

Assistance with re-organisation of the New Zealand Ministry of Fisheries



What we were asked to do	<p>We provided analytical and change support to the Ministry of Fisheries in its reorganisation. We worked with the senior leadership team to develop a process of review to identify options for moving forward into a new structure. Management and staff were involved in the diagnostic and review process.</p>
How we approached the project	<p>We organised the project into the following work-streams:</p> <ul style="list-style-type: none">• Development of a medium term strategy through the development of a small number of papers focussed on key organisation topics (e.g. fisheries management, compliance and enforcement, management of fisheries research)• Diagnosis of issues in organisation performance from both external and an internal viewpoint• Development of options for management, structure, decision rights and responsibilities, and• Analysis and mapping of organisation costs (recognising that fiscal constraint was one of the drivers). <p>A range of consulting interventions were used:</p> <ul style="list-style-type: none">• Working groups for strategy development.• Focus groups.• Interviews and a survey for organisation diagnosis.• Change-oriented workshops for challenge.• Validation and options assessment. <p><i>continued over</i></p>

<p>How we approached the project</p>	<p>The result was to move the Ministry from a functionally-oriented organisation to being one with it's primary alignment based around fisheries management. Thus greatly reducing co-ordination issues. Fisheries management objectives were organised as coastal, mid-depth and migratory species.</p> <p>The change process meant that the organisation fully understood the reasoning behind the changes, retained a sense of involvement and empowerment and was ready and able to step into the new structure. Key staff were retained.</p>
<p>Our findings</p>	<p>Re-organisation and alignment of the organisation meant that it could achieve its objectives more easily, with fewer staff and with greater effect.</p> <p>A data pack was produced to assist with the consultation process with staff, however the working papers and organisation diagnostic were not published.</p>