



**NEW ZEALAND
IMMIGRATION**

RCNZ IMT

ILT Presentation 30 November 2022

Agenda

Time	Topic	Led by (TBC)
9.15 am – 9.25 am (10 mins)	IMT Scope and Objectives of IMT/ IMT Risk Management	Richard Owen
9.25 am – 9.40 am (15 mins)	DPMC Rapid Report – progress against recommendations	Richard Owen/ Privacy of natural persons
9.40 am – 10.10 am (30 mins)	IMT Initiatives	Richard Owen/ Simon Sanders
10.10 am – 10.30 am (20 mins)	ADEPT Roadmap	Privacy of natural persons
10.30 am – 10.40 am (10 mins)	Break	
10.40 am – 11.00 am (20 mins)	Product Prioritisation	Privacy of natural persons
11.00 am – 11.10 am (10 mins)	Resourcing of 200 FTE	Privacy of natural persons
11.10 am – 11.40 am (30 mins)	Handover of work from IMT to BAU teams	Privacy of natural persons
11.40 am – 11.50 am (10 mins)	Lessons Learned	Richard Owen
11.50 am – 12.00 pm (10 mins)	Wrap up	Richard Owen

Scope and objectives of RCNZ IMT

The intent of IMT is to assist in reducing queue volumes as quickly as possible to build confidence and assurance in approach to visa processing activities. In support of the initial brief the IMT will also address the recommendations in the DPMC Rapid Report. IMT response objectives are to:

- Reduce the queue of AEWVs to an agreed level
- Reduce the queue of visitor visas to an agreed level
- Establish a cadence and “in-flow” approach for AEWVs
- Establish a cadence and “in-flow” approach for visitor visas
- Establish in-flow performance levels for other top 10-11 visa products
- Establish a reliable automated data set for regular reporting and to assist in identifying how continuous improvements are positively impacting visa turnaround times
- Transition maintenance of these performance levels to BAU operations
- Restore and enhance confidence of Ministers, senior leaders, and customers

IMT Risk Management

<p>Visa Processing over Summer Risk that INZ does not maintain traction on visa processing over the summer holiday period and processing ques for visitor and student visas increase.</p>	<ul style="list-style-type: none">Options being explored around retaining a voluntary workforce over summer however mindful of the need to give people a break over the Christmas period.Allocating more resources across INZ to process Visitor Visas leading up to the holiday period.
<p>China Border Re-Opening Plan Risk that INZ does not have the necessary resourcing and interventions in place to manage the re-opening of the China border resulting in increased pressure on INZ to process the high volumes of Visitor Visas and Student Visa.</p>	<ul style="list-style-type: none">Automation of low risk Visitor Visas and process efficiencies around risk settings will enable faster processing of increased volumes. Documents will be required to be translated prior to submission.
<p>Transition of ADEPT to BAU Operations Risk that there is inadequate technical capacity and project governance to ensure the effective transition of ADEPT to BAU.</p>	<ul style="list-style-type: none">ADEPT Operation Team has been transferred to DDI where there is a wider team of experts to support ADEPT Operations however increases a risk of lack of connection with the business.
<p>Future ADEPT Roadmap Risk that in the absence of a future multiphase / multi-year roadmap for ADEPT (including stabilisation initiatives, policy initiatives, business improvements and other visa types) we are unable to ensure a holistic view.</p>	<ul style="list-style-type: none">Platform stream has developed a multiphase ADEPT roadmap for next 6-12 months.Further work required to develop a multi-year view

IMT Risk Management

<p>Delivery of Enduring and Sustainable Solutions Risk that IMT is not able to deliver solutions to BAU operations that are enduring and sustainable</p>	<ul style="list-style-type: none">Transition planning in progress — plans developed and socialised for each branch.
<p>Readiness and Capacity of BAU operations Risk that we do not adequately consider the readiness and capacity of BAU operations to absorb if more resources are applied.</p>	<ul style="list-style-type: none">IMT worked closely with Workforce Planners and BAU teams to understand impacts from each resourcing initiative.12 month visa demand forecast developed to anticipate future demand for resource planning.IMT handover of Controller Function to COO to transition work to OTI.
<p>Wellbeing of Immigration and ICC staff Risk that we do not take all practicable steps to ensure the wellbeing of staff most impacted by any approved initiatives, specifically Immigration Officers and Immigration Contact Centre (ICC) staff</p>	<ul style="list-style-type: none">Wellbeing monitored by the people stream. – CAMMS reports show decline in events reported over last year. Mental health workshops and wellbeing resources made available where required.Initiatives underway based on feedback received at Engagement Workshops; pro comms, good news stories, sharing of info with ICC.
<p>Quality, Pace and Benefits Realisation of IMT Decisions Risk that IMT decision-making is sub-optimal and unable to retain the pace required to make decisions.</p>	<ul style="list-style-type: none">Issue centered approach to decision making.Key input from workstream leads and business groups into decision making process.SLT Governance to test decisions.

DPMC Rapid Report

- IMT Planning team has been meeting monthly with **Privacy of natural persons**
- **Privacy of natural persons** working closely with the IMT Planning team on development of an overarching contingency plan with levers for managing high volumes for each visa product.
- Regular weekly meetings proposed from 9 Dec – 30 Jan to support drafting of the overarching narrative for DPMC.
- Recommendations addressed through IMT initiatives that:
 - matured performance dashboards for priority visa products
 - developed longer term workforce planning forecasts for visa volumes
 - developed roadmaps for platform management and automation
 - updated website pages with revised methodology of calculating visa processing timeframes

DPMC Rapid Report Recommendations

<p>DPMC 1 – Develop an overall dashboard across our priority visa products to give a snapshot of performance that informs our contingency planning and enables us to combine the benefits of taking both a tactical and system-led approach.</p>	<ul style="list-style-type: none"> • Performance Management Framework nearly complete • Performance dashboards developed for Visitor Visa and Accredited Employer Work Visa developed 	<p>Yellow</p>
<p>DPMC 2 – Expand visa forecasting and resourcing models to cover estimates of straightforward versus other visa applications to June 2023</p>	<ul style="list-style-type: none"> • Workforce planning models have been developed for the next 12 months that include estimates for visa processes with varying complexity and FTE numbers. 	<p>Yellow</p>
<p>DPMC 3 – Develop an overarching contingency plan responding to scenarios of increased demand, not meeting performance standards, and / or system failure to ensure that agreed processing standards can be met across all visa products</p>	<ul style="list-style-type: none"> • Working with DPMC to develop an overarching contingency plan • Toolkits are in development with levers that can be used for different products 	<p>Red</p>
<p>DPMC 4 – Workstream established for system automation to better anticipate high demand and embed new system efficiencies</p>	<ul style="list-style-type: none"> • Automation plan has been developed and is being scheduled within the ADEPT development roadmap. 	<p>Yellow</p>
<p>DPMC 5 – Workstream for ensuring stakeholder communications provide up to date processing times and transparency on the average processing times across difference visa products</p>	<ul style="list-style-type: none"> • Improvements have been made to how processing times are displayed on the INZ website that were signed off by SLT last week and are now being considered and socialised with the Ministers office. 	<p>Yellow</p>

DPMC Rapid Report Recommendations cont.

<p>DPMC 6 – Reporting and oversight across its response levers, including an overall performance dashboard, to ensure its responses to triggers are balanced, and can be adjusted as needed</p>	<ul style="list-style-type: none">• Performance and Reporting have produced an overarching performance dashboard across all products.	
<p>DPMC 7 – Establishment of the performance management framework, which will provide more explicit performance goals, and also enable comprehensive, systematic, and regular measurement against those goals</p>	<ul style="list-style-type: none">• Performance Management Framework produced (project in OTI).	
<p>DPMC 8 - Established the role of Chief Operating Officer (with supporting functions moved) to ensure clearer accountability for oversight and performance monitoring of the status of processing efficiency.</p>	<ul style="list-style-type: none">• Chief Operating Officer role established as well as a Deputy Chief Operating Officer.• OTI are working to resource the Office of the COO to support this function.	
<p>DPMC 9 - Broaden the VPTs terms of reference to look beyond the immediate issues to assess the forecasts over the medium to long term and plan for what interventions might be needed to ensure standards are met.</p>	<ul style="list-style-type: none">• VPT replaced by the RCNZ IMT	

Summary of IMT outcomes by focus area

People	<ul style="list-style-type: none">• Provided support to increase the capacity to support visa processing operations and other parts of the system under pressure to increase the speed of visa processing including visa processing roles such as IO, SO, PL, TA and IM.• Worked with Randstad to provide surge recruitment support• Engaged with frontline representatives to understand and address organisational issues impacting performance
Process	<ul style="list-style-type: none">• Worked closely with the processing teams to address issues which were impeding quick decisions, included implementing temporary streamlined processing for a significant number of visitor visa applications• Continued to support refinements and workarounds for processing applications through ADEPT, most notably for applicants impacted by issues around assessment of health
Policy	<ul style="list-style-type: none">• VOC AEWV Policy
Platform	<ul style="list-style-type: none">• Developed a roadmap for ADEPT and developing automation plan that has a focus on stabilisation, upcoming policy commitments, ongoing business improvements, automation of low-risk visas and decommission strategy.

General visa processing network

10

- Reallocation of FTE across the network to meet demand across priority visa products (VV/SV/AEVW and SMC)
- Streamlined the process for assessing a significant portion of applications based on risk ratings
- Removed requirements for physical passports for temporary visas to speed up processing
- Transitioned acting Immigration Officers in NADO to permanent roles
- Welfare support provided to staff under pressure
- Published customer centric information on INZ website to set realistic expectations for customers
- Approved the establishment of a permanent centralised complaints and escalation team
- Boost of 103 FTE across the visa processing network and other enabling functions, including HAT team in NADO and Suva office
- Responded to specific issues in the system and managed them accordingly (i.e., processing of VVP/GP as VVG)
- Built capacity in ADEPT Operational Team and OTI reporting team to support visa network

Visitor Visa Processing

- Implemented streamlined assessment of low and medium risk applications, with appropriate carve-outs
- Worked with R&V to get VO support for the processing of high risk applications
- Developed a automation plan, outlining the short, medium and long term approaches to deliver more automation
- Moved a significant portion of VVP/GP applicants to be decided as VVG due to issues with how their applications had progressed
- Established temporary positions to support escalations processing
- Cleared backlog of lapsing visa applications and established longer term approach
- Developed forecasts for future volumes when China opens its borders
- Established an additional processing team in Henderson

Visitor Visa Processing cont.

- Supported a range of workarounds for how groups of applications progressed through ADEPT
- More recently, worked across INZ to move additional workforce into the processing of visitor visas, including 43 IOs and a yet-to-be-determined number of NO staff. Also removed the need for QCs for the next two weeks to assist with faster decisions
- Adjusted settings based on insights from R&V as initiatives have developed and we have seen the market respond

Accredited Employer Work Visa

- AEWV Immigration Office reallocation plan
- Extension to General Instructions for manner of processing for Job Check and AEWV
- Development of AEWV dashboard
- Ongoing support and guidance from the Head of AEWV direct to the processing teams, to support faster decision making.

- Initial changes to the types of applications that can be taken at face value, taking lessons from the visitor visa work
- Moved additional staff across to support the processing of SVs and changed the back-up student office to reflect pressures elsewhere in the system
- Established a temp. Head of Students to assist with pulling BVO, CEE, R&V and IMT together to drive the results we need across the various workstreams
- Visited PNO to get further insights into what changes can be made to assist the processing of SVs – these are being scoped up now

- Joined up recruitment approach between INZ and ICC
- Worked with TWSD to support the review of Service Centre staff salaries to be in line with market rates, leading to pre-Christmas salary increases for some of lower paid employees
- Approved visa status changes for ICC staff. Expanding to allow employment of non-residents, allowing for an increase in the potential candidate pool when recruiting.
- In response to the current situation, ICC have implemented a virtual hold (call back), and extended their hours of operation
- Updated Integrated Voice Responses (IVRs) have been added to the phone messages with information directing callers to the website for application timeframes or status updates.

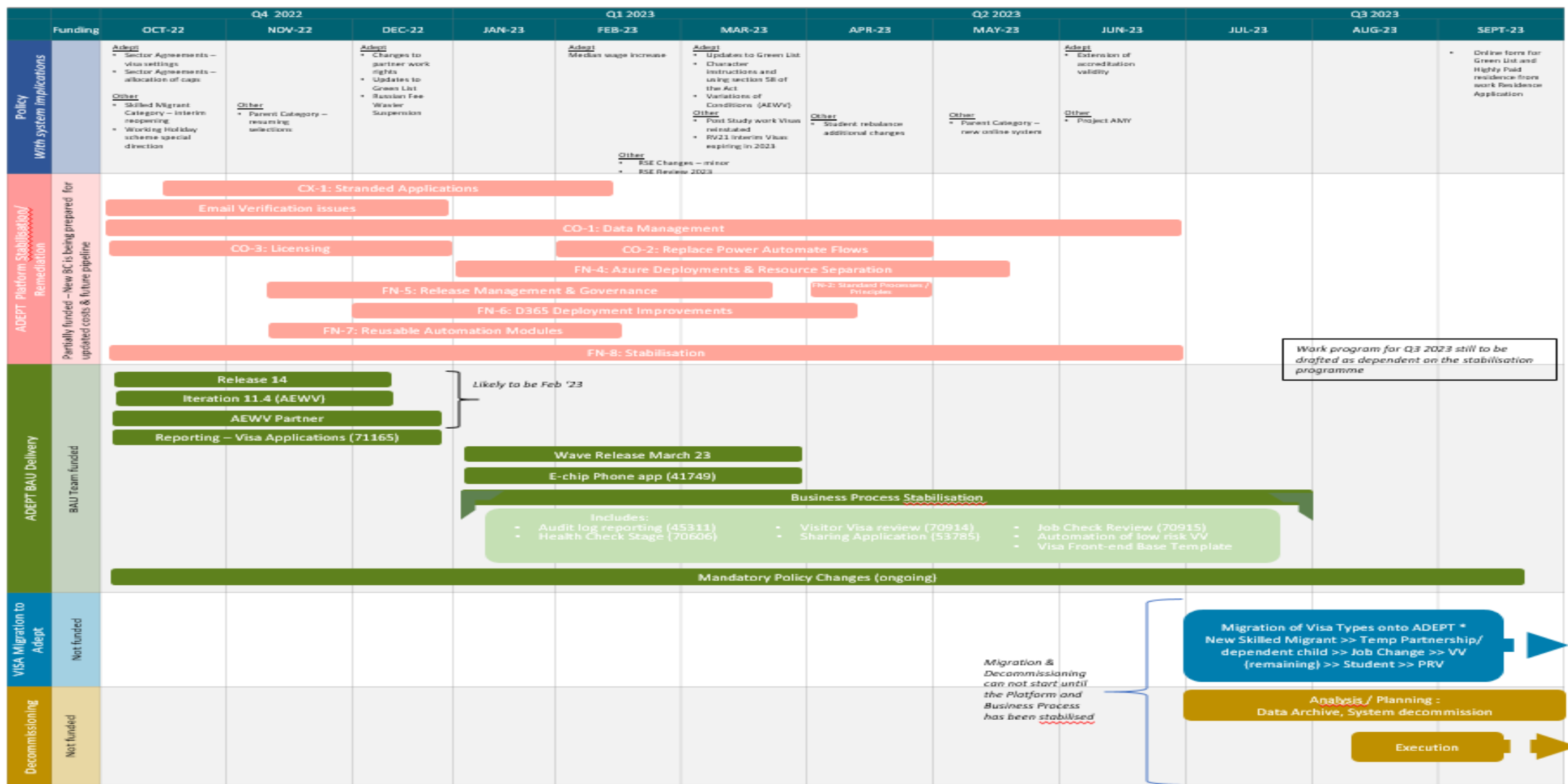
Ongoing initiatives to implement and monitor

- Recruitment of additional 100 roles
- Continuing to assess the requirement and alternatives to physical passports to be provided in visa process
- Revision of all risk rules and analyse impacts of risk levers in low and medium risk visitor visas
- Requirement for offshore applicants to translate application documents prior to submission
- Technical solution to improve Transfers process at NADO
- Automation of low risk visas
- Business objectives and target performance ranges for all products
- Determine triggers and responses for each visas product
- ADEPT Platform stabilisation
- Further increases to productivity

ADEPT ROADMAP

VER.3 DRAFT 23/11/2022

INZ Platforms Roadmap



Data Unknown 2023:

- Spain WHS – new settings
- UK WHS – new settings

Not shown:

- Skilled Migrant Category – new settings
- Victims of family violence

Work program for Q3 2023 still to be drafted as dependent on the stabilisation programme

Migration of Visa Types onto ADEPT + New Skilled Migrant >> Temp Partnership/dependent child >> Job Change >> VV (remaining) >> Student >> PRV

Analysis/ Planning : Data Archive, System decommission

Execution

- Indicative order based on Paper prepared by Enablement

Migration & Decommissioning can not start until the Platform and Business Process has been stabilised

- The roadmap is an indicative plan of work planned for ADEPT until September 2023
- Key focus until June 2023 is to stabilise the platform and business processes that are performed in ADEPT.
 - Improve the reliability and scalability of ADEPT technology platforms
 - Implement Business Process improvements to existing visa types in ADEPT
- Policy commitments will continue to be delivered inline with committed dates
- Once the stabilisation is completed the focus will shift to:
 - Enhancing functionality for user
 - Migrating new visa types to ADEPT
 - Decommissioning redundant systems

IMT Product Prioritisation Development

Insert presentation

Privacy of natural persons

[IMT Product Prioritisation Development.pptx](#)



- Approvals have been given for 103 roles which include 3 roles to support a centralised escalation team.
- X have been recruited and onboarded
- Of the 103 roles 81 are Visa Processing staff and the subsequent 22 are other enabling roles.

Grouping	Position	Qty
Enabling	ADEPT Support Officer	1.0
Enabling	Business Support Analyst	2.0
Enabling	Immigration Manager	4.0
Enabling	Practice Lead	2.0
Enabling	Technical Advisor	12.0
Enabling	Visa Operations Manager	1.0
Visa Processing	Immigration Officer	43.0
Visa Processing	Immigration Officer Pacific	6.0
Visa Processing	Support Officer	32.0
	Total Enabling	22.0
	Total Visa Processing	81.0
	Total	103.0

- 100 roles have been identified for the second 100 FTE - 65 roles are allocated for visa processing and 35 for enabling functions.
- Recruitment for these roles is planned for early 2023 when resourcing is available in MBIE to support the recruitment processes now that decisions have been made on priority for financial pressures.

Grouping	Position	Qty
Enabling	CEE - Website improvements and customer communications	4.0
Enabling	R&V - Risk analytics and insights	6.0
Enabling	BVO - Supporting Roles to Visa Processing Staff e.g. Immigration Managers, Technical Advisors	25.0
Visa Processing	BVO - Immigration Officers and Support Officers	65.0
	Total Enabling	35.0
	Total Visa Processing	65.0
	Total	100.0

Timeline for IMT Controller handover

Week Ending	25 Nov	2 Dec	9 Dec	16 Dec	23 Dec	XMAS	6 Jan	13 Jan	20 Jan	27 Jan	
	Transition of IMT Controller										
Controller	Richard Owen		Richard Owen	Stephen Vaughan	Stephen Vaughan		Stephen Vaughan				
Controller handover support			Stephen Vaughan	Richard Owen	Richard Owen						
IMT workstream leads	Response Manager						Response Manager				
	Controllers Assistant						Controllers Assistant				
	Process						Process				
	PIM						PIM				
	Planning						Planning				
	People						People				
	Platform						Platform				
	Logistics						Logistics				
	Operations						Operations				
	Reporting						Reporting				
Corporate support	Policy	(Commissioned as required)					(Commissioned as required)				
	Legal										
	Finance										
VV & AEWV Business lead for each product to be confirmed			Jock Gilray (VV) Privacy of natural persons		Jacqui Martin		Jock Gilray (VV) Privacy of natural persons		Jacqui Martin		
			Jeannie Melville (AEVW) Sarah Clifford Privacy of natural persons		Jeannie Melville (AEVW) Sarah Clifford Privacy of natural persons						

Operating Rhythm

- Daily IMT stand up 9.30am – 3.30pm
- SLT meeting Tue and Thu 4.30pm
- Sit Rep Tue and Thu
- Weekly note in MOI report
- IMT Leads to co-locate on Level 1

- With the functions of Performance and Reporting, INZ Planning (including workforce planning) and Operational Tasking sitting within OTI, the artefacts and tools that have been developed as part of the overarching Contingency Plan will transition into OTI.
- The contingency plan toolkit contains (but is not limited to):
 - Visa Prioritisation Tool
 - Contingency "plans on a page" for each of the key visa products (11)
 - Issues centred approach for assessing new initiatives and working them through from problem statement into implementation
 - High level visa processing plan
 - Visa modelling – demand and supply forecasting

- Additionally specific plans have been developed for the following scenarios:
 - Summer Processing plan – to address the volume of applications over the summer peak combined with a reduction in workforce due to statutory holidays and annual leave taken
 - China Border reopening plan – to address the potential of the Chinese Border reopening. Scenarios and forecasting have been prepared for three potential future dates and our readiness to process applications at those points in time
 - The reporting and dashboard maintenance, as well as the commissioning process for new work from SLT or the Ministers office, will be handed to Performance and Reporting, OTI.

Handover Planning - BVO

- BVO has agreed to accept the following initiatives back into the business. These initiatives are in a stable state and are ready to be handed over pending final approval from the CE
- All the initiatives detailed below relate to temporary or permanent recruitment solutions fast-tracked and actioned under the IMT People workstream

PE003 - Visa Ops – Permanent Solution to Acting Immigration Officers in the National Documentation Office	29-Sep-22	BVO	In progress	Completed Permanent
PE015 – Establishment and funding of a permanent practice lead in Christchurch 1 and Porirua	16-Sep-22	BVO	In progress	Completed Permanent
PE018 - Establishment and Funding of an Additional Processing Team in Henderson.	11-Oct-22	BVO	In progress	Completed Permanent
PE020 - Additional Health Assessment Team Resourcing (in NaDo; Permanent)	17-Oct-22	BVO	In progress	Completed Permanent
PE001 - Establishment of Temporary and Permanent Support Office Position Numbers for the National Documentation Office	2-Sep-22	BVO	In progress	Completed Temporary
PE004 - Visa Ops –Establishment and Funding of Temporary Positions to Support Escalations Processing in Henderson	14-Sep-22	BVO	In progress	Completed Temporary
PE019 - Resourcing to Rectify Visa Processing Issues (within NaDo)	17-Oct-22	BVO	In progress	Completed Temporary
PE23 - Workforce allocation changes for Student Visas	1-Nov-22	BVO	In progress	Completed Temporary
PE005 - Visa Ops – Resolution and Long-term approach for Lapsing of Visa Applications	14-Sep-22	BVO	In progress	Ongoing Permanent
PE014 - Establishment and Funding of a Permanent Centralised System Escalations Management Team	18-Nov-22	BVO	In progress	Ongoing Permanent
PE25 - Establishment and funding of additional processing staff in Suva	11-Nov-22	BVO	In progress	Ongoing Permanent
PE016 - Building Technical Advisor Capacity Across the Visa Processing Network (2 Contract - temporary & 4 permanent)	27-Sep-22	BVO	In progress	Ongoing Temporary
PE22 - Establishment and Funding of Temporary Support Officers in Manukau to Support Visa Processing	30-Oct-22	BVO	In progress	Ongoing Temporary
PE27 - Options on Skilled Migrant Category Resourcing	14-Nov-22	BVO	In progress	Ongoing Temporary

Handover Planning – Verification and Compliance ²⁶

- The initiatives to be handed to Verification and Compliance are not currently in a stable state for transition and will continue to be worked through in IMT. However initial conversations with V&C have indicated they are comfortable with the proposed items for transition.
- The initiatives we propose to handover to Verification and Compliance are:

PE017 - Clearing Identity Services Backlog	5-Oct-22	V&C	Not started	Completed Temporary	TBC
PR006 - Approving all visitor visa applications that do not trigger a risk rule on face value (run for short period of time with weekly check-ins)	8-Sep-22	V&C	Not started	Ongoing Temporary	TBC
PR18 - Further Operational Levers to address current visitor visa volumes (including General Instruction change)	18-Oct-22	V&C	Not started	Ongoing Temporary	TBC
PR002 - Remove requirement for physical passports for temporary visas	13-Sep-22	V&C	Not started	Pending renewal	TBC
PR015 - Extension to General Instructions for manner of processing for Job Check and AEWV	6-Oct-22	V&C	Not started	Pending renewal	TBC

Transition Planning - Enablement

- The initiatives to be handed to Enablement are not currently in a stable state for transition and will continue to be worked through in IMT. However initial conversations with Enablement have indicated they are comfortable with the proposed items for transition.
- The initiatives we propose to handover to Enablement are:

PR001 - Adjustment to Quality Check process for Visitor Visas (VV) processed in ADEPT	31-Aug-22	Enablement	Not started	Completed Permanent (TBC)	TBC
PR20 - Visa Transfers		Enablement	Not started	Pending Approval	TBC

Handover Planning - ICC

- The ICC has agreed to accept the following initiative back into the business. This initiative was initially progressed through IMT but as the pressure on Visitor Visas increased, proposed solutions to the email volumes in ICC were put on hold temporarily and will be worked through by the business as part of BAU.
- This initiative is ready for handover pending final approval from the Chief Executive

PE021 - ICC Email Volumes (New solution TBC)		ICC	In progress	Ongoing Temporary	18 November 2022
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- Ministerial interest - importance of trust & confidence and importance of staying on top of our performance and the relationship between reactive and PQs, OIAs, media enquiries and commentary etc
- Whac-A-Mole - reactive Vs proactive - creating the space and capacity to manage mini-crises/reactive work - whilst ensuring we have our main focus on proactive work and having balance across all of our various portfolios of work
- INZ “fortress” – or we are part of MBIE? We are part of the system but not the system in and of itself. Need to leverage wider organisational capability a lot more and take an enterprise view not a INZ/silo/branch/unit view.
- The need for differentiated risk settings across key visa products, the need to make the “boat go faster” where it should - and doing this safely.

- The need to think about the differences between temporary visa products and permanent visa products - and thinking about our risk tolerance in this regard.
- The need for more empowered leadership (particularly around decision making, taking ownership and taking accountability especially “leaning in”) and further improvements in our culture - so what’s holding us back? A lot of decisions seem to flow up - do they really need to?
- Layers upon layers of sign off - have we got the balance right on this - balancing risk against speed?

Lessons Learned from RCNZ IMT

- The need for more speed and pace - and not just accepting the status quo - challenging ourselves and our people to be better - this is particularly evident in some areas across INZ
- The answer is “yes” - so how do we get there?
- Are we risk averse or risk aware? This isn't about R&V but at an Enterprise level.
- Driving a culture of innovation & improvement - why has it taken an IMT for some things to happen? (that apparently have been thought about for years)