

Strengthening accountability and leadership at MPI

Decision document – 8 May 2019

Supporting key messages/FAQs

Summary

- There will be sixteen new positions created as a direct result of these decisions.
- Four roles in the old structure will be disestablished.
- The consultation around the changes proposed within **Strengthening accountability and leadership at MPI** ran from 27 March to 10 April 2019.
- The new structure will be effective from 1 July 2019
- Advertising for new roles will begin in the week commencing Monday 13 May 2019.

Decision announcement

What's happening today?

- Following consultation with staff we have released the final decision on our organisational structure as proposed in *Strengthening accountability and leadership at MPI*.
- The new structure will be effective from 1 July.

Why is this happening?

- The creation of our new business units in early 2018 successfully increased the transparency and visibility of our some of our most important work.
- The changes within *Strengthening accountability and leadership at MPI* are a next step in further enhancing and refining the business unit structure.
- The changes offer better coordination of our compliance and regulatory processes and protections and provide more clarity across our leadership and corporate support functions.
- They create more visible leadership in the regions, give a clearer view of the organisation for those outside, and raise the profile of our science and regulatory practice.
- You can read the proposal document on [Kotahi](#).

What feedback did you receive on the proposal?

- In total, we received 131 submissions on the consultation from individuals and groups, including a submission from the PSA.
- Feedback was insightful and thoughtful as individuals and teams worked through the document and its implications for the organisation.
- Many submissions centred on how to make the changes work in practice and how to achieve greater focus through structural changes, which was particularly valuable.

What process did you go through to consider feedback?

- During consultation a number of conversations were had at SLT level around the feedback that was being provided, and alternative options considered.
- Over the past three weeks a team has collated the feedback and the decisions made as a result have been discussed by SLT.
- We have made around 10 changes to the proposed structure based on feedback.

- The consultation process allowed for robust decisions and sharing of perspectives which were invaluable to the final decisions.

What changes have you made from the proposal to the decisions announced today?

Balance of proposals confirmed

- The balance of proposals released on 27 March are confirmed. There will be sixteen new roles created and four roles that will be disestablished.

Some name changes

- Based on your feedback the names of some of the branches have changed from what was proposed:
 - MPI Assurance becomes the Compliance and Governance branch;
 - Agricultural Services becomes the Agriculture and Investment Services branch;
 - The Chief Internal Auditor becomes the Director Audit, Risk and Evaluation;
 - The Inspector-General Regulation becomes the Inspector-General Regulatory Systems; and
 - Regional Controllers become Regional Commissioners.
- Options for a Māori name for the Agriculture and Investment Services branch will be considered by SLT in due course.

Functional leadership

- One of the most impactful changes we have made based on your feedback is in giving a functional leadership dotted line between the Science and Risk Assessment teams and the Chief Departmental Science Adviser.
- In this way, the Chief Departmental Science Adviser will become a professional lead for all scientists within the organisation.

Location of Science and Risk Assessment teams

- I have decided to focus two director positions on our science and risk assessment systems within Biosecurity New Zealand and New Zealand Food Safety.

Location of Animal Health and Welfare

- Your considered and detailed feedback on the new location of the Animal Health and Welfare directorate within the Agriculture and Investment Services branch has led to a decision around the establishment of an Import Health Standards governance board.
- 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.
- This board will be chaired by an external, independent person.

Support for Chief Departmental Science Adviser and Inspector General Regulatory Systems

- As a result of feedback the two new advisers supporting the Chief Departmental Science Adviser and Inspector-General Regulatory Systems will be broad banded to be between Senior and Principal Adviser levels.

Māori/iwi engagement

- Many submitters commented on MPI's level of capability around Māori/iwi engagement and treaty analysis.
- Karen Adair has been asked to look into this and will report back to SLT with next steps in June.

Executive Co-ordinators

- To provide certainty to affected Executive Co-ordinators, all ECs will move with their directors.

What will the decisions mean for MPI staff?

- The decision to adopt many of the proposals signals some important changes we will all need to make in the way we work together across the organisation.
- The decisions elevate the profile of our professions by introducing a number of professional leadership positions with dotted line accountability across the new structure.
- The decisions also draw focus on the important role of our new governance framework in maintaining oversight, accountability and facilitating the sharing of information across teams, directorates and branches.
- This document also signals greater focus on our regional capability, which will be a priority area for us in the years to come.

Will the Agriculture and Investment Services branch be a new branded business unit?

- Discussions are currently underway around the level of branding that will be developed to support the new Agriculture and Investment Services branch.

Roles and recruitment

What are the new roles?

- **DDG Public Affairs** (reports to DG)
- **Inspector General Regulatory Systems** (reports to DG)
- **Director Rural Communities and Support** (reports to DDG Agriculture and Investment Services)
- **Northern Regional Commissioner** (reports to DDG Biosecurity NZ)
- **Central/South Regional Commissioner** (reports to DDG Biosecurity NZ) –
- **Chief Biosecurity Officer** (reports to DDG Biosecurity NZ)
- **Director Biosecurity Science and Risk Assessment** (reports to DDG Biosecurity NZ)
- **Industry and Sector Engagement Managers (x4)** (reports to DDG Public Affairs)
- **Principal Advisers to the DG (x2)** (reports to DDG Public Affairs)
- **Principal/Senior Adviser to Chief Departmental Science Adviser** (reports to CDSA)
- **Principal/Senior Adviser to Inspector General Regulatory Systems** (reports to IGRS)
- **Executive Assistant to Chief Departmental Science Adviser and Inspector General Regulatory Systems**

For note:

- **DDG Compliance and Governance** (reports to DG), and

- **DDG Agriculture and Investment Services** (reports to DG) are currently filled by Acting DDGs and will be advertised as part of the change process, however are not included in the count of 16 new positions.

When will recruitment begin?

- The new positions will begin to be advertised in the week beginning Monday 13 May 2019
- Some roles will be filled by reassignment.

What comes next?

What happens from now to 1 July to implement the changes?

- Our focus now is on bringing the changes to life.
- Work on the new governance framework has already started, and you will see a number of new committees and boards established in the months to come.
- It is understood that there will be a number of branch and directorate change programmes initiated over the coming months as a result of these decisions, to optimise the way we operate under the new structure.
- From now to 1 July, we'll need to work together to ensure a smooth transition to our new structure for staff, stakeholders and for our customers, and we need to continue to work together to achieve this.

What happens after 1 July?

- Much of your feedback recognised that structural changes are only the beginning, the success of the changes are in how we work together from now and how we implement the changes.

When will we find out if teams are physically moving to be closer to their new branch?

- A detailed timeline for any location moves will be communicated by DDGs as we move toward standing up the new structure on 1 July 2019.