



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Office for the Deputy Secretary – TWSD

Final Change Decisions

24 November 2025

Introduction from the Head of Office for the Deputy Secretary TWSD

Tēnā koutou,

I want to start by saying thank you for your engagement and participation in this consultation process. I acknowledge this has been an unsettling time for some of you and I am grateful for the views, insights and ideas you have shared with me on the proposed changes to our organisational structure.

I proposed changes to how we organise our Branch and to the roles within it, including team structures and naming conventions to support opportunities to operate more effectively and efficiently. The key outcomes I was seeking through the proposal for change were 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.

11 pieces of written feedback from individuals and groups were received. In addition, there were discussions through in-person and online sessions with teams and individuals. All feedback was gratefully received and carefully considered.

This document outlines the key feedback themes received under each proposal, with my response and final decisions. This will allow you to understand how your feedback was considered and how this has affected my final decisions.

Just like with consultation, this document contains a lot of detail, such as organisational charts. I've worked to ensure that as far as possible this document is an accurate reflection of every position and their final place in the organisation.

However, there is a possibility that within the document something has been missed or is inaccurate. If there is an error, please let me know as soon as possible so it can be checked and then corrected.

Finally, this document outlines what happens next. I want to work quickly and constructively and provide certainty for everyone affected by this decision.

Ngā mihi nui,



Nikki Sumner

Head of Office for the Deputy Te Whakatairanga Service Delivery

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Confirming our case for change and acknowledging your feedback

As outlined in the change proposal, the Head of Office function was established to strengthen coordination and oversight across TWSD. This change builds on the *Foundations for the Future* programme announced by Carolyn Tremain in October 2024, which saw the creation of the ODS branch and set the direction for improving strategic alignment and operational efficiency. As part of this transition, the Group's strategy, performance, and business management functions were transferred to support the new structure.

It was my intent that any changes to the branch 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.

Throughout this process I have kept the following design principles in mind:

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

What was proposed:

When developing the proposal, I 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.

I therefore proposed the following series of changes to how we structure the roles delivering our services, across Te Whakatairanga Service Delivery, to:

1. Enhance business service capability.

The first change proposed was to our frontline team member positions. I proposed to generalise the position descriptions for the Advisory roles within the current Group Business Management & Assurance team. The intent of this change was to ensure team capacity across all functions was positioned to effectively and efficiently pivot to meet high demand for services and easily deliver on the expectations and needs of our customers. The intention in broadening the roles within the team to ensure we were better positioned to meet fluctuating demands across the Group strengthening our resilience and business continuity.

The proposal to standardise the roles with the team aimed to foster a more collaborative and agile environment, breaking down silos that may limit our potential. In my opinion generalising these roles would not limit our capability and expertise, rather broaden knowledge and capability sharing across the team.

Proposal one, also proposed a name change to the Group Performance Unit to Group Business and Ministerial Services and the Group Business Management and Assurance Team, to Group Business Services. The intention behind this proposed change was to better reflect the full scope of the team's current functions and propose a more streamlined and intuitive naming approach. In addition, this change aimed to reinforce the team's core purpose to deliver high quality services to support the Groups Operations and Ministerial responsibilities.

To achieve this, I proposed to:

- Disestablish existing advisory positions and then establish new generalised positions directly reassigning all Advisors within the current Group Business Management and Assurance team, with naming convention for roles aligned to the proposed new team/unit name.
- Subsequent title changes for the Business Analyst position to align to the new team/unit naming convention.
- Review and amend the position descriptions for the Director Group Performance, Manager Group Business Management and Assurance and all team members to reflect the proposed change to roles and reflect the position of this function within the Office of the Deputy Secretary.

2. Enhance and align principal capability.

The second proposal, aligned to the first change, was to reconsider the framing of the two Principal Advisor roles within the Group Performance function. This would enable the Principal Advisors to provide a greater level of support and agility to span the range of services within the Group Performance unit. Current alignment of these positions is siloed and does not support a collaborative and agile environment. This proposed change aimed to provide great technical leadership and capability across teams, I proposed to:

- Disestablish both the Principal Advisor Ministerial Services and Principal Advisor Performance & Assurance positions, with the subsequent establishment of two Principal Advisor Group Business & Ministerial Services positions and directly reassign the incumbents. This proposal also included the subsequent naming convention change.
- Review and amend the position descriptions for the Principal Advisor position to reflect the proposed change to roles and reflect the position of this function within the Office of the Deputy Secretary.

3. Enhance strategy and planning capability.

The third proposal was to continue to strengthen our ability to respond to emerging challenges and opportunities with agility and foresight. Our Strategy team must be able to support the TWSD Group by better anticipating skill gaps, resource allocation and support the group with timely, data driven insights.

To ensure our structure meets the needs of the group and accurately reflects the strategic nature of the sills, experience and activities undertaken, I proposed to reframe the Strategy team to ensure the team has the level of experience and capability needed to deliver on their broadening range of responsibilities.

To achieve this, I proposed to strengthen the workforce capability and planning function to meet the increased focus, and therefore need for an additional capacity and capability in this area. A highly complex and changing workforce environment means we need to have a level of knowledge, capability and competency to best guide and support the Group, therefore I proposed to:

- Reduce the number of Senior advisor positions by one and establish a new Principal Advisor position, enabling a focus on workforce capability and planning, to encompass group-wide business and workforce planning, better anticipate skill gaps, and optimise resource allocation across the Group. These positions are to be filled via a ringfenced EOI process with the affected team members.
- Uplift the scope of the Manager Strategy position to a new Director Group Strategy and Planning position, and subsequent renaming of the team and roles within, to better reflect the evolving scope and strategic importance of the Strategy team for TWSD, acknowledging the increased complexity, scale, and influence of the role within TWSD as the position is proposed to encompass group-wide business and workforce planning.

- Uplift the scope of the Advisor Workforce Capability & Planning position to Senior Advisor to reflect the level of capability and experience needed to design, implement and deliver this function across TWSD. The aim of this proposal was to address the significant focus on our people, and the capabilities to ensure TWSD is best positioned to deliver its services.

While I continue to believe in the vision for the branch proposed, your feedback provided insights that helped me identify areas of the proposal that could be improved and as a result I have made a slight change to the proposal. The remainder of this document sets out your feedback and the final decisions we have taken in response.

Implementation and embedding change

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

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your business group and viewing both current and new organisational charts. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions.

How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the

final decision confirms minor changes to your substantive position your People Leader or I will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE's change process from page 25. This includes the Expression of Interest (EOI) and selection process for affected people through this change.

Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email ODSchange@mbie.govt.nz. These decisions have been shared with the Public Service Association (PSA).

Implementation

The wider changes decisions will be implemented on 1 December 2025. A detailed timeline is outlined on page 16.

Proposal 1 – Enhancing business service capability

Summary of changes 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.
- 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.

Your feedback on Proposal 1

A considerable amount of feedback was received on this proposal. This included a mix of positive endorsement, suggestions for alternative structural changes and recommendations for detailed amendments to the position descriptions. However, some concerns were raised about the practicalities of consolidating the four existing Senior Advisor positions, focused on business, risk & assurance and quality and assurance are consolidated, into a single generalised role. Some feedback noted that expertise in these areas could be lost if the role was generalised across the disciplines.

There were numerous pieces of feedback requesting the resizing consideration of the Senior role should the position description be finalised as proposed.

There was also concern that generalising roles would not position the team to have the appropriate level of resourcing to deliver the newly approved TWSD wide approach to quality assurance.

“The removal of a specialist quality role risks diminishing the Office of the Deputy Secretary’s reputation as a centre of expertise”.

Feedback questioned how generalising roles would create more opportunity for development and career progression for those within the team and some feedback suggested the Analyst position be changed into an advisor for standardisation.

“I agree with the proposal to rename Group Performance to Group Business and Ministerial Services. I believe this will make it easier for those wishing to reach my team to find us...”.

On the other aspects of proposal 1, feedback was general supportive of the proposed name change for the current Group Performance unit, to Group Business and Ministerial Services, and the subsequent change from Group Business Management & Assurance team to Group Business Services. Feedback agreed that these changes make the role and function of these teams clearer.

Confirmed changes relating to proposal 1

I have thought carefully about the feedback received, and on balance, I consider that renaming the unit from Group Performance to Group Business & Ministerial Services and the current Group Business Management and Assurance team to Group Business Services is the right approach to better reflect the services and functions within this unit.

I have also considered the feedback regarding the generalising of the Senior Advisor roles and on reflection, agree that this may reduce the level of expertise and ability to pivot to meet needs of the group, however I have balanced this with a need to still remove single role types, aligning to a wider MBIE approach and future proofing of our services. I have therefore decided to consolidate the Senior Advisor roles as follows; the existing Senior Advisor Risk and Assurance and Senior Advisor Quality and Assurance roles will be merged with the Senior Business Advisor refreshed and renamed Senior Advisor Business Services. This approach will group the assurance functions (quality & risk) together. There is expectation, as outlined in the new position descriptions for these two roles, that both are able to flex across the team and support all functions, with a primary focus on the disciplines of assurance or business services.

I want to reassure our team members that all proposed new position descriptions were reviewed by the MBIE job evaluation panel ahead of consultation and that while the breadth of positions may change somewhat, team members aren't being asked to "do more work", rather the types of work they undertake may change.

While I understand the alignment of roles is important, and a fundamental component of the changes proposed, I believe the key attributes, skills and abilities of the Analyst role and a focus on data and reporting analytics means this role should remain separate to the advisory family of roles within the current Group Business Management & Assurance Team.

Updated Senior Advisor, Group Business Services and Senior Advisor Assurance, Group Business Services position descriptions seek to provide further clarity on the tasks and expectations of the two roles and how they will work with the business and each other.

As a result of feedback, the following changes will continue as 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 one Senior Advisor Group Business Services position reporting to the Manager Group Business Services and propose to directly reassign the incumbent of the Senior Business Advisor position in the Group Business Management & Assurance team, in recognition of the skills, experience and knowledge required.
- 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.

The following decisions represent a change from the original proposal:

- Establish three Senior Advisor Assurance Group Business Services positions reporting to the Manager Group Business Services and propose to directly reassign the incumbents of the 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

Summary of changes 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.

Your feedback on Proposal 2

Most feedback on proposal two supported the consolidation of the Principal Advisor roles to enable better support both across the Group Performance unit and the wider ODS Branch. There was acknowledgement that the Principal Advisor roles provided progression opportunities for those in senior roles, and that the approach to these roles therefore needed to align to the approach for the wider

“I think that it makes sense to generalise the principal roles across the team so they can best support the Director, Managers and their teams to deliver in an ever-changing environment, whereby they should be available to support where best needed to meet demand to drive performance uplift and better support the wider team.”

There was significant feedback supporting the change of the Director Group Performance and subsequent unit name to Group Business & Ministerial Services.

There was also feedback suggesting the Principal Advisor roles be repositioned within the Ministerial Services and current Group Business Management & Assurance teams, as well as consideration to reducing the number of Principals to one and adding an additional manager position.

“In order to better meet the needs of the business and create development opportunities for the branch, I would instead recommend keeping roles as they are but moving the two PA roles under their respective Managers responsible for their functions”.

Confirmed changes relating to proposal 2

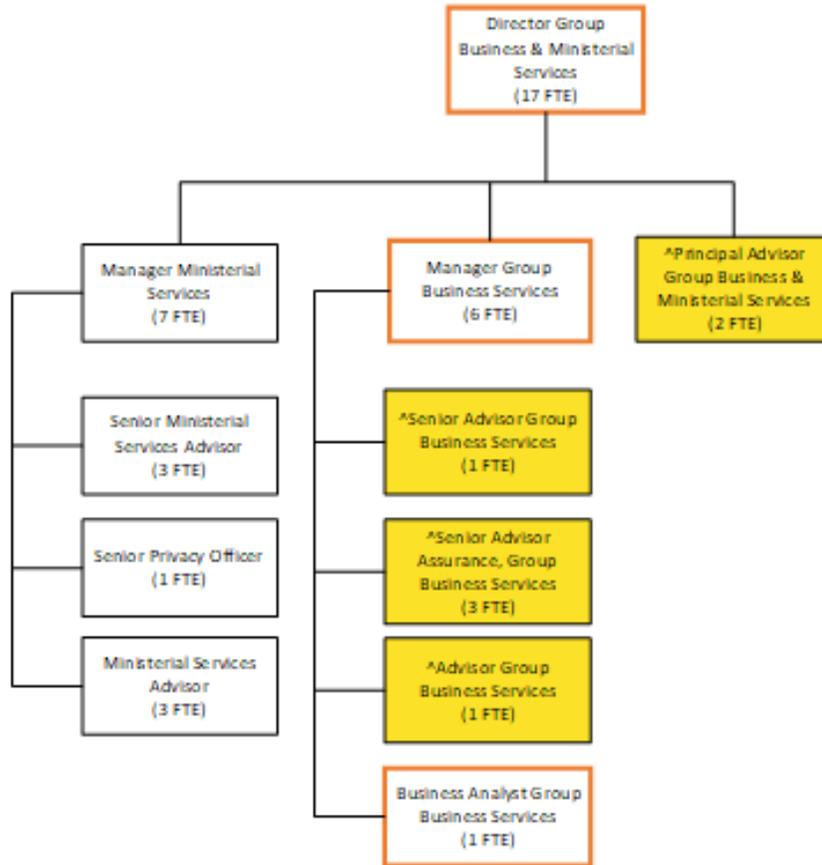
I acknowledge feedback and believe the proposed consolidation of the two Principal Advisor roles, reporting to the Director remains the right approach for the Branch. Principal Advisor positions need to be able to focus across a range of areas, with specialisation as required.

For the ODS branch to be successful I do not believe the type of work undertaken by the Group Performance unit required two specialised Principal Advisor positions. Consolidating the tasks within these positions better reflects current practice and activities undertaken and enables greater utilisation and support for the team.

As a result of feedback, the following changes will continue as 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.

Confirmed organisational chart – 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

Summary of changes 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.

Your feedback on Proposal 3

“I really appreciate the focus on improving the effectiveness, accessibility, and efficiency of our services this goal feels absolutely central to our value-add offer. It’s encouraging to see a commitment to not just doing things better but doing them in ways that genuinely add value to our customers across all of the branches. This is how we will lead by example”.

Most of the feedback was supportive of proposal 3 and the need to strengthen the capability and capacity in Strategy team, referencing the clear commitment to supporting our people in shaping careers that reflect both their aspirations and the evolving needs of the Group, and is essential for building a resilient, future-ready Group.

There was only positive feedback relating to the addition of the workforce planning and capability position and the uplift for the existing Advisor in this area.

“The integration of a specialised Work Force Planning capability into the team aligns nicely as teams look to marry the influence of strategic intent on our workforce”.

There was, however, feedback that queried the rationale to specialise in the Strategy team while proposing to generalise in the Group Performance teams.

I appreciate this conflicting approach; however I also recognise that in small, specialist areas such as, the Strategy and workforce capability and planning functions, we require a high degree of specialised skills and experience. This expertise is required to deliver the strategic planning and approach needed to support TWSDs group and workforce planning and 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 believe the changes will enable delivery of both workforce capability and planning, and strategy, and reflect the expertise required to deliver these work programmes".

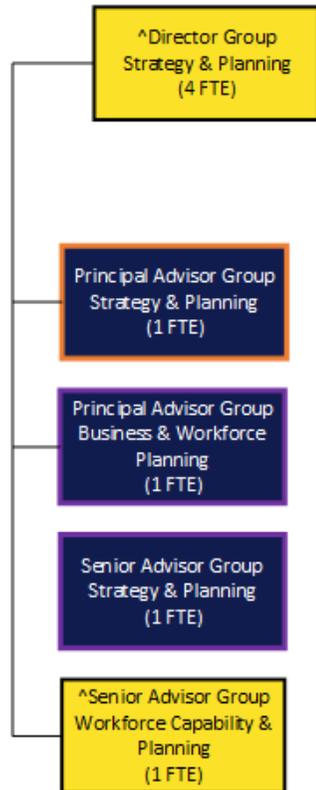
Confirmed changes relating to proposal 2

As a result of feedback, the following changes will continue as proposed:

- Disestablish the Manager Strategy position (#16211051)
- Minor scope and position title change for the Principal Strategy Advisor position (#16211060) to Principal Advisor Group Strategy and Planning

- 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, and the vacancy existing Principal Advisor Group Strategy & Planning 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)
- Establish a Principal Advisor Group Business and Workforce Planning position reporting to the Director Group Strategy and Planning.
- 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.

Confirmed organisational chart – Group Strategy and 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

Implementation timeline

Following final decisions, we will progress implementation of the new structure effective 1 December. We are organising a 2-day branch planning hui for early December to support the transition and work through operationalising of the changes.

The detailed timeline is below.

Activity	Indicative Timeframes
Final Decisions announced	Monday 24 November 2025
Expressions of Interest processes for relevant positions	Monday 24 November 2025 to Thursday 27 th November 2025
Implementation of new structure	From 1 December 2025
Recruitment of vacancies	From 24 November 2025

Summary of changes

Overall confirmed changes

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

New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
1	Senior Advisor, Group Business Services x 1 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	Permanent	Band R
1	Senior Advisor Assurance, Group Business Services x 3 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	Permanent	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	Permanent	Band J

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
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	Permanent	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	Permanent	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	Permanent	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	Permanent	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	Permanent	Band R

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

Proposal	Position title	Reporting line	Branch
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
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

Reconfirmed with minor changes

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 proposed and final organisational chart for the Office of the Deputy Secretary TWSD teams has been included. The proposed future state and final organisational charts for each function 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.

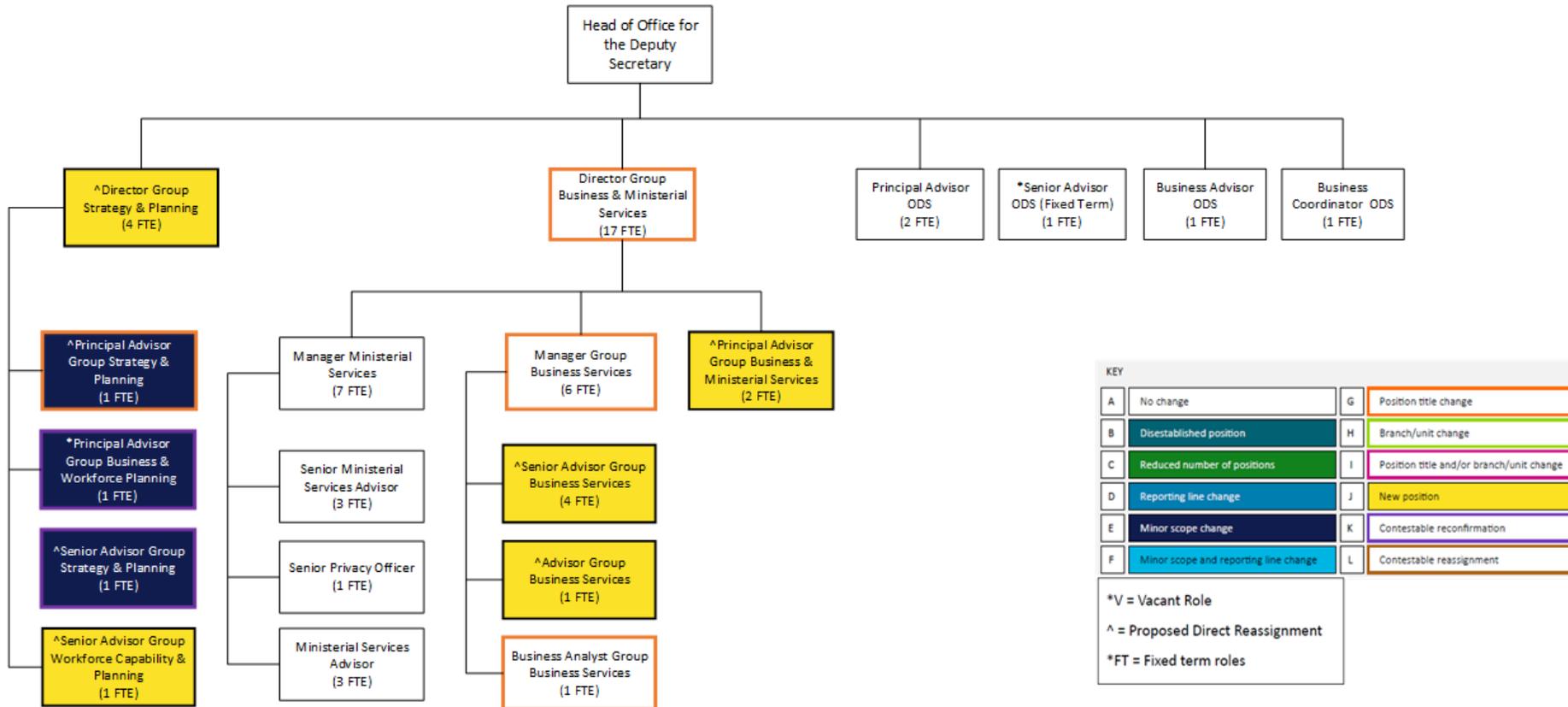
Master Key

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

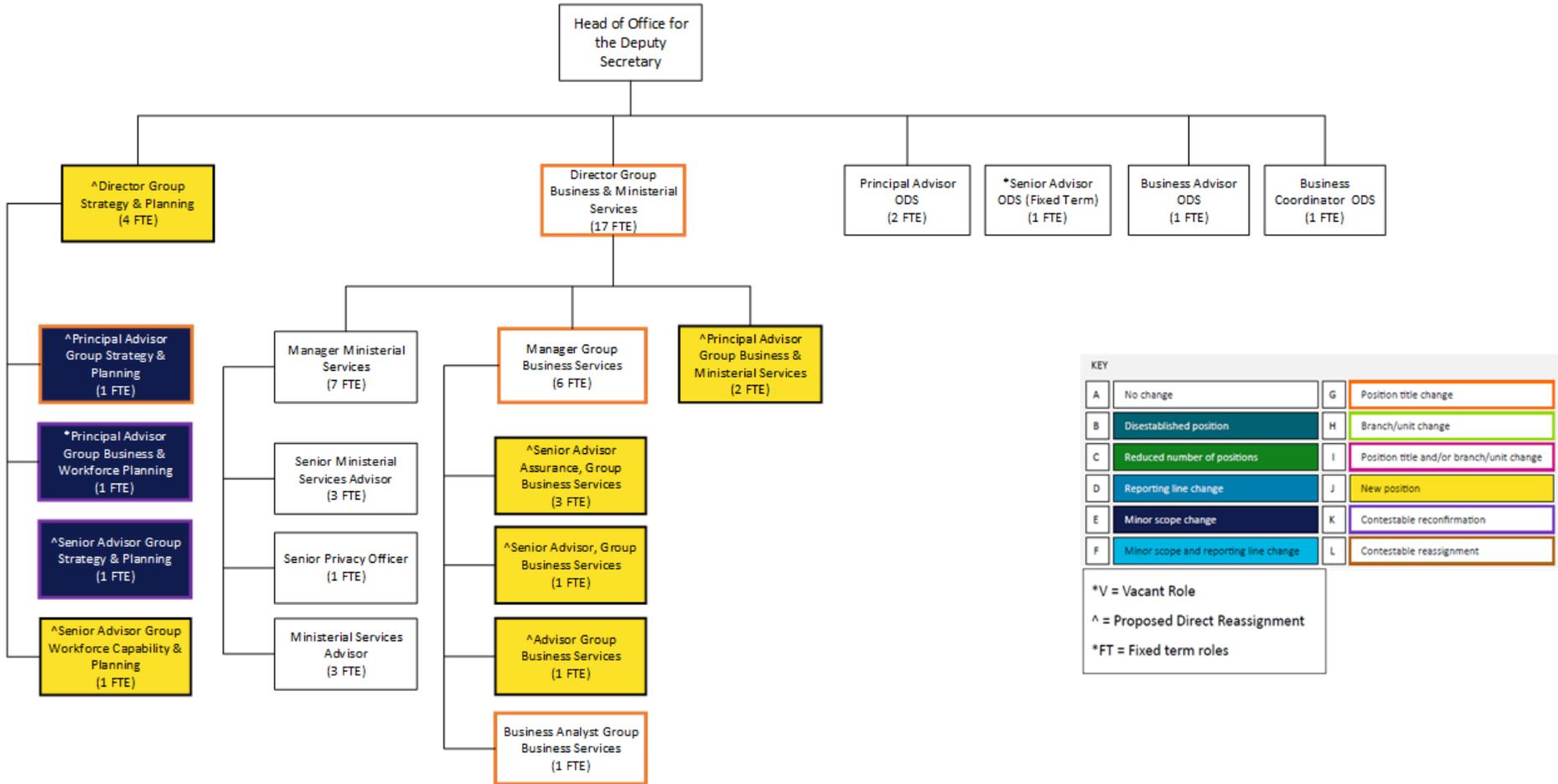
*V = Vacant Role
 ^ = Proposed Direct Reassignment
 *FT = Fixed term roles

Proposed organisational chart – Office for the Deputy Secretary Branch December 2025

The visual representation of the proposed structure within the change proposal was as follows:



Confirmed organisational chart – Office for the Deputy Secretary Branch December 2025



Appendix 2: Confirmed change process

Consistent with MBIE's employment agreements and recruitment policy, the following information summarises the standard change processes which will apply to any changes confirmed as part of the final decisions. This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

This is where your substantive position is "reconfirmed" because your current substantive position remains substantially the same 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 has been 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 will 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 we will use a "contestable reconfirmation" process 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.

Reassignment

As part of the consultation process if you were proposed to be "directly reassigned" into a different but comparatively similar role this decision will be communicated as part of final decisions, and you will not need to take any action.

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).

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 we will use a "contestable reassignment" process 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.

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 is specified as part of the 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 Recruitment Timeline

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.

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.

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. 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](#)