

**EMBARGOED**

**CHAPTER ONE:**  
**Final Change Decisions for  
Immigration New Zealand (INZ)**



# Delivering a sustainable and robust immigration system

## Introduction from Alison McDonald

Tēnā koutou

I want to extend my sincere thanks to those who provided feedback on the change proposal for Immigration New Zealand (INZ). I was delighted with the level of positive engagement and responses, not only from the people who work in INZ but from our partners across MBIE. Your feedback reinforced the depth of commitment that our organisation has to setting the MBIE immigration system up for success.

This demonstration of commitment and the interconnections that already exist across the MBIE immigration system will enable us to make the shifts necessary to reshape our organisation for the future.

The consultation process provided us with rich insights to build our future. The vision for this was set out in the change proposal and focused on key shifts that we need to make as a system, guided by several change principles:

- To build centres of expertise across MBIE that will enable us to operate as a more integrated immigration system.
- To remove duplication by being clear about where our responsibilities lie.
- To create a strong and capable centre that will improve our ability to respond to change, maximise visa processing efficiency, and place customers at the centre of our mahi (work).
- To relieve pressure from our operational leaders to strengthen their focus on people and creating an environment that supports them to thrive.

Your feedback on this vision and suggestions to sharpen how we might achieve it have been considered carefully and, in many cases, incorporated into final decisions about organisational structure and operating model within INZ and across MBIE.

The final decisions outlined in this document will allow us in INZ to concentrate on the delivery of our core services. These core services represent the work that only

INZ can do to lead and administer the operational arm of the immigration system and, importantly, make it simple for others to understand:

- We grant visas to people whom Aotearoa New Zealand needs to work, visit, study, or settle here.
- We ensure that people crossing the border and staying in Aotearoa New Zealand are entitled to do so.
- We help migrants and refugees to make Aotearoa New Zealand their home.
- We play our part in the global immigration system, together with our border partners to keep Aotearoa New Zealand safe.

It's vital that INZ is set up to deliver these focus areas with ease and effectiveness going forward, however our environment changes. We've been through unprecedented challenges over the past few years, and it has, at times, felt harder than it needed to be. We will be able to rely on new centres of expertise across MBIE, including for compliance and investigations and digital engagement. The creation of these centres will not put distance between essential parts of the immigration system but is designed to build them up further.

These decisions mark the beginning of a transition period. It will be essential to work together as a team to bring our new model to life and create an environment where our customers are at the centre and where we all want to work.

Ngā mihi nui

**Alison McDonald**

Mana Hautu Rōpū Manene

Deputy Secretary Immigration

# Chapter One: Final Change Decisions for Immigration New Zealand (INZ)

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# Your feedback on the Immigration New Zealand change proposal

## How your feedback has been summarised across this document

This document is structured to show how final change decisions were informed by the feedback you gave during consultation.

Each section of this document is organised by and has the same number as the change proposals presented in the consultation document. Sections include:

- A recap of the key changes that were presented under each proposal.
- A table which summarises feedback received about each proposal through the consultation process.

Note: while the table doesn't include every individual submission, it incorporates feedback provided via What say You, the consultation email address, and other submissions (oral, via a team, or via the PSA and NUPE).

- A response is provided next to the feedback to clarify questions and comments raised. These responses are included to help explain why final decisions may differ from questions, comments, or suggestions.
- Confirmation of final change decisions for each proposal.

In addition to proposal-specific feedback, there was some more general feedback on our vision for the future and concepts that applied to multiple change proposals, which has been summarised in a table on the following pages.

This breadth of information has been included to demonstrate the detail that was taken into consideration to arrive at final decisions.

## How final change decisions were made

The feedback you provided through the consultation period created opportunity to clarify and refine aspects of this change proposal in real time. For example,

feedback related to Proposal 1.4 made clear that *Visa Processing* was a less preferred branch name to *Visa Operations*, which was addressed and affirmed in an Ask Me Anything session with the Deputy Secretary Immigration.

Additionally, face-to-face visits by the Immigration Leadership Team across the motu gave opportunity for detailed conversations about proposals, to highlight changes which were supported, and which changes needed further input or detail to be fully considered.

This type of engagement during the consultation period gave the Consultation Team and the Immigration Leadership Team an overall sense of your reactions to proposed changes, and emphasised areas which you felt were most important, or which warranted further consideration.

Once the consultation period was completed, all feedback was reviewed and summarised into the themes shared across this document. Based on those themes, workshops were held with the Immigration Leadership Team and the Deputy Secretary Immigration to confirm final change outcomes.

In some cases, there were alternate structures proposed through feedback which the Immigration Leadership Team agreed would improve on desired outcomes.

Where possible, these alternate structures were progressed through engagement with relevant teams and individuals. It was agreed that some alternate structures would best be managed as a second phase of change – those specific areas have been highlighted in this document, to be clear about what structure is intended.

As a result of these workshops and discussions, the Immigration Leadership Team agreed on the following change recommendations for INZ branches, which were provided to MBIE's Chief Executive and Senior Leadership Team for final decision.

## Summary of your feedback on our vision for the future

General feedback themes		Response
<b>Case for change</b>	<ul style="list-style-type: none"> <li>Although many comments, questions and concerns were shared, feedback generally supported the intent of this change proposal and direction of travel.</li> <li>Many who gave feedback indicated their overall support and framed their commentary towards ensuring that proposed changes would work well in practice.</li> </ul>	<ul style="list-style-type: none"> <li>We have carefully considered all feedback and included your suggestions in the decision-making process. Thank you for taking the time to provide feedback and thinking about how the change proposal could be improved upon to best achieve our vision for the future.</li> </ul>
<b>Change fatigue</b>	<ul style="list-style-type: none"> <li>There was commentary about the cumulative experience of change over the past few years, resulting in change fatigue amongst our people.</li> <li>There was concern that further change would happen because of this proposal, particularly where teams are proposed to move MBIE groups.</li> <li>This feedback also acknowledged that more work would need to be done to establish new operating models and ways of working to embed this change.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that change has been a feature for INZ recently and that this may have amplified pressure in both the work and home lives of our people. Our intention as part of this change is to build resilience in our structure, operating model, and ways of working so that we can be prepared for changes to our environment in the future – with clear accountabilities and practices that enable us to adapt without placing undue pressure on our people.</li> <li>More work will be required to transition into this new state. Our Immigration Leadership team is committed to spearheading this change both as a collective, and within their branches to develop and refine our new ways of working.</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>There was appetite to understand how culture would be held as a focus throughout and following this change process.</li> <li>It was raised that many good efforts around culture have been started but were overtaken by the number of crises that INZ has managed in recent years. This included efforts to embed the Striking the Balance realignment.</li> </ul>	<ul style="list-style-type: none"> <li>We recognise that culture is an essential part of creating an environment for our people to thrive in.</li> <li>This change places emphasis on building a strong and capable central function that can manage the high volume of change that INZ experiences, as well as support the focus on culture that our people have asked for.</li> </ul>

General feedback themes		Response
		<ul style="list-style-type: none"> <li>This includes setting up operational leaders to focus deliberately on the culture of the operations they manage, and the development of the people they lead.</li> </ul>
<b>People-centred leadership</b>	<ul style="list-style-type: none"> <li>Generally, feedback recognised the proposal’s focus on supporting our people and strengthening people-centred leadership.</li> <li>It was raised that transformational change would be required to embed people-centricity within INZ. Dedicated people leaders within each branch – responsible for the development of people-centred leadership – were proposed to help make this change.</li> <li>It was also raised that strong modelling from senior leadership would be required to strengthen collaboration and demonstrate our desired culture.</li> </ul>	<ul style="list-style-type: none"> <li>People centricity is one of the collective focus areas in our organisational strategy, Te Ara Amiorangi. This means that we all have a role to play in placing people at the centre of our work – we’re encouraged to think beyond how we work today to suggest improvements that could benefit our people and customers.</li> <li>MBIE Senior Leadership Team and the Immigration Leadership Team are committed to creating an environment is people-centric and encourages your contribution. We ask that you make this commitment to shaping our desired culture, too.</li> </ul>
<b>Working across MBIE</b>	<ul style="list-style-type: none"> <li>Given several proposals to move INZ teams into Te Whakatairanga Service Delivery, there were many comments which raised existing complexities related to cross-MBIE collaboration.</li> <li>Common feedback raised concern about information sharing between groups, as well as maintenance of service levels and subject matter expertise. The consensus was that these needs would be best met and maintained by retaining teams within INZ.</li> </ul>	<ul style="list-style-type: none"> <li>As the volume of our values shout-outs shows, INZ people are well practiced in Mahi Tahī: working together to flourish and achieve greatness.</li> <li>Although it may feel that working in a separate MBIE group will create distance between working relationships, we have confidence that collaboration, knowledge sharing, and partnership will not be diluted by movement of teams across the organisation.</li> <li>This is not without recognition of the uncertainty that change can bring and the importance of cooperation to successful work. More information about principles which underpin new centres of expertise are included under 1.2.</li> </ul>

General feedback themes		Response
<b>Our role under the Immigration Act</b>	<ul style="list-style-type: none"> <li>In response to the proposal to move INZ teams into Te Whakatairanga Service Delivery, it was queried whether functions which play a role in the regulation or administration of the Immigration Act should be retained within INZ.</li> </ul>	<ul style="list-style-type: none"> <li>Our role to administer the Immigration Act happens under MBIE as a legal entity. This means that all parts of MBIE may discharge the Immigration Act.</li> </ul>
<b>Quality versus quantity</b>	<ul style="list-style-type: none"> <li>It was raised that there is a general feeling that INZ has not been managing risk to the best of its ability since the border re-opening.</li> <li>It was suggested that a focus on quality was missing from the change proposal, and that there was more emphasis on achieving high volume, fast decisions.</li> <li>This was raised as a tension for decision makers, who must balance quality with quantity, and some feel that quality is being expended.</li> </ul>	<ul style="list-style-type: none"> <li>Quality and timeliness of visa decision making are equally essential to our business and represent Striking the Balance in action.</li> <li>Although there has been increased pressure to deliver since the border re-opening, our commitment to strike a balance between facilitation and protection; quality and quantity has remained.</li> <li>Our Deputy Secretary is permanently accountable to Parliament for quality measures and risk factors. We are also accountable to customers on timeliness measures. These, alongside our internal performance objectives will continue to determine how we operate.</li> </ul>
<b>Lessons from the Incident Management Team (IMT)</b>	<ul style="list-style-type: none"> <li>It was questioned whether the success of IMT and impacts to INZ had been measured (including associated quality ratings).</li> <li>Although it was acknowledged that IMT could deliver rapid change, it was raised whether this was a sustainable pace to aim for.</li> </ul>	<ul style="list-style-type: none"> <li>There is no intention to operate in a permanent IMT environment. Instead, this change focuses on setting up the Chief Operating Officer Immigration to manage a steady operation.</li> <li>Through IMT, we learned that people, process, policy, and platform are levers that can be used to make changes to our operations. Moving forward, our enabling centre will work in a more concentrated way across these levers so that they can be best used to maintain operations at a sustainable pace alongside demand.</li> </ul>
<b>Continuous improvement</b>	<ul style="list-style-type: none"> <li>Strengthening INZ's continuous improvement culture and practices was supported through feedback. It was suggested that we could</li> </ul>	<ul style="list-style-type: none"> <li>Moving forward, our Model Office will become the continuous improvement engine for INZ. Its focus will be to work within operations sites to build continuous improvement capability</li> </ul>

General feedback themes		Response
	<p>learn from processes that already work well in MBIE, such as the improvement register used by Te Whakatairanga Service Delivery.</p> <ul style="list-style-type: none"> <li>• Mi-Process was raised as a current example of staff attempts to suggest improvements. The feeling was that this was lacking visibility around action.</li> </ul>	<p>through coaching, learning and practice. This process will help us to develop the building blocks of continuous improvement culture and disciplines, so that all our operations areas can become involved over time.</p> <ul style="list-style-type: none"> <li>• This is different to what we currently understand to be continuous improvement, represented by Mi-Process. Within the enabling centre, there will be a shift towards supporting the Model Office with building structured processes for improvements and helping to scale change across the business. This will be managed through the Service Design and Implementation branch.</li> <li>• Because it will be essential for the Model Office and Service Design and Implementation branch to work together, the team will move into this branch (covered further in 1.6).</li> </ul>
<b>Remuneration</b>	<ul style="list-style-type: none"> <li>• Across the proposals, many teams and positions were flagged as in need of a remuneration review to address inconsistencies and compression.</li> </ul>	<ul style="list-style-type: none"> <li>• Remuneration reviews were out of scope for this change proposal, outside of job evaluation for new positions. We acknowledge that many areas need remuneration review and will commence that work after these changes are finalised (via your General Manager).</li> </ul>
<b>Changes to location</b>	<ul style="list-style-type: none"> <li>• It was commonly assumed that a change in reporting line (particularly where centralised teams were proposed) would result in a change in location.</li> </ul>	<ul style="list-style-type: none"> <li>• Unless specified in the consultation document, no change to location would happen because of branch, team, or reporting line changes.</li> </ul>
<b>Naming conventions</b>	<ul style="list-style-type: none"> <li>• Feedback and alternate suggestions were raised across the proposal related to branch, team, and position names – particularly where names were thought to be long or complex, or that they didn't accurately describe functions and purpose.</li> </ul>	<ul style="list-style-type: none"> <li>• This feedback has been carefully considered. Branch and other naming suggestions are addressed specifically under the section they relate to across this document.</li> </ul>



# 1.1 – Deputy Secretary Immigration

## Why change was proposed

This change aims to reinforce the core role of INZ by placing greater reliance on centres of expertise across MBIE to strengthen and integrate functions that support the immigration system. There is an intention to clarify core accountabilities of the Immigration Leadership Team to drive effective decision making, and improve design and performance of the immigration system. Change is focused on creating a strong and capable centre within non-operational branches to relieve pressure from operations and enable them to focus on their core role, as well as on creating an environment for our people to thrive.

## Summary of changes as outlined in Proposal 1.1

1. The Associate Deputy Secretary would lead future-focused work on behalf of the Deputy Secretary with emphasis on partnerships across the global immigration system, our authorising environment (including cross-government and Ministerial relationships), and leading INZ's commitment to Te Tiriti o Waitangi. A centre of expertise for Privacy, Ministerials and Resolutions for INZ would be created in this branch.
2. A new Chief Operating Officer Immigration position would be accountable for running operations with direct line management of Visa Operations, and accountability for adjusting how we operate through people, process and platform/automation settings – managed through key accountability points in their leadership team.
3. The current General Manager Border and Visa Operations and Chief Operating Officer positions would be disestablished as an outcome of integrating their two branches.
4. Chief Operating Officer, Customer, and new Service Design and Implementation branches would work together as an enabling centre,

aimed at supporting Visa Operations to focus on its core delivery role and alleviating product, process, platform, and design pressures from operational leaders.

5. The Customer branch would be accountable to lead the business towards customer centricity through widening engagement channels with immigration customers and stakeholders, using refined segmentation approaches. Insights from these engagements and information from across MBIE would be used to bring the voices of our customers into the design of change across immigration.
6. A new General Manager Service Design and Implementation would integrate all teams involved in the design and delivery of change within one branch. It would lead the design of agreed policy, process and platform change as well as its implementation into Visa Operations to support learning, transition, and embedding.
7. The current General Manager Enablement would be disestablished as an outcome of changes to this branch.
8. A new General Manager Risk and Border Operations would lead a branch focused on management of offshore risk associated with visa decision making and pre-entry at the Border. Border Operations would move into this branch and the Compliance and Investigations functions which operate downstream of visa decisions would move into a centre of expertise for onshore risk management within Te Whakatairanga Service Delivery group.
9. The current General Manager Verification and Compliance would be disestablished as an outcome of changes to this branch.

10. A new Director Office of the Deputy Secretary Immigration would establish a structured office set-up with capacity to manage the day-to-day responsibilities of the Deputy Secretary, their key engagements, and to triage demand or urgent matters.
11. A new Personal Assistant/Team Administrator would be established to increase capacity of the team supporting the Deputy Secretary Immigration and to alleviate demand from other branches.

### **Your feedback on Proposal 1.1**

Feedback generally supported proposals across the Immigration Leadership Team. There was interest to understand more about what co-governance of the immigration system would look like across MBIE, and how transition of this change would be managed to support successful implementation and embedding.

**A comprehensive summary of your feedback is included on page 10, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 11-13. More detail about change to individual positions and new positions are provided at the end of this chapter.**

## Summary of feedback themes related to Proposal 1.1

Feedback themes		Response
<b>Co-governance of the immigration system</b>	<ul style="list-style-type: none"> <li>• There was appetite to understand what co-governance of the immigration system would look like and the parts of MBIE that would be involved.</li> <li>• Clarification was also sought as to the role of the Deputy Secretary Immigration within the MBIE immigration system.</li> <li>• Further commentary about co-governance is under 1.9.</li> </ul>	<ul style="list-style-type: none"> <li>• Co-governance will be exercised by the four Deputy Secretaries who deliver the end-to-end services for the immigration system within MBIE: Alison McDonald (INZ), Iain Cossar (LSE), Suzanne Stew (Te Whakatairanga Service Delivery) and Greg Patchell (DDI).</li> <li>• This governance group is described in more detail under 1.9, with a visual that shows the relationship between this system governance and existing INZ governance.</li> </ul>
<b>Māori Cultural Capability</b>	<ul style="list-style-type: none"> <li>• With our commitment to Te Tiriti o Waitangi and te ao Māori as foundations of our organisational strategy, it was suggested that INZ's Māori Partnerships and Capability team should report directly to the Deputy Secretary Immigration.</li> <li>• Additionally, the question of an enterprise Māori Cultural Capability group was raised, which would report to a dedicated Deputy Secretary.</li> </ul>	<ul style="list-style-type: none"> <li>• The Associate Deputy Secretary Immigration is the direct representative of the Deputy Secretary Immigration, with a focus on supporting the Deputy Secretary Immigration to lead INZ into the future and holds the same delegations.</li> <li>• Aligning the Māori Partnerships and Capability team within this branch demonstrates INZ's commitment to leading the organisation into a future which prioritises authentic partnership with Māori and enhancing the Māori cultural capability of our people.</li> </ul>
<b>Transition and implementation</b>	<ul style="list-style-type: none"> <li>• A lot of feedback was received about ensuring there would be a well-resourced implementation plan to support the cultural and system changes that would be required to embed this structural change.</li> </ul>	<ul style="list-style-type: none"> <li>• We recognise the importance of a clear transition plan to support practical and cultural aspects related to this change.</li> <li>• A dedicated transition team has been established within INZ and there is also work happening across MBIE to ensure embedding of our vision is supported and sustained. Our high-level approach to supporting change is summarised in an image on page 14.</li> </ul>

## Final change decisions

Decisions about this branch have been made to reinforce the intention that Immigration's Leadership Team will be focused on successful design, delivery, and performance of the immigration system. This includes sharpening clarity and accountability for INZ branches and teams, and maximising opportunities to create centres of expertise between aligned functions where possible, to enhance overall capacity, capability, and consistency across the MBIE immigration system.

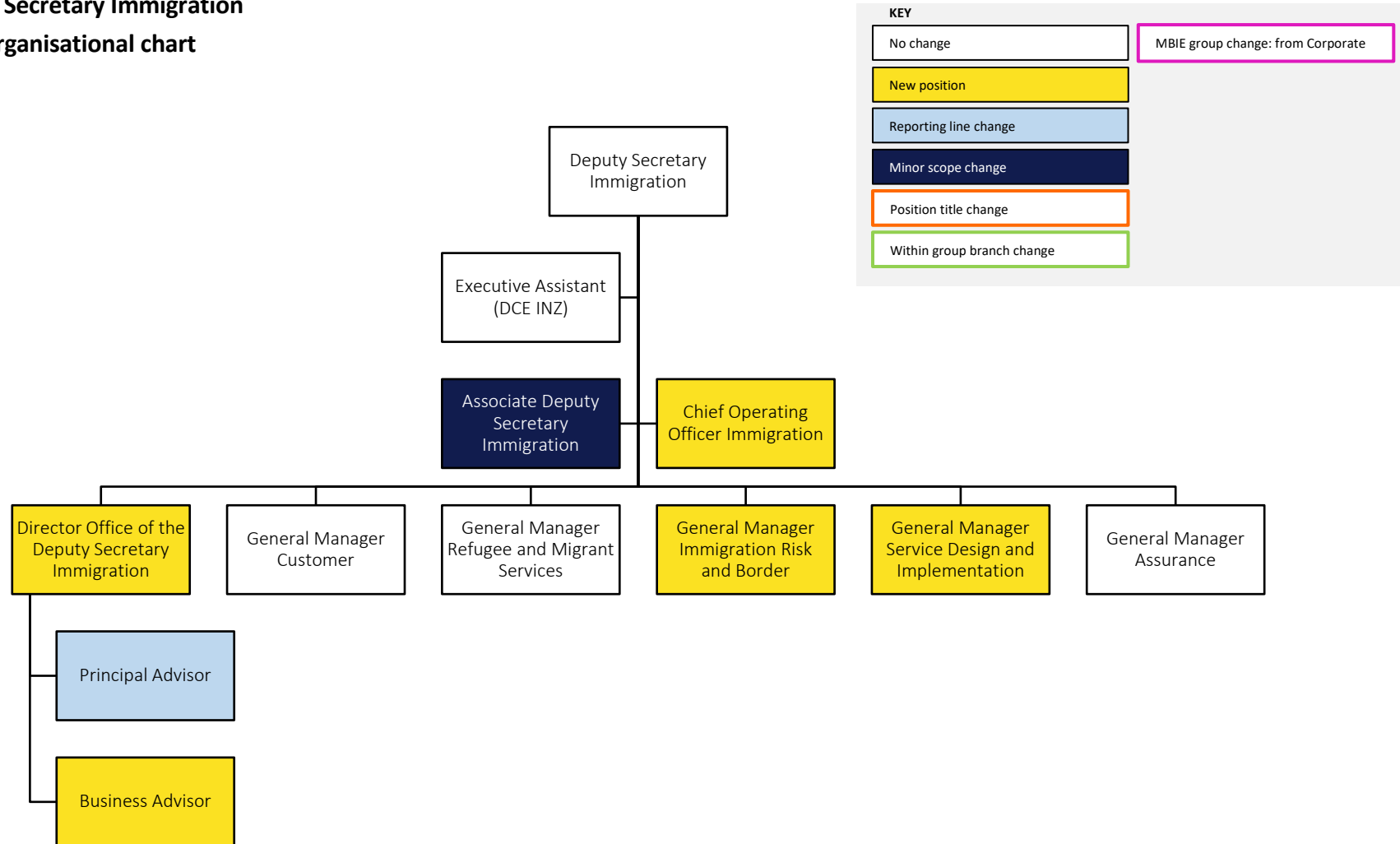
**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. Consolidation of functions related to Ministerial and cross-government relationships under the Associate Deputy Secretary Immigration will continue as proposed. The branch will be called *Associate Deputy Secretary Immigration*.
2. Visa Operations will move under line management of a new Chief Operating Officer Immigration, in addition to the functions previously incorporated within Operations, Tasking and Improvement branch. This will reinforce the Chief Operating Officer Immigration as accountable to run operations with access to all functions that enable operational decisions to be made. The branches will be called *Chief Operating Officer Immigration* and *Visa Operations*.
3. As an outcome of this confirmed change, the current General Manager Border and Visa Operations and Chief Operating Officer positions will be disestablished.
4. Enhancement of customer and stakeholder segmentation approaches under the General Manager Customer will continue as proposed, to deliver useable insights for design and improvement across the immigration system. The branch will be called *Customer*.
5. The creation of a centre of expertise for MBIE's digital engagement teams within Te Whakatairanga Service Delivery will continue as proposed. INZ's Digital Channels team will move into this group under a new Director Channel Engagement within the Engagement and Experience branch.
6. Consolidation of service design and change capability under a new General Manager Service Design and Implementation branch to create a single change and improvement pipeline will continue as proposed. The branch will be called *Service Design and Implementation*.
7. As an outcome of this confirmed change, the current General Manager Enablement position will be disestablished.
8. While no specific change will be implemented for the Refugee and Migrant Services branch, Privacy roles reporting into this branch will move under the Associate Deputy Secretary Immigration into a centre of expertise. The branch will continue to be called *Refugee and Migrant Services*.
9. Enhanced focus on risk processes and tolerances aligned to visa decision making will continue as proposed, under a new General Manager Immigration Risk and Border. Border Operations and most INZ Health functions will move into this branch to integrate with immigration risk functions, thereby creating a single point of accountability and oversight for these cross-cutting processes. The branch will be called *Immigration Risk and Border*.
10. The creation of a create a centre of expertise for MBIE's compliance, investigations and enforcement capabilities within Te Whakatairanga Service Delivery will continue as proposed. Compliance, Investigations, Allocation and Support, and members of the current Business Support team will move under a new General Manager. The branch will be called *Immigration Compliance and Investigations*.
11. As an outcome of these confirmed changes, the current General Manager Verification and Compliance position will be disestablished.

12. No specific change will be implemented for the Assurance branch, and it will continue to be called *Assurance*. The branch will have a key role to play in the refinement of INZ's governance alongside the establishment of MBIE system governance – so that both forums provide the immigration system with the oversight and assurance it needs into the future.
13. A new Director Office of the Deputy Secretary Immigration will be established with a continued intention that it will manage the positions which directly support the Deputy Secretary and establish a formalised office structure to manage the responsibilities and demands of this role.
14. Previously a Personal Assistant/Team Administrator position, it was agreed that a Business Advisor would be established to support the Director Office of the Deputy Secretary Immigration and team.

With respect to branch purpose and accountabilities, change will largely continue as proposed across the Immigration Leadership Team. There are notable differences in structures and ways of working across branches, teams and positions based on consultation feedback, outlined in more detail under each section.

## 1.1 – Deputy Secretary Immigration Confirmed organisational chart



# Embedding change

Transition, implementation, and embedding are phases which happen after a final decision is made. These phases focus on the critical things we need to do to bring our new organisational structure and operating models to life. Below is a summary of some of the key focus areas and activities during these phases:

## Transition to new structure 18 May – 1 July 2023

- We'll continue with our mahi throughout this transition process.
- The Expressions of Interest (EOI) process will happen between 18-28 May for affected people.
- Review of applications and shortlisting will happen between 29 May-2 June.
- EOI interviews (where required) and appointments will happen between 5-23 June.
- Support with CV and interview techniques will be available for our people during the EOI process.
- Operational and administrative changes will be managed across INZ branches and teams (such as position management, MAKO and other system access needs).
- We'll engage with hoamahi across the organisation to co-create how we can support branch or group changes.
- We'll plan for how we can acknowledge the past and future within our teams, in the lead up to day one of our new structure.

## Implement new ways of working 1 July – 31 October 2023

- On day one things might feel the same: we'll go to the same office and continue with our mahi.
- Some teams will start to work with new hoamahi and managers and attend new meetings.
- Within our teams and branches, we'll determine how we work together and collaborate.
- We'll begin to co-create new ways of working, including within new centres of expertise.
- Some teams will be engaged to refine how we operate through a second phase of change.
- We'll continue the relationships that are critical to the success of our mahi, irrespective of which branches and groups those people are based in.
- We'll start engaging across the business for input on the culture and capability we want in INZ.
- We'll start refining our customer approaches to bring them into the centre of our mahi.

## Embed new ways of working 1 November – 30 June 2024

- There will be a focus on developing our people and creating an environment that supports them to thrive, through:
  - Developing Māori cultural competency
  - Enabling growth and wellbeing
  - Enhancing leadership capability
  - Embedding workplace practices for diversity, equity, and inclusion.
- We'll continue working to refine operating models within our branches and evaluate their effectiveness.
- We'll continue to enhance customer engagement approaches to bring insights into the centre of design and delivery of our services.
- We'll expand the reach of the Model Office to build a continuous improvement culture across our operations.
- We'll take part in a review of the change process and progress towards our future vision, 12 months after go-live of our new structure.

## 1.2 – Associate Deputy Secretary Immigration

### Why change was proposed

This change aims to reinforce the accountability of the Associate Deputy Secretary Immigration and branch to support the Deputy Secretary Immigration to lead into the future. This includes management of key strategic partnerships which are focused on the global immigration system, our authorising environment, and our commitments under te Tiriti o Waitangi.

### Summary of changes as outlined in Proposal 1.2

1. The Resolutions and Business Management team would move into this branch from Enablement. The change would align and coordinate INZ engagements with Ministers.
2. It was proposed that Resolutions could align to either the Associate Deputy Secretary Immigration or Governance and Assurance branch.
3. All Privacy positions – currently spread across three INZ branches – would be centralised under the National Manager Resolutions and Business Management to create a centre of expertise. This change would create oversight across privacy work and support consistency in practice.
4. As a result of the above changes, the National Manager Resolutions and Business Management would become National Manager Privacy and Ministerial Services, with the Business Management team renamed as Ministerial Services.
5. A new Director Public Information position would hold responsibility for development of INZ's public information strategy and ensure that a consistent narrative providing context is applied across critical engagements and communications.

6. INZ's accountability for strategy would be refocused towards operationalising existing strategy through the Chief Operating Officer Immigration. The INZ Strategy team would be disestablished as an outcome of this change.
7. Programme delivery previously managed by the branch would be consolidated within Service Design and Implementation. The fixed-term Programme Manager position reporting to the Associate Deputy Secretary would be disestablished as an outcome of this change.

### Your feedback on Proposal 1.2

Feedback generally supported the proposal to move the Resolutions and Business Management team into this branch; the creation of a Privacy centre of expertise; and did not support the alternate proposal for Resolutions to move into the Governance and Assurance branch. There were a number of questions on proposals related to the INZ strategy team and Director Public Information position.

In addition to the changes proposed, there was feedback that suggested the Enhanced Visa Operations (Model Office) team would be better positioned within Service Design and Implementation, based on the refined purposes of each branch.

**A comprehensive summary of your feedback is included on pages 16-20, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 21-24. More detail about change to individual positions and new positions are provided at the end of this chapter.**



## Summary of feedback themes related to Proposal 1.2

Feedback themes		Response
<b>Branch name</b>	<ul style="list-style-type: none"> <li>It was suggested that <i>Office of the Associate Deputy Secretary Immigration</i> did not clearly describe the branch or its accountabilities and was a lengthy branch name.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that a shortened name of <i>Associate Deputy Secretary Immigration</i> would best fit the purpose, activities, and accountabilities of the branch.</li> <li>This name also recognises that the work of the branch ultimately reflects the needs and priorities of the Deputy Secretary Immigration.</li> </ul>
<b>Business Support</b>	<ul style="list-style-type: none"> <li>It was suggested that an increase in branch size because of moving Privacy, Resolutions and Ministerial Services into the Office of the Associate Deputy Secretary Immigration would increase its support needs.</li> <li>Establishment of a larger Business Support Team, reporting to a Business Support Manager was the most common suggestion.</li> </ul>	<ul style="list-style-type: none"> <li>The current business support needs of the branch were considered against how this support would need to increase alongside an increase in FTE.</li> <li>It was determined that further support would be needed for the branch, but that this would be better positioned directly within the Privacy and Ministerial Services team rather than establishing a Business Support team for the branch.</li> <li>A new Personal Assistant/Team Administrator position and a new Practice Lead position will be established and report directly to the National Manager, particularly to support work of the Privacy team but with the ability to provide support across the branch as required.</li> </ul>
<b>Enhanced Visa Operations (Model Office)</b>	<ul style="list-style-type: none"> <li>Given its focus on continuous improvement and project team structure, it was commonly raised that Enhanced Visa Operations should move into the Service Design and Implementation branch to integrate across INZ continuous improvement work.</li> <li>By contrast, it was also raised that by remaining in the Office of the Associate Deputy Secretary Immigration, the team would maintain</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that the Model Office will move into the Service Design and Implementation branch to integrate their shared focus on design and continuous improvement.</li> <li>Given the strong relationships already developed within its current branch, there is confidence that those will be continued, and that</li> </ul>

Feedback themes		Response
	its cross-system view and connections with Visa Operations, Māori partnerships, and People & Culture (amongst others).	the importance of the programme (as a key priority of the Deputy Secretary Immigration) would also be maintained.
<b>Director Public Information</b>	<ul style="list-style-type: none"> <li>The proposed Director Public Information position was suggested to duplicate the work of the broader MBIE Communications team.</li> <li>The balance of responsibilities proposed for this role were unclear, such as how much it would be relied upon for communications and public relations expertise versus strategic relationships and influence. That balance would determine its suitability to sit within Office of the Associate Deputy Secretary Immigration.</li> </ul>	<ul style="list-style-type: none"> <li>Senior leaders from INZ, MBIE Communications, Finance, Customer, and Enablement have discussed this role and the feedback received. The role will be accountable for the overall INZ narrative with a particular focus on giving context to our global and government partners, aligned to the authorising environment that will be managed by the Associate Deputy Secretary Immigration.</li> <li>Based on this, it was agreed that the role should continue to report to the Associate Deputy Secretary Immigration and that its contribution would be complementary to the services provided by MBIE Communications and Engagement and Customer branches.</li> </ul>
<b>Centralising Privacy</b>	<ul style="list-style-type: none"> <li>Feedback was generally supportive of centralising Privacy.</li> <li>Privacy teams are located across various offices, including at Te Auhuru Moawai (Mangere Refugee and Resettlement Centre). There was concern that creating a centralised team would result in a change in location.</li> <li>It was flagged that Privacy teams are currently supported by Technical Advisors and Support Officers. Access to continued support was raised as important.</li> <li>Although proposed to move with the Allocation &amp; Support team into Te Whakatairanga Service Delivery, a common feedback theme was that the Senior Privacy Officer from this team should be centralised</li> </ul>	<ul style="list-style-type: none"> <li>ILT has agreed to centralising Privacy into a centre of expertise.</li> <li>There will be no requirement for teams to change location because of this decision. Co-location with the teams that Privacy Officers support is important, and we want to ensure this continues.</li> <li>Feedback about the specialist function of the Refugee Status Unit team was carefully considered. While the reporting line of this team will change, it is intended that it remains to be managed as specialist team dedicated to the work of Refugee Status Unit.</li> <li>We acknowledge the need for continued access to technical advice and other support functions. A Practice Lead position will be created for the Privacy team, and two technical support positions from</li> </ul>

Feedback themes		Response
	<p>within the Office of the Associate Deputy Secretary Immigration to better position it for success within the centre of expertise.</p>	<p>within Manukau operations will have a change in reporting line to the Practice Lead to provide this skillset.</p> <ul style="list-style-type: none"> <li>• A fixed-term Programme Integration Manager will be established for 12 months with a concentrated focus on setting up the Privacy centre of expertise.</li> <li>• The Senior Privacy Officer reporting to the Allocation &amp; Support team will move into Te Whakatairanga Service Delivery alongside Compliance and Investigations work. It will have a change in reporting line to the Manager Ministerial Services, within in a centralised team that manages Ministerial and Privacy work for Te Whakatairanga Service Delivery.</li> </ul>
<b>INZ Strategy</b>	<ul style="list-style-type: none"> <li>• With the change in focus towards operationalising strategy, questions were raised around which positions would be responsible for this in practice.</li> <li>• There was interest to understand how INZ would be supported by MBIE to consider the future environment and its impacts on long-term planning and strategic performance.</li> <li>• It was suggested that the INZ strategy team could provide resource to MBIE’s Organisational Strategy team in-line with the centres of expertise model.</li> </ul>	<ul style="list-style-type: none"> <li>• The Chief Operating Officer Immigration will be responsible to ensure that our operational activities, including future planning, are aligned towards achieving our strategy. This will be monitored regularly through ILT governance.</li> <li>• The establishment of intra-MBIE governance for the immigration system (described in 1.9) will absorb accountability for strategic intent of the immigration system – with each group acting on this strategy through their business planning functions.</li> <li>• There was consideration given to moving the INZ Strategy Team into MBIE Organisational Strategy in line with the centres of expertise model. MBIE Senior Leadership Team determined that the Organisational Strategy team should remain focused on enterprise strategy, and that the system governance model should be designed</li> </ul>

Feedback themes		Response
		in a way as to support the strategic needs of the immigration regulatory system.
<b>Alternate options for the Resolutions team</b>	<ul style="list-style-type: none"> <li>• In general, it was suggested that Resolutions would be better positioned in the Office of the Associate Deputy Secretary Immigration rather than the Governance and Assurance branch.</li> <li>• It was raised that Assurance should be provided across all processes – including Resolutions – and that positioning the team in the Governance and Assurance branch could create a potential conflict of interest.</li> <li>• Several suggestions were made about whether the Deportations Liability team within Resolutions should move into Te Whakatairanga Service Delivery (either within the Immigration Onshore Compliance and Investigations branch or as part of an existing team), given that Compliance would move into this group.</li> <li>• Conversely, it was also raised that to play its role in protecting the integrity of the immigration system, Resolutions work should continue to be separate from Compliance teams and remain in INZ.</li> </ul>	<ul style="list-style-type: none"> <li>• In line with feedback, it was agreed that the Resolutions team should be positioned under the Associate Deputy Secretary.</li> <li>• To maintain independence from the work of Compliance and Investigations and connection with the existing centre of expertise for Resolutions within INZ, it was agreed that the Deportations team will not move to Te Whakatairanga Service Delivery. It will continue to manage work related to Compliance and Investigations from within the current team.</li> </ul>
<b>Naming of the Privacy and Ministerial Services team</b>	<ul style="list-style-type: none"> <li>• It was raised that the title <i>Privacy and Ministerial Services</i> would not cover the full extent of functions in this team, including Resolutions. <i>Ministerial and Executive Services</i> was proposed as an alternative.</li> <li>• Additionally, it was suggested that <i>Ministerial Services</i> would not cover the full scope of this team. <i>Business Advisory and Support</i> was proposed as an alternative.</li> </ul>	<ul style="list-style-type: none"> <li>• While we acknowledge that the name doesn't describe the entirety of the functions and purpose of this team, it was agreed that <i>Privacy and Ministerial Services</i> was the preferred name to suggested alternatives.</li> </ul>

Feedback themes		Response
<b>Delegated Decision Makers</b>	<ul style="list-style-type: none"> <li>Feedback raised whether permanent Delegated Decision Makers could be established and positioned within the Associate Deputy Secretary branch to align with its Ministerial interfaces.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge that this is an option which has been considered previously, and that the appropriate place for these permanent roles, if established, could be under the Associate Deputy Secretary.</li> <li>Establishment of these roles was determined to be out of scope for the current change process. Further consideration of this opportunity may be undertaken once initial changes to the branch have been implemented.</li> </ul>

## Final change decisions

Decisions about this branch carry forward the intention that the Associate Deputy Secretary Immigration is accountable for critical government and international relationships which form the immigration authorising environment. Changes to the branch are focused on maximising opportunities to align the parts of INZ which engage in these areas, for consistency in practices and information.

**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. The branch will be called *Associate Deputy Secretary Immigration*.
2. The Enhanced Visa Operations (Model Office) team will move from this branch into Service Design and Implementation branch.
3. The Resolutions and Business Management team will move into this branch. Reporting to the same National Manager, the unit will be called Privacy and Ministerial Services.
4. A Private Secretary position reporting to the National Manager Privacy and Ministerial Services will be disestablished as an outcome of recent changes in Cabinet.
5. Privacy positions from Manukau Operations, Refugee Quota, and Refugee Status Unit will be centralised within this unit.
6. The Senior Privacy Officer reporting to the Allocation & Support team will move to Te Whakatairanga Service Delivery alongside Compliance and Investigations work. It will have a change in reporting line to the Manager Ministerial Services, within a centralised team that manages Ministerial and Privacy work for Te Whakatairanga Service Delivery.
7. Three Team Leader Privacy positions will lead the centre of expertise. Two Immigration Managers which lead Privacy teams within Manukau Operations will have a position title and reporting line change.
8. The third Team Leader is a new position with responsibility for Privacy roles from Refugee Quota and Refugee Status Unit. This role will be Auckland-based to reflect the location of these two teams.
9. In addition to these Privacy teams, a fixed-term Programme Integration Manager position will be established for 12 months with a concentrated focus on setting up the Privacy centre of expertise.
10. A new Practice Lead position will be also established to develop consistent practice standards and provide technical support across the Privacy centre of expertise.
11. A Senior Technical Advisor and a Technical Advisor from Manukau Operations will have a reporting line change into this Practice Lead.
12. A new Personal Assistant/Team Administrator position (originally proposed to report to the Principal Business Advisor) will report to the National Manager Privacy and Ministerial Services. This will increase support to the unit, given its size and breadth of work. The role will have flexibility to support the wider branch as needed.
13. A new Director Public Information will be accountable for the INZ narrative and to ensure it is threaded across all immigration work to add context, ensure our authorising environment (global and government partners) are well-informed, and our commitment to striking a balance between facilitation and protection is reinforced.
14. INZ's strategic focus will move towards operationalising strategy, managed through Chief Operating Officer Immigration.
15. As an outcome of this change, the INZ strategy team and the fixed-term Programme Manager reporting to the Associate Deputy Secretary Immigration will be disestablished.

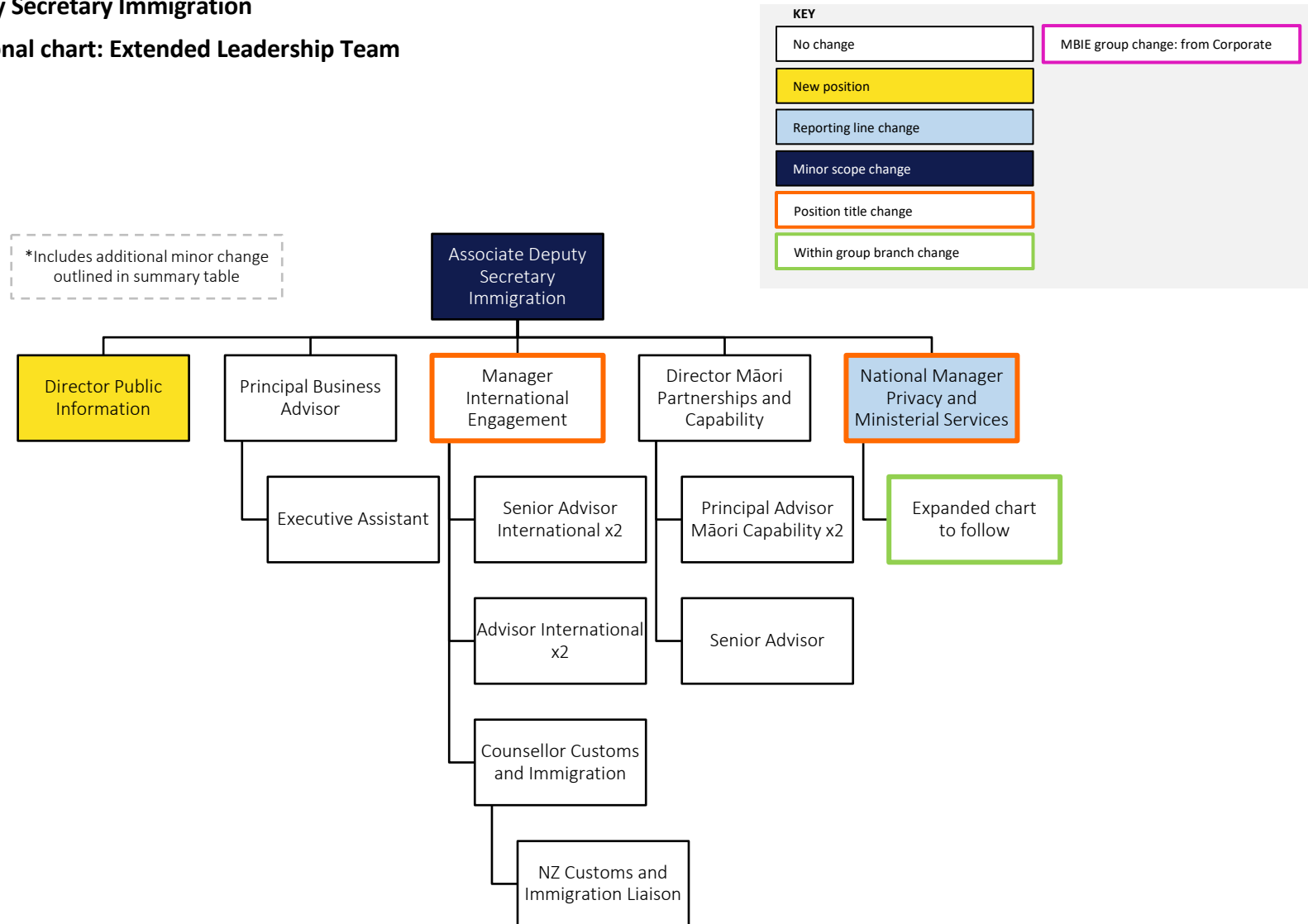
## Centres of expertise

Consistent principles have been applied to decisions about centres of expertise. Expected benefits behind creating a centre of expertise for Privacy are focused on:

- Recognising Privacy as a profession which requires focused development and career progression opportunities.
- Maintaining the specialist work and skillsets currently held across Privacy positions, including pivotal relationships.
- Providing a permanent and focused leadership structure which has oversight across all privacy work, can support with prioritisation and demand, and foster consistency in practice.
- Providing a clear place for our people and INZ partners to go to for advice.
- Centralising and simplifying access to information related to Privacy work.

## 1.2 – Associate Deputy Secretary Immigration

### Confirmed organisational chart: Extended Leadership Team

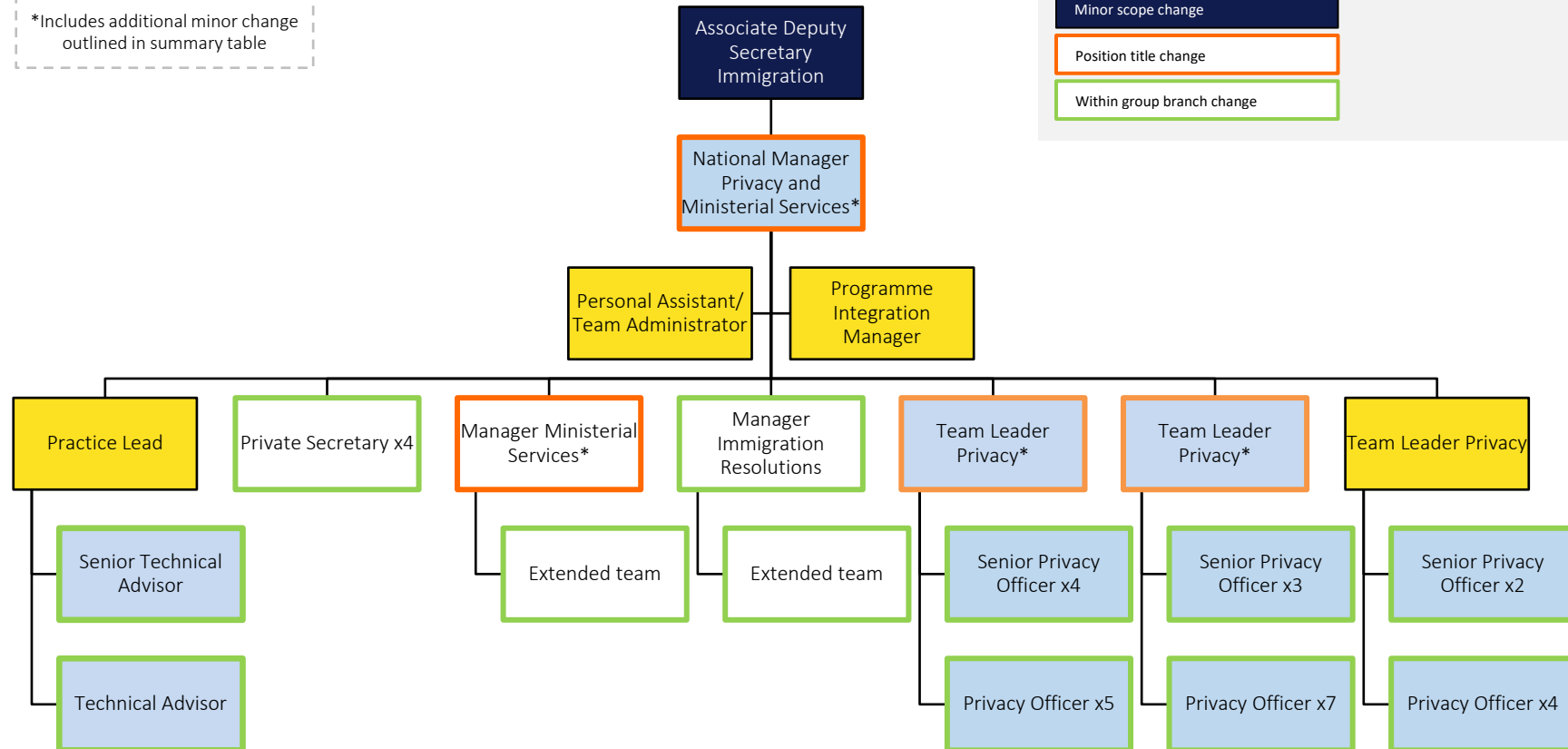
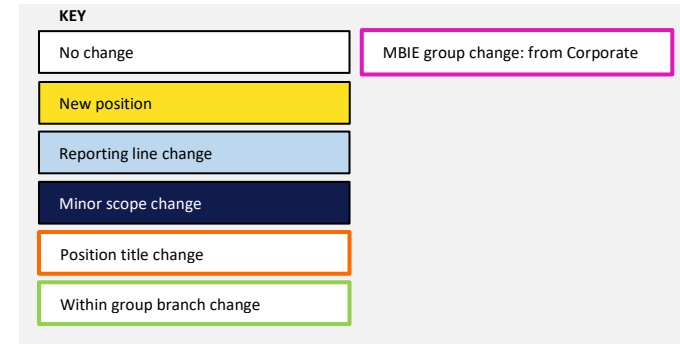




## 1.2 – Associate Deputy Secretary Immigration

### Confirmed organisational chart: Privacy and Ministerial Services

\*Includes additional minor change outlined in summary table



## 1.3 – Chief Operating Officer Immigration

### Why change was proposed

This change aims to reinforce the ultimate accountability of the Chief Operating Officer Immigration to manage INZ operations on behalf of the Deputy Secretary Immigration. The branch would have a concentrated focus on Visa Operations with accountability for visa performance and authority to adjust levers that enable operational change – through people, process, and platform changes – in partnership with teams across the enabling centre.

### Summary of changes as outlined in Proposal 1.3

1. Visa Operations would move under direct line management of the Chief Operating Officer Immigration via three new Operations Director Visa Processing positions with distinct portfolios: Auckland/Hamilton, Central/South and Offshore. These roles would receive operational direction from the Chief Operating Officer Immigration with a focus on integrated and people-centred leadership across the network.
2. Two new positions – Director Resident Visas and Director Temporary Visas – would report to the Deputy Chief Operating Officer Immigration and be accountable for product leadership to ensure that processes, policy and our platforms/automation achieve the best outcomes for those visa areas.
3. The Operations Support and Product Services and Contracts teams would move under the Deputy Chief Operating Officer Immigration to bring the capabilities of these teams closer to operational decision making, so that support for operations can be mobilised.
4. A new Data Capability team would be created in the Business Performance unit, focused on development of a performance management framework and enhancing understanding of INZ data needs to improve access, analysis and reporting.

5. As part of an alternate option provided under Proposal 1.6, the Mass Arrivals Response Plan (MARP) Programme would move into this branch to align with the Incident Response team, or under the Immigration Risk and Border branch to align with the Irregular Migration team.

### Your feedback on Proposal 1.3

Feedback generally supported the proposal to move Visa Operations into this branch but questioned the capacity of the Chief Operating Officer Immigration to manage both a large FTE increase and breadth of accountabilities across their leadership team. There were a number of comments about the balance of Operations Director and Director Visa positions and their accountabilities – particularly to work with or give direction to the enabling centre and Visa Operations.

In addition to the changes proposed, there were alternative structures suggested to align support functions such as Business Support teams, Operations Support, and Product Services and Contracts, as well as recommendations about additional support positions required.

**A comprehensive summary of your feedback is included on pages 26-32, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 33-39. More detail about change to individual positions and new positions are provided at the end of this chapter.**

### Summary of your feedback on Proposal 1.3

Feedback themes		Response
<b>Branch name</b>	<ul style="list-style-type: none"> <li>Separate to this change process, Operations Tasking and Improvement branch has worked with the Māori Partnerships and Capability team to recognise te ao Māori through adopting a te reo Māori ingoa (name).</li> <li>Most of the current branch agrees that <i>Te Urungi</i> best reflects the branch responsibilities and journey. Feedback has asked for this ingoa (name) to be formalised through this change process.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge the intention of this journey and work undertaken in collaboration with the Māori Partnerships and Capability team for the branch to acknowledge te ao Māori through this ingoa.</li> <li>It was agreed that INZ will adopt ingoa reo Māori when gifted by mana whenua, but that naming conventions would also need to keep to conventions that are visible to our M5 partners and countries which have never intersected with Aotearoa New Zealand.</li> <li>As an internationally facing organisation, there is a unique balance we need to strike to evolve as a capable and authentic partner of Māori, while remaining in-step with the international sector.</li> </ul>
<b>Capacity of the Chief Operating Officer Immigration</b>	<ul style="list-style-type: none"> <li>Feedback generally supported the proposal to move Visa Operations under direct line management of the Chief Operating Officer Immigration.</li> <li>Given the increase in the number of FTE that the Chief Operating Officer Immigration would be accountable for, there was also a large volume of feedback about impacts to the capacity of the position.</li> <li>Equally, it was raised that the Deputy Chief Operating Officer Immigration would have reduced capacity to directly support the Chief Operating Officer Immigration due to its increase in reports.</li> <li>It was flagged that by combining Visa Operations with Operations, Tasking and Improvement, the Chief Operating Officer Immigration would be required to lead across many diverse issues. It was recognised that appointment of key people into the Operations</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge concern about the capacity of the Chief Operating Officer Immigration and Deputy Chief Operating Officer Immigration and recognise that this was a strong theme in feedback.</li> <li>Visa Operations is a fundamental part of INZ business. The purpose in bringing Visa Operations under line management of the Chief Operating Officer Immigration is to ensure that the senior leaders who will be setting operational direction in motion are part of the same leadership team which determines that operational direction.</li> <li>Although this makes for a large overall footprint for the branch, all functions reporting to the Chief Operating Officer Immigration will be working to the same purpose: to run INZ operations.</li> <li>The need for a strong leadership team with clear accountabilities to play their part in running the business is certain. Therefore change</li> </ul>

Feedback themes		Response
	<p>Director and Director Visa Product roles would be critical to success of the new structure.</p>	<p>for the branch is focused on creating senior leadership roles which have clear accountability and contribution to operational success.</p>
<p><b>Clarifying accountability</b></p>	<ul style="list-style-type: none"> <li>• Clarification was requested about the focus of Operations Director positions and how they would work with the Director Visa Product roles successfully – particularly who would be accountable for decisions, to avoid multiple or conflicting directions being given.</li> <li>• During consultation, it was clarified that the Director Online Services is the business owner of all online services, not only ADEPT.</li> <li>• It was therefore suggested that the Director Online Services releases ownership of AEWV and visitor visa to the Director Visa Product positions and assumes accountability for the INZ aspects of and business decisions for system incidents and business system roadmaps.</li> <li>• Further discussion about the roles and responsibilities of the Online Services team is included under 1.6.</li> </ul>	<ul style="list-style-type: none"> <li>• Operations Director positions will be accountable for people leadership of Visa Operations. They will be the single point of direction for frontline operations, managed through close relationships with Heads of Operations and by maintaining regular presence at operations sites to represent the voice of operations at their leadership table.</li> <li>• Director Visa Product positions, as well as the leadership team under the Chief Operating Officer Immigration will rely on Operations Directors to ensure that operations teams have the environment and direction necessary for their work. They will ensure that parts of the branch reach into teams as required.</li> <li>• The Director Online Services has a necessary focus on ADEPT which is expected to lessen over the longer-term. The intention for this position over time is to become accountable for all online services to set their business direction.</li> <li>• In clarifying that the Director Online Services is acting solely as the owner of ADEPT, this also clarifies that they do not own AEWV or visitor visa.</li> <li>• We recognise that with new positions and refinements to accountability, the mechanics of which role will be responsible for what needs clear explanation. Images have been included to demonstrate management of decisions about how we operate (1.3), and management of online services and automation (1.6).</li> </ul>

Feedback themes	Response	
<b>Operations Director Visa Processing positions</b>	<ul style="list-style-type: none"> <li>• It was commonly suggested that a Second Deputy Chief Operating Officer Immigration should be created for these positions to report into, to streamline accountability for Visa Operations.</li> <li>• There was a view that the Operations Director Visa Processing positions were simply a retitled National Manager position.</li> <li>• Varied feedback was received about the number of Operations Director positions required, and which Visa Operations areas should report to them.</li> <li>• Most often, two positions (with equal direct reports) or one position (with all Head of Operations roles reporting to it) were recommended.</li> </ul>	<ul style="list-style-type: none"> <li>• These roles will be called <i>Operations Director</i>.</li> <li>• Because there is one Chief Operating Officer Immigration, there will be one Deputy Chief Operating Officer Immigration. The Operations Directors will continue to report to the Chief Operating Officer Immigration as intended, because of the necessary focus and proximity that the Chief Operations Officer Immigration needs to Visa Operations. To support the transition of Visa Operations into continuous improvement and new ways of working, the roles will also have a close working relationship with the Deputy Secretary Immigration in practice.</li> <li>• The number of Operations Directors and their segmentation was carefully considered. It was decided that two positions with five direct reports would be the best option to manage equal span of control and frequent travel to each operations site.</li> </ul>
<b>Operations Director Visa Processing (Offshore)</b>	<ul style="list-style-type: none"> <li>• We received a large amount of feedback that the purpose of the Offshore Operations Director position was unclear. The proposal to base the role in Samoa was generally not supported.</li> <li>• It was suggested that the span of control for this role, relative to the other Operations Director positions was too narrow, and that it would become consumed in day-to-day matters.</li> <li>• It was also suggested that any role positioned to represent the Deputy Secretary in the Pacific should be separated from Visa Operations and served via existing Pacific-focused roles or a specific liaison role.</li> </ul>	<ul style="list-style-type: none"> <li>• While there continues to be a need for a Pacific-based liaison role, we recognise the feedback about a Pacific-based Operations Director and agree that a concentrated focus on people leadership should be the basis of this role. Management of the Pacific teams will therefore be included under another Operations Director.</li> <li>• A liaison role will be established as part of the functional review of the Pacific, which was committed to as an outcome of moving Pacific teams from the Customer branch to Refugee and Migrant Services. The role is expected to be positioned under either the Associate Deputy Secretary or Refugee and Migrant Services.</li> </ul>

Feedback themes	Response
<p><b>Director Visa Product positions</b></p> <ul style="list-style-type: none"> <li>• A large amount of feedback was received about the need for an additional Director and/or Advisory support for the Directors to manage the volume of work expected across all visa products.</li> <li>• There was concern that without Advisory support, the Director Visa Products would rely on other teams to help resource their work and add to existing strain.</li> <li>• Alternative visa product groupings were suggested, such as: Skills and Business; Education and Tourism; Family and Humanitarian.</li> <li>• It was raised that current naming of the roles would need to be adjusted to <i>Director Residence</i> or <i>Director Resident Visas</i> and <i>Director Temporary Entry</i> or <i>Director Temporary Visas</i>. Alternatively, the alternative of a generic name was suggested as <i>Director Visa Products</i>.</li> <li>• It was also flagged that visa portfolios may provide more flexibility than fixed visa product roles, due to the changing demand and political landscape associated with visa products over time.</li> <li>• The tier of Director Visa Product roles was considered to position them differently to the Operations Director roles, despite equal importance to visa delivery.</li> </ul>	<ul style="list-style-type: none"> <li>• These roles will be called <i>Director Visa</i>.</li> <li>• They are intended to manage significant change, issues, or events related to visa products. They will balance deep technical understanding with an ability to operate in a contemporary immigration landscape, bringing a current political lens to what may be long-standing visa challenges.</li> <li>• The Director Visas will have resource across the enabling centre to tap into. Creation of additional teams to support this mahi would risk duplication.</li> <li>• Similar product roles have been established within INZ in the recent past, e.g. for AEWV and RV2021. These have taught us the value of a dedicated position which can work across our internal business, customers, and stakeholders to bring improvements to visa products at critical points in time.</li> <li>• The Directors are expected to be thought leaders and highly collaborative workers, reaching into the enabling centre to resource and deliver on work. Although we recognise that there were concerns about extra work being created through these roles, they will operate over priority work – which would therefore become a priority for teams in the enabling centre.</li> <li>• The number of Director Visas and their portfolios was carefully considered. It was decided that two positions, with the ability to surge to a third should be sufficient. It was also decided that the roles should not have fixed product focuses, given that their work would be demand-based and likely to shift over time.</li> </ul>

Feedback themes		Response
<b>Organisational versus operational planning</b>	<ul style="list-style-type: none"> <li>It was suggested that long-term organisational planning should be separated from short-term operational planning, and that these should sit under different branches.</li> <li>Operational planning was recommended to remain in the Office of the Chief Operating Officer Immigration with a concentrated focus on mobilising people in response to demand.</li> <li>Organisational planning was flagged as a current gap. It should focus on the longer-term environment and building the structures and systems to bring strategy to life. It was suggested this could sit under either the Service Design and Implementation branch or Governance and Assurance branch.</li> </ul>	<ul style="list-style-type: none"> <li>The common operating picture, described more in an image later in this section, will aggregate all planning efforts across INZ to enable the Chief Operating Officer Immigration to run operations.</li> <li>Planning capability will continue to be centralised in this branch, focused on building a picture of the known demand, visa peaks, events, and changes (including technology and policy) which would have impacts on Visa Operations.</li> <li>By function of integrating all these plans, the common operating picture will be able to communicate a detailed view of short-term operational activity, as well as longer-term work that has been prioritised through investment planning and change governance.</li> </ul>
<b>Data Capability team</b>	<ul style="list-style-type: none"> <li>It was suggested that the focus of the Data Capability team should be expanded to relieve pressure related to data reporting from operations; ensure triage, analytics, business intelligence, and identity are supported; and improve data quality and consistency.</li> <li>It was suggested that the Senior Analyst Data and Standards position could be replaced with a Senior Data Quality Analyst to address data quality and consistency.</li> <li>It was suggested that Business Performance could be renamed to <i>Business Performance and Analytics</i> to encompass the Data Capability team in its name.</li> <li>Alternatively it was suggested that the team could report into Service Design and Implementation branch or DDI group.</li> </ul>	<ul style="list-style-type: none"> <li>The Data Capability team will be focused on data integrity and consistency. As a result, the team will be able to improve the quality of insights and intelligence generated through INZ work.</li> <li>The intention for this team is to become the single source of truth for incoming data, so that outputs are sharp and fit-for-purpose. By developing a consistent method for receiving, managing, and extracting data, we can ensure consistent results for staff, stakeholders, and customers – no matter the application.</li> <li>Although alternate names, team structures, and reporting lines were suggested, the team will be established as proposed. All members of the team will be accountable for data quality, and its positioning within INZ is supported by DDI.</li> </ul>

Feedback themes		Response
<b>Support teams</b>	<ul style="list-style-type: none"> <li>• It was generally suggested that Business Support teams reporting to the Chief Operating Officer Immigration and Visa Operations should be combined.</li> <li>• Some feedback also proposed that Operations Support should join the combined Business Support team.</li> <li>• It was commonly raised that Executive Assistants would not be required to support the Operations Director positions, and that Personal Assistant/Team Administrators would provide flexibility to support those roles as well as other business needs.</li> <li>• The Product Service and Contracts team was proposed to merge with the Operations Support team or to move under National Manager Business Operations. It was suggested that <i>Commercial Relationships and Contracts</i> would be a better name for the team.</li> </ul>	<ul style="list-style-type: none"> <li>• It was agreed that further engagement and consideration about teams and decentralised roles which provide support to Visa Operations, the Chief Operating Officer Immigration, and Immigration Risk and Border is necessary.</li> <li>• This would best be managed as a second phase of change, which means that the Business Support teams which currently report to Operations, Tasking and Improvement and Border and Visa Operations will report to the Chief Operating Officer Immigration, and the Operations Support and Product Service and Contracts teams will report to the Deputy Chief Operating Officer Immigration.</li> <li>• Once the General Manager Immigration Risk and Border and Chief Operating Officer Immigration positions are in post, they will work closely across all support teams and their wider branches to identify opportunities for alignment. They will agree on a structure that best supports integration of work and capabilities across these teams, given the movement of Border Operations and Visa Operations into separate branches. This will be managed as an immediate priority.</li> </ul>
<b>Principal Advisor</b>	<ul style="list-style-type: none"> <li>• Given the increase in scope and accountability of the Chief Operating Officer Immigration, it was questioned whether the proposal to disestablish the Principal Advisor which supports the General Manager Border and Visa Operations would leave a gap in high-level strategic advice.</li> </ul>	<ul style="list-style-type: none"> <li>• While this feedback was carefully considered prior to decision, it was agreed that the Principal Advisor position would be disestablished.</li> <li>• Two Principal Advisor Operations positions reporting to the Deputy Chief Operating Officer Immigration will be utilised to provide this advice, with a focus on Visa Operations.</li> </ul>



Feedback themes		Response
<b>Additional functions</b>	<ul style="list-style-type: none"> <li>• A proposal to establish a team was put forward to support the recommendations that INZ accepted from the Casey review.</li> <li>• To mitigate the need to stand-up a full Incident Management Team (IMT) in the future, a Rapid Response unit was suggested to respond to significant events – drawing from expertise around MBIE.</li> </ul>	<ul style="list-style-type: none"> <li>• It was agreed that positions to support the recommendations that INZ accepted from the Casey review would be necessary but would be managed outside of the scope of this change.</li> <li>• ILT has confidence in the ongoing incident capability we maintain through an existing team under the Chief Operating Officer Immigration, which mitigates the need for an additional unit at this stage.</li> </ul>

## Final change decisions

Decisions about this branch have been made with the intention that it manages Visa Operations with consistency and stability. This will require a strongly integrated leadership team and clear accountability around the levers that the Chief Operating Officer Immigration can use to effect changes to operational direction.

### **Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. The branch will be called *Chief Operating Officer Immigration*.
2. Visa Operations will report under the Chief Operating Officer Immigration through two Operations Director positions, accountable to ensure that operations teams have the environment and direction necessary for their work.
3. One Operations Director will be focused on the Northern/Pacific region (Manukau 1, Manukau 2, Henderson, NaDO, Pacific) and the other Operations Director will be focused on the Central/Southern region (Hamilton, Palmerston North, Porirua, Christchurch 1, Christchurch 2).
4. It was agreed that an Operations Director position should not be established in the Pacific to maintain clear separation between leadership of Visa Operations and offshore liaison matters. To fulfil this second need, a Pacific liaison role will be established through the Pacific review.
5. Two Director Visa positions will be established with contingency to establish a third position as required. Specific visa product markers will be removed from the Director Visa position titles to enable both to be mobilised for demand-based issues management, as well as align to critical events and initiatives identified through the common operating picture.
6. Further engagement is required to determine a Business Support model that will support functions under the Chief Operating Officer Immigration, Visa Operations, and Immigration Risk and Border in an integrated way. It was agreed that this would best be managed as a second phase of change to be undertaken once the Chief Operating Officer Immigration is in post.
7. To begin, the Business Support teams from Operations, Tasking and Improvement and the Business Support team from Border and Visa Operations will report to the Chief Operating Officer Immigration. The Operations Support team and Product Service and Contracts team will report to the Deputy Chief Operating Officer Immigration.
8. The Chief Operating Officer Immigration will then work with the General Manager Immigration Risk and Border to review all teams and positions which support their branches. This will be with a view to re-align capabilities and functions so that the accountability of their respective support teams is clear, and overall capacity is strengthened.
9. A Data Capability team will be established in the Business Performance unit to deliver to data needs across the organisation and develop our performance management framework.
10. Outlined in 1.6, the MARP Programme will remain in the INZ Business Projects team within Service Design and Implementation.

## How we'll operate in practice

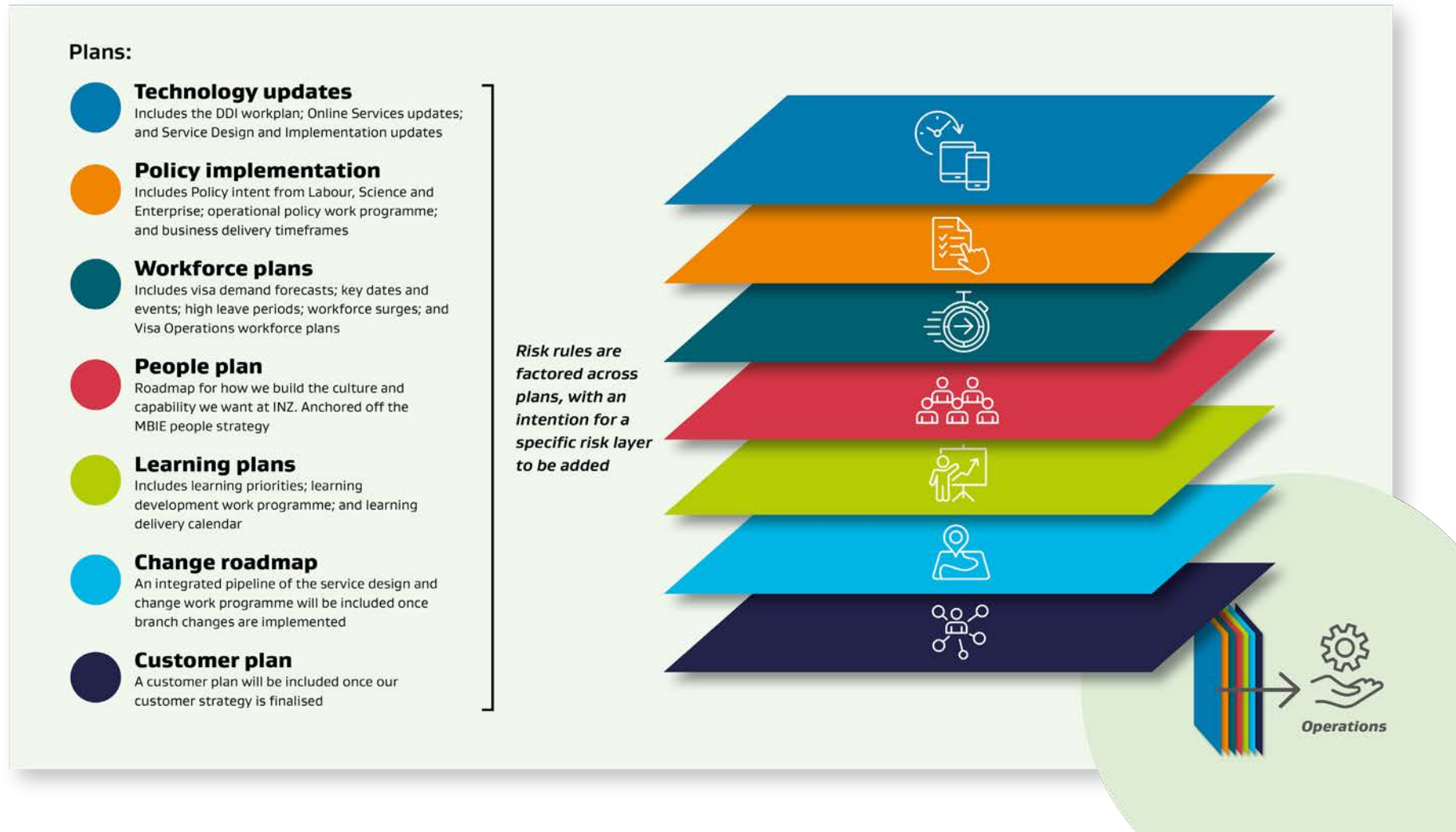
Feedback was focused on how the functions reporting to the Chief Operating Officer Immigration would work together, as well as across INZ, towards our aspiration for a consistent and stable operating environment.

Images have been included to help describe:

- How existing planning processes will feed into the common operating picture, which will be the overarching plan that the Chief Operating Officer Immigration uses to run operations (page 35).
- Roles and responsibilities across the enabling centre to support the Chief Operating Officer Immigration to make decisions about how we operate (page 36).
- How roles and responsibilities will be managed between Online Services, Service Design and Implementation, and DDI for management of IT platforms, design of processes and automation, and change delivery (1.6).

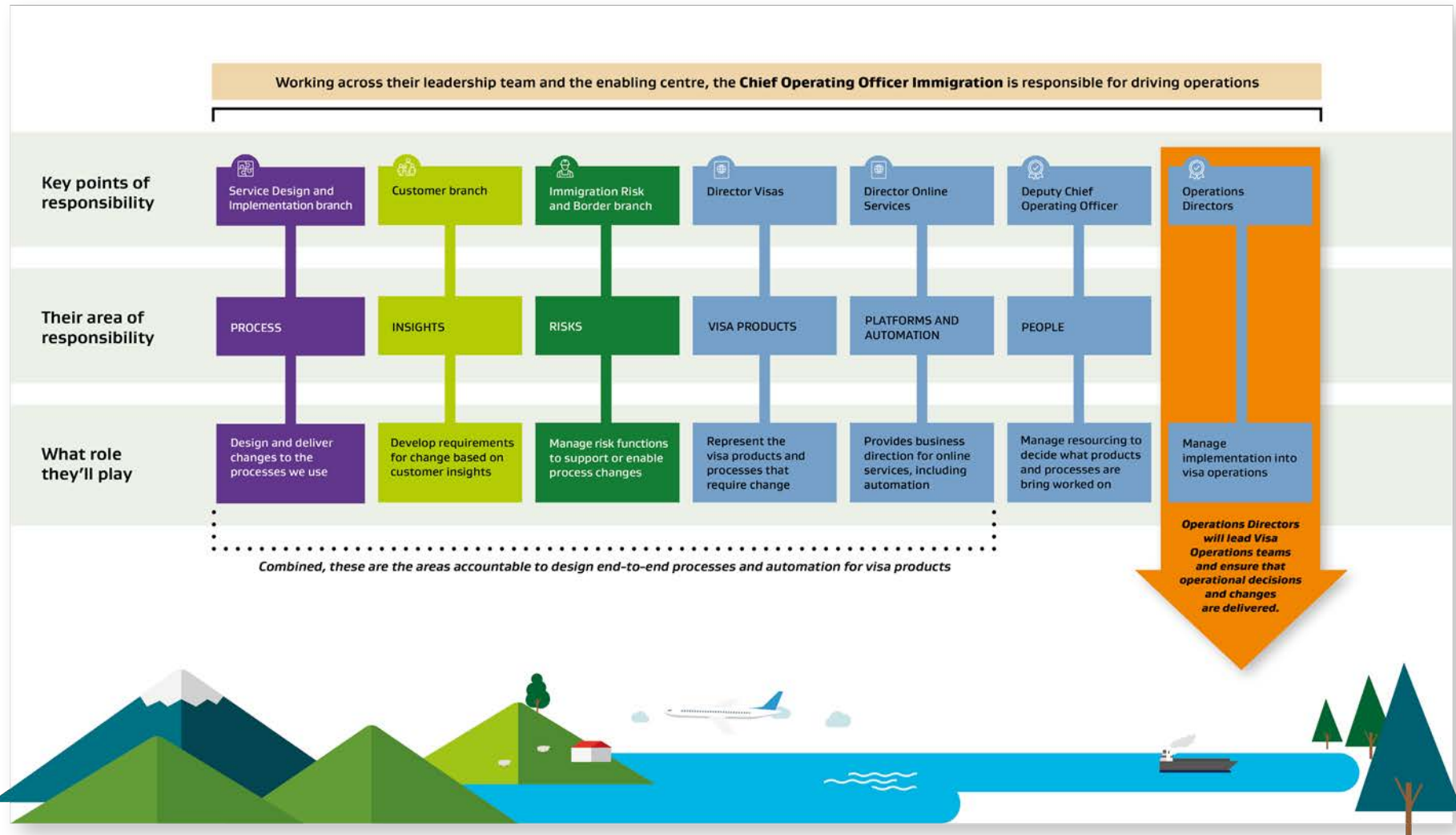
# Combining our Planning Processes into one Picture

The common operating picture will combine many existing plans into one overarching plan which the Chief Operating Officer Immigration will use to manage our operations. This image shows what plans will be layered together to create a comprehensive, integrated view of activities that will impact operations.



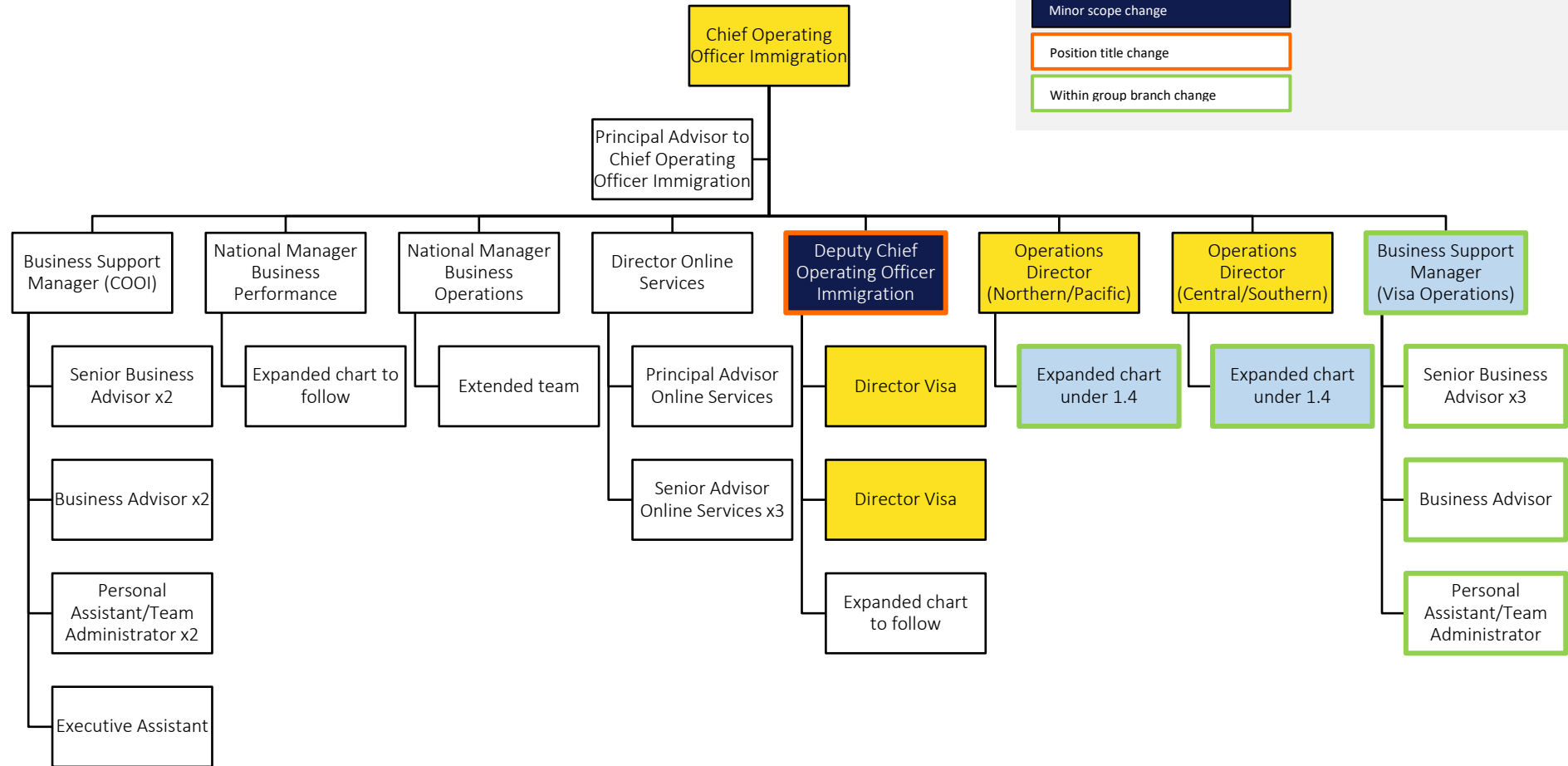
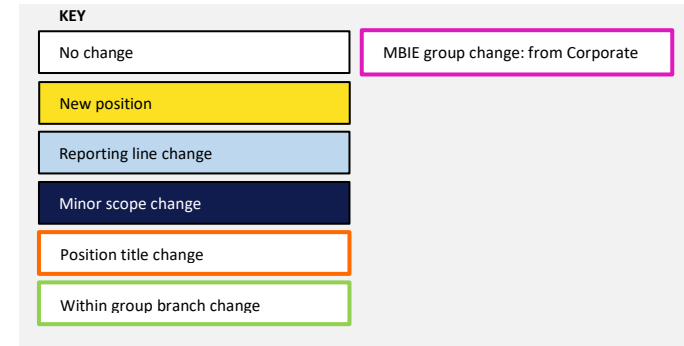
# Managing Decisions about how we Operate

We want to create consistency and stability in our operating environment by clarifying who is responsible to feed into decisions about how we operate, and the role they'll play.



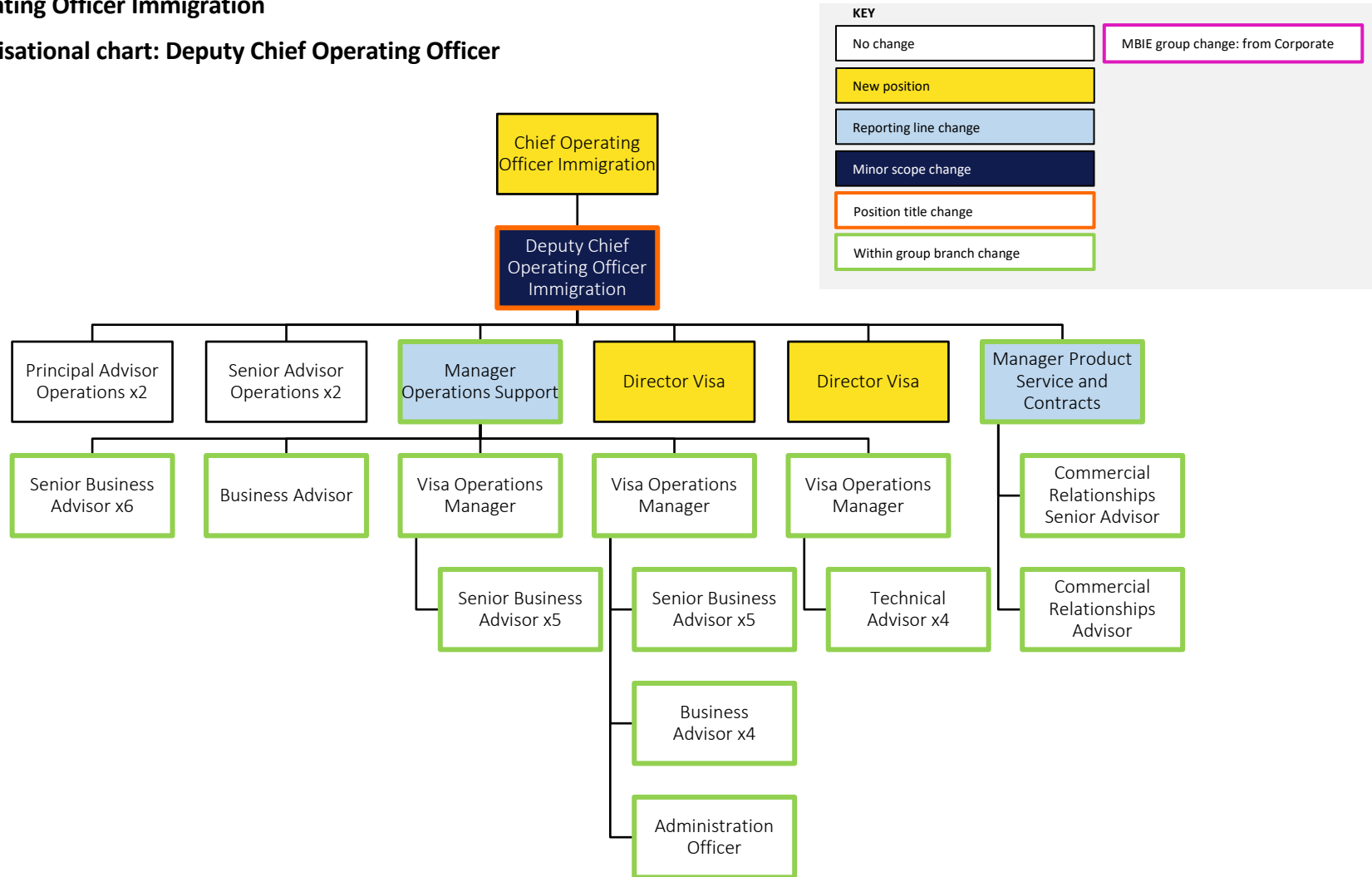
### 1.3 – Chief Operating Officer Immigration

#### Confirmed organisational chart: Extended Leadership Team



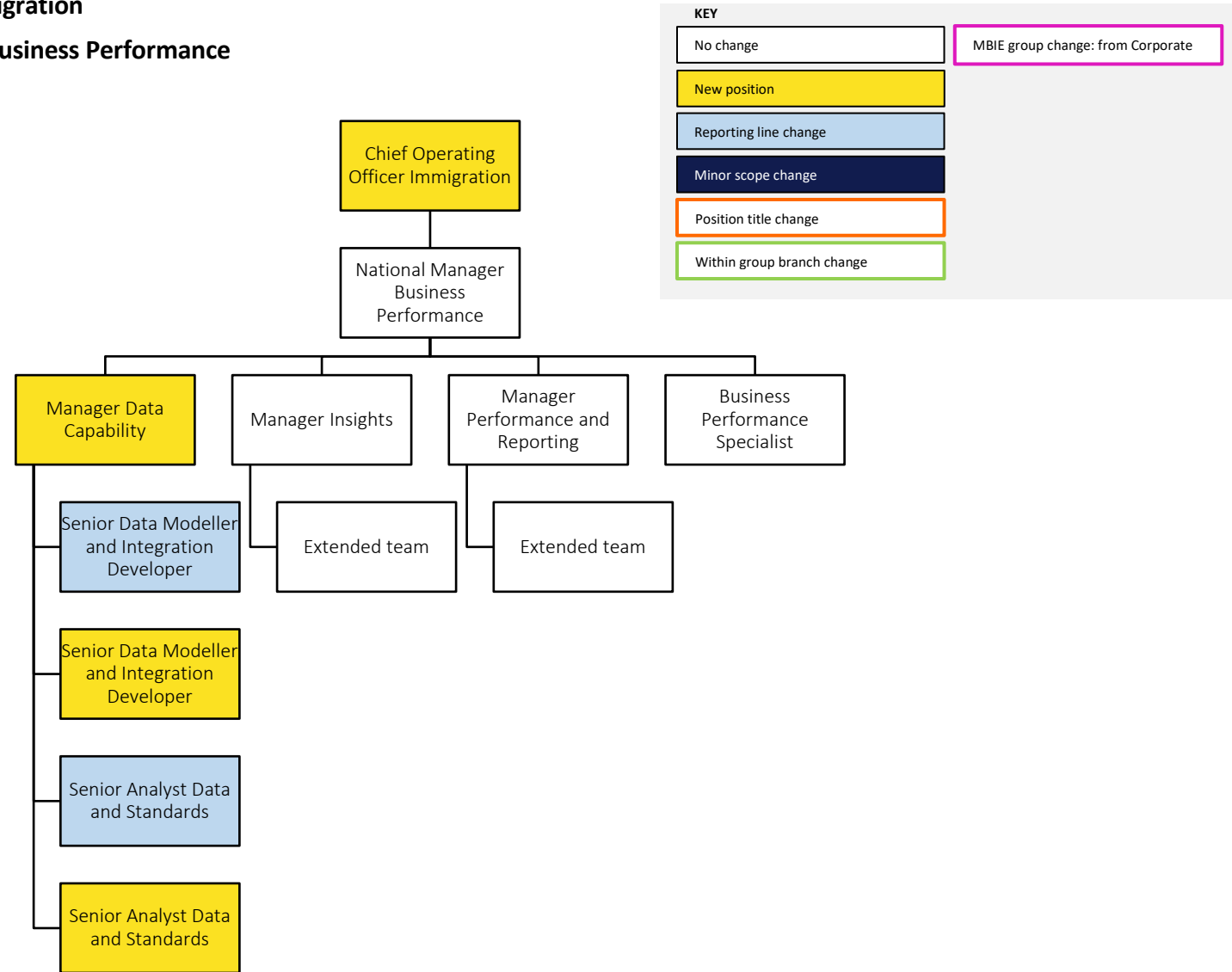
### 1.3 – Chief Operating Officer Immigration

#### Confirmed organisational chart: Deputy Chief Operating Officer



### 1.3 – Chief Operating Officer Immigration

#### Confirmed organisational chart: Business Performance





## 1.4 – Visa Operations

### Why change was proposed

This change aims to ensure a concentrated focus on visa decision making within Visa Operations by realigning visa product leadership and other support functions under the Chief Operating Officer Immigration. Relieving this additional pressure from operational leaders would release their time to focus on creating a people-centred environment that supports culture shifts towards customer centricity, new ways of working and continuous improvement.

### Summary of changes as outlined in Proposal 1.4

1. People leadership of Visa Operations would be distinguished from product leadership of visas through the establishment of new leadership positions:
  - Three Operations Directors (Auckland/Hamilton, Central/South, Offshore) would be accountable for people leadership of Visa Operations. They would report to the Chief Operating Officer Immigration and be positioned on the same leadership team as those who make decisions about operational direction, for clarity and consistent implementation across the visa network.
  - A Director Residence Visa and Director Temporary Visa would be accountable for product leadership of visa categories. They would report to the Deputy Chief Operating Officer Immigration and work across the enabling centre to achieve efficient and effective outcomes for visas.
2. Four National Manager positions would be disestablished as an outcome of separating people leadership from product leadership accountability.
3. A new Head of Operations Manukau 2 would be responsible for approximately half the current Manukau operations team, to reduce span of control and increase leadership support across both operations teams.

4. An additional Practice Lead position would be created for Manukau 2 to balance leadership between the two teams.
5. Manukau 2 would follow a similar arrangement to the Christchurch 2 office, which focuses on ADEPT-only products. Positions that are already working on ADEPT in Manukau would move into the Manukau 2 office.
6. The Principal Advisor to the General Manager would be disestablished as an outcome of the proposal to disestablish the General Manager Border and Visa Operations, outlined in Proposal 1.1.
7. As part of Proposal 1.2, all Privacy roles within Manukau Operations would move into a centre of expertise under the Associate Deputy Secretary Immigration. Two Immigration Manager positions which are responsible for Privacy teams within Manukau operations would also be moved into this centre of expertise with a position title change to Team Leader.

### Your feedback on Proposal 1.4

Feedback generally supported the proposal to move Visa Operations under the Chief Operating Officer Immigration. There was feedback about the need to relieve operations teams of other product and process complexities to best enable leaders to be people focused. A number of questions were raised about the proposal to create the Manukau 2 office and how it would be implemented in practice with particular consideration to the existing office culture and working relationships.

In addition to the changes proposed, there was appetite to understand whether offices of a similar size to Manukau may be separated into two offices in the future.

**A comprehensive summary of your feedback is included on pages 41-44, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 45-48. More detail about change to individual positions and new positions are provided at the end of this chapter.**

## Summary of your feedback on Proposal 1.4

Feedback themes		Response
<b>Branch name</b>	<ul style="list-style-type: none"> <li>Feedback strongly supported <i>Visa Operations</i> as a branch name over <i>Visa Processing</i>.</li> <li>It was raised that <i>Visa Processing</i> didn't adequately reflect the judgement, decision making and discretion that are integral to successful visa delivery.</li> </ul>	<ul style="list-style-type: none"> <li>ILT recognised the need to use a more expansive term than <i>Visa Processing</i>. The branch name was agreed as <i>Visa Operations</i>.</li> </ul>
<b>Supporting our people to thrive</b>	<ul style="list-style-type: none"> <li>Although supporting our people to thrive was part of the vision for this change proposal, feedback was unsure that structure change would achieve this.</li> <li>It was raised that our people operate in an environment that is heavily directed by policy change, media, and political pressure which means visa decision makers are reluctant to take ownership of decisions. Much work would need to be done to mitigate these circumstances for frontline people.</li> <li>Additionally, there was concern that the leadership span for Operations Director positions would be too large for them to deeply understand operations sites or the impacts of change.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge the complexity that operations teams have managed in for some time. Focused senior leadership is one aspect to supporting the management of this complexity, in addition to: <ul style="list-style-type: none"> <li>Building a layered picture of all initiatives which impact operations through a common operating picture</li> <li>Which will support prioritisation (and staggering) of significant change to policy, process, and technology</li> <li>And trigger structured change management to support learning, and implementation</li> <li>With ongoing support to make improvements to the operations environment in real-time via the Model Office.</li> </ul> </li> <li>Combined, it's expected that these activities managed by the enabling centre will reduce the pressure, politics and noise currently managed by the National Manager <i>Visa Operations</i>.</li> <li>The Operations Directors will be based in operations sites and expected to travel frequently to best understand the needs of their operations teams, especially in the delivery of change and policy intent.</li> </ul>

Feedback themes	Response
<p><b>Manukau Operations</b></p> <ul style="list-style-type: none"> <li>• There was varied feedback on the proposal to split Manukau Operations into two offices. Clarification was sought about several practical implications associated with this split.</li> <li>• It was suggested that close engagement with the leadership team would enable detailed consideration about both offices to ensure they are well supported.</li> <li>• While it was acknowledged that additional leadership would help both Manukau offices, it was raised that enabling leaders to focus more on their people would also be achieved by managing fewer products and the issues or complexities associated with them.</li> <li>• It was questioned whether the reduction in Manukau FTE through centralising the Privacy teams would reduce leadership span of control without the need to separate into two offices.</li> <li>• As Manukau is an established office, it was raised that there would be a different pathway to creating a second office, relative to the Christchurch model (which the Manukau 2 proposal is based on).</li> <li>• As an alternative to Manukau 2, it was proposed that a third Auckland location be considered in a central or northern area.</li> <li>• Although the proposal indicated that Manukau could be split by ADEPT-based work, feedback suggested that more work should be done on the defining criteria to differentiate them.</li> <li>• Impact to the existing Manukau culture was a common concern raised. There was a feeling that the notion of ‘one team’ would be lost, which would impact future collaboration between offices.</li> </ul>	<ul style="list-style-type: none"> <li>• It has been agreed that Manukau operations will become two operations sites.</li> <li>• This would be best managed as a second phase of change, following the appointment of the Operations Director (Northern/Pacific) and Head of Operations Manukau 2 who will work in partnership with the Head of Operations Manukau and wider leadership team to agree on the most effective way to distinguish the two offices.</li> <li>• Careful consideration will be given to feedback received during consultation and the establishment of the two offices will need to be closely aligned with our aspirations for new ways of working across Visa Operations.</li> <li>• This means that Manukau 2 will not be established within the same timeline as other INZ changes are implemented. A clearer timeframe will be communicated once new leaders are in post.</li> <li>• This change needs to be cost neutral. Although new locations in Auckland may be considered in the future, a third location cannot be established as part of this proposal.</li> </ul>

Feedback themes		Response
<b>Business Support team</b>	<ul style="list-style-type: none"> <li>Generally, feedback recommended that the Business Support team should move from Visa Operations to the Chief Operating Officer Immigration.</li> <li>Contrasting feedback suggested that the team would not be able to maintain the level of support required by Visa Operations.</li> <li>In lieu of new Executive Assistant positions, existing Personal Assistant/Team Administrator roles within this team were recommended to support Operations Director roles.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that further engagement and consideration about teams and decentralised roles which provide support to Visa Operations, the Chief Operating Officer Immigration, and Immigration Risk and Border is necessary.</li> <li>This would best be managed as a second phase of change, which means that the Business Support team for Border and Visa Operations will report to the Chief Operating Officer Immigration.</li> <li>Once the General Manager Immigration Risk and Border and Chief Operating Officer Immigration positions are in post, they will work closely across all support teams and their wider branches to identify opportunities for alignment. They will agree on a structure that best supports integration of work and capabilities across these teams, given the movement of Border Operations and Visa Operations into separate branches. This will be managed as an immediate priority.</li> <li>Based on feedback, it was agreed that two Personal Assistant/Team Administrator roles from within the Visa Operations Business Support team will be refocused to provide dedicated email, travel, and diary management support to the Operations Directors.</li> </ul>
<b>Heads of Operations</b>	<ul style="list-style-type: none"> <li>Feedback raised confusion about who the Heads of Operations would be responsible to, given the creation of Operations Director and Director Visa product roles.</li> </ul>	<ul style="list-style-type: none"> <li>Outlined more in 1.3, Operations Director positions will be accountable for people leadership of Visa Operations. They will manage Heads of Operations and will work with them to build a culture of continuous improvement and provide an environment that helps people to thrive.</li> </ul>

Feedback themes		Response
<b>Separation of other Operations sites</b>	<ul style="list-style-type: none"> <li>• Manukau office was raised to be a similar size to NaDO and Hamilton offices. This caused concern that both of those sites would also be separated in the future.</li> </ul>	<ul style="list-style-type: none"> <li>• There is no current intention to make changes to other operations sites.</li> </ul>
<b>Common feedback covered in other proposals</b>	<ul style="list-style-type: none"> <li>• Much of the feedback received about this proposal has been addressed in 1.3, such as: <ul style="list-style-type: none"> <li>○ Location and span of control for the Operations Director Visa Processing positions (including the Pacific-based role).</li> <li>○ Product split and impacts on capacity for the Director Visa Product positions.</li> <li>○ Proposal to create another Deputy Chief Operating Officer Immigration to manage Visa Operations.</li> <li>○ Proposal for two Principal Advisors to reflect the branch size.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Responses to each of these areas is included within 1.3.</li> </ul>

## Final change decisions

Decisions about this branch were made in conjunction with decisions about the Chief Operating Officer Immigration and intended to bring forward changes that will support Visa Operations to concentrate on its core role, with clear direction provided through leadership that is on-hand and focused on outcomes for frontline people.

**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. The branch will be called *Visa Operations*.
2. Visa Operations will report to the Chief Operating Officer Immigration through two new Operations Director positions, which will have focused accountability on people leadership across Visa Operations.
3. Regions managed by the Operations Directors will be Northern/Pacific and Central/Southern. Determination of these areas was driven by intention to balance span of control and travel. This would enable Operations Directors to visit their sites equally and with high frequency onshore.
4. The table below shows which operations teams will report to which of the Operations Directors:

Operations Director (Northern/Pacific)	Operations Director (Central/Southern)
Manukau 1	Hamilton
Manukau 2	Palmerston North
Henderson	Porirua
NaDO	Christchurch 1
Pacific	Christchurch 2

5. Two Personal Assistant/Team Administrator positions from within the Visa Operations Business Support team will be refocused to provide dedicated email, travel, and diary management support to the Operations Directors.
6. The Executive Assistant to the General Manager Border and Visa Operations will have a reporting line change to the new General Manager Immigration Compliance and Investigations within Te Whakatairanga Service Delivery.
7. Two Director Visa positions, working to the Deputy Chief Operating Officer Immigration, will be established with contingency to establish a third position as required. These will have focused accountability on leadership of visa products.
8. As an outcome of the decision to separate people and product leadership for Visa Operations, four National Manager Visa Operations positions will be disestablished.
9. A Head of Operations Manukau 2 will be established. Once appointed, this position will work closely with the current Head of Operations Manukau and wider leadership team to determine the best approach to arrangement of both offices, with careful consideration to feedback received during consultation.
10. This will be managed as a second phase of change, which means that Manukau 2 will not be established within the same timeframe as other INZ changes are implemented.
11. As part of this second phase of change within Manukau Operations, any Immigration Managers which are operating on a rotating basis will be established into permanent positions. This will support stable and consistent leadership positions for their people, as well as continuity in performance and development practices.

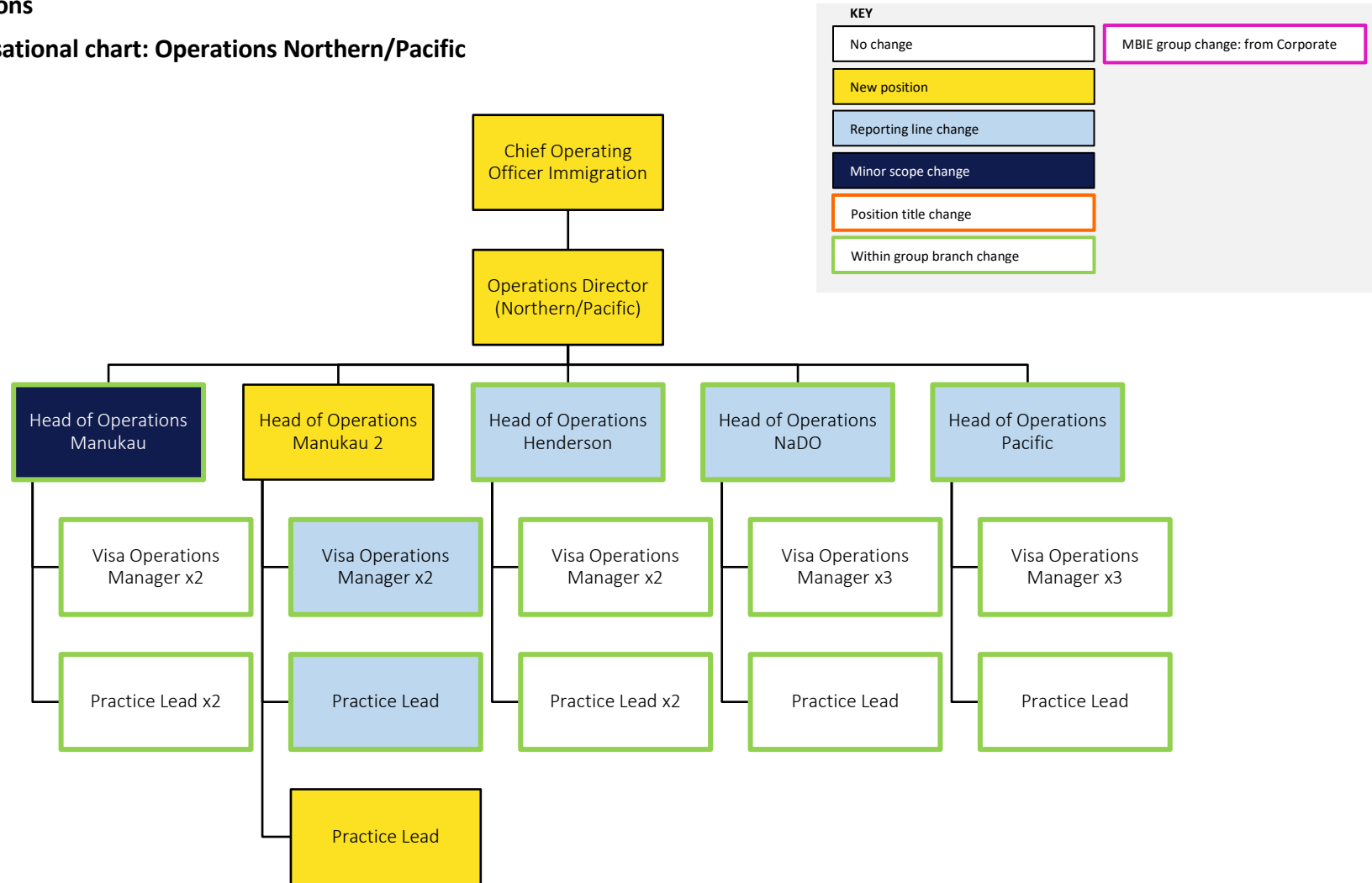
12. As an outcome of the decision to disestablish the General Manager Border and Visa Operations position, the Principal Advisor to the General Manager will be disestablished.

### **Privacy centre of expertise**

13. Privacy positions from Manukau Operations will be centralised within the Privacy and Ministerial Services team under the Associate Deputy Secretary Immigration.
14. Three Team Leader Privacy positions will lead the centre of expertise. Two Immigration Managers which lead Privacy teams within Manukau Operations will have a position title and reporting line change to the National Manager Privacy and Ministerial Services.
15. The third Team Leader is a new position with responsibility for Privacy roles from Refugee Quota and Refugee Status Unit. This role will be Auckland-based to reflect the location of these two teams.
16. In addition to these Privacy teams, a fixed-term Programme Integration Manager position will be established for 12 months with a concentrated focus on setting up the Privacy centre of expertise.
17. A new Practice Lead position will also be established to develop consistent practice standards and provide technical support across the Privacy centre of expertise.
18. A Senior Technical Advisor and a Technical Advisor from Manukau Operations will have a reporting line change into this Practice Lead.

## 1.4 – Visa Operations

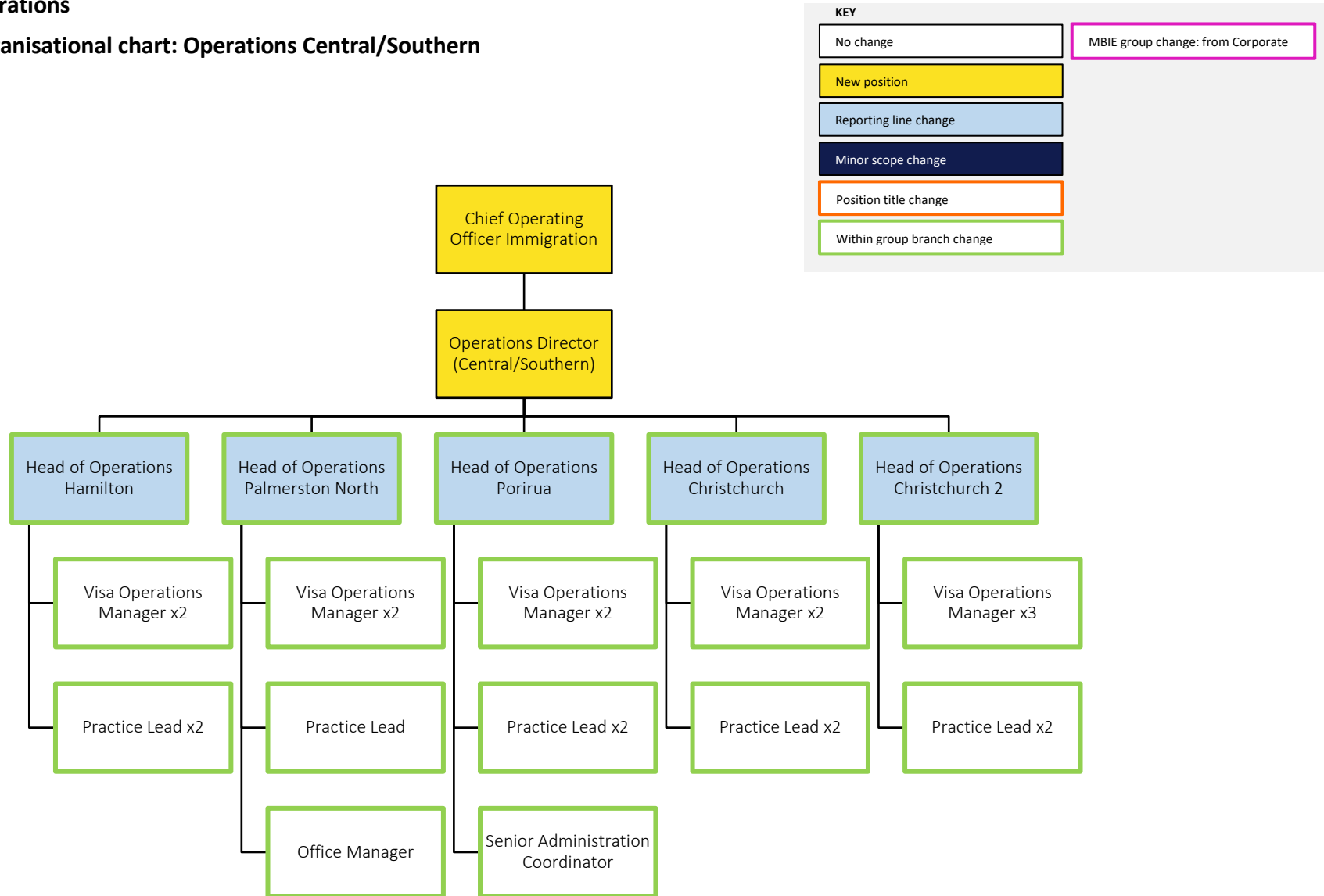
### Confirmed organisational chart: Operations Northern/Pacific





## 1.4 – Visa Operations

### Confirmed organisational chart: Operations Central/Southern



## 1.5 – Customer

### Why change was proposed

This change aims to ensure the Customer branch has the necessary expertise and capabilities to lead INZ's evolution towards customer centricity. Currently, the immigration system collects a large amount of customer data but is missing the capability and capacity to transform this data into useable insights. Specialist insights and research capability is required to build a comprehensive picture of customer needs and experiences and inform design and improvements.

INZ stakeholders are currently managed through predominantly one-to-few relationship models. Our recent involvement with stakeholder reference and focus groups have demonstrated the value of using partners to support one-to-many relationships as a mechanism to share our story and collect insights to a much greater extent. We would transition our current model towards a planned, proactive, and collective engagement model that aligns to INZ priorities and feeds into customer understanding channels to inform business decisions.

### Summary of changes as outlined in Proposal 1.5

1. A new Customer Research team would be established within a new Customer Experience unit. The Customer Research function would provide INZ with the specialist market research capability it needs to better understand how customers may respond to initiatives or ideas, at a speed that will allow us to embed this feedback into service design and improvements. This would enable INZ to deliver in a way that supports customers do the right thing and in-turn reduce demand on our people, platforms, and processes.
2. Within the same unit, our sector capabilities would be expanded into a Customer Segments team to improve and expand upon our successful customer segmentation approaches, and inform system change that delivers to key segment needs. Existing sector capabilities would be

focused towards deepening our understanding of segments, including proactive discovery of new segment engagement areas, and continuing specialist management of priority segments. This would build a system-level view of our customer segments to integrate our management approaches and build comprehensive insights for customer-centric improvements.

3. The National Manager Sector Strategy and two Sector planning positions would be disestablished as an outcome of the proposed refocus towards customer research and new customer segmentation approaches. A new National Manager Customer Experience position would be established to lead establishment this unit.
4. A new Stakeholder Engagement unit would reform the current Immigration Engagement team towards a collective engagement model – driven by clear engagement plans that promote collaboration across teams. There would be an emphasis on maximising one-to-many engagement opportunities through seminars and leveraging relationships with peak bodies. This proposal would strengthen line of sight across our stakeholder relationships, maximise the reach of our engagements, and widen feedback channels into INZ to be fed into customer research to inform decision making, change and improvements.
5. The following positions would be disestablished as an outcome of changes to the stakeholder engagement model and unit:
  - Manager, Regional Migrant Skills Retention
  - Relationship Manager Migrant Skills Retention x7
  - Manager Sector and Skills
  - Relationship Manager x5
  - Business Relationship Advisor

- Principal Advisor Immigration Engagement
  - Relationship Manager x2
  - Relationship Manager
  - Relationship Manager Investor (INZ)
  - Investor Relationship Manager
6. The Digital Channels team would move alongside website capabilities from across MBIE into a centre of expertise within Te Whakatairanga Service Delivery. This change would create a single point of accountability for MBIE websites and enable development of an organisational website strategy, standards, and templates – to build consistency in digital customer experiences.
  7. The Information and Education unit would be renamed as the Immigration Customer Marketing and Communications unit to reinforce its core focus on the specialist communications, content, and marketing that only INZ can do. This unit plays a critical role in developing a breadth of immigration communications (digital content, operational letters, offshore marketing, engagement packs) for diverse audiences including our customers, stakeholders, and INZ people. New Visual Design and Campaign Manager positions would be established in this unit to enhance its communication and mass marketing capabilities. The unit would continue to work closely with Engagement and Experience and Information and Education teams in Te Whakatairanga Service Delivery to improve our interactions, information and continue to support our customers.
  8. Practice Lead positions would be established across the Customer branch to support each unit in the development of practice standards, proposed new engagement and integration models, and customer understanding

approaches. This change would refocus one existing Principal Advisor position and establish two new positions.

### **Your feedback on Proposal 1.5**

Feedback was focused on the proposed customer and stakeholder engagement models relative to how relationships are currently managed by Sector Strategy and Immigration Engagement teams. There was concern about maintaining regional connections to customers and some question about how settlement would be managed into the future.

The creation of Practice Leads across the branch was generally supported, and the proposal to move Digital Channels out of INZ was not well supported.

**A comprehensive summary of your feedback is included on pages 51-55, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 56-61. More detail about change to individual positions and new positions are provided at the end of this chapter.**

## Summary of your feedback on Proposal 1.5

Feedback themes		Response
<b>Digital Channels</b>	<ul style="list-style-type: none"> <li>• Generally, feedback did not support moving the Digital Channels team into Te Whakatairanga Service Delivery. There was concern that the expertise held within this team, and their resourcing to support the INZ website would diminish in another group.</li> <li>• Comments reflected the difference in how the INZ website operates relative to other MBIE websites in terms of size, traffic, and its provision of both complex policy information and visa application forms. It was flagged that most of the content, products, and services on the INZ website are developed by the Digital Channels team, which includes information sharing and ring-fenced management of sensitive or embargoed information.</li> <li>• There was concern that the change would disrupt and impact success of the INZ3 website project, given the critical role of the Digital Channels team in delivering this.</li> <li>• There was positive feedback about the opportunity to centralise vendor and platform management, develop strategies and policies for MBIE websites, and work more closely with other Digital Channels teams for knowledge sharing and career development.</li> <li>• As an alternative, it was proposed that Digital Channels (and the wider Customer branch) could move into Corporate Services, Finance and Enablement, like the DDI model.</li> </ul>	<ul style="list-style-type: none"> <li>• We recognise the importance of the INZ website to the facilitation, protection, and operation of the immigration system. In building a centre of expertise, the intention is to retain the specialism of the INZ Digital Channels team and website, well as bolster the professional network for the team to reach into to support demands of and enhancements to the website.</li> <li>• The role of the Digital Channels team would not change. It will retain responsibility for delivering the digital content, products, and services to the INZ website it currently delivers, through the business relationships it currently relies on.</li> <li>• The importance of the INZ3 project is recognised and has been carefully considered.</li> <li>• While the Digital Channels team would be based within another part of MBIE, it is expected that they will still work very closely with the Operational Marketing and Content unit to remain aligned on INZ's story and maintain consistency in approach across all content, channels, and communications. MBIE's flexible working environments should facilitate this.</li> <li>• Both INZ and Te Whakatairanga Service Delivery groups recognise and commit to working in close partnership to support the implementation of this change and the development of an enhanced, mutually beneficial operating model.</li> </ul>

Feedback themes	Response
<p><b>Immigration Customer Marketing and Communications unit</b></p> <ul style="list-style-type: none"> <li>The proposed unit name was generally not supported, given the crossover and potential confusion of ‘communications’ with the INZ Engagement and Communications team. It was suggested that ‘engagement’ could be used, as well as ‘content’ to better signal the work of the unit.</li> <li>There was some misunderstanding about what is required from the Campaign Manager role. It was suggested that an operationally focused role is needed to alleviate pressure from the email marketing platform and enable others in the team to work on marketing and social media. <i>Email Marketing Specialist</i> was proposed as an alternate position title.</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge the potential confusion raised. It was agreed that <i>Operational Marketing and Content</i> would be a good fit for the purpose, activities, and accountabilities of this unit.</li> <li>The Campaign Manager has been retitled and rescoped as an <i>Email Production Advisor</i>.</li> <li>Additionally, the proposed Visual Designer will be rescoped as a <i>Senior Visual Designer</i> to reflect the responsibility of this role. Although there was consideration to establishing this role within Corporate Services, Finance and Enablement, it was agreed that the role would need to be positioned within INZ because of the immediate and daily operational need for visual design support to develop a consistent visual communication style for INZ content.</li> </ul>
<p><b>Relationship between Customer branch and INZ Engagement and Communications team</b></p> <ul style="list-style-type: none"> <li>A large amount of feedback was received which focused on clarifying the accountabilities of the INZ Engagement and Communications team relative to the Customer branch.</li> <li>There was a sense that the Communications team had been portrayed to have a narrow focus on media responses and operational communications – overlooking its strategic and full-service approach across communications, media, and design services.</li> <li>It was raised that the practicality of having two teams named and operating as accountable for communications would cause confusion and exacerbate historic issues with commissioning work.</li> </ul>	<ul style="list-style-type: none"> <li>We recognise this feedback and the role that the INZ Engagement and Communications team plays as a service provider across our business, and as key collaborator for the Customer branch.</li> <li>The Operational Marketing and Content unit will focus on the channels, customers, and stakeholders that it is responsible to engage with, utilising the shared narrative developed for INZ and shaping it to deliver content that best fits those channels and audiences.</li> </ul>

Feedback themes	Response	
<b>Customer Experience unit</b>	<ul style="list-style-type: none"> <li>• There was positive feedback about the creation of a Market Research function. It was suggested that Market Research Analyst positions could be renamed to <i>Customer Research Analyst</i>.</li> <li>• A gap in data analysis capability through the disestablishment of the Sector Planning position was raised. It was proposed that this role be retained and moved into the Market Research team.</li> <li>• Feedback on ‘customer segment’ terminology was mixed. While some agreed with this progression from sectors, others disagreed or sought clarification about what it means in practice.</li> <li>• The similarity between <i>Manager Customer Segments</i> and <i>Customer Segments Manager</i> position titles was raised as confusing.</li> <li>• It was suggested that <i>Strategic Customer Initiatives</i> or <i>Strategic Initiatives – Customer Experience</i> could be a better team name, with <i>Strategic Customer Initiative Manager</i> position titles.</li> </ul>	<ul style="list-style-type: none"> <li>• Position titles within the Market Research team will be <i>Senior/ Customer Research Analyst</i> and <i>Research Operations Co-ordinator</i>.</li> <li>• Given this change is focused on creating centres of expertise where able, the Customer branch will rely on capability already established under the Chief Operating Officer Immigration for data analysis.</li> <li>• The terms ‘segmentation’ and ‘customer segments’ are widely recognised in the customer experience field and signal a broader remit for all customers, rather than employers and visas with work rights. Use of this language will be supported by further work within the branch to define who our different customer segments are.</li> <li>• To address the confusion with similar sounding titles, the <i>Manager Customer Segments</i> title will be retained, with their direct reports will be renamed as <i>Customer Understanding Managers</i>.</li> </ul>
<b>International Education</b>	<ul style="list-style-type: none"> <li>• It was suggested that the International Education team would be better positioned within the Office of the Chief Operating Officer, reporting to a Director Visa role. This would position the team closer to Visa Operations and to work across the immigration system to spearhead student-related matters.</li> </ul>	<ul style="list-style-type: none"> <li>• While this feedback was carefully considered, it has been agreed that Director Visa roles will move between strategic initiatives rather than holding a steady portfolio of visas. This has implications in making it less clear that the International Education team would fit well into the model of this branch. It was therefore decided that the team would continue to be best positioned in the Customer branch.</li> <li>• While it plays a critical role providing support to operations with respect to processing student visas, this team is ultimately relied upon to be a subject matter expert in student visas and to gather insights to improve customer experience. Therefore, it is most closely aligned to the Customer Experience unit.</li> </ul>

Feedback themes		Response
<b>Stakeholder Engagement unit</b>	<ul style="list-style-type: none"> <li>• Clarification about the proposed future engagement model was commonly requested.</li> <li>• There was concern through feedback that the Relationship Management function would stop, because it was unclear how this work would be done in the future.</li> <li>• While a movement towards one-to-many engagements was supported, caution was raised about the need to maintain a level of service with current one-to-few relationships, and the impact of those relationships on the immigration system, such as: support for high-users, early identification of issues, and agile responses.</li> <li>• Equally, the need for a continued regional presence was a strong feedback theme. This was tied to the importance of community engagement and protective efforts for migrants in vulnerable positions – who are currently supported by Relationship Managers.</li> <li>• It was also raised that the FTE proposed for the Community Engagement team may not be enough. <i>Migrant Engagement</i> was also proposed as an alternate team name.</li> <li>• It was suggested that the Sector Engagement team should have six Engagement Partners and three Senior Advisors to adequately cover sectors and sub-sectors.</li> <li>• It was suggested that Senior Advisors could be retitled to <i>Senior Engagement Advisor</i> to better reflect the core focus of the unit.</li> </ul>	<ul style="list-style-type: none"> <li>• This change does not intend to remove engagement as a function of the Customer branch, but to make the most of engagement teams to maximise and give fair access to the immigration system through engagement partners.</li> <li>• The existing engagement approach has evolved over time leading to inconsistencies across the Immigration Engagement unit. This change will focus on developing a shared unit purpose and a consistent, cross-system engagement approach directed by priorities of the immigration system.</li> <li>• The aim is to maximise and equalise reach across stakeholder groups, by using peak bodies and immigration community groups and to increase our one-to-many engagements.</li> <li>• The value of regional connections is acknowledged. MBIE’s centre of expertise for regional engagement is Kānoa, especially with the recent movement of Regional Skills Leadership Groups to Kānoa. This does not prevent members of the Customer branch from being based in regions, however their work will focus on delivering the shared work programme of their team rather than engagement activities within their region per se.</li> <li>• Refugee and Migrant Services will retain responsibility for community outreach to support migrant settlement.</li> <li>• The balance of Engagement Partners and Senior Advisors across the teams in the unit has been adjusted to reflect feedback. We have aligned position descriptions to enable greater flexibility for collaboration and working across the branch.</li> <li>• We acknowledge that one of the first steps of this change will be to identify key stakeholders, confirm our engagement approach, and</li> </ul>

Feedback themes		Response
		begin building a plan that will meet the engagement needs of our operational and strategic priorities.
<b>Practice Leads</b>	<ul style="list-style-type: none"> <li>• There was positive feedback about the proposal to create Practice Lead roles across the Customer branch. It was suggested that establishing a Practice Lead network within the branch would ensure that it works consistently and effectively together.</li> <li>• Clarification was requested about the difference between Practice Lead roles proposed for the Customer branch, versus Practice Lead roles which already exist within Visa Operations. It was noted that the roles have similar focuses but that the Visa Operations positions have lower remuneration and larger reporting lines.</li> </ul>	<ul style="list-style-type: none"> <li>• Creation of a Practice Lead network across the branch will be supported to enhance cross-branch and cross-system collaboration.</li> <li>• We acknowledge that many areas need remuneration review. Sizing of the Practice Lead roles within the Customer branch are based on recent job evaluation, and work to review other Practice Lead roles can be commenced after these changes are finalised (via your General Manager).</li> </ul>



## Final change decisions

Decisions about this branch are focused on ensuring that INZ creates an engagement model that gives universal coverage for our stakeholders and customers – so that they can access the information they need to navigate the immigration system with ease and do the right thing.

The branch will focus on expanding direct engagement with, and understanding of, our customers through the new Customer Experience unit. The reformed Stakeholder Engagement unit will focus on working with stakeholders who represent broad customer groups – and who can lean in to strengthen our insights, as well as sharing information for customers through their communications with these groups.

This change will take full advantage of the regional-level support and engagement taking place across the wider Immigration system. In particular, regional engagements on Economic Development and Skills will be managed through the established centre of expertise in MBIE’s Kānoa group. Regional community engagement and settlement support directly with migrants will be managed through the existing accountabilities of Refugee and Migrant Services branch, in particular the Welcoming Communities programme.

**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. The branch name will be *Customer*.
2. A new Customer Experience unit, led by a new National Manager position will be established as proposed.
3. A new Customer Research team will be established in this unit. Market Research positions will be retitled to Customer Research positions for consistency.

4. The Coordinator role in the Customer Research team will be renamed to *Research Operations Coordinator* to clarify its focus and reflect the specialist coordination skillset that will be required to support the team.
5. Also within the Customer Experience unit, Customer Segments Manager positions will be retitled to *Customer Understanding Manager* in response to feedback.
6. The International Education team will remain in the Customer branch, aligned to the Customer Experience unit. This decision recognises the unique position of the team in servicing a specific sector with a distinct visa product, and that it plays a critical role in gathering insights from across that sector. The team will continue to work across the enabling centre to bring these insights and its specialist expertise into decisions made about processes, automation and change for student visa products.
7. As an outcome of decisions to establish the Customer Experience unit, the National Manager Sector Strategy and two Sector Planning Analyst positions will be disestablished.
8. The Immigration Engagement unit will be reshaped into the *Stakeholder Engagement unit* as proposed. The balance of Engagement Partners and Senior Advisors across the Stakeholder Engagement unit has been adjusted to reflect feedback.
9. In addition, Community, Sector, and Specialist markers will be removed from the *Engagement Partner* position titles. Consistent naming for Engagement Partner positions across all three teams will enable greater flexibility as the teams are established and to ensure that the balance of support across each team can be adjusted as necessary.

10. As an outcome of decisions to establish the Stakeholder Engagement unit, the following positions will be disestablished:

- Manager, Regional Migrant Skills Retention
- Relationship Manager Migrant Skills Retention x8
- Manager Sector and Skills
- Relationship Manager x5
- Business Relationship Advisor
- Principal Advisor Immigration Engagement
- Relationship Manager x2
- Relationship Manager
- Relationship Manager Investor (INZ)
- Investor Relationship Manager

11. The Digital Channels team will move into a centre of expertise for digital engagement within Te Whakatairanga Service Delivery. This decision is outlined further in Chapter 2, section 2.2.

12. The Immigration Customer Marketing and Communication unit has been renamed to *Operational Marketing and Content* to reflect the core role of the unit and distinguish this role from services provided by MBIE Engagement and Communications.

13. The Immigration Marketing team has been renamed to *Operational Marketing* to follow the same naming principles as the unit.

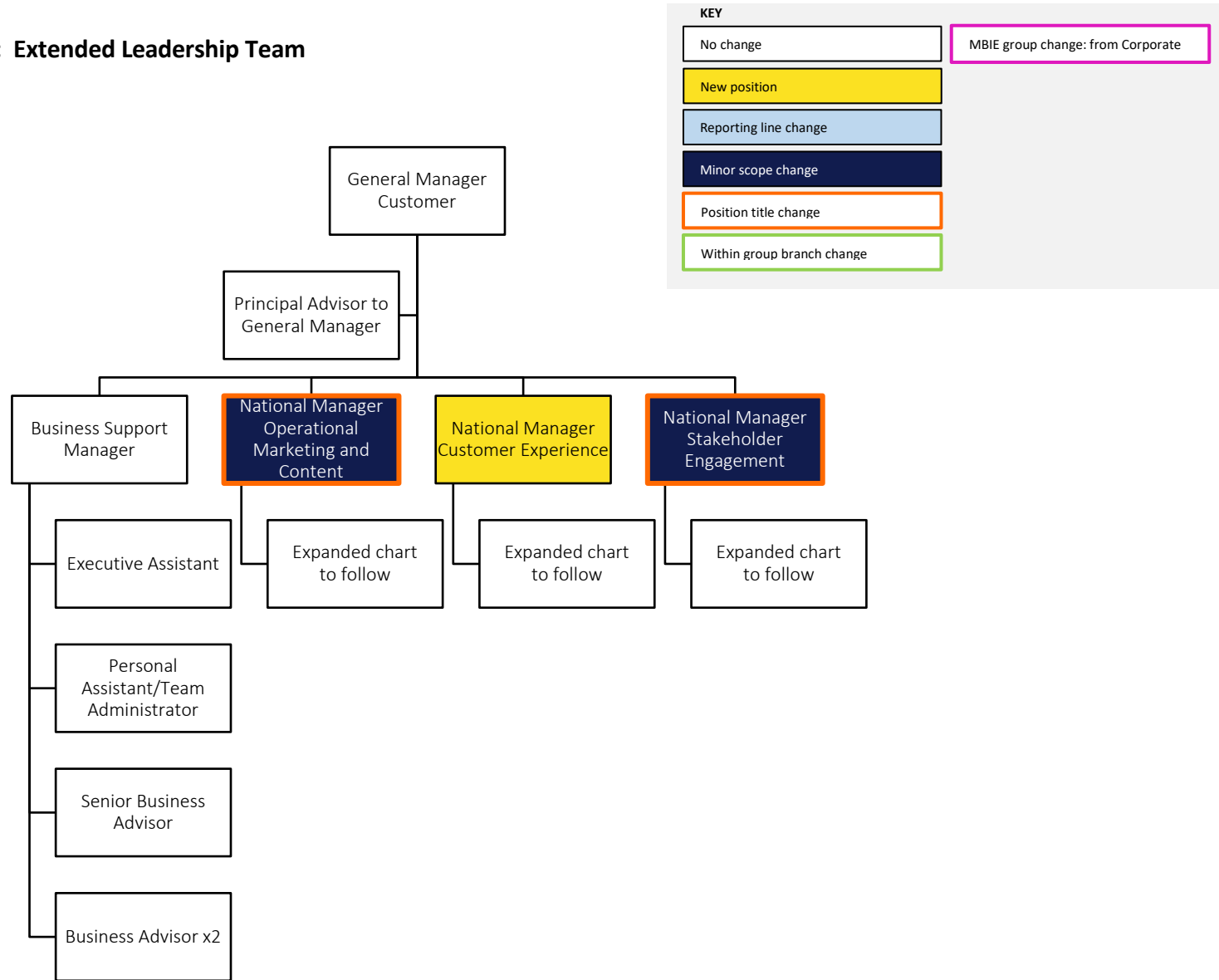
14. An Email Production Advisor will be established in the Operational Marketing team to alleviate pressure from the email marketing platform.

15. A Senior Visual Designer (previously Visual Designer) will be established in the Content team to manage our immediate need for visual design support to develop a consistent visual communication style across INZ content.

The Customer branch's ability to meet its purpose depends on more than structural changes. There will be many opportunities for people within the branch to engage with and be part of this transition, and to help with leading INZ and MBIE towards customer centricity.

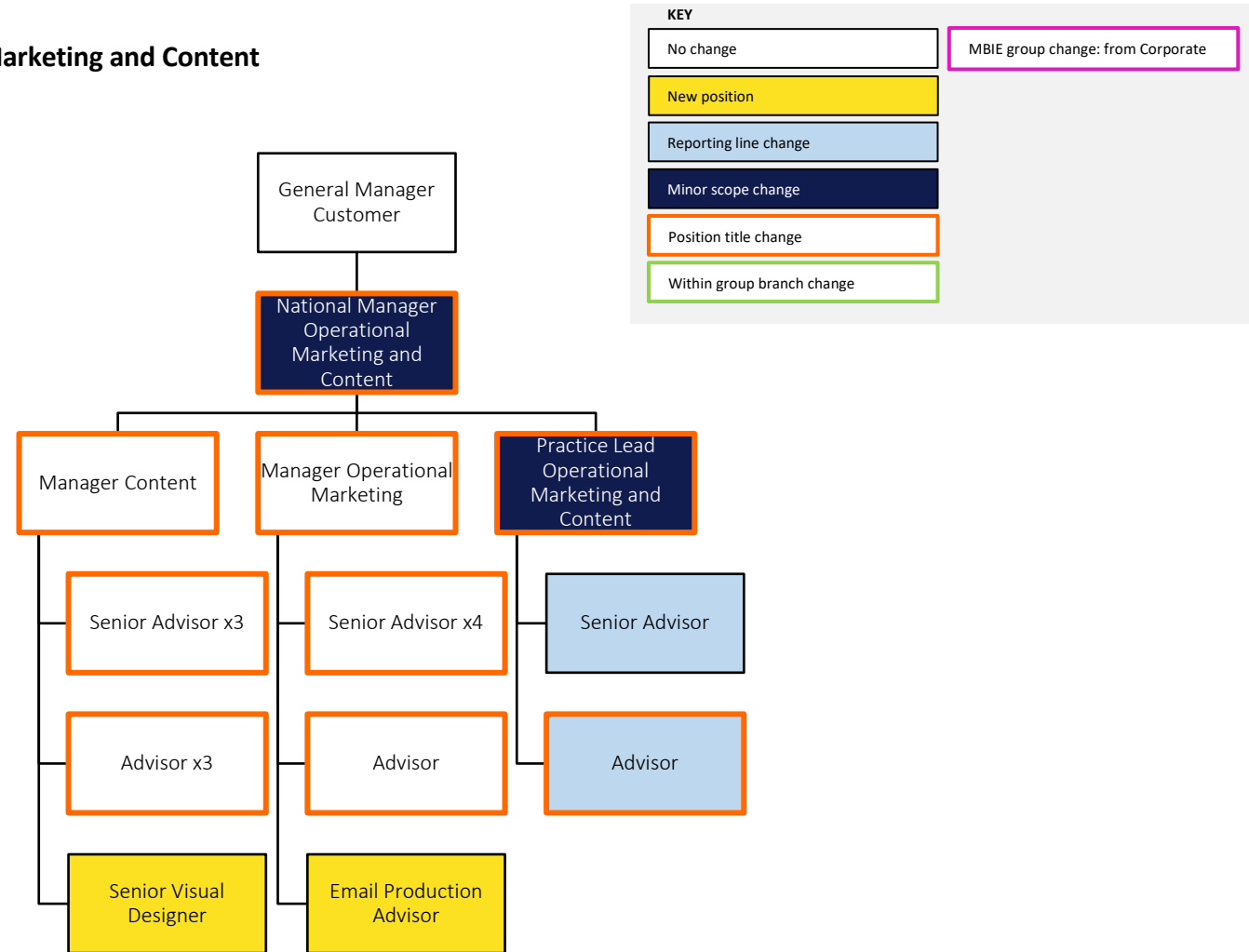
## 1.5 – Customer

### Confirmed organisational chart: Extended Leadership Team



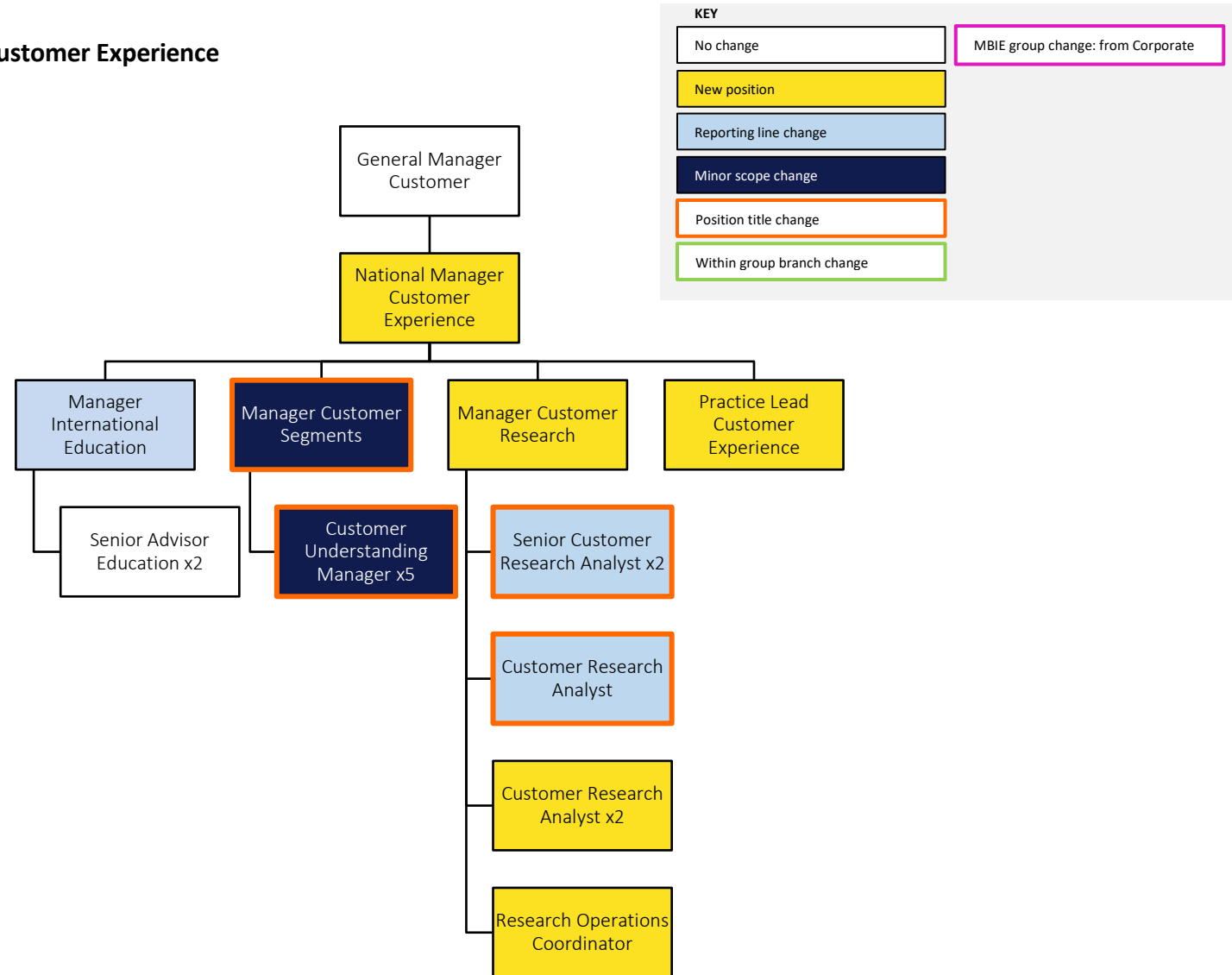
## 1.5 – Customer

### Confirmed organisational chart: Direct Marketing and Content



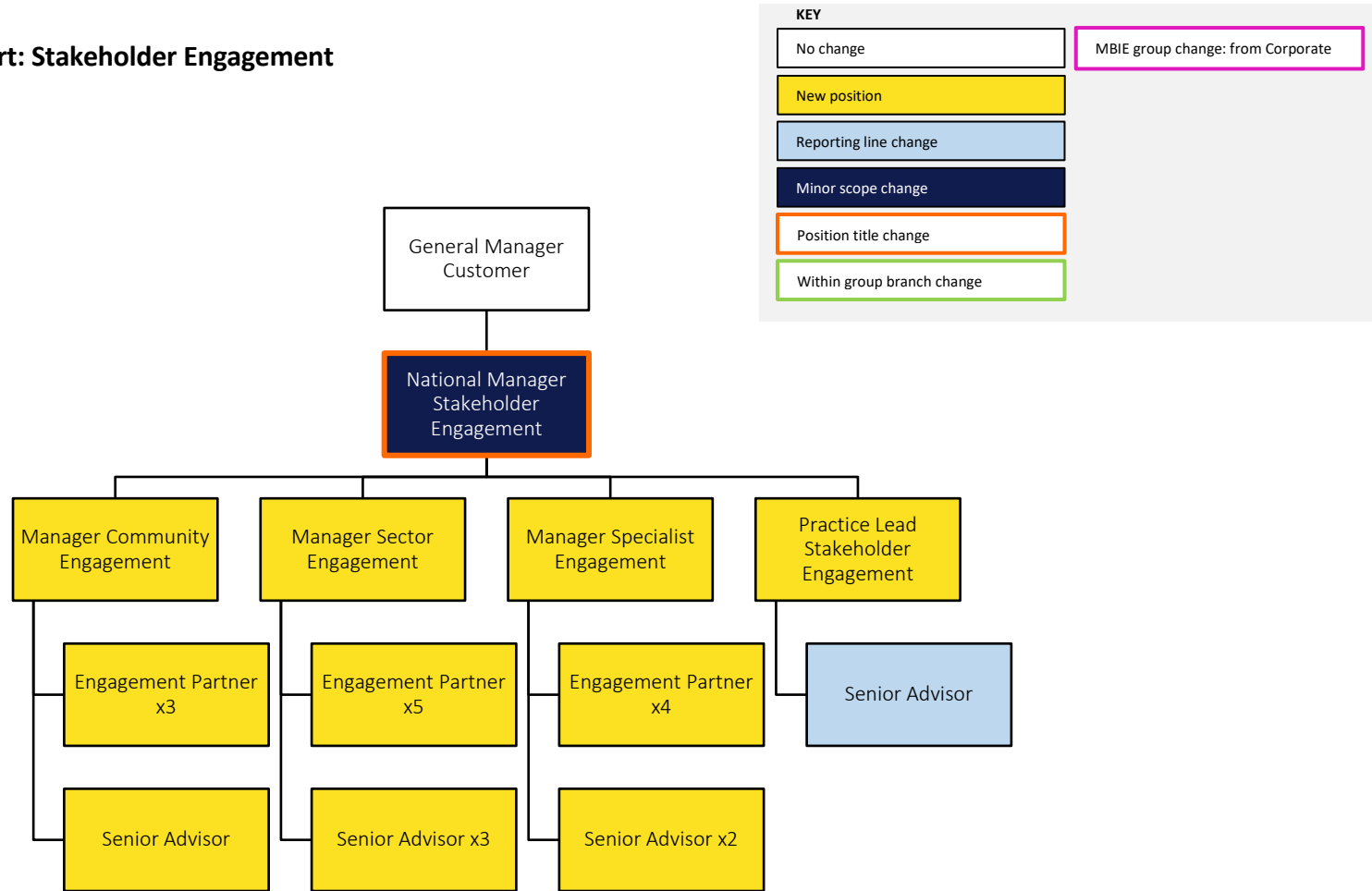
## 1.5 – Customer

### Confirmed organisational chart: Customer Experience



## 1.5 – Customer

### Confirmed organisational chart: Stakeholder Engagement



## 1.6 – Service Design and Implementation

### Why change was proposed

This change aims to align teams and capabilities related to the design and delivery of change within one branch. The branch would hold responsibility for triage of change and improvement requests before prioritisation, and for leading the design of agreed policy, process, and platform change – leaning into partners across the enabling centre to define and deliver to requirements, as well as implement and embed change into the business.

### Summary of changes as outlined in Proposal 1.6

1. A new Service Design and Continuous Improvement team would scale existing service design and improvement capability and align it with product ownership capability.
2. Within that team, Service Design would be responsible for the design of change and improvements. A new Team Leader Service Design and two Service Designer positions would increase design capacity to strengthen this function.
3. Also within the team, Continuous Improvement would be responsible for working closely with the Model Office to gather and scale improvement opportunities across the Visa Operations network, ensuring optimised outcomes for our people and customers. A new Team Leader Continuous Improvement would lead this team.
4. All business projects and change would be managed by the branch to establish a single pipeline which would be prioritised through established processes within the Planning team and incorporated into the common operating picture.
5. The INZ Learning team would move into the branch from MBIE Learning and Development, centralising both learning design and learning delivery within the Business Integration unit.
6. As an outcome of visa product leadership being an accountability managed under the Chief Operating Officer via Director Visa positions, Director Border and Visa Product positions would be disestablished.
7. The Immigration Health Team and Chief Medical Officer would remain in the branch or move under the Risk and Border Operations branch as an alternate proposal, positioning health as a risk control.
8. The Mass Arrivals Response Plan (MARP) Programme would move from this branch into the Risk and Border Operations branch to align with the Irregular Migration team, or under the Chief Operating Officer Immigration to align with the Incident Response team.

## **Your feedback on Proposal 1.6**

Feedback did not support the proposal to move the MARP Programme given its project structure. There was an appetite for more clarity about the role of the branch, as well as Business Product Owners in relation to the work of Online Services and Director Visa positions. Feedback also emphasised the need for sufficient capacity across Service Design, Change and Learning teams to support the general pace of change within INZ, as well as step-changes expected in relation to new ways of working for Visa Operations. Given the pace and volume of change, it was also questioned whether the Business Integration unit could warrant separation under two National Managers.

In addition to what was proposed, feedback suggested that the Model Office should move into the branch, given its continuous improvement focus.

**A comprehensive summary of your feedback is included on pages 64-67, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 68-73. More detail about change to individual positions and new positions are provided at the end of this chapter.**



## Summary of your feedback on Proposal 1.6

Feedback themes		Response
<b>Branch name</b>	<ul style="list-style-type: none"> <li>It was suggested that the proposed branch name is too narrow to reflect its functions.</li> <li>Alternatives proposed were <i>Immigration System Improvement</i>; <i>Service Design and Enablement</i>; <i>Design and Implementation</i>; and <i>Immigration System Improvement</i>.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that <i>Service Design and Implementation</i> continues to be a good fit for the purpose, activities, and accountabilities of this branch.</li> </ul>
<b>Enhanced Visa Operations (Model Office)</b>	<ul style="list-style-type: none"> <li>A large amount of feedback was received about the best branch positioning for the Model Office.</li> <li>This is covered in more detail under 1.2.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that the Model Office would move into this branch, reporting to the General Manager Service Design and Implementation.</li> <li>It is intended that the Director position becomes a permanent role. It was agreed that this would best be managed as a second phase of change, following the movement of the Model Office team into the Service Design and Implementation branch.</li> <li>This decision is covered in more detail under 1.2.</li> </ul>
<b>Business Integration</b>	<ul style="list-style-type: none"> <li>It was suggested that the name of this unit didn't reflect its scope. <i>Business Design and Change</i> was proposed as an alternative.</li> <li>Feedback supports the overall intent of this unit, with several alternate structures proposed.</li> <li>It was raised that both change and service design capability looked light in comparison to the scale of transformation envisioned.</li> <li>The scope of the National Manager role was raised as large, covering a wide spectrum of responsibilities.</li> </ul>	<ul style="list-style-type: none"> <li>The scope and accountability of the Business Integration unit was carefully considered during the decision-making process.</li> <li>As a result, an alternate structure has been agreed with recognition that it would provide focused leadership over both service design and change delivery – which are two key functions that this branch will be relied upon for.</li> <li>Detail about this structure is included in the final decisions summary following this table.</li> </ul>

Feedback themes	Response
<ul style="list-style-type: none"> <li>Because all service design and business technology change would be managed through the Service Design and Implementation branch, it was raised that the design of automation for ADEPT should be managed by this branch. This could be via a project team including resources from the Online Services team.</li> </ul>	<ul style="list-style-type: none"> <li>Design of automation for ADEPT (and all other online services) will rely on collaboration between both the Online Services team and Service Design and Implementation branch, as well as other parts of INZ and MBIE. How roles and responsibilities will be managed across this process has been summarised in an image later in this section.</li> </ul>
<p><b>Online Services</b></p> <ul style="list-style-type: none"> <li>A common suggestion was that the Online Services team more closely aligned to the business integration and change delivery intent of the Service Design and Implementation branch.</li> <li>There was interest to understand how the Director Online Services would work with Business Product Owners in the Business Integration unit, because of the Director’s accountability for all online services.</li> <li>It was suggested that the Business Product Owners could report into the Director Online Services.</li> </ul>	<ul style="list-style-type: none"> <li>Online Services will continue to report into the Chief Operating Officer Immigration so that platforms and automation can be mobilised as a lever to enhance operational performance.</li> <li>This is different to the design of change and automation, which the Service Design and Implementation branch will be accountable for, based on priorities and business direction determined by the Online Services team.</li> <li>Similarly, Business Product Owners will play a key role in the prioritisation of backlogs and proposals for change which impact specific visa products and the platforms which host those products. Their role continues to be aligned to the responsibilities of Service Design and Implementation.</li> <li>How these roles and responsibilities will be managed across online services has been summarised in an image later in this section.</li> </ul>
<p><b>Business Product Owner</b></p> <ul style="list-style-type: none"> <li>There was common confusion about these position names. ‘Product’ was generally understood to mean visas, whereas the positions are understood to focus on IT platforms and systems.</li> <li>Alternate names suggested were <i>Business Platform Owner</i>; <i>Business ICT Product Owner</i>; and <i>Business Delivery Owner</i>.</li> </ul>	<ul style="list-style-type: none"> <li>Business Product Owners will hold understanding and ownership of end-to-end business processes for specific visa products in a business-as-usual context. They’ll work closely with the Service Design team to develop and maintain process maps which will help us to understand the current state for how visa products work, as well as how changes to that process may impact the way that those</li> </ul>

Feedback themes	Response
<ul style="list-style-type: none"> <li>Feedback questioned the proposed reporting line for these positions, namely that it didn't reflect that they are senior specialist roles.</li> <li>It was suggested that these roles could sit directly under the Manager Service Design and Improvement, or another location which better supports the connection between technology roadmaps and business direction.</li> </ul>	<p>visas work. They'll be relied upon for their product expertise, in addition their knowledge of the platforms that host these products – which means that backlogs and proposals for change can be best prioritised due to their understanding of both areas.</p> <ul style="list-style-type: none"> <li>Based on this purpose, it was agreed that <i>Business Product Owner</i> remains to be the appropriate title for these roles.</li> <li>Feedback about the importance of positioning for these roles was acknowledged and they will report to a National Manager in the revised structure.</li> </ul>
<p><b>Service Design and Continuous Improvement</b></p> <ul style="list-style-type: none"> <li>Movement of the current Continuous Improvement team into the Service Design and Implementation branch was generally supported through feedback.</li> <li>It was suggested that separating the Continuous Improvement team from the work of the Chief Operating Officer Immigration could risk distancing it from the reporting and insights generated from Business Performance, which feed into improvement design.</li> </ul>	<ul style="list-style-type: none"> <li>The Continuous Improvement team will be moved into the Service Design and Implementation branch.</li> <li>Decisions about the prioritisation of improvements and change will be made by the Chief Operating Officer Immigration. This enables connection to be maintained between lessons from reporting and insights, and what actions may be taken as a result.</li> </ul>
<p><b>Alternative options for the Immigration Health Team</b></p> <ul style="list-style-type: none"> <li>Recommendations were varied as to whether the Immigration Health Team should remain in the Service Design and Implementation branch.</li> <li>Where feedback suggested it should stay in the branch, it was raised that their responsibilities are closely aligned to work of the branch (such as Operational Policy).</li> <li>Several alternate structures were proposed, including aligning some or all INZ health functions together.</li> </ul>	<ul style="list-style-type: none"> <li>The Immigration Health Team and Chief Medical Officer will move into the Immigration Risk and Border branch to align with other risk functions which cut across visa decision processes.</li> <li>This decision is covered in more detail under 1.8.</li> </ul>

Feedback themes		Response
	<ul style="list-style-type: none"> <li>Where feedback supported the movement of health into Risk and Border Operations, it was suggested that its primary function is to support INZ to operate rather than to change.</li> </ul>	
<b>Learning and Development</b>	<ul style="list-style-type: none"> <li>The proposal to move the INZ Learning team from within MBIE into this unit was generally supported. It was proposed that a single team could be created with design and delivery arms.</li> <li>It was also proposed that learning could be co-located with SOPs under a dedicated National Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration to the positioning of both learning teams and alignment to enabling functions has been given through further review of the Business Integration unit, described in the change decisions section that follows this table.</li> </ul>
<b>Alternate options for the MARP Programme</b>	<ul style="list-style-type: none"> <li>Feedback generally suggested that the MARP Programme should remain within Service Design and Implementation, given its project structure.</li> <li>Clarification was sought to understand whether the alternate options for location of the Programme were based on where it may transition into BAU.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that the MARP Programme will remain under the INZ Business Projects team within this branch.</li> </ul>
<b>Business Support</b>	<ul style="list-style-type: none"> <li>It was proposed that a Business Coordinator should be established within the existing Business Support team, to minimise reliance on a small number of people and increase capacity across both Business Advisor and Team Administration work.</li> </ul>	<ul style="list-style-type: none"> <li>Outlined in 1.3 and 1.8, a more comprehensive review of Business Support teams has been committed to as a second phase of change.</li> <li>This feedback will be considered within this review, in consultation with the General Manager Service Design and Implementation once in post.</li> </ul>

## Final change decisions

Decisions about this branch are intended to emphasise its core policy, design, and change role and create clear accountabilities around these roles with respect to complementary parts of the enabling centre.

Decisions also recognise the pace of change within INZ and are intended to strengthen focus on service design and change delivery to service business needs, as well as establish standardised methodology for both disciplines.

An adjusted structure for the Business Integration unit was agreed, with the existing National Manager to be focused specifically on Change Delivery, and a new National Manager to be focused specifically on Service Design. This adjusted structure will rely on establishment of the new General Manager first, who will refine this structure in partnership with the unit and relevant teams.

**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. The branch name will be *Service Design and Implementation*.
2. The Director Enhanced Visa Operations and team will move into the Service Design and Implementation branch to reinforce its role in spearheading a continuous improvement culture within Visa Operations.
3. The Director will have a position title change to *Director Model Office*, which is more commonly used across INZ to refer to the work of this team. It is intended that the Director role is established as a permanent position, but was agreed that this would best be managed as part of a second phase of change, following movement of the team into this branch.
4. A National Manager Service Design will be established with focus on Service Design, SOPs, and Business Product Ownership. Collectively, this team will be accountable to:
  - Lead service design across new policy, processes and automation, as well as amendments or improvements to these.
  - Develop a standardised design methodology and principles for how those core areas are changed.
  - Build a library of process maps for visa products, incorporating KPIs, cost to serve, and customer experience to quantify the impact of process change on those visas.
  - Engage closely with the Model Office as it works to establish a continuous improvement culture within Visa Operations, supporting the design of improvements and creation of a continuous improvement toolkit to be scaled consistently across offices as they come into the model.
  - Establish a clear collection and triage point for design and improvement requests across INZ, which will be fed into established prioritisation processes via INZ's Planning team.
5. The Manager Immigration Improvement and team will move into the Service Design and Implementation branch and report to the new National Manager Service Design.
6. The Manager Immigration Improvement will have a position title change to *Manager Service Design*, to communicate the intention for this team to consolidate its focus towards service design work. Three new Service Designer positions will be established in the team to support this focus and work closely with MBIE's Kiritaki team to deliver our customer promise.
7. The SOPs team currently positioned within Operational Policy will move under the National Manager Service Design to support its development of process mapping and methodology.

8. The Business Product Owners will move under the National Manager Service Design for close alignment to the Service Design team for development and maintenance of end-to-end process maps for specific visa products, to lend their product expertise and knowledge of the platforms that host those products into prioritisation of backlogs and management of change.
9. The National Manager Business Integration will be retitled to *National Manager Change Delivery* with focus on change and learning. Collectively, this team will be accountable to:
  - Use a standardised MBIE framework and principles for management and implementation of change.
  - Manage change and learning plans which will feed into the common operating picture, and regular reporting to INZ governance via its change sub-committee.
  - Increase its focus on successful embedding of change through the interplay between project management, change management, and learning disciplines.
  - Develop change monitoring processes and feedback loops that will enable us to measure the success of change, the impacts experienced by the business, and benefits realised.
10. The Manager Business Change, Manager INZ Business Projects, Manager Learning Design, Manager Learning Delivery and teams will report into the National Manager Change Delivery.
11. The Business Integration Lead will have a reporting line change to the Manager Business Change to reflect its close alignment with change practices.
12. The MARP Programme will remain in the branch within the INZ Business Projects team.

13. As an outcome of the decision to manage product leadership under the Chief Operating Officer Immigration, the Director Visa Product positions will be disestablished.

### **How we'll operate in practice**

Feedback around this proposal was particularly focused on how roles and responsibilities will be managed between Online Services, Service Design and Implementation, and DDI for management of IT platforms, design of processes and automation, and change delivery.

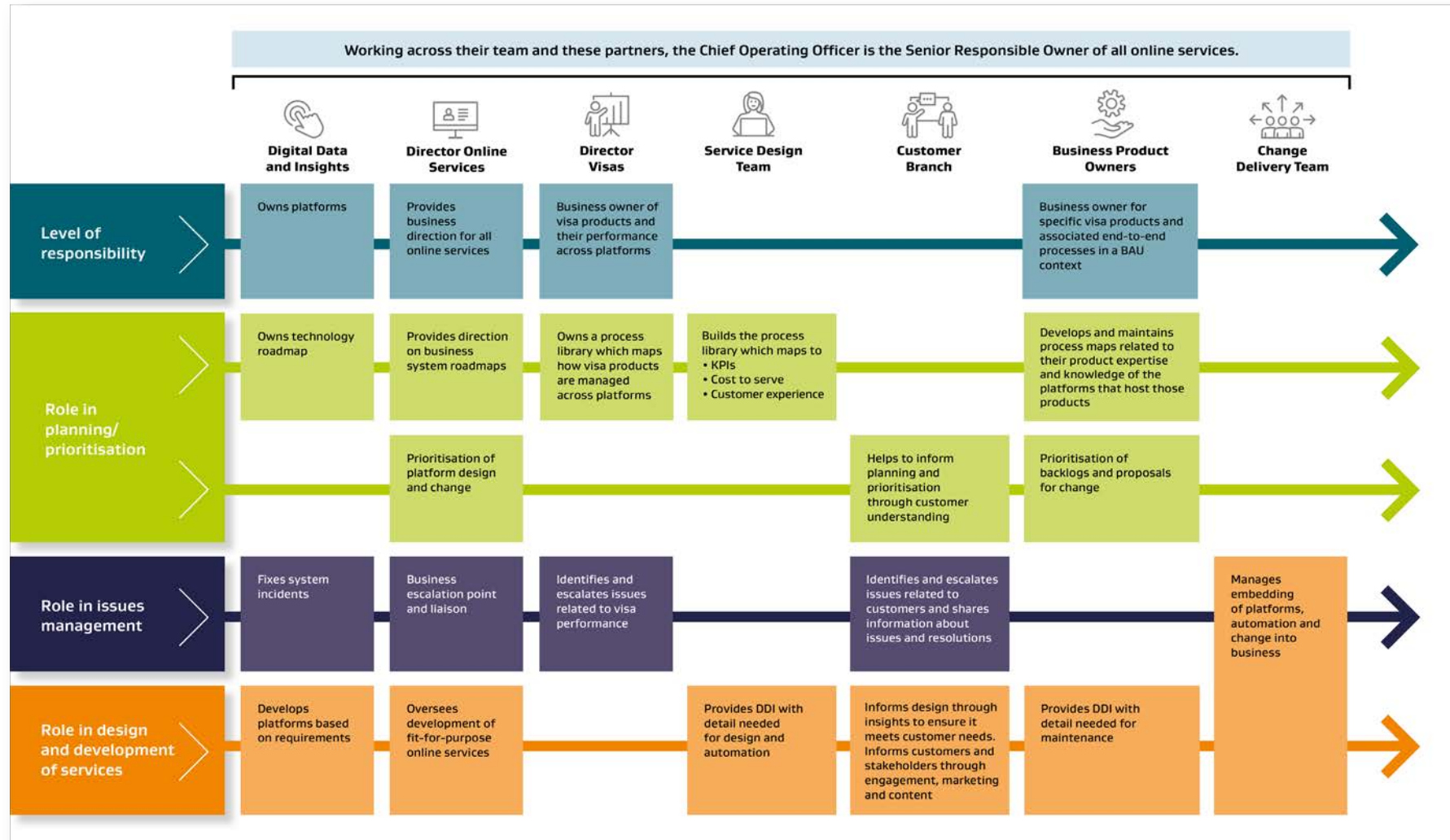
An image has been included on the following page to demonstrate these roles and responsibilities, in the context of an adjusted structure for the new Service Design and Change Delivery units.

Other supporting images are included under 1.3 to help describe:

- How existing planning processes will feed into the common operating picture, which will be the overarching plan that the Chief Operating Officer Immigration uses to manage operations.
- Roles and responsibilities across the enabling centre to support the Chief Operating Officer Immigration to make decisions about how we operate.

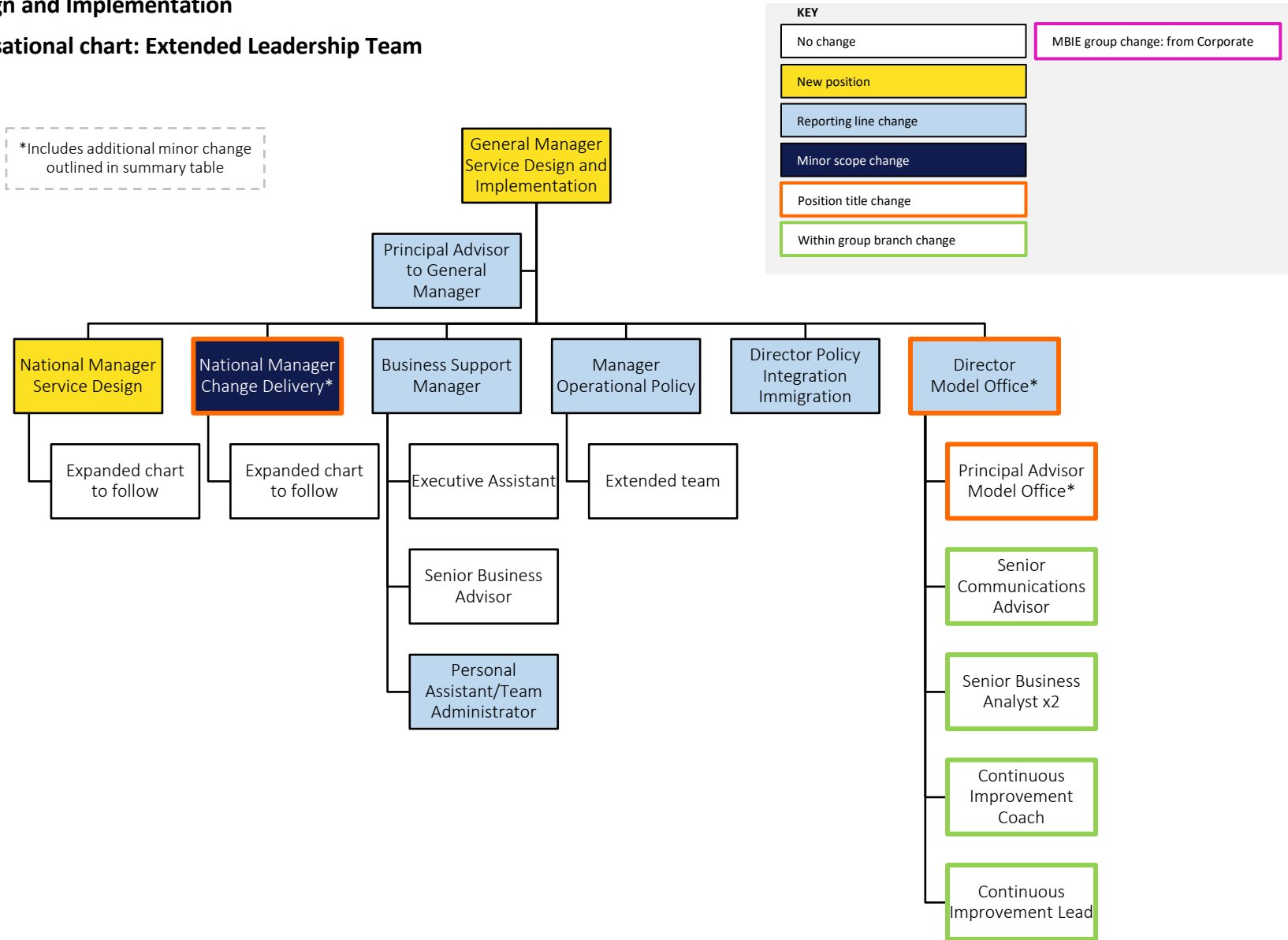
# Management of IT Platforms and Automation

We want to create clarity about the ownership and management of our online services, including design and implementation of system change or improvements. This image shows who will feed into these processes, and the role they'll play.



## 1.6 – Service Design and Implementation

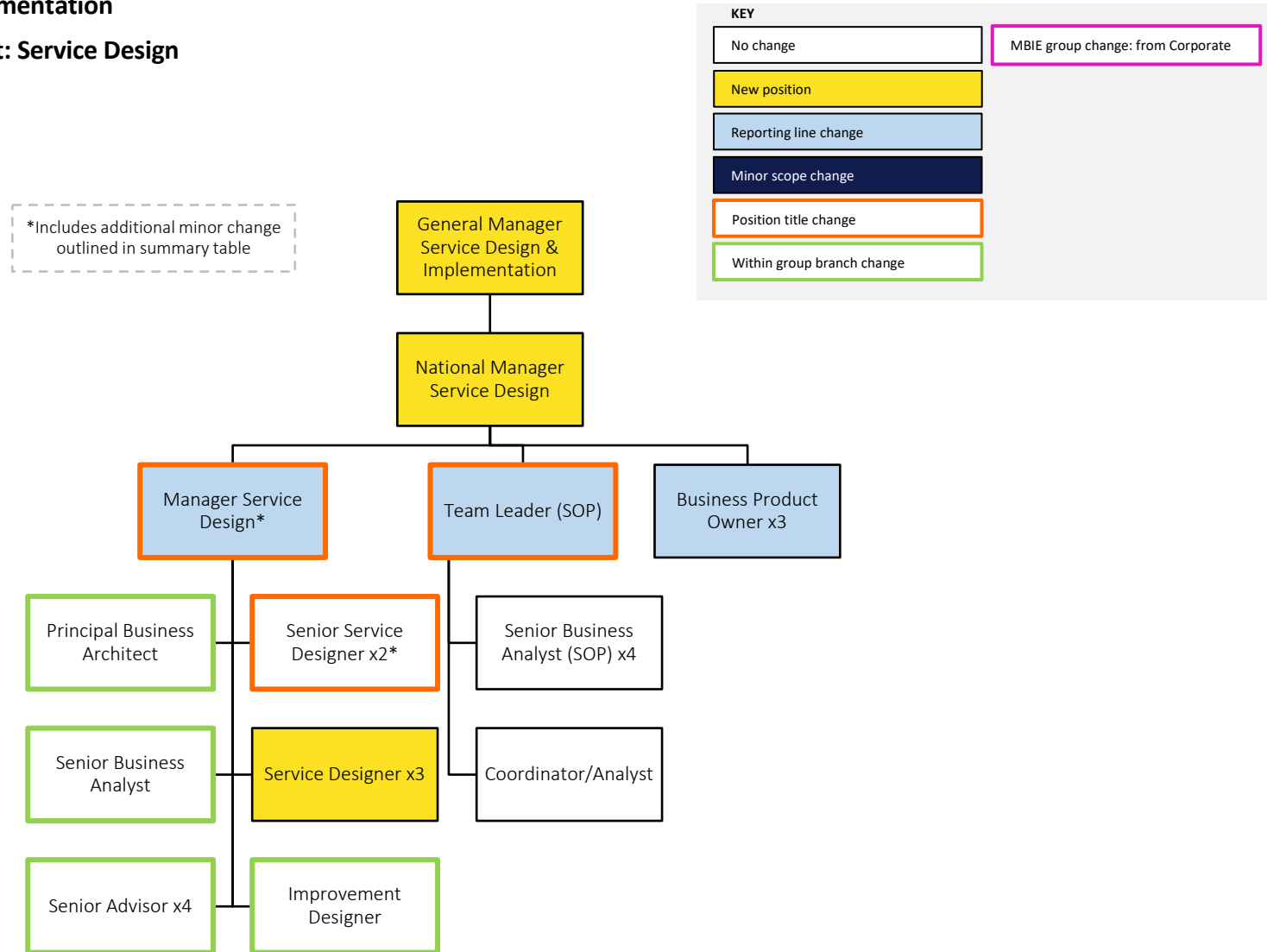
### Confirmed organisational chart: Extended Leadership Team





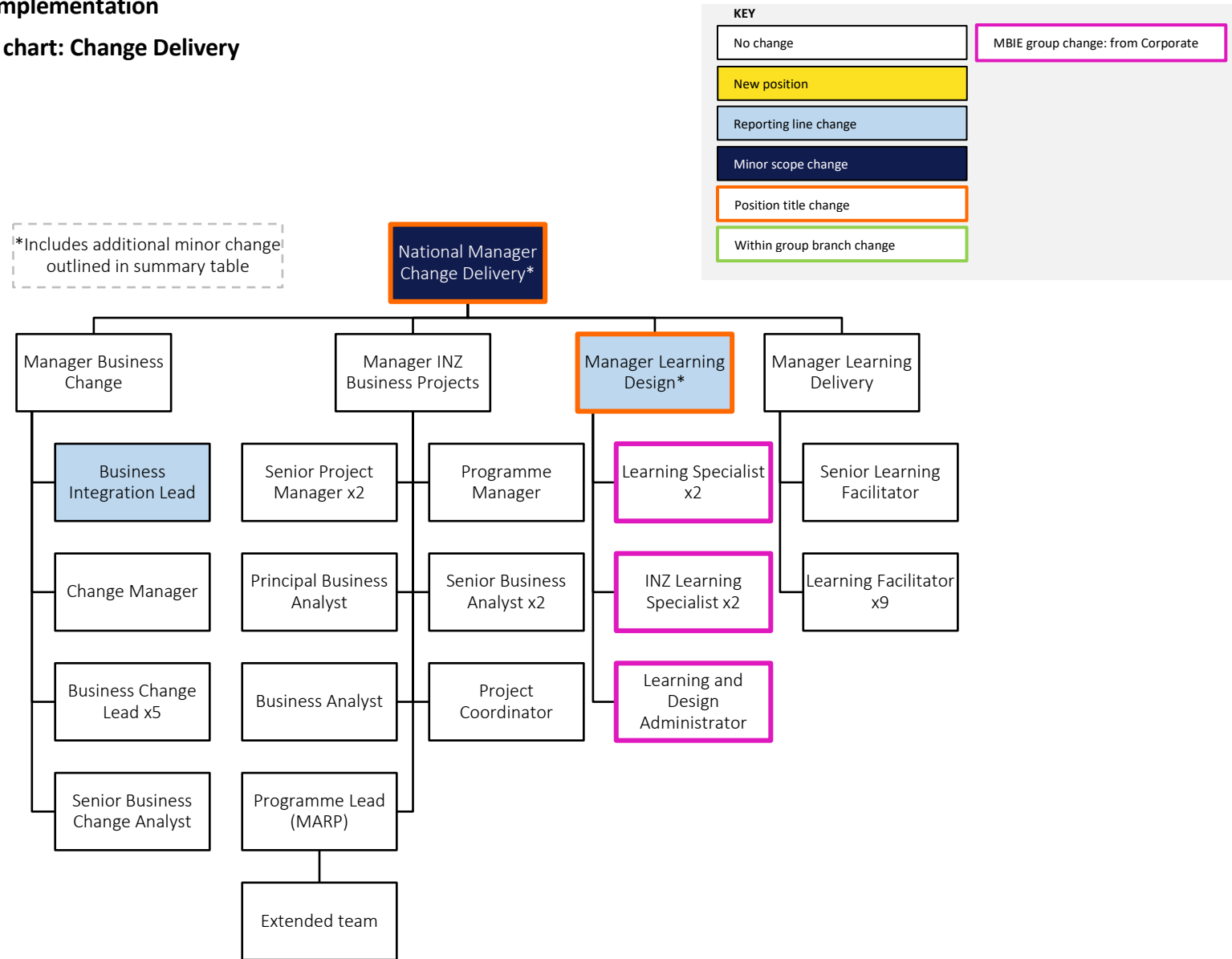
## 1.6 – Service Design and Implementation

### Confirmed organisational chart: Service Design



## 1.6 – Service Design and Implementation

### Confirmed organisational chart: Change Delivery



## 1.7 – Refugee and Migrant Services

### Why change was proposed

This proposal referenced possible impacts to parts of the branch as a result of the proposal to centralise Privacy capability under the Associate Deputy Secretary Immigration, although no change was otherwise proposed for the branch.

### Summary of changes as outlined in Proposal 1.7

1. Privacy positions within the Refugee Status Unit and Refugee Quota would be aligned to a centre of expertise under the Associate Deputy Secretary Immigration.
2. As a result, two Immigration Manager positions responsible for the line management of those Privacy positions would have a minor scope change.

### Your feedback on Proposal 1.7

Feedback emphasised the importance of maintaining the specialist nature of Privacy work managed within this branch, as well retaining the current location of Privacy positions to continue critical relationships and collaboration with Refugee Status Unit and Refugee Quota.

**A comprehensive summary of your feedback is included on pages 75-76, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 77-78. More detail about change to individual positions and new positions are provided at the end of this chapter.**

## Summary of your feedback on Proposal 1.7

Feedback themes		Response
<b>Branch name</b>	<ul style="list-style-type: none"> <li>It was suggested that the name of the branch could be reviewed to acknowledge the wide range of work it manages in addition to refugee-related work.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that <i>Refugee and Migrant Services</i> continues to be a good fit for the purpose, activities, and accountabilities of this branch.</li> </ul>
<b>Privacy teams</b>	<ul style="list-style-type: none"> <li>Because Privacy positions within the Refugee Status Unit are physically located in a different place to the Privacy positions in Refugee Quota, there was concern that there would be a location change that would result from centralising these roles under one Team Leader.</li> <li>Feedback confirmed the need for technical advice to support privacy work in both units and suggested that a dedicated Team Leader could help to fulfil this.</li> <li>Feedback was clear that keeping roles in their current reporting lines and location would maintain necessary connection with colleagues, experts, and stakeholders.</li> <li>Given that the privacy work of this branch deals with refugee-specific subject matter, it was raised that the notion of managing demand across the centralised Privacy team may be difficult without the relevant expertise and context.</li> </ul>	<ul style="list-style-type: none"> <li>As outlined in 1.2, it was agreed that Privacy roles within Refugee and Migrant Services would move into a centre of expertise.</li> <li>There will be no requirement for teams to change location because of this decision. Co-location with the teams that Privacy roles support is important, and we want to ensure this continues.</li> <li>Feedback about the specialist function of the Refugee Status Unit team was carefully considered. While the reporting line of this team will change, it will continue to be managed as specialist team dedicated to the work of Refugee Status Unit.</li> <li>We acknowledge the need for continued access to technical advice and other support functions. A Practice Lead position will be created for the Privacy team with a Senior Technical Advisor and Technical Advisor position from within Manukau operations reporting into this Practice Lead to provide technical support.</li> </ul>
<b>Accountability for settlement</b>	<ul style="list-style-type: none"> <li>Throughout consultation, clarification about INZ's settlement role, and who is best positioned to be accountable for settlement was commonly raised.</li> </ul>	<ul style="list-style-type: none"> <li>The Refugee and Migrant Services branch leads the cross-agency work programme that supports successful settlement of refugees and migrants in Aotearoa New Zealand.</li> </ul>

Feedback themes		Response
		<ul style="list-style-type: none"> <li>• The priorities for the work programme are shaped by the outcomes and success indicators in the whole of Government Strategies for Refugee Resettlement and Migrant Settlement and integration.</li> <li>• The Refugee and Migrant unit develops and delivers a broad work programme in partnership with other agencies that is focused on settlement support (services and information) and addresses barriers faced by refugees and migrant in the community. This work includes designing and implementing new services and managing significant contracts with providers in the community.</li> </ul>
<b>Welcoming Communities programme</b>	<ul style="list-style-type: none"> <li>• The value of Relationship Managers and their regional presence was raised in relation to the Welcoming Communities programme.</li> <li>• Relationship Managers were identified as valuable resource that the programme team relied on to provide guidance and support to programme participants, such as: participation in advisory and governance groups, supporting programme coordinators, and promoting the programme regionally.</li> </ul>	<ul style="list-style-type: none"> <li>• We acknowledge the valued work that Relationship Managers have given to this programme. Support of this programme by the Customer branch is not proposed to stop categorically.</li> <li>• A principle of this change across MBIE is to place greater reliance on partners across our organisation who are undertaking similar work, to better integrate. As outlined in 1.5, further work between the Customer branch, RMS, and MBIE's Kānoa group will be undertaken to maintain a regional MBIE presence.</li> </ul>

## Final change decisions

Decisions about this branch have been made based on agreement that there would be benefits to including Privacy roles from Refugee Quota and the Refugee Status Unit in a centre of expertise under the Associate Deputy Secretary Immigration. This would ensure that all teams are well connected across the privacy system and supported to develop as a professional practice. Teams in this branch will be supported to maintain their specialist expertise and critical stakeholder relationships.

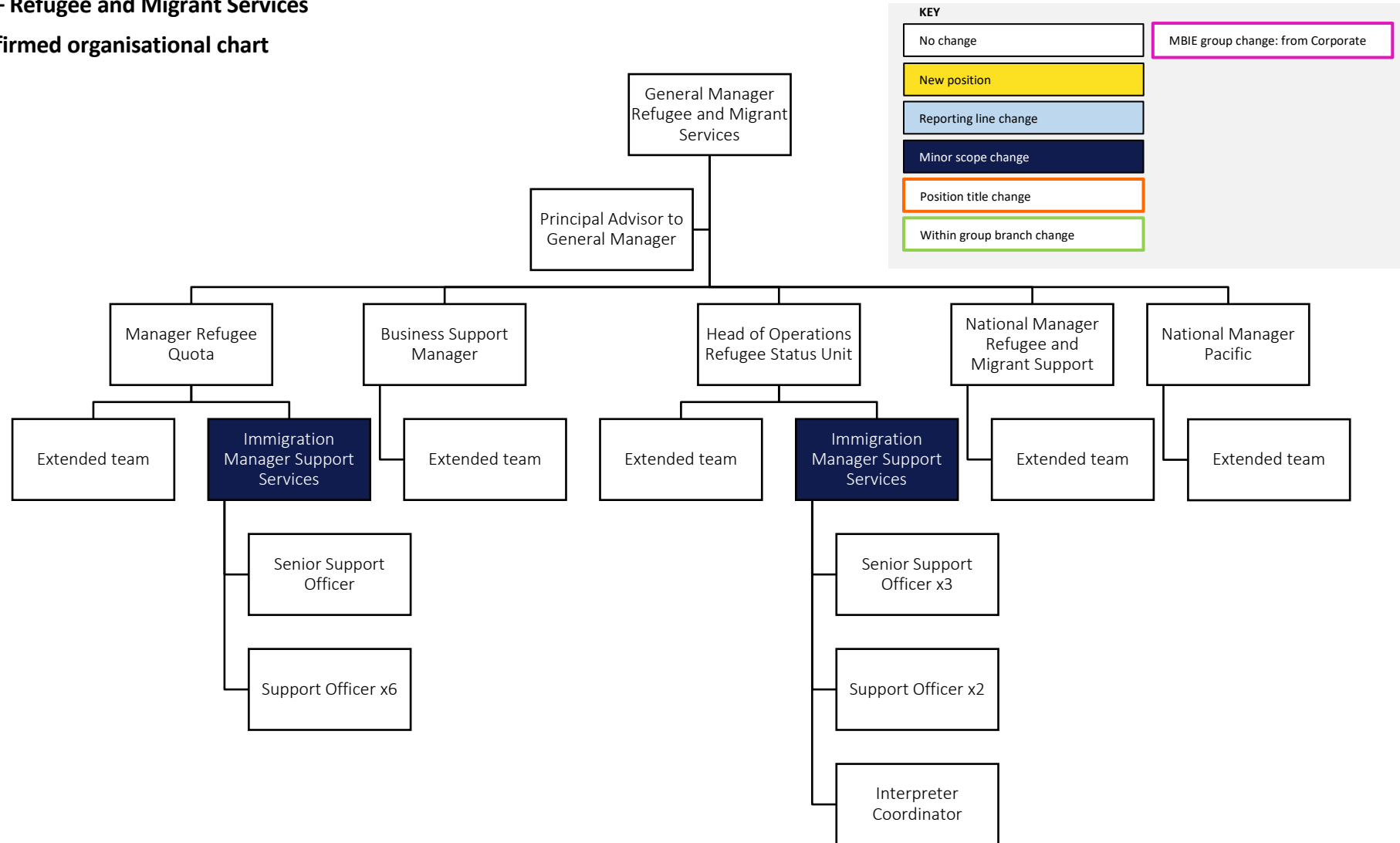
**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. Privacy positions from Refugee Quota and Refugee Status Unit will be centralised within the Privacy and Ministerial Services team under the Associate Deputy Secretary Immigration.
2. Three Team Leader Privacy positions will lead the centre of expertise. Two Immigration Managers which lead Privacy teams within Manukau Operations will have a position title and reporting line change to the National Manager Privacy and Ministerial Services.
3. The third Team Leader is a new position with responsibility for Privacy roles from Refugee Quota and Refugee Status Unit. This role will be Auckland-based to reflect the location of these two teams.
4. In addition to these Privacy teams, a fixed-term Programme Integration Manager position will be established for 12 months with a concentrated focus on setting up the Privacy centre of expertise.
5. A new Practice Lead position will also be established to develop consistent practice standards and provide technical support across the Privacy centre of expertise.
6. A Senior Technical Advisor and a Technical Advisor from Manukau Operations will have a reporting line change into this Practice Lead.

7. Based on separate feedback provided about the branch name, it was decided that the branch will continue to be called *Refugee and Migrant Services*.

## 1.7 – Refugee and Migrant Services

### Confirmed organisational chart



## 1.8 – Immigration Risk and Border

### Why change was proposed

This change aims to create a branch that would have a key focus on supporting pre- and post-decision making for visa applications, and for managing pre-entry at the border. Compliance, enforcement, and investigations activities that are downstream from the visa decision making process would be managed through a centre of expertise in Te Whakatairanga Service Delivery. Creation of two dedicated branches would sharpen focus in both areas, which are critical to the facilitation and protection of the immigration system and which provide a clear picture of impact based on our risk tolerances and settings.

### Summary of changes as outlined in Proposal 1.8

1. The Border Operations team would move into the branch to align its management of pre-entry at the border with related INZ risk functions.
2. Compliance, Investigations, and Allocation & Support teams would move into Te Whakatairanga Service Delivery under a new General Manager Immigration Onshore Compliance and Investigations, to create a centre of expertise for MBIE's compliance, enforcement, and investigations capabilities.
3. The Business Support team would be consolidated to enable some positions which currently aid the work of Compliance and Investigations to move into a new Business Support team in Te Whakatairanga Service Delivery, for continuity of support.
4. Two new positions would be established under Data Sharing and Development in the Identity Services team. This would increase capacity within the team to manage a growing number of data sharing agreements and requests.

5. Two new positions would be established under Risk Analytics and Data Science in the Joint Targeting and Analytics team. This would increase capacity to support planned increases in risk rules and automation of risk screening at the border.
6. As part of an alternate option provided under Proposal 1.6, the Immigration Health Team and Chief Medical Officer would move into this branch – positioning health as a risk control.
7. As part of an alternate option provided under Proposal 1.6, the Mass Arrivals Response Plan (MARP) Programme would move into this branch to align with the Irregular Migration team, or under the Chief Operating Officer Immigration to align with the Incident Response team.

### Your feedback on Proposal 1.8

Feedback was focused on the proposal to move Compliance and Investigations teams into Te Whakatairanga Service Delivery and the impacts that this may have on necessarily close working relationships with Visa Operations, Border Operations, and Risk and Verification. There was concern that different cultures would develop between the two groups over time, and interest to understand how this risk would be mitigated.

The proposal to move Border Operations into this branch was generally supported. The proposal related to Business Support received significant feedback, emphasising the need for more engagement to determine which positions would move groups, as well as the need for increased capacity in both teams.

**A comprehensive summary of your feedback is included on pages 80-85, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 86-92. More detail about change to individual positions and new positions are provided at the end of this chapter.**



## Summary of your feedback on Proposal 1.8

Feedback themes		Response
<b>Branch name</b>	<ul style="list-style-type: none"> <li>It was raised that 'risk' should be removed from the branch name, given that all operational parts of INZ manage risk within the immigration system.</li> <li>Additionally, it was suggested that the branch name should better reflect its functions. <i>Border, Verification, and Identity</i> was proposed.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that <i>Immigration Risk and Border</i> would be a good fit for the purpose, activities, and accountabilities of this branch.</li> <li>The branch will have a key focus on supporting pre-decision making for visa applications and for managing pre-entry at the border – which is the reason for retaining 'risk' in the branch name.</li> </ul>
<b>Centre of expertise in Te Whakatairanga Service Delivery</b>	<ul style="list-style-type: none"> <li>A comprehensive summary of feedback about this proposal is included in Chapter 2, section 2.1.</li> <li>A large volume of feedback was received about the proposal to move Compliance, Investigations, and Allocation &amp; Support teams to a new branch in Te Whakatairanga Service Delivery.</li> <li>It was raised that moving these teams to another MBIE group would create distance between Border, Risk and Verification, and Visa Operations areas which are essential partners in Compliance and Investigations work.</li> <li>A number of potential issues were raised as possible consequences of moving groups, including: information sharing provisions; designation and warranting; system access; and fracturing our administration and regulation of the immigration system.</li> </ul>	<ul style="list-style-type: none"> <li>Responses to all feedback related to this proposal are included in Chapter 2, section 2.1.</li> <li>Both INZ and Te Whakatairanga Service Delivery have agreed on the need for detailed transition arrangements to mitigate practical issues around moving teams, as well as to set up new ways of working between groups so that key relationships are retained, and connections across groups are strengthened.</li> </ul>
<b>Director Immigration Compliance Strategy</b>	<ul style="list-style-type: none"> <li>Some feedback indicated that the purpose of this role was unclear or that it would be better suited to move with other teams into Te Whakatairanga Service Delivery.</li> </ul>	<ul style="list-style-type: none"> <li>The Director position is already established in practice and undertakes cross-MBIE and cross-system work, such as the leadership of INZ's <i>Connect to Protect</i> strategy.</li> <li>The position title will be changed to better reflect the focus of the role, which will no longer be specific to Investigations or Compliance</li> </ul>

Feedback themes		Response
	<ul style="list-style-type: none"> <li>It was also raised that the change proposed for this role was greater than a position title change, given the intention that it would work across both INZ and Te Whakatairanga Service Delivery groups.</li> </ul>	<p>but intended to look at end-to-end compliance across the MBIE immigration system. For this reason, the role will continue to be positioned within INZ, while maintaining close connection with Compliance and Investigations teams.</p>
<b>Border Operations</b>	<ul style="list-style-type: none"> <li>In general, the proposal to align Border Operations within this branch was supported.</li> <li>Because Border Operations has been aligned to both Visa Operations and Risk and Verification in previous structural changes, there was some question about why decisions have fluctuated over time.</li> <li>It was recommended that an NZETA Business Owner should be established within Border Operations.</li> <li>Given the planned rollout of New Zealand Traveller Declaration in June 2023, it was raised a full-time resource would be necessary to represent MBIE interests and coordinate service inputs ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that Border Operations would move into this branch, influencing its name as Immigration Risk and Border.</li> <li>Suggestions about further FTE required in the team were included for consideration but determined to be out of scope for this change. Further discussion about these needs will be managed once a General Manager is in post and branch changes have been implemented.</li> </ul>
<b>Risk and Verification</b>	<ul style="list-style-type: none"> <li>Given the distinction between onshore and offshore risk presented in this proposal, clarification was often requested about the work of Risk and Verification into the future.</li> <li>It was raised that management of risk within this function doesn't stop at the Border – Risk and Verification activities support decision making at all stages, including onshore application for new visa types and renewals.</li> <li>It was suggested that the Risk Targeting function be made separate from Verification (but remain in the branch), like the positioning of Identity Services.</li> </ul>	<ul style="list-style-type: none"> <li>While the proposal made a distinction between onshore and offshore risk as a (simplified) marker for differences between INZ and Te Whakatairanga teams, we recognise that this distinction is less simple in practice.</li> <li>The creation of a new branch is based on the intention to align compliance, enforcement, and investigations functions into a centre of expertise. This means that teams related to those functions would move into the group with a continued focus on criminal offences related to the Immigration Act, and persons who become unlawful or breach visa conditions.</li> </ul>

Feedback themes		Response
		<ul style="list-style-type: none"> <li>As a result of this change, INZ's risk functions would be concentrated towards (but not exclusively based on) the facilitation and protection of migrants as they progress through the visa application process, cross the Aotearoa New Zealand border, and any subsequent re-application processes. The role of Risk and Verification is not proposed to change.</li> <li>Suggestions about the Risk Targeting function were included for consideration but determined to be out of scope for this change.</li> </ul>
<b>Alternate proposal for Immigration Health team</b>	<ul style="list-style-type: none"> <li>There was mixed feedback about whether the Chief Medical Officer and Immigration Health team would fit well in the Risk and Border Operations branch. It was generally thought to narrow the scope of this function.</li> <li>Where the proposal was supported, it was recognised that moving health roles into this branch would bring together all the supporting functions required to enable visa processing to progress. This would centralise accountability and oversight of those areas.</li> <li>It was suggested that a clinical governance group should be established to align all patient safety and quality improvement initiatives, with oversight of quality assurance and risk management across all INZ health-related activity.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that health (other than the health activities undertaken within Refugee and Migrant Services) should move into the Immigration Risk and Border branch to centralise all functions which cross-cut the visa decision process, and which apply a risk lens, into one branch.</li> <li>Making this change would create a single point of accountability for risk process levers under the General Manager and enable a holistic conversation when change is proposed for those levers.</li> <li>A variety of alternate options for the integration of health teams were proposed through feedback and considered. It was determined that the Chief Medical Officer, Immigration Health Team, and Health Assessment Team should be moved into this branch. More detail about this decision is supplied in the section following this table.</li> <li>Further engagement and consideration to a future structure for health teams is required, including the suggestion about clinical governance. It was agreed that this would best be managed as a second phase of change, which means that the relevant health</li> </ul>

Feedback themes		Response
		<p>teams will be moved into the Immigration Risk and Border branch in their current structures as an interim step.</p> <ul style="list-style-type: none"> <li>Once the General Manager is in post, they will work closely with these health teams to identify opportunities for alignment as a centre of expertise and agree on and a structure that would best support integration of their work and capabilities. This will be managed as an immediate priority.</li> </ul>
<b>Joint Targeting and Analytics team</b>	<ul style="list-style-type: none"> <li>There was feedback on several topics related to the Joint Targeting and Analytics team, much of which was not able to be addressed in the scope of this change.</li> <li>There was feedback that the Border Intelligence Targeting team could be positioned within Border Operations or MBIE Intelligence.</li> </ul>	<ul style="list-style-type: none"> <li>The National Manager Risk and Verification has committed to a holistic review of the team outside of this change proposal, which will utilise all feedback received during the consultation process.</li> </ul>
<b>Business Support team</b>	<ul style="list-style-type: none"> <li>A high proportion of feedback was focused on the proposal to move some members of the Business Support team to Te Whakatairanga Service Delivery.</li> <li>The outcome of a smaller Business Support team was generally not supported, and concern was raised that this team would not be sufficient to manage the needs of the branch.</li> <li>It was highlighted that although there would be a reduction in Compliance, Investigations and Allocation &amp; Support staff, the inclusion of Border Operations would make the branch change effectively FTE neutral.</li> </ul>	<ul style="list-style-type: none"> <li>It was agreed that further engagement and consideration about teams and decentralised roles which provide support to Visa Operations, the Chief Operating Officer Immigration, and Immigration Risk and Border is necessary.</li> <li>This would best be managed as a second phase of change, which means that some members of the Verification and Compliance Business Support team will move to Te Whakatairanga Service Delivery, and other members will remain in the Immigration Risk and Border branch as an interim step.</li> <li>Once the General Manager Immigration Risk and Border and Chief Operating Officer Immigration positions are in post, they will work closely across relevant Business Support teams, the Operations</li> </ul>

Feedback themes	Response	
	<ul style="list-style-type: none"> <li>• Clarification about how the Business Support team would be divided was requested, as well as whether there are roles that support Border Operations which could be moved into the branch.</li> <li>• It was suggested that the Offshore Coordinator reporting to the National Manager Risk and Verification could move into the Business Support team to provide them with coverage and collegial support, and bolster Business Support as a whole.</li> </ul>	<p>Support team, the Product Service and Contracts team, and their wider branches to identify opportunities for alignment. They will agree on a structure that best supports integration of work and capabilities across these teams, given the movement of Border Operations and Visa Operations into separate branches. This will be managed as an immediate priority.</p>
<b>Alternate options for the MARP programme</b>	<ul style="list-style-type: none"> <li>• Generally, it was indicated that the MARP programme would be a poor fit within Risk and Border Operations.</li> <li>• Related to the MARP proposal, it was recommended that mass arrivals response (managed by the Incident Readiness and Response team) and mass arrivals prevention (managed by the Irregular Migration and Trafficking in Persons team) could be aligned in one team. Several structures were submitted, including proposals for coordination of national security issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Outlined in 1.6, the MARP Programme will remain reporting to the INZ Business Projects team within the Service Design and Implementation branch.</li> <li>• While additional structural proposals related to mass arrivals response were considered during the decisions process, they were determined to be out of scope for this change.</li> </ul>
<b>Additional alignments and suggestions</b>	<ul style="list-style-type: none"> <li>• A Deputy General Manager position was proposed to support capacity of the General Manager.</li> <li>• It was suggested that the Tasking &amp; Coordination board and the Joint Tasking &amp; Coordination boards should be integrated with the transfer of teams to Te Whakatairanga Service Delivery, to promote consistency in approach.</li> <li>• The Risk Assessment Team was suggested to move into MBIE Intelligence to align with the support that this area gives to conducting assessments against national security risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Although all suggestions were considered during the decisions process, they were determined to be out of scope for this change.</li> <li>• Feedback related to the Tasking &amp; Coordination boards has been socialised with Te Whakatairanga Service Delivery and will be included as part of the longer-term transition plan once a General Manager is in post.</li> </ul>

Feedback themes		Response
	<ul style="list-style-type: none"> <li>• It was proposed that the Data Scientist in the Business Analytics and Targeting team has a change in reporting line to the Risk Analytics and Data Science Manager to formalise their existing collaboration.</li> <li>• Additional FTE to manage the identity management mailbox was put forward as a proposal, accountable to action and triage the mailbox and prevent backlogs.</li> </ul>	

## Final change decisions

Decisions about this branch have been made with the intention that it will integrate and become accountable for the risk process functions that require visas to progress – Identity, Health, Risk and Verification – as well as for stakeholder relationship management of critical third-party providers such as Police and NZSIS.

Final change decisions also reinforce that the focus of this branch will be on the facilitation and protection of migrants as they progress through the visa application process, cross the Aotearoa New Zealand border, and for any subsequent re-application processes.

**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. The branch name will be *Immigration Risk and Border*.
2. The branch will be established with the functions and teams proposed, including movement of the Border Operations into this branch.
3. Compliance, Investigations, Allocation & Support, and some members of the Business Support team will move into a centre of expertise within Te Whakatairanga Service Delivery.
4. The Senior Privacy Officer reporting to the Allocation & Support team will move to Te Whakatairanga Service Delivery alongside Compliance and Investigations work. It will have a change in reporting line to the Manager Ministerial Services, within a centralised team that manages Ministerial and Privacy work for Te Whakatairanga Service Delivery.
5. Based on preferences expressed through engagement with the Verification and Compliance Business Support team, it was determined that the current Business Manager, Executive Assistant, two Personal Assistant/Team Administrators, a Senior Business Advisor and a Business Advisor would be positioned in the Immigration Risk and Border branch.
6. A Personal Assistant/Team Administrator, Senior Business Advisor, Business Advisor and Business Coordinator would move from the Verification and Compliance Business Support team into the Immigration Compliance and Investigations Business Support team. A new Personal Assistant/Team Administrator would be established to increase capacity.
7. Additional engagement with the Immigration Risk and Border Business Support team will be necessary to ensure that it has sufficient capacity. It was agreed that this would best be managed as a second phase of change undertaken once the General Manager is in post.
8. The General Manager will work with the Chief Operating Officer Immigration to review all teams and positions which support Immigration Risk and Border, Visa Operations, and the Chief Operating Officer. This will be with a view to re-align capabilities and functions to each of these branches so that the accountability of their respective support teams is clear, and overall capacity is strengthened.
9. New positions will be established under Data Sharing and Development in the Identity Services team as proposed.
10. New positions will be established under Risk Analytics and Data Science in the Joint Targeting and Analytics team as proposed.
11. It was agreed that a comprehensive review of the Joint Targeting and Analytics team would need to be undertaken to address resourcing needs. This includes the Business Rules Engine Technical Lead and Data Scientist positions that are showing as both new and established positions on the organisational chart, some of which have not progressed to recruitment in anticipation of this further review. The National Manager Risk and Verification has committed to leading this work via close engagement with their team, following implementation of this change.

12. The Chief Investigator will have a position title change to *Director Immigration Compliance Strategy*. It will be positioned in INZ given that its work won't focus solely on Investigations or Compliance but will look across all compliance aspects related to the immigration system.
13. Outlined in 1.6, the MARP programme will remain in the INZ Business Projects team within Service Design and Implementation.
14. It was agreed that most Health functions should be positioned within this branch to create a centre of expertise. It was agreed that this would best be managed as a second phase of change undertaken once the General Manager is in post. To begin, the Chief Medical Officer; Immigration Health Team; and Health Assessment Team will move into the Immigration Risk and Border branch and report directly to the General Manager.
15. During the second phase, the General Manager will work closely with these three health areas to identify opportunities for alignment as a centre of expertise and agree on a structure that would best support integration of their work and capabilities. More information about the basis of the decision to align health teams is included below.

### Centralising Health functions

The decision to centralise most of our Health functions within the Immigration Risk and Border branch is intended to achieve two key benefits:

1. Further positioning Health teams (other than the Refugee Health Team in Refugee and Migrant Services) to integrate their engagements with health customers (such as applicants and clinics) and take a combined approach to resolving health issues related to policy and our operations.
2. Centralising all functions which cross-cut the visa decision process from a risk viewpoint (Identity, Health, Risk and Verification) into one branch. This would position the General Manager as the single point of accountability for those risk process levers and enable holistic oversight across them.

An image which shows the interplay between visa decision making and risk processes is included on the following page to further demonstrate benefits around this second point.

To determine how this centre of expertise should be defined, consideration was given to the four Health functions that are established across different branches:

- Chief Medical Officer (currently in Enablement)
- Immigration Health Team (currently in Enablement)
- Health Assessment Team (currently in Border and Visa Operations)
- Refugee Health Team (currently in Refugee and Migrant Services)

It was determined that the work of the Refugee Health Team was distinct from how health is managed for other immigration customers, and that this team would be best to remain connected to the Refugee and Migrant Services branch.

The remaining three areas were agreed to be aligned in their work to enable and deliver health assessments for visa decisions, which reflect health settings and policy intent. It was therefore agreed that all three should move into the Immigration Risk and Border branch.

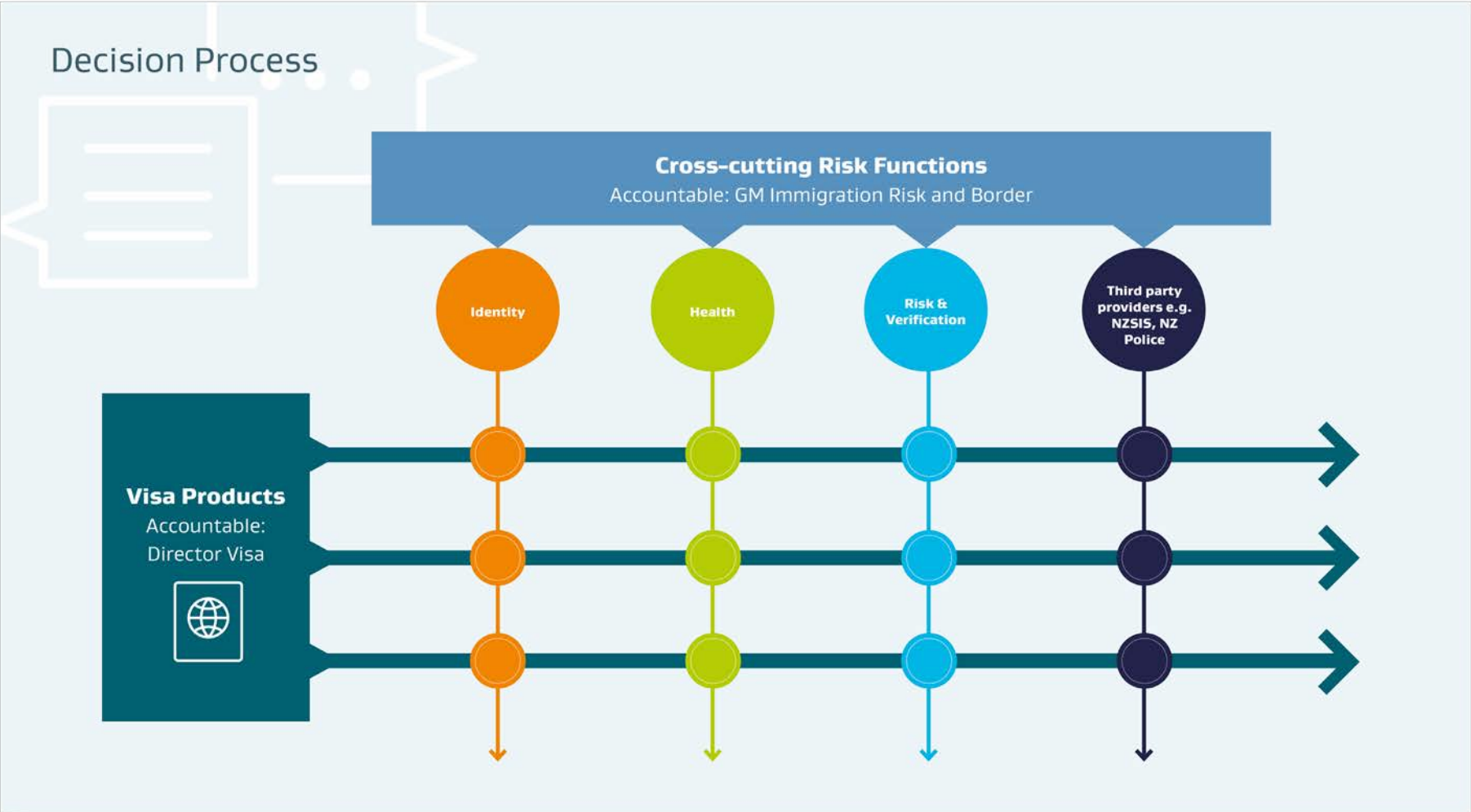
As outlined in the change decisions under points 13 and 14, it was determined that further engagement with these teams would be necessary to develop an integrated structure and operating model within the branch. This engagement could not be achieved before release of final decisions for this change.

To begin, the Chief Medical Officer; Immigration Health Team; and Health Assessment team will move into the Immigration Risk and Border branch and report directly to the General Manager. Once in post, it would be an immediate priority for the General Manager to progress a more connected structure in partnership with these teams. This includes enhancing integration with the Refugee Health Team, particularly where there are opportunities to consolidate engagement with health partners and to take a system approach towards resolving issues.



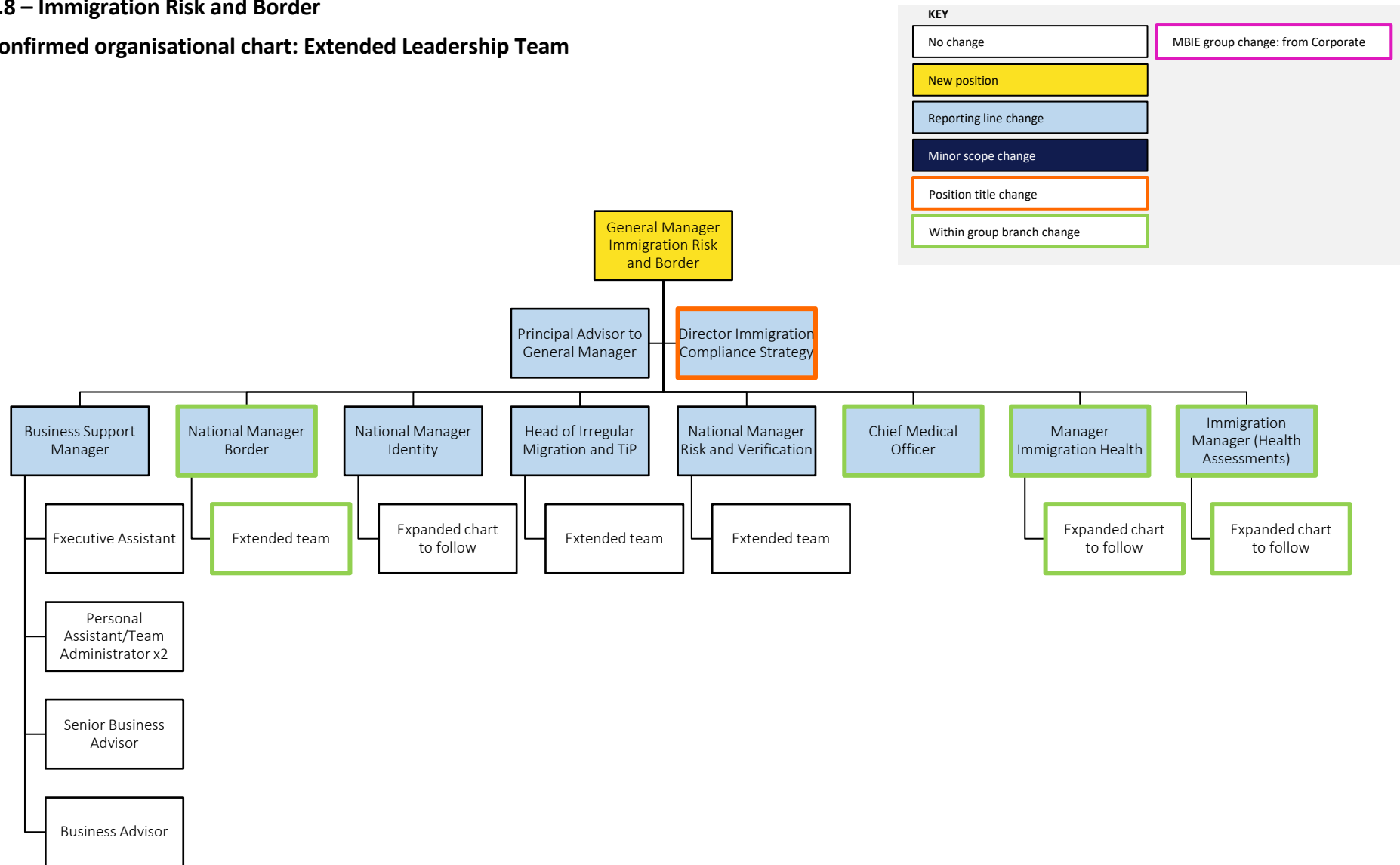
# Integrating Process Steps from a Risk Viewpoint

By bringing Health teams into the Immigration Risk and Border branch, all risk functions which cut across visa decision processes will be centralised in one branch. This image shows how visa products, and risk processes (including those provided by third-parties) will intersect across visa decision processes.



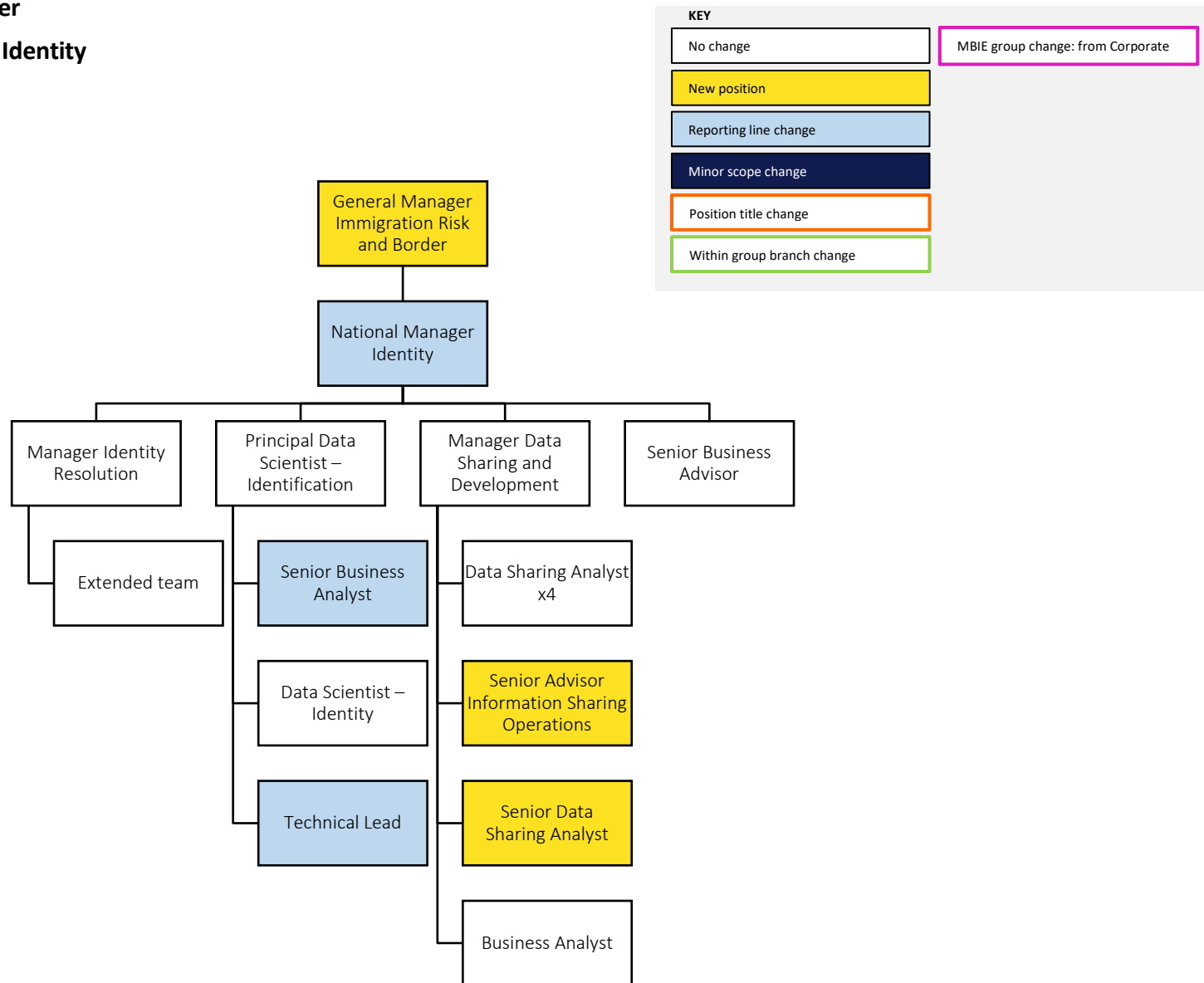
## 1.8 – Immigration Risk and Border

### Confirmed organisational chart: Extended Leadership Team



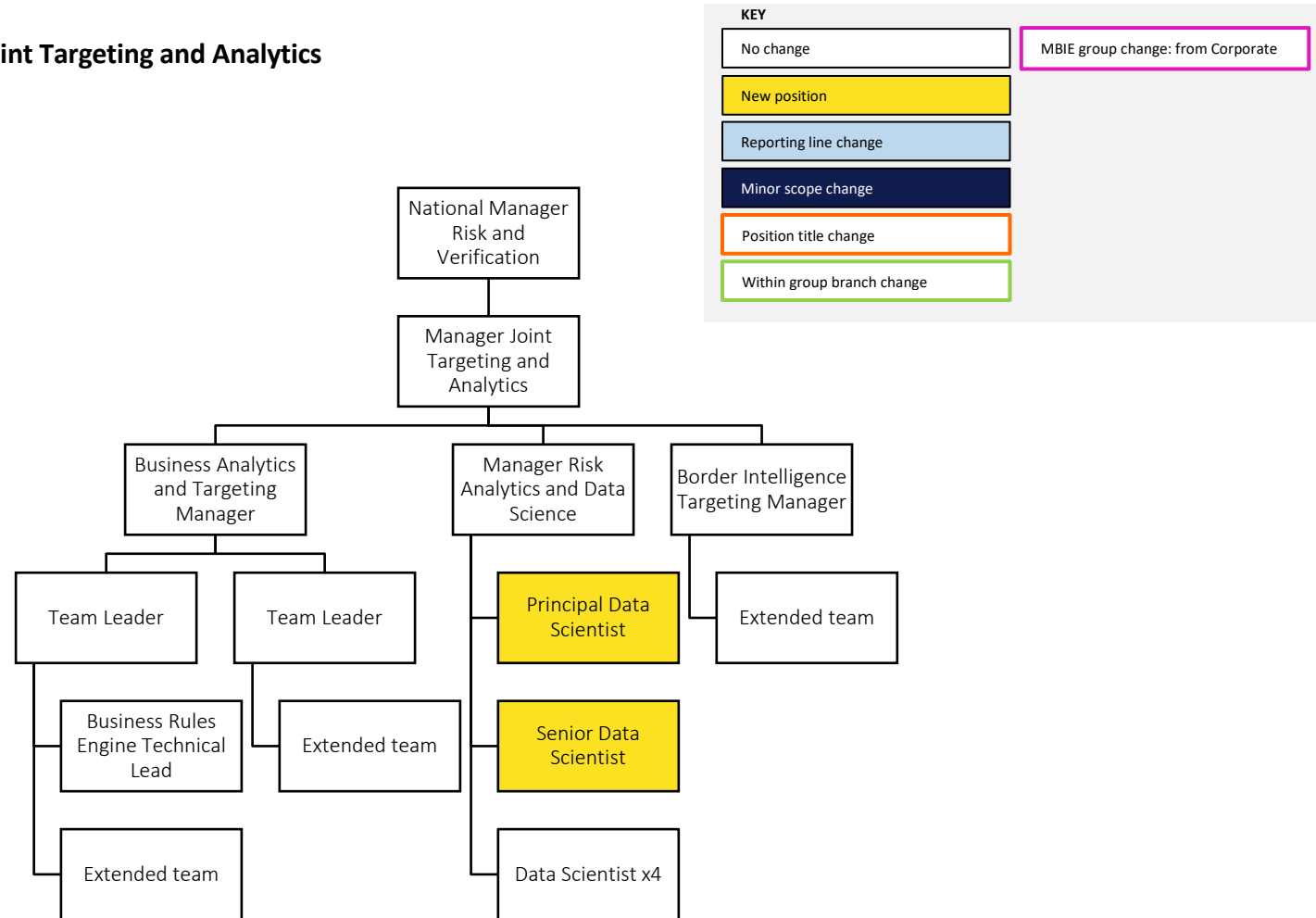
## 1.8 – Immigration Risk and Border

### Confirmed organisational chart: Identity



## 1.8 – Immigration Risk and Border

### Confirmed organisational chart: Joint Targeting and Analytics

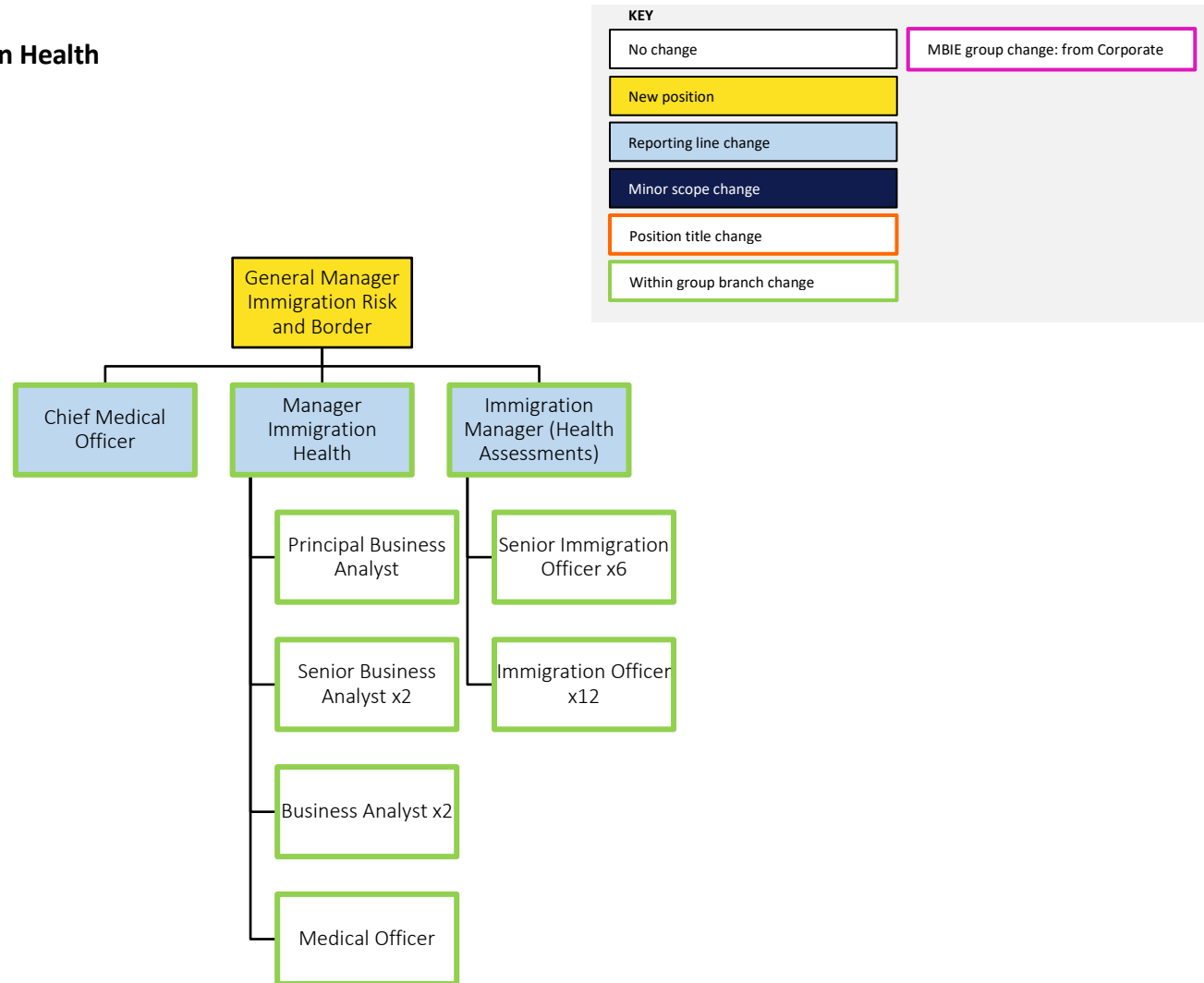


**KEY**

No change	MBIE group change: from Corporate
New position	
Reporting line change	
Minor scope change	
Position title change	
Within group branch change	

## 1.8 – Immigration Risk and Border

### Confirmed organisational chart: Immigration Health



## 1.9 – Assurance

### Why change was proposed

This change was focused on the branch name to reinforce its accountability for INZ governance and emphasise the importance of good governance structures to ensure efficient and effective decisions are made across the organisation.

### Summary of changes as outlined in Proposal 1.9

1. The branch name would be changed to *Governance and Assurance*.
2. As part of alternate option provided under Proposal 1.2, the Resolutions team would move into this branch to align with the complaints and quality assurance functions of the branch.

### Your feedback on Proposal 1.9

Feedback was not supportive of the alternate option to move the Resolutions team into this branch, given that assurance must also be undertaken for Resolutions work. There was mixed feedback on the branch name change and it was suggested that the administrative impact of a name change may outweigh its benefits.

**A comprehensive summary of your feedback is included on pages 94-95, with specific responses to clarify questions or comments raised. Final change decisions and organisational charts are on pages 96-97. More detail about change to individual positions and new positions are provided at the end of this chapter.**

## Summary of your feedback on Proposal 1.9

Feedback themes		Response
<b>Branch name</b>	<ul style="list-style-type: none"> <li>Feedback about the proposed change in branch name was varied, with around half supporting the proposal.</li> <li>Support for the name change related to its increased emphasis of the branch's governance function.</li> <li>Equally, it was raised that other functions within the branch were not captured within the name change and thought it was unnecessary, with negligible benefits.</li> </ul>	<ul style="list-style-type: none"> <li>Based on the feedback it was decided that <i>Assurance</i> will be retained as the branch name.</li> </ul>
<b>Complaints</b>	<ul style="list-style-type: none"> <li>There were several questions about how complaints related to compliance work would be managed with a change in MBIE group.</li> <li>Feedback was consistent that complaints should be answered by the group they are about.</li> <li>It was suggested that capacity within Te Whakatairanga Service Delivery would need to be considered so that complaints could be managed by the group in the future, rather than resources moving out of the INZ Complaints team.</li> </ul>	<ul style="list-style-type: none"> <li>Complaints and feedback related to Compliance and/or Investigations work will continue to operate in the same way. They will be received, logged, and triaged by the Complaints &amp; Feedback Team within the Assurance branch and answered by the relevant Compliance/Investigations team in-line with the Immigration Complaints Policy and Procedures. The same process is already established for complaints and feedback related to the Immigration Contact Centre.</li> <li>Any Statutory Complaints related to Compliance and/or Investigations work will be transferred in whole, or in part, to the team which manages Statutory Complaints within Te Whakatairanga Service Delivery.</li> </ul>
<b>Alternate option for Resolutions team</b>	<ul style="list-style-type: none"> <li>Feedback was consistent that the Resolutions team would not align well with the Governance and Assurance branch.</li> <li>It was raised that the move would create a conflict of interest of Assurance as it relates to Resolutions.</li> </ul>	<ul style="list-style-type: none"> <li>In line with feedback, it was agreed that the Resolutions team should be positioned under the Associate Deputy Secretary Immigration.</li> </ul>

Feedback themes		Response
<b>Assurance Advisors</b>	<ul style="list-style-type: none"> <li>It was raised that there are Assurance Advisor positions within Visa Operations as well as in the Risk and Assurance team.</li> <li>There was interest to understand whether Assurance Advisors should be centralised within the Governance and Assurance branch.</li> </ul>	<ul style="list-style-type: none"> <li>While considered, centralisation of Assurance Advisor positions was determined to be out of scope for this change.</li> <li>Further engagement would be required to progress this suggestion which would depend first on advancement of the Model Office.</li> </ul>
<b>Co-governance of the MBIE immigration system</b>	<ul style="list-style-type: none"> <li>Across the proposal, there was an interest to understand what co-governance of the immigration system would look like. This included clarification about who would hold ultimate responsibility for the MBIE immigration system.</li> <li>It was suggested that the INZ Governance team would be best positioned to support governance across the MBIE immigration system.</li> <li>It was also noted that positioning co-governance outside of INZ would likely cause duplication of governance and remove the need for an additional structure within INZ.</li> </ul>	<ul style="list-style-type: none"> <li>Immigration system governance would include the Deputy Secretaries for INZ; Te Whakatairanga Service Delivery; LSE; and DDI.</li> <li>It would have a system-wide focus to gain assurance about the health of the immigration system; review and update immigration strategy; and manage investment trade-offs, the regulatory risk register, system-wide issues, and operational strategies.</li> <li>It's anticipated that the group would have representation from functions across MBIE as necessary, and that several cross-MBIE sub-committees would feed into the forum.</li> <li>The Immigration Leadership Team will continue to focus on the future of INZ, particularly its performance, objectives, and overall direction.</li> <li>A picture which summarises these future governance structures, roles and responsibilities is included later in this section.</li> </ul>



## Final change decisions

Decisions about this branch have been made with intention to maintain current state and be clear about how it will support teams which move to Te Whakatairanga Service Delivery through provision of governance, and complaints and feedback.

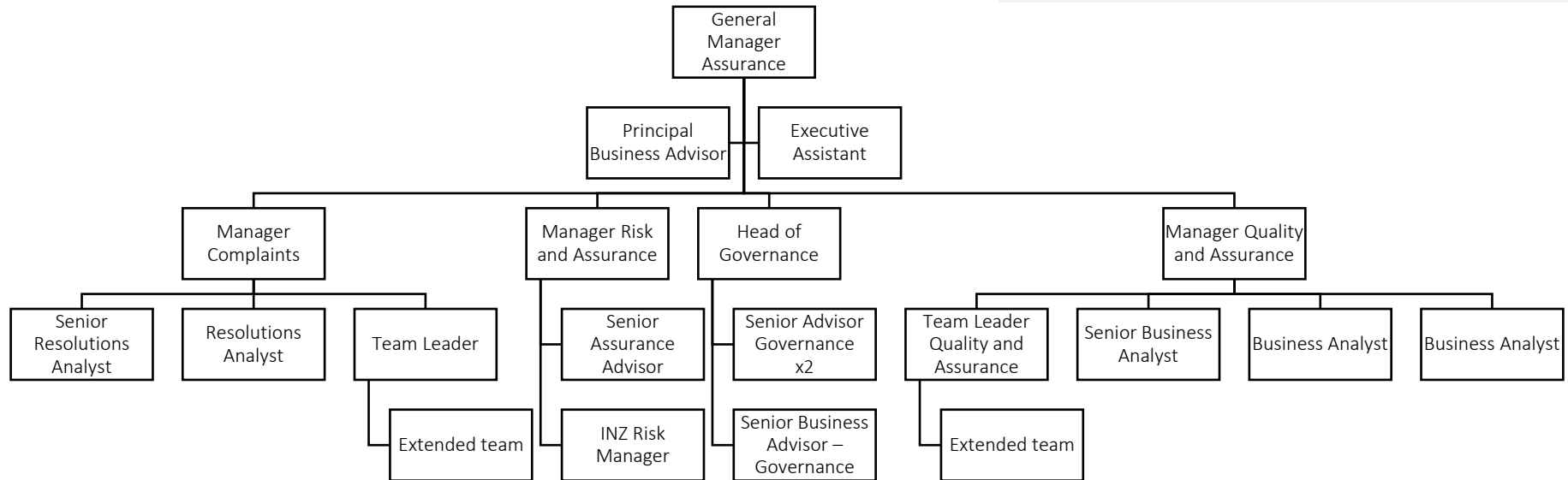
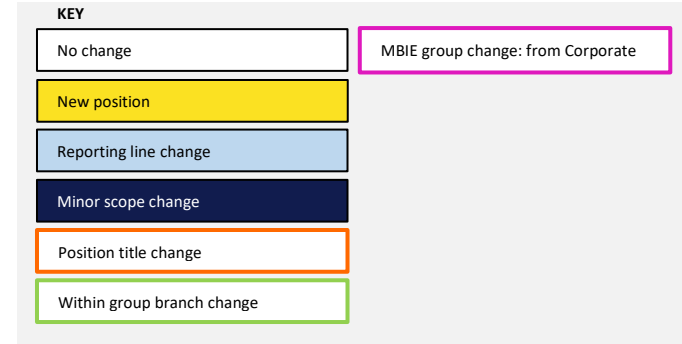
**Based on this purpose and considering all feedback received, the following changes will be implemented:**

1. The branch name will remain as *Assurance*.
2. The Resolutions team will remain under its current National Manager and move under the Associate Deputy Secretary Immigration.
3. The Complaints and Feedback team will continue to receive complaints related to the work of Compliance and Investigations, distributing these to the relevant team – as is current practice for the Immigration Contact Centre within Te Whakatairanga Service Delivery.
4. Any Statutory Complaints related to the work of Compliance and Investigations work will be transferred in whole, or in part, to the team which manages Statutory Complaints within Te Whakatairanga Service Delivery. The Assurance Branch and their Te Whakatairanga Service Delivery counterparts will work closely to effectively manage this process alongside MBIE Legal (as required).

Given the amount of feedback received about co-governance of the immigration system and the importance of an integrated forum to ensure ongoing connection between INZ teams and those which will move into Te Whakatairanga Service Delivery, a more detailed summary of governance structures is included on the following pages.

## 1.9 – Assurance

### Confirmed organisational chart



# Co-governance of the immigration system

## The Aotearoa New Zealand immigration system

This change aims to strengthen collective stewardship of the immigration system across MBIE to utilise the full capability of our organisation and increase capacity in areas that are critical to our success.

We've clarified how accountabilities will be managed across MBIE to create centres of expertise and enable INZ to focus on its core operational delivery role:

- Te Whakatairanga Service Delivery will continue to support customers to understand and use the immigration system through the Service Centres and a new centre of expertise for MBIE channel engagement.
- A centre of expertise for compliance, enforcement, and investigations will be established in Te Whakatairanga Service Delivery to scale, integrate, and coordinate MBIE's capabilities and capacity in these areas.
- Corporate Services, Finance and Enablement will continue to provide a variety of corporate services to the immigration system and will increase its legal capacity to shape and support the creation of the compliance, enforcement, and investigations centre of expertise.
- Labour, Science and Enterprise will continue to be accountable for developing immigration policy and determining labour market gaps.
- Digital, Data and Insights will continue to provide intelligence and insights in relation to our customers and potential immigration harm and will be relied upon for ongoing digital and technology services and solutions.

**The network of MBIE, government, and international partners that play a role in the Aotearoa New Zealand immigration system is summarised in an image on page 98.**

## Immigration system governance

This group will have a focus on assurance about the health of the immigration system. It will include Deputy Secretaries from INZ, Te Whakatairanga Service Delivery, LSE, and DDI groups.

The group will be an escalation point for each of those Deputy Secretaries to raise matters which span across the immigration system. It will have responsibility to review immigration strategy and manage the regulatory risk register.

Investment decisions will be managed by the group to enhance the effectiveness of immigration as a regulator – from both facilitative and protective standpoints. While the group will meet quarterly, there will be continued activity across the system managed by sub-committees with cross-MBIE members. These sub-committees will be confirmed as part of the change transition process.

## INZ governance

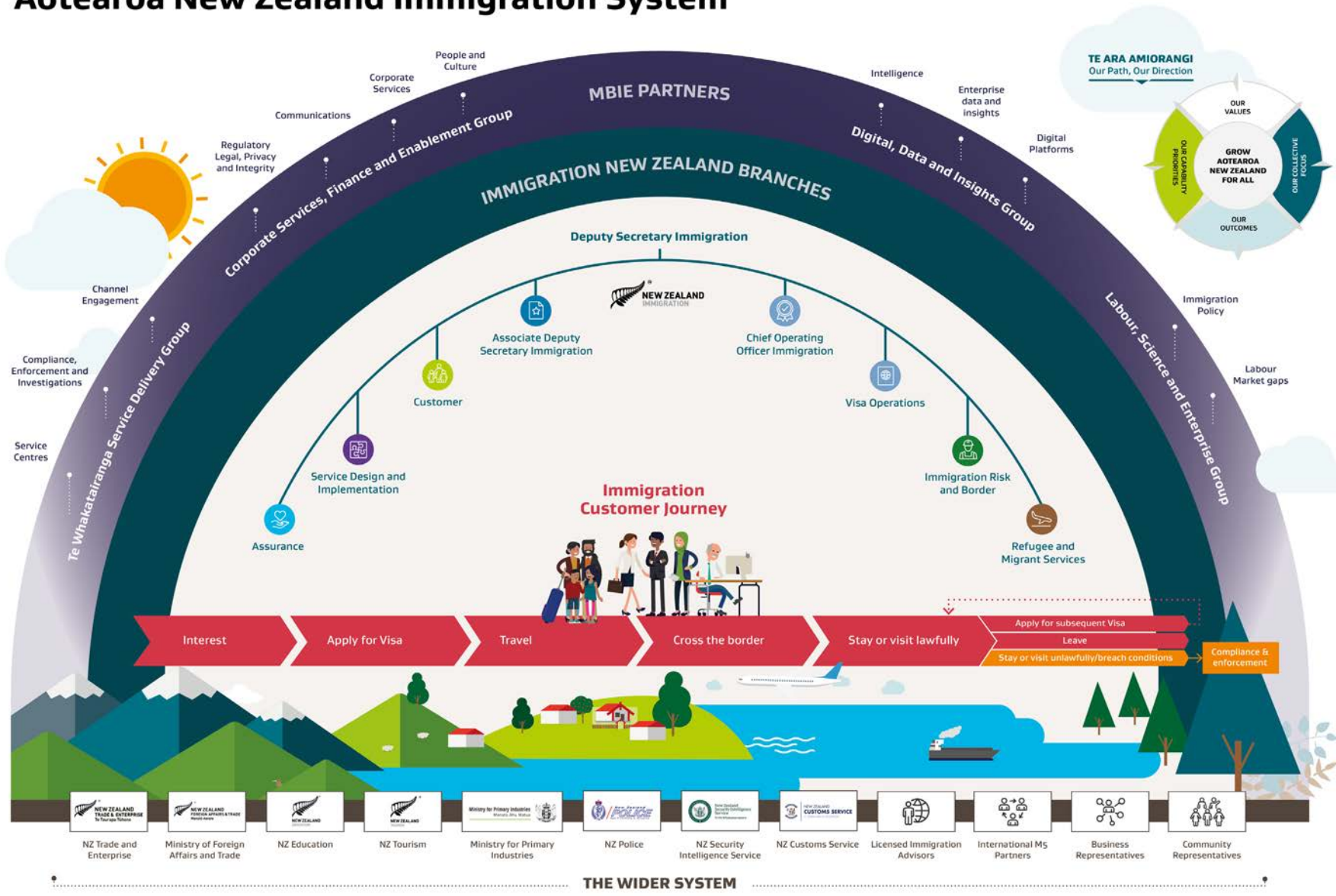
The role of existing governance undertaken by the Immigration Leadership Team (ILT), as well as the sub-committees and working groups which report into it, are in the process of refinement based on the intention to establish system governance.

ILT as a governance group will focus on setting the future direction of INZ and giving effect to our strategy, as well as providing oversight of our performance against enterprise objectives and the management of risks.

The group will continue to meet three times a month with input from operational sub-committees. These sub-committees will be confirmed as part of the change transition process.

**Our co-governance structure is summarised in an image on page 99.**

# Aotearoa New Zealand Immigration System



# Governance across the Immigration System

Our future governance model will focus across the immigration system. This image shows the two governance structures that we'll integrate.



# Summary of changes to Immigration New Zealand

## New positions

Proposal	Proposed new position title	Reporting line	Branch	Step range
1.1	Director Office of the Deputy Secretary Immigration	Deputy Secretary Immigration	Deputy Secretary Immigration	20F
1.1	Business Advisor	Director Office of the Deputy Secretary Immigration	Deputy Secretary Immigration	J (11-17)
1.1	Chief Operating Officer Immigration	Deputy Secretary Immigration	Chief Operating Officer Immigration	23F
1.1	General Manager Service Design and Implementation	Deputy Secretary Immigration	Service Design and Implementation	23F
1.1	General Manager Immigration Risk and Border	Deputy Secretary Immigration	Immigration Risk and Border	23F
1.2	Director Public Information	Associate Deputy Secretary Immigration	Associate Deputy Secretary Immigration	20F
1.2	Programme Integration Manager	National Manager Privacy and Ministerial Services	Associate Deputy Secretary Immigration	V (28-27)
1.2	Practice Lead	National Manager Privacy and Ministerial Services	Associate Deputy Secretary Immigration	V (28-27)
1.2	Team Leader Privacy	National Manager Privacy and Ministerial Services	Associate Deputy Secretary Immigration	P (18-24)
1.2	Personal Assistant/Team Administrator	National Manager Privacy and Ministerial Services	Associate Deputy Secretary Immigration	E (5-9)
1.3	Operations Director (Northern/Pacific)	Chief Operating Officer Immigration	Chief Operating Officer Immigration	21F
1.3	Operations Director (Central/Southern)	Chief Operating Officer Immigration	Chief Operating Officer Immigration	21F
1.3	Director Visa x2	Deputy Chief Operating Officer	Chief Operating Officer Immigration	21F

Proposal	Proposed new position title	Reporting line	Branch	Step range
1.3	Manager Data Capability	National Manager Business Performance	Chief Operating Officer Immigration	X (35-45)
1.3	Senior Analyst Data and Standards	Manager Data Capability	Chief Operating Officer Immigration	U (24-35)
1.3	Senior Data Modeller and Integration Developer	Manager Data Capability	Chief Operating Officer Immigration	V (28-27)
1.4	Head of Operations Manukau 2	Operations Director (Northern/Pacific)	Chief Operating Officer Immigration	X (35-45)
1.4	Practice Lead	Head of Operations Manukau 2	Chief Operating Officer Immigration	R (21-29)
1.5	Senior Visual Designer	Manager Content	Customer	R (21-29)
1.5	Email Production Advisor	Manager Operational Marketing	Customer	G (8-12)
1.5	National Manager Customer Experience	General Manager Customer	Customer	21F
1.5	Manager Customer Research	National Manager Customer Experience	Customer	X (35-45)
1.5	Customer Research Analyst x2	Manager Customer Research	Customer	N (16-22)
1.5	Research Operations Coordinator	Manager Customer Research	Customer	E (5-9)
1.5	Practice Lead Customer Experience	National Manager Customer Experience	Customer	V (28-27)
1.5	Manager Community Engagement	National Manager Stakeholder Engagement	Customer	X (35-45)
1.5	Engagement Partner x3	Manager Community Engagement	Customer	V (28-27)
1.5	Senior Advisor	Manager Community Engagement	Customer	R (21-29)
1.5	Manager Sector Engagement	National Manager Stakeholder Engagement	Customer	X (35-45)
1.5	Engagement Partner x5	Manager Sector Engagement	Customer	V (28-27)

Proposal	Proposed new position title	Reporting line	Branch	Step range
1.5	Senior Advisor x3	Manager Sector Engagement	Customer	R (21-29)
1.5	Manager Specialist Engagement	National Manager Stakeholder Engagement	Customer	X (35-45)
1.5	Engagement Partner x4	Manager Specialist Engagement	Customer	V (28-27)
1.5	Senior Advisor x2	Manager Specialist Engagement	Customer	R (21-29)
1.5	Practice Lead Stakeholder Engagement	National Manager Stakeholder Engagement	Customer	V (28-27)
1.6	National Manager Service Design	General Manager Service Design and Implementation	Service Design and Implementation	21F
1.6	Service Designer x3	Manager Service Design	Service Design and Implementation	N (16-22)
1.8	Principal Data Scientist	Manager Risk Analytics and Data Science	Immigration Risk and Border	*
1.8	Senior Data Scientist	Manager Risk Analytics and Data Science	Immigration Risk and Border	*
1.8	Senior Advisor Information Sharing Operations	Manager Data Sharing and Development	Immigration Risk and Border	R (21-29)
1.8	Senior Data Sharing Analyst	Manager Data Sharing and Development	Immigration Risk and Border	N (16-22)

\*Indicates roles which will be sized through a second phase of change.



## Disestablished positions

Proposal	Position title	Reporting line	Branch
1.1	General Manager Border and Visa Operations	Deputy Secretary Immigration	Deputy Secretary Immigration
1.1	General Manager Enablement	Deputy Secretary Immigration	Deputy Secretary Immigration
1.1	Chief Operating Officer	Deputy Secretary Immigration	Deputy Secretary Immigration
1.1	General Manager Verification and Compliance	Deputy Secretary Immigration	Deputy Secretary Immigration
1.2	Programme Manager	Associate Deputy Secretary Immigration	Associate Deputy Secretary Immigration
1.2	Director Strategy	Associate Deputy Secretary Immigration	Associate Deputy Secretary Immigration
1.2	Principal Advisor Strategy	Director Strategy	Associate Deputy Secretary Immigration
1.2	Senior Strategy Analyst	Director Strategy	Associate Deputy Secretary Immigration
1.2	Advisor Strategy	Director Strategy	Associate Deputy Secretary Immigration
1.2	Private Secretary	National Manager Privacy and Ministerial Services	Associate Deputy Secretary Immigration
1.4	National Manager Visa Operations x4	General Manager Border and Visa Operations	Border and Visa Operations
1.4	Principal Advisor to General Manager	General Manager Border and Visa Operations	Border and Visa Operations
1.5	National Manager Sector Strategy	General Manager Customer	Customer, Engagement and Education
1.5	Sector Planning Analyst	National Manager Sector Strategy	Customer, Engagement and Education
1.5	Sector Planning Analyst	Manager Sectors	Customer, Engagement and Education
1.5	Sector Strategy Manager	Manager Sectors	Customer, Engagement and Education
1.5	Relationship Manager Investor (NZ)	Programme Manager	Customer, Engagement and Education

Proposal	Position title	Reporting line	Branch
1.5	Investor Relationship Manager	Programme Manager	Customer, Engagement and Education
1.5	Manager, Regional Migrant Skills Retention	National Manager Immigration Engagement	Customer, Engagement and Education
1.5	Relationship Manager, Migrant Skills Retention x7	Manager Regional Migrant Skills Retention	Customer, Engagement and Education
1.5	Manager Sector and Skills	National Manager Immigration Engagement	Customer, Engagement and Education
1.5	Business Relationship Advisor	Manager Sector and Skills	Customer, Engagement and Education
1.5	Relationship Manager x5	Manager Sector and Skills	Customer, Engagement and Education
1.5	Principal Advisor Immigration Engagement	National Manager Immigration Engagement	Customer, Engagement and Education
1.5	Relationship Manager x2	Principal Advisor Immigration Engagement	Customer, Engagement and Education
1.5	Relationship Manager	National Manager Immigration Engagement	Customer, Engagement and Education
1.6	Director Border and Visa Products x2	General Manager Enablement	Enablement
1.8	National Manager Allocation & Support	General Manager Verification and Compliance	Verification and Compliance
1.8	Support Manager	National Manager Allocation & Support	Verification and Compliance

## Minor change

Proposal	Position title	Branch	Description of minor scope change
1.1	Associate Deputy Secretary Immigration	Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Minor position scope change.</li> </ul>
1.1	Principal Advisor	Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Deputy Secretary Immigration to Director Office of the Deputy Secretary Immigration.</li> </ul>
1.2	Manager International Engagement	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Position title change from Manager International Strategy to Manager International Engagement.</li> </ul>
1.2	National Manager Privacy and Ministerial Services	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Enablement to Associate Deputy Secretary.</li> <li>Position title change from National Manager Resolutions and Business Management to National Manager Privacy and Ministerial Services.</li> <li>Minor position scope change.</li> <li>Branch change from Enablement to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Private Secretary x4	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Branch change from Enablement to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Immigration Resolutions team	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Branch change from Enablement to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Manager Ministerial Services	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Position title change from Manager Business Management to Manager Ministerial Services.</li> <li>Branch change from Enablement to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Ministerial Services team	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Branch change from Enablement to Associate Deputy Secretary Immigration.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.2	Immigration Manager x2	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Visa Operations Manager to National Manager Privacy and Ministerial Services.</li> <li>Branch change from Border and Visa Operations to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Senior Privacy Officer x7	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Privacy Officer x12	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Senior Technical Advisor	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Practice Lead (Manukau Operations) to Practice Lead (Privacy).</li> <li>Branch change from Border and Visa Operations to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Technical Advisor	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Practice Lead (Manukau Operations) to Practice Lead (Privacy).</li> <li>Branch change from Border and Visa Operations to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Senior Privacy Officer x2	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Immigration Manager Support Services to Team Leader Privacy.</li> <li>Branch change from Refugee and Migrant Services to Associate Deputy Secretary Immigration.</li> </ul>
1.2	Privacy Officer x4	Associate Deputy Secretary Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Immigration Manager Support Services to Team Leader Privacy.</li> <li>Branch change from Refugee and Migrant Services to Associate Deputy Secretary Immigration.</li> </ul>
1.3	Deputy Chief Operating Officer Immigration	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Minor position scope change.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.3	Senior Data Modeller and Integration Developer	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Team Leader Insights to Manager Data Capability.</li> </ul>
1.3	Senior Analyst Data and Standards	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Reporting line change from Team Leader Insights to Manager Data Capability.</li> </ul>
1.3	Business Support Manager	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Chief Operating Officer Immigration.</li> <li>Branch change from Border and Visa Operations to Chief Operating Officer.</li> </ul>
1.3	Business Support team	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Chief Operating Officer.</li> </ul>
1.4	Executive Assistant	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from Business Support Manager Border and Visa Operations to General Manager Immigration Compliance and Investigations.</li> <li>Branch change from Border and Visa Operations to Immigration Compliance and Investigations.</li> </ul>
1.4	Head of Operations Manukau	Visa Operations	<ul style="list-style-type: none"> <li>Minor position scope change.</li> <li>Reporting line change from National Manager Visa Operations to Operations Director (Northern/Pacific).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Manukau Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Head of Operations Henderson	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Northern/Pacific).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.4	Henderson Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Head of Operations NaDO	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Northern/Pacific).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	National Documentation Office	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Head of Operations Pacific	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Northern/Pacific).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Pacific Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Head of Operations Hamilton	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Central/Southern).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Hamilton Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Head of Operations Palmerston North	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Central/Southern).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Palmerston North Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.4	Head of Operations Porirua	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Central/Southern).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Porirua Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Head of Operations Christchurch	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Central/Southern).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Christchurch Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Head of Operations Christchurch 2	Visa Operations	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Visa Operations to Operations Director (Central/Southern).</li> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.4	Christchurch 2 Operations	Visa Operations	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Visa Operations.</li> </ul>
1.5	National Manager Operational Marketing and Content	Customer	<ul style="list-style-type: none"> <li>Minor position scope change.</li> <li>Position title change from National Manager Information and Education to National Manager Operational Marketing and Content.</li> </ul>
1.5	Manager Content	Customer	<ul style="list-style-type: none"> <li>Position title change from Manager Information Products to Manager Content.</li> </ul>
1.5	Senior Advisor x3	Customer	<ul style="list-style-type: none"> <li>Position title change from Senior Advisor Information Products to Senior Advisor.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.5	Advisor x3	Customer	<ul style="list-style-type: none"> <li>Position title change from Advisor Information Products to Advisor.</li> </ul>
1.5	Manager Operational Marketing	Customer	<ul style="list-style-type: none"> <li>Position title change from Manager Immigration Marketing to Manager Operational Marketing.</li> </ul>
1.5	Senior Advisor x4	Customer	<ul style="list-style-type: none"> <li>Position title change from Senior Advisor Marketing to Senior Advisor.</li> </ul>
1.5	Advisor	Customer	<ul style="list-style-type: none"> <li>Position title change from Advisor Marketing to Advisor.</li> </ul>
1.5	Practice Lead Operational Marketing and Content	Customer	<ul style="list-style-type: none"> <li>Position title change from Principal Advisor Information and Education to Practice Lead Operational Marketing and Content.</li> </ul>
1.5	Senior Advisor	Customer	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Information and Education to Practice Lead Operational Marketing and Content.</li> </ul>
1.5	Advisor	Customer	<ul style="list-style-type: none"> <li>Position title change from Information and Education Advisor to Advisor.</li> <li>Reporting line change from National Manager Information and Education to Practice Lead Operational Marketing and Content.</li> </ul>
1.5	Manager Customer Segments	Customer	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Sector Strategy to National Manager Customer Experience.</li> <li>Position title change from Manager Sectors to Manager Customer Segments.</li> </ul>
1.5	Customer Understanding Manager x5	Customer	<ul style="list-style-type: none"> <li>Minor position scope change.</li> <li>Position title change from Sector Strategy Manager to Customer Understanding Manager.</li> </ul>



Proposal	Position title	Branch	Description of minor scope change
1.5	Senior Customer Research Analyst x2	Customer	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Customer to Manager Customer Research.</li> <li>Position title change from Senior Market Research Analyst to Senior Customer Research Analyst.</li> </ul>
1.5	Customer Research Analyst	Customer	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Customer to Manager Customer Research.</li> <li>Position title change from Market Research Analyst to Customer Research Analyst.</li> </ul>
1.5	Manager International Education	Customer	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Sector Strategy to National Manager Customer Experience.</li> </ul>
1.5	National Manager Stakeholder Engagement	Customer	<ul style="list-style-type: none"> <li>Minor position scope change.</li> <li>Position title change from National Manager Immigration Engagement to National Manager Stakeholder Engagement.</li> </ul>
1.5	Senior Advisor	Customer	<ul style="list-style-type: none"> <li>Reporting line change from Principal Advisor Immigration Engagement to Practice Lead Stakeholder Engagement.</li> </ul>
1.6	Principal Advisor to General Manager	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Enablement to General Manager Service Design and Implementation.</li> </ul>
1.6	National Manager Change Delivery	Service Design and Implementation	<ul style="list-style-type: none"> <li>Minor position scope change.</li> <li>Position title change from National Manager Immigration Enabling to National Manager Change Delivery.</li> <li>Reporting line change from General Manager Enablement to General Manager Service Design and Implementation.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.6	Business Support Manager	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Enablement to General Manager Service Design and Implementation.</li> </ul>
1.6	Personal Assistant/Team Administrator	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Resolutions and Business Management to Business Support Manager.</li> </ul>
1.6	Manager Operational Policy	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Enablement to General Manager Service Design and Implementation.</li> </ul>
1.6	Director Policy Integration Immigration	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Enablement to General Manager Service Design and Implementation.</li> </ul>
1.6	Director Model Office	Service Design and Implementation	<ul style="list-style-type: none"> <li>Position title change from Director Enhanced Visa Operations to Director Model Office.</li> <li>Reporting line change from Associate Deputy Secretary Immigration to General Manager Service Design and Implementation.</li> <li>Branch change from Associate Deputy Secretary Immigration to Service Design and Implementation.</li> </ul>
1.6	Principal Advisor Model Office	Service Design and Implementation	<ul style="list-style-type: none"> <li>Position title change from Principal Advisor Enhanced Visa Operations to Principal Advisor Model Office.</li> <li>Branch change from Associate Deputy Secretary Immigration to Service Design and Implementation.</li> </ul>
1.6	Model Office team	Service Design and Implementation	<ul style="list-style-type: none"> <li>Branch change from Associate Deputy Secretary Immigration to Service Design and Implementation.</li> </ul>
1.6	Manager Service Design	Service Design and Implementation	<ul style="list-style-type: none"> <li>Position title change from Manager Immigration Improvement to Manager Service Design.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
			<ul style="list-style-type: none"> <li>Reporting line change from National Manager Business Performance to National Manager Service Design.</li> <li>Branch change from Operations, Tasking and Improvement to Service Design and Implementation.</li> </ul>
1.6	Senior Service Designer	Service Design and Implementation	<ul style="list-style-type: none"> <li>Position title change from Service Designer to Senior Service Designer.</li> <li>Branch change from Operations, Tasking and Improvement to Service Design and Implementation.</li> </ul>
1.6	Immigration Improvement team	Service Design and Implementation	<ul style="list-style-type: none"> <li>Branch change from Operations, Tasking and Improvement to Service Design and Implementation.</li> </ul>
1.6	Team Leader (SOP)	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from Manager Operational Policy to National Manager Service Design.</li> <li>Position title change from Team Leader Operational Policy to Team Leader (SOP).</li> </ul>
1.6	Business Product Owner x3	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Immigration Enabling to National Manager Service Design.</li> </ul>
1.6	Business Integration Lead	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Immigration Enabling to Manager Business Change.</li> </ul>
1.6	Manager Learning Design	Service Design and Implementation	<ul style="list-style-type: none"> <li>Reporting line change from Learning and Development Manager (P&amp;C) to National Manager Change Delivery.</li> <li>Position title change from Team Leader INZ Learning to Manager Learning Design.</li> <li>MBIE group change from Corporate Service, Finance and Enablement to Immigration New Zealand.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.6	Learning Design team	Service Design and Implementation	<ul style="list-style-type: none"> <li>• MBIE group change from Corporate Service, Finance and Enablement to Immigration New Zealand.</li> </ul>
1.7	Immigration Manager Support Services x2	Refugee and Migrant Services	<ul style="list-style-type: none"> <li>• Minor position scope change.</li> </ul>
1.8	Principal Advisor to General Manager	Immigration Risk and Border	<ul style="list-style-type: none"> <li>• Reporting line change from General Manager Verification and Compliance to General Manager Immigration Risk and Border.</li> </ul>
1.8	Director Immigration Compliance Strategy	Immigration Risk and Border	<ul style="list-style-type: none"> <li>• Reporting line change from General Manager Verification and Compliance to General Manager Immigration Risk and Border.</li> <li>• Position title change from Chief Investigator to Director Immigration Compliance Strategy.</li> </ul>
1.8	Business Support Manager	Immigration Risk and Border	<ul style="list-style-type: none"> <li>• Reporting line change from General Manager Verification and Compliance to General Manager Immigration Risk and Border.</li> </ul>
1.8	National Manager Border	Immigration Risk and Border	<ul style="list-style-type: none"> <li>• Reporting line change from General Manager Border and Visa Operations to General Manager Immigration Risk and Border.</li> <li>• Branch change from Border and Visa Operations to Immigration Risk and Border.</li> </ul>
1.8	Border Operations	Immigration Risk and Border	<ul style="list-style-type: none"> <li>• Branch change from Border and Visa Operations to Immigration Risk and Border.</li> </ul>
1.8	National Manager Identity	Immigration Risk and Border	<ul style="list-style-type: none"> <li>• Reporting line change from General Manager Verification and Compliance to General Manager Immigration Risk and Border.</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
1.8	Senior Business Analyst	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change from Manager Data Sharing and Development to Principal Data Scientist – Identification.</li> </ul>
1.8	Technical Lead	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change from National Manager Identity to Principal Data Scientist – Identification.</li> </ul>
1.8	Head of Irregular Migration and Trafficking in Persons	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Verification and Compliance to General Manager Immigration Risk and Border.</li> </ul>
1.8	National Manager Risk and Verification	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Verification and Compliance to General Manager Immigration Risk and Border.</li> </ul>
1.8	Chief Medical Officer	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Enablement to General Manager Immigration Risk and Border.</li> <li>Branch change from Enablement to Immigration Risk and Border.</li> </ul>
1.8	Manager Immigration Health Team	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change from General Manager Enablement to General Manager Immigration Risk and Border.</li> <li>Branch change from Enablement to Immigration Risk and Border.</li> </ul>
1.8	Immigration Health Team	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Branch change from Enablement to Immigration Risk and Border.</li> </ul>
1.8	Immigration Manager (Health Assessments)	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change from Visa Operations Manager (NaDO) to General Manager Immigration Risk and Border</li> </ul>

Proposal	Position title	Branch	Description of minor scope change
			<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Immigration Risk and Border.</li> </ul>
1.8	Health Assessments team	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Branch change from Border and Visa Operations to Immigration Risk and Border.</li> </ul>