



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Office for the Deputy Secretary – TWSD

Proposal for Change

23 October 2025

Introduction from the Head of Office for the Deputy Secretary TWSD

Tēnā koutou,

In early 2025 the Te Whakatairanga Service Delivery (TWSD) Foundations for the Future Organisational structure went live. These changes focussed on our desire to build upon TWSDs successes and expand and enhance our centres of expertise, whilst strengthening our customer centric approach and driving for greater efficiency and effectiveness. In doing this, the change looked to strengthen the Office of the Deputy Secretary and ensure alignment with other offices across MBIE by integrating our Group strategy and performance and business management functions.

As our operating environment continues to grow in complexity and evolve rapidly, we have a valuable opportunity to further strengthen the Office for the Deputy Secretary. By enhancing its role as a centre of expertise, we can better support the effective functioning of Te Whakatairanga and position ourselves for long term success.

At the heart of TWSD, the Office for the Deputy Secretary (ODS) plays a key role in helping our Group run smoothly and effectively. We support both the strategic direction and day-to-day operations of TWSD within MBIE, making sure our services are consistent, high-quality and aligned with our strategic focus areas.

Our work helps our branches be more effective regulators and supports the Deputy Secretary and the Chief Executive to meet important statutory responsibilities. Our role is to make sure that TWSD delivers services that are efficient, accessible and effective. We do this by offering strategic advice, operational support, and oversight that keeps everything on track. We help connect the dots between what branches are doing and where TWSD is heading, ensuring our work supports MBIE's strategic goal of Growing New Zealand for all.

To be successful, we need to look at how we can operate our services differently to increase their efficiency, accessibility and effectiveness. The changes proposed aim to enhance our service offering to the Deputy Secretary, Senior Management Team (SMT) and wider users of the ODS Branch services. It also aims to provide professional development opportunities and better utilise the capability and capacity of our teams to support a safe and healthy working environment and improved quality of work and job satisfaction for all our people who work in the Office for the Deputy Secretary.

I am now proposing changes to how we organise our Branch and to the roles within it. The key outcomes I am seeking through this proposal for change is opportunities to:

- Improve and enhance the effectiveness, accessibility and efficiency of our services so we can deliver even greater value
- Ensure the ODS branch has the capability and capacity to deliver the performance uplift required for future success
- Ensure TWSD is best positioned to take a strategic approach to workforce capability and planning.
- Create more opportunities for our people to develop, grow, and shape their careers in ways that align with their aspirations and the evolving needs of our group

While a great deal of thought has gone into the proposed changes outlined in this document, it is only a proposal. I am keen to hear how you think we can strengthen these proposals to achieve the desired outcomes. I am committed to making changes that are in the best interests of our people and the public we serve.

I understand that this proposal may be just one of several changes you're navigating, both at work and in your personal life. Change affects everyone differently, and it's completely normal to feel a range of emotions during times like this.

Please take a moment to consider what support you might need throughout the consultation process. You're encouraged to reach out to your People Leader, PSA Representative, or the People and Culture team for guidance.

Lastly, I want to thank you for your ongoing professionalism and dedication to doing a great job, which I see demonstrated every day. I look forward to your feedback.

Ngā mihi nui,



Nikki Sumner

Head of Office for the Deputy Secretary Te Whakatairanga Service Delivery

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How to read this document

Scope of this change proposal

The proposals within the document outline how I believe we can best position our teams and people to be flexible and responsive to evolving needs, ensuring that Te Whakatairanga Service Delivery (TWSD) can deliver high-quality public services efficiently.

This change proposal focuses on how I am proposing to realign the ODS Branch organisational structure to give effect to the change in performance uplift required to deliver service excellence to Te Whakatairanga Service Delivery and outlines the potential impacts to the roles and individuals in those roles who deliver these services, and the leadership structure. I am seeking to achieve the following outcomes:

- Improve and enhance the effectiveness, accessibility and efficiency of our services so we can deliver even greater value
- Ensure the ODS branch has the capability and capacity to deliver the performance uplift required for future success
- Ensure TWSD is best positioned to take a strategic approach to workforce capability and planning.
- Create more opportunities for our people to develop, grow, and shape their careers in ways that align with their aspirations and the evolving needs of our group

I am interested to hear how you think we can strengthen or change these proposals to achieve the key outcomes sought.

Understanding proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your role and team.

Current and proposed organisational charts have been included at the end of the proposals to help demonstrate the impacts that proposed changes would have to the structure of the ODS Branch. There is a summary table with more detail about proposed changes to individual positions and proposed new positions at the end of this document.

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

Proposed change process

Find out more about MBIE's proposed change process in **Appendix 1**. This determines how we classify the impact to our people, based on the proposed impacts to their position.

As part of this consultation process, you are invited to provide feedback on the proposals for changes to positions, the proposed new position descriptions, and the proposed change process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on **1 October 2025**. If you notice any inconsistencies or potential errors in the organisational structure represented, please advise your people leader or email ODSChange@mbie.govt.nz

Providing feedback and indicative timeframes

Your feedback is important to the success of any changes we make and will be carefully considered. You have a unique perspective about how we work and what opportunities exist to improve customer experiences and excel at our mahi.

Please consider how proposed changes will support both the Te Ara Amiorangi Strategy for MBIE and the TWSD Strategy, as well as best position ODS to deliver services that are efficient, accessible and effective.

I welcome your feedback on all aspects of this proposal for change and the process, including the position descriptions. You are also welcome to provide feedback even if you may not be directly impacted by the proposed changes. Feedback can be provided individually or as a group.

Once the consultation period has closed, all feedback will be carefully considered before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the implementation plan. As part of considering feedback there may be aspects of the proposal I 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. This proposal has been shared with the Public Service Association (PSA). You can contact the PSA during the consultation period for support and to discuss your feedback by contacting the following people:

Niki Williams - _niki.williams@mbie.govt.nz

Joe McCrory – joe.mccrory@psa.org.nz

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Thursday 23 October 2025 (2 weeks)
Consultation closes	5.00pm, Friday 7 November 2025
Feedback reviewed and considered by decision makers	10 to 18 November 2025
Final Decisions announced	Monday 24 November 2025
Proposed 'go-live' of new structure	1 December 2025
Recruitment of vacancies	As soon as possible after final decision

Navigating change together

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

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

- **Feel prepared for change** which includes understanding why change is proposed and its impacts, as well as being supported to develop skills to manage personally through change.
- **Understand the change process** with clarity about the steps that will be followed, terminology used, and roles that our people may play during key parts of the process – including expectations of people leaders during change.
- **Are supported to engage** with the proposal and provide feedback, recognising that our people may need to rebalance their priorities and attention for a period to make time to engage.
- **Know where to go** to ask questions and seek information, with clarity about the support available to them through MBIE's offerings, communities, networks, and through their people leader.

- **Are encouraged to be Māia** – bold and brave by challenging the status quo, showing curiosity and exploring new ideas to create positive impacts for our services, customers, and MBIE people.
- **See the value in their voice** by being encouraged to share feedback, with confidence that it will be considered. This includes being supported to understand why change decisions may be different to feedback shared
- **Are clear on the path forward** and how roles, responsibilities, and priorities will be managed through the transition period, maintaining critical knowledge, relationships, and culture.

Support available

As we move through change, it's normal to experience impacts to our wellbeing. MBIE has a variety of support services available that recognise and contribute to all aspects of our wellbeing. These services are always available, including during change. You can read more about the support available to you in **Appendix 3**.

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

Following on from the *'Foundations for the Future'* changes announced by Carolyn Tremain in October 2024, a subsequent change undertaken across TWSD in early 2025, resulting in the establishment of a Head of Office function and the transfer of the Group strategy, performance and business management functions.

The establishment of the wider functions as a centre of expertise within ODS aimed to improve efficiency, streamline processes through consistency, and remove duplication of effort. While to date, these changes have had a positive impact on the governance and corporate services and support provided across TWSD, there is an opportunity to build on this and evolve the ODS branch further.

Everything we do across Te Whakatairanga should be strategy led and aligned. This is one of the reasons that the Group focussed Strategy team now resides within the ODS branch. Over the last few months, we have started to streamline our processes, and added additional responsibilities and activities to this team, including group business planning and more recently workforce capability and planning which will work to support TWSD in its longer-term planning and capability building.

It is my intent, that any proposed changes, will have a clear rationale and benefits in terms of providing effective, accessible and efficient service delivery. I also want to build on our strengths and achievements to provide both an inclusive and engaging workplace for our people to deliver and grow, as well as establish a culture of service excellence, reflecting our role in enabling and supporting the wider group and organisation to achieve its outcomes.

To inform my thinking, I have looked at key organisational changes undertaken across our group in recent years, the comparative approach to Head of Office functions across the wider organisation and looked forward at how best to position ourselves for the long term to achieve performance uplift. The proposed changes create an opportunity to reframe and enhance our service offering through increasing our efficiency, accessibility and effectiveness.

Design Principles

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

These design foundations and desired outcomes were used to guide the development of this current proposal and have been expanded to reflect the work we have been doing. As a customer focussed operational shared service, TWSD has focused on the same key design principles since it was established:

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

Through my one-on-one conversations with the team when joining the ODS branch, I heard from a significant number of you the desire for professional development across a wider range of activities to support a broadening of experience. I also heard about the pressure points in our services and where there were opportunities to address these to better enable us to deliver our services. I have attempted to address this feedback in the proposed changes while giving effect to the changes in performance uplift required to deliver service excellence to TWSD. I believe there are additional potential benefits that can result from the proposed changes, including to supporting professional skill development; ensuring alignment with comparable roles within the wider TWSD Group and Organisational structure; and positioning ourselves to best deliver high quality services across the TWSD Group.

Scope of change

The proposed changes set out in this document are largely focused on a reframing of the roles and realignment of activities undertaken within the existing team structures as well as enhancement of our capability and service offering to the wider Group.

Proposal 1 – Enhancing business service capability

Why this change is proposed

The Group Business Management and Assurance team provides a range of timely and high-quality support to enable TWSD to meet its obligations under the Public Sector accountability framework. The team offers advice and oversight for quality assurance and risk practices, leading Group level strategic risk oversight and action to support the Head of Office for the Deputy Secretary and wider TWSD leadership.

Currently the roles within the team are aligned to the different areas of responsibility or service the team provides. While this enables dedicated focus on the components of business advice, quality and risk, this also means the team structure is not best positioned to effectively and efficiently pivot to meet high demand for services and easily deliver on the expectations and needs of our customers. By broadening the roles within the team, we would be better positioned to meet the fluctuating demands of the Group.

When considering the future functionality and delivery expectations of this team, I have considered existing resource allocation and where current resource outweighs the demand for specific activities. Currently the Group Business Management and Assurance team structure creates inefficiencies by having a number of specialist roles, creating business continuity risk and not aligning with the structures of similar roles within the wider Group. Therefore, it is proposed that the existing Senior Business Advisor, Senior Advisor Risk & Assurance, Senior Advisor Quality & Assurance and Business Advisor roles are disestablished. It is proposed that four new Senior Advisors and one new Advisor position are established, ensuring consistency in position descriptions and titles, strengthening our resilience and business continuity. These positions would be filled through direct reassignment as set out below in recognition of the skills, experience and knowledge required for these proposed new roles.

This change proposes to standardise roles within the team to foster a more collaborative and agile environment, breaking down silos that currently limit our

potential. These proposed changes aim to create a more unified team with a shared understanding of the objectives of the ODS Branch and expand the capability offering within the existing team structure, with the aim of delivering outstanding support services for our Group.

I believe these changes would provide an opportunity for professional development and broadening of experience across the team, increasing career opportunities.

Alignment with the structures and roles within the wider Group and organisation, would result in better connectivity, understanding and ability to delivery efficient, accessible and effective services.

Linked to these proposed changes, is the opportunity to consider the way the team is recognised and perceived by our customers and those we work alongside. With the outcomes of these proposed changes and the wider service approach for the ODS branch in mind, there is an opportunity to consider the naming of the Group Business Management and Assurance team and Group Performance unit. I have considered what I believe best reflects the purpose of the team and the service offerings of the Branch. I have also considered the naming of comparative teams across other Groups.

I am proposing to rename the unit from *Group Performance* to *Group Business and Ministerial Services*. As part of this change, the *Group Business Management and Assurance* team would be renamed to *Group Business Services*, with subsequent roles updated accordingly to reflect this naming convention.

The term *Business Services* better captures the full scope of the team's current functions and provides a more streamlined and intuitive naming approach. It also reinforces the team's core purpose: delivering high-quality services to support the Group's operations and ministerial responsibilities. I ask you to consider whether changes under **Proposal 1** will achieve our desired outcomes to:

- Improve and enhance the effectiveness, accessibility and efficiency of our services so we can deliver even greater value

- Ensure the ODS branch has the capability and capacity to deliver the performance uplift required for future success
- Ensure TWSD is best positioned to take a strategic approach to workforce capability and planning.
- Create more opportunities for our people to develop, grow, and shape their careers in ways that align with their aspirations and the evolving needs of our group

- Establish an Advisor, Group Business Services reporting to the Manager Group Business Services, and propose to directly reassign the incumbent of the Business Advisor, Group Business Management & Assurance position.

Organisational charts relating to proposed changes for the Group Performance Teams are provided following **Proposal 2** to demonstrate how proposed changes would impact current positions and reporting lines. More detail about the proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

I welcome your thoughts on where **Proposal 1** could be strengthened to better deliver on our change aspirations. If you believe there is an alternative option or approach to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

The following changes are proposed

- Change of position title for the Manager, Group Business Management and Assurance position (#16218355) to Manager Group Business Services
- Change of position title for the Business Analyst, Group Business Management and Assurance position (#16222419) to Business Analyst, Group Business Services
- Disestablish the Senior Business Advisor, Group Business Management & Assurance position (#16210311)
- Disestablish the Senior Advisor Risk and Assurance, Group Business Management & Assurance position (#16211168)
- Disestablish the Senior Advisor Risk and Assurance, Group Business Management & Assurance position (#16211217)
- Disestablish the Senior Advisor Quality and Assurance, Group Business Management & Assurance position (#16216670)
- Disestablish the Business Advisor, Group Business Management & Assurance position (#10098580)
- Establish four Senior Advisor Group Business Services positions reporting to the Manager Group Business Services and propose to directly reassign the incumbents of the Senior Business Advisor, Senior Advisor Risk and Assurance and Senior Advisor Quality and Assurance positions in the Group Business Management & Assurance team, in recognition of the skills, experience and knowledge required.

Proposal 2 – Enhancing and aligning principal capability

Why this change is proposed

Currently there are two unique Principal Advisor roles with the purpose of providing technical leadership and principal capability to deliver the services within Group Performance.

In addition to supporting the development and growth of the wider team, Principal Advisors are responsible for the technical and thought leadership associated with the function and have a responsibility to drive a performance uplift and service excellence culture, enhancing our reputation and optimising the wider value we deliver to the Group.

If the changes outlined under Proposal 1 go ahead, there is an opportunity to reconsider the framing of these roles within the Group Performance function to give best effect to the wider team. I want to ensure our team members have the technical leadership support and advice they need for their well-being and to perform their roles successfully.

The aim of Proposal 2 is to align the Principal Advisor roles to provide a greater level of support and agility to span the range of services provided within the Group Performance teams. I am therefore proposing to disestablish the Principal Advisor Performance & Assurance, and the Principal Advisor Ministerial Services. I propose to establish two new Principal Advisors, seeking to standardise the roles to foster a more collaborative and agile environment, breaking down silos that currently limit our potential. This proposed change aims to create a more unified and aligned team with a shared understanding of the objectives of the ODS Branch and deliver effective, accessible and efficient service delivery to our Group. It is also envisaged that this proposed change will further increase the confidence our customers have in the services we provide.

Linked to these proposed changes, is the opportunity to consider the way the team is recognised, and alignment with the wider Group performance functions. As with proposal 1, when considering the outcomes of these proposed changes and the wider services approach for the ODS branch, there is an opportunity to also change the naming of the Principal Advisor roles within Group Performance unit. I have considered what I believe best reflects the purpose of the team and the service offerings of the Branch. I have also considered the naming of comparative teams across other Groups.

I am therefore proposing to rename the unit from Group Performance to Group Business and Ministerial Services, with the Group Business Management and Assurance team renamed to Group Business Services and subsequent roles, as outlined in the proposed structure to carry forward that naming convention.

I ask you to consider whether changes under **Proposal 2** will achieve our desired outcomes to:

- Improve and enhance the effectiveness, accessibility and efficiency of our services so we can deliver even greater value
- Ensure the ODS branch has the capability and capacity to deliver the performance uplift required for future success
- Ensure TWSD is best positioned to take a strategic approach to workforce capability and planning.
- Create more opportunities for our people to develop, grow, and shape their careers in ways that align with their aspirations and the evolving needs of our group

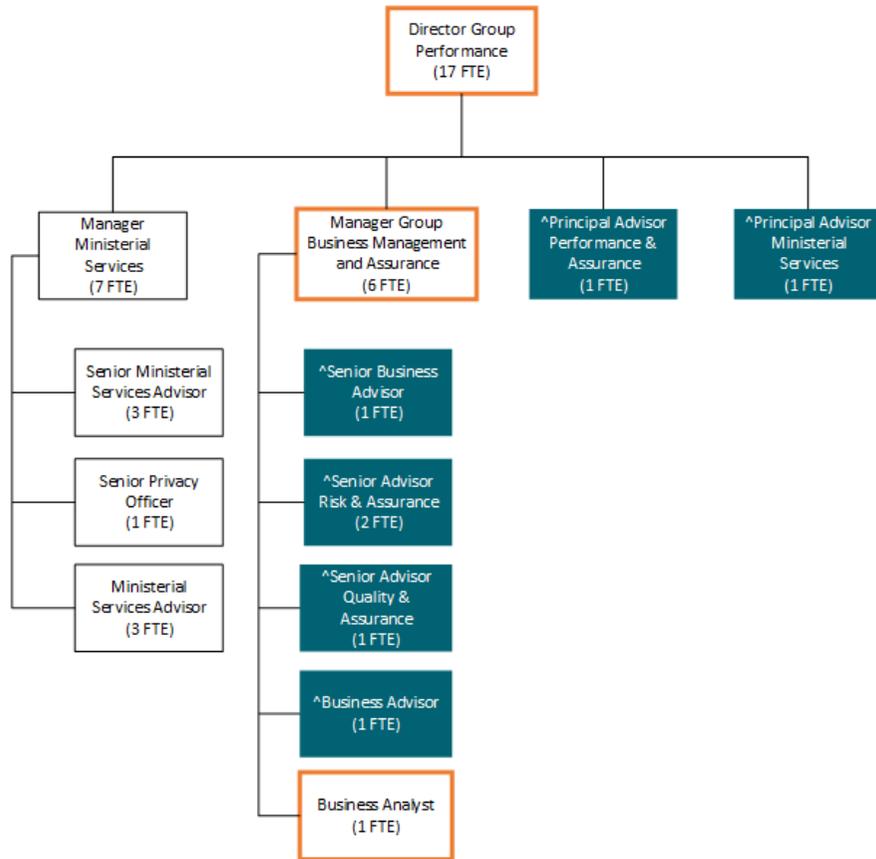
The following changes are proposed:

- Change of position title for the Director, Group Performance position (#16211020) to Director Group Business and Ministerial Services
- Disestablish the Principal Advisor Performance and Assurance position (#16218353)
- Disestablish the Principal Advisor Ministerial Services position (#16218354)
- Establish two Principal Advisor Group Business and Ministerial Services positions propose to directly reassign the incumbents of Principal Advisor Performance and Assurance, and the Principal Advisor Ministerial Services positions in recognition of the skills, experience and knowledge required.

The following organisational charts are provided to demonstrate how **Proposal 1 and Proposal 2** changes would impact current positions and reporting lines. More detail about the proposed changes to individual positions and proposed new positions is provided at the end of this document. Proposed new position descriptions for this role are provided as part of the consultation pack.

I welcome your thoughts on whether **Proposal 2** aligns with the desired outcomes. 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.

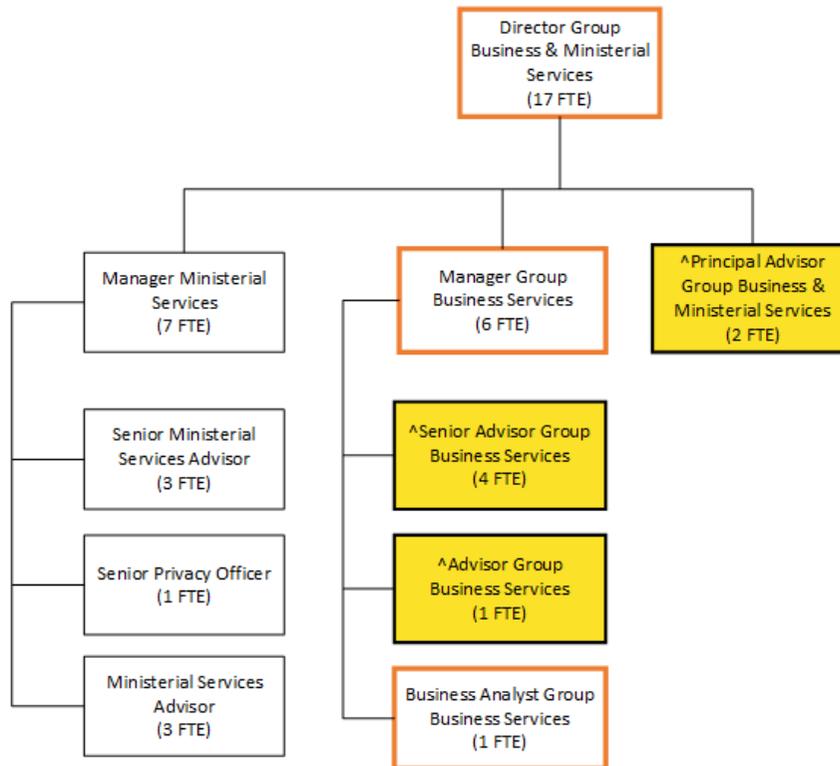
Current Organisational Structure – Group Performance October 2025



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and/or 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

*V = Vacant Role
 ^ = Proposed Direct Reassignment
 *FT = Fixed term roles

Proposed Organisational Structure – Group Business & Ministerial Services December 2025



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and/or 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

*V = Vacant Role
 ^ = Proposed Direct Reassignment
 *FT = Fixed term roles

Proposal 3 – Enhancing strategy and planning capability

Why this change is proposed

As TWSD navigates increasing complexity and demand, the ability to proactively plan for the workforce we need both now and in the future is essential in ensuring the right people are in the right roles at the right time to deliver on our strategic mission.

We have made significant gains in building our strategic capability and considering the transformative actions needed to set ourselves and the wider Group up for success. The recent launch of the refreshed TWSD Strategy and the supplementary work undertaken by the existing team, has showcased their skills and capability. The proactive mentality has resulted in an expansion of the service offerings of the Strategy team, most recently to include group business planning and now workforce planning and capability.

This change has strengthened our ability to respond to emerging challenges and opportunities with agility and foresight. The Strategy team can better anticipate skill gaps, optimise resource allocation, and support the TWSD Group with timely, data-driven insights – one of the key focus areas in the TWSD Strategy. These recent changes will also encourage integration across business units, ensuring that workforce considerations are embedded early in the planning cycle.

To ensure our structure going forward meets the needs of the group, and accurately reflects the strategic nature of the skills, experience and activities undertaken by this team, I am proposing a reframing of the Strategy team to ensure the team has the level of experience and capability needed to delivery on the broadening range of responsibilities of the team.

To achieve this, I propose that the Manager Strategy position is disestablished and, to reflect the evolving scope and strategic importance of the Strategy team for TWSD, a new Director Group Strategy and Planning position is established. This acknowledges the increased complexity, scale, and influence of the role within TWSD as the position

is proposed to encompass group-wide business and workforce planning, which requires cross-functional leadership, strategic foresight, and alignment with enterprise-wide priorities. This is a significant uplift from the original remit and aligns more closely with director level responsibilities.

I am also proposing to disestablish the Advisor Workforce Capability & Planning position and establish a senior level position with direct reassignment for the incumbent, again reflecting the level of capability and experience needed to design, implement and deliver this function across TWSD. There is a significant focus on our people, and the capabilities needed now and, in the future, to ensure TWSD is best positioned to deliver its services.

I also proposed that the number of Senior Strategy Advisors are reduced from two to one, with an additional Principal Advisor focused on Group Business and Workforce Planning position be established as well as a new Senior Advisor Group Strategy & Planning position to better reflect the requirements of this role. It is proposed that the two substantive incumbents of the Senior Strategy Advisor positions are invited to participate in a ringfenced Expression of Interest process (EOI) where they are able to express their interest in either the Principal Advisor or the Senior Advisor Group Strategy & Planning positions. This recognises the skills, experience and knowledge required for these positions.

These proposed changes will also create a clearer career path for team members and progression opportunities.

Ultimately, the proposed changes would position us to be more resilient, future-focused, and better equipped to deliver on our mission to deliver world-class regulatory and support services that drive economic growth and help create better outcomes for all New Zealanders.

I ask you to consider whether the changes under Proposal 3 will achieve the desired outcome of:

- Improve and enhance the effectiveness, accessibility and efficiency of our services so we can deliver even greater value
- Ensure the ODS branch has the capability and capacity to deliver the performance uplift required for future success
- Ensure TWSD is best positioned to take a strategic approach to workforce capability and planning.
- Create more opportunities for our people to develop, grow, and shape their careers in ways that align with their aspirations and the evolving needs of our group.

The following changes are proposed:

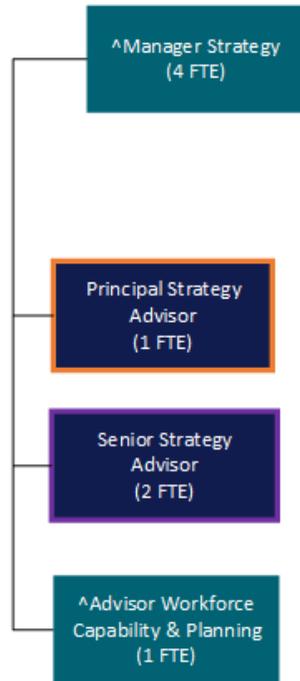
- Disestablish the Manager Strategy position (#16211051)
- Reduce the number of Senior Strategy Advisor positions from two to one and change the title to Senior Advisor Group Strategy & Planning, reporting to the Director Group Strategy and Planning. It is proposed this position would be filled via contestable reconfirmation ringfenced to the substantive incumbents of the two Senior Strategy Advisor positions.
- Disestablish the Advisor Workforce Capability and Planning position (#16222802)
- Minor scope and position title change for the Principal Strategy Advisor position (#16211060) to Principal Advisor Group Strategy and Planning
- Establish a Principal Advisor Group Business and Workforce Planning position reporting the Director Group Strategy and Planning. It is proposed this position would be filled via contestable reassignment ringfenced to the substantive incumbents of the two Senior Strategy Advisor positions.
- Establish a Senior Advisor Group Workforce Planning and Capability position reporting to the Director Strategy and Planning. It is proposed this position would be filled through direct reassignment of the current incumbent of the Advisor Workforce Capability and Planning position in recognition of the knowledge, skills and experience required for this position.

- Establish a Director Group Strategy and Planning position, reporting to the Head of Office for the Deputy Secretary Te Whakatairanga Service Delivery, and propose to directly reassign the incumbent of the Manager Strategy position in recognition of the knowledge, skills and experience required for this position.

Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about the proposed changes to individual positions and proposed new positions is provided at the end of this document.

I welcome your thoughts on where Proposal 3 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.

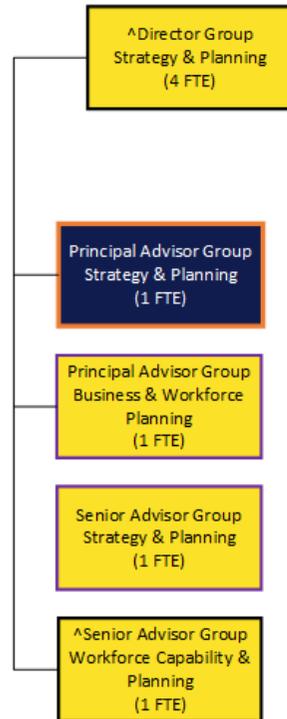
Current Organisational Structure – Strategy, Office of the Deputy Secretary October 2025



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and/or 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

*V = Vacant Role
 ^ = Proposed Direct Reassignment
 *FT = Fixed term roles

Proposed Organisational Structure – Group Strategy & Planning, December 2025



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and/or 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

*V = Vacant Role
 ^ = Proposed Direct Reassignment
 *FT = Fixed term roles

Summary of proposed changes

Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	11
Number of proposed new positions	11
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	4
Overall proposed reduction in FTE	0
Overall proposed increase in FTE	0

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1	Senior Business Advisor Group Business Management & Assurance (pos#16210311)	Manager Group Business Management & Assurance, Group Performance, Office for the Deputy Secretary TWSD (pos#16218355)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
1	Senior Advisor Risk and Assurance, Group Business Management & Assurance (pos#16211168)	Manager Group Business Management & Assurance, Group Performance, Office for the Deputy Secretary TWSD (pos#16218355)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
1	Senior Advisor Risk and Assurance, Group Business Management & Assurance (pos#16211217)	Manager Group Business Management & Assurance, Group Performance, Office for the Deputy Secretary TWSD (pos#16218355)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery

Proposal	Position title	Reporting line	Branch
1	Senior Advisor Quality and Assurance, Group Business Management & Assurance (pos#16216670)	Manager Group Business Management & Assurance, Group Performance, Office for the Deputy Secretary TWSD (pos#16218355)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
1	Business Advisor Group Business Management & Assurance, Group Performance, Office for the Deputy Secretary TWSD (pos#10098580)	Manager Group Business Management & Assurance, Group Performance, Office for the Deputy Secretary TWSD (pos#16218355)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
2	Principal Advisor Performance and Assurance, Group Performance, Office for the Deputy Secretary TWSD (pos#16218353)	Director Group Performance, Office for the Deputy Secretary TWSD (pos#16211020)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
2	Principal Advisor Ministerial Services, Group Performance, Office for the Deputy Secretary TWSD (pos#16218354)	Director Group Performance, Office for the Deputy Secretary TWSD (pos#16211020)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
3	Manager Strategy, Office for the Deputy Secretary TWSD (pos#16211051)	Head of Office for the Deputy Secretary, Te Whakatairanga Service Delivery (pos#16221527)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
3	Senior Strategy Advisor, Strategy, Office for the Deputy Secretary TWSD (pos#16211061)	Manager Strategy, Office for the Deputy Secretary TWSD (pos#16211051)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
3	Senior Strategy Advisor, Strategy, Office for the Deputy Secretary TWSD (pos#16211062)	Manager Strategy, Office for the Deputy Secretary TWSD (pos#16211051)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery
3	Advisor Workforce Capability & Planning, Strategy, Office for the Deputy Secretary TWSD (pos#16222802)	Manager Strategy, Office for the Deputy Secretary TWSD (pos#16211051)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery

Proposed new positions

Proposal	Position title	Reporting line	Branch / Unit	Indicative band
1	Senior Advisor, Group Business Services x 4 FTE <i>Proposed direct reassignment</i>	Manager Group Business Services, Group Business & Ministerial Services, Office for the Deputy Secretary TWSD	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Band R
1	Advisor, Group Business Services <i>Proposed direct reassignment</i>	Manager Group Business Services, Group Business & Ministerial Services, Office for the Deputy Secretary TWSD	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Band J
2	Principal Advisor, Group Business and Ministerial Services x 2 FTE <i>Proposed direct reassignment</i>	Director Group Business and Ministerial Services, Office for the Deputy Secretary TWSD	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Band V
3	Director Group Strategy and Planning <i>Proposed direct reassignment</i>	Head of Office for the Deputy Secretary (pos#16221527)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Band 20F
3	Senior Advisor Group Strategy and Planning	Director Strategy and Planning, Office for the Deputy Secretary TWSD	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Band R
3	Principal Advisor Group Business and Workforce Planning	Director Strategy and Planning, Office for the Deputy Secretary TWSD	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Band V
3	Senior Advisor Group Workforce Capability and Planning <i>Proposed direct reassignment</i>	Director Strategy and Planning, Office for the Deputy Secretary TWSD	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Band R

Proposed minor change

Proposal	Position title	Branch	Description of change
1	Manager Group Business Management and Assurance	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Position title change
1	Business Analyst Group Business Management and Assurance	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Position title change
2	Director Group Performance	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Position title change
3	Principal Strategy Advisor (pos#16211060)	Office for the Deputy Secretary, Te Whakatairanga Service Delivery	Minor scope and position title change

Appendix 1: Current State Branch Organisational Chart

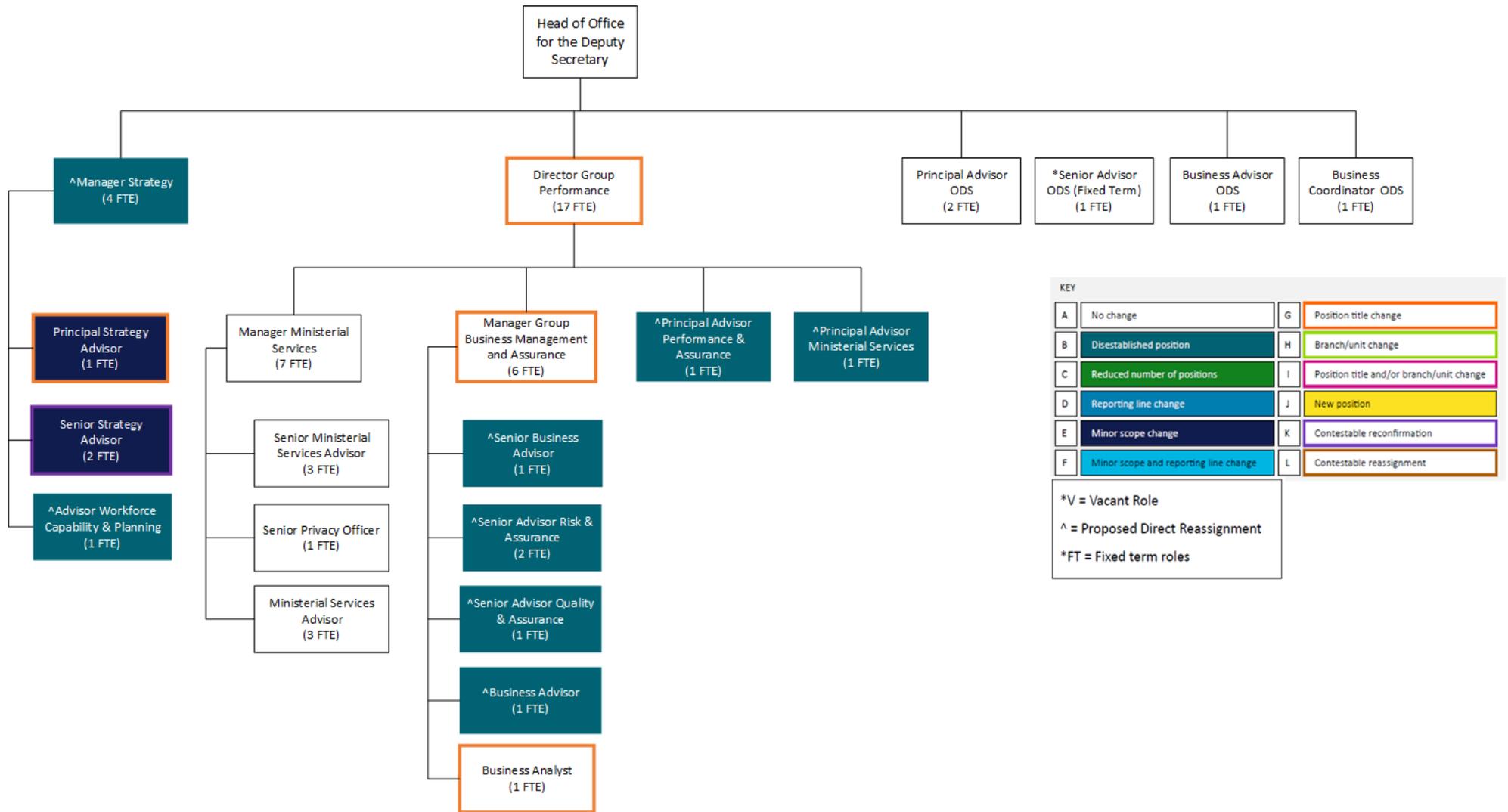
A complete current state organisational chart for the Office of the Deputy Secretary TWSD Teams have been included to help demonstrate the impacts that proposed changes would have to the structure of our group. The proposed future state organisational charts for each team have been included at the end of each proposal. There is also a summary table with more detail about proposed changes to positions and proposed new positions in the section above.

Master Key

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

*V = Vacant Role
 ^ = Proposed Direct Reassignment
 *FT = Fixed term roles

Current Organisational Structure – Office of the Deputy Secretary October 2025

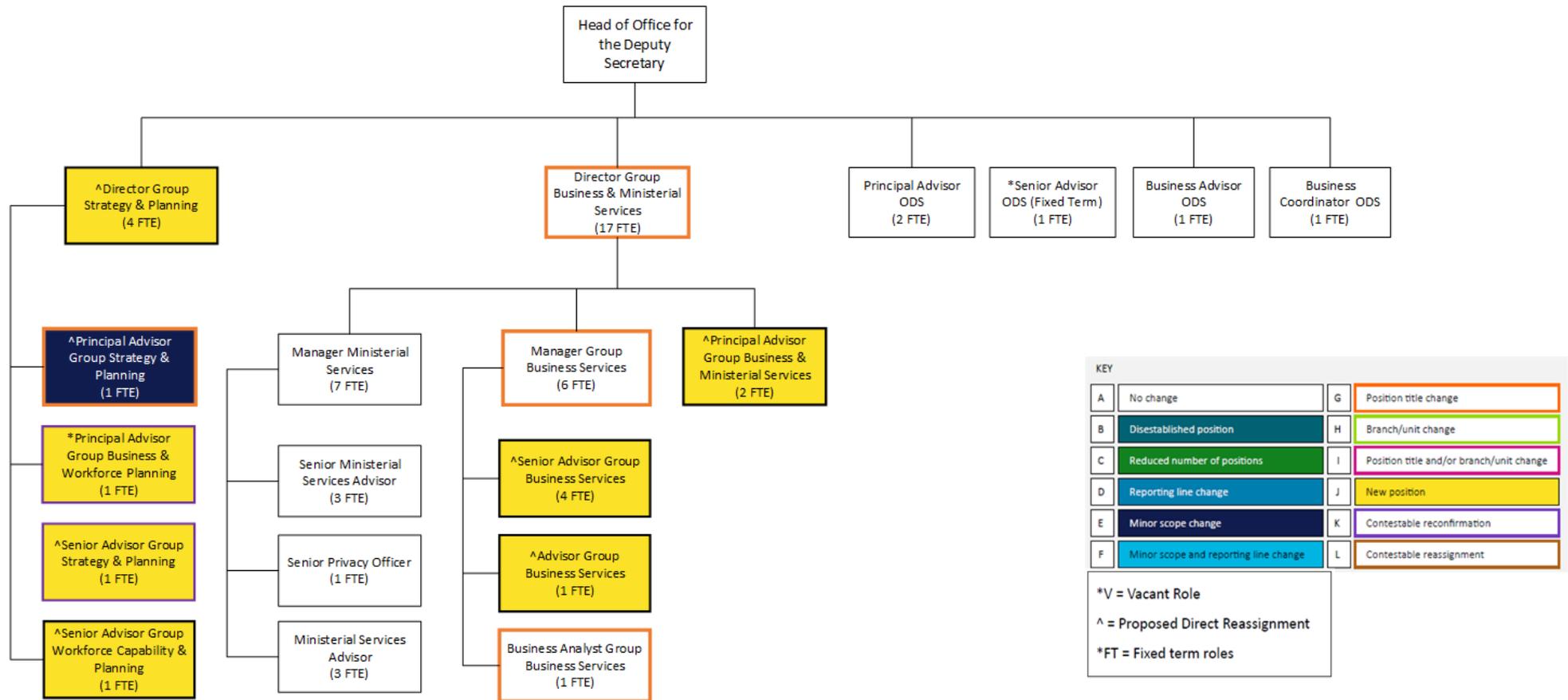


KEY

A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and/or 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

*V = Vacant Role
 ^ = Proposed Direct Reassignment
 *FT = Fixed term roles

Proposed Organisational Structure – Office of the Deputy Secretary December 2025



Appendix 2: 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, selection, and redeployment.

Reconfirmation

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

For reconfirmation to apply:

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

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

Where there are more affected employees who could be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “**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.

Reassignment

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

For direct reassignment to apply:

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

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

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “**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.

Redeployment

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

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

Review process

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to raise any concerns with your People Leader at the earliest opportunity 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.

Appendix 3: Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. You can talk to your People Leader, colleagues and/or union representative or the People and Culture team.

Wellbeing support options

We recognise that change may be difficult and encourage you to reach out to your support network and draw on the resources available to you. You can:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#)
- Use our [Employee Assistance Programme](#), which provides support for both work and personal life
- Call or text [1737](#) to access free counselling services from the national telehealth service

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.
- You can also reach out to People & 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.