Immigration New Zealand Success Measures Framework

PURPOSE

The Immigration New Zealand (INZ) Success Measures Framework is designed to improve transparency for staff and people leaders on what success looks like for certain roles within INZ. Through improving transparency and awareness this will empower staff to succeed and support their development in collaboration with people leaders. In doing so, this will support INZ in achieving its performance objectives and obligations.

JOINT INITIATIVE

The Success Measures Framework was developed as a joint initiative between INZ and the Public Service Association (PSA).

ROLES WITHIN SCOPE

ROLES WITHIN SCOPE OF THE SUCCESS MEASURES FRAMEWORK		
Border	**Visa Operations**	**Risk & Verification**
• Border Officer • Senior Border Officer	• Support Officer • Senior Support Officer • Immigration Officer • Senior Immigration Officer • Privacy Officer • Senior Privacy Officer • Business Immigration Specialist • Senior Business Immigration Specialist • Technical Advisor • Senior Technical Advisor	• Verification Officer • Senior Verification Officer • Risk Analyst • Senior Risk Analyst

ASPECTS OF THE FRAMEWORK

The Success Measures Framework establishes seven core aspects:

1. Strong linkages to the Ministry's and INZ's strategies.
2. The principles within which the framework should be applied.
3. The pillars that are important to our people and support achieving INZ's objectives.
4. Integrating with new technology and ways of working.
5. Effective leadership to support the framework.
6. A mechanism for operational leaders to set Success Measures with their teams.
7. Frequent review periods of Success Measures.

PARTNERSHIP AND COLLABORATION

The Success Measures Framework has been developed in partnership with the PSA and through extensive collaboration with INZ staff.

In addition, the Framework has been developed with the Te Ao Māori perspective represented by Tangata Whenua kaimahi (colleagues). The Framework links to Whāinga Amorangi and it is expected MBIE's capability framework for working in partnership with Māori in an enduring and consistent way will be applied.

It is expected that regular reviews of measures and any subsequent changes to the Framework are undertaken with Tangata Whenua, INZ's Director Māori Partnerships and Capability as key partners, in addition to the range of diversity networks within the Ministry.

STRONG LINKAGES TO THE MINISTRY'S AND INZ'S STRATEGIES

The Success Measures Framework links directly to the following:

1. Te Ara Amiorangi (MBIE)
   a. Our people: people are at the centre of the design and delivery of our services; MBIE is the place people want to work
   b. Financial sustainability: we use our resources effectively and efficiently to deliver our outcomes
   c. Digitally enabled: we make it easy for people to work with us and for us
   d. Empowered by data: we are a data and evidence led organisation
   e. Impact through others: developing collaborative and enduring partnerships to expand our reach and impact
   f. Thought leadership: we are leaders of thinking and delivery for the economic wellbeing of New Zealand and New Zealanders
2. Whāinga Amorangi (MBIE)
   a. MBIE's capability framework for working in partnership with Māori in an enduring and consistent way
3. Striking the Balance (INZ)
   a. Work Together
   b. Identify Risk Early
   c. Facilitate Migrants in High Demand
   d. Drive Compliance
   e. Minimise Harm
   f. Support Our People
4. MBIE Values
   a. Mahi Tahi – Better Together
   b. Pae Kahurangi – Build Our Future
   c. Māia – Bold and Brave
   d. Pono me te Tika – Own It

FRAMEWORK PRINCIPLES

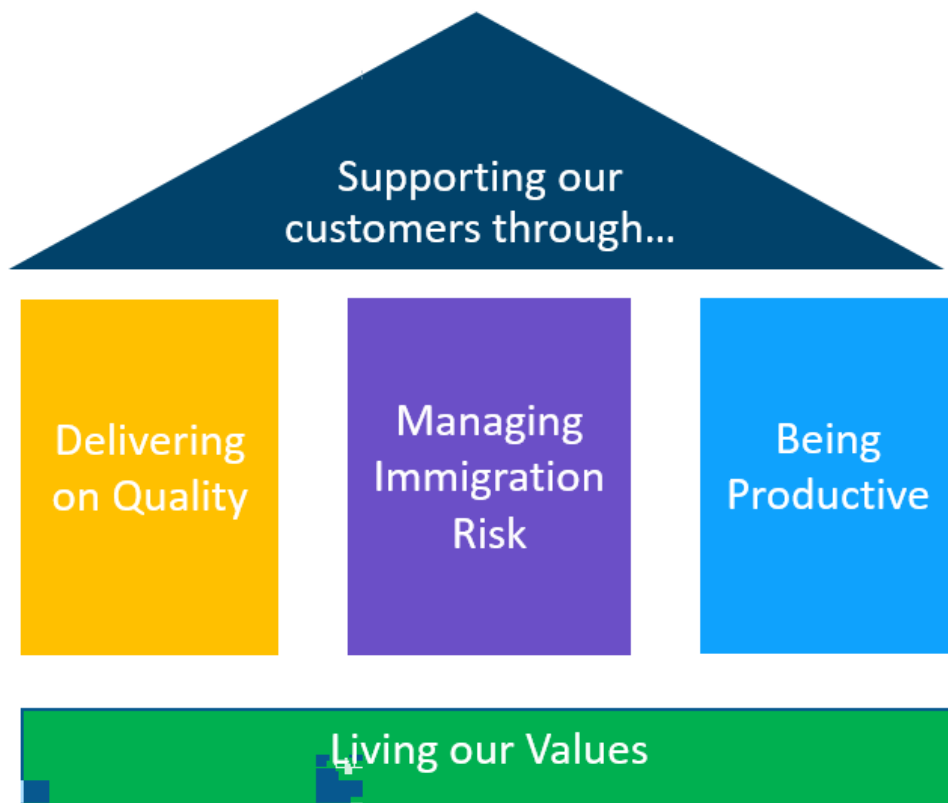The Success Measures Framework should be applied under the following principles:

1. Success Measures are easy to implement, understand, measure and report on for straightforward and complex activities.
2. Measures are consistent and generic across sites wherever possible.

3. Measures allow for flexible and dynamic environments such as business continuity, remote working, implementation of new technology and priorities across INZ with a clear distinction between business continuity and remote working arrangements.
4. Measures with volume or repetitive tasks should use a range or 'band' of volumes/timings to cater to 'stretch' and those with varying processing abilities including new in tenure.
5. Measures focus on customers, quality, productivity and managing risk.
6. Measures empower our people to take ownership of their own performance, development and career progression.
7. Measures enable leaders to have meaningful conversations with their people and support team performance and development.
8. Measures are regularly reviewable.

THE FRAMEWORK PILLARS

The Success Measures Framework is predicated on the following pillars.

The Framework places the MBIE Values as the foundation of our people's success. By delivering on quality, managing immigration risk, being productive and living our Values, our people can successfully supporting INZ's customers.

INTEGRATING WITH NEW WAYS OF WORKING

It is acknowledged that over time, new IT platforms and/or ways of working will be implemented. The Success Measures Framework is designed to endure throughout change and enable operational leaders to work with their people to review and update Success Measures as needed when organisational change occurs.

EFFECTIVE LEADERSHIP TO SUPPORT THE FRAMEWORK

In order for the Success Measures Framework to be successful, it must be supported by effective leadership. This includes:

1. Operational leaders continuing to engage with staff at review periods.
2. Site leadership teams working closely with team, PSA[1] and network representatives to scope and shape measures when being implemented.
3. People leaders working closely with their team members to understand the broader context and be knowledgeable of what tasks their team members are undertaking to inform coaching and development conversations.
4. People leaders to maintain awareness of other roles staff fulfil, including (not exhaustive): cultural commitments, union commitments and other projects. These commitments outside of a staff member's core role should be discussed and agreed, with shared understanding of the time commitments involved, so that the measures of success (most notably related to productivity) can be appropriately accounted for.

MECHANISM FOR OPERATIONAL LEADERS TO SET SUCCESS MEASURES

When setting a new Success Measure or reviewing existing measures, it is expected that these will be approved by operational leaders at Band 18 roles. For the roles within scope of the Success Measures Framework, this includes:

DELEGATION TO APPROVE SUCCESS MEASURES		
Border	**Visa Operations**	**Risk & Verification**
• Operations Manager	• Head of Operations	• Manager Onshore R&V • Manager Offshore R&V • Manager Risk Assessment Team

To achieve this, it is expected:

1. Site leadership will work with PSA representatives (where there is representation) and team members/representatives to scope and shape measures.
2. Consideration will be given to whether a quantitative or qualitative measure is appropriate.
3. If a quantitative measure is necessary, consideration will be given to whether a singular measure is appropriate or whether a range/band is best to represent a broader range of experience levels and skillsets.
4. Site leadership (and teams) will work collaboratively to ensure measures are developed consistently across roles.

FREQUENT REVIEW PERIODS OF SUCCESS MEASURES

For Success Measures to be successful, they need to remain current and relevant for our people.

It is therefore expected that:

1. Success Measures will be reviewed at least annually by site leadership teams.
2. Reviews will be undertaken with input from the PSA (where applicable) and team members.
3. Reviews will account for any organisational change (policy, people, process or technology) that is known or anticipated.

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[1] This may not be applicable for offshore sites/staff dependent on representation.

4. If significant organisational change occurs or a trigger event warrants it, an earlier review of Success Measures is recommended to ensure these remain relevant and our people understand what they need to do to be successful.
5. Both staff and people leaders are encouraged to prompt review periods when such trigger events occur.