

# **Strengthening accountability and leadership** at the Ministry for Primary Industries

Decision document

8 May 2019

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# Foreword from the Director-General

On 27 March I released a proposal to make some changes to MPI's structure. The proposal looked at a number of areas within MPI with a view to strengthening accountability and leadership across the organisation.

Thank you to all who took the time to read and consider the proposal. We received a final tally of 131 submissions from individuals and teams across the Ministry and I appreciated the insightful and thoughtful feedback that many of you offered as you worked through the document and the opportunities it provides for the organisation.

Over the last few weeks, conversations I have had with staff across MPI have echoed the overwhelming support in the written feedback for the proposals. Overall, you agree that we need to raise the profile of our science and regulatory work; that it is important we look to grow our regional presence, and you acknowledge the imperative for us to have a structure that gives better alignment and a clearer sense of accountability for delivery.

A key theme of much of your feedback centred on the challenges we may face in implementing the proposals. It is important to note that the changes within *Strengthening accountability and leadership at MPI* are just the first steps we need to take toward embedding some critical cultural dimensions to how we operate. And we will need to work further on these changes, beyond introducing the new structure. If there are things we can do to make things run better we should do them.

And so section one of this document talks to the context that we need to consider as part of implementing the change. Then section two outlines the changes I have decided to make as a result of your feedback.

The balance of proposals released on 27 March are confirmed. There will be sixteen new roles created and four roles that will be disestablished. The most impactful changes we have made based on your feedback are to the location of the Biosecurity Science and Risk Assessment teams, some of the names of our branches and providing certainty for support staff.

I understand that this period may be unsettling for some as we work to implement these changes, so please do talk with your DDGs who will be keen to support you and to clarify any uncertainty.

Our job is big and it is vital for New Zealand's future that we do it well. We have a great opportunity and a great responsibility to make sure that the way we are structured and the way we work together allows us to do this important work. I look forward to working with you to deliver on this challenge.

Ray Smith



Director-General

# 1. The Way We Work

## An outward focus

*Strengthening accountability and leadership at the Ministry for Primary Industries* is a signal of my intention to build a system that focuses more strongly on the delivery of services than one which is designed around the functions that make up our work.

In essence this document sets out some beginning steps for me as your Director-General in creating a more outward looking organisation, one that better aligns on the inside those services citizens need us to deliver on the outside.

This has been reflected strongly in the feedback I have received from our large stakeholder community. People have been receptive to the idea of a front-facing Agriculture and Investment Services branch, a service that will reach into the broader farming community to join-up and respond to emergent issues, while at the same time sponsoring investment in ideas and innovation that can transform what we do today.

The livelihoods of all New Zealanders depend on a biosecurity system that has maximum impact in protecting our borders. Joining up the system to provide these protections is regarded as a positive next step following the establishment of Biosecurity New Zealand twelve months ago.

Enhancing our engagement with external stakeholders and speeding-up decision making with the introduction of Regional Commissioners (notably in Auckland) is understood to be an essential capability given the scale and breadth of our operations.

An investment in sector engagement signals our desire to lift performance and to meet the needs of industry and businesses by better understanding their challenges and more effectively helping them navigate the breadth of our services.

Establishing an Inspector-General for Regulatory Systems fundamentally lifts transparency of the performance of the systems critical to the success and safety of our industries, providing the balance and tension needed to drive higher levels of excellence for consumers.

And giving a stronger voice to our science teams within MPI will ensure that our evidence base for what we are doing is strengthened, by giving decision makers the maximum input from this very specialist capability.

The proposal I released in March along with the adjustments I have outlined in this document make up the structural component of the changes we will put in place between now and 1 July 2019.

## Leading for outcomes

Structures are important in that they should coherently build a system of delivery that achieves high levels of accountability and performance.

Structures in themselves, however, are seldom perfect in their construct and can't always deliver symmetry or alignment. Even when they do there is another equally important component that must be present to achieve outcomes – leadership.

My expectation of leadership in MPI is that our leaders are visible, that they are open, engaging, proactive and agile. These behavioural characteristics describe that ways in which I want us to approach our stakeholders, our customers and each other. This requires leaders at all levels to move



towards problems and challenges, not to put boundaries around them or to assume it is someone else's responsibility.

So while we necessarily organise ourselves to achieve maximum impact through lines of accountability, it is leadership that must transcend those accountability lines and deliver the services New Zealanders need.

Those leaders who will be most successful are those who put our customers at the centre of their decisions. Those who have great engagement with their staff, stakeholders and communities, who resolve issues personally and who strive to do the right thing.

## **Governance**

Earlier this year I commenced an overhaul of MPI's governance framework. This work started with governance at SLT level and over the coming months you will see this filter down to changes in the way various systems across the organisation are governed.

These changes will have direct impact for a number of the senior roles that have been proposed as part of *Strengthening accountability and leadership at the Ministry for Primary Industries* and will ensure that our leaders are working together to make significant decisions.

Appropriate governance with representation across internal and external systems will generate ideas and choices, moderate decisions and maintain accountability across the Ministry.

## **Further changes**

I understand that there may be a number of change processes within branches that will be instigated as a result of this document.

These processes will be led by DDGs in agreement with me.

## 2. Specific changes to the proposals arising from consultation

### Names

#### *The proposal*

The consultation document put forward a series of names for newly created branches, teams and positions. Some of these hit the mark, others were not so popular.

#### *Final decisions*

In view of the feedback I have received I am proposing the following changes:

Proposal	Change to
MPI Assurance	Compliance and Governance
Agricultural Services	Agriculture and Investment Services
Chief Internal Auditor	Director Audit, Risk and Evaluation
Inspector-General Regulation	Inspector-General Regulatory Systems
Regional Controller	Regional Commissioner

I also agree with submitters who have suggested that we adopt a Māori name for the Agriculture and Investment Services branch. SLT will consider options in due course.

From this point, I will reference the new nomenclature, as above.

## Location of the Animal Health and Welfare directorate

### *The proposal*

The proposal outlined moving the Animal Health and Welfare directorate to the newly created Agriculture and Investment Services branch. I also put forward the proposal to give the Director Animal Health and Welfare the title and role of being MPI's Chief Veterinary Officer (CVO).

### *The feedback*

The primary feedback received in relation to this proposal was that people felt the animal biosecurity (imports) function would better sit in Biosecurity New Zealand. The basis of this suggestion was that from a systems perspective there is better alignment with biosecurity, which would simplify accountability lines.

I also received some submissions suggesting that animal exports be moved into Market Access. This is because the animal export team's functions are primarily focussed on supporting work on animal health market access conditions to facilitate commercial exports of live animals and germplasm.

### *Final decisions*

My decision is to keep the Animal Health and Welfare directorate together and to place it in the Agriculture and Investment Services branch.

A key driver was, and continues to be, keeping the Animal Health and Welfare directorate together, maintaining the directorate's momentum. The Animal Imports, Animal Exports and Animal Welfare teams have core synergies and keeping this technical expertise together maintains the strength of their resources, capabilities and most importantly, their visibility.

My reason for locating the Animal Health and Welfare directorate in the Agriculture and Investment Services branch remains as it was in the consultation document. Namely, that this reporting line change will raise the profile of our work in this space and position us to engage more directly with farmers and the community about the importance of our work. We have access to a significant repository of science and practise in the animal health and welfare arena that can assist farmers, iwi and industry groups and I want to raise our profile in this regard.

I stated in the proposal document that it will be necessary for the Animal Health and Welfare directorate to maintain strong functional connections with the biosecurity system and the Plants and Pathways directorate in particular. However I have listened to concerns that the biosecurity system, with regards to Animal and Animal Products continues to be split between two directorates and that it does not simplify the lines of accountability.

As a way forward, I intend to institute a permanent governance structure for Import Health Standards. The purpose of this governance arrangement is to ensure that all senior leaders with an interest in IHS can be involved in IHS decision-making, and that consistency across the plants, pathway and animal sector IHS is maintained. I also expect all the members of this governance board to hold accountability for making sure IHS's are protecting New Zealand from biological risk and meeting our international obligations. This board will also be an important oversight mechanism as we work through a first principles review of the IHS regime.

I am therefore establishing an IHS Governance Board to be chaired by an external and independent member. Core board members will be the DDG Biosecurity New Zealand, the DDG Agriculture and

Investment Services, the DDG Policy and Trade, the Director Food Regulation, the Director Plants and Pathways, the Director Animal Health and Welfare, the Director Market Access and other members as determined by the committee. Secretariat services will be provided by the Strategy Implementation Team and a Principal Adviser to the Director-General will attend.

I continue to think that strengthening the leadership of New Zealand's animal health system through the creation of a professional lead for our veterinary staff is the correct thing to do. I want this role to align veterinary priorities across the organisation and produce work that helps fulfil international obligations, while supporting the professional development of our veterinary staff. I will ask the DDG Agriculture and Investment Services to work with the Director Animal Health and Welfare and the Director International Policy to present a proposal to the Senior Leadership Team to advance this model.

I also intend to ask the DDGs of Biosecurity New Zealand and Agriculture and Investment Services to provide me with a proposal which enables the DDG Biosecurity New Zealand to have oversight of biosecurity import issues in order to ensure consistency and alignment of standards.



## Location of the Science and Risk Assessment teams

### *The proposal*

The Science and Risk Assessment teams currently all sit together in the Science and Risk Assessment directorate, which is located in the Regulation and Assurance branch. The proposal suggested splitting up this directorate so that the Food Science and Risk Assessment team and the Operational Research team remained in New Zealand Food Safety and the two Biosecurity Science and Risk Assessment teams moved to Biosecurity New Zealand and the Agriculture and Investment Services branch.

### *The feedback*

The feedback on these particular proposals was mixed. Some submitters responded very favourably to the proposals suggesting that the risk assessment and risk management teams will function better if more closely aligned. However other submitters felt strongly in the need for independence in risk assessment and a strong science function.

It was also argued that the science and risk assessment teams have a specialised role in providing a wide range of risk assessment and scientific advice across the end-to-end food and biosecurity systems. And that having them report into a directorate focused on risk management will narrow their focus and ability to undertake work beyond that required for the issuance of an Import Health Standard (IHS).

There was also a reasonable amount of feedback around the location of the Operational Research team. Suggestions have included splitting the biosecurity functions from the food safety functions or putting the whole team into the Agriculture and Investment Services branch.

### *Final decisions*

A theme that emerged strongly from submissions and discussions with me was the role of science within MPI. More explicitly there were questions raised about whether the profession had over time been given less of a leadership role within the organisation.

The splitting of science groups to better align with areas of delivery (such as biosecurity or food safety), was accepted as a sensible proposition, however concurrent to this was the call for a strengthening of leadership for the science function.

I agree that our science function needs a stronger voice and I am therefore responding in the following manner:

- Firstly the elevation of the role of Chief Departmental Science Adviser as a direct report to me, and the reviewing of the resources to support the role, reflects the standing I am providing to the science profession within MPI;
- Secondly, I have asked the Chief Departmental Science Adviser to operate as the professional lead for all scientists across MPI. What this means in a practical sense is that our scientists have a champion within the organisation and that the Chief Departmental Science Adviser will be available to guide, support and develop the profession. The Chief Departmental Science Adviser will lead the redevelopment of the governance structures for

the science profession within MPI to ensure we have positive and effective engagement of this part of our workforce.

- Finally I have decided to establish two new director roles to drive our science and risk assessment systems within Biosecurity New Zealand and New Zealand Food Safety. This will strengthen the capability and place of science within both systems, progress us towards our overall goal of lifting leadership and accountability, and meet most of the expectations raised in feedback. The Director Biosecurity Science and Risk Assessment will be responsible for the team transferring to Biosecurity New Zealand. The Director Food Science and Risk Assessment will manage the teams remaining in New Zealand Food Safety.

## Changes to Biosecurity New Zealand

### *The proposal*

The proposal put forward the model of replacing the current Border Clearance director with two Regional Commissioners. A Northern Regional Commissioner covering Northland, Auckland and the Western Bay of Plenty and a Central/Southern Regional Commissioner covering the rest of New Zealand.

The Northern Regional Commissioner would be based at the MPI Centre in Auckland and would provide leadership for Auckland, Northland and the Western Bay of Plenty staff – including and beyond Border Clearance staff. The Central/Southern Regional Commissioner would be based in Wellington or Christchurch and would provide leadership to Border Clearance staff and regional staff around the rest of the country.

I also introduced the idea of having a Chief Biosecurity Officer who would take a system view to the biosecurity system.

### *The feedback*

The idea of having a visible leader in Auckland was very well supported by Auckland-based staff and many of the external stakeholders I have talked to. There was concern that creating a regional structure for Border Clearance could create regional inconsistencies, a variation in standards and the loss of a single point of contact for some stakeholders. Some submitters suggested various changes to the proposal, which they considered were an improvement on the model put forward in the consultation document. All of these retained a single leader of our border operation.

Submitters were mostly positive about the idea of the Chief Biosecurity Officer, but wanted more details around the functions and purpose of this position.

A further suggestion put forward by a number of submitters was that the *M. Bovis* directorate would be better located in the Agriculture and Investment Services directorate than in Biosecurity New Zealand.

### *Final decisions*

On balance I have decided to proceed with the model as put forward in the consultation document.

In a number of conversations the view was expressed that the title 'Regional Controller' was too similar to the Response Controller title, while being at a higher level in the MPI structure. I have therefore decided to rename these roles Regional Commissioner.

In my career I have been a Regional Manager, a National Manager and a Deputy Chief Executive (Head of Service) before becoming a Chief Executive. In my experience regional management works very well and I would note that most large delivery organisations (both public and private) operate this model successfully. The setting of policy, standards and operating procedures is the collective responsibility of the biosecurity leadership team and these responsibilities are not delegated. Regional management roles are responsible for leading the region and delivering customer services to the standards and operating models set.

My intention is to get a better balance between the command and control elements of our business and I want more than one view of our border and frontline operations. Bringing together the checks

and balances on our system and more collective responsibility will, I believe, empower the frontline operations to deliver against expectations in a more timely and engaged manner.

I expect that decisions will no longer be made in silos. Decisions such as changes to border processes will be made collectively by the biosecurity leadership team, which is now significantly strengthened. And I want our leaders to be much more visible and available to our frontline staff and our many stakeholders.

In addition to jointly leading the Border Services, the Regional Commissioners will play a vital role as our most senior regional leaders within MPI. The Regional Commissioners will be based in Auckland and Wellington.

The Northern Regional Commissioner will be responsible for 350+ Quarantine Officers, more than half of our front line quarantine workforce. Given the sheer size of our Auckland presence, I anticipate the Auckland role will concentrate primarily on service delivery and performance and be a central point for co-ordination between Biosecurity New Zealand and MPI in Auckland on a range of matters including responses, liaison with local authorities, engagement with industry and leaders of our port and airport systems.

The Central/South Regional Commissioner will, in addition to driving operational responsibilities, undertake a number of national responsibilities ensuring consistency and delivery.

These could reasonably include:

- Consistency of technical decision making, including the maintenance of border operating procedures and process improvement initiatives through the Border Operating Steering Group;
- Liaison on Import Health Standards and the application of standards to the practical operational environment;
- Stakeholder engagement and strengthening relationships with key national bodies;
- Cost recovery negotiations for the two main levies that fund the border;
- Roll out of the step change initiatives relating to technology in the passenger pathway, including the workforce planning system and the replacement of the Quantum system;
- Implementation of the passenger, mail and cargo review recommendations;
- National capability programmes such as recruitment, training and competency assessments; and
- The national health and safety programme.

The two Commissioners will work together as a team to drive performance and development in the biosecurity system, developing portfolios that practically reflect the opportunities that their regions present.

The Biosecurity New Zealand leadership team's submission provided some detail around the role they foresee for the Chief Biosecurity Officer. I think this is a really useful list and I share it here in the hope it will give you a better idea of what I envisage for the role:

- Leading activities to enhance the professional standards of frontline and back office biosecurity workers;
- Providing specialised support to the Head of Biosecurity New Zealand on emerging biosecurity risk and issues, by collating the big picture of what is going on;
- Overseeing an operational policy team;

- Overseeing Biosecurity New Zealand's activities to deal with new or growing biosecurity risks, e.g. African Swine Fever, by ensuring a unified approach pre-border, at the border and post-border is achieved, and partners are aware of outcome and trust our approach;
- Providing an end-to-end view of the biosecurity system and management of key risks;
- Overseeing work to promote awareness of biosecurity and good risk management; and
- Acting as a spokesperson for nation-wide biosecurity issues, and helping Subject Matter Experts act as spokespeople for specific biosecurity issues as needed.

## Rural Communities and Farming Support directorate

### *The proposal*

A key platform in the consultation document was the formation of the Agriculture and Investment Services branch. The branch will be a step toward us being more available on the ground and in strengthening our relationships within farming communities. The branch was created by renaming and refocusing the existing Sector Partnerships and Portfolio branch and bringing in the Animal Health and Welfare directorate (from New Zealand Food Safety) and the Rural and Community advisers who are currently located in Policy and Trade.

### *The feedback*

I received many submissions in support of moving the rural communities teams to the new Agriculture and Investment Services branch, however there were also a number of submissions questioning this proposal. These concerns were focused around the loss of connectivity with Policy and Trade and uncertainty about what the proposal would mean for Rural Community advisers specifically. On the other hand some members of the team commented that being in a branch with a bigger focus on its regional team may result in a closer relationship with national office. There has been overwhelming feedback from stakeholders endorsing the need for an Agriculture and Investment Services branch.

### *Final decisions*

I will proceed with the proposal as outlined in the consultation document. I believe that moving the Rural Communities team into the Agriculture and Investment Services branch will ensure that MPI is more responsive to the regions and will improve the relationship with our farming stakeholders.

There was a feeling from some of the Rural Communities analysts that the discussion document had not captured the full breadth of their teams' work. It was not the intention of the document to narrow down the work this team does. Following implementation of this structure change I expect that the teams will continue with the functions they currently deliver. However the context in which they will work will change to reflect the regional emphasis and responsiveness that I am hoping to drive through the new structure. I also expect the work of these teams will be given higher profile in the Agriculture and Investment Services branch, due to having their own director focused on this work alone.

For clarity, I expect that the teams will continue to provide primary sector development and implementation following adverse events, civil defence and emergency management roles when required and contribute to rural communities' policy and RMA relationship management under the MPI Council Engagement Strategy. I also expect all staff (both regionally and nationally based) to be available to assist with emergency situations when they arise. Part of the creation of the Regional Commissioner positions was so that this deployment could be more seamlessly managed. Some responses (biosecurity or otherwise) will warrant secondment of additional resources, while other responses will not. We need to be flexible and agile as to where resources are deployed and I expect the relationship between Regional Commissioners and the DDG Agriculture and Investment Services to be crucial to making this more seamless.

There is one small change to this area that I will make that wasn't signalled in the consultation document. There are three regionally based support officers in Hamilton, Christchurch and Dunedin. These staff currently report to the Manager Administration and Business Support within the



Biosecurity and Animal Welfare directorates, in Policy and Trade. I now confirm that these staff will move to the Agriculture and Investment Services branch and report into the Manager Planning and Support Services.

## Branch support

### *The proposal*

Other than the creation of a new Executive Assistant (EA) to provide services jointly to the Chief Departmental Science Adviser and the Inspector-General Regulatory Systems, the document has been silent on the changes that may affect support officers. The reason for this is that the roles of support officers and the structures they sit in differ across the organisation. I felt that it was better to leave changes to support staff to be managed by DDGs who had better knowledge of the situations within their own branches.

### *The feedback*

Some of the feedback received in relation to support officers was requesting that a particular support officer would continue to work for a particular director and directorate subsequent to the structural change. Submitters felt that this situation could not be assumed, as many executive co-ordinators (ECs) report through to a manager administration and branch support (MABS) rather than to their director. While the director and the directorate were moving from one branch to another – the MABS was remaining with the original branch.

At a systemic level a number of submitters also questioned the MABS arrangement – especially given the inconsistent application of this model across MPI - and felt it would be better to have all ECs report to their director.

### *Final decisions*

To provide certainty to the affected ECs, I am now stating that all ECs will move with their directors. This decision affects the following ECs:

- EC Animal Health and Welfare
- EC Compliance Services
- EC Plants and Pathways
- EC Communications, Engagement and Channels

I would also like to clarify that the position of Team Leader Governance and Branch Support, Strategy, Performance and Engagement (SPE) will undertake the same role in the Public Affairs branch. Until a more permanent solution can be agreed, the ECs from Compliance and Governance (previously SPE) will report to the Team Leader Governance and Branch Support, Public Affairs (ie they will keep their existing reporting lines).

I will also ask HR to look at the merits of the MABS model across the Ministry and determine whether we should continue to employ this model more generally looking forward.

## Māori Agribusiness, Māori Engagement Capability and Treaty Analysis

Many submitters commented on MPI's lack of capability around Māori/iwi engagement and treaty analysis and that this often results in expertise located in the Māori Agribusiness team and the Customary Fishing team being called away from their day-to-day work to provide advice to other areas of the business.

I have already recognised that MPI has some capability gaps in this space and have charged Karen Adair with reporting back to SLT on the next steps. I am not in favour of having a centralised pool of Māori/iwi engagement and treaty analysis expertise as I consider that this is a core capability that we need to have across the business.

I will be looking to Karen to provide some advice on how we can build up this mātauranga across MPI and where specialist advisers are needed.

Karen will report back to SLT in June.

## Industry Relationship Managers

A number of submitters asked about how the proposed Industry and Sector Relationship managers would work with teams and individuals across MPI who have existing and enduring relationships. I will be expecting the people employed in these positions to work closely with the business as well as the external agencies. This is not about overriding the work that the business units do with our stakeholders, but about providing a mechanism for me to stay connected to them.

Another suggestion was that a number of our sector groups would benefit from more proactive relationship management. The industries I suggested for the Industry and Sector Relationship managers to focus on were just an indication based on the interactions I have so far. I am open to them looking at other external groups as the need arises.

## Other functions that could be centralised

### *The proposal*

The consultation document proposed moving the Compliance function from the Operations branch to the Compliance and Governance branch. The reason behind this move is that the Compliance Services directorate provides services across multiple MPI systems and therefore it was better to locate it in a corporate branch.

### *The feedback*

The submissions were overwhelmingly in favour of the proposal to move the Compliance Services directorate. If anything, the submissions would have liked the proposal to go further. Other directorates and teams were identified that also worked across multiple systems and submitters asked “...why is one directorate being moved to a corporate branch and not others?” In particular the Readiness and Response directorate and the Intelligence, Planning and Coordination Services directorate were mentioned by a number of submitters as being directorates where there would be benefits in centralisation.

Several submitters also suggested that the Food Response functions should be broken out and put into Food Safety.

### *Final decisions*

As per the consultation document, I will be moving the Compliance Services directorate from Biosecurity New Zealand into the new Compliance and Governance branch.

I will not be looking to move either the Readiness and Response directorate or the Intelligence, Planning and Coordination Services directorate. The majority of work undertaken by these units supports the biosecurity system and as our largest business unit they are best placed to deliver this service to MPI as needed.

At the outset of this process I stated that I did not want to disrupt the positive momentum that exists within the organisation. There are many anomalies in the structure and the only way to iron all of these out would be to undertake a major restructure. At this point in time I do not consider that achieving a consistent structure would be worth the effort and change that would be required.

I have also mentioned that our organisational culture needs to change to allow people to develop professional relationships across reporting lines. This is particularly true of these teams who are providing cross-system functions.

I will be looking to my DDGs and our newly instituted governance structures to enable cross-branch working, but I also expect every MPI staff member to facilitate this.

One small addition to the proposals in the consultation document that I wish to signal here is a change to the Investment Portfolio directorate (currently part of Sector Partnerships and Programmes). One of the roles of this team is to work on fund assurance across MPI. It has been suggested, and I agree, that this work would be better located in the Audit, Risk and Evaluation directorate (part of the Compliance and Governance branch). I will leave the development of a detailed proposal up to the two DDGs involved.

## Chief Departmental Science Adviser and Inspector-General Regulatory Systems

### *The proposal*

A key tenet of the proposal was raising the profile of the professions within MPI. This was demonstrated by moving the newly retitled Chief Departmental Science Adviser to report directly to me and creating an Inspector-General Regulatory Systems to take a systems approach to improving the quality of our regulatory practise.

### *The feedback*

Again, there was considerable support for both of these proposals. The key messages in relation to both these positions was that the proposals did not go far enough.

In relation to both the Chief Departmental Science Adviser and the Inspector-General Regulatory Systems position there was a clear message received that neither of these positions were adequately resourced.

Many people thought the scope of the Inspector-General Regulatory Systems did not quite meet the needs of the organisation. Rather than providing a systems view of MPIs regulation and a place to investigate complaints, submitters thought the greater need was to have a focus on lifting MPI's capability in the area of regulation and regulatory design.

### *Final decisions*

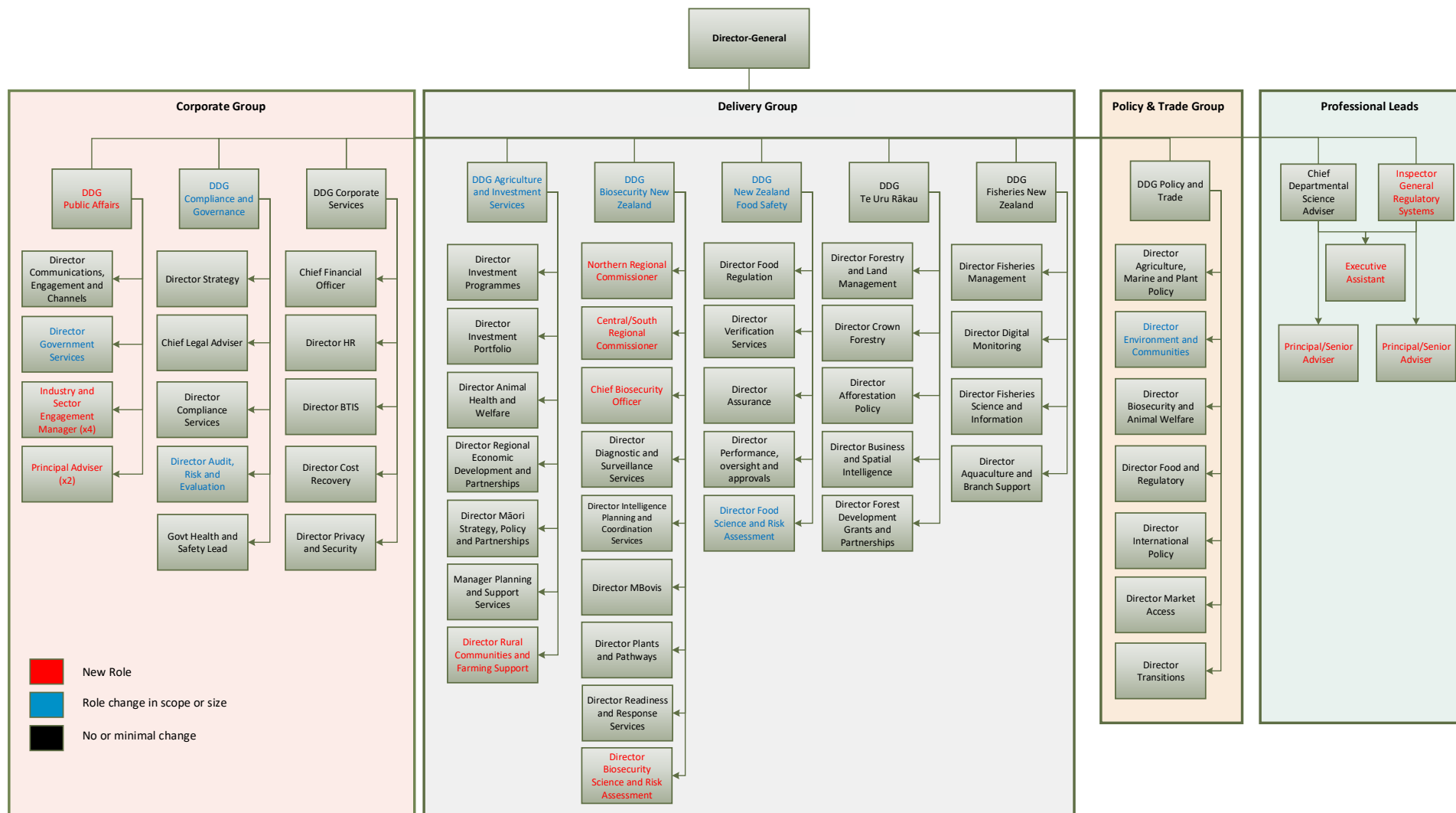
I received a lot of support inside and outside of the Ministry for the establishment of the Inspector General role and the potential of the role to increase performance, transparency and independent assessment.

It is intended that resourcing to support the Inspector-General Regulatory Systems position will increase over time. As I indicated in the consultation document this is a first step in establishing the function and that we will look to develop the capacity over time.

The Chief Departmental Science Adviser will report to me, and I am working actively with him to establish the resource requirements needed to support the role in the medium term.

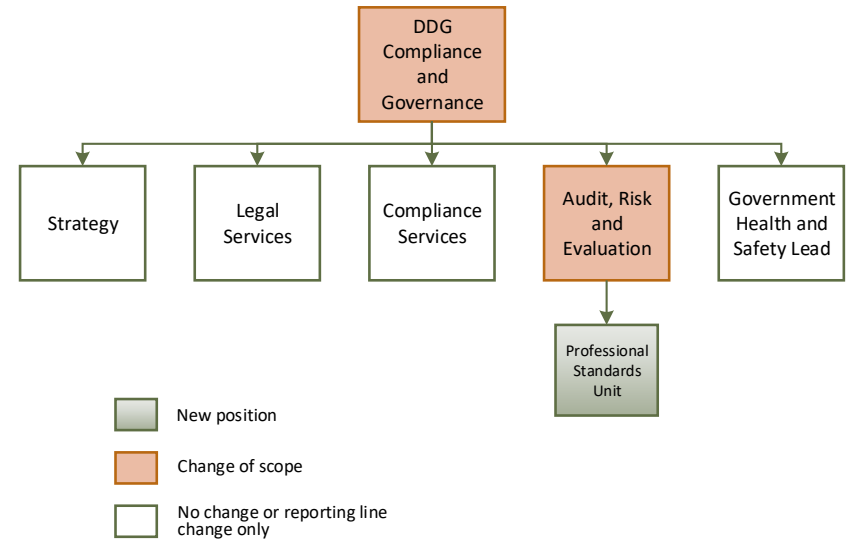
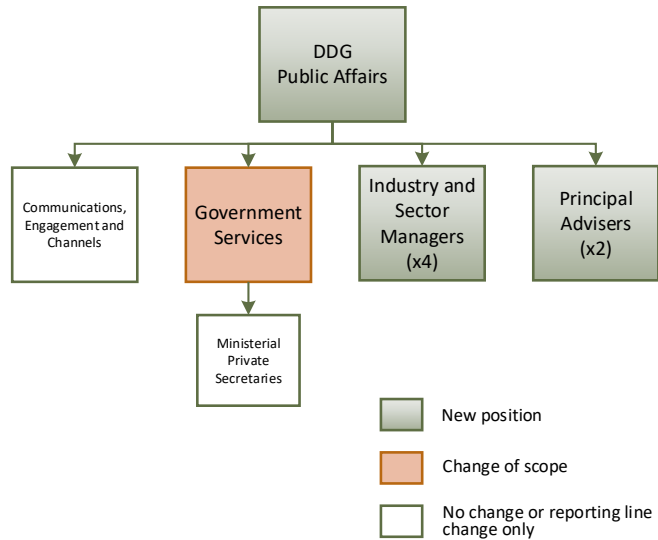
# Organisational structure

New Zealand based staff only

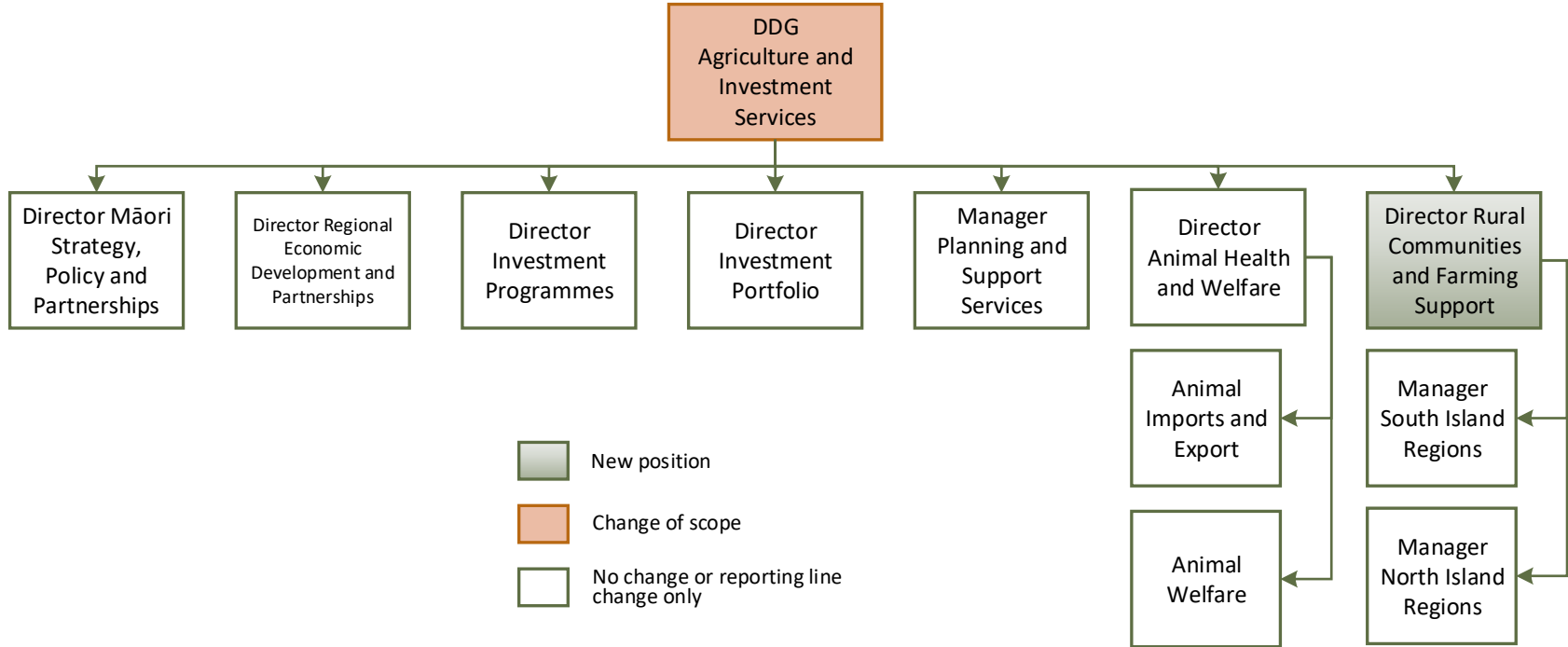




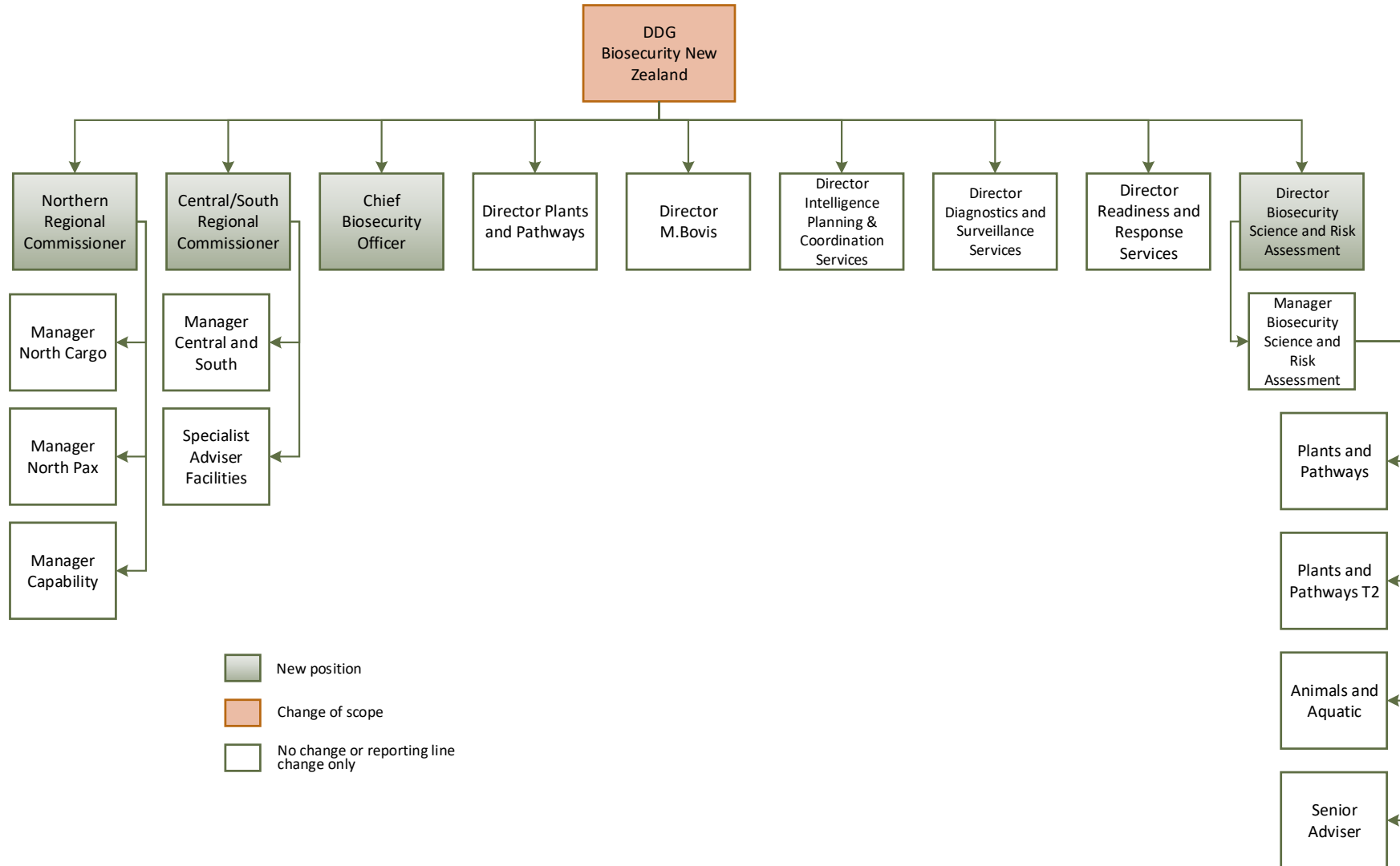
# Public Affairs and Compliance and Governance branch structures



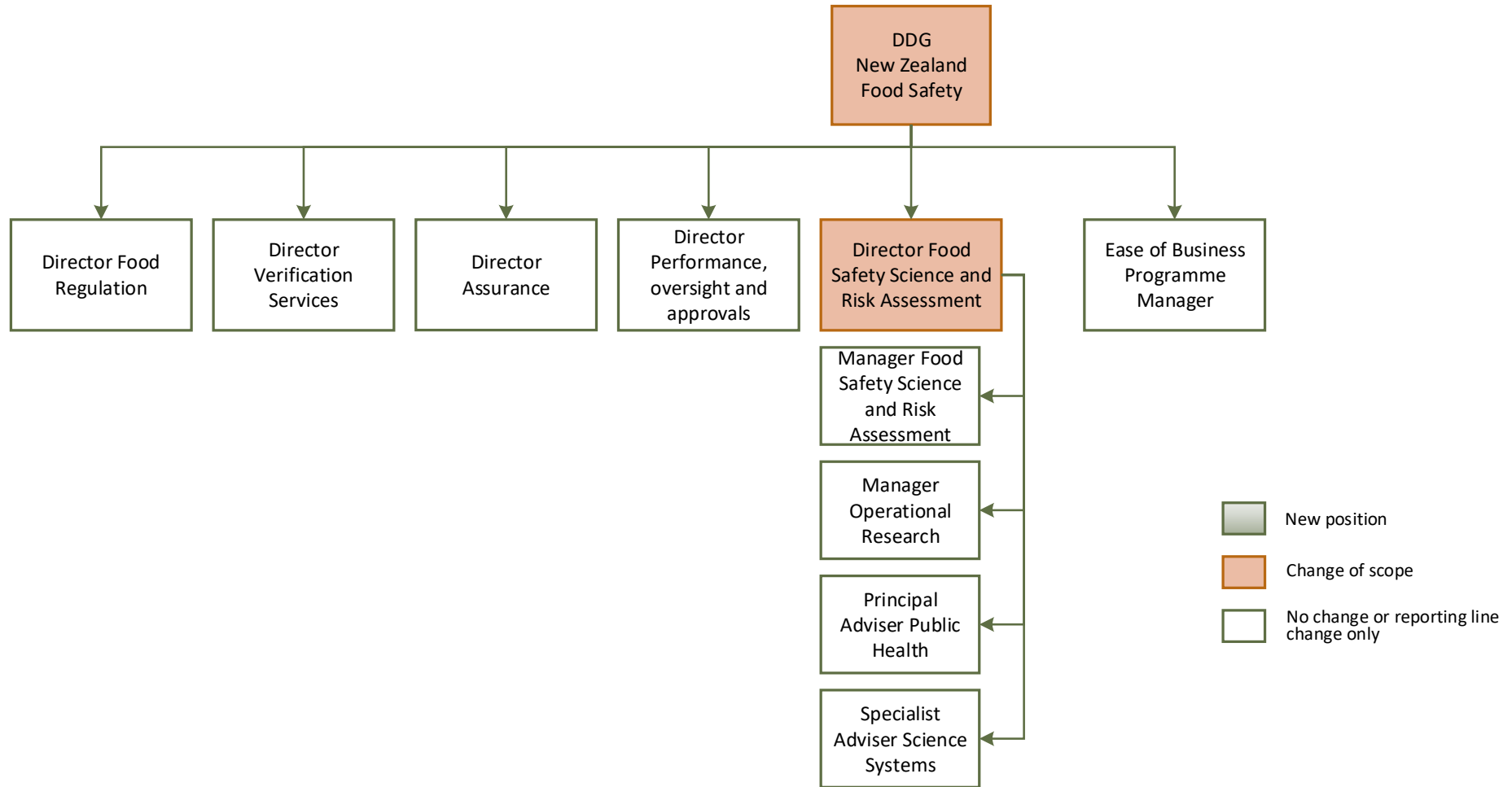
# Agriculture and Investment Services branch structure



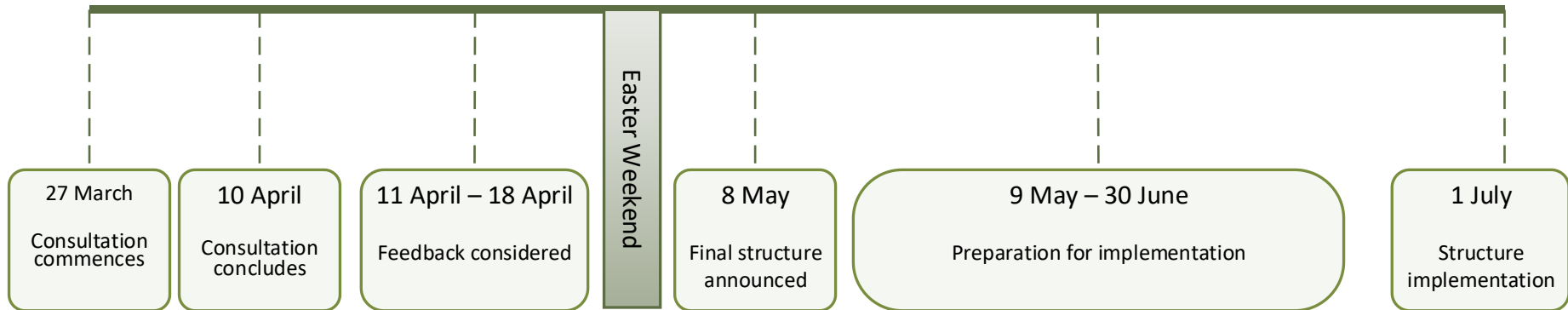
# Biosecurity New Zealand branch structure



# New Zealand Food Safety branch structure



## Timeline for implementation



# Support and next steps

MPI is committed to supporting staff through the change management process. Staff can choose the most appropriate and effective support for them, taking into account their personal circumstances.

Work is a big part of our lives and during organisational change it is normal to have a roller coaster of feelings and emotions. It is important that we look after ourselves and have respect for those staff that are potentially affected or impacted by the proposed changes. Please ask for support and encourage your colleagues to do the same. Talk about how you are feeling. Talk to your manager, work colleagues, your union representative or friends and family. Sometimes a colleague may be more vulnerable to the impact of stress because of other things that are happening in their lives. If you have particular concerns about anyone's well-being, please contact Patrick Donnelly in Human Resources for advice.

## Support and assistance available to you

The MPI employee assistance programme (EAP) will be available to provide counselling support on a confidential basis to employees and their spouse or partner. The MPI EAP provider is:

EAP Services Limited

Phone: 0800 327 669

Further information on MPI's employee assistance programme can be found on the Human Resources pages of Kotahi (the MPI intranet)

## Transition to the new structure

The stand-up date for the new structure i.e. the effective date, is 1 July 2019; although particular components may be stood up sooner, where it is practical and advantageous to do so. Updates around certain aspects of the new structure implementation, ie changes to cost centres or building relocations will be provided in advance of 1 July.

Three positions are significantly affected by the structural changes and conversations with the people affected will take place at an individual level. Changes to all other positions are deemed to be minor. No written confirmation of minor changes or reporting line changes will be provided except where the changes affect legal delegations.

All the new positions created by this structure change will be advertised internally and externally according to the normal process. It is expected that new positions will begin to be advertised in the week commencing 13 May 2019.

### *Review of change assessments*

Individuals may seek a review of change assessment decisions. The process for this review will be detailed with final decisions.

Any questions about the change process can be directed to Patrick Donnelly, Manager Human Resources.