



# Foundations for the Future Strategy and Assurance

Final Change Decisions

30 April 2025

# Introduction from Melanie Porter

Tēnā koutou,

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 our Strategy and Assurance and Corporate and Digital Shared Services Groups.

The functions of our Group 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.

The scope of the proposal I presented to you in late March had a focus on the areas I considered would deliver the greatest benefits from a re-alignment and grouping of similar functions together. The objective being to further build centres of expertise and capability in support of our objectives and priorities in the medium to long-term.

The scope of the proposed change was a limited one across Te Kupenga, the 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.

Following the commencement of consultation, I also proposed an additional change to move the Policy Capability function currently within our Group to Building Resources and Markets (BRM).

I appreciate the time and effort you have taken to engage in the consultation process. We received 78 thoughtful, constructive and insightful submissions. I have also had conversations with many of you and I have carefully considered all your feedback.

As a result, you will see we have made some changes because of what we have heard from you. I believe that the new structure positions us well to deliver for MBIE, the Government and the public we serve.

What is in this pack is the start of the next part of our journey. We plan to have our new structure in place from 26 May.

I acknowledge that this process is not an easy one. I appreciate the professionalism and manaakitanga that you have continued to show through this process.

Structure is only one of many aspects which contribute to the success of MBIE. As we move to implementing these changes, our focus will include culture, leadership, and capability aspects that will support organisational excellence.

I look forward to creating that alongside our Leadership Team, and with all our hoamahi from across Strategy and Assurance.



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# 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 change to your position

You can see the confirmed changes to your position by reading through the final decision relating to each proposal and viewing the confirmed organisational charts. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions. There is also a summary table at the end of this document which sets out the confirmed changes to individual positions and new positions, confirmed changes of reporting lines, position titles and minor changes in scope.

## How does this affect you?

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 Wednesday, 30 April 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 in [Appendix 1](#).

## Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your People Leader or email [SAACChange2025@mbie.govt.nz](mailto:SAACChange2025@mbie.govt.nz). These decisions have been shared with the Public Service Association (PSA).

## Implementation approach

The Expression of Interest (EOI) process, including contestable reassignment, will start from 1 May 2025. Information on EOIs will be published on the Strategy and Assurance 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 Thursday, 1 May until Thursday, 8 May 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 Strategy and Assurance Foundations for the Future **SharePoint site**. We anticipate that if required, interviews will take place from 12 May to 23 May 2025.

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.

## Embedding change

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

I recognise that there is detailed planning required to get to day one successfully and then beyond. I will be working with my Leadership Team to 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.

Everything may not be 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 coordination 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.

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.

## Implementation timeline

Activity	Indicative Timeframes
Final decision released	Wednesday, 30 April 2025
Expressions of interest (EOI) and selection process starts	From Thursday, 1 May to Friday 23 May 2025
'Go-live' of new structure	Monday, 26 May 2025

## Confirming our case for change

Carolyn's decision to establish the Strategy and Assurance Group in late 2024 was a continuation of bringing together like functions and teams. For Strategy and Assurance this meant the centralisation of strategic risk management, assurance, and performance functions.

The change proposals released in March built on this premise and were designed to refine how our functions are organised across the group and to build a great foundation to support MBIE to deliver the Government's growth agenda.

The proposals also sought to confirm our core role which is to provide strategic advice, services and assurance to the Chief Executive and Senior Leadership Team, in relation to MBIE's delivery, performance, reliability, and integrity through:

- Shaping MBIE's organisational strategy to drive organisational performance.
- Providing oversight, coordination, and monitoring for governance, assurance, risk, and performance.
- Offering regulatory stewardship advice and services.
- Providing legal, privacy, integrity, communications, and ministerial servicing advice and support.
- Ensuring MBIE meets its Treaty settlement obligations through enterprise assurance advice and iwi partnership support.

- Advancing strategic focus areas related to organisational efficiency, productivity, performance, and workforce capability.

### Design Principles

In developing our Design Principles, these were informed by the 'Foundations for the Future' change proposal:

- **Group like functions together** to enhance our organisational efficiency and agility by centralising core skills, services, and activities into centres of expertise.
- **Clarify the connections 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.

## Summary of proposed changes

Proposals were developed in collaboration with Richard Griffiths, Deputy Secretary Corporate and Digital Shared Services (CDSS) to realign functions within CDSS and Strategy and Assurance Groups, resulting in reporting line and branch shifts, and disestablishing a small number of roles within Strategy and Assurance to align functions. In summary, the proposals were:

- **Internal Assurance** – re-align from CDSS to the Strategy and Assurance Group.
- Functions within the **Regulatory Systems, Policy Assurance and Performance Branch** would move to the Enterprise Strategy, Risk and Transformation Branch, Te Whakatairanga Service Delivery and to Data, Governance and Ethics Unit in CDSS.
- Re-align Policy Capability and Regulatory Systems to the **Enterprise Strategy, Risk and Transformation Branch**, consolidate Enterprise Compliance and Risk and Insurance functions and strengthen the Workforce Planning and Reporting team with additional resource, and merge this with the corporate reporting and insights team. As a result of these proposals, the General Manager Enterprise Strategy Risk and Transformation would be directly reassigned.
- A second option was presented whereby the Policy Capability function would move to **Building Resources and Markets Group (BRM)** to align the policy capability function more closely to the policy workforce that it needs to support. Responsibility for managing MBIE's Regulatory Impact Assessment review panels would also move to BRM with the policy capability function.
- **Te Kupenga Māori Economic Policy and Strategic Partnerships** would align to Labour, Science and Enterprise (LSE) for the work the team does in relation to Māori economic policy. This would be done through a dotted reporting line for the General Manager, Te Kupenga for its work on Māori economic policy.
- A new dedicated **Head of the Office of the Deputy Secretary** position would be established to manage my office. Strategy and Assurance would continue to work closely together with CDSS with regards to Group risk, planning and reporting.

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

## Key feedback themes

Thank you to everyone who provided feedback, shared their ideas and views and engaged with this change process. There were 78 pieces of feedback received in total via the Inbox and What Say You. Submissions were of a high quality and contained useful insights on workability, potential improvements and ways to operationalise the proposals put forward. I acknowledge the uncertainty change brings, and I appreciate the level of professionalism shown by you all as we have navigated the process.

Overall, there was general support for the proposals and largely a sense that we are heading in the right direction with the shape of the Leadership Team. This included support for realigning Māori economic policy to Labour, Science and Enterprise.

There was also support for wider alignment of Strategy and Assurance with Corporate and Digital Shared Services. Whilst there was broad support for the move of the Internal Assurance function to Strategy and Assurance there were mixed views on whether the Head should sit on the Strategy and Assurance Leadership team, or within the ESRT Branch alongside other assurance functions. Similarly, whilst there was support for the corporate reporting and insights team to be part of Strategy and Assurance, there were mixed views on whether the Manager should sit on the ESRT leadership team, or within the Enterprise Workforce Planning and Change team.

There was considerable feedback and a wide range of views around the movement of the Director, Mātauranga Māori position to Strategy and Assurance and proposed transfer of the Kāihāpai Senior Advisor roles to Te Iho Poutama unit in People and Culture. There was some support for the realignment of these roles as proposed, but also some concern around a lack of recognition of the strategic importance the Director role holds within MBIE and across the wider system with

an alternative option to place the role closer to the Chief Executive and lift it to Tier 2. Some submissions suggested that the Kaihāpai Senior Advisor roles should remain with the Director role.

Other submissions included several alternative structures/operating models for where the Director position should be located in teams in People and Culture and what it should focus on.

The importance of clarity of accountability and the right capacity and capability to support Te Tāpuhipuhi was emphasised by a number of submitters.

As a result of the feedback and alternative structures/operating models received, a final decision on the placement of Mātauranga Māori roles has been deferred.

There was a good level of support for establishing a dedicated Office of the Deputy Secretary. There was overall support for the grouping of functions and the wide-ranging remit of the new role including assuming responsibility as the liaison between MBIE and our ownership minister. There was some concern around whether Group specific work would crowd out important ownership and enterprise work.

There was some support regarding the placement of the Economic Systems, Monitoring and Reporting team into the Head of the Office of the Deputy Secretary and some suggestions it would sit better in the Enterprise Strategy, Risk and Assurance Branch given its work on MBIE's quarterly report.

It was clear through feedback the importance of the roles our Coordinators play across the Group and the value they deliver. Feedback was mixed with some support for movement of these positions and some suggesting they should not be moved. However, most supported aligning coordinator roles to work they are primarily supporting. It has always been my intention to keep Coordinators aligned to the work they do and that remains a priority moving forward.

There was overall support for the proposals put forward for the Enterprise Strategy, Risk and Transformation Branch and recognition of the need to consolidate and streamline our functions and services across this area. This

recognition resulted in some alternative options which I have considered and as you will see in my confirmed changes, I have adopted.

There was a second option put forward, to relocate responsibility of the Policy Capability function and Regulatory Impact Assessment review panels to BRM. There was broad support for this proposal. However, all submissions indicated the need for more resource to support regulatory impact assessment panel work, with a few suggesting that it should remain as part of the Regulatory Assurance and Performance team function. Feedback also emphasised the need to manage the transfer of the regulatory impact assessment work to ensure that impacted people are supported well, and we minimise disruption to core regulatory impact assessment work for MBIE. I agree with the need to manage transition well and the Head of the Office of the Deputy Secretary, BRM will work with the Head of Regulatory Assurance and Performance team on transition matters. In my confirmed changes you will note that I have also confirmed additional resource to support regulatory impact assessment work in BRM.



## General feedback

The following table summarises feedback we received about the overall proposal.

General feedback themes		Response
<b>Strategy and Assurance</b>	<ul style="list-style-type: none"> <li>Support for wider alignment of Strategy and Assurance with Corporate and Digital Shared Services and other groups.</li> <li>It was suggested that there is a need to clearly define the responsibilities of affected functions to prevent gaps that could lead to unassigned activities or the need for other functions to assume additional duties, such as RSABs, system engagement requiring pan-MBIE coordination, and compliance obligations.</li> </ul>	<p>Noted.</p> <p>The Regulatory Assurance and Performance team working with the Chief Advisor, Regulatory Systems remains responsible for RSABs, and interface with Ministry for Regulation on policy matters requiring coordination across MBIE, and for MBIE's Regulatory System Stewardship Strategy.</p>
<b>Fixed-term positions</b>	<ul style="list-style-type: none"> <li>It was requested to confirm whether roles within the structure are fixed-term or permanent.</li> </ul>	Where there are changes to existing roles, the confirmed organisation charts reflect this.
<b>Vacant positions</b>	<ul style="list-style-type: none"> <li>Feedback indicated that not all vacancies are displayed, which makes it seem like more positions are filled than available. Accurate display of current vacancies was suggested.</li> </ul>	Where there are vacancies, this is reflected in the organisation chart.
<b>Conflicts of Interest</b>	<ul style="list-style-type: none"> <li>The Change Team should consider any feedback that is provided by staff around conflicts of interest, insufficient duty segregation, and unclear responsibilities between operational and assurance roles. These issues compromise MBIE's control environment and adherence to the Three Lines Model.</li> </ul>	Agree. There was little specific feedback on conflicts of interest in relation to operational and assurance roles or insufficient duty segregation. Where there have been questions in relation to clarity of responsibilities of teams in final decisions, this has been responded to.

# Proposal 1 – Strategy and Assurance Leadership team

## Summary of changes proposed

The changes proposed for the Strategy and Assurance Leadership Team reflected the need to 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.

This followed changes that were made as part of Carolyn's Foundations for the Future 2024 process with the coming together of both Corporate and Digital Shared Services and Strategy and Assurance.

As a result, the following changes were proposed:

- **Internal Assurance:** It was proposed to re-align MBIE's Internal Assurance function from CDSS to the Strategy and Assurance Group, with the Head of Internal Assurance reporting directly to the Deputy Secretary, Strategy and Assurance, without changing the role's responsibilities, level of HR or financial delegations.
- **Policy Capability and Regulatory Assurance and Performance:** Moving these functions to the Enterprise Strategy, Risk and Transformation Branch. Vacant roles in the Policy and Regulatory Capability team were proposed to move to Te Whakatairanga Service Delivery. Responsibility for MBIE's Model Standards for Information Gathering policy would move to the Data, Governance and Ethics Unit

in CDSS. As a result of these changes, the General Manager Regulatory Systems, Policy Assurance and Performance role would be dis-established.

- **General Manager, Enterprise Strategy, Risk and Transformation:** A change of scope was proposed to include Policy Capability and Regulatory assurance and performance functions, along with workforce reporting functions from CDSS. The Enterprise Risk and Compliance teams would be merged into one team. The General Manager, Enterprise Strategy, Risk and Transformation would be directly reassigned.
- **General Manager Te Kupenga Māori Economic Policy and Strategic Partnerships:** It was proposed to establish a dotted reporting line to the Deputy Secretary Labour, Science and Enterprise (LSE) for work the team does in relation to Māori economic policy.
- **New Head of the Office of the Deputy Secretary:** It was proposed to establish a new Head of the Office of the Deputy Secretary position to manage the office, provide strategic advice, act as a connector with Minister's offices, and provide back-up support to the Chief Executive's office on an as required basis.
- **Director, Mātauranga Māori:** It was proposed to move this position to report directly to the Deputy Secretary. As this function is based in Corporate and Digital Shared Services, it formed part of a joint proposal between Strategy and Assurance and the Corporate and Digital Shared Services change proposals.

## Your feedback on Proposal 1

Feedback themes	Response
<p><b>Internal Assurance</b></p> <ul style="list-style-type: none"> <li>• Further clarification was requested regarding the rationale for the Head of Internal Assurance reporting to the Deputy Secretary, as this was considered inconsistent with the broader structure of similar proposed tier 4 positions. There was some feedback supporting the placement within the Head of the Office, suggesting it would best support the office and Deputy Secretary, while also providing closer collaboration between Internal Assurance and other assurance functions within Strategy and Assurance.</li> <li>• It was noted that aligning Internal Assurance (IA) with Risk, Compliance, and Integrity functions could enhance cohesion. However, several concerns were raised, including: <ul style="list-style-type: none"> <li>○ Combining the roles of Head of Enterprise Risk and Head of Compliance may exacerbate existing challenges in the control environment, leading to downstream consequences for the third-line IA function.</li> <li>○ Neglecting the Three Lines Model.</li> <li>○ Resourcing requirements, particularly in regulatory assurance, artificial intelligence, and current risk maturity, impacting the development of the IA work programme.</li> <li>○ Lack of understanding of roles within IA and the distinct responsibilities of various assurance functions.</li> </ul> </li> <li>• It was commented that maintaining IA as a third-line function, separate from second-line functions, is essential to uphold its objectivity and effectiveness, while still allowing beneficial alignment with related functions. If Risk and</li> </ul>	<p>The Head of Internal Assurance role already has Tier 3 delegations reflecting the status of the role and I consider it is appropriate that it report directly to the Deputy Secretary, Strategy and Assurance.</p> <p>I consider that separating IA as a third line function reporting to the Deputy Secretary is essential to upholding its objectivity and effectiveness and that this placement would not compromise its ability to work effectively with the Risk and Compliance second line functions that sit within ESRT.</p> <p>I do not see the IA function as a good fit with the functions that are in the Office of the Deputy Secretary which focus on Group strategy, and performance, interface with the ownership Minister's office and leading or incubating enterprise work for CDSS/Strategy and Assurance as needed.</p> <p>I expect second line functions in enterprise risk and compliance to continue to operate maintaining independence in the combined team.</p> <p>Agree.</p>

	<p>Compliance are combined, it was suggested they continue to operate independently as second-line functions.</p> <ul style="list-style-type: none"> <li>• Further comments noted that the proposed positioning of Internal Assurance (IA) ensures it maintains the necessary independence and positioning required by professional standards and Global IIA standards. While independence is not required by ISA standards, it is considered best practice within frameworks such as the Three Lines Model within MBIE.</li> <li>• Additionally, it was mentioned that the Governance team services the Chief Executive directly and through the Chief Advisor. In the absence of an Office of the Chief Executive, placing Internal Assurance, Organisational Strategy, Governance, Risk, and Compliance together in one branch would be effective, provided senior management champions the impartiality of these teams.</li> <li>• Concerns were raised about the normal review/sign-off process if the Head of Internal Assurance were to report directly to the Deputy Secretary Strategy and Assurance.</li> <li>• A suggestion was made to title the Head of Internal Assurance as General Manager to further strengthen IA's positioning and align with other direct reports, all of whom hold General Manager titles. It was also noted that a statement in the proposal was incorrect; the Head of IA still holds Level 3 delegations.</li> </ul> <p><b>Proposed Alternative Structures:</b></p> <ul style="list-style-type: none"> <li>• Feedback suggested placing the Internal Assurance team within the Enterprise Strategy, Risk and Transformation branch, reporting to the General Manager of this area. This would align with their cross-Enterprise work and the three-lines model at MBIE.</li> </ul>	<p>I do not think establishing a new Branch is necessary or cost-effective to delivering impartial quality advice and support to the Secretary in the context of our Strategy and Assurance Group. I am of the view that we can deliver impartial quality advice in a more cost-effective way, as set out in final decisions.</p> <p>It is not clear what the specific sign-off process problems would be, if the Head of Internal Assurance were to report directly to the Deputy Secretary, Strategy and Assurance. To the extent, an identified conflict might arise in relation to review and sign out, measures to manage this would be put in place at that time.</p> <p>General Manager titles attach to roles where there are multiple functions and people responsibility in a Branch – this is not the case with this situation.</p> <p>Disagree (see above)</p>
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<b>Policy Capability and Regulatory Assurance and Performance</b>	<ul style="list-style-type: none"> <li>• There was some support for the movement of the Information Gathering policy (and the positions assigned to support the policy) to the Data Governance and Ethics team due to the strong alignment between concepts and legal framework. This move will ensure MBIE is better placed to respond to changes in both the use of information and information gathering technology.</li> <li>• Opposing feedback questioned the rationale behind moving the Information Gathering policy to CDSS stating that centralising the Information Gathering policy and compliance regime in CDSS would ensure consistent policy application, service design, and monitoring, reducing risks of inconsistency and compliance issues in branches.</li> <li>• There were concerns raised regarding the resourcing for Data, Governance and Ethics which is under-resourced for the size of the work programme. Supporting the Policy Owner and aligning procedures is significant, requiring resources for compliance, monitoring, reporting and annual attestations across 12 branches and hundreds of roles. Rapidly changing risks from new technologies and geopolitical factors impact sources and platforms from which information is sourced. Additional work from social media and investigation for false persona work would also require substantial long-term resourcing.</li> <li>• It was suggested to consider making the Senior Advisor Risk and Compliance role a permanent position, to ensure necessary recourses for coordination and monitoring required by the Information Gathering policy owner which is a high-risk area for MBIE.</li> <li>• A further suggestion included establishing a permanent Principal Advisor and Senior Advisor role within Data Governance and Ethics to support</li> </ul>	<p>Agree.</p> <p>Disagree. The CMAP project underway will provide a standard risk-based approach for compliance plans for MBIE internal policies that aims to ensure compliance monitoring plans that are risk proportionate, efficient and effective. It is considered more effective to locate responsibility for the Information Gathering policy to sit closer to the functions that understands and advises on related matters.</p> <p>Whilst there is initial greater investment required upfront for MSIG to raise awareness and ensure the first line has put processes in place that are compliant, once standard processes have been established for monitoring and attestation, second line work should be less. The level of resourcing required for this will be monitored and assessed on an ongoing basis by the Data Governance and Ethics unit.</p>
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	oversight and alignment of the policies the Head of Data Governance and Ethics is responsible for.	
<b>Enterprise Strategy, Risk and Transformation</b>	<ul style="list-style-type: none"> <li>Whilst there was support for merging the Enterprise Risk and Enterprise Compliance teams within Enterprise Strategy, Risk and Transformation, concerns were raised for the increased scope of responsibilities and number of direct reports for the General Manager, risking some functions receiving less attention due to competing priorities.</li> </ul>	I consider that the number of direct reports and the composition of the team would be manageable for the Head of Enterprise Risk and Compliance. There will be a need to prioritise work across the team and in practice this will mean that at different times, some work will require more attention than other work. Similarly, I consider that the scope of the General Manager, ESRT's responsibilities and direct reports are manageable, and depending on MBIE priorities, at times some functions may receive less attention than others from the General Manager. This also emphasises the quality of the ESRT leadership team as well.
<b>Te Kupenga Māori Economic Policy and Strategic Partnerships</b>	<ul style="list-style-type: none"> <li>There was support for the dotted-line reporting line for the General Manager Te Kupenga Māori Economic Policy and Strategic Partnerships to the Deputy Secretary Labour, Science and Enterprise. It was noted that the dotted line must not diminish the General Manager Te Kupenga role within Strategy and Assurance.</li> <li>There was feedback that Te Kupenga needed re-branding due to the evolved purpose. Suggestions to align with Regional Development and Commercial Services.</li> </ul>	<p>Agree.</p> <p>Te Kupenga's overall purpose and focus on enabling the achievement of economic and wellbeing aspirations with and for Māori remains, through its work on policy, support for iwi partnerships and assurance work to support the Secretary and SLT to have confidence MBIE is meeting its Treaty settlement obligations.</p> <p>Disagree that Te Kupenga should be aligned to Regional Development and Commercial Services. Te Kupenga's work encompasses Māori economic strategy advice and partnership and assurance work for MBIE meeting its Treaty settlement obligations. Whilst some of its</p>

		<p>partnership work connects with Kānoa's work, Te Kupenga's work is explicitly tied to Treaty settlement obligations and may not necessarily involve Kānoa investments. With respect to Māori economic policy work, this is also broader than regional development and more closely aligns to LSE's work leading the Going for Growth work programme.</p>
<p><b>Head of the Office of the Deputy Secretary</b></p>	<ul style="list-style-type: none"> <li>• Support for creating a separate Head of the Office for Strategy and Assurance given the size of the Group, referencing that there is a need to work closely with the CDSS office.</li> <li>• There was some support for the disestablishment of the Head of Kōkiritia and moving both Principal Advisor roles to the Head of the Office in Strategy and Assurance.</li> <li>• Further comments included the need to consider resourcing and additional support for the Head of Office should there be a continued need for Kōkiritia given the distinctive nature of functions under the responsibility of the HOO. It was suggested to consider a Business Director role to support the HOO or alternatively expand the scope of work for the Manager Economic System and Reporting to provide further support.</li> </ul>	<p>Noted.</p> <p>Agree.</p> <p>I consider there is sufficient capacity and resourcing in the office to do both Group strategy and planning work, and Kōkiritia functions. Once the Head of the Office is appointed, the work programme of the Office will need to be reset and shaped. Group business planning, risk and assurance will leverage off capability in CDSS. The HOO will also be able to consider how work is allocated across the office and its operating approach. I have changed the title of the Manager, Economic System and Reporting to Director, Strategy and Assurance to reflect that the previous title no longer fits the work. In final decisions, I have made the structure flatter as well to reflect that the office is expected to be agile and have the ability to flex from time to time to help incubate or shape strategic enterprise work.</p>

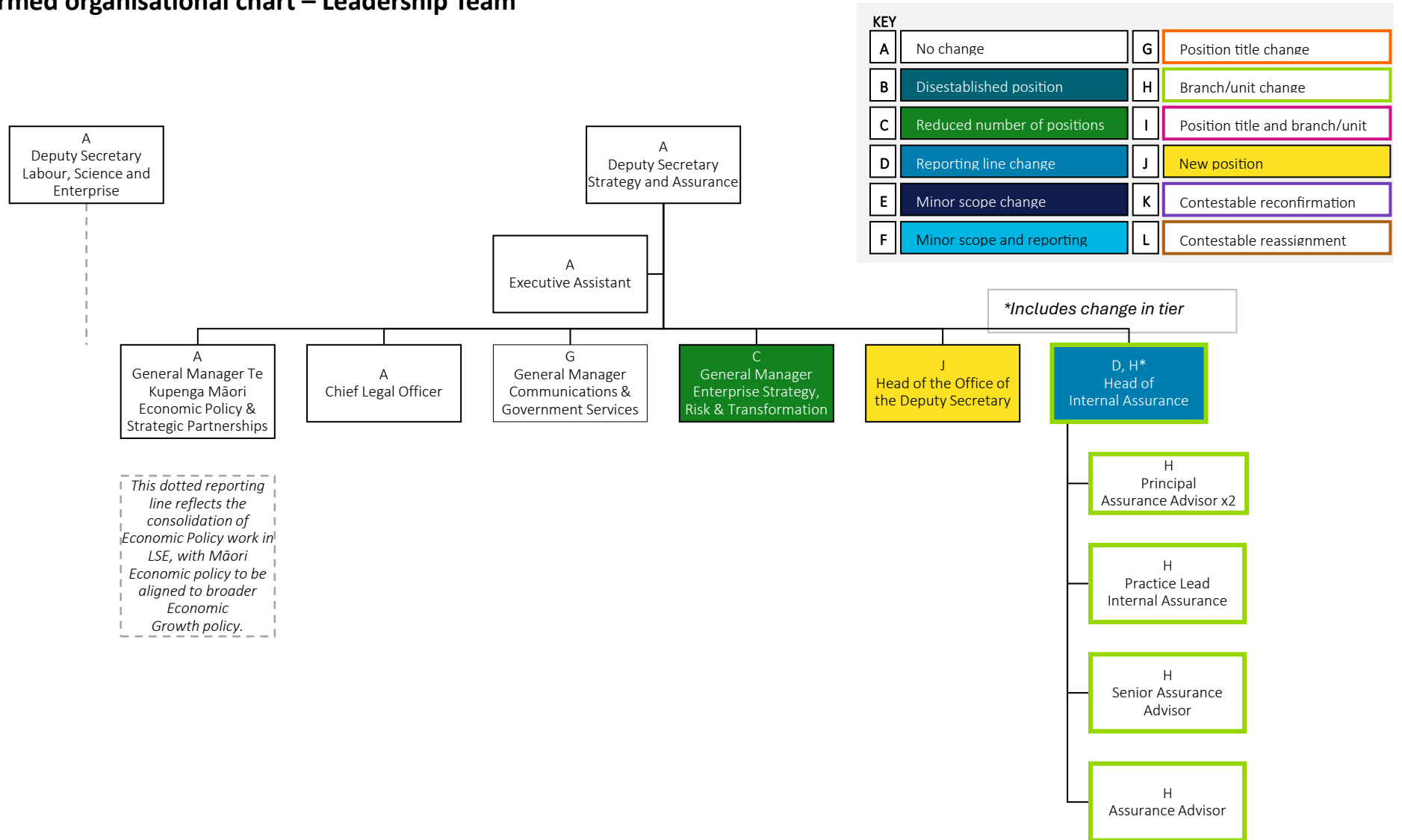
## Confirmed changes

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

- **Internal Assurance** will move from Corporate and Digital Shared Services to Strategy and Assurance. The Head of Internal Assurance will report directly to me and retain Tier 3 HR and Financial delegations.
- The **Regulatory Assurance and Performance** functions of the Regulatory Systems, Policy Assurance and Performance Branch will move to Enterprise Strategy, Risk and Transformation Branch.
- The vacant roles in the **Policy and Regulatory Capability** team will move to Te Whakatairanga Service Delivery in the Operational Policy and Regulatory Systems teams in the Customer Design and Innovation Branch.
- The **General Manager, Regulatory Systems, Policy Assurance and Performance** position will be dis-established.
- The **General Manager, Enterprise Strategy, Risk and Transformation** will have a change of scope and be directly reassigned.
- 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.
- Establish a new **Head of the Office of the Deputy Secretary**.



## Confirmed organisational chart – Leadership Team



## **Proposal 2 – Mātauranga Māori**

### **Summary of changes proposed**

The proposal focused on the need to provide advice and support to the Chief Executive and SLT leaders, in relation to iwi engagement and to maintain relationships with mana whenua, hapu, and iwi. The Director, Mātauranga Māori is positioned in Corporate and Digital Shared Services with a proposed change of reporting line to the Deputy Secretary, Strategy and Assurance. It was also proposed that the two Kaihāpai Senior Advisor positions would report to the Kai Tōmina-Head of Te Iho Poutama, People and Culture, Corporate and Digital Shared

Services, integrating their work on internal capability and advice within MBIE while maintaining a connection to the Director Mātauranga Māori. Following considerable feedback, I have agreed with Richard Griffiths, Deputy Secretary CDSS, to defer final decisions on the Director role until May. This timeline aligns with Richard's release of CDSS Final Decisions and Mātauranga Māori roles. .

## Proposal 3 – Head of the Office of the Deputy Secretary

### Summary of changes proposed

With the increased scope of functions and resources for both Strategy and Assurance and CDSS, it was proposed that each group have its own Head of the Office of the Deputy Secretary. The two Offices would continue to work closely together, leveraging support from CDSS for risk, planning, and reporting requirements.

The Kōkiritia team and its mahi, while originally envisioned as a temporary function, the on-going need for the work of this team is required and would move under the Head of Office.

#### Proposed changes:

- 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, Strategy and Assurance.
- 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, Strategy and Assurance.
- Change of reporting line for one **Coordinator** position from the Business Director to the Head of the Office of the Deputy Secretary, Strategy and Assurance.

## Your feedback on Proposal 3

The following table summarises feedback we received about Proposal 3

Feedback themes	Response
<p><b>Head of the Office of the Deputy Secretary</b></p> <ul style="list-style-type: none"> <li>• There is agreement for the creation of a dedicated office for Strategy and Assurance due to the expanded size of the Group.</li> <li>• However, concerns were raised on whether the proposed structure aligns with the Government's performance planning and reporting framework. Additionally, there was a suggestion that the Economic Systems Monitoring and Reporting (Quarterly Reports) should be managed by the Office of the Deputy Secretary, while the Annual Report leadership remains under Enterprise Strategy, Risk, and Transformation.</li> <li>• There was some support for transferring one Senior Advisor Planning and Performance to the Office of the Deputy Secretary in Strategy and Assurance</li> <li>• Some submission suggested changing the title of the Economic Systems Monitoring and Reporting as the title no longer reflected the work the role does.</li> <li>• Some submissions disagreed with the establishment of two Offices of the Deputy Secretaries, suggesting that this did not support efficiencies and was not consistent with the design principles.</li> </ul>	<p>Noted.</p> <p>Responsibility for Enterprise Performance and Planning sits within ESRT Branch. However, the Office may play a role from time to time to shape, drive or incubate strategic enterprise work required – as part of absorbing the Kōkiritia functions. Annual reports remain the responsibility of Strategy, Performance and Reporting team in ESRT. Quarterly reporting will need to be further shaped in due course and will need to align with work underway on performance plan.</p> <p>I consider that a Senior Advisor Planning and Performance in the Office of the Deputy Secretary, Strategy and Assurance will be sufficient to support the Strategy and Assurance needs, working with others in the Office. I note that the Office will work closely with CDSS Planning Risk and Assurance functions to leverage off their expertise and to ensure efficiencies in how group planning and reporting products are produced across both CDSS and Strategy and Assurance.</p> <p>I have changed the title of the Manager, Economic Systems Monitoring and Reporting to Director, Strategy and Assurance to reflect that the focus of this role would be directed by the HOO and Deputy Secretary, Strategy and Assurance.</p> <p>Richard and I consider that the Office of the Deputy Secretary, Strategy and Assurance, its functions and roles balance the need to drive efficiencies in common Group planning and reporting</p>

		functions, and specific needs of the Deputy Secretary Strategy and Assurance role and Group.
<b>Alternative structures</b>	<ul style="list-style-type: none"> <li>Proposed alternative structures included: <ul style="list-style-type: none"> <li>Functions would be separated into two broad areas: reporting, group functioning, and operational leadership would be under the Head of the Office, while strategic advice, ownership issues, and strategic work would fall under a new role titled GM or Head of Ownership Products and Delivery.</li> <li>Functions would be separated into two broad areas as described above, each led by a Principal Advisor. In this scenario, the Manager of Economic System Monitoring and Reporting and the Senior Advisor for Planning and Performance would report to the Business Director. The Principal Business Analyst and Coordinator would report to the Manager of Economic System Monitoring and Reporting. Additionally, two Principal Advisors and a Coordinator would report to the Head of the Office of the Deputy Secretary. This structure would also involve creating an additional Principal Advisor position focused on policy, strategy, and drafting, collaborating with the portfolio teams.</li> </ul> </li> </ul>	I consider the Office of the Deputy Secretary could do this work and the work could be organised within it to undertake group reporting, together with strategic advice including on ownership matters.
<b>Coordinators</b>	<ul style="list-style-type: none"> <li>There was some support for moving the Coordinator positions, but there was also feedback questioning this proposed change. It was suggested that the current placement does not accurately reflect the reality of their work and that they should report to the Manager Regulatory Assurance and Performance or consult with the coordinators directly to confirm their optimal placement.</li> <li>Additional feedback indicated that two Coordinators should be placed under Policy Capability and one Coordinator under the Head of Regulatory Assurance within Enterprise Strategy, Risk, and Assurance</li> </ul>	Agree. Coordinators will be located with the functions that they have been supporting – the policy capability coordinator will be located with the policy capability function in the Office of the Deputy Secretary, BRM. The coordinator that is supporting regulatory impact assessment review panels will also be located with the Office of the Deputy Secretary, BRM where responsibility for this work will lie.

	<p>and Reporting due to the support provided to this team for RIS QA panels.</p> <ul style="list-style-type: none"> <li>It was also requested to update the current position descriptions to accurately reflect each Coordinator's responsibilities.</li> </ul>	<p>Agree that the coordinator role descriptions need changing and this this will be part of implementation.</p>
<p><b>Economic Systems, Monitoring and Reporting team</b></p>	<ul style="list-style-type: none"> <li>There was support for relocating the Economic Systems, Monitoring and Reporting team to the Office of the Deputy Secretary within Strategy and Assurance. Other feedback suggested evaluating whether the team might be better suited within ESRT due to its enterprise work programme.</li> <li>Comments indicated that the current name does not reflect the team's expanded scope and responsibilities. Alternative suggestions for the team name included: <ul style="list-style-type: none"> <li>Strategic Coordination</li> <li>Strategic Alignment</li> <li>Strategic Coordination and Reporting</li> </ul> </li> <li>Feedback also recommended considering renaming the Manager Economic Systems, Monitoring and Reporting position to "Director" to align with the role's focus on strategic direction and project oversight.</li> <li>A suggestion was made to group the Senior Advisor (Planning and Performance) and the Coordinator positions with the Manager Economic Systems, Monitoring and Reporting. This restructuring could broaden the scope to support the Head of the Office and enhance planning, reporting, coordination, tasking, and management of enterprise initiatives.</li> </ul>	<p>The Manager, Economic Systems, Monitoring and Reporting will be renamed Director, Strategy and Assurance and will report to the Head of the Office of the Deputy Secretary, Strategy and Assurance. This reflects the role will be focussed on Strategy and Assurance priorities as set by the Head of Office and Deputy Secretary, Strategy and Assurance.</p> <p>The Principal Business Analyst would have a change in reporting line to the Head of the Office of the Deputy Secretary with the work programme set by the HOO.</p> <p>Having a flatter structure for the Office provides more flexibility for the Head of the Office to allocate or reprioritise work as needed across the team.</p>

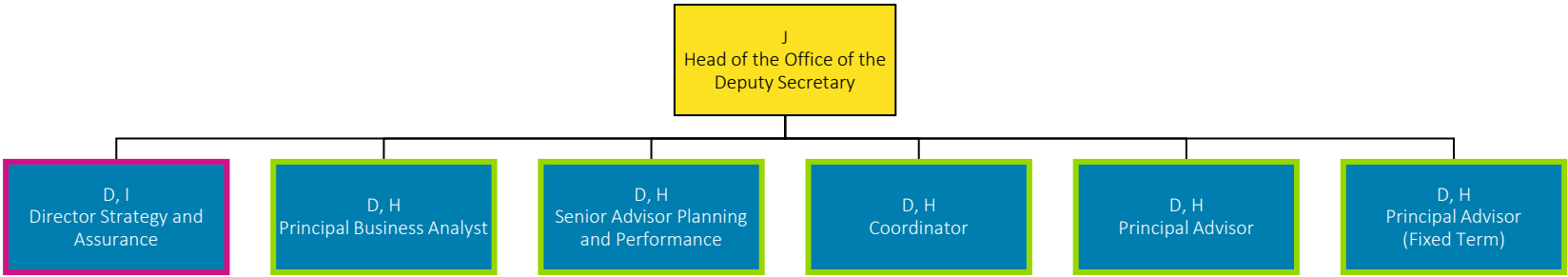
## Confirmed changes

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

- **Dis-establish** the existing combined role of Head of the Office of the Deputy Secretaries (supporting both Strategy and Assurance and CDSS).
- Establish a new **Head of the Office of the Deputy Secretary, Strategy and Assurance**.
- Change of job title for the Manager Economic System Monitoring and Reporting to **Director, Strategy and Assurance** and change of reporting line to the Head of the Office of the Deputy Secretary, Strategy and Assurance, change of Branch and change of Group.
- Change of reporting line for the **Senior Advisor, Planning and Performance** to the Head of the Office of the Deputy Secretary, change of Branch and change of Group.
- Change of reporting line for the **Principal Business Analyst** to Head of the Office of the Deputy Secretary, change of Branch and change of Group.
- Change of reporting line for one **Coordinator** to the Head of Office of the Deputy Secretary, change of Branch and change of Group.
- Change of reporting line for the fixed-term **Principal Advisor (Kōkiritia)** to the Head of the Office of the Deputy Secretary, change of Branch and change of Group.
- Change of reporting line for the **Principal Advisor (Kōkiritia)** to the Head of the Office of the Deputy Secretary, change of Branch and change of Group

Confirmed organisational chart – Office of the Deputy Secretary

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	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 & Transformation

## Summary of proposed changes

The proposed changes for the Enterprise Strategy, Risk and Transformation Branch aimed to better align and clarify core functions of enterprise strategy, regulatory stewardship, planning, risk, and compliance into one Branch. To achieve this, it was proposed:

- To bring together the two functions of risk and compliance under a single General Manager. This included disestablishing the **Head of Enterprise Risk and Insurance** and the **Head of Enterprise Compliance**, with contestable reassignment to a new Head of Risk and Compliance position. The Enterprise Risk and Insurance team and the Enterprise Compliance teams would have a change of reporting line to the **Head of Enterprise Risk and Compliance**. The **Compliance Advisor** position was proposed to be disestablished.
- To consolidate 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. This included a change of scope and change of title for the Head of Enterprise Workforce Planning to **Head of Enterprise Workforce Planning, Change and Reporting** and direct reassignment to this position for the Head of Enterprise Workforce Planning. A change of reporting line was proposed for the **Change Practice Lead** and **Business Change Lead** to the Head of Enterprise Workforce Planning, Change and Reporting. Establishment of a Workforce Planning Analyst position was also proposed.
- Responsibility for MBIE's Model Standards for Information Gathering policy would move to Data Governance and Ethics in the Data Strategy and Knowledge Branch within CDSS. The **Senior Advisor Risk and Assurance** was proposed to report to the Head of Data Governance and Ethics in CDSS.
- While the responsibility for Policy Capability would remain within Strategy and Assurance, it was proposed that responsibility for regulatory capability be transferred to Te Whakatairanga Service Delivery and the vacant **Principal Advisor (Capability)** and vacant **Senior Advisor (Capability)** positions would report to the Director of Operational Policy and Regulatory Systems in the Customer, Design and Innovation Branch in Te Whakatairanga.
- A change in reporting line and position title for the Director of Policy and Regulatory Capability position was proposed, with the new title **Director Policy Capability**, reporting to the General Manager of Enterprise Strategy, Risk and Transformation. It was further proposed that the **Policy and Regulatory Capability team** report to the Director of Policy Capability.
- The **Chief Advisor Regulatory Systems** would have a change in reporting line to the General Manager of Enterprise Strategy, Risk and Transformation.
- Disestablish the vacant **Director Regulatory Assurance**, and the **Executive Assistant** reporting to the General Manager Regulatory Systems, Policy Assurance and Performance.
- Change of reporting line for **Coordinator** positions, with two positions supporting the Director Capability and one supporting the Head of Office of the Deputy Secretary.
- The Corporate Reporting and Insights team will move to the Workforce Planning, Change and Reporting unit, consolidating all workforce reporting into one team. This included a change of job title, change of tier and reporting line for the Head of Corporate Reporting and Insights to **Manager, Enterprise Reporting and Analytics** reporting to the **Head of Enterprise Workforce Planning, Change and Reporting**.

- Establish a permanent **Principal Advisor Asset Management** position within the Organisational Strategy and Planning team reporting to the Director Investment Planning.

## Your feedback on Proposal 4

The following table summarises feedback we received about Proposal 4

Feedback themes		Response
<b>General</b>	<ul style="list-style-type: none"> <li>• While there was support for merging the Enterprise Risk and Enterprise Compliance teams within Enterprise Strategy, Risk and Transformation, concerns were raised about the General Manager's increased responsibilities and potential neglect of some functions due to competing priorities.</li> </ul>	Noted. I consider that the scope of responsibilities, whilst broad, would be able to be covered appropriately by a General Manager together with a capable leadership team.
<b>Enterprise Workforce Planning</b>	<ul style="list-style-type: none"> <li>• There was some support for the merging of Workforce Planning, Change, and Reporting functions. The integration of Workforce Planning, Change, and Reporting functions will enhance MBIE's ability to optimise its workforce. For success, it is necessary to balance practical support with strategic focus on future workforce design, capability roadmap, and change support strategy.</li> <li>• For the change aspect of this function, strong change leadership is needed to ensure enterprise oversight of the entire change landscape at MBIE. It was suggested to consider a Principal Change Lead role to position Enterprise Risk Strategy and Transformation to provide the necessary advice and assurance for MBIE to manage the large volume of change and ongoing external scrutiny safely.</li> </ul>	<p>Agree.</p> <p>This will be considered outside this process, as BAU.</p>

<p><b>Corporate Reporting and Insights</b></p>	<ul style="list-style-type: none"> <li>• The rationale for transitioning the Corporate Reporting and Insights team to Strategy and Assurance was acknowledged.</li> <li>• It was noted that there is a necessity for clear roles and responsibilities following this transition. This applies to all functions moving from Corporate Services, ensuring consideration of impacts on policies, business ownership, and governance.</li> <li>• A suggestion was made to rename the Manager Corporate Reporting and Insights position to Manager Workforce Reporting and Insights or Analytics to better reflect its focus on HR system reporting.</li> <li>• Feedback highlighted that the Corporate Reporting and Insights team's scope extends beyond Workforce reporting to include Finance and Commercial Services/eInvoicing reporting. The current proposal may limit the team to Workforce reporting, potentially impacting analysts' career development.</li> <li>• Alternative structures proposed included: <ul style="list-style-type: none"> <li>○ Establishing an Enterprise Function for reporting by renaming the Corporate Reporting and Insights team to Enterprise Reporting and Analytics. This would involve changing the position title of Head of Corporate Reporting and Insights to Head of Enterprise Reporting and Analytics, reporting to the General Manager Enterprise Strategy, Risk and Transformation. This structure would retain the Business Information and Planning Analyst and Research &amp; Data Analyst within the existing team for Commercial Services and eInvoicing reporting.</li> <li>○ Establishing an Enterprise Function for reporting by renaming the Corporate Reporting and Insights team to Enterprise Reporting &amp; Analytics and focusing solely on Workforce and Finance. This would entail relocating the Business</li> </ul> </li> </ul>	<p>Noted.</p> <p>Agree.</p> <p>Renamed the Manager, Corporate Reporting and Insights to Manager, Enterprise Reporting and Analytics.</p> <p>Noted that the team's scope extends beyond workforce reporting - this work will continue to be undertaken by the team, in Strategy and Assurance. Agree to retain the roles of Business Information and Planning Analyst and Research and Data Analyst within the existing team to support the existing scope of work.</p> <p>Confirm a change in reporting line to the Head of Enterprise Workforce Planning, Change and Reporting team. Putting these functions together supports building a centre of expertise and practice in relation to workforce planning, change and analytics, and provides more flex across the combined team than if separate.</p> <p>As part of implementation, the Head of Enterprise Workforce Planning, Change and Reporting will work together with the team to shape effective ways of working and supporting each other within ESRT and broader Strategy and Assurance. Reporting expectations will be part of the discussion on work programmes going forward and maintaining continuity on priority deliverables will be important.</p>
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	<p>Information and Planning Analyst and Data Analyst to the Commercial Services team, which is proposed to move to the Regional Development and Commercial Services group.</p> <ul style="list-style-type: none"> <li>○ Retaining the Corporate Reporting &amp; Insights team within the Corporate Systems team under Digital Services &amp; Operations.</li> <li>• Several questions were raised, including: <ul style="list-style-type: none"> <li>○ With the proposed move to the Head of Enterprise Workforce Planning, Change and Reporting, what are the plans for the team's direction?</li> <li>○ What are the reporting expectations? Should the reporting be mostly strategic or is there an expectation for operational reporting?</li> <li>○ What are the expectations for Finance, Commercial Services and e-Invoicing data?</li> <li>○ Will the team continue with the current range of data? The team has CAMMS, CRM, Recruitment, Exit Interview, LMS etc. data that is not part of the SAP data framework. Is this data used in forecasting? Would the team be involved in forecasting in any way?</li> <li>○ Will the team continue to support the Payroll space? How are the teams expected to work going forward?</li> </ul> </li> </ul>	<p>The expectation is that the team will continue with the current range of data and existing work. How the team works with other teams in CDSS and Business Groups, in the new structure will be part of the implementation plan for when the team comes together.</p>
<b>Organisational Strategy and Planning</b>	<ul style="list-style-type: none"> <li>• The transition of investment planning to the Investment Planning Team from Enterprise Performance has uncovered complexities and poor processes, necessitating clearer roles across Finance, PMO, and Project teams. It was suggested that clarifying how teams like Investment and Asset Management Planning, Finance, CDSS, and Investment Planning will collaborate is essential to maximise skills, streamline operations, clarify responsibilities, and identify improvements.</li> </ul>	<p>Agree that as part of transition and implementation for the new Strategy and Assurance structure, that working with key partner teams/roles in CDSS is a critical part of ensuring effective and efficient delivery for the enterprise for our teams.</p>

	<ul style="list-style-type: none"> <li>Currently, key enterprise performance functions are dispersed among three teams, with Organisational Strategy &amp; Planning coordinating improvement efforts. A proposal was made to consolidate key performance and reporting functions into a single team named Organisational Strategy, Performance, and Reporting. This would include the current Organisational Strategy and Planning team, the Economic Systems Monitoring and Reporting team, and new performance development responsibilities from the Enterprise Performance team, including the Principal Advisor (Enterprise Performance).</li> <li>It was proposed to rename the Director Investment Planning role to 'Director Integrated Business Planning' and have it report to the General Manager Enterprise Strategy, Risk and Transformation, reflecting its broader scope encompassing enterprise business planning, asset management, and integrated business planning. Alternatively, some feedback suggested it report to the Head of Strategic Finance.</li> <li>Support was noted for establishing the Principal Advisor Asset Management position, crucial for compliance with CO (23) 9 and developing core asset management documents for MBIE. This role requires strategic leadership to embed asset management planning across MBIE, and a review of its description and banding was recommended for alignment with other Principal Advisors in the branch. Additionally, it was commented that the Principal Advisor – Property role is no longer needed and should be disestablished to reallocate funding.</li> </ul>	<p>Agree that consolidation of key performance and reporting functions should be within the retitled Organisational Strategy, Performance and Reporting as suggested and that the Principal Advisor (Enterprise Performance) in CDSS to have a change in reporting line to Head of Organisational Strategy, Performance and Reporting to reflect this. This will be considered as BAU. Importantly, the team will need to continue to work closely with Finance teams on organisational performance matters and as part of implementation it will be important for these teams to get together to further clarify work priorities, connections, to maximise skills, streamline operations and deliver efficiently and effectively.</p> <p>Agree to rename the Director Investment Planning to Director Integrated Business Planning to reflect the scope of its role, and for this role to report to GM, ESRT.</p> <p>Agree to establish a Principal Advisor, Asset Management role to develop core asset management documents and planning for MBIE. The Principal Advisor, Property is a fixed term role that is needed in the short term.</p>
<b>Regulatory Assurance and Performance</b>	<ul style="list-style-type: none"> <li>There was support for the transition of Regulatory Assurance and Performance (RAP) to the Enterprise Strategy, Risk, and Transformation branch. This move is anticipated to enhance the existing relationship among RAP teams and create synergies within</li> </ul>	Noted.

	<p>their respective work programmes focused on risk performance monitoring and organisational strategy.</p> <ul style="list-style-type: none"> <li>• Additionally, there was a comment on the necessity to consider the impact of disestablished positions within Regulatory Systems, Policy Assurance, and Performance. It is essential to address how the interface with the Ministry for Regulation will be managed to ensure consistent approaches between branches and teams.</li> <li>• Feedback highlighted the need for administrative resourcing for the team to support the RIA and red tape portal functions. This demand is expected to increase due to heightened requirements from the Ministry for Regulation.</li> <li>• Clarity was requested regarding the responsibility for work related to strengthening regulatory system risk management practices and regulatory system risk reporting under the new structure.</li> <li>• Concerns were expressed about the adequacy of administrative support for the Regulatory Assurance and Performance team, emphasizing the need for coordination and technical skills for RIA panels and the red tape portal. There was also a suggestion to consider additional administrative support.</li> </ul>	<p>The Chief Advisor, Regulatory Systems and the Regulatory Assurance and Performance team will play an important role in managing the interface with the Ministry for Regulation, working closely with the Director, Policy Capability in BRM.</p> <p>With responsibility for the policy capability function and regulatory impact assessment panels moving to BRM, administrative support from 2 coordinator roles will move with these functions.</p> <p>Responsibility for work relating to regulatory system risk management practices and regulatory system risk reporting as they relate to the Regulatory System Stewardship Strategy, remain with the Regulatory Assurance and Performance team, supported by the Chief Advisor, Regulatory Systems</p> <p>The bulk of coordination work in RAP is related to RIARP and the coordinator role should be aligned to where this function is to be placed in BRM. The administrative needs in relation to red tape portal queries are significantly less and with a new workflow tool, over time the administrative workload managing this should reduce.</p>
<b>Regulatory Capability</b>	<ul style="list-style-type: none"> <li>• There was some support for Regulatory Capability roles within an operational group. The Director of Policy Capability and the Director of Operational Policy and Regulatory Systems need to collaborate to ensure feedback is shared between policy and regulatory work. It was suggested that the Senior Advisor report to a manager instead of the</li> </ul>	<p>Agree. The Senior Advisor role will report to the Manager and the Principal Advisor role would report to the Director, Operational Policy and Regulatory Systems.</p>

	<p>Director, reflecting the structure of the Operational Policy and Regulatory Systems directorate.</p> <ul style="list-style-type: none"> <li>Questions were raised about the necessity of two full-time roles for the regulatory capability programme now that Ministry for Regulation oversees it at a cross-government level. Some feedback indicated that separating Policy and Regulatory Capability functions could reinforce silos; housing them together ensures good regulatory design.</li> <li>When shifting reporting lines, it's crucial to clarify that Regulatory Capability roles support all relevant groups. Last year's review highlighted the need for more resources, and MBIE must continue supporting regulatory practitioners, not just specific functions. Additional workload pressures, such as the Red Tape Portal and Regulatory Standards Bill, require consideration of resourcing implications.</li> <li>Feedback also pointed out limited growth and mobility opportunities for individuals in regulatory roles, with Ministry for Regulation's efforts constrained and employees often unaware of available resources</li> </ul>	<p>I consider it more efficient and effective to have regulatory and policy capability teams closer to the respective workforces. The team would be expected to liaise on respective programmes to ensure common capability objectives or services are delivered efficiently and effectively (e.g. Te Ara Pou Tama panels which are led through Policy Capability function but look at quality of papers to Ministers across all Groups whether they're policy or operational.)</p> <p>Regulatory capability function at MBIE is an enterprise function for regulatory practitioners that will need to be shaped in Te Whakatairanga. Similarly, the transfer of the policy capability function to BRM does not mean that the policy capability function is now a BRM only focussed function rather than a function that supports policy professionals across MBIE.</p> <p>Once the processes are standardised and automated for management of Red Tape Portal, the time required from the team will reduce. When/if the Regulatory Standards Bill is passed and it is clearer what the requirements will be, this is likely to be something that the Policy Capability and RIS team in BRM will need to manage.</p>
<b>Policy Capability</b>	<ul style="list-style-type: none"> <li>Some support for the movement of the Policy Capability team.</li> <li>There was a concern raised regarding the intellectual policy leadership and influence for the remaining team in Strategy and Assurance. A dotted reporting line to the Policy group was suggested.</li> </ul>	<p>Noted.</p> <p>The Chief Advisor, Regulatory Systems would provide intellectual policy leadership working with the Manager, Regulatory Assurance and Performance.</p>
<b>Governance positions</b>	<p>It was commented that the Governance team is well-placed with Enterprise Strategy, Risk, and Transformation, collaborates with the CE, maintains key relationships, operates independently, and promotes good governance and public trust. Including all roles in Enterprise Strategy, Risk, and Transformation, particularly for the Governance Team, in the organizational charts would be beneficial.</p>	<p>Agree that the Governance team is well placed with Enterprise Strategy, Risk and Transformation. There were no changes proposed or made to the existing roles in the Governance team – the organisational charts reflect this.</p>

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## Confirmed changes

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

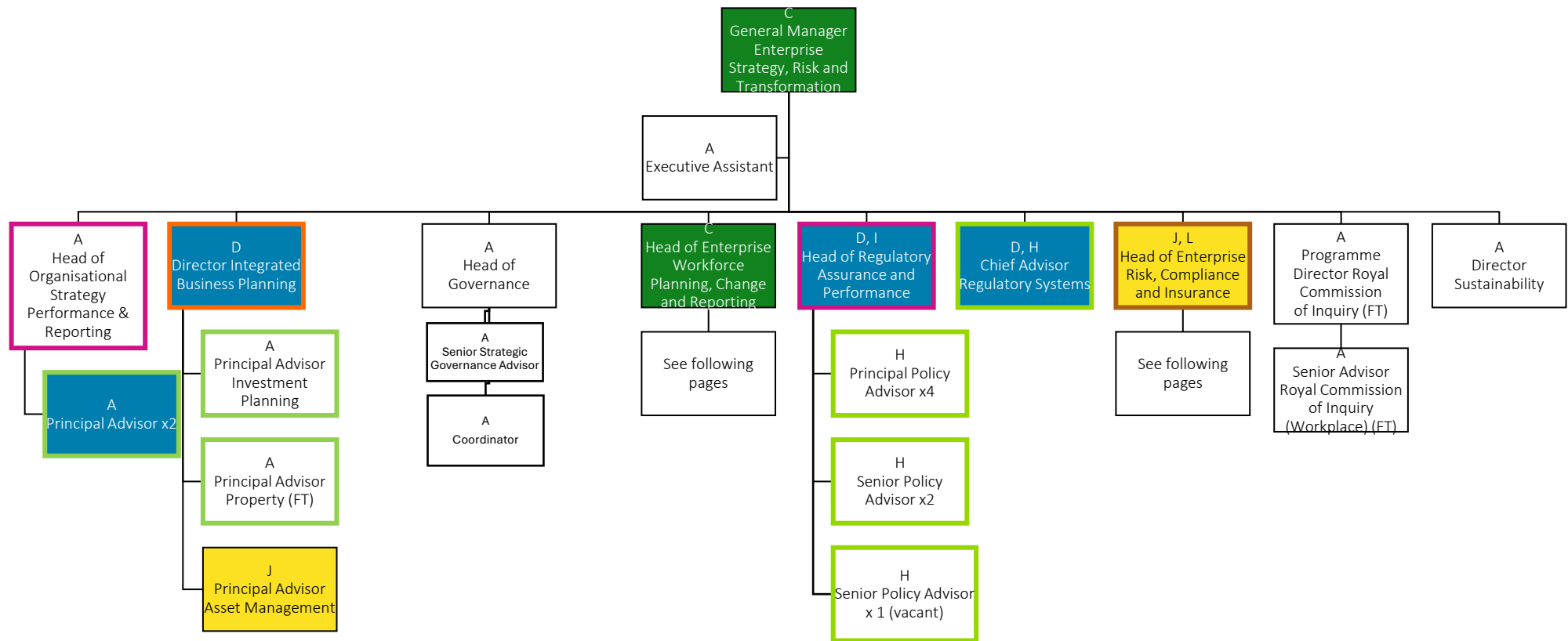
- Change of job title for the Head of Organisational Strategy and Planning to **Head of Organisational Strategy, Performance and Reporting**.
- Change of job title for the Director Investment to **Director Integrated Business Planning** and change of reporting line to the General Manager, Enterprise Strategy, Risk and Assurance.
- Change of reporting line for the **Principal Advisor Investment Planning** and **Principal Advisor Property** to the Director Integrated Business Planning.
- Establish a new position of **Principal Advisor Asset Management** reporting to the Director Integrated Business Planning.
- Change of scope and change of job title for the Head of Enterprise Workforce Planning to **Head of Enterprise Workforce Planning, Change and Reporting**.
- Change of Group, change of Branch and change of job title for the Head of Corporate Reporting and Insights to **Manager, Enterprise Reporting and Analytics**.
- Change of Group, change of Branch and change reporting line for the **Senior Analyst P&C Data and Insights, Senior Reporting Analyst, Business Information and Planning Analyst, Research and Data Analyst, Analyst P&C Data and Insights** to Manager, Enterprise Reporting and Analytics.
- Change of unit and change of reporting line for the **Business Change Lead** to Head of Enterprise Workforce Planning, Change and Reporting.
- Change of unit for the **Change Business Advisor**.
- Change of unit and change of reporting line for the **Change Practice Lead** to Head of Enterprise Workforce Planning, Change and Reporting.
- Change of unit for the Principal Enterprise Workforce Planner and Senior Analyst.
- Establish a new position of **Workforce Planning Analyst**.
- Move the vacant position of **Principal Advisor Capability** to Director Operational Policy and Regulatory Systems and the vacant **Senior Advisor Capability** to Manager Operational Policy and Regulatory Systems in Te Whakatairanga Service Delivery.
- Change of Branch, change of job title for the Manager, Regulatory Assurance and Performance to **Head of Regulatory Assurance and Performance** and change of reporting line to the General Manager, Enterprise Strategy, Risk and Transformation.
- Change of Branch for the **Principal and Senior Policy Advisors in the Regulatory Assurance and Performance team** to the Head of Regulatory Assurance and Performance.



- Change of Branch and change of reporting line for the **Chief Advisor Regulatory Systems** to the General Manager, Enterprise Strategy, Risk and Transformation.
- The **Senior Advisor Risk and Assurance** (fixed-term) will have a change of Group, change of Branch and change of reporting line to the Head of Data Governance and Ethics in the Data Strategy and Knowledge Branch in Corporate and Digital Shared Services.
- Establish a new position of **Head of Enterprise Risk, Compliance and Insurance**.
- Dis-establish **Head of Risk and Insurance**.
- Dis-establish **Head of Compliance**.
- Disestablish **Compliance Advisor**
- Change of Branch and change of reporting line for **Practice Lead Insurance; Principal Advisor and Senior Advisors Risk; Principal and Senior Advisors Compliance; and Senior Business Intelligence Analyst** to Head of Enterprise Risk, Compliance and Insurance.
- Dis-establish **Advisor Compliance**.

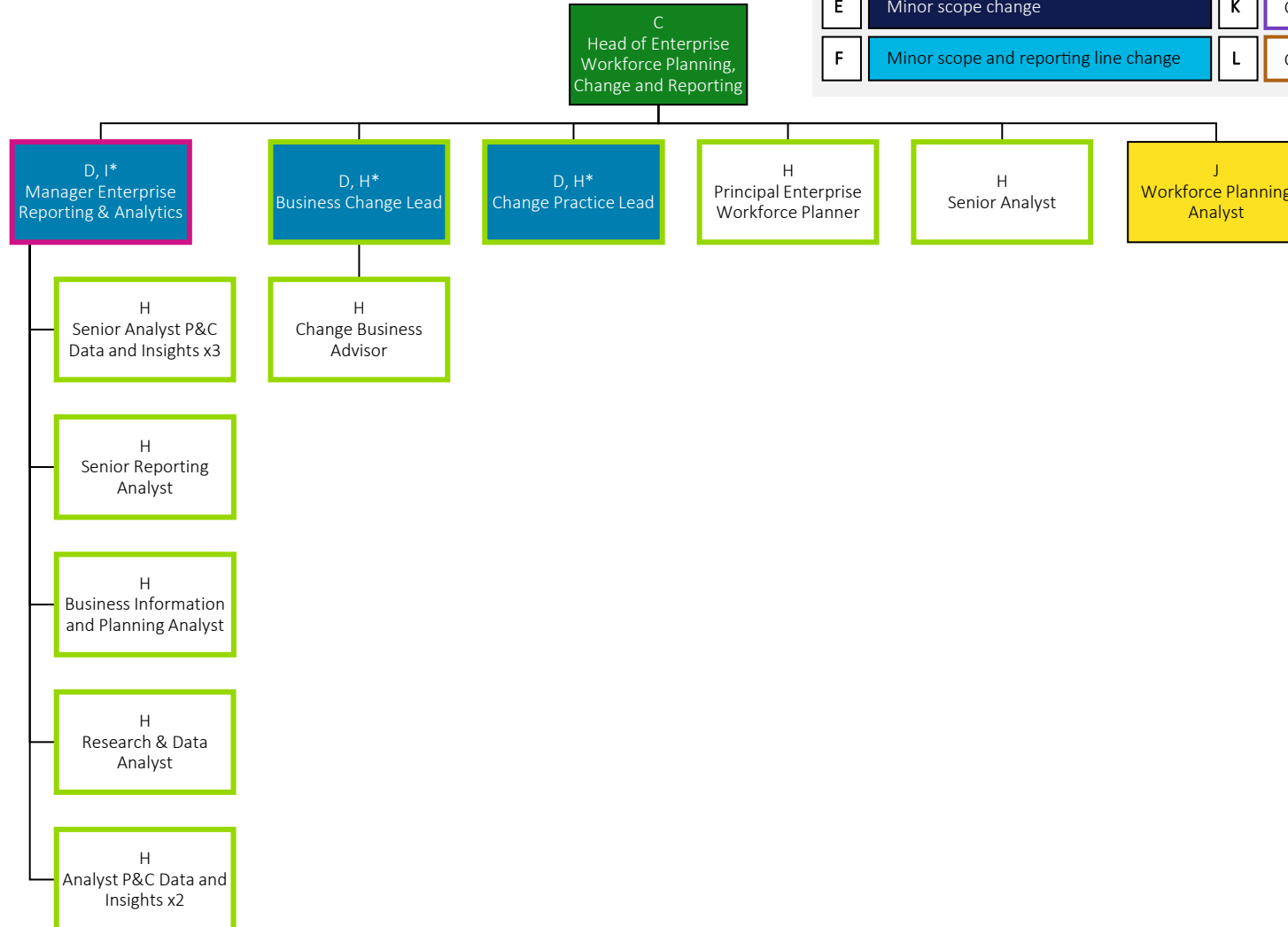
## **Confirmed organisational chart – Enterprise Strategy, Risk & Transformation**

KEY			
A	No change	G	Position title change
R	Disestablished position	H	Branch/unit change
C	Scope change with direct	I	Position title and branch/unit
D	Reporting line change	I	New position
F	Minor scope change	K	Contractable reconfirmation
F	Minor scope and reporting line	I	Contractable reassignment



## Confirmed organisational chart –

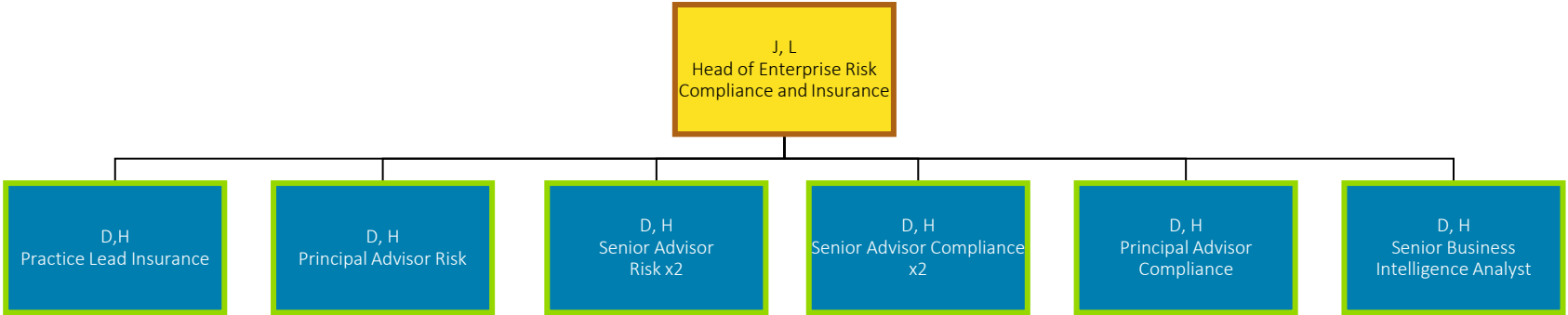
### Enterprise Workforce Planning, Change & Reporting



KEY			
A	No change	G	Position title change
B	Disestablished position	H	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

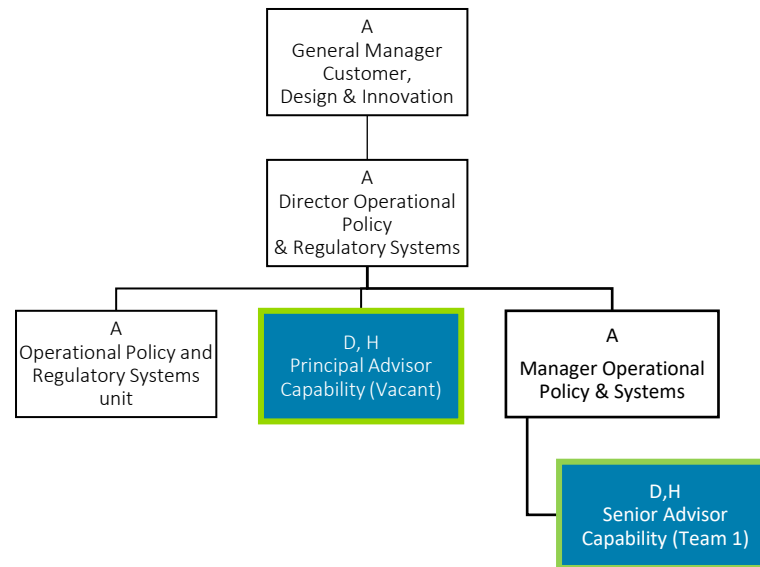
Confirmed organisational chart – Risk and Compliance

KEY			
A	No change	G	Position title change
B	Disestablished position	H	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



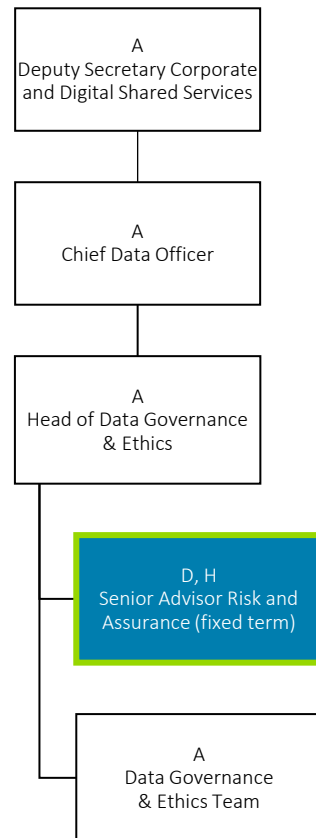
## Confirmed organisational chart – Customer, Design & Innovation Te Whakatairanga Service Delivery

KEY			
A	No change	G	Position title change
B	Disestablished position	H	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



## Confirmed organisational chart – Data Strategy and Knowledge

KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 5 – Building Resources & Markets

### Summary of changes proposed

A second option was proposed to move the Policy Capability function to Building Resources and Markets, aligning it more closely with the policy workforce it supports.

The expectation would be that the regulatory and policy capability teams continue to work closely together and are joined up in shaping and delivering on these needs. The **Coordinator Capability** and the **Senior Advisor Capability** roles that support the policy capability programme would have a change of Group to Building Resources and Markets. Of the two remaining **Coordinator** roles in the Office of the Deputy Secretaries, it is proposed that one would shift to report to the Director Policy Capability to support coordination of MBIE Regulatory Impact Assessment Review panels and the other **Coordinator** would support the Head of Office of the Deputy Secretary, Strategy and Assurance.

This included a change of reporting line, title, and group for the (vacant) Director Policy and Regulatory Capability position to **Director Policy Capability**, reporting to the Head of the Office of the Deputy Secretary, Building Resources and Markets.

The Coordinator (Capability), the Coordinator supporting MBIE Regulatory Impact Assessment Review panels and Senior Advisor Capability roles were proposed to change groups to Building Resources and Markets and have a change of reporting line to the Director, Policy Capability.



## Your feedback on Proposal 5

The following table summarises feedback we received about Proposal 5

Feedback themes	Response
<p><b>Building, Resources and Markets</b></p> <p><b>Policy Capability</b></p> <ul style="list-style-type: none"> <li>• There are differing opinions about moving Policy Capability to BRM under the Deputy Secretary. Most support this, citing alignment with change principles and improved business continuity. This movement would strengthen policy connections, enhances Te Tiriti analysis, and aligns regulatory capabilities within MBIE. Shifting the RIS quality review process to Policy Capability received support for improving regulatory impact analysis quality and focusing Regulatory Assurance on system performance.</li> <li>• Others disagree with this movement, stating that Policy Capability should continue to support multiple groups (LSE, BRM, Regional Development &amp; Commercial Services) and closely aligns with Regulatory Assurance.</li> <li>• Suggestions included considering if RIA assurance should remain with Strategy and Assurance and ensuring additional support for Regulatory Impact Analysis and RIS QA tasks with experienced personnel. Concerns were raised about maintaining relationships with the Ministry for Regulation within MBIE's RIS quality assurance.</li> <li>• Questions raised include: <ul style="list-style-type: none"> <li>○ How will this move support other policy groups like Immigration, LSE, and Kanoa?</li> <li>○ What will be the interaction between the Chief Advisor Regulatory Systems and the RIA function in BRM?</li> <li>○ How will the relationship with the Ministry for Regulation change?</li> <li>○ Will there still be high-level oversight of the RIA process?</li> <li>○ What mechanisms will ensure expectations are met?</li> </ul> </li> </ul>	<p>I consider that there remains a strong rationale for aligning policy capability and regulatory impact assessment review panels work with BRM and one of the areas where has a large part of MBIE's policy workforce. This also streamlines accountabilities at the Deputy Secretary level, where the Deputy Secretary, BRM is part of the broader cohort of Policy Deputy Secretaries that work with DPMC as the Head of the Policy Profession. Final decisions reflect this, and coordinator roles that support this work would move to be located in the Head of the Office of the Deputy Secretary, BRM with these functions. I agree that more resource is needed to support the RIA review panels and there will be an additional Senior Advisor, Capability established to support this work and the team as part of final decisions.</p> <p>The policy capability programme as delivered by the team in BRM will continue to support all policy professionals at MBIE as the policy capability programme has always done since inception in LSE. The Policy Coordination and Alignment Committee will provide oversight. Existing mechanisms and roles for ensuring expectations are met would include existing standards for quality, Te Ara Poutama reviews, the policy capability team, Policy Directors, Policy GMs, Director, Policy Capability, PCA and through sponsorship from the Deputy Secretary, BRM.</p> <p>The role and expectations are that Director, Policy Capability will have some familiarity with policy matters and regulatory impact assessments and will be experienced enough to provide direction to</p>

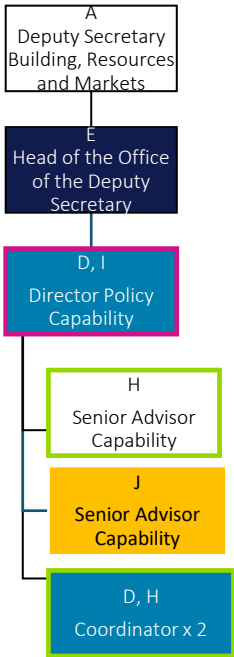
	<ul style="list-style-type: none"> <li>○ Were less disruptive alternatives, like co-location, considered?</li> </ul>	<p>the team. The Chief Advisor, Regulatory Systems will also continue to support the RIA process, working with Director, Policy Capability and Policy Directors across MBIE to support panels.</p> <p>The Chief Advisor, Regulatory Systems and the Regulatory Assurance and Performance team would be responsible for liaising with the Ministry for Regulation and helping to coordinate responses on substantial cross-cutting policy or regulatory matters. The Director Policy Capability and Policy Directors group will be a key group that the team would need to liaise with.</p> <p>Co-location and multiple other options were considered and not considered more efficient and effective than re-alignment directly to BRM with additional resource.</p>
<b>Coordinators</b>	<ul style="list-style-type: none"> <li>• It was suggested the Coordinator role currently supporting the Regulatory Assurance team should be moved to this team instead of BRM.</li> </ul>	<p>The coordinator role that is supporting RIA panel work will align to where the RIA work is going and therefore would report to the Director, Policy Capability.</p>

## Confirmed changes

After careful consideration of the feedback received, the final decisions relating to Proposal 5 are:

- Responsibility for **Policy Capability** will move to Building Resources and Markets (BRM).
- The **Head of the Office of the Deputy Secretary** will have a minor change of scope to role.
- The vacant position of Director Policy and Regulatory Capability will move to BRM with a change of title to **Director Policy Capability** and change of reporting line to the Head of the Office of the Deputy Secretary.
- Establish a new **Senior Advisor Capability** reporting to the Director, Policy Capability.
- The **Coordinator (Capability)**, and the **Coordinator** supporting **MBIE Regulatory Impact Assessment Review panels** and **Senior Advisor Capability** will have a change of Group to BRM and have a change of reporting line to the **Director, Policy Capability**.

# Confirmed organisational chart – Building Resources and Markets 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

## Summary of changes

### Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	10
Number of new positions	5
Number of positions with minor changes such as minor scope, reporting line, branch etc.	122
Positions with no change	132
Transfer from Corporate and Digital Shared Services	22
Transfer to other MBIE Groups	5
Overall reduction in FTE	?

### New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
1	Head of the Office of the Deputy Secretary	Deputy Secretary, Strategy & Assurance		Permanent	21F
4	Head of Enterprise Risk, Compliance and Insurance	General Manager, Enterprise Risk and Transformation	Enterprise Strategy, Risk & Transformation	Permanent	21F
4	Principal Advisor Asset Management	Director, Integrated Business Planning	Enterprise Strategy, Risk & Transformation	Permanent	X

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
4	Workforce Planning Analyst	Head of Enterprise Workforce Planning, Change & Reporting	Enterprise Strategy, Risk & Transformation	Permanent	J
5	Senior Advisor Capability	Director Policy Capability	Head of the Office of the Deputy Secretary	Permanent	R

## 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 (vacant)	General Manager Regulatory Systems, Policy Assurance and Performance	Regulatory Systems, Policy Assurance and Performance
4	Executive Assistant (vacant)	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

Proposal	Position title	Reporting line	Branch
4	Advisor Compliance	Head of Enterprise Compliance	Enterprise Strategy, Risk & Transformation
1	Principal Policy Advisor, Te Kupenga (vacant)	General Manager, Te Kupenga	Te Kupenga

### Reassigned with scope change

Proposal	Position title	Branch	Description of change
4	General Manager, Enterprise Strategy, Risk & Transformation	Enterprise Strategy, Risk & Transformation	Scope change Direct reassignment
4	Head of Enterprise Workforce Planning	General Manager Enterprise Strategy, Risk & Transformation	Position title change to Head of Enterprise Workforce Planning, Change and Reporting Scope change Direct reassignment

### Reconfirmed with minor changes

Proposal	Position title	Branch	Description of change
1	Head of Internal Assurance	Chief Financial Officer	Reporting line change to Deputy Secretary Strategy and Assurance Group change to Strategy and Assurance
1	Principal Assurance Advisor x2	Head of Internal Assurance	Group change to Strategy and Assurance
1	Practice Lead Internal Assurance	Head of Internal Assurance	Group change to Strategy and Assurance

Proposal	Position title	Reporting line	Description of change
1	Senior Assurance Advisor	Head of Internal Assurance	Group change to Strategy and Assurance
1	Assurance Advisor	Head of Internal Assurance	Group change to Strategy and Assurance
3	Senior Advisor Planning and Performance	Business Director	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 Secretary	Reporting line change to Head of the Office of the Deputy Secretary Position title change to Director, Office of the Deputy Secretary Group change to Strategy and Assurance
3	Principal Business Analyst	Head of the Office of the Deputy Secretary	Group change to Strategy and Assurance Reporting line change to Head of the Office of the Deputy Secretary
3	Principal Advisor	Head of Kōkiritia	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	Reporting line change to Head of the Office of the Deputy Secretary Branch change to Office of the Deputy Secretary
3	Coordinator	Head of the Office of the Deputy Secretary	Reporting line change to Head of the Office of the Deputy Secretary Group change to Strategy and Assurance
4	Change Practice Lead	General Manager Enterprise Strategy, Risk & Transformation	Reporting line change to Head of Enterprise Workforce Planning, Change and Reporting Unit change to Enterprise Workforce Planning, Change and Reporting



Proposal	Position title	Reporting line	Description of change
4	Business Change Lead	General Manager Enterprise Strategy, Risk & Transformation	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	Unit change to Enterprise Workforce Planning, Change and Reporting
4	Principal Enterprise Workforce Planner	Head of Enterprise Workforce Planning	Reporting line change to Head of Enterprise Workforce Planning, Change and Reporting Unit change to Enterprise Workforce Planning, Change and Reporting
4	Senior Analyst	Head of Enterprise Workforce Planning	Unit change to Enterprise Workforce Planning, Change and Reporting
4	Head of Corporate Reporting and Insights	Chief Operations Officer – Corporate Services	Reporting line change to Head of Enterprise Workforce Planning, Change and Reporting Position title change to Manager Enterprise Reporting and Analytics Group change to Strategy and Assurance
4	Senior Analyst P&C Data and Insights x3	Head of Corporate Reporting and Insights	Group change to Strategy and Assurance Reporting line change to Manager Enterprise Reporting and Analytics
4	Senior Reporting Analyst	Head of Corporate Reporting and Insights	Group change to Strategy and Assurance Reporting line change to Manager Enterprise Reporting and Analytics
4	Business Information and Planning Analyst	Head of Corporate Reporting and Insights	Group change to Strategy and Assurance Reporting line change to Enterprise Workforce Reporting and Analytics

Proposal	Position title	Reporting line	Description of change
4	Research & Data Analyst	Head of Corporate Reporting and Insights	Group change to Strategy and Assurance Reporting line change to Manager Enterprise Reporting and Analytics
4	Analyst P&C Data and Insights x2	Head of Corporate Reporting and Insights	Group change to Strategy and Assurance Reporting line change to Manager Enterprise Reporting and Analytics
4	Practice Lead Insurance	Head of Enterprise Risk and Insurance	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	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	Reporting line change to Head of Enterprise Risk, Compliance and Insurance Unit change to Enterprise Risk, Compliance and Insurance
4	Senior Advisor Compliance x2	Head of Enterprise Compliance	Reporting line change to Head of Enterprise Risk, Compliance and Insurance Unit change to Enterprise Risk, Compliance and Insurance
4	Principal Advisor Compliance	Head of Enterprise Compliance	Reporting line change to Head of Enterprise Risk, Compliance and Insurance Unit change to Enterprise Risk, Compliance and Insurance
4	Senior Business Intelligence Analyst	Head of Enterprise Compliance	Reporting line change to Head of Enterprise Risk, Compliance and Insurance Unit change to Enterprise Risk, Compliance and Insurance

Proposal	Position title	Reporting line	Description of change
4	Chief Advisor Regulatory Systems	General Manager Regulatory Systems, Policy Assurance and Performance	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	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	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	Branch change to Enterprise Strategy, Risk and Transformation  Reporting line to Head of Regulatory Assurance and Performance
4	Senior Policy Advisor x4	Manager Regulatory Assurance and Performance	Branch change to Enterprise Strategy, Risk and Transformation  Reporting line change to Head of Regulatory Assurance and Performance
4	Director Policy and Regulatory Capability	General Manager Regulatory Systems, Policy Assurance and Performance	Reporting line change to Head of the Office of the Deputy Secretary, Building Resources & Markets  Position title change to Director Policy Capability
4	Principal Advisor Capability (vacant)	Director Policy and Regulatory Capability	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	Reporting line change to Manager Operational Policy & Regulatory Systems (Team 1)

			Group change to Te Whakatairanga Service Delivery
4	Coordinator x2	Business Director	Reporting line change to Director Policy Capability Group change to Building and Resource Markets

## Appendix 1: Confirmed 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](#)