



**MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT**
HĪKINA WHAKATUTUKI

Business & Consumer

Final Change Decisions

September 2025

Introduction from Ross van der Schyff

Tēnā koutou,

I'm going to start with a thank you- this wasn't the biggest change we have experienced of late but it was *another* change for our people. Change has somewhat of an accumulating effect on people- including myself, so I was cognisant that even though this change was largely a good news story for our branch, it could still create a level of exhaustion and fatigue.

And while I'm sure there is some exhaustion out there, what I saw during this change period were people leaning into a shared challenge and a shared opportunity. Our people were gracious, understood our business contexts, the wider pressures felt by the organisation and provided considered and practical feedback. It was nice to hear some of the excitement around the place as well!

It remains a priority for MBIE and the public service to ensure we have a focus on delivering outcomes, achieving value for money and embracing innovation- saying yes even when at times it may be easier to say no. As an organisation this means we need to continue to adapt and evolve, not only to ensure we are best set up to respond to Government priorities and decisions, but to establish foundations for our organisation to move forward.

The proposal was effectively establishing a foundation on which to enhance and build on our innovation and business capability services and as a result of your feedback we have made a few adjustments to support us to be successful in these endeavours. There is still a road ahead for us and as I signalled in the change proposal, there will be a need to reflect on the advisory and performance structure within the branch in the coming months to ensure we have all of the foundations right. There will also likely be some

changes in the Digital Enablement team once we crystallise the resource needs to deliver the Consumer Data Rights Regime.

As we move forward with implementation our focus will include culture, leadership, and capability aspects that will support organisational excellence. We have new kaimahi joining us who come with significant expertise, experience and capabilities and its up to us to maximise the opportunity this change brings.

I've said this before, but the dynamism within the public sector and within MBIE is likely to continue. I am glad to be leading a branch that is agile and see change for the opportunities it presents. We need to continue to view ourselves as ever evolving and see it as our duty to continue to embrace change and keep pace with an ever changing global context- and an everchanging customer.

Change can present us with challenges and can cause us to feel uncertain. Please raise any questions or concerns as you have them – your people leader is your first point of contact. If they do not have the answer initially, we will work to support them to answer it in the coming weeks. A list of the teams and services available to support you as we navigate this transition period are included at the end of this document.

Ngā mihi nui



Ross van der Schyff

General Manager Business & Consumer



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Implementation and embedding change

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

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision and viewing both current and new organisational charts. At the end of the document 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 your General Manager will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE's change process from page 16. 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 BCChange@mbie.govt.nz. These decisions have been shared with the Public Service Association (PSA).

Implementation approach

As outlined in this document, some team members will transition directly into the confirmed new roles, while additional positions will be created and opened for recruitment. We are preparing to commence internal recruitment shortly, with all opportunities to be advertised via the MBIE's careers site.

Our priority is to ensure all roles are filled promptly, enabling our branch to launch strongly and confidently on the go-live date. We're committed to supporting a smooth transition and setting our teams up for success from day one.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	15 September 2025
Recruitment into vacant positions starts	16 September 2025
'Go-live' of new structure	23 October 2025

Overall Case for change and Feedback Summary

As set out in the change proposal, we proposed some changes to the branch structure to ensure the branch is well positioned to enable the successful integration of functions from Callaghan Innovation into the branch in late October. These proposals impacted the Business Advisory function and leadership structure of the branch.

What was proposed

We recognise our branch has experienced significant change over the past two years, and while the structure has served us well, the introduction of new work, and changing priorities means we need to continue to evolve to meet our deliverables. The consultation document set out the following key changes:

- Establishment of a new Head of Innovation and Business capability to lead three functional teams shifting into the branch from Callaghan Innovation, and the existing business capability services. This position will be accountable for the delivery and performance of the innovation and capability products, and lead the branch relationships with relevant stakeholders across MBIE and ministers.

- Establishment of a Business Support Manager role responsible for the branch operations, performance and advisory, accountability functions and strategic implementation.
- Establish the fixed term Manager Business Capability on a permanent basis, and proceed to recruitment into the role.
- Associated reporting line changes.

Key feedback themes

We received three pieces of well thought through feedback on what was proposed, along with a number of conversations. I am grateful at the engagement in this change process, and the quality of submissions received.

Overall, your feedback was supportive of the changes proposed, recognising the need for us to rearrange ourselves to be able to continue to deliver high quality work, and to support the successful transition of new functions and programmes of work coming into the branch.

More specific feedback relating to each of the proposals are captured in the pages that follow.

Proposal 1 & 2 – Branch Leadership team and Business Capability

Summary of changes proposed

The branch saw some changes implemented as recently as February 2025. Since then, we have experienced significant change in our work programme, and have welcomed new teams and functions – and will soon welcome functions from Callaghan Innovation. As set out in the consultation document, it was appropriate to review the branch leadership team, and ensure we're well set up for our evolving work programmes, functions and deliverables. In the consultation document, we also set out the changing priorities in our Small Business & Manufacturing portfolio, requiring more investment and resourcing in our business capability initiatives, including the Regional Business Partner Network (RBPN). There was also an opportunity to integrate the CI roles that support the RBPN with the wider business capability team and unite them under one permanent Manager Business Capability. Below are details of what was proposed:

- Establish a new role Head of Innovation & Business Capability reporting directly to the General Manager- Business & Consumer and propose to directly reassign the current incumbent of the proposed disestablished Director Business & Consumer position in recognition of the skills, knowledge and experience required.
- Establish a new role Business Support Manager reporting directly to the General Manager- Business & Consumer and propose to directly reassign the current incumbent of the proposed disestablished Business Services Manager in recognition of the skills, knowledge and experience required.

- Disestablish the Director Business & Consumer position.
- Disestablish the Business Services Manager position.
- Change in reporting line for Principal Business Specialists (x3) to the new Business Support Manager.
- Change in reporting line for Strategic Lead to the new Business Support Manager.
- Change in reporting line for PA/Team administrator to the new Business Support Manager.
- Change in reporting line for two of the Business Advisors (x2) to the new Business Support Manager.
- Change in reporting line for the Senior Business Advisors (x2), to the new Business Support Manager.
- Change in reporting line for the Senior Business Performance Advisor to the new Business Support Manager.
- Establish the Manager Business Capability role on a permanent basis, directly reporting to the new Head of Innovation & Business Capability.
- Change in reporting line for the Advisor Contracts supporting the RBPN to report to the Manager Business Capability on a permanent basis.
- Change in reporting line for the Business Advisor supporting the RBPN to report to the Manager Business Capability on a permanent basis.

Your feedback on Proposal 1 & 2

The majority of feedback was supportive of the need for change, and some suggested changes were proposed as set out below.

The following table summarises feedback we received about Proposal 1 & 2

Feedback themes		Response
Resourcing	Concerns were raised there would not be sufficient resourcing, especially in support of the Head of Innovation role for the upcoming transition period, and for the Business Support Manager role which would be proposed to have a large span of control, and significant responsibilities. To that extent, it was suggested additional roles should be considered, such as a Senior Advisor to the Head of Innovation, and a Team Leader or a Principal Advisor to support the Business Support Manager. This included suggestions that an additional, broader review of the supporting function should take place once the branch has further clarity of the resourcing required.	It is acknowledged that the branch has a number of significant work programmes underway, or coming up, and that the transition of new functions into the branch will bring both opportunities and challenges. To ensure we are able to make the most of the opportunities, and ensure a smooth transfer, we agree that further resourcing may be appropriate, and the final decision includes the introduction of an additional 6-month Senior Advisor reporting to the Head of Innovation. We have recently established a temporary 6 month Strategic Lead position for the branch, which will report to the Manager Strategic Business Operations (new title from what was proposed). We have considered your feedback, and agree that the Manager Strategic Business Operations has a broad scope, and establishing the Strategic Lead on a permanent basis will support the strategic initiatives across the branch. As signalled in the proposal document, we anticipate there will be a need for a future review of branch resourcing, to ensure we are able to deliver to our evolving and changing priorities.
Scope and title	There were concerns raised at the breadth and complexities of the Business Support Manager, and comparisons made with similar roles of other branches. There were suggestions to amend the title to better reflect the role, and to consider a review of the position once the new structure is implemented and embedded, to ensure that it is fit for purpose.	We agree that this is a large role, and while it has some similarities to roles in other branches, we agree that there are some differences in responsibilities. Accordingly, we have reconsidered the title and confirmed the new position as Manager Strategic Business Operations. We will also undertake reviews to ensure the final structure is embedded and delivers as planned between 3 and 6- month points, noting the significant programme of work underway.
Go live date	You raised concerns around the go live date coinciding with the proposed transfer date of Callaghan Innovation, and that this may present some risks.	We agree that this is a significant period of change for the branch, and we wish to have a smooth transition for the CI functions as they arrive at MBIE. These type of changes are challenging both from a people perspective, processes perspective, but also a system management perspective. As such, we are unable to shift the effective date as that creates other challenges in other areas from a system perspective, however, we acknowledge the disruption a change of this magnitude brings, and in the weeks leading up to the formal effective

		<p>date, we will work on ensuring our processes are in place and up to date, and that our people have clarity and start implementing our new ways of working.</p>
<p>Business Capability Manager</p>	<p>Your feedback was supportive of the proposal to make the Business Capability Manager permanent. You suggested there should be a direct appointment into this position, rather than a recruitment process on merit as proposed.</p>	<p>We're pleased at the support of this role. In terms of filling the position, MBIE has obligations under the Public Service Act, and also obligation in accordance with our collective and individual agreements to our people in the organisation that may be affected by change. As such, we will proceed to an internal recruitment process and welcome applications from those that meet the shortlisting criteria.</p>

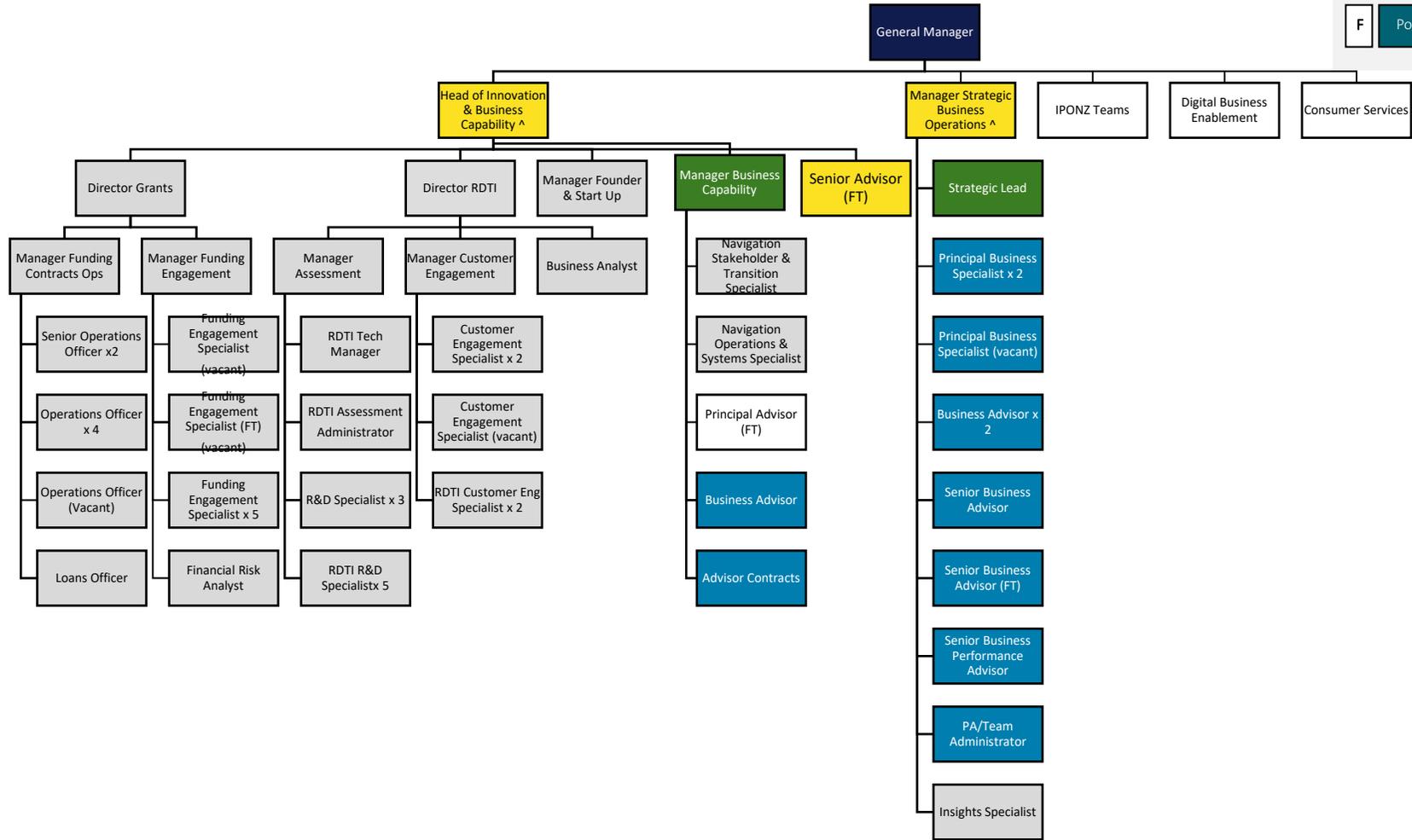
Confirmed changes

- Establish a new role Head of Innovation & Business Capability reporting directly to the General Manager- Business & Consumer and directly reassign the current incumbent of the confirmed disestablished Director Business & Consumer position in recognition of the skills, knowledge and experience required.
- Establish a new role Manager Strategic Business Operations, reporting directly to the General Manager- Business & Consumer and directly reassign the current incumbent of the disestablished Business Services Manager in recognition of the skills, knowledge and experience required.
- Establish a new Senior Advisor on a 6 month fixed term basis, reporting to the new Head of Innovation & Business Capability to support the transition and integration of the Callaghan Innovation functions, and associated change programme.
- Disestablish the Director Business & Consumer position.
- Disestablish the Business Services Manager position.
- Change in reporting line for Principal Business Specialists (x3) to the new Manager Strategic Business Operations.
- Establish the Strategic Lead on a permanent basis, changing the reporting line to the new Manager Strategic Business Operations. This role will continue to support the strategic initiatives and work programmes across the branch on a permanent basis.
- Change in reporting line for PA/Team administrator to the new Manager Strategic Business Operations.
- Change in reporting line for two of the Business Advisors (x2) to the new Manager Strategic Business Operations.
- Change in reporting line for the Senior Business Advisors (x2), to the new Manager Strategic Business Operations.
- Change in reporting line for the Senior Business Performance Advisor to the new Manager Strategic Business Operations.
- Establish the Manager Business Capability role on a permanent basis, directly reporting to the new Head of Innovation & Business Capability.
- Change in reporting line for the Advisor Contracts supporting the RBPN to report to the Manager Business Capability on a permanent basis.
- Change in reporting line for the Business Advisor supporting the RBPN to report to the Manager Business Capability on a permanent basis.

Confirmed structure

^ = *Direct Reassignment*

KEY	
A	No change
B	New position
C	Reporting line change
D	Minor scope change
E	Fixed term to permanent
F	Position disestablished



Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	2
Number of new positions	3
Number of positions with minor changes such as minor scope, reporting line, branch etc.	14
Overall reduction in FTE	N/A

New positions

Position title	Reporting line	Branch	Status	Confirmed salary band
Head of Innovation and Business Capability	General Manager Business & Consumer	Business & Consumer	Permanent	21F
Manager Strategic Business Operations.	General Manager Business & Consumer	Business & Consumer	Permanent	X
Senior Advisor Innovation and Business Capability	Head of Innovation and Business Capability	Business & Consumer	Fixed term	R (indicative)

Disestablished positions

Position title	Reporting line	Branch
Director B&C	General Manager Business & Consumer	Business & Consumer
Business Services Manager	Director B&C	Business & Consumer

Reconfirmed with minor changes

Position title	Reporting line	Description of change
Manager Business Capability	Head of Innovation and Business Capability	Change in position type and reporting line
Principal Business Specialist (x3)	Director Business & Consumer	Reporting line change
Strategic Lead	Director Business & Consumer	Change in position type and reporting line change
Business Advisor x 2	Business Services Manager	Reporting line change
PA/Team Administrator	Business Services Manager	Reporting line change
Senior Business Advisor	Business Services Manager	Reporting line change
Senior Business Advisor (FT)	Business Services Manager	Reporting line change
Senior Business Performance Advisor	Business Services Manager	Reporting line change
Business Advisor	Manager Business Capability	Reporting line change
Advisor Contracts	Manager Business Capability	Reporting line change

Appendix 1: 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.

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).

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

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally.

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.

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.

Process for casual and fixed term employees

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

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly

advertised through standard recruitment and selection processes and any casual or fixed term employees would then be able to apply.

Appendix 2: Support through change

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

Wellbeing support and resources

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

- [Employee assistance programme](#)

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

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

Learning support options

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

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

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

Career development support

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

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