together related domains, it is proposed to merge the risk and compliance teams into one team.
- Consolidating organisational change management practices and workforce planning and reporting resources under one manager to create a centre of expertise to support the enterprise and strengthen MBIE's change practice and provide consistency across change and workforce planning principles.

Responsibility for MBIE's Model Standards for Information Gathering policy is proposed to move to Data Governance and Ethics in the Data Strategy and Knowledge Branch (Chief Data Officer) within CDSS. This is a good fit for the role and associated work now that the Model Standards for Information Gathering internal policy work programme is focussed on implementation and monitoring.

Whilst responsibility for Policy Capability would remain within this Branch, responsibility for regulatory capability would be moved to sit in Te Whakatairanga Service Delivery under the Director Operational Policy and Regulatory Systems in the Customer, Design and Innovation Branch. This would align regulatory capability functions closer to MBIE's regulatory workforce and other regulatory systems work in Te Whakatairanga Service Delivery. The expectation would be the regulatory and policy capability teams work closely together to ensure where there are common

learning needs of MBIE's regulatory and policy workforce, the teams are joined up in shaping and delivering common capability needs.

The Corporate Reporting and Insights team currently in CDSS provide workforce data internally to MBIE groups as well external reporting to the Public Service Commission. It is proposed to move the team to the Workforce Planning, Change and Reporting unit. This will bring together all workforce reporting into one team.

The following changes are proposed

- Change of reporting line and change of title for the **Manager Regulatory Assurance and Performance** to Head of Regulatory Assurance and Performance reporting to the General Manager Enterprise Strategy, Risk and Transformation.
- Change of reporting line for the **Senior Advisor Risk and Assurance** to the Head of Data Governance and Ethics in the Data Strategy and Knowledge Branch within CDSS.
- Change of reporting line for the **Chief Advisor Regulatory Systems** to the General Manager Enterprise Strategy, Risk and Transformation.
- Change of reporting line and change of title for the (vacant) **Director Policy and Regulatory Capability** position to **Director Policy Capability** reporting to the General Manager Enterprise Strategy, Risk & Transformation.
- Disestablish the (vacant) **Director Regulatory Assurance** position.
- Disestablish the (vacant) **Executive Assistant** reporting to the General Manager Regulatory Systems, Policy Assurance and Performance.
- Change of reporting line for the **Policy and Regulatory Capability team** to the Director Policy Capability.

- Change of reporting line for vacant **Principal Advisor** (Capability) and vacant **Senior Advisor** (Capability) to Director, Operational Policy and Regulatory Systems
- Change of scope and change of title for the **Head of Enterprise Workforce Planning** to Head of Enterprise Workforce Planning, Change and Reporting. It is proposed to directly reassign the Head of Enterprise Workforce Planning to the Head of Enterprise Workforce Planning, Change and Reporting.
- Change of reporting line for the **Change Practice Lead** to the Head of Enterprise Workforce Planning, Change and Reporting.
- Change of reporting line for the **Business Change Lead** to the Head of Enterprise Workforce Planning, Change and Reporting.
- Establish a permanent **Workforce Planning Analyst** reporting to the Head of Enterprise Workforce Planning, Change and Reporting.
- Change of job title, change of tier and reporting line for the **Head of Corporate Reporting and Insights** to Manager, Corporate Reporting and Insights reporting to the Head of Enterprise Workforce Planning, Change and Reporting.
- Establish a permanent **Principal Advisor Asset Management** within the Organisational Strategy and Planning team reporting to the Director Investment Planning.
- Establish a new **Head of Enterprise Risk and Compliance** position reporting to the General Manager Enterprise Strategy, Risk & Transformation.
- Disestablish **Head of Enterprise Risk and Insurance** position.
- Disestablish **Head of Enterprise Compliance** position.
- Change of reporting line for the **Enterprise Risk and Insurance team** to the Head of Enterprise Risk and Compliance.

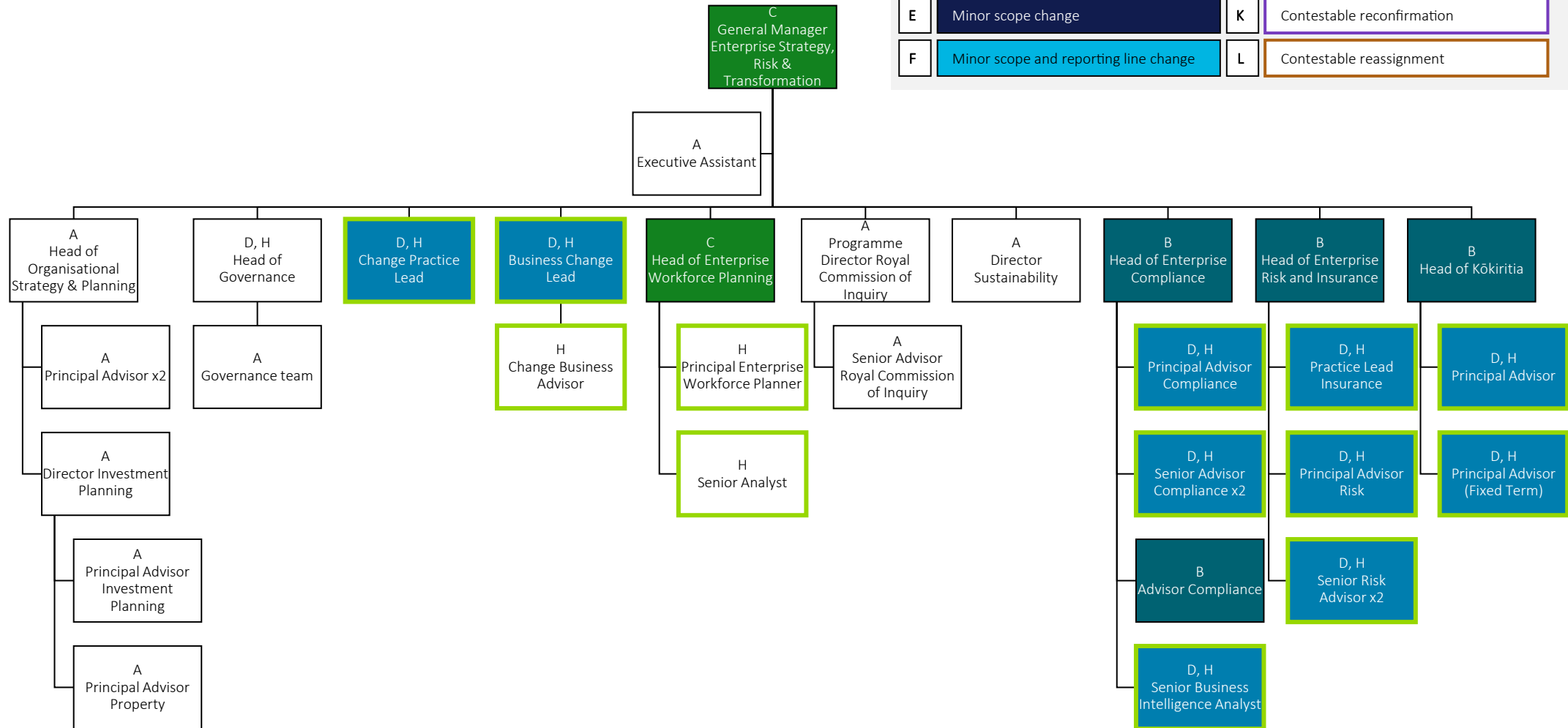
- Change of reporting line for the **Enterprise Compliance team** to the Head of Enterprise Risk and Compliance
- Disestablish **Compliance Advisor** role, reflecting that the profile and volume of the work being done in the compliance team has changed over time.

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

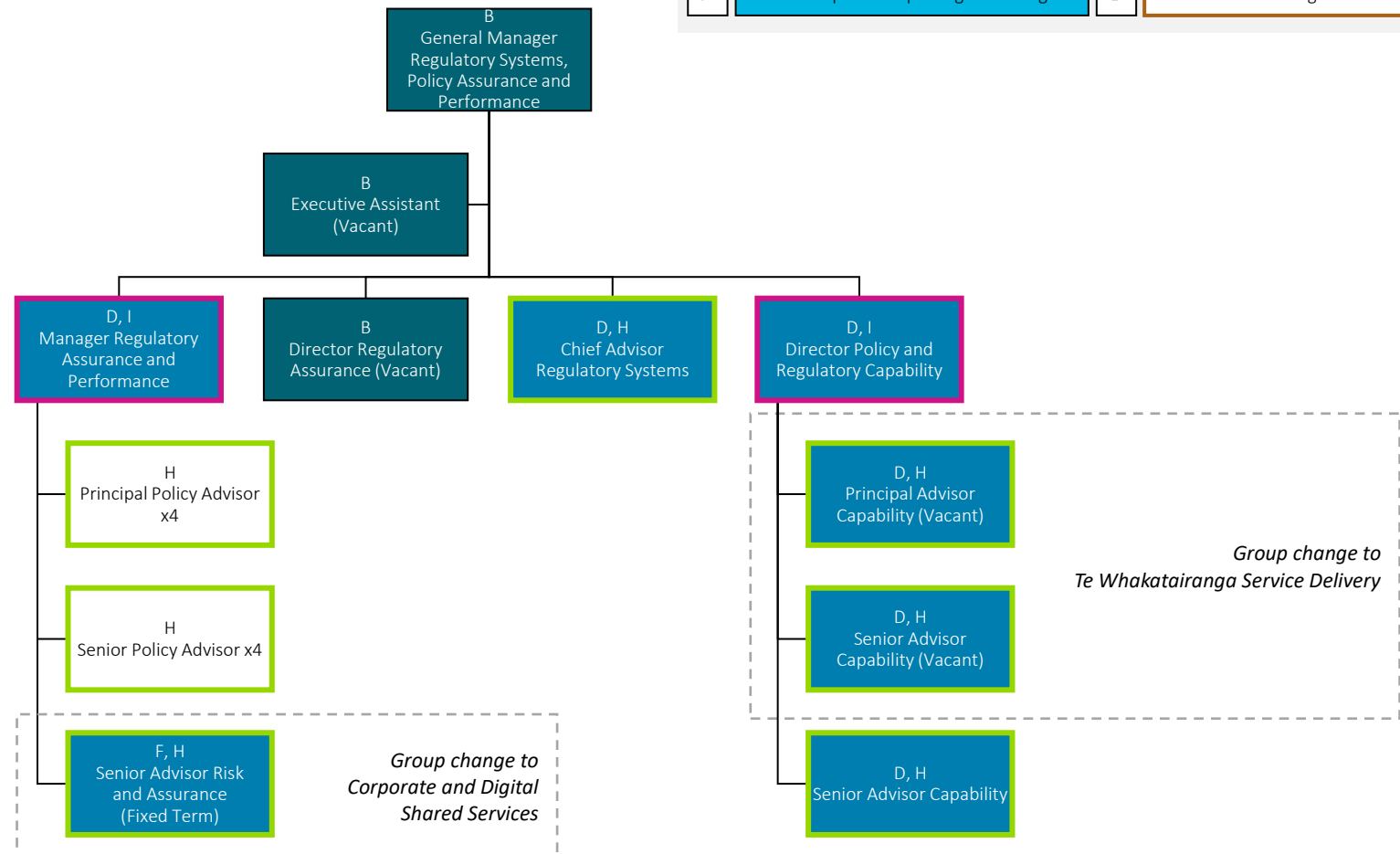
We welcome your thoughts on where this proposal could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

The following pages show how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

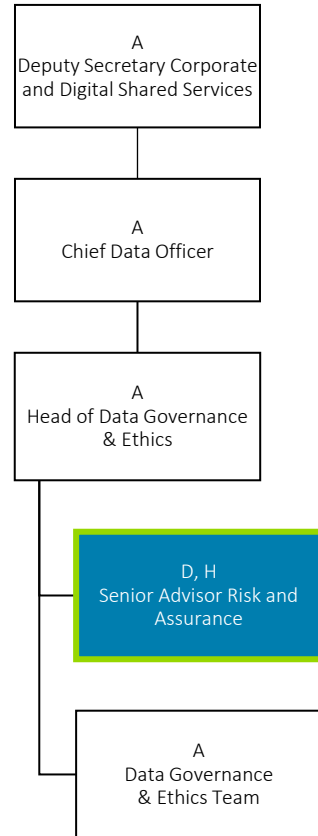
Current organisational chart – Enterprise Strategy, Risk and Transformation



Current organisational chart – Regulatory Systems, Policy Assurance and Performance



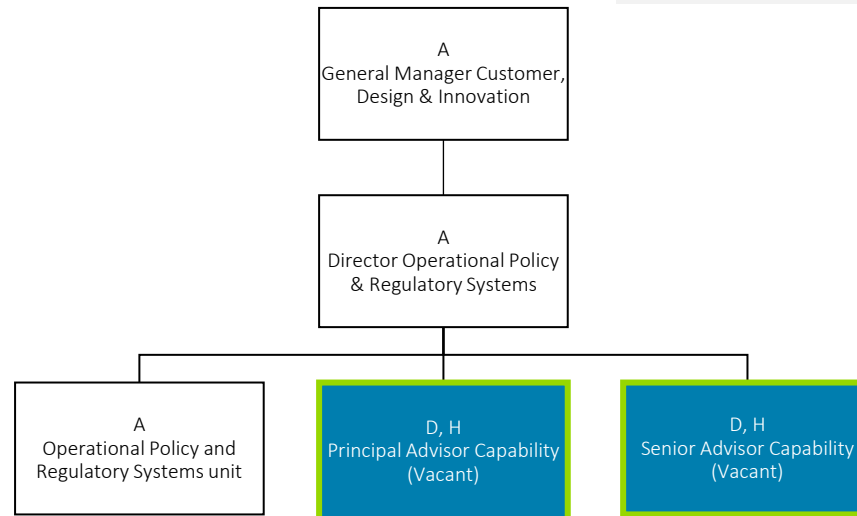
Proposed organisational chart – Data Strategy and Knowledge



KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment

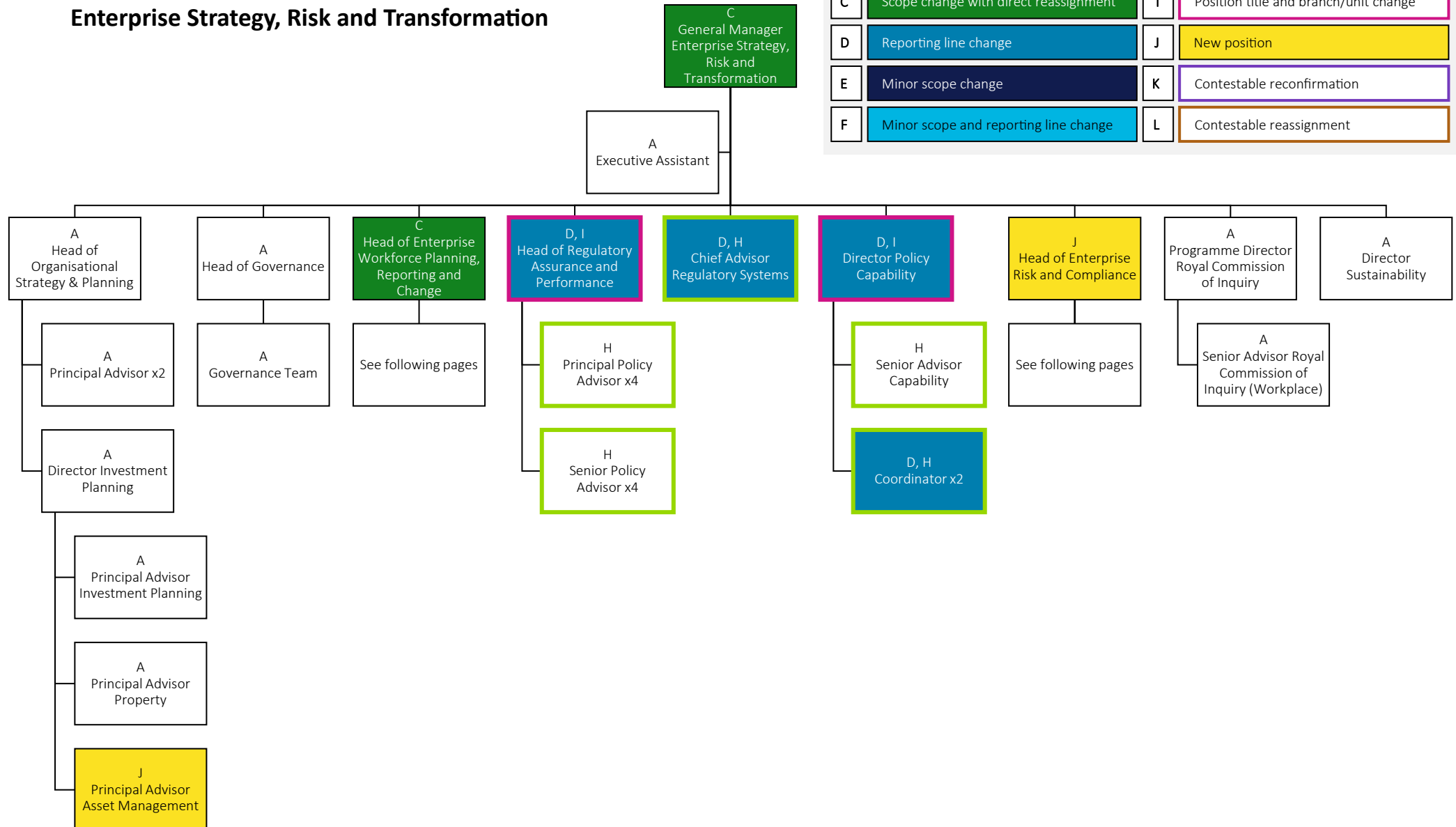
Proposed organisational chart – Customer, Design & Innovation Te Whakatairanga Service Delivery



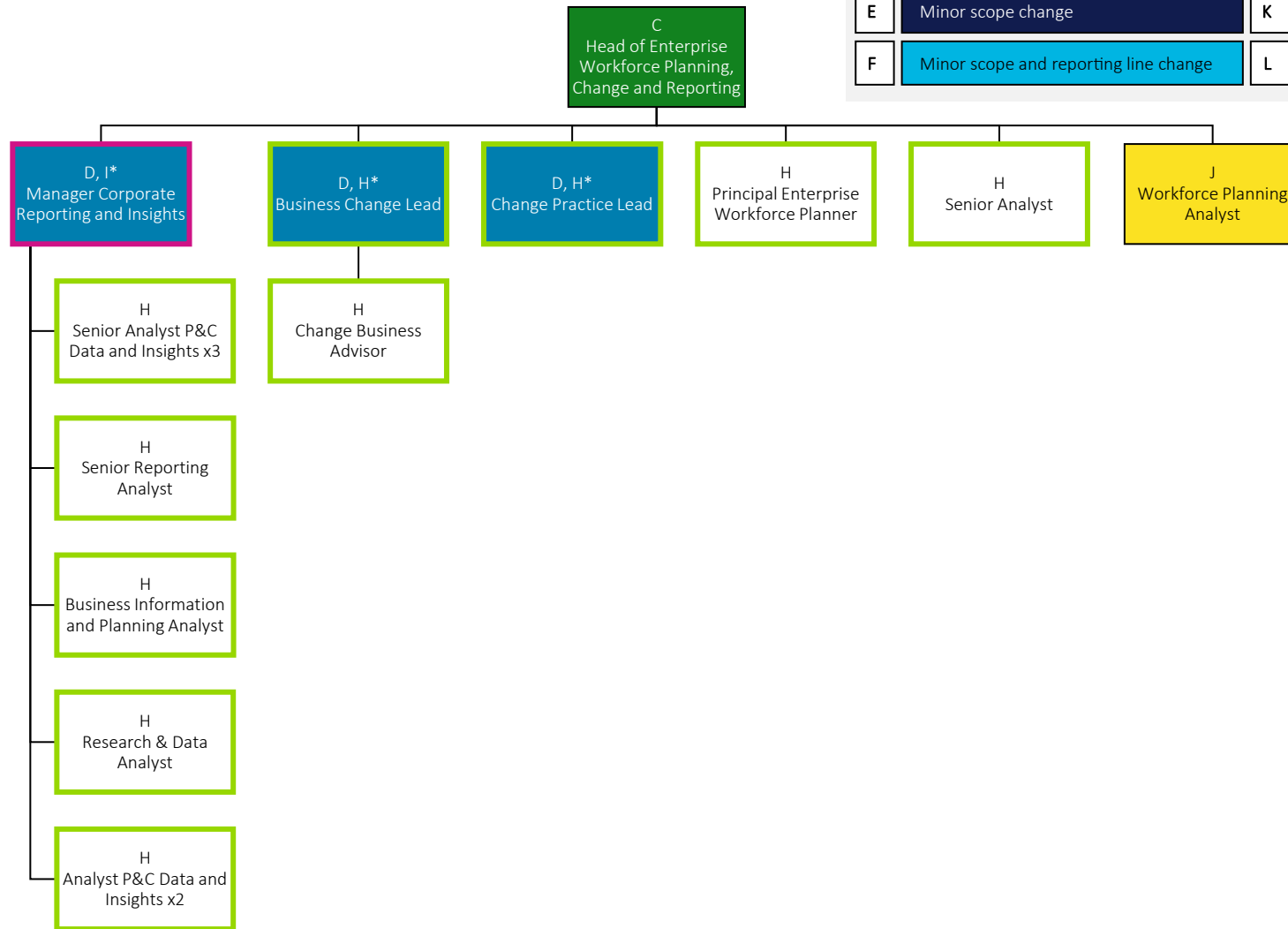
KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment

Proposed organisational chart – Enterprise Strategy, Risk and Transformation



Proposed organisational chart – Enterprise Workforce Planning, Change and Reporting



KEY

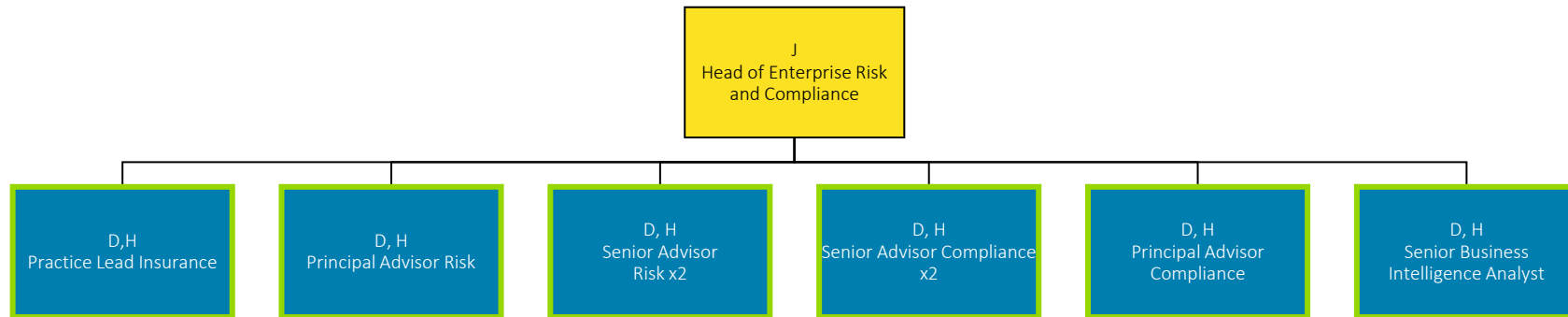
A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment

**Includes change in tier*

Proposed organisational chart – Risk and Compliance

KEY

A	No change	G	Position title change
B	Disestablished position	H	Group/Branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



Summary of proposed changes

Overall proposed changes

Proposed changes	Position impact
Disestablished positions (including vacancies)	8
New positions	4
Scope change with direct reassignment	2
Proposed net reduction in positions	-4
Minor change (including reporting line, minor scope, branch or unit change)	28
Transfer to other MBIE groups	3
Transfer from Corporate and Digital Shared Services group	23
No change	228

Proposed new positions

Proposal	Position title	Reporting line	Branch	Status	Indicative salary band
1	Head of the Office of the Deputy Secretary	Deputy Secretary Strategy and Assurance	Office of the Deputy Secretary	Permanent	21F
4	Head of Enterprise Risk and Compliance	General Manager Enterprise Strategy, Risk & Transformation	Enterprise Strategy, Risk & Transformation	Permanent	21F
4	Principal Advisor Asset Management	Director Investment Planning	Enterprise Strategy, Risk & Transformation	Permanent	V
4	Workforce Planning Analyst	Head of Enterprise Workforce Planning, Reporting and Change	Enterprise Strategy, Risk & Transformation	Permanent	J

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1	General Manager Regulatory Systems, Policy Assurance and Performance	Deputy Secretary Strategy and Assurance	Regulatory Systems, Policy Assurance and Performance
1	Personal Assistant/Team Administrator (vacant)	Manager Treaty Partnerships and Assurance	Te Kupenga Māori Economic Policy and Strategic Partnerships
4	Director Regulatory Assurance	General Manager Regulatory Systems, Policy Assurance and Performance	Regulatory Systems, Policy Assurance and Performance
4	Executive Assistant	General Manager Regulatory Systems, Policy Assurance and Performance	Regulatory Systems, Policy Assurance and Performance
4	Head of Kōkiritia	General Manager Enterprise Strategy, Risk & Transformation	Enterprise Strategy, Risk & Transformation
4	Head of Enterprise Risk and Insurance	General Manager Enterprise Strategy, Risk & Transformation	Enterprise Strategy, Risk & Transformation
4	Head of Enterprise Compliance	General Manager Enterprise Strategy, Risk & Transformation	Enterprise Strategy, Risk & Transformation
4	Advisor Compliance	Head of Enterprise Compliance	Enterprise Strategy, Risk & Transformation

Proposed reconfirmation with minor changes

Proposal	Position title	Reporting line	Description of change
1	General Manager Enterprise Strategy, Risk & Transformation	Deputy Secretary Strategy and Assurance	<ul style="list-style-type: none"> • Scope change • Direct reassignment
1	Director Mātauranga Māori	Deputy Secretary Corporate and Digital Shared Services	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance • Change in position title to be determined through feedback
1	Head of Internal Assurance	Chief Financial Officer	<ul style="list-style-type: none"> • Reporting line change to Deputy Secretary Strategy and Assurance • Group change to Strategy and Assurance
1	Principal Assurance Advisor x2	Head of Internal Assurance	<ul style="list-style-type: none"> • Group change to Strategy and Assurance
1	Practice Lead Internal Assurance	Head of Internal Assurance	<ul style="list-style-type: none"> • Group change to Strategy and Assurance
1	Senior Assurance Advisor	Head of Internal Assurance	<ul style="list-style-type: none"> • Group change to Strategy and Assurance
1	Assurance Advisor	Head of Internal Assurance	<ul style="list-style-type: none"> • Group change to Strategy and Assurance
2	Kaihāpai Senior Advisor x2	Director Mātauranga Māori	<ul style="list-style-type: none"> • Change in reporting line to Kai Tomina – Head of Te Iho Poutama
3	Senior Advisor Planning and Performance	Business Director	<ul style="list-style-type: none"> • Reporting line change to Head of the Office of the Deputy Secretary • Group change to Strategy and Assurance
3	Manager Economic System Monitoring and Reporting	Head of the Office of the Deputy Secretaries	<ul style="list-style-type: none"> • Reporting line change to Head of the Office of the Deputy Secretary • Group change to Strategy and Assurance

Proposal	Position title	Reporting line	Description of change
3	Principal Business Analyst	Manager Economic System Monitoring and Reporting	<ul style="list-style-type: none"> Group change to Strategy and Assurance
3	Principal Advisor	Head of Kōkiritia	<ul style="list-style-type: none"> Reporting line change to Head of the Office of the Deputy Secretary Branch change to Office of the Deputy Secretary
3	Principal Advisor (Fixed Term)	Head of Kōkiritia	<ul style="list-style-type: none"> Reporting line change to Head of the Office of the Deputy Secretary Branch change to Office of the Deputy Secretary
3	Coordinator	Business Director	<ul style="list-style-type: none"> Reporting line change to Head of the Office of the Deputy Secretary Group change to Strategy and Assurance
4	Head of Enterprise Workforce Planning	General Manager Enterprise Strategy, Risk & Transformation	<ul style="list-style-type: none"> Position title change to Head of Enterprise Workforce Planning, Change and Reporting Scope change Direct reassignment
4	Change Practice Lead	General Manager Enterprise Strategy, Risk & Transformation	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Workforce Planning, Change and Reporting Unit change to Enterprise Workforce Planning, Change and Reporting
4	Business Change Lead	General Manager Enterprise Strategy, Risk & Transformation	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Workforce Planning, Change and Reporting Unit change to Enterprise Workforce Planning, Change and Reporting
4	Change Business Advisor	Business Change Lead	<ul style="list-style-type: none"> Unit change to Enterprise Workforce Planning, Change and Reporting
4	Principal Enterprise Workforce Planner	Head of Enterprise Workforce Planning	<ul style="list-style-type: none"> Unit change to Enterprise Workforce Planning, Change and Reporting
4	Senior Analyst	Head of Enterprise Workforce Planning	<ul style="list-style-type: none"> Unit change to Enterprise Workforce Planning, Change and Reporting

Proposal	Position title	Reporting line	Description of change
4	Head of Corporate Reporting and Insights	Chief Operations Officer – Corporate Services	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Workforce Planning, Change and Reporting Position title change to Manager Corporate Reporting and Insights Group change to Strategy and Assurance
4	Senior Analyst P&C Data and Insights x3	Head of Corporate Reporting and Insights	<ul style="list-style-type: none"> Group change to Strategy and Assurance
4	Senior Reporting Analyst	Head of Corporate Reporting and Insights	<ul style="list-style-type: none"> Group change to Strategy and Assurance
4	Business Information and Planning Analyst	Head of Corporate Reporting and Insights	<ul style="list-style-type: none"> Group change to Strategy and Assurance
4	Research & Data Analyst	Head of Corporate Reporting and Insights	<ul style="list-style-type: none"> Group change to Strategy and Assurance
4	Analyst P&C Data and Insights x2	Head of Corporate Reporting and Insights	<ul style="list-style-type: none"> Group change to Strategy and Assurance
4	Practice Lead Insurance	Head of Enterprise Risk and Insurance	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Risk and Compliance Unit change to Enterprise Risk and Compliance
4	Principal Advisor Risk	Head of Enterprise Risk and Insurance	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Risk and Compliance Unit change to Enterprise Risk and Compliance
4	Senior Advisor Risk x2	Head of Enterprise Risk and Insurance	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Risk and Compliance Unit change to Enterprise Risk and Compliance
4	Senior Advisor Compliance x2	Head of Enterprise Compliance	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Risk and Compliance Unit change to Enterprise Risk and Compliance
4	Principal Advisor Compliance	Head of Enterprise Compliance	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Risk and Compliance

Proposal	Position title	Reporting line	Description of change
			<ul style="list-style-type: none"> Unit change to Enterprise Risk and Compliance
4	Senior Business Intelligence Analyst	Head of Enterprise Compliance	<ul style="list-style-type: none"> Reporting line change to Head of Enterprise Risk and Compliance Unit change to Enterprise Risk and Compliance
4	Chief Advisor Regulatory Systems	General Manager Regulatory Systems, Policy Assurance and Performance	<ul style="list-style-type: none"> Reporting line change to General Manager Enterprise Strategy, Risk and Transformation Branch change to Enterprise Strategy, Risk and Transformation
4	Manager Regulatory Assurance and Performance	General Manager Regulatory Systems, Policy Assurance and Performance	<ul style="list-style-type: none"> Reporting line change to General Manager Enterprise Strategy, Risk and Transformation Position title change to Head of Regulatory Assurance and Performance Branch change to Enterprise Strategy, Risk and Transformation
4	Senior Advisor Risk and Assurance	Manager Regulatory Assurance and Performance	<ul style="list-style-type: none"> Reporting line change to Head of Data Governance and Ethics Group change to Corporate and Digital Shared Services
4	Principal Policy Advisor x4	Manager Regulatory Assurance and Performance	<ul style="list-style-type: none"> Branch change to Enterprise Strategy, Risk and Transformation
4	Senior Policy Advisor x4	Manager Regulatory Assurance and Performance	<ul style="list-style-type: none"> Branch change to Enterprise Strategy, Risk and Transformation
4	Director Policy and Regulatory Capability	General Manager Regulatory Systems, Policy Assurance and Performance	<ul style="list-style-type: none"> Reporting line change to General Manager Enterprise Strategy, Risk and Transformation Position title change to Director Policy Capability Branch change to Enterprise Strategy, Risk and Transformation
4	Principal Advisor Capability (vacant)	Director Policy and Regulatory Capability	<ul style="list-style-type: none"> Reporting line change to Director Operational Policy and Regulatory Systems Group change to Te Whakatairanga Service Delivery
4	Senior Advisor Capability (vacant)	Director Policy and Regulatory Capability	<ul style="list-style-type: none"> Reporting line change to Director Operational Policy and Regulatory Systems Group change to Te Whakatairanga Service Delivery

Proposal	Position title	Reporting line	Description of change
4	Senior Advisor Capability	Director Policy and Regulatory Capability	<ul style="list-style-type: none"> Branch change to Enterprise Strategy, Risk and Transformation
4	Coordinator x2	Business Director	<ul style="list-style-type: none"> Reporting line change to Director Policy Capability Group change to Strategy and Assurance

Appendix 1: Proposed Change Process

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

Reconfirmation

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

For reconfirmation to apply:

- The position description for the role 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 offered direct 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.

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 order of preference) in available position/s for which you are suitably qualified. There would be no requirement to provide a written response as part of the EOI form, a cover letter or CV.

Once the EOI and/or advertisement period closes, all submissions would be reviewed and those who have expressed an interest in a suitable role/s would be invited to a panel interview.

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
- A CV.

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 most suitable 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](#)