



NEW ZEALAND
IMMIGRATION

Immigration New Zealand realignment

Enabling us to *Strike the Balance*

Final decisions on the change proposal to realign Immigration New Zealand

27 June 2019

FOREWORD FROM THE DEPUTY CHIEF EXECUTIVE

This document represents the final and confirmed decisions made on the Immigration New Zealand (INZ) Realignment Change Proposal.

The need to update our structure was driven by many factors. Ensuring our strategic priorities underpin the economic priorities of New Zealand, while addressing the ongoing and unprecedented threats to the integrity of the immigration system were significant drivers.

I believe our updated organisational structure will allow us to more easily concentrate our skills, resources and intelligence to ensure we can be both strategic and swift in our response.

The change proposal introduced a new functional model focused on how we would operate in the wider immigration system and eight new branches grouping many like functions together. This was a deliberate design to focus accountabilities and drive collaboration across Immigration New Zealand and enhance our role as a regulator.

Thank you to those of you who participated in the consultation process. I have reviewed all the submissions, and also took the opportunity to meet with a number of teams and individuals throughout the country to discuss the proposed changes. Those conversations, and the thoughtful and considered submissions received contributed significantly to the refinement of our updated organisational structure.

Budget 2019 provides an increase in operational funding to enhance New Zealand's capability to prevent irregular migration as well as additional resources for immigration education, intelligence, compliance and investigations functions. We have also been allocated funding to support an increased Refugee Quota. This confirms the importance that government

places on our role in the immigration system, and our ability to successfully deliver the strategic outcomes of Striking the Balance.

Many of you in your submissions agreed with the overall functional model and the eight proposed branches. Your detailed feedback on the make-up of the branches, branch names, position naming conventions, and how the branches could operate provided valuable insights which have been reflected in the final structure.

You will see in the final decisions laid out in this document that I have adopted a number of your suggestions, including changes to branch names, but have also remained true to the principles of our organisational design.

Some of you told me the realignment didn't go far enough. However, minimising the business impact of this change, particularly on our frontline operations, was – and continues to be – a guiding principle.

While there are more new positions available in the confirmed new structure than those that are disestablished, I know that uncertainty and change associated with processes like this can be unsettling. I hope that the details in this document and the supporting materials provide you with the information you need to lead yourself and others through the change that lies ahead.

I am proud to present our updated organisational structure, and thank every person who contributed to its development. Together we will achieve better outcomes.

Greg Patchell,

Deputy Chief Executive, Immigration New Zealand

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1. EXECUTIVE SUMMARY

SECTION ONE: This section outlines the themes of feedback received and a summary of the final decisions.

Introduction

This document represents the final and confirmed decisions made in relation to realigning the Immigration New Zealand (INZ) structure to deliver on the *Striking the Balance* strategy. This reflects a number of changes based on feedback from the staff consultation period that was open to INZ staff from Tuesday 14 May to 5pm (NZT) Thursday 30 May 2019.

The changing landscape

Our history is rich with migration. From the arrival of the first fleets from Polynesia to the present day, immigration continues to shape the future of our country.

Our overarching goal in the immigration space is to strike the right balance between facilitating migration that benefits New Zealand, and protecting migrants and New Zealand from immigration related harm.

Right now we are experiencing unprecedented threats to the integrity of the immigration system. These include migrant exploitation, people trafficking, sophisticated fraud and increasing allegations of non-compliance.

In addition, strong and sustained economic growth coupled with low unemployment has driven significant demand for migrant workers at all skill levels, and in particular in sectors and regions where migrants are vulnerable to exploitation.

As trusted stewards of the immigration system, New Zealanders depend on us to make sure that the people who come to our country have the right to be here, have the skills and qualifications we need to move our economy forward, and are safe from exploitation.

While we've always had these responsibilities, we must address the emerging threats to the system, and strengthen our role as regulators of the immigration system in line with MBIE's goal of being a world leading regulatory steward by 2022.

The proposed changes to INZ's structure will position us to better achieve this goal, within the context of ongoing growth in visa application volumes, and increasingly complex threats to achieving good immigration outcomes.

The INZ *Striking the Balance* strategy

Our new organisational strategy, *Striking the Balance*, provides us with a clear set of goals and actions, but it can only take us so far. Sustained, long-term success requires us to change the way we do things.

In particular, we have to break the silos we've built around our work over the years and realign our teams to support our strategic goals. We need to work together as one system and the organisational changes we are making are deliberately designed to encourage this.

This is the start of our journey to reassert our role as a regulator and trusted stewards of the immigration system.

The four MBIE Values

Underpinning our new strategy are the MBIE values launched on 17 June 2019. These organisational values will help shape us and the way we do things in INZ. These have been specifically developed to drive cultural change within MBIE. The four values are:

Mahi Tahī - Better Together

- We collaborate and respect the experiences of others
- We share our knowledge
- We connect and partner with our communities.

Pae Kahurangi - Build Our Future

- We learn from the past to shape the future
- We protect what's precious, our taonga
- We listen to lead the way.

Māia - Bold and Brave

- We challenge the status quo
- We're curious
- We explore new ideas.

Pono me te Tika - Own It

- We step up and take responsibility
- We do what we say we will
- We hold ourselves and each other to account.

As we transition to the new INZ structure, we should also focus on these values to provide a framework on how we reconnect around the spirit of service to the community, and make significant changes to the public services system to make a difference to the lives of New Zealanders.

The values will shape the way we conduct ourselves within the new structure. What we are proposing to do here with the INZ realignment is not necessarily about being incrementally better at what we were doing before, or about moving deck chairs; it's about being different. These values are a really important part of how we think about being different, and how we conduct ourselves with each other moving forward.

This document outlines a new organisational structure to support and drive improved integration of our people, functions and intelligence, and to deliver the best immigration outcomes for migrants, businesses, communities and New Zealand.

Submissions and themes

The consultation process with staff opened on Tuesday 14 May and closed on Thursday 30 May 2019. In total, 197 submissions were received; of which 166 were individual submissions and 31 (16%) were group submissions.

The feedback submitted was detailed and considered. It varied from confirming support for the overall proposal, providing counter proposals and numerous suggestions for alternate branch names and feedback on position titles. There were also submissions outlining areas which may not have been reflected accurately in the consultation document which we have corrected, where appropriate in the confirmed new structure.

It should be noted that as part of the review of INZ's organisational structure it has been identified that there have been a number of anomalies identified with HR systems and data not reflecting reality. This has been corrected where possible.

We have also reviewed our vacancies and disestablished a very small number of aged vacancies as part of this process.

At a high level the key themes included:

- Overall support for the functional model and the eight branches.
- The span of control in some branches or teams is too great which could lead to ineffective operations.
- Strong support for the establishment of the Strategy, Engagement and Education, Operations, Tasking and Improvement, and Intelligence and Data branches.
- Contrary views on where certain teams should sit, specifically Border, Identity Services, the Risk Assessment Team, Irregular Migration and People in Trafficking, Pacific Security – some of this is linked to differing interpretations of the various elements of identifying, managing and treating risk and harm.
- Contrary views on a pure versus a blended model for Compliance and Investigations.
- Counter proposals on the placement of specific teams and positions.
- Numerous suggestions on branch names and position titles.

Responses to this feedback include new team designs in some branches, increased resourcing in some areas, and further changes to reporting lines and clarification of expectations in some areas.

New branch names

There were a large number of submissions received about alternate branch names. It was apparent through the feedback that 'Risk' specifically was not the best choice for a branch name as this is an area that every one of us are involved with managing. We have a collective responsibility to manage risk across the immigration system and it cannot be contained to one area.

Below are the final and confirmed branch names which will be referenced in the document from this point forward.

- Strategy, Engagement and Education (no change)
- Operations, Tasking and Improvement (no change)
- Intelligence and Data → Intelligence, Data and Insights
- Operational Policy, Systems and Support → Enablement
- Risk → Verification and Compliance
- Visa Operations → Border and Visa Operations
- Settlement → Refugee and Migrant Services
- Assurance (no change).

More detail on the feedback and the responses in relation to branch names can be found in sections 3 – 12 of this document.

Refer Appendix 1 for the summary of new positions and disestablished positions and Appendix 2 for the confirmed impacts to current groups.

Final decisions

The feedback submissions received included a number of suggestions to the change proposal that were carefully considered by the DCE Immigration, supported by the People and Culture team and the INZ Realignment Change team. The final decisions made were considered in the context of the benefit to the immigration system overall and how the change will help INZ deliver on its strategic priorities.

There were a number of areas where there were competing feedback submissions and counter proposals. In those situations, there are always trade-offs that need to be made and it is important to go back to the first principles of the design and remember what we are trying to achieve with this change proposal. The decisions are made to be able to achieve what is best within our strategic context.

To inform the final decisions, a further targeted small scale consultation process was conducted with specific individuals and teams where the final decisions indicated further impacts. A further 18 feedback submissions were received, of which there were 3 group submissions. The outcome of this smaller scale consultation process is reflected in the final decisions contained within this document.

These decisions are final and reflect the target state for INZ. The functional model and organisation structure is likely to evolve over time as new roles are appointed and our new ways of working are bedded in. We will also continually assess the timing of when positions will be filled.

The outcome of our successful budget bids, announced on 30 May 2019, also means we will have further enhanced frontline and support resources in the branches dealing with immigration education, intelligence, compliance and investigations and Refugee functions.

The INZ change proposal was formulated whilst these budget bids were being considered by Government. Successful bids are now in the early stages of planning. Additional resources associated with these budget bids do not appear in the final decision structure as this planning has not yet concluded.

In particular, the irregular migration bid will have a material uplift in capability therefore this document highlights this area as an area that may change following the implementation planning.

A number of responses received also fed into the overall transition approach and this will be considered in the detailed transition and implementation planning that will take place now that the final decisions have been announced. The final decisions confirm:

- Eight new branches made up by the grouping of similar functions, including three branches to enable strategy led operations informed by intelligence and data.
- Eight new General Manager positions reporting to the DCE Immigration.
- A net increase of 40 (previously 44) new positions in the system across tiers 3, 4 and 5.

The following pages provide a summary of the key decisions that have been made.

Summary of changes to the original proposal

THE OVERALL CHANGE PROPOSAL

- There are eight new branches in the confirmed new structure:
 - Strategy, Engagement and Education
 - Operations, Tasking and Improvement
 - Intelligence, Data and Insights (previously Intelligence and Data)
 - Enablement (previously Operational Policy, Systems and Support)
 - Verification and Compliance (previously Risk)
 - Border and Visa Operations (previously Visa Operations)
 - Refugee and Migrant Services (previously Settlement)
 - Assurance.
- A 1 : 10 span of control will be applied to senior management positions.
- Assistant General Manager titles will be replaced with National Manager titles.
- National Manager as a title will be applied for a senior position that has more than one functional team reporting to it and/or has geographically distributed teams (national or international).

STRATEGY, ENGAGEMENT AND EDUCATION

- A new branch will be established called Strategy, Engagement and Education.
- There will be one additional Advisor International position added to the structure.
- The Relationship Manager Health will be realigned to report to the Manager, Immigration Health in the Enablement branch.

- A new position, Toso Vaka o Manu Programme Manager will be created to sit alongside the Pacific Security Programme Manager. The Relationship Manager Strengthening Pacific Partnerships will be realigned to report in to this role.
- The National Manager Sector Engagement position title will be renamed to National Manager Immigration Engagement.
- The term 'Education' will be removed from the new Senior Education Advisor position.
- A new team design has been confirmed reporting to the National Manager Information and Education grouped by Marketing, Information Products and Digital Channels.
- The team name for the Migrant Attraction team will be renamed - Immigration Marketing.
- The new Principal Education Advisor will be repurposed to create a new Manager Digital Channels position in the Information and Education team.
- A new position of, Manager Information Products, will be created in the Information and Education team.
- The Senior Advisor, Skills and Investment, will be included in the reconfirmation process for business support roles.
- The Relationship Manager (External Providers) will move from the Strategy, Engagement and Education branch and report to the National Manager Refugee and Migrant Support.
- The Relationship Manager (Pacific Skills) will move from the Strategy, Engagement and Education branch and report to the Manager Pacific Migration in Refugee and Migrant Services.
- The Manager INZ Strategy and Planning position is currently a fixed term position which will be made a permanent new position as part of this process.

OPERATIONS, TASKING AND IMPROVEMENT

- A new branch will be established called Operations, Tasking and Improvement.
- The National Manager Change Impacts position will be renamed to Manager Strategic Change.
- An additional Business Advisor and Personal Assistant / Team Administrator position will report to the Principal Business Advisor.

INTELLIGENCE, DATA AND INSIGHTS

- A new branch will be established called Intelligence, Data and Insights.
- The Immigration Analytics team will be organised under three areas – Joint Targeting and Analytics, Performance and Reporting and Insights with three new manager positions being created – Joint Targeting and Analytics Manager, Performance and Reporting Manager and Insights Manager.
- Joint Targeting and Analytics will be made up of the Business Analytics and Profiling team (renamed to the Business Analytics and Targeting team), the Risk and Intelligence Profiling Analysts (renamed to Intelligence Targeting Analysts), Joint Border Analytics team and the Border Data Analyst.
- The Risk Assessment Team will realign to the Verification and Compliance branch and report to the National Manager Risk and Verification.
- A vacant Business Analyst position in the Analytics team will be repurposed as a Workforce Planner and move to the Border and Visa Operations branch
- The Counsellor, Customs and Immigration based in Canberra will now report to the Manager International Strategy.

- The Data Analyst – Workforce position will move from the Immigration Analytics team in Intelligence, Data and Insights branch to report to the National Manager Border and Visa Operations and be renamed Workforce Planner.

ENABLEMENT

- A new branch will be established called Enablement.
- The Director Business Management position will be disestablished with the positions reporting to it reporting directly to the Manager Resolutions and Business Management.
- Three positions from the Web Team – the Senior Website Content Editor, the Senior Content Strategist, the Senior Content Designer – will realign from Operational Policy to the Information and Education team.
- Mi-Process review and prioritisation responsibility will move to the Improvement function in the Operations, Tasking and Improvement branch.
- The Senior Advisor Governance will move from the Enablement branch to report to the Manager Strategy and Planning.
- The Benefits Management Advisor will report to the Manager Business Prioritisation.
- The Portfolio Assurance and Reporting Manager will report directly to the Manager Immigration Enabling.

VERIFICATION AND COMPLIANCE

- A new branch will be established called Verification and Compliance.
- The geographical allocations for the Compliance teams will change to Auckland (x 2 teams), Christchurch and Nelson, Porirua and Napier, Hamilton and Manukau; positions reporting to these managers will be redistributed to reflect this change.
- An additional Investigations Manager position will be established and the geographical allocations will change to Auckland, Auckland and Hamilton, Porirua and Christchurch; positions will be redistributed to reflect this change.
- There will be an additional Technical Specialist role in Christchurch within the Allocation and Support team.
- There will be an additional Senior Business Advisor (increased to two) and an additional Business Advisor in the Business Support Team.

BORDER AND VISA OPERATIONS

- A new branch will be established called Border and Visa Operations.
- The Systems and Projects Manager and team will move from Border Operations and report to the National Manager Immigration Enabling within the Enablement Branch.
- There will be an additional Business Advisor position reporting to the Manager Operations Support to support additional workload associated with Border Operations.
- The Offshore Co-ordinator role will realign from the Border and Visa Operations branch to support INZ wide offshore postings and will report to the Manager Resolutions and Business Management.

- The Border Manager and the Risk and Intelligence Analysts they report to in Border will be renamed Border Intelligence Targeting Manager and Intelligence Targeting Analysts respectively and will report to the Joint Targeting and Analytics Manager in the Intelligence, Data and Insights branch along with the Data Analyst currently in Border.

REFUGEE AND MIGRANT SERVICES

- A new branch will be established called Refugee and Migrant Services.
- The Refugee Quota Increase Programme Manager will report directly to the General Manager Refugee and Migrant Services
- The Manager Pacific Labour Mobility will be renamed to Manager Pacific Migration.

ASSURANCE

- A new branch will be established called Assurance.
- The Technical Specialists in the Resolutions team in Enablement will carry out the quality checking to support the Statutory Complaints Team.
- A new position of Personal Assistant/Team Administration will be established reporting to the Principal Business Advisor.

TRANSITION AND OTHER RELATED FEEDBACK

- The reconfirmation process is planned to commence after the General Manager interviews and appointments have been completed.
- The update to the Complaints and Feedback System will be factored into the transition plan.
- The updates to delegations, designations and authorisations will be factored into the transition plan.

More information on the final decisions can be found in sections 3 – 12 of this document.

PROACTIVELY RELEASED

Transition and implementation of the new structure

The new structure will be effective on Monday 30 September 2019.

Transition will run from 1 July - October 2019 to establish the new organisation structure. There will be three transition workstreams, each with a distinct set of packages and deliverables:

- **People and Organisation** – to transition our people to new roles and appoint the best people to fill new positions.
- **Operational and Administrative** – to ensure the new organisation structure is implemented with the right systems, structures and processes.
- **Setting the strategic foundations** – to develop strategies and plans to ensure that new General Managers are equipped to lead their teams and execute on the *Striking the Balance* strategy.

There will be three tranches of recruitment to fill positions confirmed in the new structure.

The indicative timeline to implement the decisions outlined in this document is outlined below.

Timeframe	Activity
27 June 2019	Final decisions announced.
August 2019	Tranche 1 appointments announced
September 2019	Tranche 2 appointments announced
September 2019	Expressions of interest process conducted and reconfirmations announced
30 September 2019	New structure in place and takes effect
October 2019 onwards	Tranche 3 appointments announced



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2. INTRODUCTION

SECTION TWO: This section provides a reminder of the case for change and the decision making process.

PROACTIVELY RELEASED

The case for change

Our role as regulator of the immigration system is as important to people who already call New Zealand home as it is to those wishing to come in. How we operate will directly shape the future of our country, culture, economy, and wellbeing.

Strong and sustained economic growth, coupled with low unemployment, has driven significant demand for migrant workers at all skill levels. At the same time there are increasing visible threats to the integrity of the immigration system. These include migrant exploitation, people trafficking, sophisticated fraud and increasing allegations of non-compliance.

Despite our hard work, care and diligence, a changing strategic environment caught us off-guard. We became comfortable operating in silos, and less trusting of our colleagues.

To deliver world class immigration outcomes, we must shift our focus to activities that enable us to balance our roles of facilitating migration and protecting our borders.

This the core of our *Striking the Balance* Strategy launched in October 2018. The strategic direction is also designed to renew our focus and contribute towards achieving MBIE's goal of becoming a world leading regulatory steward by 2022.

This means aligning our roles and activities behind our strategic priorities and outcomes, and investing in our intelligence and data, collaborating across INZ and the wider system, and eliminating duplication of both effort, and competing priorities.

Our new structure will enable us to reassert our role as regulators of the immigration system, work with other connected systems such as the Education System and the Employment Standards / Relations System. It also means recognising the urgency required to deal with the emerging issues in our existing environment.

Feedback received

The change proposal regarding the INZ realignment was open for feedback from INZ staff over the consultation period 14 – 30 May 2019. Both individual and group submissions were received via the INZ Realignment mailbox – INZConsultationFeedback@mbie.govt.nz

197 submissions were received, of which 166 were individual submissions and 31 (16%) were group submissions. All feedback received was recorded and analysed without reference to the sender. Each response received was recorded into a work book and analysed to identify major themes.

Due to some feedback, a further targeted small scale consultation was conducted. This resulted in 18 additional submissions, of which 3 were group submissions.

I would like to take the opportunity to thank all those who submitted feedback from across MBIE, including our Corporate partners.

The decision making process

The key feedback themes were reviewed against the change proposal and considered against the design considerations and rationale.

There was in depth discussion and consideration of the feedback in the context of the needs across the wider immigration system and the ability to deliver on the *Striking the Balance* strategy. The decisions were made by the DCE Immigration, supported by the People and Culture team and the INZ Realignment Change team.

Feedback, responses and final decisions

The subsequent sections provide the final decisions, feedback and responses for:

- The overall change proposal
- Each of the eight branches, their purpose and organisation structure
- Transition and other related feedback.

Refer Appendix 1 for the summary of new positions and disestablished positions and Appendix 2 for the confirmed impacts to current groups.



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3. FINAL DECISIONS, FEEDBACK AND RESPONSES:

THE OVERALL CHANGE PROPOSAL

SECTION THREE: This section outlines the feedback received, responses and final decisions on the overall change proposal.

The future we are aiming for

Many like functions and capabilities are aligned to provide an integrated service across the organisation and a greater ability to adapt to changing demands.

Our structure is simplified with clear roles, responsibilities and key interrelationships.

We use the skills and experience of our people to function as a world-class regulator and steward of the immigration system.

We have a joined up approach and common view of service delivery and service levels across functions.

The immigration system as a whole will operate with focus and collaborate on common priorities that help us achieve our strategic goals. There will be one strategy that we will all deliver against.

We concentrate our effort into higher-risk sectors, and we base our operations on sector strategies that:

- help sectors attract and retain the right migrants
- support sectors to navigate the visa system
- and drive increased compliance through education, information and enforcement action.

Our realigned structure enables us to create clear accountabilities and an understanding of how each part of INZ connects and works together.

Realigning our Structure:

The six key components that we will refine, clarify and enhance as a result of our new structure are:

- **Focus:** Utilise our broad range of intelligence and data to inform, test and refine our strategy.
- **Stakeholders:** Set and test our strategy with input from key stakeholders including key industry sectors.
- **Risk:** Deliberately prioritise proactive and response activities to deliver our strategy while effectively managing risk, both in the long term and near term.
- **Decision making:** Enable the system by setting procedures which are strategically aligned and informed to provide robust parameters for decision making.
- **Results:** Test our decision making to ensure our actions lead to results.
- **Collaborate:** Seek feedback, data and insights to continually design and implement improvements to the system.

In addition to the above we need to identify and facilitate the right migrants to New Zealand, proactively educate for voluntary compliance, support migrants to settle into New Zealand society, and take appropriate actions around non-compliance.

A Reminder of the Organisational Design Principles:

- Ensure strategic, targeted engagement with sectors and partners.
- Enable INZ to be information-driven, connected by data, information and intelligence.
- Enhance INZ's core role as a regulator.
- Ensure cross-system integration.
- Enable the attraction and retention of talent.
- Appropriately support key functions.

This will contribute to INZ becoming a strategy led organisation that is reliably informed by intelligence and data, and collaborates to cohesively deliver its strategic priorities.

PROACTIVELY RELEASED

Final and confirmed structural alignment

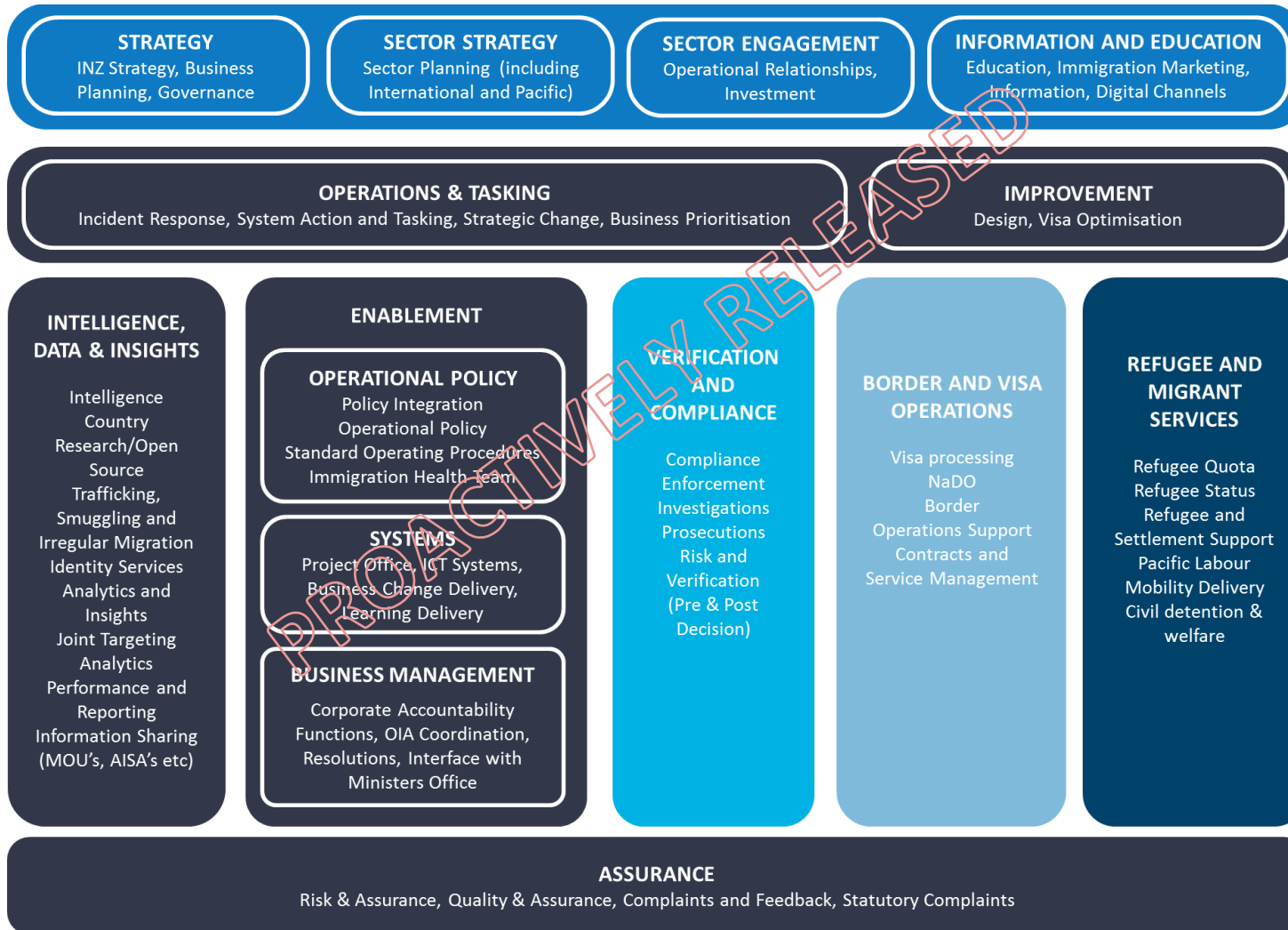


Figure 1: The final and confirmed INZ structural alignment.

Final and confirmed tier 3 structure

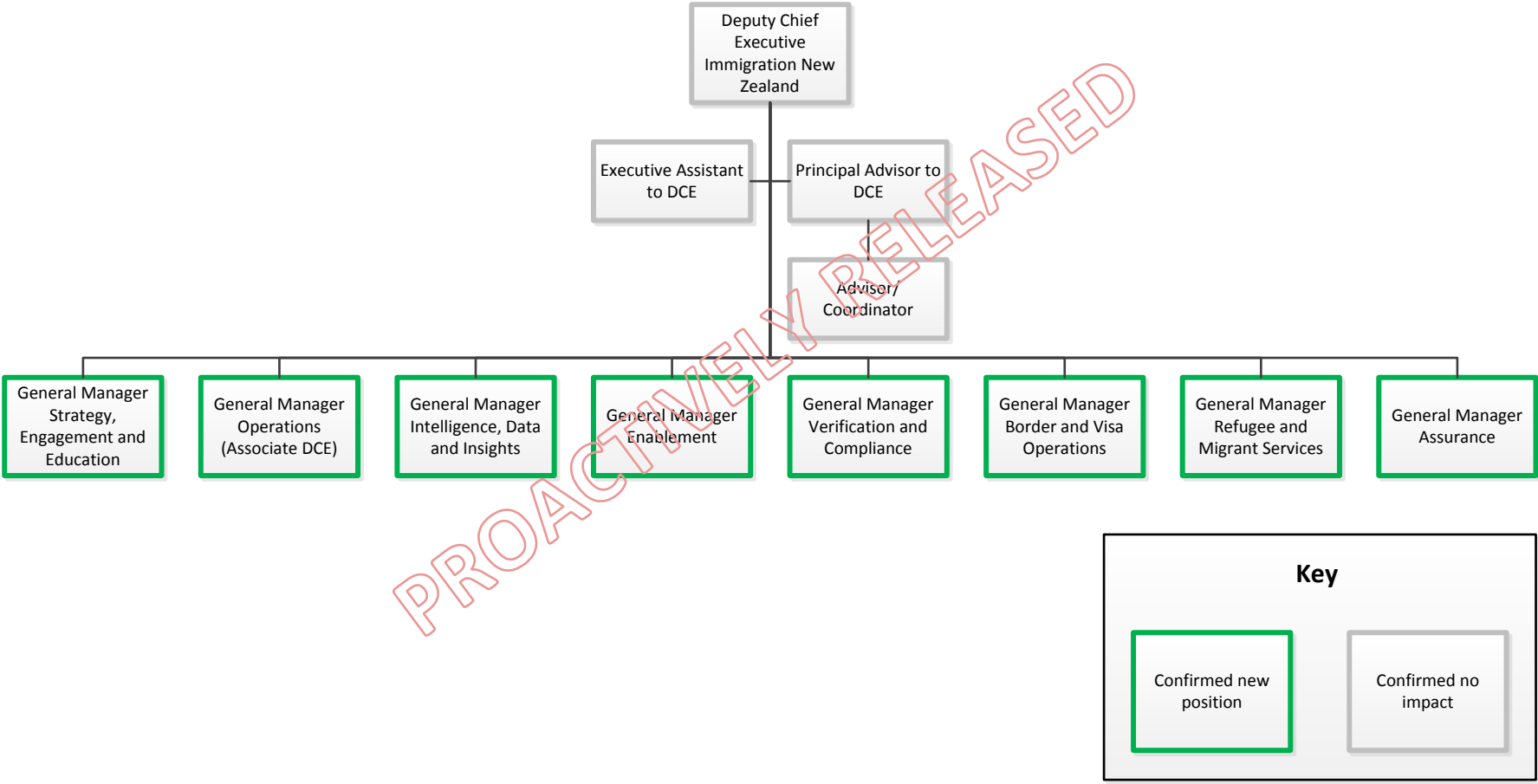


Figure 2: The final and confirmed tier 3 organisation structure.

Feedback and responses

The table below outlines the feedback received about the overall change proposal and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Overall strong support for the change proposal – nearly all the submissions provided supported the need to change. A number of submissions agreed with the need for a structural design to enable us to execute on our <i>Striking the Balance</i> strategy. The ability to effectively work together on the same priorities was also an area a number of you commented on.</p>	<p>I am encouraged by the level of support on the need for INZ to change. This signals to me that you agree that we need to do things differently to achieve this.</p> <p>INZ has not carried out an organisation-wide change for a number of years and now is the time to respond to our changing environmental and operating context. Our government priorities have shifted, we have a new strategy to deliver on and we have an overarching responsibility to contribute to MBIE’s goal of being a world leading regulatory steward by 2022.</p>
2	<p>Strong support for the new functional model and the eight new branches – overall the functional model and the eight new branches were supported. A number of suggestions were made on the design of each branch and the work they would undertake. These submissions are further detailed in the subsequent sections.</p> <p>Submissions were received outlining ways the functions could interact with each other in the functional model.</p> <p>There is a perception among some that the addition of more branches adds more complexity rather than streamlining processes.</p>	<p>I indicated previously that I believed the functional model and the eight branches would provide the interventions needed to deliver on our new strategy. As expected there was a lot of detail included in the submissions about the make-up of these branches, and I have responded to as many of these submissions as possible in the subsequent sections. A lot of feedback offered competing perspectives which meant going back to first principles of the design and having to make trade-offs in some situations.</p> <p>The structural alignment and tier 3 organisation structure has been updated and shown in figures 1 and 2 respectively.</p> <p>While the addition of three new branches could be perceived as additional complexity, the overall aim of this structure is to ensure most</p>

Ref.	Feedback	DCE Response
		<p>like functions remain together so that accountability is clear. This does require branches to be co-dependent and obtain services from other parts of INZ. This is a deliberate design feature and the inclusion of the Operations, Tasking and Improvement function will enable this by setting the priorities for all branches as informed by the strategic priorities. This is an important feature of the organisation design.</p>
3	<p>Numerous suggestions of alternate names for the branches – a number of alternate names for branches were provided, with the most received for Visa Operations, relating to the merge of Border Operations and Visa Services. The suggestions are provided below.</p> <p>Alternate branch name suggestions for Visa Operations:</p> <ul style="list-style-type: none"> • Decision Services • Assessment and Processing • Border Management • Risk-informed Facilitation • Informed Facilitation • Balanced facilitation • Risk management & Facilitation • Prevention & Facilitation • Risk management • Visa and Border Branch • Travel Branch • Assessment Branch • Visa and Border Operations (VBO) • Border Operations • Visa Processing and Border Operations • Visa Statutory Operations • Visa Regulatory Services 	<p>I agree with the reasons to rename Visa Operations. It is important to signal that this is a new branch. It is not Border Operations joining Visa Services. It is about creating a new branch that is focused on making good quality decisions, whether it is at the border or in a processing office. We need to consistently balance facilitation and protection in our decision making. When deciding on the final name for Visa Operations, it was important to me that it reflected the work the branch will do.</p> <p>The final and confirmed name for the proposed Visa Operations branch is Border and Visa Operations.</p> <p>I have also decided to change the name of the Risk branch. It became very clear to me when reading the feedback that the word 'Risk' has many aspects to it that each of us manage on a daily basis. We all, including myself, manage immigration risk to New Zealand and migrants. Therefore Risk is not an appropriate name for this branch. The intent of the originally proposed Risk branch is to deal with 'near term' risk. This is different to the Intelligence, Data and Insights branch which deals with gathering intelligence and using analytics to identify 'longer term' risk factors to New Zealand and determines intervention options to minimise the risk from reaching our shores.</p>

Ref.	Feedback	DCE Response
	<ul style="list-style-type: none"> • Mitigate and Facilitate • People Prioritisation • People and Process • The Coalface • Facilitation and Risk Mitigation Branch <p>A number of alternate branch names were also suggested for Risk:</p> <ul style="list-style-type: none"> • Enforcement • Harm management • Immigration risk, compliance and verification • Compliance and Investigation <p>Other alternate branch names provided were:</p> <ul style="list-style-type: none"> • Migrant Wellbeing for Settlements • Operational Development and Support for Operational Policy, Systems and Support • Intelligence, Data and Insights for Intelligence and Data • System Prioritisation and Improvement for Operations, Tasking and Improvement. 	<p>Therefore, the final and confirmed name for the proposed Risk branch is Verification and Compliance.</p> <p>I have also considered the rationale of other alternate branch names and the final and confirmed names are:</p> <ul style="list-style-type: none"> • Refugee and Migrant Services for Settlements which explicitly reflects the work we do with refugees • Enablement for Operational Policy, Systems and Support to capture the type of work that happens in this branch and also shortens the name • Intelligence, Data and Insights for Intelligence and Data to recognise the importance of qualitative insights to supplement the quantitative data.
4	<p>The management spans of control in specific areas is too great – where the span of control was greater than 10, especially for senior management positions, the feedback suggested that it was too much to be effective in the role. There were a number of feedback submissions regarding the span of control for the GM Intelligence and Data, Manager Immigration Analytics and the Investigations Managers.</p>	<p>While the MBIE standard for span of control is 1 : 15, I have taken on your feedback and have generally applied a 1 : 10 span of control for senior management positions. This is reflected in the new organisation charts in the subsequent sections.</p>

Ref.	Feedback	DCE Response
5	<p>Position naming titles need to be revisited and standardised – there was a number of suggestions on naming conventions that could be applied, both generally and for specific positions.</p>	<p>I agree the management position naming convention across INZ is not consistent even with positions that are of similar size. The position of Assistant General Manager is a position name that is specific to INZ and not consistent across MBIE. Similarly, there is inconsistent use of National Manager and Manager. So the following naming convention has been applied which is in line with the MBIE standards:</p> <p>National Manager as a title will be applied for a senior position that have more than one functional team reporting to it and/or has geographically distributed teams (national or international). There may be some exceptions to this rule that would apply.</p> <p>Director and Chief positions typically do not have direct reports.</p>

PROACTIVELY RELEASED

Final decisions

The table below outlines the final and confirmed decisions in relation to the overall change proposal.

Ref.	Final and confirmed decisions
1	<p>There are eight new confirmed branches, named as follows:</p> <ul style="list-style-type: none"> • Strategy, Engagement and Education (SEE) • Operations, Tasking and Improvement (OTI) • Intelligence, Data and Insights (IDI), previously Intelligence and Data • Enablement (Enable), previously Operational Policy, Systems and Support • Verification and Compliance (VC), previously Risk • Border and Visa Operations (BVO), previously Visa Operations • Refugee and Migrant Services (RMS), previously Settlement • Assurance (Assure).
2	A 1 : 10 span of control will be applied for senior management positions.
3	Assistant General Manager titles will be replaced with National Manager.
4	National Manager as a title will be applied for a senior position that have more than one functional team reporting to it and/or has geographically distributed teams (national or international).
5	The final and confirmed INZ structural alignment is shown in figure 1.
6	The final and confirmed INZ tier 3 structure is shown in figure 2.



NEW ZEALAND
IMMIGRATION

4. FINAL DECISIONS, FEEDBACK AND RESPONSES:

STRATEGY, ENGAGEMENT AND EDUCATION

SECTION FOUR: This section outlines the feedback received, responses and final decisions on the Strategy, Engagement and Education branch.

Final and confirmed Strategy, Engagement and Education branch

This function will be accountable for the development and ongoing evolution of Immigration New Zealand's Strategy – *Striking the Balance* as well as underlying key sector engagement strategies such as Education, Tourism, International, Pacific, Retail / Hospitality and Horticulture/Viticulture.

This will be achieved through deep engagement with key stakeholders supported by data driven insights. The exact structure of the Sector Strategy team will be determined through detailed planning currently underway following a successful budget bid to drive deeper engagement, education and compliance through sectors. The Sector Strategy Manager and Planning Analyst positions shown in the organisational chart are indicative and numbers are yet to be determined.

In addition, this function will establish and build relationships with key sectors through engagement with industry, communities and other groups throughout New Zealand.

Engagement teams would be supported by targeted and fit for purpose information and education products for migrants and employers/sponsors to encourage voluntary compliance, promote New Zealand as a destination, and ensure successful migrant settlement when they arrive.

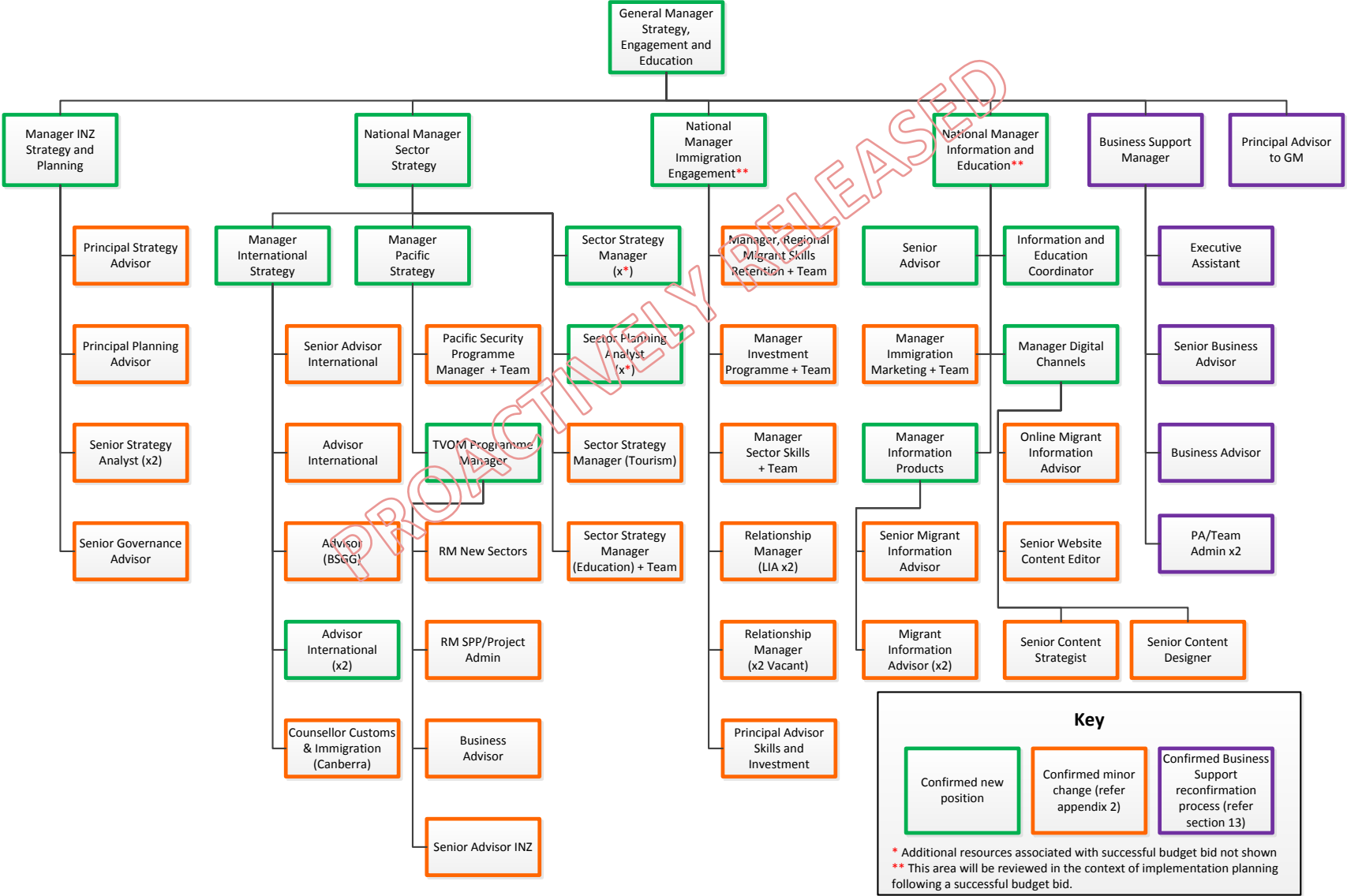
This branch is one of the key interventions we are making to change the way we engage with industries and sectors. This will be achieved by introducing a consistent and deliberate engagement approach to better inform and service key industries and sectors.

The focus for the General Manager of this function and relevant managers will be to look at potential synergies and opportunities to leverage a broader set of skills to expand the service offering of this branch.

The work required to implement a new engagement approach is yet to be done and it is envisaged that the engagement and information and education areas of this branch will evolve over time.

Note: The INZ change proposal was formulated whilst several budget bids were being considered by Government. Successful bids are now in the early stages of implementation planning. Additional resources associated with successful budget bids do not appear in the final decision structure as this planning has not been completed at the time of the final decision on the change proposal. Areas that are being reviewed in the context of the implementation planning are shown in the organisation chart below with red asterisks.

Final and confirmed Strategy, Engagement and Education structure



Feedback and responses

The table below outlines the feedback received about the Strategy, Engagement and Education branch and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Overall support for the establishment of the Strategy, Engagement and Education branch and its purpose – the feedback submissions indicate support for INZ to be a strategy lead organisation with the strategies to be developed in this branch.</p>	<p>This is one of the key interventions designed into the new structure so INZ can be truly strategy lead and powerfully contribute to MBIE's purpose. Our strategic priorities also need to be informed by deep sector engagement that will help us understand where there may be issues and where immigration responses are required.</p> <p>As this is a new function, I acknowledge that there may be an ongoing evolution of the team design under the General Manager as this function starts to bed in. Some of the feedback areas may need to be addressed with the new General Manager.</p> <p>I also agree with the submission from the Engagement and Communications (INZ) team that they would work closely with this branch and work closely alongside teams dedicated to changing the way we engage with industries and sectors.</p> <p>Our successful budget bid in Budget 2019 also means there will be increased frontline resources and support resources in this branch that will be brought in over time.</p>
2	<p>Review the resourcing number and types of resourcing under the Manager International Strategy – some suggested the number and type of resources under the Manager International Strategy needed to increase to be able to support all the international obligations we have covering the M5 and Border Sector Governance element.</p> <p>It was raised that with additional resourcing, there is scope for this team</p>	<p>I agree that there is scope to increase what we do to meet our international obligations. However, this should not be done at the expense of developing our sector strategies in the priority sectors we need to work closely with. The National Manager Sector Strategy has an important role to play, not only with managing how we meet our international obligations, but also with the various sectors we need to</p>

Ref.	Feedback	DCE Response
	<p>to also:</p> <ul style="list-style-type: none"> • Be the central point of contact with MFAT • Be the central point of contact for APEC2021 • Be the single point of expertise on our engagement with Australia • Support incoming and outgoing visits with the required briefings, organisation of meetings and events, etc • Provide support and co-ordination for the Bali Process • Support subject matter expert engagement and attendance at Intergovernmental Consultations on Migration, Asylum and Refugees (IGC) meetings • Work with subject matter experts across MBIE and MFAT to coordinate with the International Organisation for Migration (IOM) at a strategic level • Continued support for the Five Country engagement including the likelihood of taking on the role of the Chair of the FCM in 2020. <p>Feedback also raised that an alternate proposal could include replacing the new National Manager Sector Strategy with a Manager International Strategy and Engagement responsible for Five Country Engagement, other international liaison (including MFAT liaison, APEC coordination, Australia/NZ engagement, other international engagement coordination) and Pacific (Labour and Security).</p>	<p>develop sector strategies with. Therefore we cannot reorganise that role to be about International Strategy and Engagement.</p> <p>I agree that additional resources are needed to support this team. Therefore instead of the one new Advisor International originally, there will be two. In addition, the Counsellor, Customs and Immigration based in Canberra will report to the Manager International Strategy as there was clear, well thought out feedback that supported the alignment of what this position does with this team.</p>
3	<p>Reorganise the Pacific Strategy team – a number of feedback submissions were received both with strong rationale supporting the proposed design as well as suggesting different ways to reorganise the team under the Manager Pacific Strategy. Some feedback suggested including the Pacific Labour Mobility team and becoming the key contact</p>	<p>The design of the teams within the Strategy, Engagement and Education team was deliberate to focus on the development of sector strategies. The engagement and implementation of them would happen separately. Therefore, the introduction of the Pacific Labour Mobility (now named Pacific Migration) team would not align with this model. It was also a</p>

Ref.	Feedback	DCE Response
	<p>for our work in the Pacific including liaising with MFAT.</p> <p>A number of submissions suggested moving the Pacific Security Programme Manager and Team to reflect the close relationship this team has with Trafficking in Persons and Irregular Migration Programmes.</p> <p>There was also feedback received to raise the profile of the Toso Vaka o Manu Programme (formally Strengthening Pacific Partnerships Programme) to be more consistent with the extra level of management provided by the Pacific Security Programme Manager within the same team.</p>	<p>deliberate decision made to keep the strategy and development aspects separate from the operational delivery of already established programmes.</p> <p>The placement of the Pacific Security Programme Manager and team will remain under the Manager Pacific Strategy as per the original proposal. This role is about growing the capacity and capability of our pacific colleagues. This does not change the established working relationships we have.</p> <p>A new position, Toso Vaka o Manu (TVOM) Programme Manager will be created to sit alongside the Pacific Security role to give the pacific programmes the focus needed to meet their objectives. Both these programmes are funded by MFAT.</p>
4	<p>Move the Relationship Manager Health from the Pacific Strategy team to the Enablement branch – there were a number of submissions which proposed that the Relationship Manager Health is better aligned to the Immigration Health Team. This would create a more streamlined approach to health engagement.</p>	<p>I agree with this proposed change.</p>
5	<p>Combine sector strategy and sector engagement – some suggested instead of having “National Manager Sector Strategy” and “National Manager Sector Engagement”, to have a number of roles that are responsible for the performance of the specific sectors INZ is focused on and taking on specific portfolios – e.g. Manager Hospitality Strategy and Engagement role with two roles reporting to it – Senior Advisor Hospitality Strategy and Senior Advisor Hospitality Engagement.</p>	<p>The design of the teams within the Strategy, Engagement and Education team was deliberate to focus on the development of sector strategies. I believe that combining these two functions would distract from this purpose however I do acknowledge that the two functions and teams would need to work closely in a coordinated and aligned way.</p> <p>Also, our priority sectors could change over time, therefore, we need to structure ourselves to more easily respond to changing priorities in the future.</p>

Ref.	Feedback	DCE Response
6	<p>Rename the National Manager Sector Engagement and review the positions that report to this position – some suggested renaming the position title to remove reference to ‘Sector’ to reflect the broad engagement activities this position would be responsible for. It was also suggested that the Migrant Skills & Retention team should report to the Refugee and Migrant Services branch.</p>	<p>I agree with this proposal and the new position name will be National Manager Immigration Engagement.</p> <p>The placement of the Migrant Skills & Retention will remain under the National Manager Immigration Engagement. I envisage the Engagement area will evolve over time and the nationwide network of both the Migrant Skills & Retention and the Sector & Skills teams will be leveraged as we change the way we engage with sectors and communities.</p>
7	<p>Reaction to the term ‘Education’ – there were many submissions that reacted to the use of the term ‘Education’ in this branch and in the new positions that are being set up – National Manager Information and Education, Senior Education Advisor, Principal Education Advisor and Immigration Education Co-ordinator. A few suggested that it could be confused with our education sector stakeholders.</p>	<p>Information and education is a commonly used term for this type of function among organisations with a regulatory focus, including MBIE. It is new to INZ. I acknowledge that this is a term we use to describe our education sector as well, however, over time, this delineation should become clear.</p> <p>I agree to remove the term ‘Education’ from the new Senior Education Advisor position.</p>
8	<p>Reorganise the Information and Education team by skill set – some submissions suggested the division between attraction and migrant settlement is not an effective one and should be based on skill sets.</p>	<p>I agree with this proposal and a new team design has been provided by subject matter experts that groups the functions by Marketing, Information Products and Digital Channels.</p> <p>This is an area that will evolve over time and once all the positions are together under the National Manager Information and Education, I expect the team will again consider how the services are best deployed.</p> <p>I acknowledge the importance of the name ‘Marketing’ to the team that has been carrying out this function to date and how it reflects the work they do. While it is not a common term used in government, I have decided to change the team name to Immigration Marketing in response</p>

Ref.	Feedback	DCE Response
		<p>to the feedback from the team.</p> <p>A new position, Manager Information Products will be created, and the Principal Education Advisor position will be repurposed to create the Manager Digital Channels position. Both new positions will sit alongside the Manager Immigration Marketing.</p>
9	<p>Realign the web team currently in Operational Policy to Information and Education – a number of submissions, suggested that the web team be realigned to the Information and Education team. This also supports feedback from Corporate Communications which saw their key relationship being with the Information and Education team. Opposing this view was feedback that the changes the web team make today is closely linked with operational policy changes, form changes and applications through the INZ website.</p>	<p>In balancing the views, I agree with this proposal. The INZ website is a key channel to inform and educate our stakeholders. This should sit with the information and Education team. This does impact the design of this team, so a new team design has been provided that groups the functions by Marketing, Information Products and Digital Channels.</p> <p>This is also an area that will evolve over time once all the positions are together under the National Manager Information and Education. The web team will continue to have a close working relationship with Operational Policy.</p>
10	<p>Move the Senior Governance Advisor position to report to the National Manager INZ Strategy and Planning – some suggested the Senior Governance Advisor that was placed within Business Management in the Enablement branch is better aligned to report to the National Manager INZ Strategy and Planning branch.</p>	<p>I agree with this proposal. The Senior Governance Advisor will report to the Manager INZ Strategy and Planning (note the position title change).</p> <p>The Manager INZ Strategy and Planning position is currently a fixed term position which will be made a permanent new position as part of this process.</p>
11	<p>Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.</p>	<p>The Business support resourcing in this branch was reviewed and confirmed as appropriate.</p>

Final decisions

The table below outlines the final and confirmed decisions in relation to the Strategy, Engagement and Education branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Strategy, Engagement and Education.
2	There will be an additional Advisor International added to the structure to report to the Manager International Strategy.
3	The Counsellor, Customs and Immigration based in Canberra will report to the Manager International Strategy.
4	A new position, Toso Vaka o Manu (TVOM) Programme Manager, will be created to sit alongside the Pacific Security Programme Manager. The Relationship Manager Strengthening Pacific Partnerships will be realigned to report in to the Toso o Vaka Manu Programme Manager.
5	The Relationship Manager Health will be realigned to report to the Manager Immigration Health in the Enablement branch.
6	The National Manager Sector Engagement position title will be renamed to National Manager Immigration Engagement.
7	The term 'Education' will be removed from the new Senior Education Advisor position.
8	A new team design under the National Manager Information and Education grouped by Marketing, Information Products, and Digital Channels.
9	The team name for the Migrant Attraction team will be renamed to Immigration Marketing.
10	The new Principal Education Advisor position will be repurposed as the new Manager Digital Channels in the Information and Education team.
11	Three positions from the Web Team – the Senior Website Content Editor, the Senior Content Strategist, and the Senior Content Designer – will realign from Operational Policy to the Information and Education team.

Ref.	Final and confirmed decisions
12	The Senior Advisor, Skills and Investment, will be included in the reconfirmation process for business support roles.
13	The Senior Governance Advisor position will report to the National Manager INZ Strategy and Planning.
14	The Manager INZ Strategy and Planning position is currently a fixed term position which will be made a permanent new position as part of this process.

PROACTIVELY RELEASED



NEW ZEALAND
IMMIGRATION

5. FINAL DECISIONS, FEEDBACK AND RESPONSES:

OPERATIONS, TASKING AND IMPROVEMENT

SECTION FIVE: This section outlines the feedback received, responses and final decisions on the Operations, Tasking and Improvement branch.

Final and confirmed Operations, Tasking and Improvement branch

Operations, Tasking and Improvement will be accountable for providing the direction to ensure tactical and planned operational activity is effectively prioritised, coordinated and aligned to strategy. This function is a key enabler to ensure INZ delivers strategy led operations and tasking that is well informed by intelligence and data.

This function will play a key role in ensuring cross system integration including across the rest of MBIE and partners where Immigration New Zealand has the lead role.

The branch will effectively balance and prioritise business as usual activity with more cohesive, planned and deliberate consideration of INZ's longer term strategy, directing and setting priorities for other branches to respond to and/or deliver. This will be done across INZ.

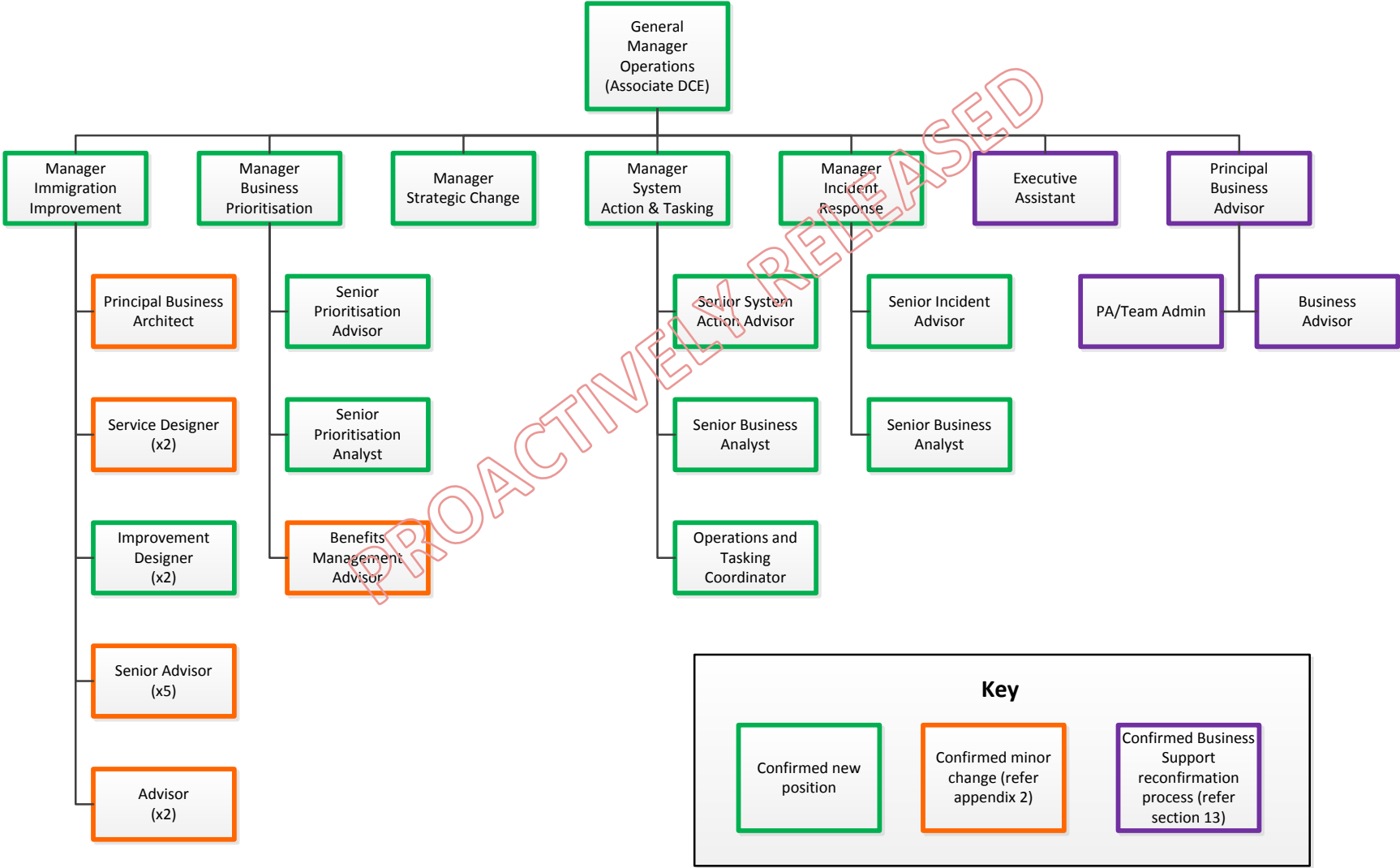
The branch will have a strategic change function that will look at INZ wide change in the context of the prioritisation decisions that will be taking place. There will continue to be a close relationship with the Business Change Team in Enablement and with the Head of People and Culture to ensure change is effectively delivered in the organisation.

The branch is responsible for incident management response and will operate with a core team which would be supplemented as required with appropriate resources from across the organisation, and at times outside the organisation, operating with a flexible outcome-based virtual team model.

In addition, the branch will be accountable for identifying and informing prioritisation decisions around immigration system improvement and implementing small scale continuous improvement initiatives.

The General Manager Operations (Associate DCE) will act on behalf of the Deputy Chief Executive to ensure the ongoing effective running of operations. The focus of the General Manager and relevant new managers will be to look at potential synergies and opportunities to leverage a broader set of skills to expand the service offering in the area of improvement.

Final and confirmed Operations, Tasking and Improvement structure



Feedback and responses

The table below outlines the feedback received about the Operations, Tasking and Improvement branch and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Overall support for the establishment of the Operations, Tasking and Improvement branch and its purpose – a number of submissions agree with the establishment of this branch and would like to understand how it would work on a day to day basis.</p>	<p>This is another one of the key interventions designed into the new structure. This branch is pivotal to ensuring INZ as a whole is working together on the same strategic priorities and operating as part of a wider immigration system.</p>
2	<p>Consider the Associate DCE to be the General Manager of Strategy, Engagement and Education – some suggested the General Manager of Strategy, Engagement and Education may be better placed to be the Associate DCE and be able to deal with issues that may come up.</p>	<p>It is important that the Associate DCE role stays with a position that has a focus on operations across all of INZ.</p> <p>The General Manager of Strategy, Engagement and Education, along with the DCE Immigration, will have more of an external focus.</p>
3	<p>There is a duplication of responsibilities between the change function in OTI and OPSS – a number of submissions were received that pointed out a potential duplication of responsibilities in the National Manager Change Impacts in OTI and the Business Change and Integration Manager in Enablement.</p>	<p>The position name for the National Manager Change Impacts will be renamed to Manager Strategic Change and the Change Delivery Manager in the Enablement Branch will be renamed to Manager Business Change.</p> <p>The Manager Strategic Change in Operations, Tasking and Improvement has the responsibility to look at change leadership and change management across all of INZ. There is a critical strategic change responsibility to feed into the prioritisation process. This role will be responsible for highlighting the impacts of change on the various parts of INZ and recommend the sequencing of change. This role is also responsible for advising how well set up INZ is to manage and deliver change in line with the priorities set by this group. This would include looking at capabilities, impacts at an organisation wide perspective to inform prioritisation and sequencing decisions, working with MBIE to</p>

Ref.	Feedback	DCE Response
		<p>build the change leadership capability across INZ and work closely with the Head of People and Culture (INZ) to drive the cultural changes that are in line with MBIE values.</p> <p>The Business Change team in the Enablement branch will be focused on supporting and managing change as part of project delivery and development of the frameworks and templates used for the implementation of change.</p> <p>The two branches will work together closely to ensure change is effectively managed at both the organisational and project delivery level.</p>
4	<p>There is a duplication of responsibilities between the prioritisation function in Operations, Tasking and Improvement and Enablement – a few submissions were received outlining the potential duplication of prioritisation responsibilities in the Prioritisation team in OTI and the Project Office in Enablement.</p>	<p>The Manager Business Prioritisation in Operations, Tasking and Improvement is responsible for identifying the priorities of work across INZ in line with the strategy and sector strategies developed by the Strategy, Engagement and Education branch.</p> <p>The Project Office in the Enablement branch will continue to prioritise the delivery of projects and system changes (e.g. scheduling) in accordance with the overall priorities set for INZ by the OTI branch and also provide input into the prioritisation process based on required operational changes.</p>
5	<p>Change the name of the Improvement team to Business Innovation – there were responses that the term improvement implies execution.</p>	<p>The term Business Innovation implies a scale of change that would not be accurate for this team. This team will carry out small scale continuous improvement initiatives across INZ and support the Mi Process.</p>

Ref.	Feedback	DCE Response
6	<p>The interface with Legal should be through OTI – some submissions were received proposing the interface with Legal be with Operations, Tasking and Improvement instead of Business Management in Enablement given the nature of the services that the Legal Branch provides, often with competing demands and in response to operations matters, the interface with Legal Services should sit with OTI.</p>	<p>The access to Legal Services will happen regardless of where the interface is set up structurally. I don't see the new structure changing how INZ works with Legal Services, therefore, it is not necessary to move the interface to the Operations, Tasking and Improvement branch.</p>
7	<p>Consider the benefits management responsibility to be a strategic function to inform strategic prioritisation – some submissions raised the need for a more strategic approach to be taken to benefits management so benefits are linked to strategic outcomes and are identified before an intervention is proposed.</p>	<p>I agree that benefits management should look across the organisation and the Benefits Management Advisor will report to the Manager Business Prioritisation so that benefits sought, aligns with the priorities set for INZ.</p>
8	<p>Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.</p>	<p>As the Operations, Tasking and Improvement branch plays a critical role in connecting the various parts of the immigration system, it is important the General Manager and the team is well supported. Therefore, a Business Advisor and Personal Assistant / Team Administrator will report to the Principal Business Advisor.</p>

Final decisions

The table below outlines the final and confirmed decisions in relation to the Operations, Tasking and Improvement branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Operations, Tasking and Improvement.
2	The Associate DCE role will be confirmed as forming part of the General Manager Operations responsibilities.
3	The National Manager Change Impacts position will be renamed to Manager Strategic Change.
4	The responsibility to review, assess and manage Mi Process will be in the Improvement team.
5	The Benefits Management Advisor will report to the Manager Business Prioritisation.
6	A Business Advisor and Personal Assistant / Team Administrator will report to the Principal Business Advisor.

PROACTIVELY RELEASED



NEW ZEALAND
IMMIGRATION

6. FINAL DECISIONS, FEEDBACK AND RESPONSES:

INTELLIGENCE, DATA AND INSIGHTS

SECTION SIX: This section outlines the feedback received, responses and final decisions on the Intelligence, Data and Insights branch.

Final and confirmed Intelligence, Data and Insights branch

This function will be accountable for the provision of timely intelligence and information to inform sound strategic and operational decision making at all levels across the immigration system. Information is gathered through direct and indirect means such as field collection, open source and classified, data analysis and reporting.

The function will effectively balance the provision of operational information across the organisation while leveraging combined capability and knowledge to derive broader insights to inform and validate planning, prioritisation and improvement activity.

There is a chain of functions involved in immigration operations which need to be strongly connected and informed by intelligence – from attracting the right migrants, to visa decisions, border interventions, compliance and enforcement, settlement and refugee support.

The identification of risk factors that could impact New Zealand will also be a responsibility of this branch, focusing on longer term risk indicators which will require us to take preventative measures on. The treatment of short term risk or risk that has eventuated will be done in the Verification and Compliance branch.

An effective flow of information and analysis up and down this chain is required to enable the right decisions and interventions for INZ and other MBIE regulators. In addition this function would include:

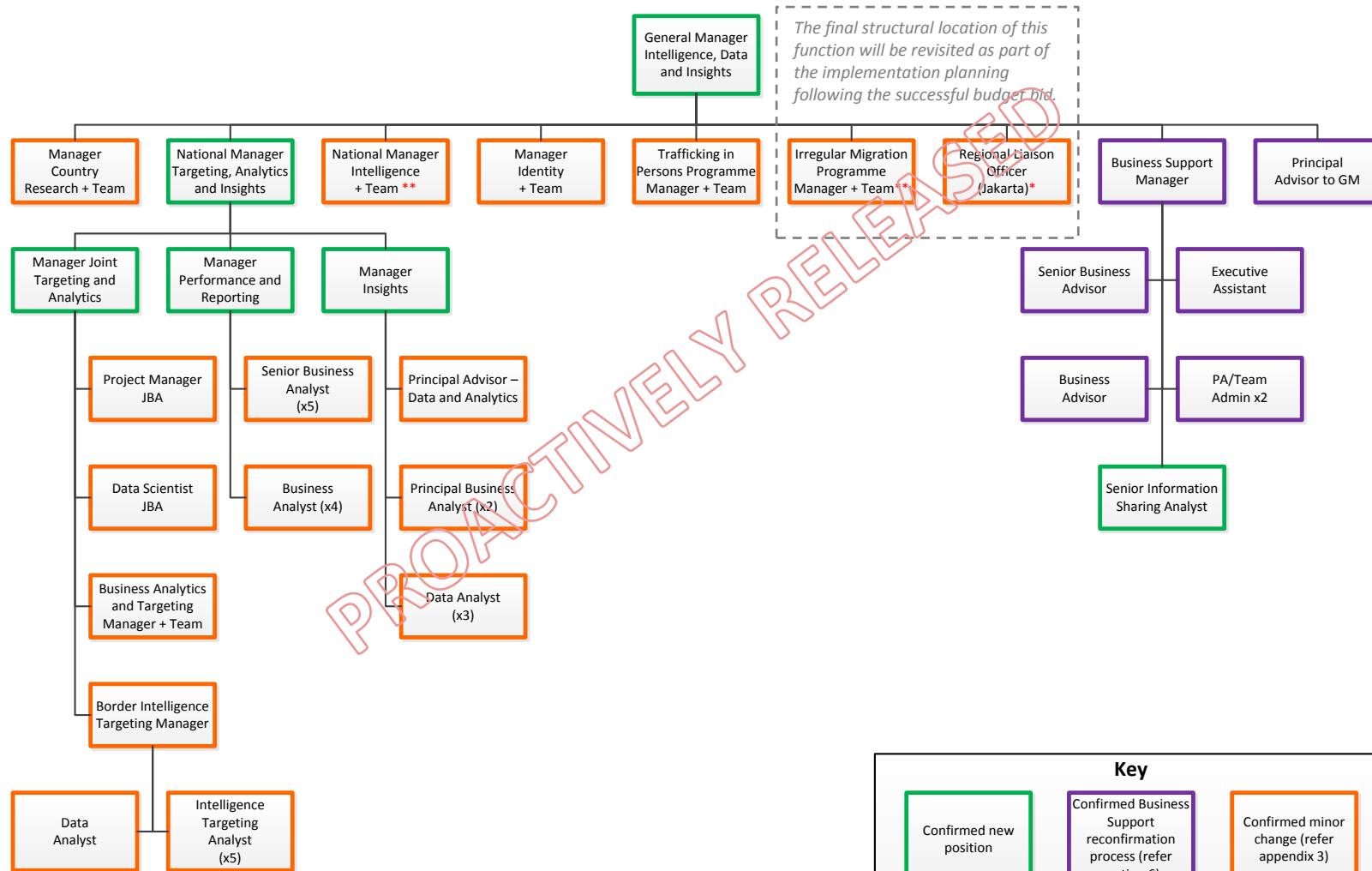
- Organisation-wide visibility of operational performance and provision of data and insights to branch leadership teams and the business management function in enablement to enable informed business decisions.
- Ensuring the accurate identity of non-New Zealanders and migrants working with 5 Country Partners utilising biometrics.
- Responsibility for the MBIE Intelligence Unit.
- Targeting and analytics to enhance our risk framework; targeting and advice / support other parts of INZ.
- New Zealand's responsibilities in terms of people trafficking and irregular migration
- Acting as the interface into the national security system.

The focus of the General Manager and relevant new and existing managers will be to look at potential opportunities to expand the service offering in analytics and intelligence.

Note: The INZ change proposal was formulated whilst several budget bids were being considered by Government. Successful bids are now in the early stages of implementation planning. Additional resources associated with successful budget bids do not appear in the final decision structure as this planning has not been completed at the time of the final decision on the change proposal. Areas that are being reviewed in the context of the implementation planning are shown in the organisation chart below with red asterisks. Final placement of these capabilities has not been decided now.

PROACTIVELY RELEASED

Final and confirmed Intelligence, Data and Insights structure



The final structural location of this function will be revisited as part of the implementation planning following the successful budget bid.

Key

Confirmed new position	Confirmed Business Support reconfirmation process (refer section 6)	Confirmed minor change (refer appendix 3)
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* Additional resources associated with successful budget bid not shown
 ** This area will be reviewed in the context of implementation planning following a successful budget bid.

Feedback and responses

The table below outlines the feedback received about the Intelligence, Data and Insights branch and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Overall support for the establishment of the Intelligence and Data branch and its purpose – a number of submissions agree with the establishment of this branch and welcome renewed focus on intelligence, data and analytics to inform our decision making.</p>	<p>This is another one of the key interventions designed into the new structure. As mentioned previously, it is important to emphasise that the purpose of this function is to gather intelligence, build and use data and analytics to inform our decision making and allow us to run the business. It also has a role to play in the identification and management of longer term risk factors to New Zealand.</p> <p>Our successful budget bid in Budget 2019 also means there will be increased resourcing in the Irregular Migration space that will be brought in over time. The final structural location for this function may be revisited as part of this work.</p>
2	<p>The Trafficking in Persons Programme, the Irregular Migration Programme and the Regional Liaison Officer is better placed in Risk – a large number of opposing views were received on where the best placement for these teams would be.</p>	<p>A large number of submissions were received regarding the placement of these teams. As there were diverging views of this, it was important to step back to first principles and look at the core purpose of the Intelligence, Data and Insights branch which is to provide timely intelligence and information to inform sound strategic and operational decision making at all levels across the immigration system. This includes the early identification of risk factors that could manifest in New Zealand and taking precautionary measures to keep that risk offshore. This is different to the Verification and Compliance branch which will deal with 'near term' risk and risk that has already eventuated.</p> <p>It was clear in the feedback that the term 'risk' has many meanings for</p>

Ref.	Feedback	DCE Response
		<p>everyone in the context of the work we do. Using it as a name for a branch, in hindsight, may have been misleading and could have influenced the responses. There was a misperception in some submissions that all risk needed to be managed in the Risk branch. The reality is that it is all our jobs to manage immigration risk. Therefore with the renaming of the branch and additional clarity regarding the responsibilities within the Intelligence, Data and Insights branch and the Verification and Compliance branch, this should make the placement of these teams clearer.</p> <p>As a result of our successful budget bid, our capacity and capability to prevent irregular migration will increase which will result in additional resourcing, including additional Regional Liaison Officer roles. This is an area that is being scoped currently and the team design will be updated once the design work has been completed.</p>
3	<p>The Face team in Identity Services should move to Border and Visa Operations – a few submissions were received that outlined that some of the teams within Identity Services would be better placed either in Verification and Compliance or Border and Visa Operations because of their close working relationship.</p>	<p>While the Face Team is, in essence, a processing team, the information gathered and analysed regularly results in identification of misuse of the system, ranging from mistakes made as a result of ignorance and confusion to sophisticated and long-term fraud. This team will remain within Intelligence, Data and Insights to support other parts of the organisation, by passing on information – via recognised and accepted pathways – to the other parts of INZ, specifically Border and Visa Operations, and Verification and Compliance Services, to action it.</p>

Ref.	Feedback	DCE Response
4	<p>Wide ranging support for Country Research and Intelligence being in the Intelligence, Data and Insights branch – many submissions of support for this were received also emphasising the benefits this could have long term for INZ.</p>	<p>I agree and there is huge potential in how open source data can be used to support decision making across INZ. The MBIE Intelligence Unit will continue to build intelligence to feed into other parts of INZ to inform decision making. There are also benefits in how capability can be built in intelligence and data to generate insights across INZ.</p>
5	<p>The Immigration Analytics team design and resourcing should be reviewed to reflect the types of analytics that would be done in this group – a number of submissions were received on ways the Analytics team within Intelligence, Data and Insights could be structured and resourced, including increasing the Data Quality and Data Science capability.</p>	<p>I agree there are different ways the Analytics team could be structured and I am encouraged by the number of passionate submissions that were received to reflect this.</p> <p>There was strong feedback for what is a logical grouping of functions within the analytics area. This includes organising the team under three areas – Joint Targeting and Analytics, Performance and Reporting and Insights with three new manager positions being created – Manager Joint Targeting and Analytics, Manager Performance and Reporting and Manager Insights.</p> <p>I agree with the submissions that proposed setting up a specific team focused on Joint Targeting and Analytics that will be made up of the Business Analytics and Profiling team (renamed to the Business Analytics and Targeting team), the Risk and Intelligence Profiling Analysts (renamed to Intelligence Targeting Analysts), Joint Border Analytics roles (Project Manager and Data Scientist) and the Border Data Analyst. The team design is outlined in the organisation chart and will provide a far more cohesive targeting and analytics capability for INZ and our partners.</p> <p>This decision followed a targeted smaller scale consultation process on a new proposal to establish a Joint Targeting and Analytics team under the</p>

Ref.	Feedback	DCE Response
		<p>National Manager Targeting, Analytics and Insights. This consultation process was carried out with individuals and teams that would be further directly impacted by this change. Through this process, there were opposing views of whether the Risk and Intelligence Profiling Analysts should be moved to the Intelligence, Data and Insights branch. The placement of this team within the Joint Targeting and Analytics team does not change their physical location or stop the collaboration and advice provided to Border Operations in their day to day work. Rather the change in reporting line to the Manager Joint Targeting and Analytics means they will benefit from having access to more intelligence and data, both quantitative and qualitative, to enhance the work they already do today. The feedback received on their position name under the Joint Targeting and Analytics team has been adopted.</p> <p>This change also resolves the span of control issue for the Manager Immigration Analytics which was raised by some.</p> <p>The new National Manager Targeting, Analytics and Insights and the new General Manager may look to continue to evolve this area with input of experts in the branch over time.</p>
6	<p>Consider the Service Designers to be part of the Analytics team and the Senior Business Analysts to be in Improvements – there were differing views on where the placement of Service Designers and the Senior Business Analysts within the Analytics should be placed.</p>	<p>In the context of wider feedback received, the importance of drawing insights based on quantitative data was highlighted. Therefore, a specific team focused on insights will be established to ensure the interpretation of the quantitative data can be translated into business terms and applied accordingly. This is where the value is to help make informed decisions. To this end, the name of the branch has also been updated to reflect the importance of this.</p>

Ref.	Feedback	DCE Response
7	<p>The Risk Assessment Team should be moved to Risk – many submissions outlined the benefit of the Risk Assessment Team moving to Verification and Compliance, with most submissions recommending it sit with the Risk and Verification team. There was also some support for this team staying in Intelligence, Data and Insights.</p>	<p>In the context of the feedback received about the Risk Assessment Team and creating a new Joint Targeting and Analytics function, I have considered the functions of both teams within the Business Profiling and Assessment team and agree that it could be split with the Risk Assessment Team and the Business Analytics and Profiling team existing in different teams or branches.</p> <p>A targeted smaller scale consultation process was run with a new proposal outlining the split of the Business Profiling and Assessment team. This process was undertaken with the teams that would be further directly impacted by the changes. The outcome of the consultation process in the context of other feedback received from wider INZ staff has informed the final decisions here.</p> <p>The Business Profiling and Analytics team will be in the Intelligence, Data and Insights branch, renamed to Business Analytics and Targeting and part of the Targeting, Analytics and Insights team.</p> <p>There were a number of opposing views on the best location for the Risk Assessment Team. While I acknowledge the work they do working closely with the Country Research team and the MBIE Intelligence Unit, majority of the work is related to specific situations, screening quota refugees, assessing temporary and resident visa applicants who pose a risk of, amongst other things, aiding in the proliferation of Weapons of Mass Destruction. The points relating to their role in the management and treatment of National Security Risk are also acknowledged, however, this responsibility is not specific to one branch. This responsibility is spread, not only across INZ but also across MBIE.</p>

Ref.	Feedback	DCE Response
		<p>I need to reiterate that a change in reporting line does not mean the collaboration with other parts of INZ will not happen, in fact, it is a core requirement of the new model. The value the Risk Assessment Team can add to the Risk and Verification Team means this function overall can be enhanced over time to support the identification and management of near term risk.</p> <p>As a result of considering all the feedback, the Risk Assessment Team will move to the Verification and Compliance branch and report to the National Manager Risk and Verification.</p>
8	<p>The span of control for the General Manager is too large to operate effectively – many submissions were received that suggested having 11 direct reports to the General Manager would be too many to allow the branch to operate effectively.</p>	<p>With the changes that have been made so far, the General Manager will have 9 direct reports, and this may reduce further once the design of the Irregular Migration team and the Regional Liaison Officer positions are finalised following implementation of the successful budget bid.</p> <p>This should be manageable for a General Manager with a focused accountability of like functions.</p>
9	<p>Change the name of Business Analytics and Profiling – some suggestions included renaming the team to reflect the work they do in Targeting and Triage.</p>	<p>I acknowledge that the name Business Analytics and Profiling work may not accurately reflect the work done in this team. The position name for the Business Analytics and Profiling team will be renamed to Business Analytics and Targeting.</p>

Ref.	Feedback	DCE Response
10	<p>The Intelligence, Data and Insights branch need to understand the INZ operations to draw relevant insights – some suggested the introduction of an internally focused role, such as a Client Service Manager as there is in ICT to ensure strong connections between delivery units and the data/intelligence support.</p>	<p>I agree the Intelligence, Data and Insights branch needs to have a good understanding of our operations to be able to develop useful reporting and draw the relevant insights. This should be done by all members of the team and should not rely on a single role. It will be up to the General Manager and the Intelligence, Data and Insights management team to ensure their branch's knowledge of our overall operations is built and maintained so that reporting and intelligence activities deliver on the needs of the business.</p>
11	<p>Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.</p>	<p>The Business support resourcing in this branch was reviewed and confirmed as appropriate.</p>

PROACTIVELY RELEASED

Final decisions

The table below outlines the final and confirmed decisions in relation to the Intelligence, Data and Insights branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Intelligence, Data and Insights.
2	The Immigration Analytics team will be renamed Targeting, Analytics and Insights and be organised under three areas – Joint Targeting and Analytics, Performance and Reporting and Insights with three new manager positions being created – Manager Joint Targeting and Analytics, Manager Performance and Reporting and Manager Insights.
3	Joint Targeting Analytics will be made up of the Business Analytics and Profiling team (renamed to the Business Analytics and Targeting team), the Risk and Intelligence Profiling Analysts and their Border Manager (who will be renamed Intelligence Targeting Analysts and Border Intelligence Targeting Manager respectively), Joint Border Analytics positions (Project Manager and Data Scientist) and the Border Data Analyst.
4	The Risk Assessment Team will move to Verification and Compliance and report to the National Manager Risk and Verification.



NEW ZEALAND
IMMIGRATION

7. FINAL DECISIONS, FEEDBACK AND RESPONSES:

ENABLEMENT

SECTION SEVEN: This section outlines the feedback received, responses and final decisions on the Enablement branch.

Final and confirmed Enablement branch

The Enablement branch will be accountable for the change and support services consumed across INZ. INZ's work programme will be directed by Operations, Tasking and Improvement informed via this function by broader MBIE functions such as Policy and ICT.

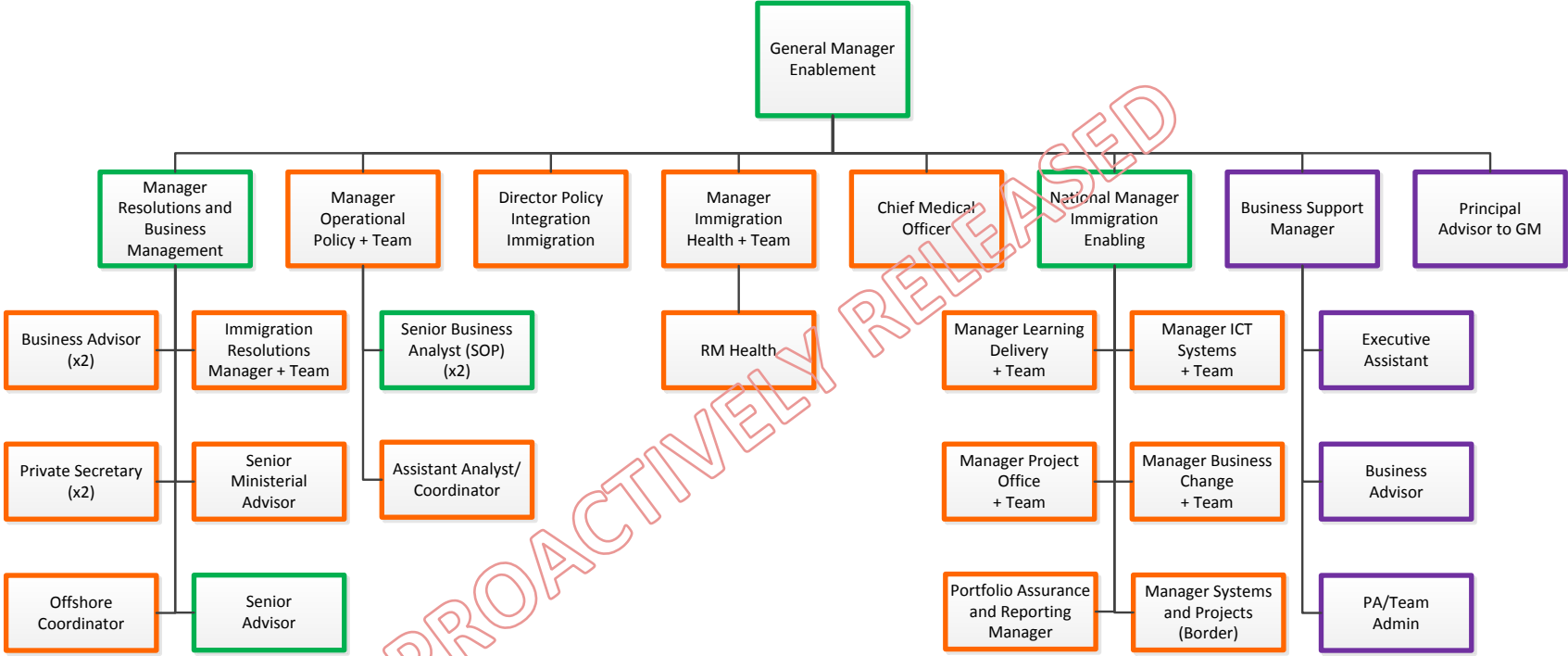
This branch will be responsible for operationalising government policy decisions, building and maintaining standard operating procedures and maintaining the eMedical system.

The branch will also provide Project Office services, implementing ICT systems maintenance, changes and upgrades, minimising the impact of change and effective delivery of training.

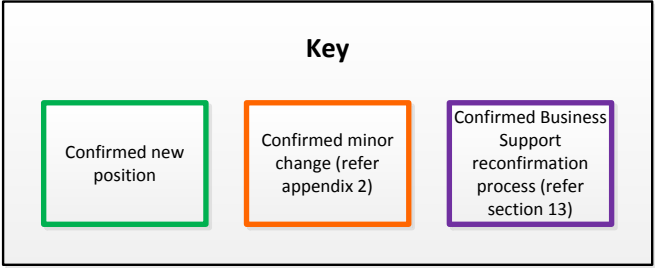
This branch will also be responsible for the coordination and delivery of INZs corporate accountability functions e.g. Estimates, Annual Report, written and oral parliamentary questions and OIA management, as well as the effective support of ministerial decision making, project and programme governance support and the interface with the Minister's office. The branch is also responsible for the coordination and logistics related to INZ staff who are posted to offshore positions.

PROACTIVELY RELEASED

Final and confirmed Enablement structure



PROACTIVELY RELEASED



Feedback and responses

The table below outlines the feedback received about the Enablement branch and the associated responses.

Ref.	Feedback	DCE Response
1	Overall support for the establishment of the Enablement branch and its purpose – a number of submissions agree with the establishment and the purpose of this branch.	This is a critical branch that will enable our operations across INZ.
2	Business Support Team to report to the Director Business Management – feedback suggested that the Business Management team deal with similar activities that the Business Support Team in Enablement would do.	<p>The Business Support function is to support the activities of the particular branch. This includes activities such as budgets, business planning, reporting and Official Information Act (OIA) requests.</p> <p>The Business Management function in Enablement is to coordinate and deliver corporate accountability activities across all of INZ e.g. Estimates, Annual Report, written and oral parliamentary questions and OIA management as well as managing the interface with the Minister’s office and the coordination and logistics related to INZ staff who are posted to offshore positions.</p>
3	Keep the Central Feedback Team and Statutory Complaints Team in Resolutions – Several submissions raised the argument that the Central Feedback Team and the Statutory Complaints Team would be better left in Resolutions. This would also allow for this function to be assured by the Risk and Assurance team.	This is another area that sparked a lot of discussion. While I agree that the Central Feedback team and the Statutory Complaints team need to be assured as other teams are, it is important that there is separation between the teams that handle complaints and other parts of the organisation. There is a susceptibility to a conflict of interest if the complaints team is not kept at arm’s length and there is less chance of potential conflicts of interests arising if this function remains in the Assurance branch. The conflict of interest cedes to the GM Assurance.

Ref.	Feedback	DCE Response
		The Technical Specialist in the Resolutions team will carry out the quality checking from the Enablement branch to support the Statutory Complaints Team.
4	The Director Business Management should report directly to the General Manager – the feedback suggests that due to the scope of the work, and certain sign out processes required, it should align with similar roles sits across other MBIE groups.	I agree that the position responsible for the Business Management function should report to the General Manager for the reasons outlined. This area has been reorganised to reflect this.
5	Service Designers and Business Architects are better placed supporting the Projects and Portfolio Management team – some suggested that the Service Designers are part of project design and delivery and provide practice leadership on co-design, service design and user experience design. This consolidates the business architect operating model design along with technology architecture design in the PPM engine room that ensures multiple projects are aligned to strategy. There were also suggestions to increase the number of Business Architect roles to develop, deepen and maintain an integrated operating model.	A lot of the activities outlined here will be done by the Operations, Tasking and Improvement function in the future and will have a broad scope to operate across INZ. Therefore it makes sense that the positions should move to the Operations, Tasking and Improvement branch. The interface with the Project Office can still continue to provide the support and input needed. There will be no additional Business Architect roles created at this time.
6	The Mi-Process review and prioritisation responsibility should move to the Improvement function – feedback suggested the process to review, analyse and prioritise the improvement suggestions logged in Mi-Process should be part of the Improvement Team’s responsibility in OTI.	I agree. This responsibility fits better with the purpose of the Improvement team. No additional resources will be moved from Enablement to Operations, Tasking and Improvement to support this activity as additional resource was already proposed in the Improvement team and the analysis, design and some smaller scale implementation already fits within the scope of this team.

Ref.	Feedback	DCE Response
7	<p>The Project Portfolio Assurance role should be separated from the Project Office – feedback suggested the Portfolio Assurance and Reporting Manager should move out of the Project Office and into the Assurance branch. Other feedback suggested this role should report to the Manager Immigration Enabling separating it from project delivery.</p>	<p>I agree that the Portfolio Assurance function should be separated from the Project Office delivery functions that it would be assuring. In this case, there is still an importance to ensure there is close connections with the Project Office particularly when an agile project approach is being followed. Therefore I agree the Portfolio Assurance and Reporting Manager will report directly to the Manager Immigration Enabling.</p>
8	<p>Immigration Enabling to include system integration roles and other senior resourcing, such as a Chief Technology Officer – a number of submissions referenced the types of resourcing in the ICT space that could be beneficial, including a role of a system integrator of ICT systems. Given the number of vendors and systems in INZ and the level of oversight required, our current resourcing may not always be sufficient.</p>	<p>The systems integrator and other senior roles are important as they will ensure our business applications operate effectively end to end. However as an operating model, MBIE has a central ICT function and we should look to MBIE ICT for support on as this is where the accountability lies to provide the right resources to deliver on our requirements.</p>
9	<p>The Offshore Co-ordinator role should support INZ wide postings – a number of submissions highlighted the reduced number of offshore postings in visa processing as a result of the alignment and consolidation work undertaken in the VS2020 Programme. There are offshore postings required across several branches in INZ and the offshore co-ordinator should report to a central team to support this.</p>	<p>I agree. The Offshore Co-ordinator role should support INZ wide offshore postings and will be part of the Business Management function within Enablement.</p>
10	<p>The Programme Office should move to Operations, Tasking and Improvement – some feedback suggested this function would be better aligned in the Operations, Tasking and Improvement branch.</p>	<p>This is an option, however on balance I have decided to leave it in the Enablement branch. The Operations, Tasking and Improvement branch is about operational and priority setting. The Enablement branch, amongst other things, is about delivering change into the business whether it is through operational policy, system or process change.</p>

Ref.	Feedback	DCE Response
11	Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.	The Business support resourcing in this branch was reviewed. As this branch covers mostly internally focused and enabling functions, I believe the level of business support required has been overestimated. As a result the Senior Business Advisor position will be removed and the FTE will be utilised in a branch where the level of business support required has been underestimated.

PROACTIVELY RELEASED

Final decisions

The table below outlines the final and confirmed decisions in relation to the Enablement branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Enablement.
2	Technical Specialist in the Resolutions team will carry out the quality checking from the Enablement branch to support the Statutory Complaints Team.
3	The Director Business Management position will be disestablished with the Manager Resolutions and Business Management role reporting directly to the General Manager Enablement.
4	Mi-Process review and prioritisation responsibility will move to the Improvement function.
5	The Portfolio Assurance and Reporting Manager will report directly to the Manager Immigration Enabling.
6	The Offshore Co-ordinator role will support INZ wide postings and report into the Business Management function within Enablement.



NEW ZEALAND
IMMIGRATION

8. FINAL DECISIONS, FEEDBACK AND RESPONSES:

VERIFICATION AND COMPLIANCE

SECTION EIGHT: This section outlines the feedback received, responses and final decisions on the Verification and Compliance branch.

Final and confirmed Verification and Compliance branch

Verification and Compliance will be accountable for the operational identification, management and treatment of emergent or emerged risk. This branch focuses on 'near term' risk and treats risk that has or is about to eventuate.

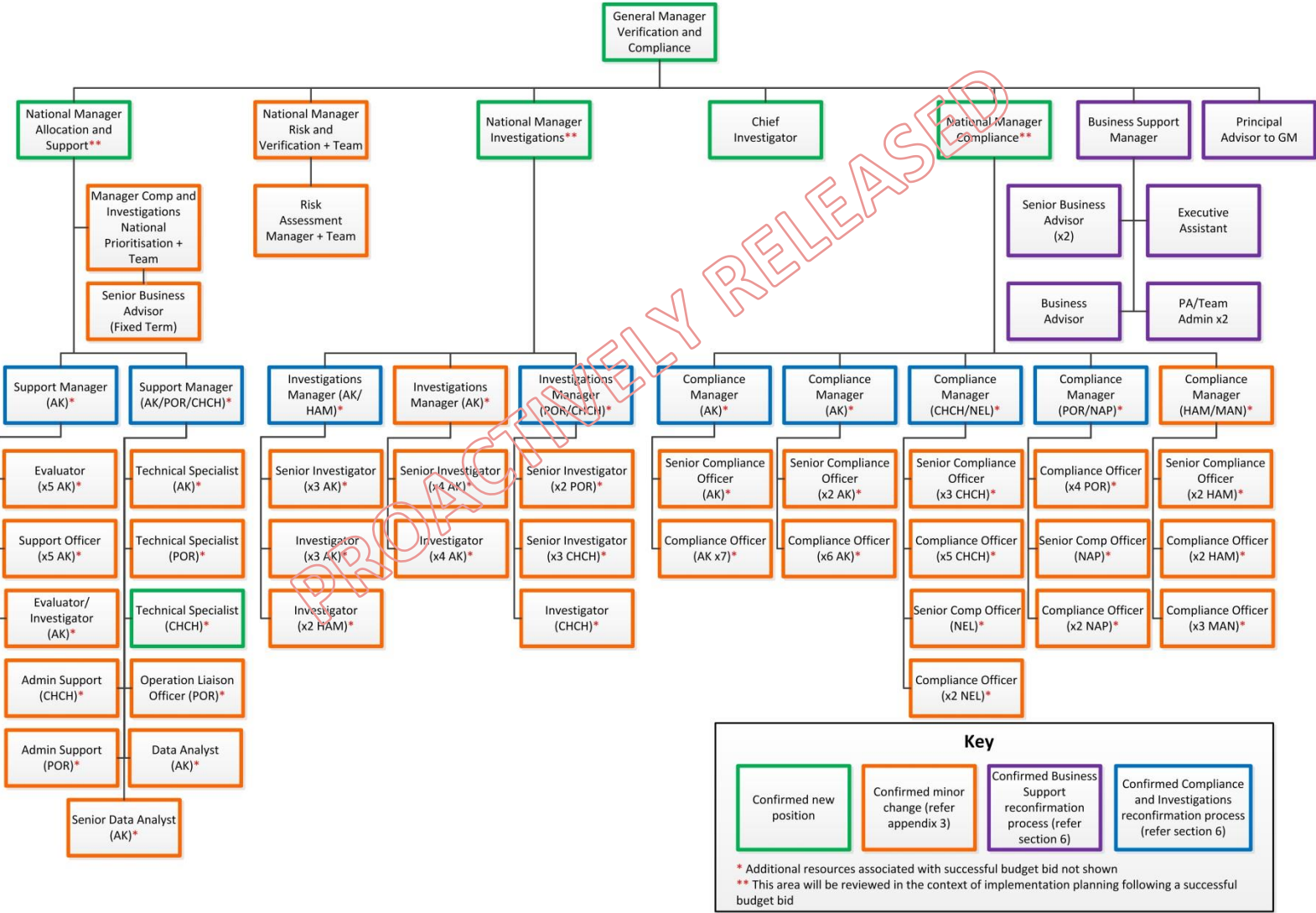
Managing risk is a core component of regulation. The provision of tailored, holistic advice and subject matter expertise to treat all elements of risk is key, especially risk that has already eventuated or could eventuate in the near term.

This branch would be responsible for both onshore and offshore risk and verification, supporting decision makers with pre-decision verification including for persons threatening New Zealand's commitments to non-proliferation of weapons of mass destruction and related issues. It would also carry out screening of specific cases and post-decision verification to ensure that applicants and employers/sponsors are meeting their obligations. Potential future changes to temporary work visas will likely amplify this work further.

Through its compliance function this branch would also facilitate voluntary departures and undertake deportations, investigate allegations of fraud or misuse of the immigration system, and prosecution of offenders via the justice system.

Note: The INZ change proposal was formulated whilst several budget bids were being considered by Government. Successful bids are now in the early stages of implementation planning. Additional resources associated with successful budget bids do not appear in the final decision structure as this planning has not been completed at the time of the final decision on the change proposal. Areas that are being reviewed in the context of the implementation planning are shown in the organisation chart below with red asterisks.

Final and confirmed Verification and Compliance structure



Feedback and responses

The table below outlines the feedback received about the Verification and Compliance branch and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Overall support for the establishment of the Verification and Compliance branch and its purpose – a number of submissions agree with the establishment and the purpose of this branch.</p>	<p>It was clear through the submissions that the original name of this branch, Risk, had varying, specific meanings for many of you in respect to what you do at INZ. This was a branch that needed a name change to reflect the scope of work it is responsible for under the new structure. This branch is about managing near term risk and treating risk that has already eventuated.</p> <p>Our successful budget bid in Budget 2019 also means there will be increased frontline resources and support resources in this branch that will be brought in over time.</p>
2	<p>The split of compliance and investigations into separate teams – this was a significant area of feedback which had many that supported the split and others opposing it. Some feedback outlined that the split would limit career development opportunities or creates silos while others welcomed the focus the split of the functions would bring.</p>	<p>The day to day work of these two functions are different therefore splitting the teams will allow the required management focus on each discipline. In addition the ability to determine priorities and allocation of resources across the team nationally will provide significant benefits.</p> <p>Different reporting lines do not necessarily change how people interact. There was concern that the knowledge gained through working in cross functional teams would be lost. This will be reviewed in line with national priorities however cross functional teams are not imposed upon by different reporting lines, instead cross functional teams are a critical feature of the new model.</p> <p>I believe this can be deployed more flexibly and responsively under the confirmed national functionally based model and structure.</p>

Ref.	Feedback	DCE Response
3	<p>The geographical split for Compliance needs to be revisited – a number of submissions commented on the geographical allocation for the teams in Compliance suggesting that Porirua is better aligned with Napier in terms of the work that is being done in the Horticulture and Viticulture sector.</p> <p>This also allows for backup for resourcing which will be less of an issue on a national basis and it was suggested that Nelson and Christchurch were put together due to the international airport in Christchurch.</p>	<p>This feedback has been taken on board with a different geographical allocation applied as follows:</p> <ul style="list-style-type: none"> - Auckland (x 2 teams) - Christchurch and Nelson - Porirua and Napier - Hamilton and Manukau. <p>This is reflected in the updated organisation chart.</p>
4	<p>The span of control for Investigation Managers is too large – submissions suggested the span of control for the investigations team needs to be lower due to the number of approvals needed from the manager in relation to production orders, search warrant applications, files to go to legal, risk assessments and so on.</p>	<p>The Investigations team has been supplemented with an additional Investigations Manager, each looking after teams in the following regions:</p> <ul style="list-style-type: none"> - Auckland - Auckland and Hamilton - Porirua and Christchurch. <p>The positions have been redistributed under these three managers which also reduces the management span of control.</p>
5	<p>Consider having a Technical Specialist for each Compliance Manager – feedback outlined the benefits of Compliance Managers having a technical specialist to remove the requirements for the managers to be deep technical experts, resulting in more effective people leaders.</p>	<p>I agree with this need for additional technical expertise, and have made provision for an additional Technical Specialist role in Christchurch to support Compliance Managers. The position will report to the Allocation and Support team and will be able to support managers across all locations as required.</p>

Ref.	Feedback	DCE Response
6	<p>Suggestion to have the Immigration Health team reporting to the Chief Medical Officer – a number of suggestions were provided on the reporting lines for the Chief Medical Officer, the Immigration Health Manager and team and the Medical Officers and whether there are ways to merge them into a team.</p>	<p>This feedback has been considered however I have decided that it is important that the Chief Medical Officer position is focused on relationships and the overarching strategy for Immigration Health, whereas the Immigration Health Manager sets the rules and has more of an operational focus and people leader focus.</p>
7	<p>Keep Risk and Verification with Border and Visa Operations – some suggested the importance of the reliance of risk and verification activities to support visa processing and decision making and that the focus on the importance of timeliness could be at risk.</p>	<p>The relationship that Risk and Verification has with Immigration Officers to support their decision making will continue. This should not be impacted by this change. Timeliness to support decision making will need to remain a focus.</p>
8	<p>Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.</p>	<p>I acknowledge the high volumes of Official Information Act and privacy requests received in respect to compliance and investigations work. In response, the Business Support team for the Verification and Compliance branch will be supplemented with two additional positions – a Senior Business Advisor and a Business Advisor.</p>

Final decisions

The table below outlines the final and confirmed decisions in relation to the Verification and Compliance branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Verification and Compliance.
2	The geographical allocations for the Compliance teams will be Auckland (x 2 teams), Christchurch and Nelson, Porirua and Napier, Hamilton and Manukau; positions will be redistributed to reflect this change.
3	An additional Investigations Manager position will be established; positions will be redistributed to reflect this change.
4	Establish an additional Technical Specialist role in Christchurch in the Allocation and Support team.
5	One additional Senior Business Advisor and one Business Advisor will be established in the Business Support team.

PROACTIVELY RELEASED



NEW ZEALAND
IMMIGRATION

9. FINAL DECISIONS, FEEDBACK AND RESPONSES:

BORDER AND VISA OPERATIONS

SECTION NINE: This section outlines the feedback received, responses and final decisions on the Border and Visa Operations branch.

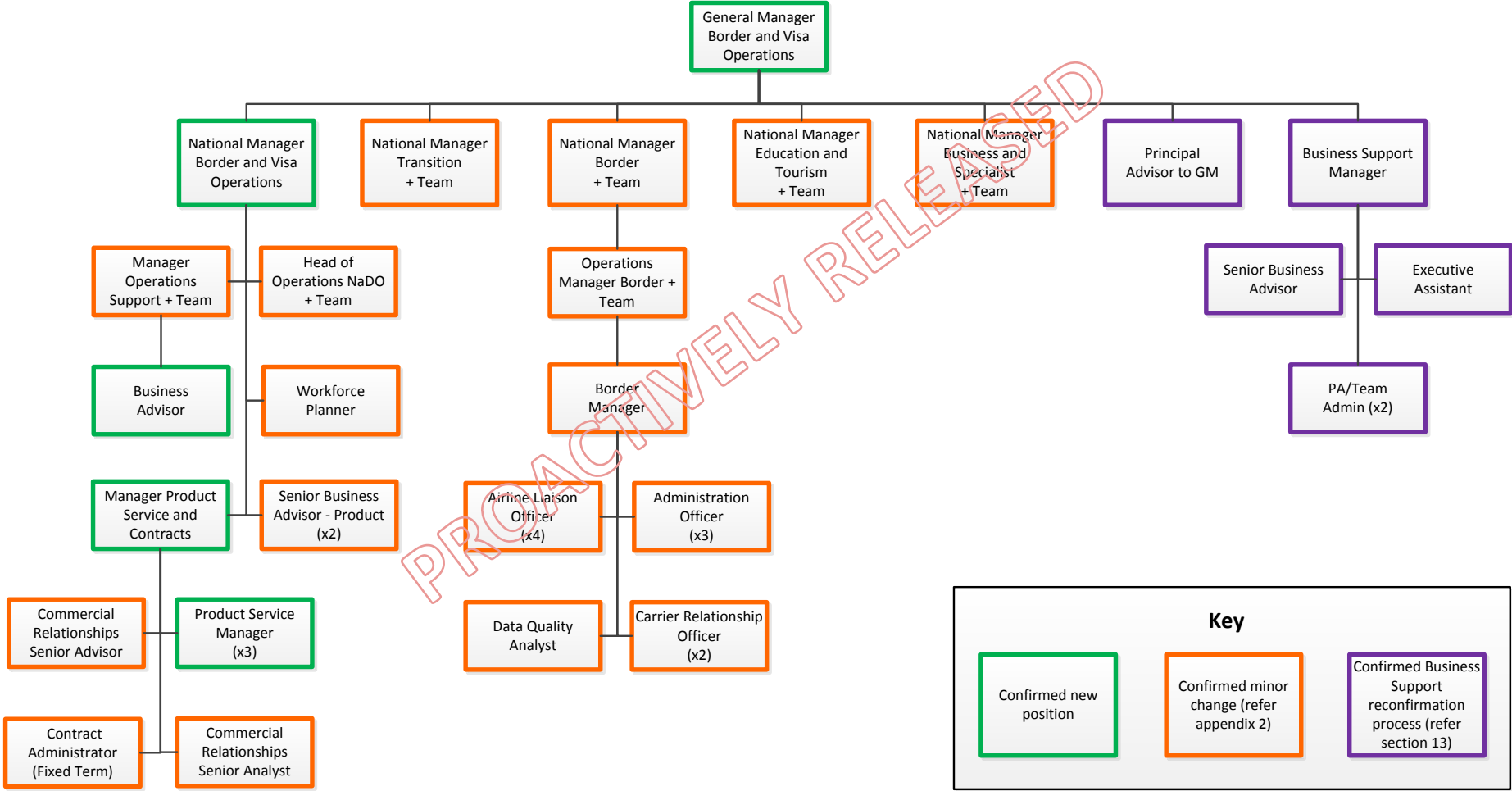
Final and confirmed Border and Visa Operations branch

Border and Visa Operations will be accountable for quality, timely visa and border entry decisions and informed by business rules and specialist advice (where required).

This branch will include the effective operation of the network of visa decision-making offices (both onshore and offshore), effective management of the frontline operations at the New Zealand border and the immigration border targeting operations.

PROACTIVELY RELEASED

Final and confirmed Border and Visa Operations structure



PROACTIVELY RELEASED

Feedback and responses

The table below outlines the feedback received about the Border and Visa Operations branch and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Overall support for the establishment of the Border and Visa Operations branch and its purpose – the feedback submissions indicate support for establishment of this branch.</p>	<p>This is a critical branch where people make critical decisions every day. A focus of this change has been to minimise the impact on the operations of the teams confirmed to be in this branch.</p>
2	<p>Border Operations being part of Border and Visa Operations – this was a significant area of feedback that had opposing views. A number of feedback submissions supported this change as it promoted consistent decision making. Other feedback suggested that the decision making at the Border is quite different to that made by Visa Services today and that the change could limit career development opportunities that people would have had in CRIS today. A number of submissions also highlighted the different structure and culture that Border Operations has that is very different to that which exists in visa decision-making offices. This could create barriers to how the teams integrate.</p> <p>Some highlighted that the change is in opposition to international partners who have moved to separate the visa issuance process from the Border function. The international movement has a view of the border as having more of a law enforcement function than a policy one.</p>	<p>It is important to understand that this change is not about moving Border Operations to Visa Services. This change is about establishing a new branch that will focus on making good quality decisions while assessing the balance that needs to be applied between facilitation and protection. This requires a mind-set change for everyone in this branch.</p> <p>While much of the feedback received was well thought out, the content of some submissions arguing to keep the Border separate from visa decision-making actually reinforced the reasons why they should be brought together.</p> <p>The original proposal will stand with Border Operations in the Border and Visa Operations branch.</p> <p>This will not limit career development or progression opportunities as this can still happen across branches, in fact, I encourage it. This is a great way to understand the work your colleagues do.</p>

Ref.	Feedback	DCE Response
3	<p>The Risk and Intelligence Profiling Analysts should move to Intelligence, Data and Insights – feedback acknowledged the Risk and Intelligence Profiling Analysts could move out of Border Operations and to Intelligence and Data as there is alignment in analytics functions there. However, feedback also suggested that they should remain in order to avoid disrupting the collaboration that exists currently between this group and wider Border Operations.</p>	<p>I acknowledge that too much change at once could create impacts in areas. There is a growing need to establish our Intelligence, Data and Insights function as soon as possible, especially in the area of analytics. Following initial feedback received, I have carried out a more targeted, smaller scale consultation process on the creation of a Joint Targeting and Analytics team with specific individuals and teams directly impacted.</p> <p>I have decided to establish Joint Targeting and Analytics team within the Intelligence, Data and Insights branch. As part of this establishment, I have decided the Risk and Intelligence Profiling Analysts and the Border Manager they report to will be renamed to Intelligence Targeting Analysts and Border Intelligence Targeting Manager respectively and report directly into this team within the Intelligence, Data and Insights branch. The Data Analyst will also move. The Airline Liaison Officers will remain in Border.</p> <p>This will provide a more coherent operational intelligence targeting capability across INZ and our partners, while still servicing Border Operations. They will still be physically located in Auckland.</p> <p>I acknowledge there may be some short term efficiency impacts with this change, however, the value in amplifying the capability that will exist in the Intelligence, Data and Insights branch over time is more appealing than keeping the status quo.</p> <p>To get better outcomes in the long term, this change is necessary. I need to emphasise that the collaboration that still needs to exist with the Border Operations teams should not change.</p> <p>A change in reporting line does not mean the collaboration and support</p>

Ref.	Feedback	DCE Response
		provided to other parts of INZ stops, in fact it is core requirement of the new model.
4	<p>The Systems Analyst in Border Operations should not be separated from the Border Systems and Project Manager and Senior Business Analyst – following the subsequent targeted and smaller scale consultation process with specific individuals and teams directly impacted, feedback was received not to move the System Analyst into the new proposed Joint Targeting and Analytics team as proposed in the new proposal.</p>	<p>I agree with the suggestion not to split the Systems Analyst from the Systems and Project team. In addition to this, the very well-articulated response and description of the work done in this space highlighted that this team is better placed in the Enablement branch directly reporting to the National Manager Immigration Enabling. This change in reporting line will assist in resolving some of the issues highlighted, specifically drawing on other resources and expertise that exist in the Immigration Enabling team to support the systems in IBO. The functions described in this response are very well aligned to the overall responsibilities of the Enablement branch.</p> <p>This will be a change in reporting line. The Systems and Projects team can still be physically located in Auckland and work closely with IBO, while benefiting from the additional skills and support available from the wider Enablement branch.</p>
5	<p>Assurance Advisors to report to the Assurance branch – feedback suggested changing the reporting line for Assurance Advisors from reporting to the Practice Leads in Border and Visa Operations to report into the Manager Risk and Assurance. This would create a segregation of duties between the office assurance function and its operations. It would also avoid Assurance Advisors being used for visa processing activities.</p>	<p>This is a good point made. While the Assurance Advisors in Border and Visa Operations will continue to have a link into the Assurance branch, it is not necessary for the position to report into this branch. The Assurance Advisors in Border and Visa Operations were deliberately created to remove assurance monitoring activity from Immigration Management teams and their activities will also be assessed by the Assurance branch. The roles are specifically designed to be in line with each other as the ‘first line of assurance’.</p>

Ref.	Feedback	DCE Response
6	<p>The two Product AGMs in Border and Visa Operations should have the Senior Business Advisor – Product roles reporting directly to each of them – feedback suggested the Senior Business Advisor – Products and the Product Service Managers to report to AGMs of products as opposed to the AGM Operations.</p>	<p>There is benefit to having the Senior Business Advisors – Product and the Product Service Managers reporting to the National Manager Border and Visa Operations as it encourages consistency and flexibility of support to the other National Managers in the branch.</p>
7	<p>It would be beneficial to have workforce planning specialists – feedback highlighted the importance of having workforce planning specialists to manage the current and future pressures around FTE management and workflow management.</p>	<p>I agree and have repurposed a vacant position from Immigration Analytics to report to the National Manager Border and Visa Operations as a Workforce Planner.</p>
8	<p>Increase the number of product advisors and align it with the four product streams – feedback outlined that two Business Advisors is insufficient to manage the volume of product related work channelled through the AGMs resulting in AGMs spending significant amounts of time in administrative and operational tasks.</p>	<p>I acknowledge the volumes of product related work that need attention. With the additional Workforce Planner, Product Service Manager and Business Support positions created, it is envisaged that the Border and Visa Operations leadership team will be adequately supported.</p>
9	<p>The Business Support team should report to the AGM Operations – feedback suggested the Business Support team report to the AGM Operations as there is a commonality in supporting Official Information Act and Privacy requests.</p>	<p>I acknowledge that the Operational Support team deal with Official Information Act requests for Visa Services today. This will continue under Border and Visa Operations. Therefore, the Business Support team responsibilities in Border and Visa Operations will be slightly different to other branches; however, it does not require a reporting line change. The responsibilities of the Business Support team are wider than responding to Official Information Act requests and also includes business planning, branch budgeting and financial management, reporting and so on.</p>

Ref.	Feedback	DCE Response
10	Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.	The Business support resourcing in this branch was reviewed and an additional Business Advisor will be established in the Operations Support team to support additional work associated with Border being included as a part of Border and Visa Operations.

PROACTIVELY RELEASED

Final decisions

The table below outlines the final and confirmed decisions in relation to the Border and Visa Operations branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Border and Visa Operations.
2	Risk and Intelligence Profiling Analysts will be renamed Intelligence Targeting Analysts and report to the Joint Targeting and Analytics team in the Intelligence Data and Insights branch.
3	The Data Analyst in Border will report to the Joint Targeting and Analytics team in the Intelligence Data and Insights branch.
4	The Border Systems and Project Manager will report to the National Manager Immigration Enabling in the Enablement branch.
5	A Workforce Planner position reporting to the National Manager Border and Visa Operations will be created utilising resource from a vacant Business Analyst resource in Immigration Analytics.
6	A Business Advisor position reporting to the Manager Operations Support will be established.



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10. FINAL DECISIONS, FEEDBACK AND RESPONSES:

REFUGEE AND MIGRANT SERVICES

SECTION TEN: This section outlines the feedback received, responses and final decisions on the Refugee and Migrant Services branch.

Final and confirmed Refugee and Migrant Services branch

Refugee and Migrant Services will work with local government, community groups and employers, together with Immigration Engagement and Information and Education, to deliver the best possible outcomes for new migrants including refugees and participants in labour mobility schemes.

The branch is accountable for the provision of advice on developing migrant services and leads both the New Zealand Migrant Settlement and Integration Strategy and the New Zealand Refugee Resettlement Strategy for whole of government.

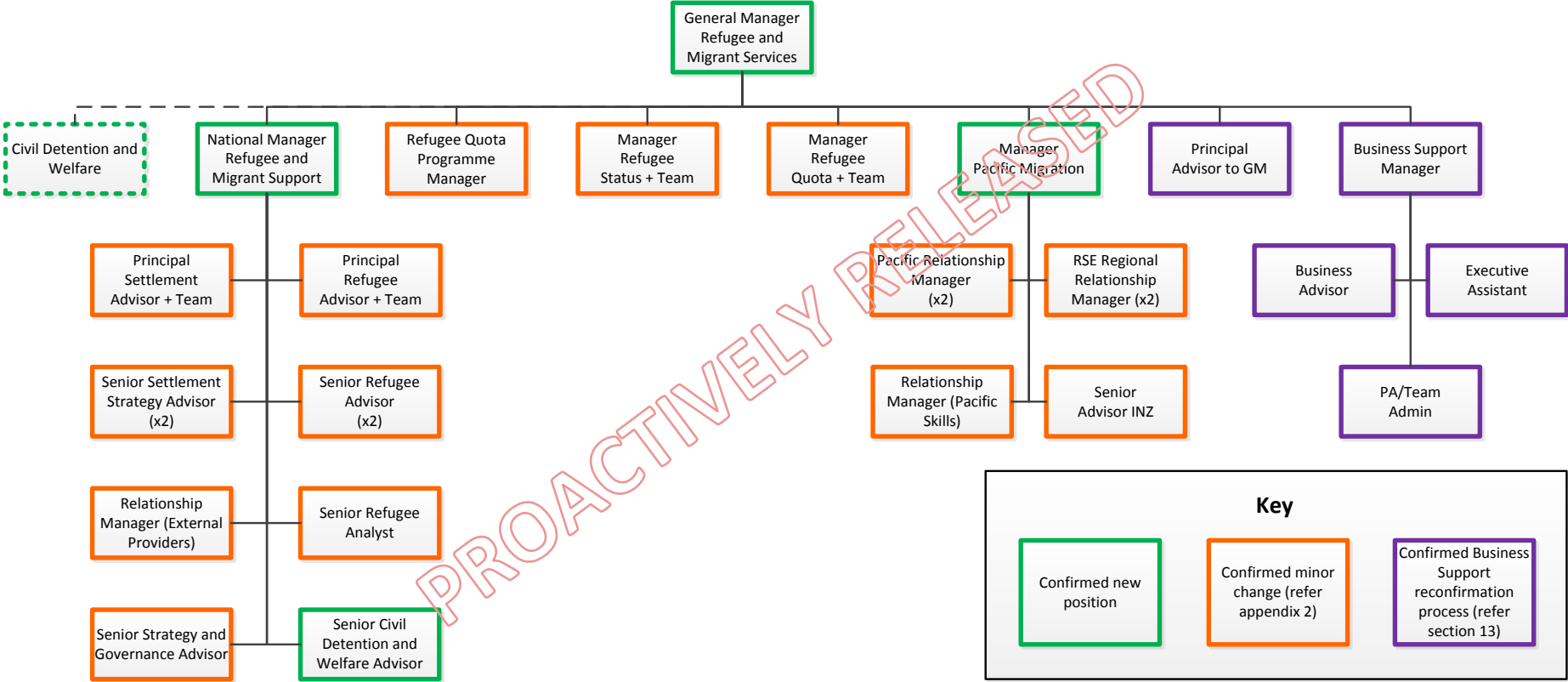
A key accountability of the branch is ensuring refugee services are delivered effectively and that New Zealand meets all its United Nations obligations and responsibilities in respect of people with, or who are claiming refugee status. The branch manages the relationship with UNHCR and IOM and is also managing the delivery of the Refugee Quota Increase Programme.

The Refugee and Migrant Services branch is accountable for the delivery of the Refugee Quota Programme supporting mandated refugees when they arrive in New Zealand as well as Refugee Status decision-making of claimants already in New Zealand, recognising the broader role of the overall 'refugee system'.

The branch will be responsible for the welfare and management for those under civil detention while their claims are being assessed, and for any other person in immigration detention.

Refugee and Migrant Services is also accountable for the operational delivery of pacific migration initiatives including the safety and welfare of the schemes and their participants. As the Pacific Strategy evolves and pilot programmes turn into operations delivery, they will also be led from this branch.

Final and confirmed Refugee and Migrant Services structure



Key

- Confirmed new position
- Confirmed minor change (refer appendix 2)
- Confirmed Business Support reconfirmation process (refer section 13)

Feedback and responses

The table below outlines the feedback received about the Refugee and Migrant Services branch and the associated responses.

Ref.	Feedback	DCE Response
1	Overall support for the establishment of the Refugee and Migrant Services branch and its purpose – the feedback submissions indicate support for establishment of this branch.	This is a critical branch to ensure best possible settlement outcomes for new migrants, the operational delivery of pacific migration initiatives and the effective delivery of refugee services in line with our international obligations.
2	Clarity on the strategies that INZ lead in relation to Settlement - there needs to be greater clarity that INZ leads two separate and distinct Strategies - the New Zealand Migrant Settlement and Integration Strategy and the New Zealand Refugee Resettlement Strategy.	I agree. Both the New Zealand Migrant Settlement and Integration Strategy and the New Zealand Refugee Resettlement Strategy are led from the Refugee and Migrant Services branch and this has been updated in relevant documentation.
3	Refugee Quota Increase Programme Manager to report directly to GM Settlement – feedback suggested that lifting this position to report directly to the General Manager.	I agree with this and this is reflected in the new structure.
4	Do not split the Pacific Labour Mobility team from the rest of the current Pacifica Labour and Skills team – Some submissions provided strong support for the proposed split of functions and also some feedback that proposed keeping the team together and combining it with other Pacific functions in the business.	<p>I acknowledge that there is merit in the feedback provided to keep the team intact; however it does not outweigh the support for the proposed split of the function.</p> <p>In response to the government policy “the Pacific reset, there is a need to elevate the strategic aspects of work in the pacific space from the equally important operational delivery of existing programmes that work with thousands of migrants every season.</p>

Ref.	Feedback	DCE Response
5	<p>Rename Manager Pacific Labour Mobility to Manager Pacific Migration – this does not reflect the many Pacific migrants who migrate under categories other than the RSE. A more appropriate title would be Manager Pacific Migration.</p>	<p>I agree with this name change.</p>
6	<p>Expand the proposed purpose of the Refugee and Migrant Services branch to reflect a policy and research-based function – some suggested that the purpose of the branch needs to clearly acknowledge the branch’s responsibility for leading cross-agency implementation, monitoring and evaluation of two separate Government strategies and the international reporting, research and discussion on integration and settlement issues.</p>	<p>I acknowledge the high-level work the advisory roles in this branch undertake, and the purpose of the branch has been expanded to recognise the responsibility for New Zealand Migrant Settlement and Integration Strategy and the New Zealand Refugee Resettlement Strategy amongst other things.</p>
7	<p>The Migrant and Refugee team can be sorted into two distinct and relatively equal parts: refugee-focused and migrant-focused – feedback suggested this can be set up with separate managers for each.</p>	<p>These two specific areas can be supported via the proposed structure and additional managers are not being created at this time. The Manager of the area would be likely to review this area over time with input from the team.</p>
8	<p>Why is the Refugee Status proposed where it is – feedback suggested that this branch does not fit with the Settlement definition. Noting that there was also feedback received that supported keeping the Refugee Quota and Refugee Status teams in the same branch.</p>	<p>After consideration of feedback received, I have decided that the Refugee Status team will remain in Refugee and Migrant Services given the importance of the overall ‘refugee system’. The new name for the branch will address the concern that it did not fit appropriately in ‘Settlement’.</p> <p>Note that both the Refugee Status and Refugee Quota teams will no longer be known as branches. MBIE’s naming convention does not extend “branches” beyond that of General Managers.</p>

Ref.	Feedback	DCE Response
9	<p>Move the Relationship Manager (External Providers) to Refugee and Migrant Services – feedback suggested this position is better placed in the Refugee and Migrant Services branch than in the Strategy, Engagement and Education.</p>	<p>I agree and this is reflected in the organisation chart.</p>
10	<p>Move the Relationship Manager (Pacific Skills) to Refugee and Migrant Services – feedback suggested this position is better placed in the Refugee and Migrant Services branch than in the Strategy, Engagement and Education.</p>	<p>I agree and this is reflected in the organisation chart.</p>
11	<p>Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.</p>	<p>The Business Support resourcing in this branch was reviewed and confirmed as appropriate.</p>

PROACTIVELY RELEASED

Final decisions

The table below outlines the final and confirmed decisions in relation to the Refugee and Migrant Services branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Refugee and Migrant Services.
2	Refugee Quota Increase Programme Manager to report directly to General Manager Refugee and Migrant Services.
3	The Manager Pacific Labour Mobility will be renamed to Manager Pacific Migration.
4	Relationship Manager (External Providers) will report to National Manager Refugee and Migrant Support.
5	Relationship Manager (Pacific Skills) will report to the Manager Pacific Migration.

PROACTIVELY RELEASED



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11. FINAL DECISIONS, FEEDBACK AND RESPONSES:

ASSURANCE

SECTION ELEVEN: This section outlines the feedback received, responses and final decisions on the Assurance branch.

Final and confirmed Assurance branch

This branch is key to INZ being a good regulator. It is critical that we can assure ourselves, MBIE, the government and New Zealand that we are fulfilling our legal and regulatory obligations; following our own rules, conceding where appropriate, acting on feedback and complaints, and playing our part effectively in the immigration system as a whole.

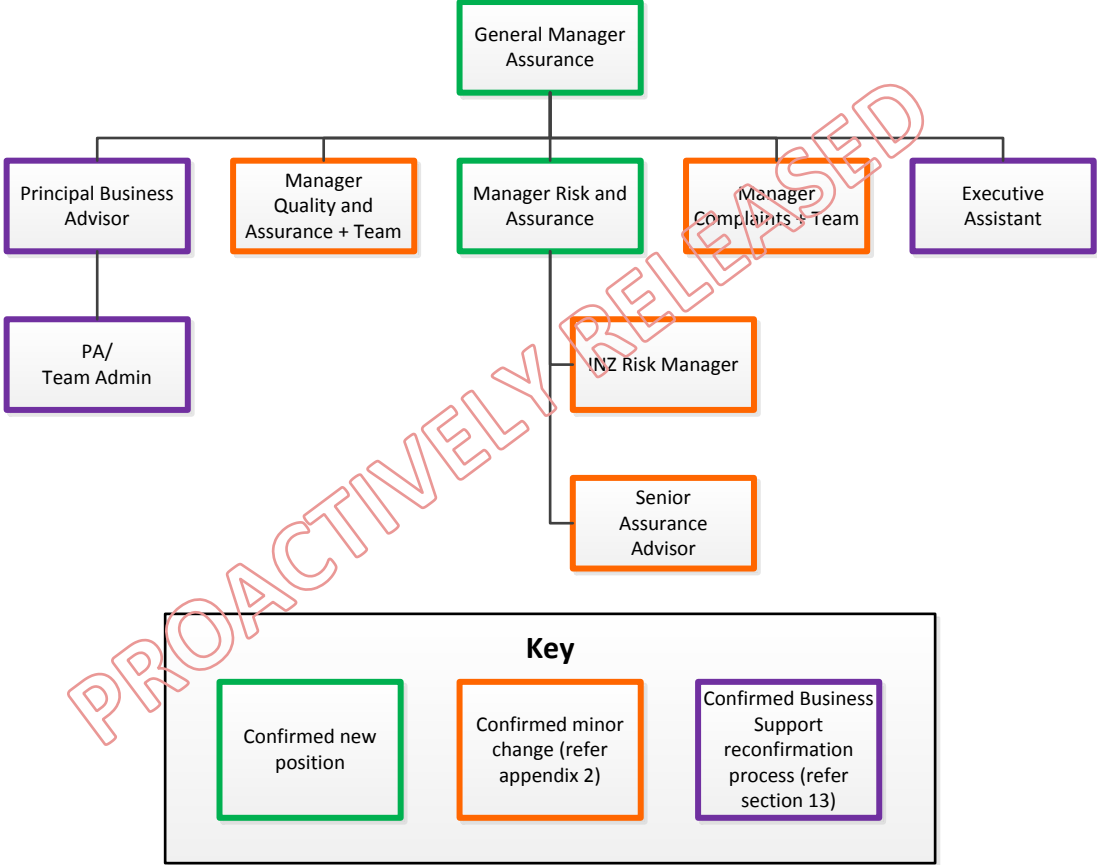
The branch will also be responsible for managing the complaints process received from applicants as well as the more formal statutory complaints process that involves privacy issues and the Office of the Ombudsman.

This branch will be responsible for providing:

- Independent assurance services in respect to INZ's legislative responsibilities under the Immigration Act
- Independent assurance around corporate risk and assurance responsibilities and managing corporate risk profile
- Ensuring INZ is following its own policies and standard operating procedures
- The effective management of complaints ensuring key insights are fed back for improvement purposes.

PROACTIVELY RELEASED

Final and confirmed Assurance structure



Feedback and responses

The table below outlines the feedback received about the Assurance branch and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Overall support for the establishment of the Assurance branch and its purpose – the feedback submissions indicate support for establishment of this branch.</p>	<p>This is a critical branch to help INZ build its role as a regulator.</p>
2	<p>The Central Feedback team and the Statutory Complaints team –there were opposing views on whether these two teams should be in Assurance or be retained in the Resolutions team. A number of the feedback opposed the move as these teams are subject to assurance reviews as are other parts of the organisation. Therefore, the teams should be separate from the function conducting the assurance reviews.</p>	<p>It is understood that these teams do not provide assurance functions, but are operational teams responding to complaints. It is also understood that these teams are subject to assurance reviews themselves. The decision to have these two teams in Assurance is one of balance. The team responding to complaints should be separate from areas that complaints may be received on. Therefore, when balancing these two aspects, the benefits of having the Central Feedback team and the Statutory Complaints team separate outweigh the risk of conflict regarding assurance reviews. That perceived conflict has to sit somewhere in the organisation.</p>
3	<p>The Technical Specialist that completes quality checking in support of the Statutory Complaints team should move with the team – currently the quality checking of statutory complaints is rotated around a team of technical specialists. This responsibility would also need to move to Assurance.</p>	<p>There are advantages and disadvantages to moving the Technical Specialist to Assurance to support this work. On the one hand, it is keeping the function together, while on the other hand having one technical specialist to support this work in Assurance can create a key resource risk. Therefore it would be more beneficial to keep the Technical Specialist in the Resolutions team and carry out the quality checking from Resolutions. This is an example of where a trade-off had to be made balancing the various views.</p>

Ref.	Feedback	DCE Response
4	Business support resourcing needs to be reviewed across the branches – a number of submissions requested the review of the number of business support resources for each branch for suitability against the branch purpose.	The Business support resourcing in this branch was reviewed and an additional Personal Assistant/Team Administrator will be provided for.

PROACTIVELY RELEASED

Final decisions

The table below outlines the final and confirmed decisions in relation to the Assurance branch.

Ref.	Final and confirmed decisions
1	A new branch will be established called Assurance.
2	Technical Specialist in the Resolutions team will carry out the quality checking from Resolutions to support the Statutory Complaints team.
3	A Personal Assistant/Team Administrator position will be established in the Assurance branch.

PROACTIVELY RELEASED



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12. FINAL DECISIONS, FEEDBACK AND RESPONSES:

TRANSITION AND OTHER RELATED FEEDBACK

SECTION TWELVE: This section outlines the feedback received, responses and final decisions on transition and other topics on which feedback was received.

Feedback and responses

The table below outlines the feedback received about the transition and other related feedback and the associated responses.

Ref.	Feedback	DCE Response
1	<p>Timing of the reconfirmation process – much feedback was submitted requesting the timing of the reconfirmation process for the Business Support roles to take place after the General Manager appointments have been announced.</p>	<p>The intention is that the reconfirmation process will commence after the General Manager interviews and appointments have been completed, however, this may not be possible in every circumstance as a number of factors could eventuate through the recruitment process which could delay appointments. We will try and meet this request as far as it is practically possible.</p>
2	<p>Implications of the new structure on systems - the new structure will require an amendment to the taxonomy for the Complaints and Feedback System (CFS) which has ICT implications and potential costs. This means appropriate support and lead in time will be required, and financial impacts scoped.</p>	<p>This change will be planned for in the transition plan that will commence from 1 July 2019.</p>
3	<p>Delegations, designations and authorisations will need to be updated to reflect the changes - implementation care will be taken to ensure that designations, delegations, and authorisations are appropriate and in place when the new structure comes into effect.</p>	<p>This change will be planned for in the transition plan that will commence from 1 July 2019.</p>

Final decisions

The table below outlines the final and confirmed decisions in relation to transition and other related feedback.

Ref.	Final and confirmed decisions
1	The reconfirmation process is planned to commence after the General Manager interviews and appointments have been completed.
2	The update to the Complaints and Feedback System will be factored into the transition plan.
3	The updates to delegations, designations and authorisations will be factored into the transition plan.

PROACTIVELY RELEASED



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13. TRANSITION AND IMPLEMENTATION

SECTION THIRTEEN: This section outlines the plan for people transition and the implementation of the confirmed structure.

PROACTIVELY RELEASED

Transition and implementation of the new structure

The new structure will be effective on 30 September 2019.

Transition will run from 1 July - October 2019 to establish the new organisation structure. There will be three transition workstreams, each with a distinct set of packages and deliverables:

- **People and Organisation** – to transition our people to new roles and appoint the best people to fill any new positions.
- **Operational and Administrative** – to ensure the new organisation structure is implemented with the right systems, structures and processes.
- **Setting the strategic foundations** – to develop strategies and plans to ensure that new General Managers are equipped to lead their teams and execute on the *Striking the Balance* strategy.

Timeframe	Activity
27 June 2019	Final decisions announced.
August 2019	Tranche 1 appointments announced
September 2019	Tranche 2 appointments announced
September 2019	Expression of interest conducted and reconfirmations announced
30 September 2019	New structure in place and takes effect
October 2019 onwards	Tranche 3 appointments announced

The appointment and selection process

Consistent with the MBIE change process and recruitment policy, the following summarises the proposed selection, redeployment and recruitment process for this proposal.

New leadership positions

All new leadership positions reporting to the DCE Immigration and a selection of other leadership positions will be advertised internally and externally concurrently

The selection process would be merit based with first consideration given to affected permanent staff over applicants, subject to them meeting the suitability requirements of the position. The interview would consist of a presentation and questions regarding a candidate's skill set relevant to the position and the competencies as defined in the position description.

Reference checks will be sought as part of the selection process. It will be a condition of applying for a position that you agree that views may be sought from any MBIE manager or internal clients you have worked for or with. Such references would be regarded as evaluative material (relevant in terms of assessing suitability for employment) and would not be made available to the candidate.

Psychometric testing may be undertaken as part of the appointment process for some leadership positions. This will allow us to consider the right mix and fit for leadership teams. Media assessments may also be undertaken for some roles.

Security clearances are a requirement of a number of positions, with some positions requiring Top Secret clearance.

Where possible, successful candidates will be contacted at the same time and appointments would be announced as a group.

Unsuccessful candidates will be contacted by a panel member to confirm they had been unsuccessful prior to the announcement of successful candidates.

Advertising will be undertaken in 3 tranches, for efficiency and to allow some visibility of the structure during the process. Tranches will be spaced approximately 2-3 weeks apart and for the most part will be broken by tiers.

- Tranche 1: Advertised from early July for two weeks internally and externally. Interviews will take place towards the end of July and into early August. Candidates who apply for multiple roles will be interviewed once with a lens for all roles applied for.
- Tranche 2: Advertised from late July for two weeks internally (some roles may also be advertised externally).
- Tranche 3: Advertised from mid August for two weeks internally (some roles may also be advertised externally).

More information will be provided on how to stay up to date during this recruitment and appointment process.

Below is an indication of the positions to be advertised in each tranche. These are current at the time of publication of this document however may change during the Transition Phase. The final position descriptions for these positions can be found in Appendix 3.

Tranche 1

- General Manager Strategy, Engagement & Education
- General Manager Operations (Associate DCE)
- General Manager Intelligence, Data and Insights
- General Manager Enablement
- General Manager Verification and Compliance
- General Manager Border and Visa Operations
- General Manager Refugee and Migrant Services
- General Manager Assurance
- National Manager Sector Strategy
- National Manager Immigration Engagement
- National Manager Information and Education
- National Manager Targeting, Analytics and Insights
- National Manager Immigration Enabling
- National Manager Border and Visa Operations
- National Manager Allocation and Support
- National Manager Investigations
- National Manager Compliance
- National Manager Refugee and Migrant Support
- Chief Investigator
- Manager Incident Response

Tranche 2

- Manager INZ Strategy and Planning
- Manager International Strategy
- Manager Pacific Strategy
- TVOM Programme Manager
- Manager Digital Channels
- Manager Information Products
- Manager System Action and Tasking
- Manager Immigration Improvement
- Manager Business Prioritisation
- Manager Strategic Change
- Manager Joint Targeting and Analytics
- Manager Performance and Reporting
- Manager Insights
- Manager Product Service and Contracts
- Manager Risk and Assurance
- Manager Resolutions and Business Management
- Manager Pacific Migration
- Improvement Designer (x2)
- Senior Business Analyst (System and Tasking)
- Operations and Tasking Coordinator
- Senior Incident Advisor
- Senior Business Analyst

Tranche 3

- Information and Education Coordinator
- Advisor International (x2)
- Senior Information Sharing Analyst
- Senior Prioritisation Advisor
- Senior Prioritisation Analyst
- Senior System Action Advisor
- Senior Business Analysts (SOPs) (x2)
- Technical Specialist - Christchurch
- Product Service Manager (x3)
- Senior Civil Detention And Welfare Advisor
- Business Advisor
- Senior Advisor
- Senior Advisor

The reconfirmation and expression of interest process

There are more positions than people in the proposed new Business Support functions and more proposed new Compliance Manager, Investigations Manager and Support Manager positions in the Verification and Compliance branch.

Staff in these positions will have an opportunity to participate in an expression of interest process indicate their top three preferences for reconfirmation. In reconfirmation, staff will be placed into equivalent positions in the new structure on the same salary, terms and conditions and in the same location.

The expression of interest process will determine the best match to teams taking the following into consideration:

- Employee preferences
- Current skills and experience to ensure best fit for branch function
- Work being supported
- Business need.

This process is for permanent staff to be reconfirmed into positions in the new structure. Once we have worked through the expression of interest process for permanent staff, a recruitment round will be undertaken to fill the remaining vacancies. Fixed term staff members applying for permanent positions will be asked for their team preference as part of the recruitment process.

We are aware that many staff affected by this process will want to be placed after managers have been announced, effectively choosing the manager they will work with. Taking this into account, we are looking at starting this process in September in the hope that a number of managers will already be in place. However, we would suggest thinking first about which areas interest you to work in, as it is unlikely that all managers will be in place prior to the commencement of the process.

Transition and implementation planning

Once final decisions are announced, INZ will enter a Transition Phase to implement the decisions that will run from 1 July 2019 to October 2019. The new structure will go live on 30 September 2019.

The Transition Phase will involve three transition work streams, each with a distinct set of packages and deliverables as shown below. A high-level timeline is shown in figure 3.

1. People and Organisation:

- Transition our people to new roles.
- Reconfirm our people in existing or new roles.
- Attract and appoint the best people to vacant roles.

2. Operational and Administrative:

- Ensure the new organisation structure is implemented with the right systems, structures, processes and support.
- Ensure required changes to delegations, designations, financial cost centres, position management, and work transition (for example) is implemented.
- Ensure no noise created by hygiene factors.

3. Setting the Strategic Foundations:

- Develop strategies and plans to ensure that GMs are able to enable the new structure and deliver on benefits and expectations enabling:
 - a high performing and constructive INZ leadership team,
 - an organisational culture aligned to strategy, and a workforce engaged and aligned with the INZ strategy and MBIE values.

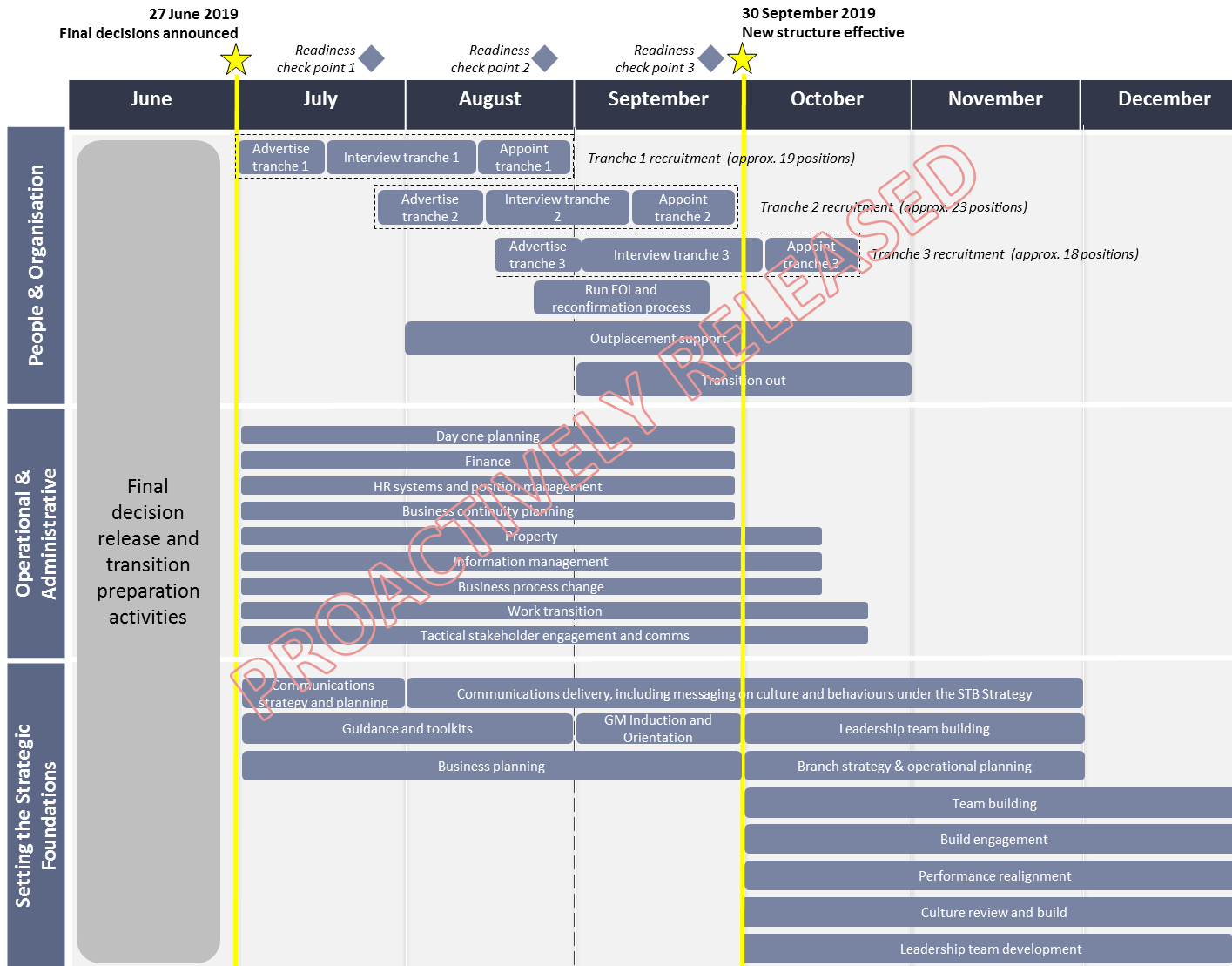


Figure 3: The high level timeline for the Transition Phase.



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14. SUPPORT FOR STAFF

SECTION FOURTEEN: This section summarises the range of support that will be available to staff.

Employee support options

People support

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, frustration, confusion and impatience.

Please ask for support anytime you need it, and remember to be understanding towards your colleagues who may also be potentially affected, anxious or distracted.

Talk about how you're feeling

You can talk to your manager, colleagues and/or union representative or the People and Culture team.

Employee assistance programme

The Employee Assistance Programme (EAP) provides independent, confidential, professional and free support for any personal difficulties that may affect your work performance and home life. The service is provided by EAP Services Limited, New Zealand's leading EAP provider and is available to all INZ staff and their families.

You can contact the service directly, or via your manager or INZ's HR team (including outside of work hours).

EAP contact details

Phone: 0800 327 669 (within New Zealand)

+64 9 353 0906 (from overseas)

Online: www.eapservices.co.nz/contact

www.eapservices.co.nz/booking

Free call or text 1737 (counselling service)

Need to talk? Free call or text 1737 any time, 24 hours a day and you will speak (or text) with a trained counsellor. This service is completely free. If you are feeling anxious or need someone to talk to, feeling down, feeling overwhelmed out-of-sorts or depressed they are there, anytime.

Te Puna Ora

MBIE's Wellbeing Hub has many articles and videos on wellness, dealing with stress, as well as our own "ask an expert" email facility. You can access Te Puna Ora through The Link, or at <https://mbie.vitalityhub.co.nz>

Outplacement support

Where roles have been disestablished and redeployment opportunities have been considered for these staff but there is no suitable options, outplacement support (e.g. career coaching, CV and interview support) will be offered to impacted employees. This support will be provided on a case by case basis. Redundancy will be considered as a last resort.

The People and Culture team will assist with support options and answer questions for our staff and leaders over this time.

Stay informed

Make time to read this proposal and the supporting information. Being informed can help you feel more in control of what's happening. If you need to, talk to your manager about finding time to balance this alongside your work commitments.

Please refer to Appendix 4 for the MBIE Change Process.



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APPENDICES

APPENDIX 1 – SUMMARY OF NEW AND DISESTABLISHED POSITIONS

APPENDIX 2 – CONFIRMED IMPACTS TO CURRENT GROUPS

APPENDIX 3 – POSITION DESCRIPTIONS FOR CONFIRMED NEW POSITIONS

APPENDIX 4 – MBIE CHANGE PROCESS

THE APPENDICES ARE AVAILABLE AS SEPARATE DOCUMENTS ON THE LINK.