



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Foundations for the Future

Corporate and Digital Shared Services

Proposal for Change

26 March 2025

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Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

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

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

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

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

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

In implementing 'Foundations for the Future' last year, I signalled that we would need to consider further change in some areas of our organisation. We need to continue to look at the way our functions are grouped, as well as the ways we work together, to streamline processes and create efficiencies.

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

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

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

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

Ngā mihi nui

Carolyn Tremain

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

Introduction from Richard Griffiths

Tēnā koutou,

In the months since Corporate and Digital Shared Services was brought together, I've been getting to know more about the teams and expertise our group holds, and the services we provide for MBIE. Our responsibilities and the support we offer is essential, expert, and vast – held up by a committed and capable team who have already shown me how much our work, especially providing value to our customers, matters to them.

The coming together of many of the functions from the previous Corporate Services, Finance and Enablement (CSFE) and Digital, Data and Insights (DDI) groups means that we need to consider how we are structured, and how we work together – to maximise the potential in our people, functions and services, and continue to deliver this value in the best way possible. As a new group, we need to ensure MBIE is positioned for effective and sustainable delivery through the functions we provide – which need to reflect our core services, priorities, and capabilities.

We hold functions that genuinely enable our wider organisation to deliver for New Zealanders. With the change in ownership Minister and the Government focus on economic growth, we have a significant opportunity to ensure that MBIE is well placed to both deliver the Government's priorities and realise our organisational vision to *Grow Aotearoa New Zealand for all*.

Because of this context and recognising the opportunity that lies in front of our group, this proposal is designed to:

- **Strengthen our core platforms and systems** through modernising our technology and further maturing our data capabilities.
- **Unlock the value of data for MBIE** in a safe and responsible way, that will support the decisions our organisation makes and advice we provide.
- **Create an end-to-end view of services** by bringing together the functions and capabilities we rely on to design and build, run and maintain them.

- **Optimise the services we provide by design**, especially across cyber, data, reporting and technology areas.
- **Simplify our customer interfaces** so that we can become more responsive and dynamic as service providers.
- **Clarify accountabilities and decision frameworks** with a focus on reducing complexity, administration, and layers so that we can deliver better, faster.
- **Develop leaders, grow talent, lift capabilities** to ensure we have a highly capable future focussed work force with meaningful career pathways.
- **Keep our people, customers, systems safe** across our security, cyber, emergency response and wellbeing, health and safety areas.

These outcomes have been shaped by discussions with our customers, my colleagues across the Senior Leadership team, and through the feedback you shared during engagement sessions last year. I feel confident that the changes proposed reflect what's most important to our people and our customers as we move forward as a group.

While there are many opportunities in front of us, I acknowledge that this proposal brings us into a period of change, which can present each of us with different challenges and impacts. I ask that you please show kindness to yourselves and colleagues during this time and consider what support you may need during the consultation process, including through connecting with your people leader and by looking at the range of support options provided later in this document.

I look forward to your feedback and creating this path forward together.

Ngā mihi nui



Richard Griffiths

Deputy Secretary Corporate and Digital Shared Services

Overview of this proposal

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

Understanding proposed changes to your position

Current and proposed organisational charts have been included at the end of each proposal to help demonstrate the impacts that proposed changes would have to the structure of our group. There is a summary table with more detail about proposed changes to positions and proposed new positions at the [end of this document](#).

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

Proposed change process

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

Providing feedback

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

Many of our teams have experienced change in the last year, and shared feedback on our structure and functions. I then asked you to build on this feedback as part of the engagement process held with teams across CSFE, Te Waka Pūtahitanga, and DDI,

which highlighted the things that are most important to your experience at MBIE, and the opportunities you see for us in the future. I've paid close attention to all insights shared as part of the development of this proposal and referred to some feedback themes throughout the document to help make this connection.

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

MBIE recognises that feedback can be provided individually or as a group and in formats other than written, and as such will enable verbal submissions upon request. This also includes where the union wishes to speak to their collective submission orally. If you wish to provide verbal feedback, please email CDSSChange2025@MBIE.govt.nz and we will arrange a suitable time.

Additionally you have the option to use What Say You, an interactive consultation tool, which enables you to engage with feedback from across our group. You can read more about using What Say You in the guidance available on [CDSS Foundations for the Future change site](#).

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

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

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Wednesday 26 March
Consultation closes	Wednesday 9 April
Feedback reviewed and considered	Thursday 10 April to Tuesday 29 April
Final decision	Week commencing 28 April 2025
EOI and selection period	Thursday 1 May 2025 to Friday 23 May
Go-live of new structure	Monday 26 May 2025

Navigating change together

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

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

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

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

Support available

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

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

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

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

Case for change

Background

As part of *MBIE Foundations for the Future* in late 2024, our Chief Executive made the decision to bring together corporate and digital services into a centralised model – which included all the functions from the Digital, Data and Insights (DDI) and a number of the functions from Corporate Services, Finance and Enablement (CSFE). Carolyn also brought together functions responsible for strategic risks, assurance, and performance into the Strategy and Assurance group.

Bringing together corporate and digital services marked a significant shift for us all and signalled a step forward in our maturity as a coordinated corporate function. It demonstrated confidence in the way DDI has evolved since it was established, and in the way Corporate and Finance functions came together following change in 2023. I've spent time with both Mel Porter and Greg Patchell prior to his departure from MBIE to reflect on what we have learned through these evolutions, what our environment needs of us now, and cast our minds forward to where we need to focus effort next.

The services we provide need to accelerate productivity, increase automation, keep our people and our customers safe, add value, and improve customer satisfaction across MBIE. To do this well, we need to be sure that our services are set up in the most efficient, effective, and affordable means possible.

I have looked across our new group to consider where complementary functions, capabilities, and teams could be brought together – building on the great work of DDI and CSFE teams to date; our existing centres of expertise; and recognising the need to consolidate our leadership structure to ensure roles and accountabilities are clearly understood.

The structures proposed in this document are intended to lay the foundation for a model that will serve our group over the medium-term and meet the current and future needs of our customers. Because we have several key projects and programmes already in flight, the proposed structures balance these goals of consolidation and simplification, with ensuring we minimise impact to the momentum we already have.

Confirming our role

As a group, Corporate and Digital Shared Services is intended to have complete oversight of core services, processes and systems which enable MBIE to operate successfully. With this view, we'll be better positioned to find efficiencies in how those services are provided and deliver high internal value for our customers.

Our customers have provided plenty of positive feedback about our teams and the value we currently provide, particularly the strength of our business partnering model. They've also raised that aspects of our current model feel more complicated than they need to be. With the integration of our functions, it's even more important that we provide them with a clear, simple pathway to navigate corporate and digital services.

Through the engagement sessions held at the end of last year, your feedback focused on the need to simplify our services and ways of working; provide more clarity on roles and accountabilities; focus on the end-to-end customer journey; and look for better ways to leverage cross-functional opportunities across our group.

I've therefore considered the overall hygiene of our structure to ensure that it makes our core role clear. This means being set up well to get the basics right and excel in providing the services that our customers look for the most, which are to:

- Simplify the standards and processes to develop digital infrastructure at pace – throughout design, build, run, and maintain phases.
- Enable MBIE through accessible, modernised, and trusted cyber, data, reporting and technology approaches.
- Create a system that enables us to keep our people, customers, and systems safe through better identifying, responding to, and preventing risks and threats.
- Maximise the value we get from every dollar received through strong financial oversight, connected to a clear finance strategy.

- Build MBIE as a place where our people thrive, want to work, feel safe and included, and can grow and develop.

Design principles

To design a structure that reflects our core role, I have been guided by the design principles that were agreed as part of *MBIE Foundations for the Future*. These reflect the work that has been done through recent change, and the direction of change we are taking as an organisation, to ensure that we continue to:

- **Group like functions together to create centres of expertise; reduce duplication; better leverage core skills, services, and activities; and improve the integration of our services.**
- **Clarify the connection between our functions and portfolios** to simplify internal points of accountability.
- **Enhance functional alignment across end-to-end processes and services** to ensure that our structure enables collaborative, effective and efficient ways of working, recognising the interdependencies between functions and the need to streamline service delivery.
- **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 our customers.
- **Anticipate our future needs** to be prepared for environmental challenges and opportunities, ensuring that we maintain and continue to develop the critical skills and capability that MBIE needs to achieve its long-term objectives.

Desired outcomes

Design principles directly relate to the outcomes we aim to achieve through change. This proposal has been designed with multiple outcomes in mind, so that our new structures can support us to achieve:

- **Strengthened centres of excellence** that bring together and broaden functions with oversight of end-to-end decisions, to strengthen the support we provide to MBIE performance, our Chief Executive, and wider business.
- **Simplified points of accountability** through consolidating aspects of our structure to streamline decision making, improve consistency in our responses to business needs, and reduce multi-commissioning.
- **Greater functional clarity** to make it easier for our customers to know who to go to, and to ensure we're easy to do business with, internally and externally.
- **Improved integration of services** to strengthen insights and information sharing, drive consistency in process, and provide a more responsive support system for our customers.
- **Sustained impact across business groups** through enhanced customer service offerings that are focused on performance, continuous improvement, customer centricity and value for money.
- **Enhanced strategic roadmap** by integrating the functions responsible for both group strategy and key strategic deliverables to ensure our future plan to deliver on MBIE needs and objectives is clear, with roles understood.
- **Cost neutral change that sustains momentum** with key initiatives that are underway, by focusing this proposal on the CDSS leadership team and limiting impacts to their respective branches and teams where possible.

How we'll measure success

As part of the transition into our new group, and through the engagement process, there have been questions about what success could look like for CDSS. To track our growth as a group and achievement of the desired outcomes set out through this change proposal, we will measure:

- Progress against the delivery of medium- to long-term strategies for our group – managed as a collective priority by the CDSS leadership team.
- The impact of continuous improvement initiatives on increased organisational productivity and reduction in operating costs.
- Improvements to speed of decision making, the level of decision alignment, and customer satisfaction with our services.
- Efficiency and effectiveness indicators across our processes, capacity, and performance, including reductions in duplicate/multi-commissioning.

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

Scope of this change

I have considered the entire structure of CDSS and our role to provide the services and systems that MBIE needs to operate successfully, and proposed the integration of some areas which would result in reporting line and branch changes for teams. This means disestablishment of some leadership roles in tiers 3 and 4, and tier changes for other roles.

Recognising the connection between our groups, this proposal has been developed in collaboration with Mel Porter who is proposing realignment of areas within Strategy and Assurance group. We have considered and jointly proposed the movement of some functions between our groups to strengthen centres of expertise.

Both the Data Strategy and Knowledge and the Data Insights and Intelligence (DII) branches are largely excluded from the scope of this change, given they are active in embedding Te Mātahi – MBIE's data strategy, and that change has been recently undertaken in DII to make refinements to our Intelligence functions.

Valuing your voice

All our branches had the opportunity to participate in feedback sessions facilitated by the Kiritaki Centricity and Innovation team in 2024. For some branches, these were held prior to the announcement about the creation of CDSS group, whereas others had the ability to provide feedback following the announcement.

Despite differing contexts, your feedback showed how strong the desire is across our group to innovate, simplify and streamline our work, and deliver tangible outcomes. I have a good sense of the things that are most important to your experience at MBIE, and areas that you would like to see improved. It's important to me that your voice is reflected in this proposal where possible, and I want to assure you that your feedback has played a role in shaping the proposed changes set out in this document.

To help make this connection, I have summarised key feedback themes below:

What you value most

Your feedback on what is working well across our teams highlighted the importance of culture and connections as the foundation of your work experience. You reflected on the commitment that our people show to our work, customers, and each other – often going the extra mile and leaning-in to help share the load. Our ability to work collaboratively and build connection and trust was a strength that many of you emphasised, as well as the quality of advice and support we provide on tight deadlines. You made it clear that across the board, we take pride in being available, accountable, and reliable business partners.

Areas for improvement

There was a strong desire for roles and responsibilities to be clear within branches, across the group, and wider MBIE. You'd like us to focus on ensuring we understand

what each part of CDSS does so that we can engage more effectively. You shared examples of areas where there is duplication, and where there are opportunities to improve efficiency – including through planning, approvals and administration, delivery maturity, benefits measurement, automation, our cost recovery model, time taken to bring in new technology, and our relationships with vendors.

Where you'd like us to get to

Recognising the size of our group and the number of services we manage, you asked me to ensure that all voices are represented at the leadership table to provide input into group-wide planning, prioritisation, and decision making. You're looking for a stronger connection between Government and strategic decisions and our CDSS roadmap, which will enable us to improve planning, communication, and manage expectations of our customers. There was a strong desire to maximise the functionality of our current systems, better integrate core systems and information, and accelerate our adoption of AI to ensure we keep up with the increasing pace of technology change – building capability in tandem. On these points, you provided many suggestions about specific systems, processes, and information that could be automated or improved; as well as considerations for supporting our people.

The impact of our current environment

Many of you raised the impact of ongoing change and resourcing pressure in your current experience of MBIE. You showed concern for colleagues working long hours, shared examples of impacts to wellbeing and morale, and expressed that there continues to be a level of fear and uncertainty about the future. You wanted frequent, frank communications about change so that you could feel better prepared personally, and progress work with greater certainty. In thinking about this change, your feedback focused on alleviating resource pressure, being clearer about what the future looks like, and providing sufficient time to embed new structures and operating models. On a personal level, many of you talked about the importance of visible career development pathways and maintaining learning and development opportunities, even within a constrained fiscal environment.

Thank you for the time, consideration, and authenticity you have offered through this feedback. Much of what you have shared extends far beyond our structure and is really about the way we work and how we can work more effectively together, which means that there will be more to do following this change proposal to recognise and progress the insights, opportunities and concerns you have shared – which I will build in as part of our transition plan. For now, as you read through this document and consider the changes proposed, I invite you to provide feedback with the voice of our group in mind, as well as the case for change.

Proposal 1 – Corporate and Digital Shared Services Leadership Team

Why change is proposed

Having brought two leadership teams together through the creation of CDSS group, there is a need to integrate the functions held across this team to make sure there are single points of accountability. As a collective, the team needs to be positioned to focus on building longer-term group strategy and sharpening end-to-end roadmaps for MBIE's critical systems and services.

This proposal comprises of realignments to the areas we rely on for the design, build, delivery and maintenance of our services across all domains. Integrating these areas under single points of accountability means we will be better placed to develop a system-wide view of our services, and implement consistent standards, practices, and architecture across all domains. In particular, this means ensuring our cyber, data, reporting, and technology approaches are strengthened, enabled, and well aligned from the start.

In proposing changes to teams in these areas, there is also a need to consider how our structure could support the journey to unlock value of our data in a safe and responsible way and keep us focused on modernising and making continuous improvements to our platforms and services – both key elements of the roadmaps that our leadership team will be accountable for.

Additional changes are proposed to reinforce and further integrate capability in some branches through aligning like functions. These realignments build on centres of expertise related to digital services and operations; financial oversight including our strategic finance outlook; and employment practices expertise across our people services.

The proposed structure is heavily focused on enabling us to strengthen from within: this means being sharper in our assessment of our own performance and effectiveness as a group, through a dedicated continuous improvement function.

The following changes are proposed

- To create a branch with dedicated accountability for our strategy, improvement pipeline, and corporate obligations; the current functions which provide corporate shared services would be brought together in one under a **new General Manager, Corporate Shared Services**. Functions in this new branch would be:
 - a. Protective Security
 - b. Emergency Management
 - c. Wellbeing, Health and Safety
 - d. Facilities and Workplace
 - e. Partnerships and Engagement – Workplace
 - f. Planning, Risk and Assurance
 - g. Service Design and Excellence
- To create a single point of accountability for day-to-day business management, a new **Head of Office of the Deputy Secretary** would be established, with some functions in the current Office reporting to this position. Where previously the Head of Office role was a shared function between the former Corporate Services, Finance and Enablement and Te Waka Pūtahitanga groups, each Deputy Secretary (Strategy and Assurance and CDSS) will now have their own dedicated Office support. It is intended the two Offices will continue to work together closely with CDSS Planning, Risk and Assurance continuing to support Strategy and Assurance where required.
- As part of the establishment of the Office of the Deputy Secretary in Strategy and Assurance group, the **Manager Economic System**

Monitoring and Reporting, Senior Advisor Planning and Performance, and the **Coordinator** currently supporting this function would move into this team. The **Coordinator** currently supporting Policy Capability functions would report to the Director Policy Capability. The remaining **Coordinator** position would report to the Head of Office of the Deputy Secretary Strategy and Assurance.

- Given Carolyn's decision to create Strategy and Assurance group and align enterprise-wide functions to this area, it is proposed that **Director Mātauranga Māori** would be better positioned to the leadership team in this group. While it is proposed to move this vacant position, the roles that report to the Director are seen to better align to People and Culture and would move into this branch.
- To strengthen and align overall architectural design, the development of consistent patterns and standards for technology, cyber, data and reporting through a single point of accountability, a new **Chief Technology and Security Officer** would be established. This would integrate the **Chief Technology Officer** and teams, **Chief Security Officer** and teams, **General Manager, Digital Solutions Delivery** and teams and **General Manager, Partnerships and Programmes** and teams. This change consolidates all design and build functions together, providing a more integrated suite and one-stop shop for our customers.
- To bring together ownership, running, and maintenance of MBIE's core technology platforms, teams responsible for FMIS and HRIS systems would be realigned to the current Digital Operations branch with an expanded remit, under the **General Manager, Digital Services and Operations**. This would create a centre of expertise for our platforms.
- Similarly, to reintegrate people-related functions currently held within the Corporate Services branch; Payroll, Case Management and Analysis and Processes teams would move to the People and Culture branch. This recognises the feedback received about the preference for these areas to

be aligned, given the efficiencies to be gained through centralising all people-related tools and systems.

- Accounts Receivable and Credit Control, including Accounts Payable functions currently within Corporate Services would be realigned to **Finance and Performance** to bring together all activities related to financial control, under the Deputy Chief Financial Officer.
- In the same way that internal MBIE Property and system-focused Government Property functions were brought together through recent change, there is an opportunity to align internal MBIE procurement and e-invoicing functions with the system-focused New Zealand Government Procurement function. This would see the teams move into Regional Development and Commercial Services group under the **General Manager New Zealand Government Procurement**.
- To bring all workforce reporting together into a single function, the **Corporate Reporting and Insights team** would move into Strategy and Assurance group as part of an expanded Workforce Planning, Change and Reporting function.
- Responsibility for MBIE's Model Standards for Information Gathering policy is proposed to move from **Regulatory Systems, Policy and Performance** in Strategy and Assurance to Data Governance and Ethics in the Data Strategy and Knowledge branch. This is a good fit for the role and associated work now that the Model Standards for Information Gathering internal policy work programme is focused on implementation and monitoring.

Summary of the changes proposed

- Disestablish the **General Manager Workplace, Safety and Security**
- Establish a new **General Manager Corporate Shared Services** and direct reassign the General Manager, Workplace, Safety and Security to this role

- Disestablish the **Head of the Office of the Deputy Secretaries**
- Establish a new **Head of Office of the Deputy Secretary**
- Change of reporting line for the **Business Director** to Head of the Office of the Deputy Secretary
- Change of reporting line for the **Director Māori** to Head of the Office of the Deputy Secretary
- Change of reporting line for the **Principal Business Advisor** to the Head of the Office of the Deputy Secretary
- Change of reporting line for the **Personal Assistant/Team Administrator** which currently supports the Planning, Risk and Assurance and Digital Solution Delivery branches to the Business Manager in the Strategy, Technology and Security branch
- Change of group and reporting line for one **Coordinator** to the Head of Office of the Deputy Secretary in Strategy and Assurance
- Change of group and reporting line for one **Coordinator** to the Manager Economic Systems Monitoring and Reporting in Strategy and Assurance
- Change of group and reporting line for one **Coordinator** to the Director Policy Capability in Strategy and Assurance
- Change of group and reporting line for the **Senior Advisor Planning and Performance** to the Head of Office of the Deputy Secretary in Strategy and Assurance
- Change of reporting line for the **Manager Economic Systems Monitoring and Reporting** to the Head of Office of the Deputy Secretary in Strategy and Assurance
- Change of job title for the General Manager, Planning, Risk and Assurance to **Head of Planning, Risk and Assurance** and change of reporting line to the General Manager, Corporate Shared Services

- Disestablish the **Chief Operations Officer – Corporate Services** as a result of proposals to realign functions from this branch to Digital Operations, People & Culture, Finance & Performance, and Corporate Shared Services branches, and to Regional Development and Commercial Services group
- Change of reporting line for the **Head of Commercial Operations and Assurance** to General Manager New Zealand Government Procurement with a group change for the wider team to Regional Development and Commercial Services
- Change of reporting line for the **Head of Commercial Projects and Business Adoption** to General Manager New Zealand Government Procurement with a group change for the wider team to Regional Development and Commercial Services
- Change of reporting line for the **Head of Commercial Services** to General Manager New Zealand Government Procurement with a group change for the wider team to Regional Development and Commercial Services
- Disestablish the **Chief Technology Officer**. This position would be part of a contestable reassignment process for the new Chief Technology and Security Officer
- Disestablish the **Chief Information Security Officer**. This position would be part of a contestable reassignment process for the new Chief Technology and Security Officer
- Establish a new **Chief Technology and Security Officer**
- Disestablish the **General Manager Digital Solutions Delivery**. This position would be part of a contestable reassignment process for the new Head of Delivery and PMO
- Disestablish the **General Manager Partnerships and Programmes**. This position would be part of a contestable reassignment process for the new Head of Delivery and PMO

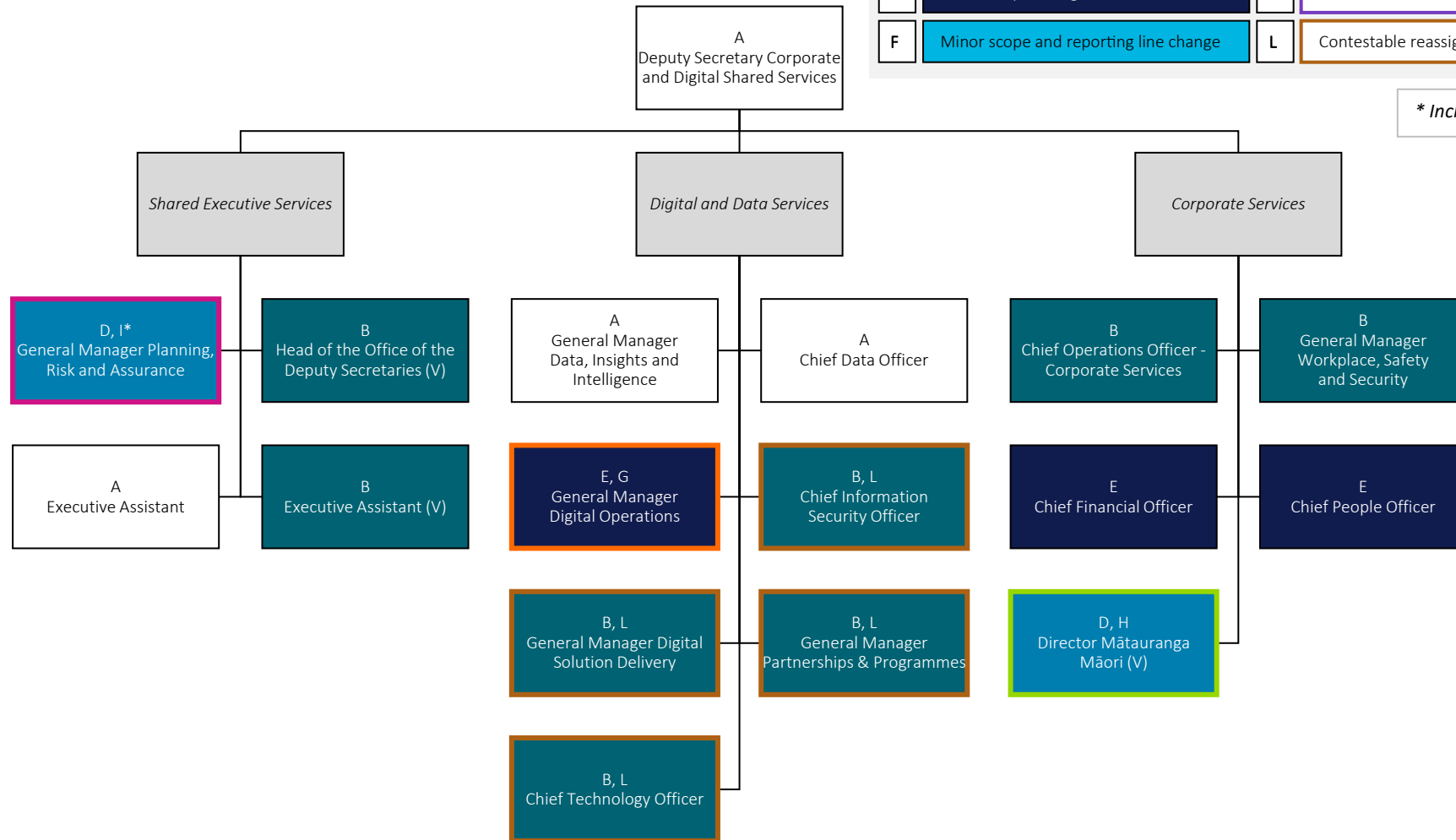
- Establish a new **Head of Delivery and PMO** reporting to the Chief Technology and Security Officer
- Disestablish the **Executive Assistant** (formerly supporting the Deputy Secretary Digital, Data and Insights Group)
- Disestablish **Head of Corporate Operations**
- Change of job title, change of tier and reporting line for the **Head of Corporate Reporting and Insights** to Manager, Corporate Reporting and Insights reporting to the Head of Enterprise Workforce Planning, Change and Reporting
- Change of reporting line for the **Senior Advisor Risk and Assurance** in Strategy and Assurance to the Head of Data Governance and Ethics in Data Strategy and Knowledge
- Minor change in scope for the General Manager Digital Operations with a position title change to **General Manager Digital Services and Operations**
- Minor change in scope for the **Chief People Officer**
- Minor change in scope for the **Chief Financial Officer**

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

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

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

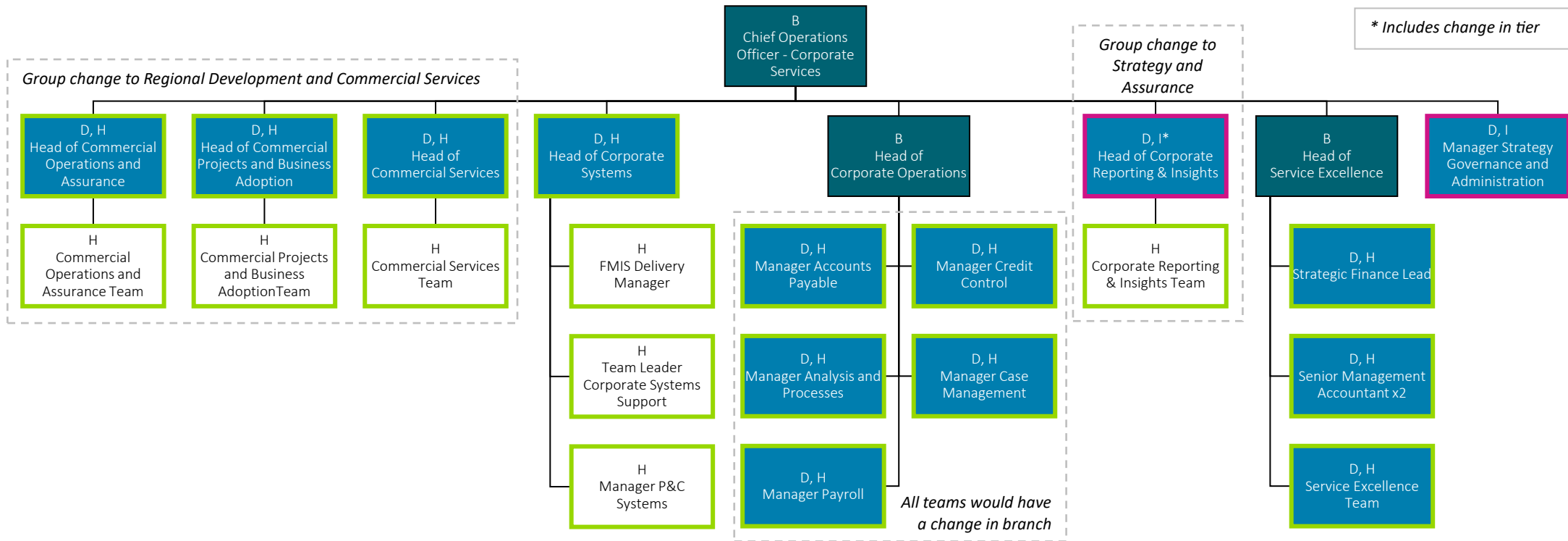
Current organisational chart – Corporate and Digital Shared Services Leadership Team



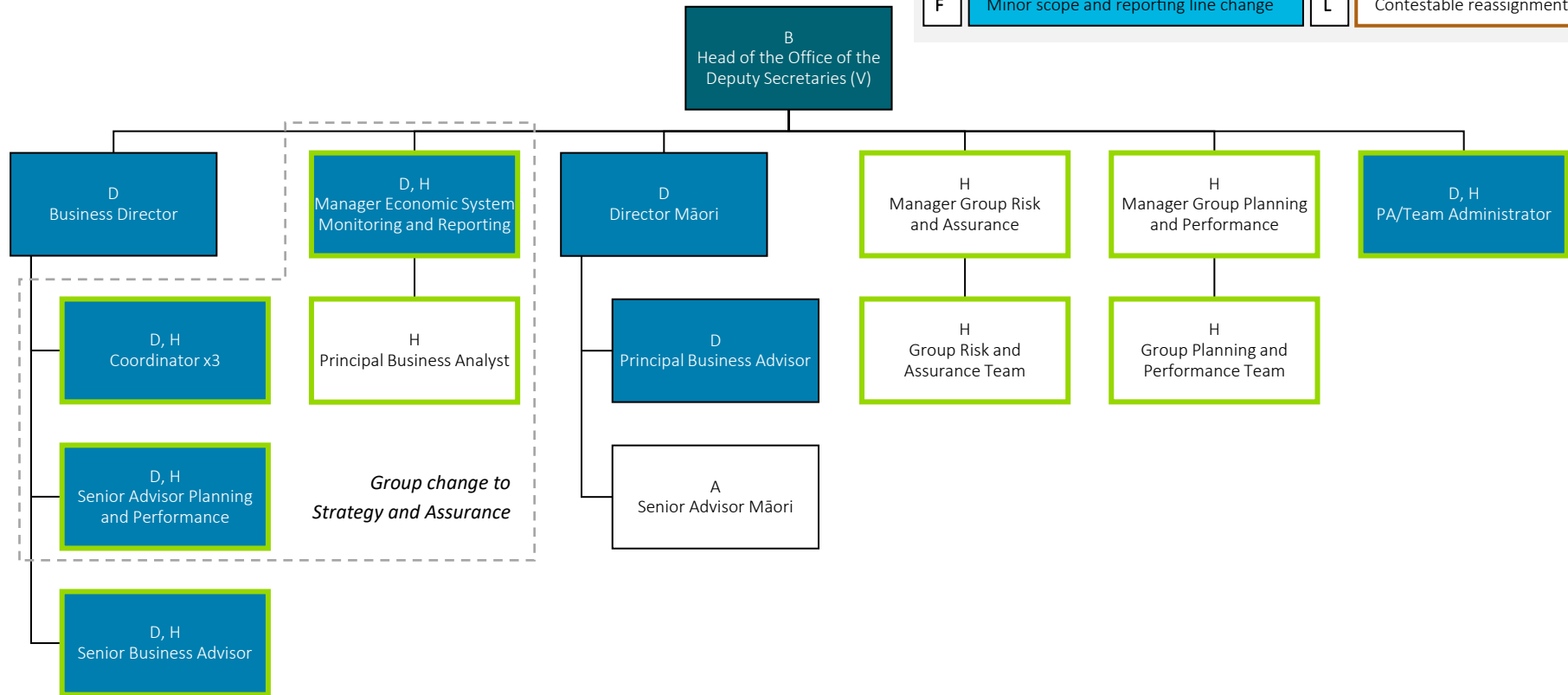
Current organisational chart – Corporate Services

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



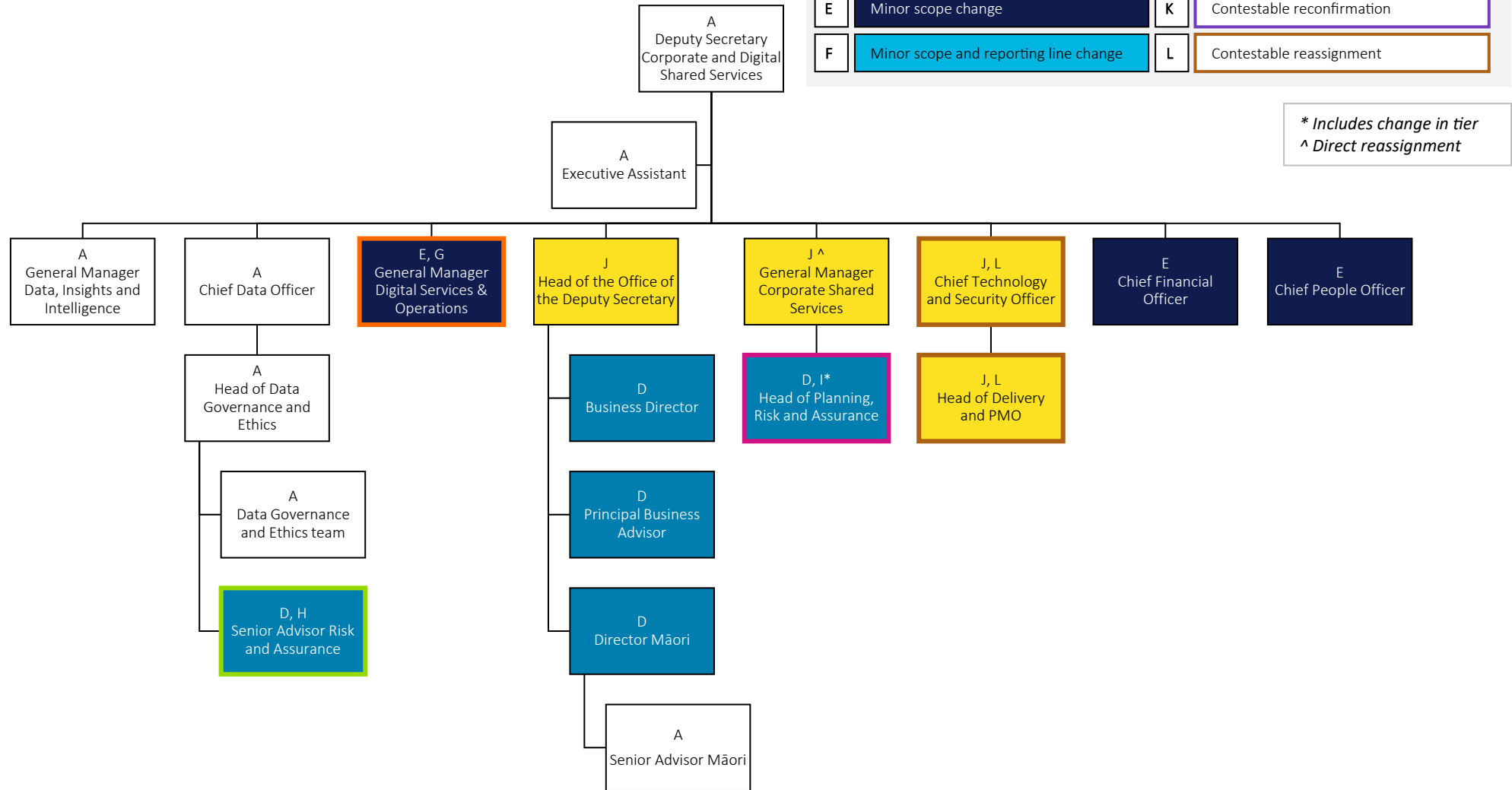
Current organisational chart – Office of the Deputy Secretary



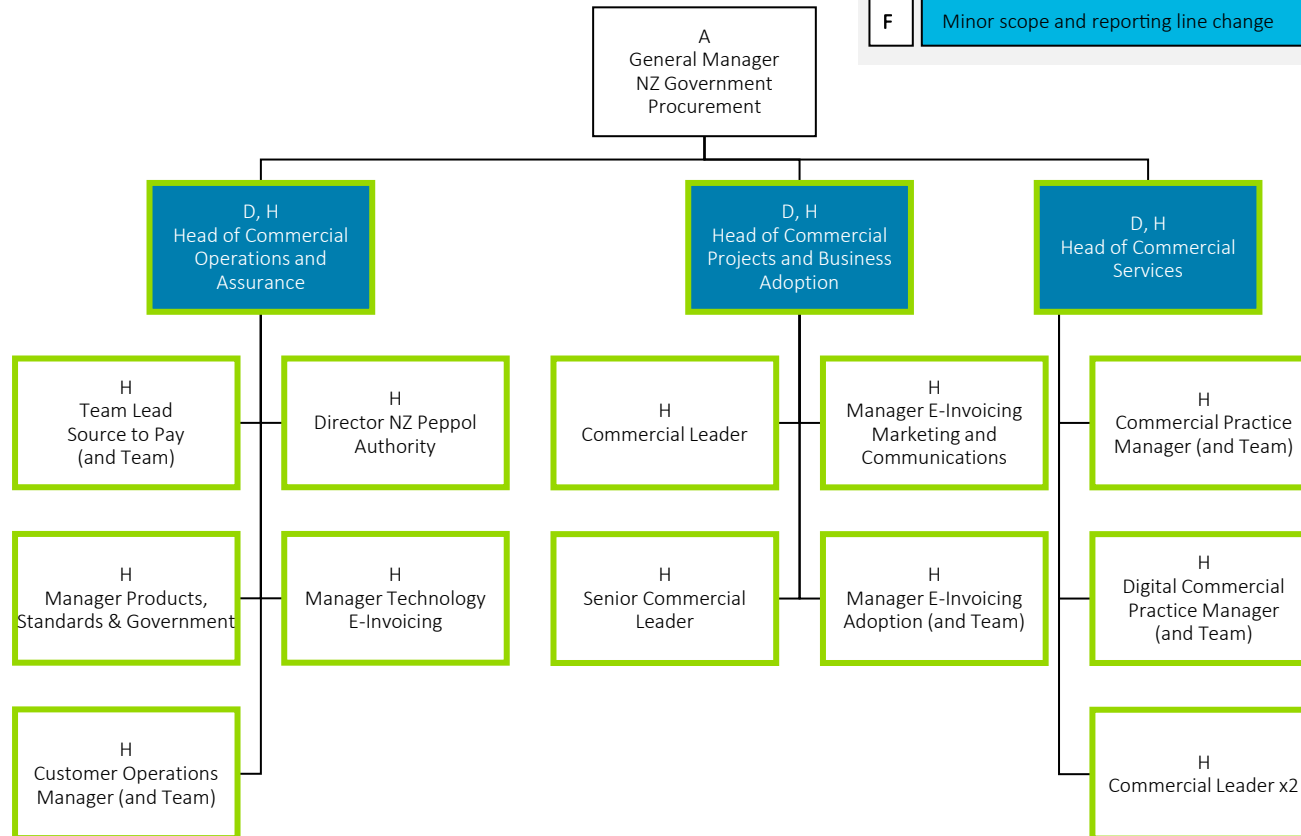
KEY

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

Proposed organisational chart – Corporate and Digital Shared Services Leadership Team



Proposed organisational chart – Regional Development and Commercial Services



KEY

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

Proposal 2 – Corporate Shared Services Branch

Why change is proposed

With accountability for a longer-term group strategy held collectively by our leadership team, we need to ensure that there is capability in place to enable us to work to a clear plan and hold ourselves to account for delivering to it.

Practical responsibility for our group strategy is proposed to be held under a new General Manager Corporate Shared Services position – incorporating strategic, risk, security, emergency and wellbeing functions as key inputs into the full picture of our corporate obligations and opportunities.

This branch will be accountable to keep sight of our performance and effectiveness with increased focus on service design and continuous improvement to ensure we maximise the feedback and ideas gathered through the engagement process in 2024 and build a sustainable mechanism for ongoing feedback and assessment.

This would mean bringing together many of the functions from Workplace, Safety and Security, as well as Planning, Risk and Assurance and expanding the scope of our Service Excellence function to include service design capability, which would mean it places as much emphasis on creating great services as it does on the delivery of those services. Putting equal emphasis on both areas would enable the team to carry forward the insights and improvement recommendations from our engagement process held in 2024, on behalf of the CDSS group. As part of changing the focus of this team, its finance expertise would be realigned to Finance and Performance branch, see more under [Proposal 7](#).

Bringing these functions together into one branch would consolidate business management activities into the Planning, Risk and Assurance area, and as such the Business Manager role in the Workplace, Safety and Security branch would be disestablished. Given the level of change proposed to the Service Excellence team, the Head of Service Excellence would be disestablished, and a new role created to reflect its shift in focus and responsibility.

The following changes are proposed

- Change of reporting line for the **Executive Assistant** currently in the Workplace Safety and Security team to the General Manager Corporate Shared Services
- Change of branch for the **Group Planning and Performance** and **Group Risk** teams to Corporate Shared Services
- Change of reporting line for the **Senior Business Advisor** currently reporting to the Business Director in the Office of the Deputy Secretary to the Manager Group Planning and Performance
- Disestablish **Head of Service Excellence**
- Establish a new position **Head of Service Design and Excellence** reporting to the General Manager Corporate Shared Services
- Change of reporting line for the **Principal Customer Experience Advisor** to the Head of Service Design and Excellence
- Change of reporting line for the **Senior Customer Experience Advisor** to the Head of Service Design and Excellence
- Change of reporting line for the **Customer Experience Advisor** to the Head of Service Design and Excellence
- Change of reporting line for the **Programme Management Lead** to the Head of Service Design and Excellence
- Change of reporting line for the **Senior Business Analyst** to the Head of Service Design and Excellence
- Change of reporting line for **Head of Protective Security** to General Manager Corporate Shared Services with a branch change for the wider team to Corporate Shared Services

- Change of reporting line for **Head of Emergency Management** to General Manager Corporate Shared Services with a branch change for the wider team to Corporate Shared Services
- Change of reporting line for **Head of Emergency Management Auckland** to General Manager Corporate Shared Services with a branch change for the wider team to Corporate Shared Services
- Change of reporting line for **Head of Wellbeing, Health and Safety** to General Manager Corporate Shared Services with a branch change for the wider team to Corporate Shared Services
- Change of reporting line for the **National Manager Facilities and Workplace** to General Manager Corporate Shared Services with a branch change for the wider team to Corporate Shared Services
- Change of reporting line for the **Director Partnerships and Engagement** to General Manager Corporate Shared Services with a branch change for the wider team to Corporate Shared Services
- Disestablish the **Business Manager** currently in the Workplace, Safety and Security branch

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

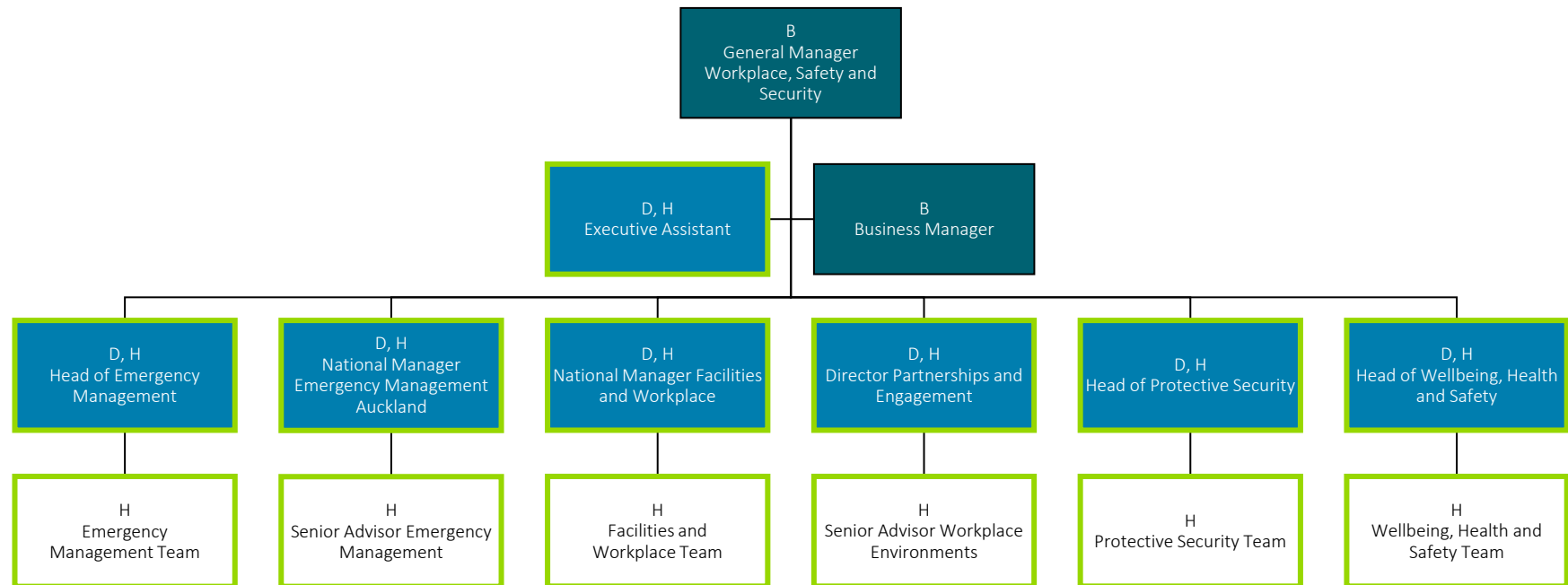
We welcome your thoughts on where this proposal could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

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

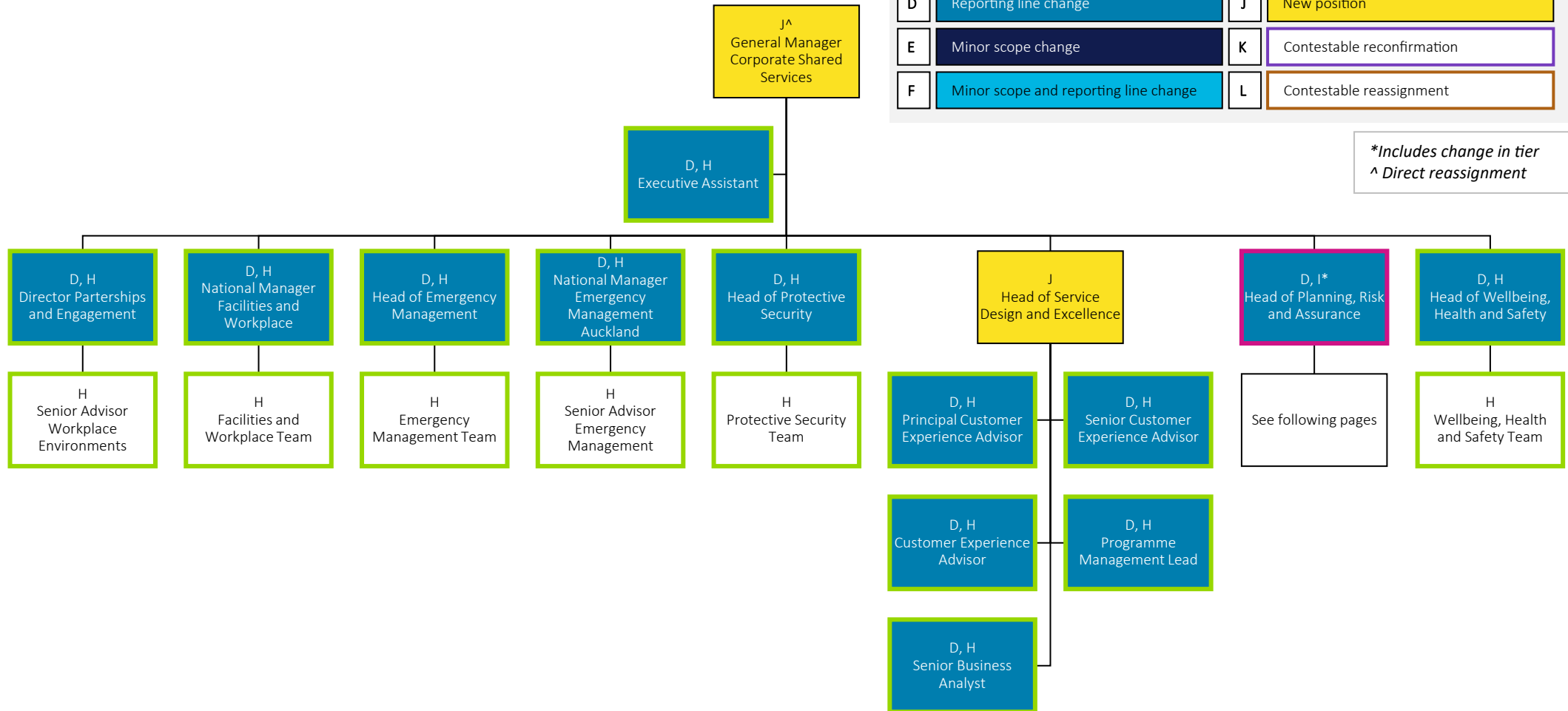
Current organisational chart – Workplace, Safety and Security

KEY

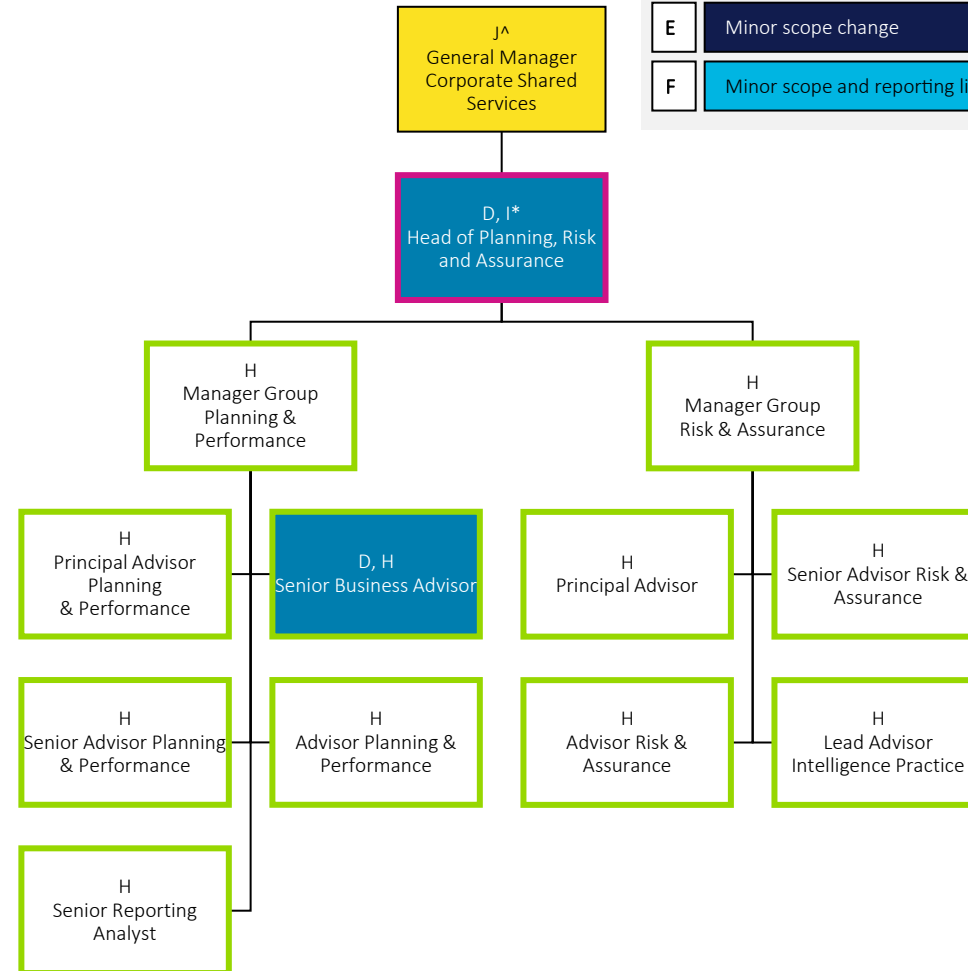
A	No change	G	Position title change
B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable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



Proposed organisational chart – Corporate Shared Services



Proposed organisational chart – Planning, Risk and Assurance



KEY

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

**Includes change in tier
^ Direct reassignment*

Proposal 3 – Mātauranga Māori

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

Why change is proposed

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

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

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

In consolidating like functions it is proposed that the two Kaihāpai Senior Advisors move to be part of People and Culture's Te Iho Poutama unit where there is a focus to build organisational knowledge and capability in Te Ao Māori.

It is proposed that subject to consultation we would seek feedback on the appropriate title for this role.

For the roles reporting to the Director position, aligning these to People and Culture is in keeping with the capability focus of the branch and the overall purpose of consolidating like functions.

The following changes are proposed

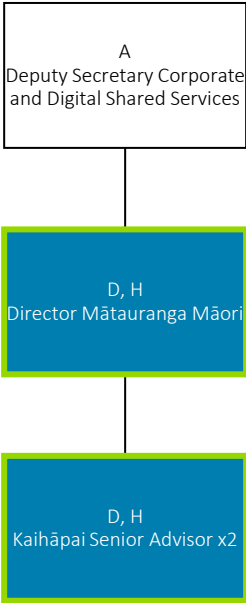
- Change of branch and reporting line for two **Kaihāpai Senior Advisors** to Kai Tomina – Head of Te Iho Poutama (see [Proposal 6](#))
- Minor scope change for **Kai Tomina – Head of Te Iho Poutama** (see [Proposal 6](#))

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

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

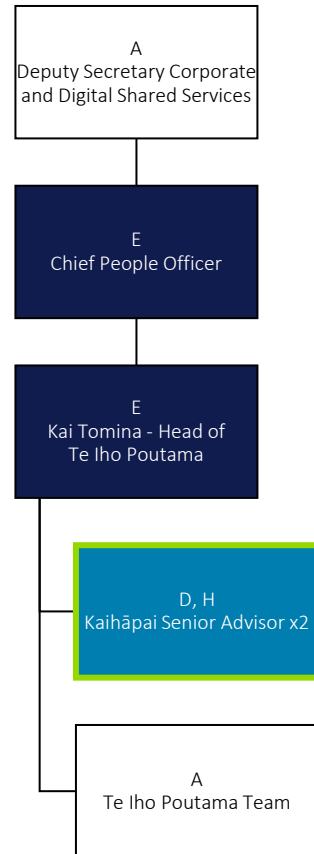
The following pages show how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

Current organisational chart – Mātauranga Māori



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

Proposed organisational chart – Te Iho Poutama



KEY

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

Proposal 4 – Chief Technology & Security Officer

Why change is proposed

Our current environment places high value on technology as an enabler for productivity, holding the potential to transform how we work; provide services; and add value for our customers. We need to meet these opportunities and growing expectations of technology by our Ministers and customers with a strong long-term plan; backed by streamlined, simple, and efficient approaches related to architecture, data patterns and standards, technology, cyber and reporting.

It is therefore proposed that these core functions are brought together – integrating Cyber, Technology and Architecture, Digital Solution Delivery, and Partnerships and Programmes branches into one centre of expertise.

A new Chief Technology and Security Officer position would be established to lead the branch, with singular accountability for an integrated IT, security strategy, design and build functions. This would bring MBIE's design and build resources into one place and is intended to streamline the delivery of technology and security services, making us more efficient and responsive to customer needs while reducing the risk of work escaping architectural oversight.

As part of bringing together design and build resources, I am proposing to establish a dedicated Delivery and PMO unit that would report to the Chief Technology and Security Officer and combine the Partnerships and Programmes and Digital Solution Delivery teams.

In making the accountability for design and build clear, we also help to confirm the role of digital services and operations for the run and maintain aspects of our services – to ensure there is a tighter interface between these critical stages. This is covered more in [Proposal 5](#).

While the establishment of this branch represents a step change and would result in the disestablishment of senior leadership positions as well as reporting line and tier changes for many teams in these branches, the structure is a necessary step to accelerate our long-term plan, and the ways of working needed to enable it.

Our approaches in each of these areas need to be integrated from the outset, and continue to operate with alignment throughout the design, build, running, and maintenance phases.

This branch would hold a pivotal role in enabling MBIE to develop digital infrastructure at pace and increasing our adaptability to be future-ready while ensuring our system is safe and responsive to threats. This will help MBIE to position itself with resilience and agility, given the pace of evolution in the technology landscape – where cyber threats, data and reporting requests, and customer expectations can change daily.

This proposal also recognises the volume of feedback that was received about building our delivery maturity, and simplifying the processes and approvals related to new technology, so we can meet the expectations of our customers faster. Your feedback focused especially on AI and making sure MBIE keeps up with the pace of opportunity in this area. This will become a strong focus for the branch, in partnership with Strategy and Assurance group, to lead in the development of MBIE's strategy and approach to the use of AI – ensuring that the organisation remains at the forefront of technological advancements.

The following changes are proposed

- Disestablish the **Chief Technology Officer**. This position would be part of a contestable reassignment process for the new Chief Technology and Security Officer
- Disestablish the **Chief Information Security Officer**. This position would be part of a contestable reassignment process for the new Chief Technology and Security Officer
- Establish a new **Chief Technology and Security Officer**

- Change of reporting line for **Head of Architecture Professional Services** to Chief Technology and Security Officer with a branch change for the wider team to Strategy, Technology and Security
- Change of reporting line for **Head of Technology Strategy** to Chief Technology and Security Officer with a branch change for the wider team to Strategy, Technology and Security
- Change of reporting line for **Head of Architecture Governance Standards** to Chief Technology and Security Officer with a branch change for the wider team to Strategy, Technology and Security
- Change of reporting line for the **Principal Advisor** to Chief Technology and Security Officer
- Change of reporting line for **Head of Cyber Security Advisory and Operations** to Chief Technology and Security Officer with a branch change for the wider team to Strategy, Technology and Security
- Change of reporting line for **Head of Cyber Security Assurance** to Chief Technology and Security Officer with a branch change for the wider team to Strategy, Technology and Security
- Disestablish **Personal Assistant/Team Administrator** (Cyber Security)
- Disestablish the **General Manager Partnerships and Programmes** with contestable reassignment to the new Head of Delivery and PMO position, retaining level 3 financial delegations
- Change of reporting line for the **Executive Assistant** (Partnerships and Programmes) to the Chief Technology and Security Officer
- Change of position title and reporting line for the **Head of Digital and Programmes INZ** to Portfolio Manager Digital and Programmes INZ reporting to the Head of Delivery and PMO, with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations

- Change of position title and reporting line for **the Head of Digital and Programmes Corporate & Policy** to Portfolio Manager Digital and Programmes Corporate & Policy reporting to the Head of Delivery and PMO, with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations
- Change of position title and reporting line for the **Head of Digital and Programmes TWSD** to Portfolio Manager Digital and Programmes TWSD reporting to the Head of Delivery and PMO, with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations
- Change of position title and reporting line for the **Head of Project Planning and Business Performance** to Manager Project Planning and Business Performance reporting to the Head of Delivery and PMO, with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations
- Change of position title and reporting line for the **Head of Portfolio Management Office** to Manager Portfolio Management Office reporting to the Head of Delivery and PMO, with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations
- Change of position title and reporting line for the **Principal Advisor to the General Manager** (Partnerships and Programmes) to the Head of Delivery and PMO
- Disestablish the **General Manager Digital Solution Delivery** with contestable reassignment to the new Head of Delivery and PMO position, retaining level 3 financial delegations
- Change of reporting line for the **Manager Business Analysis** to Head of Delivery and PMO with a branch change for the wider team to Strategy,

Technology and Security. This position would retain level 4 financial delegations

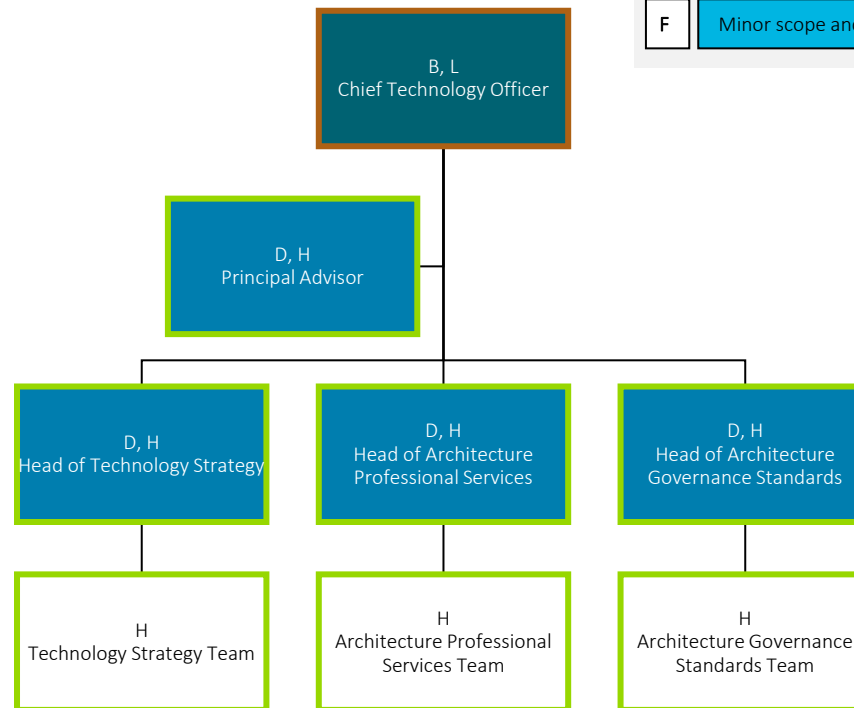
- Change of reporting line for the **Manager, Quality Assurance and Testing** to Head of Delivery and PMO with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations
- Change of reporting line for **Manager Functional Consulting** to Head of Delivery and PMO with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations
- Change of reporting line for the **Manager ADEPT Support** to Head of Delivery and PMO with a branch change for the wider team to Strategy, Technology and Security. This position would retain level 4 financial delegations
- Change of reporting line for the **Business Manager** (Digital Solution Delivery) to Head of Delivery and PMO. As indicated in [Proposal 1](#), the **Personal Assistant/Team Administrator** which currently supports the Planning, Risk and Assurance and Digital Solution Delivery Branch would have a reporting line change to this position

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

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

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

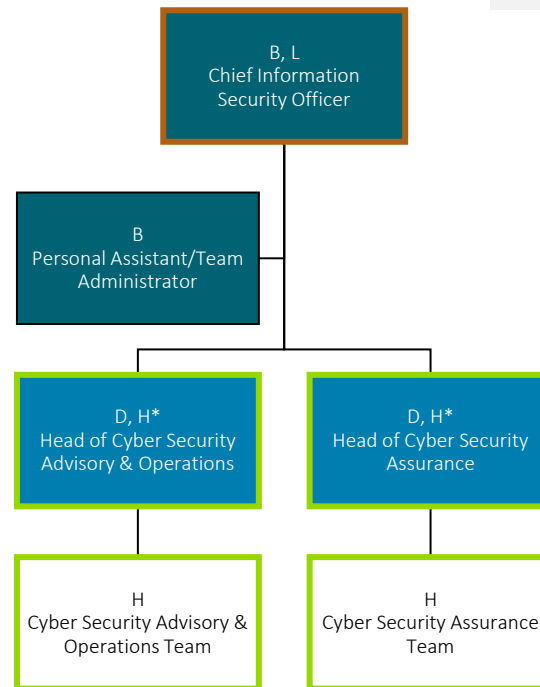
Current organisational chart –Technology & Architecture



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

Current organisational chart – Cyber Security



KEY

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

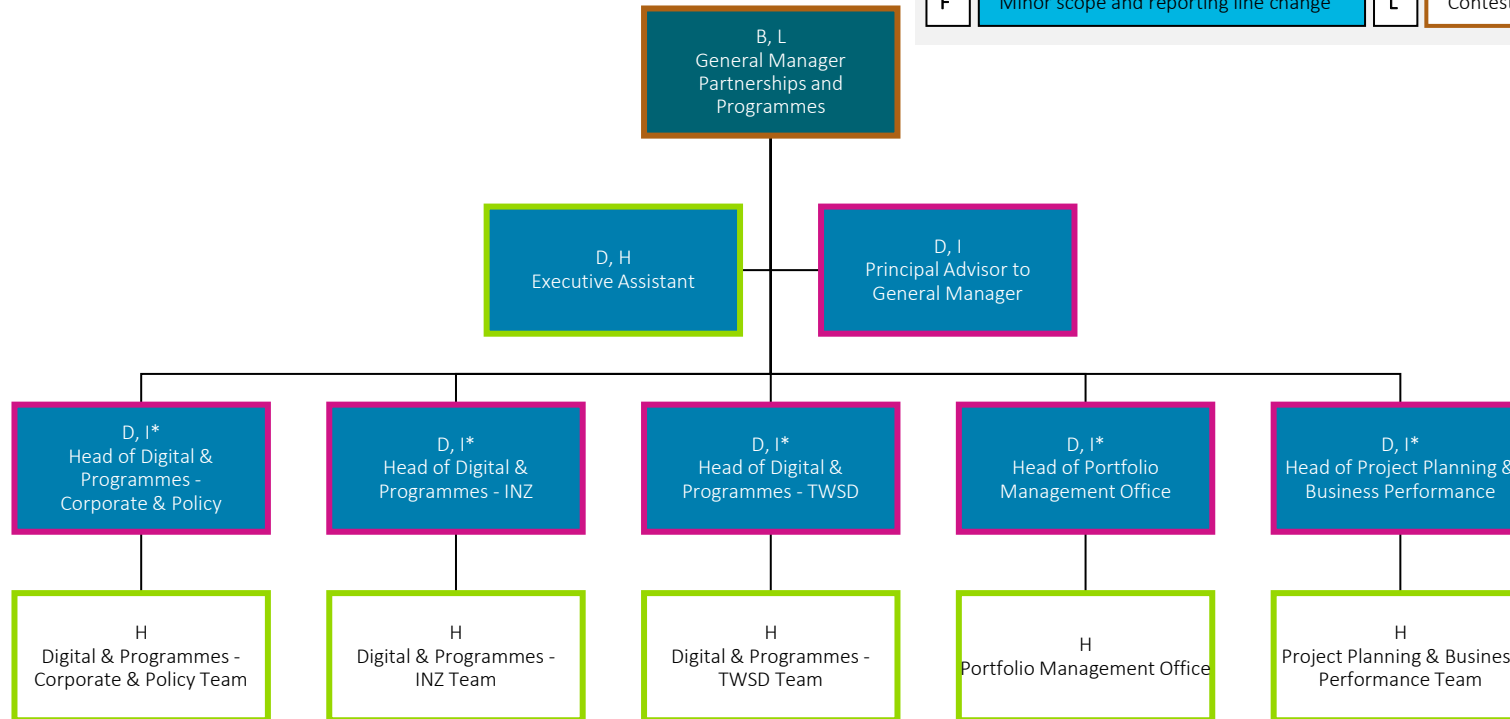
**Includes change in tier*

Current organisational chart – Partnerships and Programmes

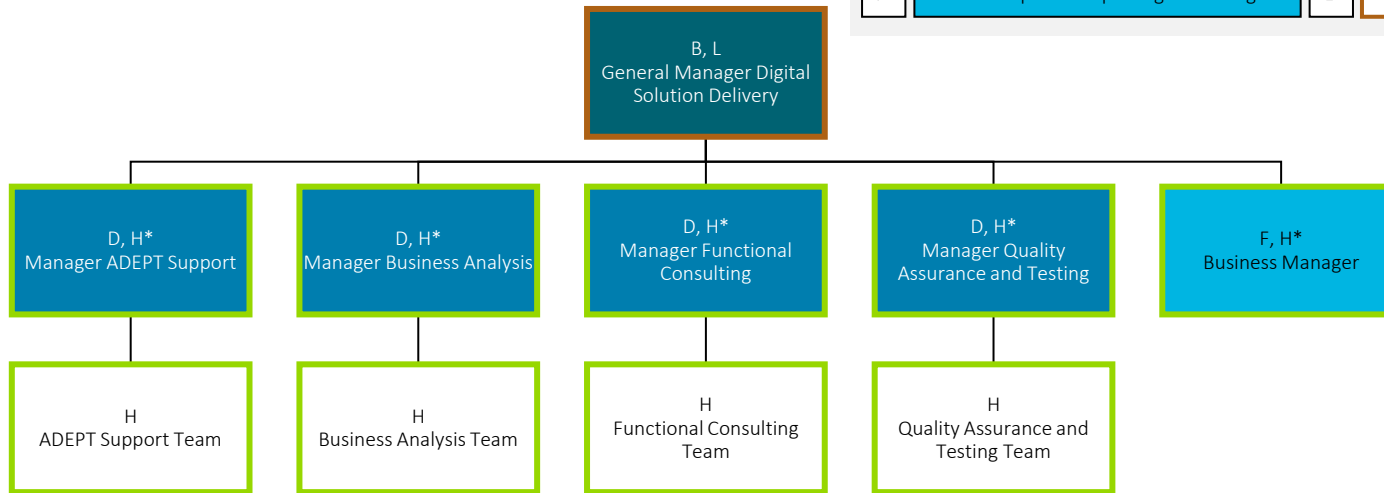
KEY

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

**Includes change in tier*



Current organisational chart – Digital Solution Delivery



KEY

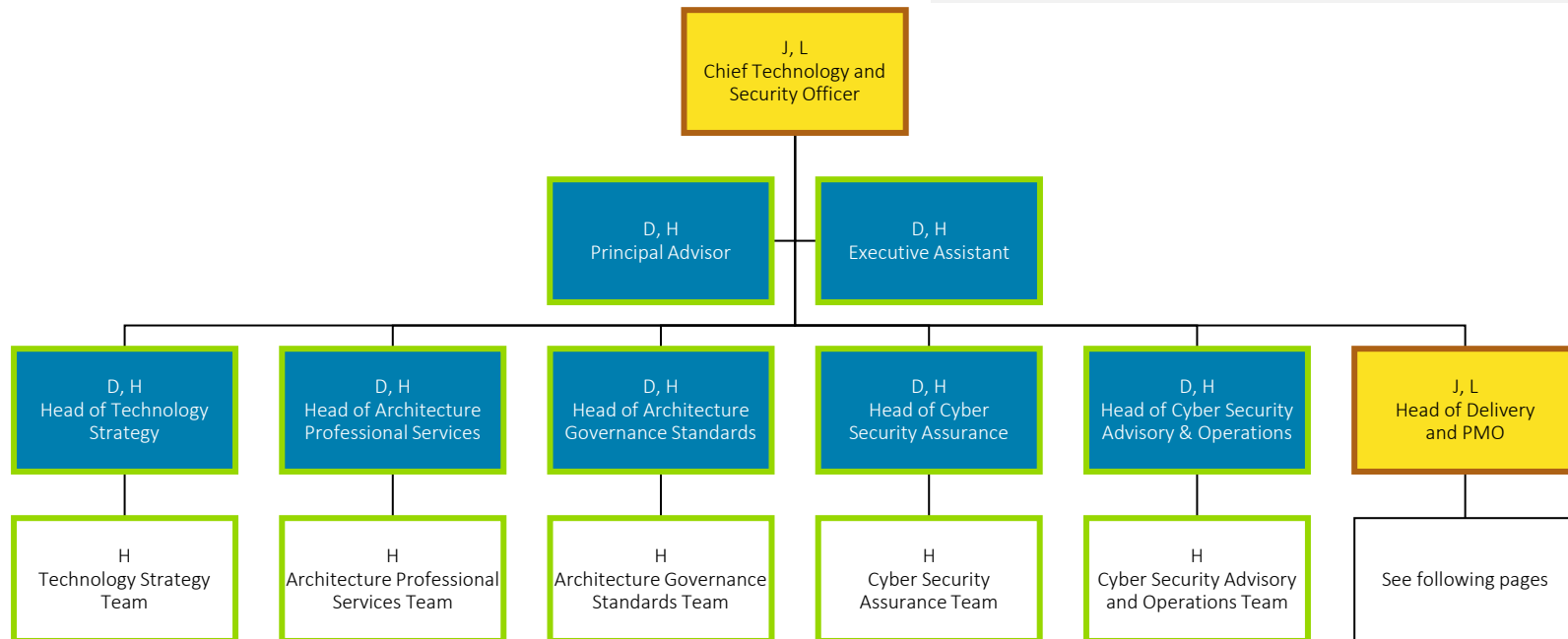
A	No change	G	Position title change
B	Disestablished position	H	Group/branch/unit change
C	Scope change with direct reassignment	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable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

**Includes change in tier*

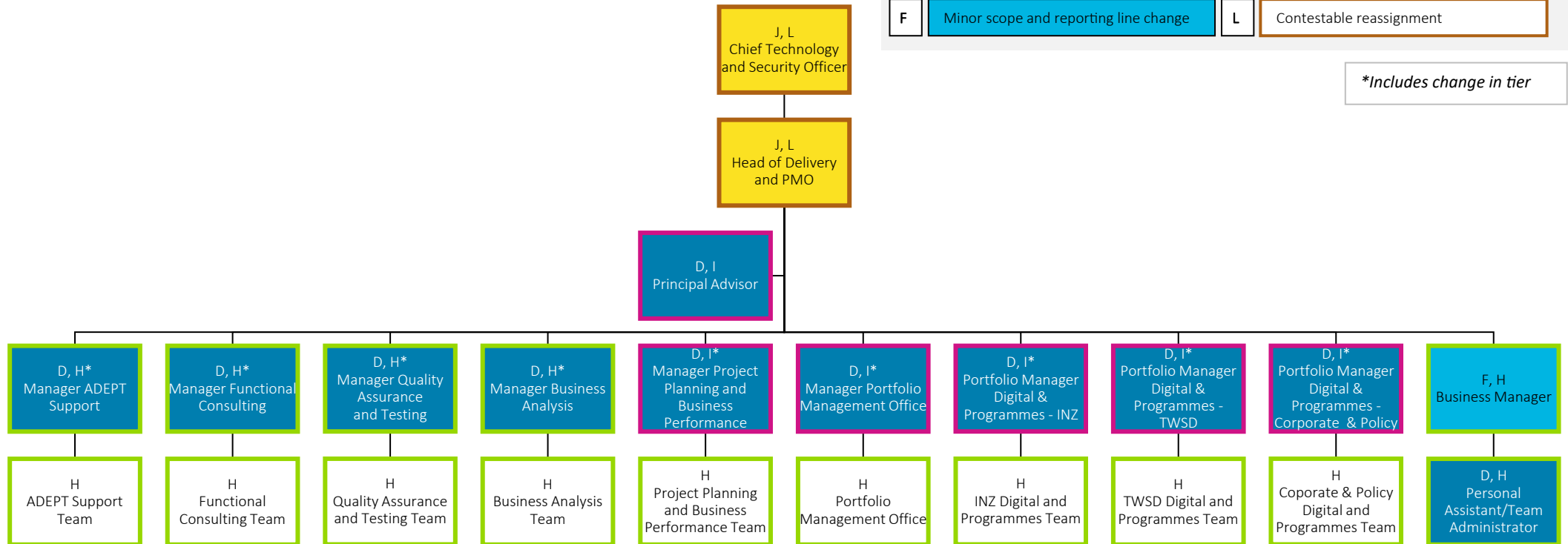
Proposed organisational chart – Strategy, Technology and Security

KEY

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



Proposed organisational chart – Delivery and PMO



Proposal 5 – Digital Services & Operations Branch

Digital Operations plays a critical role in maintaining the operational integrity of MBIE's digital environments. This includes managing all digital production and pre-production environments, ensuring their performance and operational readiness. The branch works collaboratively across MBIE to coordinate and execute operational activities that provide both internal and outsourced IT services. These activities are fundamental in supporting various groups within MBIE to deliver their respective business services efficiently.

Why change is proposed

Connected to the proposal to bring together design and build resources under a Chief Technology and Security Officer (see [Proposal 4](#)), changes proposed for this area are intended to bring together the capability we rely on to run and maintain our digital services into one branch – which includes Corporate Systems functions currently part of the Corporate Services branch. This has a dual purpose: to integrate and streamline the work within each branch, as well as to strengthen the interface between these branches to enhance our view of end-to-end digital services and operations.

As an integrated branch, we'll look to Digital Services and Operations to increase system stability and productivity and enhance customer experience through modernising and aligning digital services. The branch will be accountable to continuously evolve and optimise MBIE assets and environments – addressing duplication and ensuring that our digital services are developed in a sustainable, cost efficient, and scalable way.

It's intended that bringing specialised expertise and resources together will better enable the branch to fulfil this role through improved coordination and

communication among teams, leading to quicker identification of system risks, resolution of issues, and more proactive management of system performance.

The following changes are proposed

- Change of position title and minor scope change for the **General Manager Digital Operations** to General Manager, Digital Services and Operations
- Change of branch name for **Digital Operations** to Digital Services and Operations
- Change of reporting line for the **Head of Corporate Systems** to the General Manager, Digital Services and Operations, with a branch change for Corporate Systems Support, FMIS Delivery, and P&C Systems teams to Digital Services and Operations

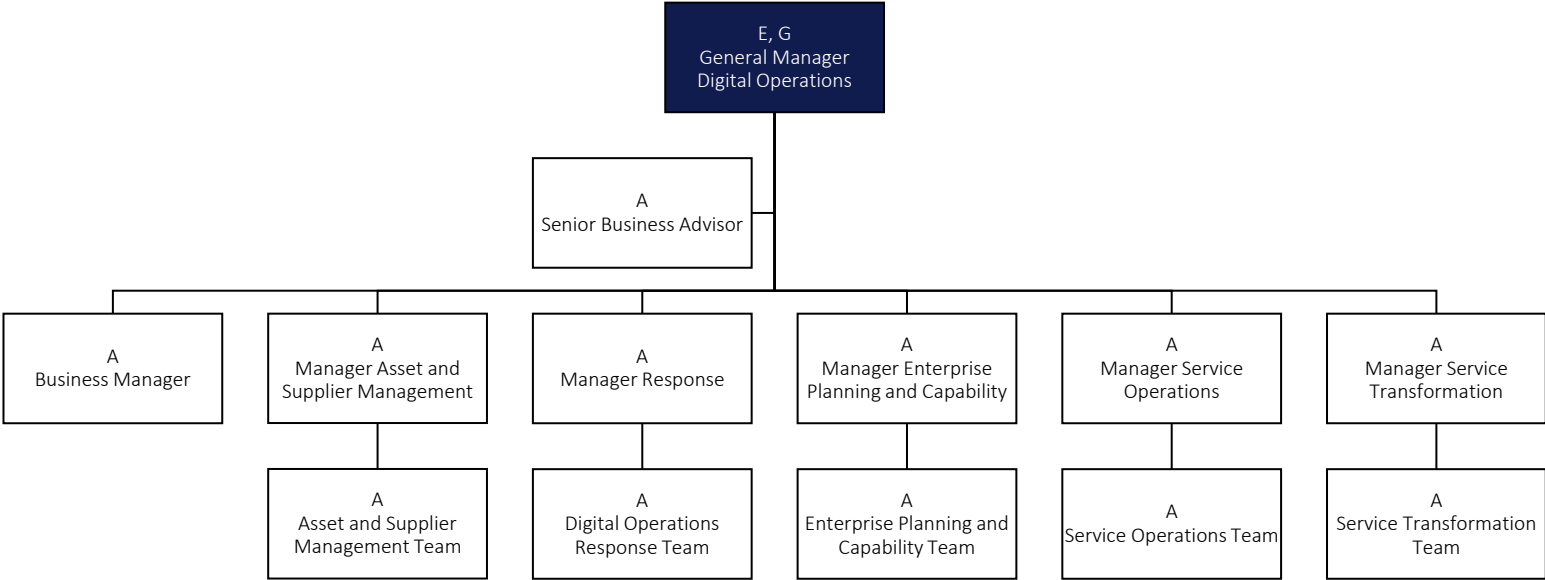
We ask you to consider whether changes under Proposal 5 will achieve our desired outcomes.

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

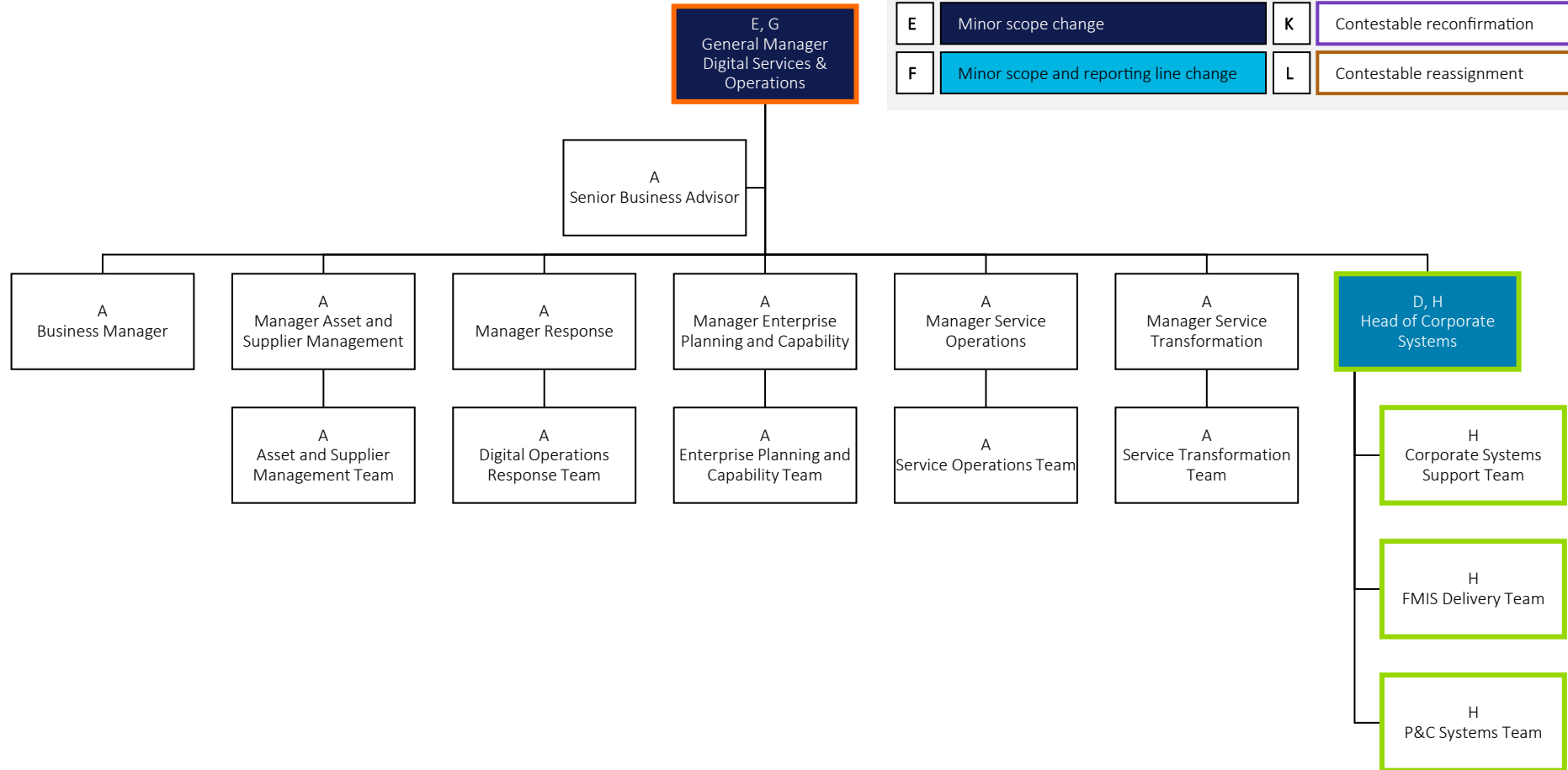
The following pages show how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

Current organisational chart – Digital Operations

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



Proposed organisational chart – Digital Services & Operations



Proposal 6 – People and Culture Branch

People and Culture (P&C) focuses on making MBIE a place people want to work by partnering with MBIE's business groups in a people-focused way. The branch provides tailored expert advice to enable MBIE to attract, develop and retain the talent needed to deliver MBIE's objectives.

Why change is proposed

Central to this proposal is to streamline our delivery models through bringing together functions with like capabilities, customers, and services. In considering the services that P&C provides across MBIE and given the proposals to realign aspects of Corporate Services into centres of expertise across the group, it is proposed that non-IT related people functions are centralised within P&C.

Bringing Payroll, Case Management and Analysis and Processes into P&C is intended to improve connection and communication across the branch, enable greater oversight of people functions, and create a more streamlined people services operating model.

While this is a change back to structures we have previously held, proposing this move has been motivated by the large volume of feedback related to our people functions that you submitted through the engagement process in 2024. Many of you suggested that our model works better when P&C processes are centralised in one place.

There was also feedback about the need to re-establish a Head of Employment Practices to centralise specialist people services together and foster a stronger connection between them – which would enhance support to the business and our business partnering teams. This role is proposed to be established, with responsibility for the following teams:

- People Hub
- Talent Acquisition

- Remuneration and Reward
- Employment Relations
- Payroll, Case Management, and Analysis and Processes

Given the realignment of Payroll, Case Management, and Analysis and Processes within the Employment Practices unit, and of the Accounts Payable and Credit Control teams to Finance and Performance (see [Proposal 7](#)), the Head of Corporate Operations would be disestablished. Payroll, Case Management, and Analysis and Processes teams would report to a new Manager Payroll and Practices position.

As indicated in [Proposal 3](#), it is proposed that the two Kaihāpai Senior Advisor positions currently reporting to the Director Mātauranga Māori would report to the Kai Tomina-Head of Te Iho Poutama which would integrate their work related to building, growing and supporting internal capability and advice within MBIE, while maintaining a strong connection to the advice and support provided by the Director Mātauranga Māori.

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

The following changes are proposed

- Establish a new **Head of Employment Practices** position
- Change in reporting line for the **Manager Employment Relations** to the Head of Employment Practices with a unit change for the wider team to Employment Practices
- Change in reporting line for the **Manager People Hub** to the Head of Employment Practices with a unit change for the wider team to Employment Practices

- Change in reporting line for the **Manager Remuneration and Reward** to the Head of Employment Practices with a unit change for the wider team to Employment Practices
- Change in reporting line for the **Manager Talent Acquisition** to the Head of Employment Practices with a unit change for the wider team to Employment Practices
- Change in reporting line for the two **Mahi Tahi** positions to the Head of Employment Practices
- Disestablish the **Head of Corporate Operations** position
- Establish a new **Manager Payroll and Practices** position
- Change in reporting line for the **Manager Payroll** to the Manager Payroll and Practices with a branch change for the wider team to People & Culture
- Change in reporting line for the **Manager Case Management** to the Manager Payroll and Practices with a branch change for the wider team to People & Culture
- Change in reporting line for the **Manager Analysis and Processes** to the Manager Payroll and Practices with a branch change for the wider team to People & Culture
- Minor scope change for the **Kai Tomina – Head of Te Iho Poutama**
- Reporting line change for the two **Kaihāpai Senior Advisor positions** to the Kai Tomina – Head of Te Iho Poutama

We ask you to consider whether changes under Proposal 6 will achieve our desired outcomes.

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

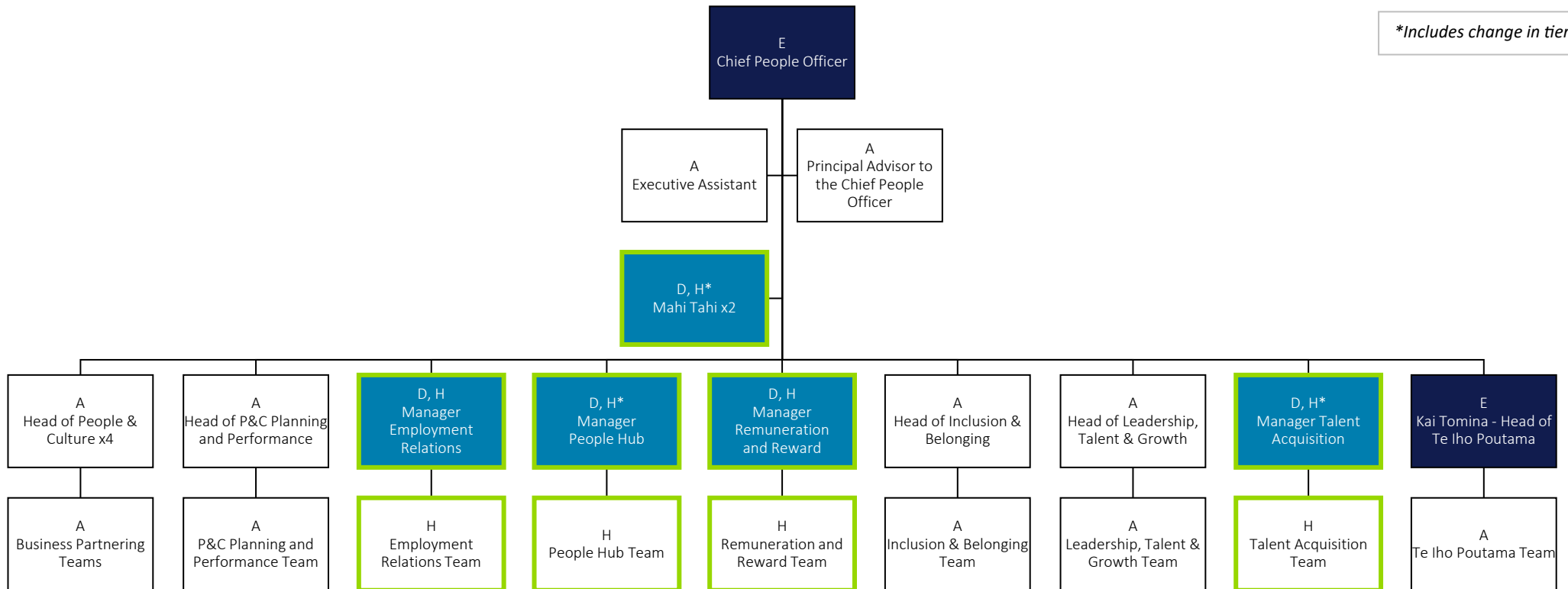
The following pages show how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

Current organisational chart – People & Culture

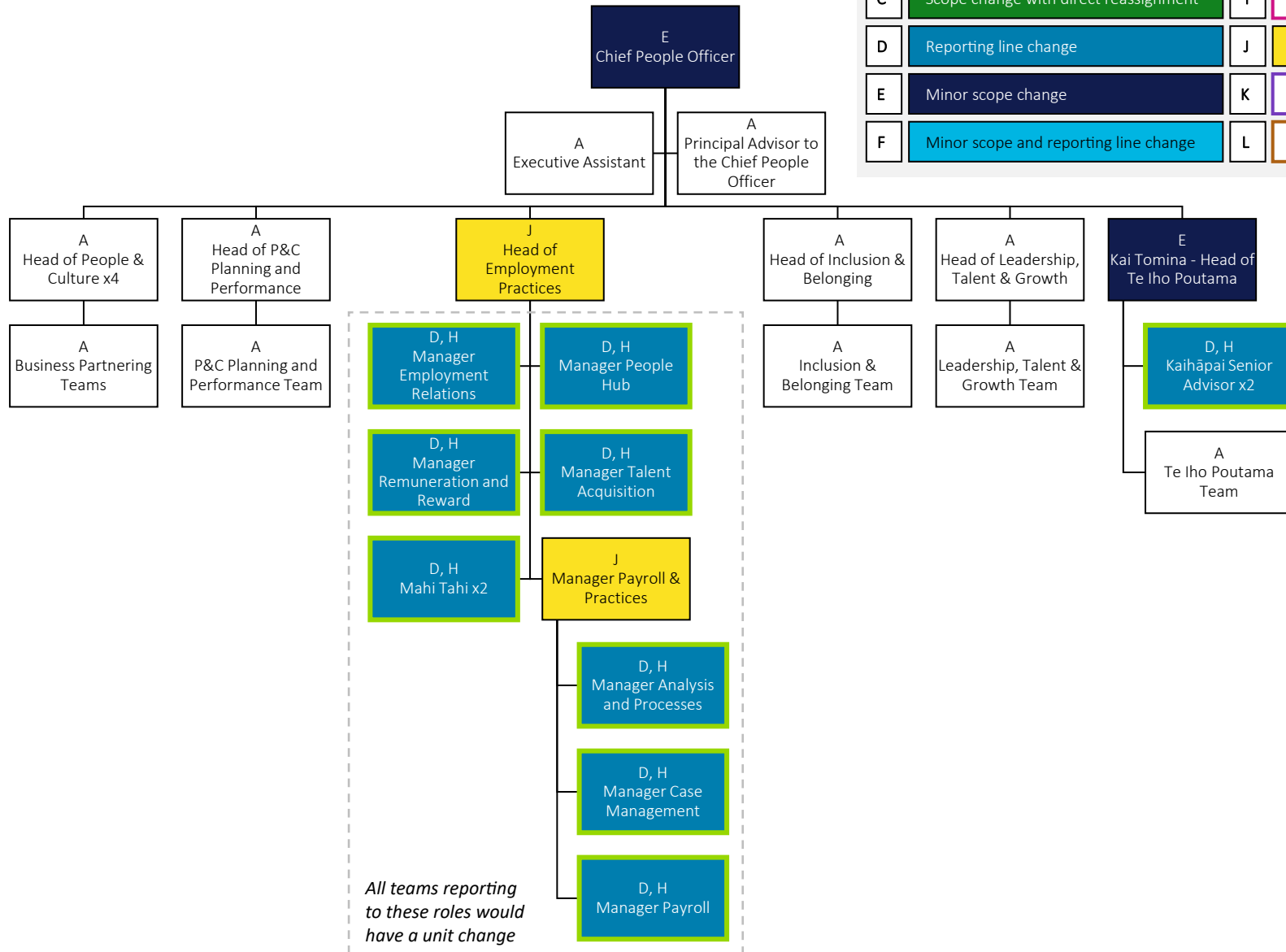
KEY

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

**Includes change in tier*



Proposed organisational chart – People & Culture



Proposal 7 – Finance and Performance

Finance and Performance (F&P) provide financial and performance expertise, advice, and oversight to ensure MBIE is financially sustainable, value driven and compliant with all appropriate accounting rules, practices, and relevant acts and regulations. The branch also leads strategic financial and commercial planning to deliver and improve financial and non-financial performance.

Why change is proposed

A tighter fiscal environment has meant increased scrutiny over the financial management and trajectory of MBIE. F&P is increasingly called to provide financial assurance to our Chief Executive, Senior Leadership Team, and Ministers and demonstrate that we are spending within the thresholds the Government has set.

In looking ahead to the medium and long-term, we need to increase focus on strategic finance, which will have many downstream impacts to the way MBIE is shaped and operates. While increasing this focus, the branch will need to be positioned to continue to work with a high degree of agility – given ongoing requirements to turn information around at short notice and with accuracy.

There was a large volume of feedback related to finance services and processes through the engagement process in 2024, including structural proposals which suggested areas in the branch that could be further integrated. This proposal looks to bring financial control and management functions together under the Deputy Chief Financial Officer; realign capability across the branch to provide more support to strategic financial activities; and balance resourcing across Finance Business Partnering teams.

To reflect the reduction in MBIE groups following Foundations for the Future, this would result in the number of Finance Business Partnering teams reducing from seven to five – through the integration of LSE and BRM, and of Corporate and DDI teams, with reporting line changes for the current teams. Senior Management

Accountants from the Service Excellence team would be aligned to Finance Business Partnering based on the connections in their work.

It is intended that the Head of Finance Business Partnering for the integrated corporate portfolio would also hold responsibility for practice leadership across Finance Business Partnering to enhance standards, processes, tools, and promote consistency in practice. Heads of Finance would be responsible for supporting this work within their team and would otherwise maintain their role as present.

Also in reflection of decisions through MBIE Foundations for the Future, it is proposed that the Internal Assurance team moves to Strategy and Assurance to integrate all assurance capabilities within one group. While it's intended that the Head of Internal Assurance would report directly to the Deputy Secretary Strategy and Assurance, this would be without making any other changes to its responsibilities, or level of HR and Financial delegations.

With the realignment of Corporate Services teams to other branches, there is an opportunity to align the Manager Strategy, Governance and Administration to the Chief Financial Officer to improve oversight of the work across the branch and provide business-related support. An Executive Assistant position would also be established to provide dedicated support to the Chief Financial Officer.

The following changes are proposed

- Minor change of scope for the **Deputy Chief Financial Officer**
- Minor change of scope for the **Manager Financial Accounting and Control**
- Change in reporting line for the **Manager Credit Control** to the Manager Financial Accounting and Control, with a change in branch for the wider team to Finance & Performance

- Change in reporting line for the **Manager Accounts Payable** to the Manager Financial Accounting and Control, with a change in branch for the wider team to Finance & Performance
- Establish a new **Head of Strategic Finance** position
- Change in reporting line for the **Principal Advisor** (DCFO) to the Head of Strategic Finance
- Change in reporting line for the **Strategic Finance Advisor** to the DCFO to the Head of Strategic Finance
- Change in reporting line for the **Strategic Finance Lead** (Service Excellence) to the Head of Strategic Finance
- Change in reporting line for the **Senior Finance Business Analyst** (Corporate) and two **Senior Finance Business Analysts** (INZ) to the Head of Strategic Finance
- Establish a new **Strategic Lead Finance Programmes** position to focus on non-core BAU and project initiatives aimed at embedding strategic financial management strategies and frameworks.
- Disestablish the **Head of Finance Business Partnering LSE**. This position would be part of a contestable reconfirmation process for the new Head of Finance Business Partnering LSE and BRM
- Disestablish the **Head of Finance Business Partnering BRM**. This position would be part of a contestable reconfirmation process for the new Head of Finance Business Partnering LSE and BRM
- Establish a new **Head of Finance Business Partnering LSE and BRM** position
- Disestablish the **Head of Finance Business Partnering DDI**
- Change in reporting line for one **Finance Business Partner** (LSE) to the new Head of Finance Business Partnering LSE and BRM
- Change in reporting line for one **Finance Business Partner** (LSE) to the Head of Finance Strategy and Investment RDCS
- Change in reporting line for three **Finance Business Partners** (BRM) to the new Head of Finance Business Partnering LSE and BRM
- Minor scope change for the **Head of Finance Business Partnering Corporate**
- Change in reporting line for five **Finance Business Partners** (DDI) to the Head of Finance Business Partnering Corporate
- Change in reporting line for the **Principal Project Accountant** (DDI) to the Head of Finance Business Partnering Corporate
- Change in reporting line for the **Strategic Finance Principal Lead** (DDI) to the Head of Finance Business Partnering Corporate
- Change in reporting line for one **Senior Management Accountant** (Service Excellence) to the Head of Finance Business Partnering TWSD
- Change in reporting line for one **Senior Management Accountant** (Service Excellence) to the Head of Finance Business Partnering Corporate
- Change in reporting line for the **Head of Internal Assurance** to the Deputy Secretary Strategy and Assurance, with a group change for the wider team to Strategy and Assurance. This position would retain level 4 delegations
- Change in reporting line for the **Manager Strategy, Governance and Administration** to the Chief Financial Officer with a position title change to Administration and Governance Manager
- Establish a new **Executive Assistant** position reporting to the Chief Financial Officer

We ask you to consider whether changes under Proposal 7 will achieve our desired outcomes.

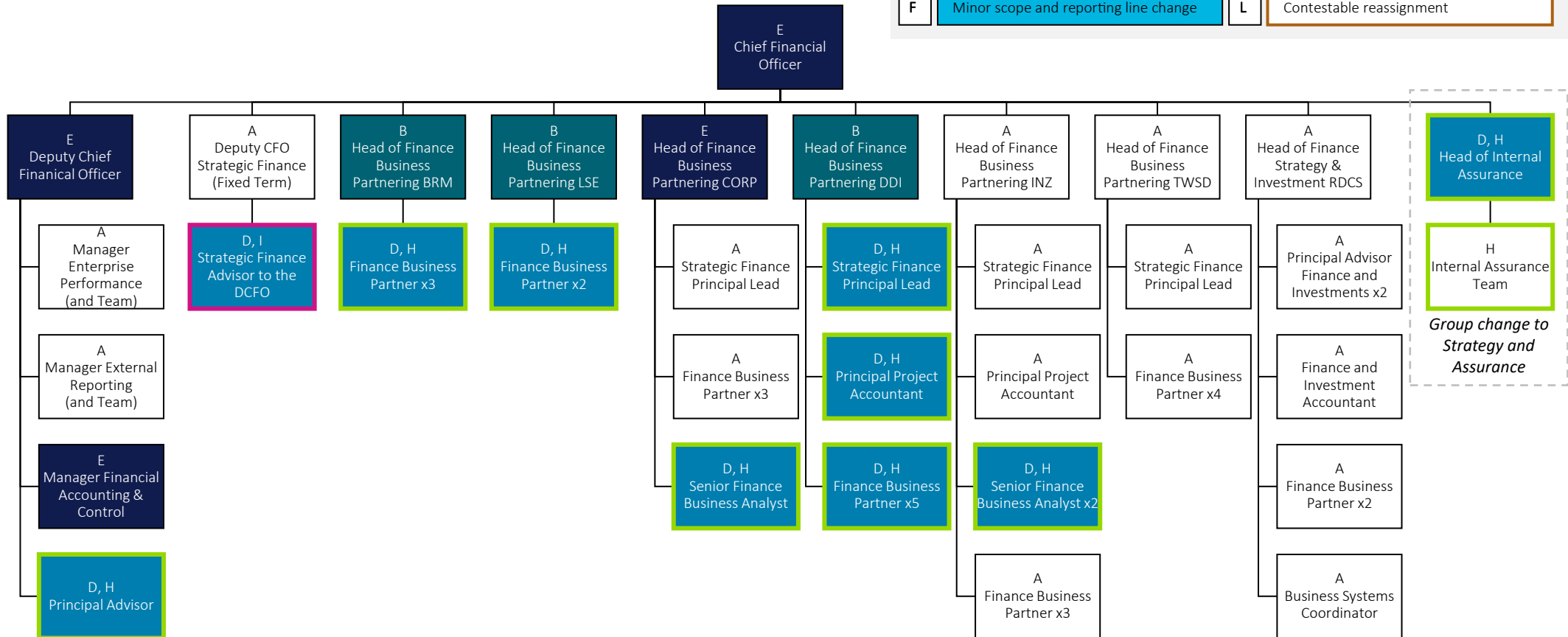
We welcome your thoughts on where this proposal could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

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

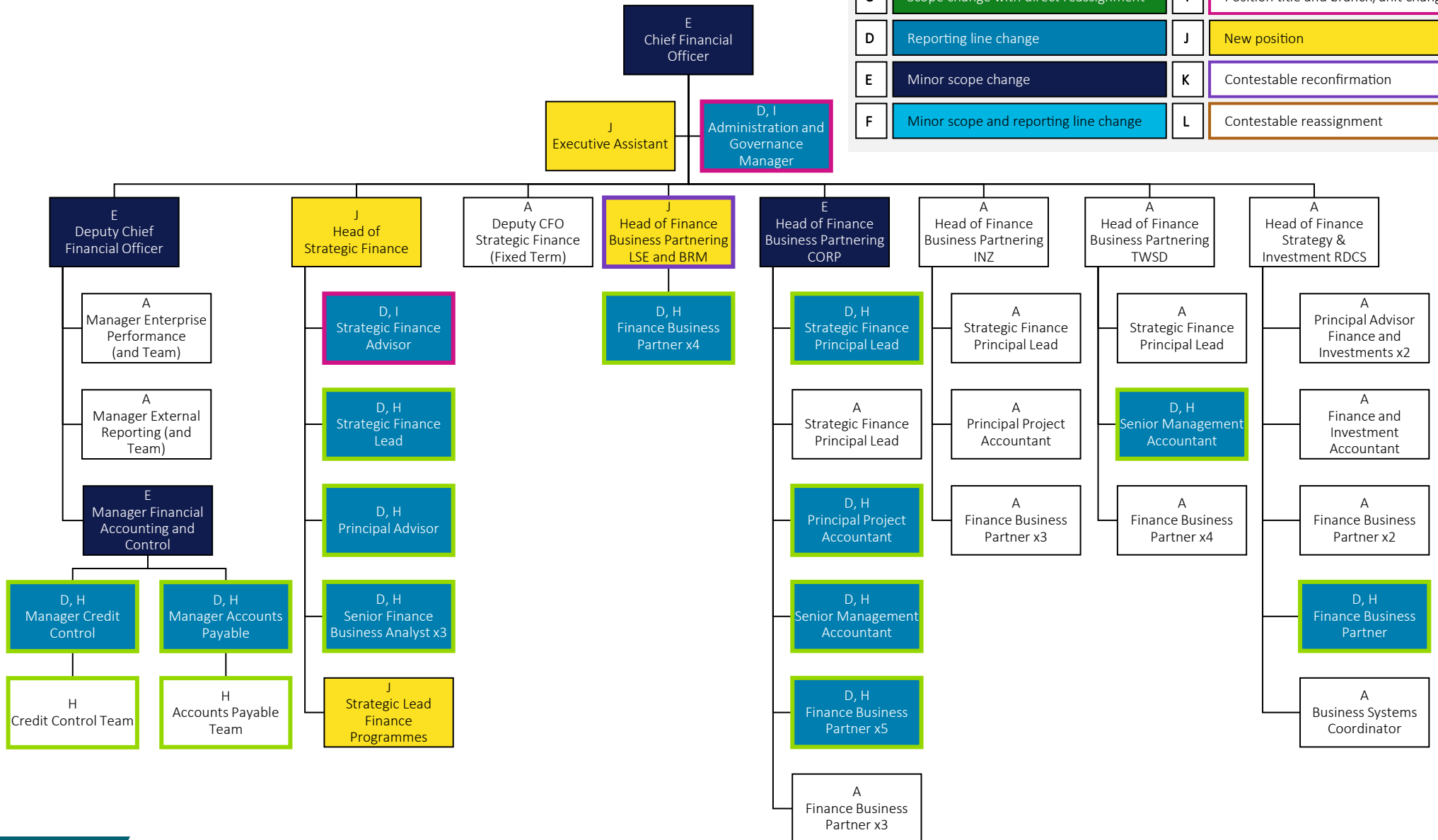
Current organisational chart – Finance & Performance

KEY

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



Proposed organisational chart – Finance & Performance



Summary of proposed changes

Overall proposed changes

Proposed changes	Position impact
Disestablished positions (including vacancies)	-15
New positions	11
Proposed net reduction in positions	-4
Minor change (including reporting line, minor scope, branch or unit change)	557
Transfer to other MBIE groups	72
Transfer from Strategy and Assurance	1
No change	438

Proposed new positions

Note: salary band is indicative

Proposal	Position title	Reporting line	Branch	Status	Salary band
1	General Manager Corporate Shared Services	Deputy Secretary CDSS	Corporate Shared Services	Permanent	23F
1	Chief Technology & Security Officer	Deputy Secretary CDSS	Strategy, Technology and Security	Permanent	24F
1	Head of the Office of the Deputy Secretary	Deputy Secretary CDSS	Office of the Deputy Secretary	Permanent	21F
2	Head of Service Design and Excellence	General Manager Corporate Shared Services	Corporate Shared Services	Permanent	20F
4	Head of Delivery and PMO	Chief Technology & Security Officer	Strategy, Technology and Security	Permanent	22F

Proposal	Position title	Reporting line	Branch	Status	Salary band
6	Head of Employment Practices	Chief People Officer	People & Culture	Permanent	21F
6	Manager Payroll and Practices	Chief People Officer	People & Culture	Permanent	20F
7	Head of Strategic Finance	Chief Financial Officer	Finance & Performance	Permanent	22F
7	Head of Finance Business Partnering LSE & BRM	Chief Financial Officer	Finance & Performance	Permanent	20F
7	Executive Assistant	Chief Financial Officer	Finance & Performance	Permanent	H
7	Strategic Lead Finance Programmes	Head of Strategic Finance	Finance & Performance	Permanent	20F

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1	General Manager Workplace, Safety & Security	Deputy Secretary Corporate and Digital Shared Services	Workplace, Safety & Security
1	General Manager Partnerships & Programmes	Deputy Secretary Corporate and Digital Shared Services	Partnerships & Programmes
1	Chief Technology Officer	Deputy Secretary Corporate and Digital Shared Services	Technology & Architecture
1	Chief Operations Officer- Corporate Services	Deputy Secretary Corporate and Digital Shared Services	Corporate Services
1	Chief Information Security Officer	Deputy Secretary Corporate and Digital Shared Services	Cyber Security
1	General Manager Digital Solution Delivery	Deputy Secretary Corporate and Digital Shared Services	Digital Solution Delivery
1	Head of the Office of the Deputy Secretaries (V)	Deputy Secretary Corporate and Digital Shared Services	Office of the Deputy Secretary

Proposal	Position title	Reporting line	Branch
1	Executive Assistant (V)	Deputy Secretary Corporate and Digital Shared Services	-
2	Business Manager	General Manager Workplace, Safety & Security	Workplace, Safety & Security
2	Head of Service Excellence	Chief Operations Officer- Corporate Services	Corporate Services
4	Personal Assistant/Team Administrator (V)	Chief Information Security Officer	Technology & Architecture
6	Head of Corporate Operations	Chief Operations Officer- Corporate Services	Corporate Services
7	Head of Finance Business Partnering BRM	Chief Financial Officer	Finance & Performance
7	Head of Finance Business Partnering DDI (V)	Chief Financial Officer	Finance & Performance
7	Head of Finance Business Partnering LSE	Chief Financial Officer	Finance & Performance

Proposed minor change with reconfirmation

Proposal	Position title/Team name	Branch	Description of change
1	Head of Commercial Operations & Assurance	Corporate Services	Reporting line change to General Manager New Zealand Government Procurement Group change to Regional Development and Commercial Services
1	Commercial Operations and Assurance Team	Corporate Services	Group change to Regional Development and Commercial Services
1	Head of Commercial Projects & Business Adoption	Corporate Services	Reporting line change to General Manager New Zealand Government Procurement Group change to Regional Development and Commercial Services
1	Commercial Projects and Adoption Team	Corporate Services	Group change to Regional Development and Commercial Services
1	Head of Commercial Services	Corporate Services	Reporting line change to General Manager New Zealand Government Procurement Group change to Regional Development and Commercial Services
1	Commercial Services Team	Corporate Services	Group change to Regional Development and Commercial Services
1	Customer Operations Manager	Corporate Services	Reporting line change to Head of Commercial Operations & Assurance Group change to Regional Development and Commercial Services
1	Customer Operations Team	Corporate Services	Group change to Regional Development and Commercial Services
1	Head of Corporate Reporting & Insights	Corporate Services	Reporting line change to Head of Enterprise Workforce Planning, Change and Reporting Position title change to Manager Corporate Reporting & Insights Group change to Strategy and Assurance Branch change to Enterprise Strategy, Risk & Transformation
1	Corporate Reporting & Insights Team	Corporate Services	Group change to Strategy and Assurance Branch change to Enterprise Strategy, Risk & Transformation
1	General Manager Digital Operations	Digital Operations	Minor scope change Change of position title to General Manager Digital Services & Operations
1	Chief Financial Officer	Finance & Performance	Minor scope change

Proposal	Position title/Team name	Branch	Description of change
1	Head of Internal Assurance	Finance & Performance	Reporting line change to Deputy Secretary Strategy and Assurance Group change to Strategy and Assurance
1	Internal Assurance team	Finance & Performance	Group change to Strategy and Assurance
1	Director Mātauranga Māori	Mātauranga Māori	Reporting line change to Deputy Secretary Strategy and Assurance Group change to Strategy and Assurance
1	PA/Team Administrator	Office of the Deputy Secretary	Reporting line change to Head of Delivery and PMO Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
1	Senior Business Advisor	Office of the Deputy Secretary	Reporting line change to Manager Group Planning and Performance Change of branch to Corporate Shared Services Change of unit to Planning Risk and Assurance
1	Business Director	Office of the Deputy Secretary	Reporting line change to Head of Office of the Deputy Secretary
1	Coordinator x2	Office of the Deputy Secretary	Reporting line change to Director Policy Capability Group change to Strategy and Assurance Change of branch to Enterprise Strategy, Risk & Transformation
1	Coordinator	Office of the Deputy Secretary	Reporting line change to Head of Office of the Deputy Secretary Group change to Strategy and Assurance Change of branch to Office of the Deputy Secretary
1	Senior Advisor Planning and Performance	Office of the Deputy Secretary	Reporting line change to Head of Office of the Deputy Secretary Group change to Strategy and Assurance Change of branch to Office of the Deputy Secretary
1	Director Māori	Office of the Deputy Secretary	Reporting line change to Head of Office of the Deputy Secretary
1	Principal Business Advisor	Office of the Deputy Secretary	Reporting line change to Head of Office of the Deputy Secretary
1	Manager Economic System Monitoring and Reporting	Office of the Deputy Secretary	Reporting line change to Head of Office of the Deputy Secretary Group change to Strategy and Assurance Change of branch to Office of the Deputy Secretary

Proposal	Position title/Team name	Branch	Description of change
1	Principal Business Analyst	Office of the Deputy Secretary	Group change to Strategy and Assurance Change of branch to Office of the Deputy Secretary
1	Chief People Officer	People and Culture	Minor scope change
1	General Manager Planning Risk and Assurance	Planning Risk and Assurance	Change of position title to Head of Planning Risk and Assurance Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services
1	Senior Advisor Risk and Assurance	Regulatory Systems, Policy Assurance and Performance	Reporting line change to Head of Data Governance & Ethics Group change to Corporate and Digital Shared Services, Change of branch to Data, Strategy and Knowledge Change of unit to Data, Governance & Ethics
2	Service Excellence Team	Corporate Services	Reporting line change to Head of Service Design and Excellence Change of branch to Corporate Shared Services
2	Manager Group Risk and Assurance	Office of the Deputy Secretary	Change of branch to Corporate Shared Services
2	Group Risk and Assurance Team	Office of the Deputy Secretary	Change of branch to Corporate Shared Services
2	Manager Group Planning and Performance	Office of the Deputy Secretary	Change of branch to Corporate Shared Services
2	Planning and Performance Team	Office of the Deputy Secretary	Change of branch to Corporate Shared Services
2	Head of Wellbeing, Health and Safety	Workplace, Safety & Security	Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services
2	Wellbeing, Health & Safety Team	Workplace, Safety & Security	Change of branch to Corporate Shared Services
2	Executive Assistant	Workplace, Safety & Security	Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services
2	Head of Emergency Management	Workplace, Safety & Security	Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services

Proposal	Position title/Team name	Branch	Description of change
2	Emergency Management and Business Continuity Team	Workplace, Safety & Security	Change of branch to Corporate Shared Services
2	National Manager Emergency Management Auckland	Workplace, Safety & Security	Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services
2	Emergency Management Auckland Team	Workplace, Safety & Security	Change of branch to Corporate Shared Services
2	National Manager Facilities and Workplace	Workplace, Safety & Security	Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services
2	Facilities and Workplace Team	Workplace, Safety & Security	Change of branch to Corporate Shared Services
2	Director Partnerships & Engagement	Workplace, Safety & Security	Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services
2	Senior Advisor Workplace Environments	Workplace, Safety & Security	Change of branch to Corporate Shared Services
2	Head of Protective Security	Workplace, Safety & Security	Reporting line change to General Manager Corporate Shared Services Change of branch to Corporate Shared Services
2	Protective Security Team	Workplace, Safety & Security	Change of branch to Corporate Shared Services
4	Head of Cyber Security Advisory & Operations	Cyber Security	Reporting line change to Chief Technology & Security Officer Change of branch to Strategy, Technology and Security
4	Cyber Security Advisory and Operations Team	Cyber Security	Change of branch to Strategy, Technology and Security and unit Cyber Security Advisory and Operations
4	Head of Cyber Security Assurance	Cyber Security	Reporting line change to Chief Technology & Security Officer Change of branch to Strategy, Technology and Security
4	Cyber Security Assurance Team	Cyber Security	Change of branch to Strategy, Technology and Security and unit Cyber Security Assurance
4	Manager ADEPT Support	Digital Solution Delivery	Reporting line change to Head of Delivery and PMO Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO

Proposal	Position title/Team name	Branch	Description of change
4	ADEPT Support Team	Digital Solution Delivery	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Business Manager	Digital Solution Delivery	Minor scope change Reporting line change to Head of Delivery and PMO Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Manager Business Analysis	Digital Solution Delivery	Reporting line change to Head of Delivery and PMO Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Business Analysis Team	Digital Solution Delivery	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Manager Functional Consulting	Digital Solution Delivery	Reporting line change to Head of Delivery and PMO Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Functional Consulting Team	Digital Solution Delivery	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Manager Quality Assurance & Testing	Digital Solution Delivery	Reporting line change to Head of Delivery and PMO Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Quality Assurance Testing Team	Digital Solution Delivery	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Executive Assistant	Partnerships & Programmes	Reporting line change to Head of Delivery and PMO Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Principal Advisor to General Manager	Partnerships & Programmes	Reporting line change to Head of Delivery and PMO Change of position title to Principal Advisor Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Head of Digital & Programmes- Corporate & Policy	Partnerships & Programmes	Reporting line change to Head of Delivery and PMO Change of position title to Portfolio Manager Digital & Programmes- Corporate & Policy

Proposal	Position title/Team name	Branch	Description of change
			Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Digital & Programmes- Corporate & Policy Team	Partnerships & Programmes	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Head of Digital & Programmes- Immigration NZ	Partnerships & Programmes	Reporting line change to Head of Delivery and PMO Change of position title to Portfolio Manager Digital & Programmes- Immigration NZ Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Digital & Programmes- Immigration NZ Team	Partnerships & Programmes	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Head of Digital & Programmes- Te Whakatairanga Service Delivery	Partnerships & Programmes	Reporting line change to Head of Delivery and PMO Change of position title to Portfolio Manager Digital & Programmes- Te Whakatairanga Service Delivery Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Digital & Programmes- Te Whakatairanga Service Delivery Team	Partnerships & Programmes	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Head of Portfolio Management Office	Partnerships & Programmes	Reporting line change to Head of Delivery and PMO Change of position title to Manager Portfolio Management Office Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Portfolio Management Office Team	Partnerships & Programmes	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Head of Project Planning & Business Performance	Partnerships & Programmes	Reporting line change to Head of Delivery and PMO Change of position title to Manager Project Planning & Business Performance Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO
4	Project Planning & Business Performance	Partnerships & Programmes	Change of branch to Strategy, Technology and Security Change of unit to Delivery and PMO

Proposal	Position title/Team name	Branch	Description of change
4	Principal Advisor	Technology & Architecture	Reporting line change to Chief Technology & Security Officer Change of branch to Strategy, Technology and Security
4	Head of Architecture Governance Standards	Technology & Architecture	Reporting line change to Chief Technology & Security Officer Change of branch to Strategy, Technology and Security
4	Architecture Governance Standards Team	Technology & Architecture	Change of branch to Strategy, Technology and Security
4	Architecture Professional Services Team	Technology & Architecture	Change of branch to Strategy, Technology and Security
4	Head of Architecture Professional Services	Technology & Architecture	Reporting line change to Chief Technology & Security Officer Change of branch to Strategy, Technology and Security
4	Head of Technology Strategy	Technology & Architecture	Reporting line change to Chief Technology & Security Officer Change of branch to Strategy, Technology and Security
4	Technology Strategy Team	Technology & Architecture	Change of branch to Strategy, Technology and Security
5	Head of Corporate Systems	Corporate Services	Reporting line change to General Manager Digital Services & Operations Change of branch to Digital Services & Operations
5	FMIS Delivery Team	Corporate Services	Change of branch to Digital Services & Operations
5	Corporate Systems Support Team	Corporate Services	Change of branch to Digital Services & Operations
5	P&C Systems Team	Corporate Services	Change of branch to Digital Services & Operations
6	Manager Analysis and Processes	Corporate Services	Reporting line change to Manager Payroll and Practices Change of branch to People and Culture Change of unit to Employment Practices
6	Analysis and Processes Team	Corporate Services	Change of branch to People and Culture Change of unit to Employment Practices, Payroll and Practices

Proposal	Position title/Team name	Branch	Description of change
6	Manager Case Management	Corporate Services	Reporting line change to Manager Payroll and Practices Change of branch to People and Culture Change of unit to Employment Practices
6	Case Management Team	Corporate Services	Change of branch to People and Culture Change of unit to Employment Practices, Payroll and Practices
6	Manager Payroll	Corporate Services	Reporting line change to Manager Payroll and Practices Change of branch to People and Culture Change of unit to Employment Practices
6	Payroll Team	Corporate Services	Change of branch to People and Culture Change of unit to Employment Practices, Payroll and Practices
6	Kai Tomina-Head of Te Iho Poutama	People and Culture	Minor scope change
6	Kaihāpai Senior Advisor x2	Office of the Deputy Secretary	Reporting line change to Kai Tomina-Head of Te Iho Poutama Change of branch to People and Culture Change of unit to Te Iho Poutama
6	Mahi Tahi x2	People and Culture	Reporting line change to Head of Employment Practices Change of unit to Employment Practices
6	Manager Employment Relations	People and Culture	Reporting line change to Head of Employment Practices Change of unit to Employment Practices
6	Employment Relations Team	People and Culture	Change of unit to Employment Practices
6	Manager People Hub	People and Culture	Change of unit to Employment Practices Reporting line change to Head of Employment Practices
6	People Hub Team	People and Culture	Change of unit to Employment Practices
6	Manager Remuneration & Reward	People and Culture	Change of unit to Employment Practices Reporting line change to Head of Employment Practices
6	Remuneration & Reward Team	People and Culture	Change of unit to Employment Practices

Proposal	Position title/Team name	Branch	Description of change
6	Manager Talent Acquisition	People and Culture	Change of unit to Employment Practices Reporting line change to Head of Employment Practices
6	Talent Acquisition Team	People and Culture	Change of unit to Employment Practices
7	Manager Strategy Governance and Administration	Corporate Services	Reporting line change to Chief Financial Officer Change of position title to Administration and Governance Manager Change of branch to Finance & Performance
7	Senior Management Accountant	Corporate Services	Reporting line change to Head of Finance Business Partnering CDSS & SAA Change of branch to Finance & Performance
7	Senior Management Accountant	Corporate Services	Reporting line change to Head of Finance Business Partnering TWSD Change of branch to Finance & Performance
7	Strategic Finance Lead	Corporate Services	Reporting line change to Head of Strategic Finance Change of branch to Finance & Performance
7	Deputy Chief Financial Officer	Finance & Performance	Minor scope change
7	Manager Financial Accounting & Control	Finance & Performance	Minor scope change
7	Manager Accounts Payable	Corporate Services	Reporting line change to Manager Financial Accounting & Control Change of branch to Finance & Performance Change of unit to Deputy CFO
7	Accounts Payable Team	Corporate Services	Change of branch to Finance & Performance Change of unit to Deputy CFO, Financial Accounting & Control
7	Manager Credit Control	Corporate Services	Reporting line change to Manager Financial Accounting & Control Change of branch to Finance & Performance Change of unit to Deputy CFO, Financial Accounting & Control
7	Credit Control Team	Corporate Services	Change of branch to Finance & Performance Change of unit to Deputy CFO, Financial Accounting & Control
7	Principal Advisor	Finance & Performance	Reporting line change to Head of Strategic Finance Change of unit to Strategic Finance

Proposal	Position title/Team name	Branch	Description of change
7	Strategic Finance Advisor to DCFO	Finance & Performance	Change of position title to Strategic Finance Advisor Reporting line change to Head of Strategic Finance Change of unit to Strategic Finance
7	Senior Finance Business Analyst	Finance & Performance	Reporting line change to Head of Strategic Finance Change of unit to Strategic Finance
7	Finance Business Partnering BRM and LSE Teams	Finance & Performance	Reporting line change to Head of Finance Business Partnering LSE & BRM Change of unit to Finance Business Partnering LSE & BRM
7	Head of Finance Business Partnering CORP	Finance & Performance	Minor scope change
7	Finance Business Partnering DDI Team	Finance & Performance	Reporting line change to Head of Finance Business Partnering CDSS & SAA Change of unit to Finance Business Partnering CDSS & SAA
7	Finance Business Partner	Finance & Performance	Reporting line change to Head of Finance Strategy & Investment RDSCS Change of unit to Finance Strategy & Investment RDSCS

Appendix 1: Proposed Change Process

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

Reconfirmation

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

For reconfirmation to apply:

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

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

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

Affected status

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

Reassignment

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

For direct reassignment to apply:

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

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

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

New positions

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

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

Selection and Expression of Interest (EOI) process

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

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

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

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

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

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest (in order of preference) in available position/s for which you are suitably qualified. There would be no requirement to provide a written response as part of the EOI form, a cover letter or CV.

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

Where applicable, a panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant’s EOI submission and no additional information or interview would be required.

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

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

- A CV.

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

Selection and Recruitment Timeline

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

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

Recruitment for other existing MBIE vacancies

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

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

Review process

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

Secondments and acting arrangements

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

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

Process for casual and fixed term employees

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

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

Appendix 2: Support through change

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

Wellbeing support and resources

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

- [Employee assistance programme](#)

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

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

Learning support options

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

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

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

Career development support

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

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