



**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI

Ministry of Business, Innovation & Employment  
*Hīkina Whakatutuki*

**Immigration Health  
Immigration Risk and Border**

Proposal for change

November 2023

New Zealand Government



## Introduction

1. On 1 July 2023 the new Immigration Risk and Border branch (IRB), along with other newly established INZ branches, was set in place as part of the “Preparing MBIE for the Future”.
2. Following the principle of “Preparing MBIE for the Future” to build centres of expertise across MBIE to enable us to operate as a more integrated immigration system, IRB centralises all functions which crosscut the visa decision process (Identity, Health, Risk and Verification), and which apply a risk lens, into one branch ensuring a single point of accountability for risk process levers and enabling a holistic conversation when change is proposed for these levers.
3. The changes integrated three of the four health functions that were previously dispersed across different branches. These are the Chief Medical Officer, the Immigration Health Team, and the Health Assessment Team.
4. It was determined that the work of the Refugee Health Team within Refugee and Migrant Services 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.
5. The “Preparing MBIE for the Future” final decision document acknowledged that further consideration was needed to create a more interconnected structure for the health teams.

### **The proposed changes will primarily concentrate on the following key areas:**

- Identifying opportunities for alignment as a centre of expertise.
- Establishing a structure that optimally supports integration of health-related matters and capabilities.
- Ensuring seamless integration of engagement with health-related policy and our operational activities.

- Enhancing connectivity, alignment, and integration with the Refugee Health Team, particularly opportunities that arise to consolidate engagement with health partners adopt a systemic approach to addressing issues.
- Exploring options for establishing a governance group responsible for aligning all patient safety and quality improvements initiatives, overseeing quality assurance, and managing risks across all INZ health-related activities.

Please take time to consider what is being proposed and let us know your feedback and suggestions. Details about how you can engage are included in the document.

I am available to discuss any aspect of this change proposal, as are your people leaders, our People and Culture Business Partners, and the PSA.

I want to thank you in advance for your feedback and for your ongoing professionalism as you continue your important work.

Ngā mihi



**Matt Gibbs**

General Manager (Acting) Immigration Risk and Border

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## Our change principals:

1. **MBIE PSA Collective Agreement:** Any proposed change will be managed in accordance with the change principles outlined in the MBIE PSA Collective Agreement (Section 11, pages 44-48 inclusive)
2. **People centred:** We will support our people during consultation and any proposed change. We acknowledge the expertise of the people in the Pacific Unit and will prioritise the wellbeing and care of all people throughout.
3. **Led by Leaders:** Active and visible leadership. Leaders are available to answer questions and listen to feedback. All decisions will be made in a considered way.

In addition to our change principals, our change objectives throughout this change and consultation process are to ensure that:

- We evaluate the proposed structure.
- All relevant employees have the opportunity to provide feedback.
- We minimise disruption as much as possible.
- Our people are supported with information throughout the process.

## Providing feedback and indicative timeframes

This document sets a proposal to better align functions in Immigration Health within the Immigration Risk and Border Branch. It also details the impacts of the proposed change.

This proposal aims to minimise concern and disruption for people, teams, and work in progress by keeping teams together and reducing the number of positions impacted, wherever possible.

It also states the steps involved in the change process once final decisions have been made by the Senior Leadership Team (outlined in Appendix 4).

This proposal has been shared with the Public Service Association (PSA).

The information included in this document reflects the organisational structure as recorded in MBIE systems on 8 November 2023. If you notice any inconsistencies, please advise your people leader.

## Providing feedback

Your feedback is important and will be carefully considered. As the experts, we want to know more about how we can support you to continue to achieve in your roles, as individuals and teams, and how to ensure stakeholders receive an even better experience.

We welcome your feedback on this proposal for change, even if you may not be directly impacted by it. You can provide feedback individually or as a group. Your knowledge and feedback will help to ensure the proposed branch structures and teams will work as intended.

You can provide your feedback in writing using the [healthchangefeedback@mbie.govt.nz](mailto:healthchangefeedback@mbie.govt.nz) email address. Please take the time to consider the proposals and share your insights by the end of business **13 December 2023**.

Once the consultation period has closed all feedback will be carefully considered by the Senior Leadership Team before final decisions are made. If the final decision is made to proceed, we will confirm the new structure and the impact on positions.

## Minimising the impact on people

People will have a wide variety of feelings in relation to the proposed changes. Please remember to be respectful of each other's opinions and privacy.

If you have further questions regarding this change proposal or your personal situation, have a conversation with your people leader. Support is also available through:

- Your union delegate or representative ([www.PSA.org.nz](http://www.PSA.org.nz)) / (NUPE – National Union of Public Employees)
- The Wellbeing, Health and Safety Team ([safetyandwellbeing@mbie.govt.nz](mailto:safetyandwellbeing@mbie.govt.nz))
- Our Employee Assistance Programme (EAP) provides external support for both work and personal issues (Home | EAP Services Limited , 0800 327 669 or via the app)
- Groov webinars and app (Wellbeing, health and safety | The move to Groov)
- 1737 – Access Free counselling services from through the national telehealth service.
- Te Puna Ora – My Dashboard - Te Puna Ora ([vitalityhub.co.nz](http://vitalityhub.co.nz))(can be accessed remotely using your MBIE login details)

## Indicative Timeline

Activity	Indicative Timeframes
Change proposal presented via MS Teams	29 November 2023
Consultation and feedback	29 November – 13 December 2023
Feedback reviewed and considered	13-19 December 2023
Decisions announced by	22 December 2023
Proposed 'go-live' of new structure	7 February 2024

## Rationale for change and Proposals

The following statements outline the key factors motivating our need for change within the health function of the Immigration Risk and Border (IRB) Branch. These issues encompass challenges that have persisted from the previous structure and new problems arising from recent changes:

- The change on 1 July 2023 moved the health teams to IRB in their original structure and specified that further consideration be given to a more interconnected structure for the teams.
- The 1 July structure resulted in a situation where the three health leads report directly to the General Manager, causing the GM to have a larger span of control than desirable and introducing inefficiencies for the leads .
- The current Immigration Manager of the Health Assessment Team (HAT) has a large span control, supervising 17 direct reports.
- Given the size of the HAT team, there is a shortage of technical and specialist support.
- There is an ongoing requirement for the HAT team to devise work arounds in ADEPT. Support Officers in NaDO/Visa Operations provides support to the HAT team.
- There is a lack of focus on support and management of the panel network, resulting in a surge in inquiries to the Immigration contact centre and increased workload for Immigration Health Team.
- A reactive rather than proactive approach to handling matters.
- Due to competing priorities, immigration instructions relating to health are outdated and are not fit for purpose.

- Oversight and governance regarding patient safety and quality improvement initiatives, quality assurance, and risk management across all INZ health-related activities need to be strengthened.
- There is a lack of early consultation with the health teams during policy development which, at times, results in urgent work arounds to ensure public health is not put at risk or policy is implemented that is not up to the quality required due to late consultation.

These challenges underscore the imperative need for change within the health functions of the IRB Branch. Therefore, it is proposed that:

1. The Manager Immigration Health be disestablished.
2. A National Manager Immigration Health position be established.
3. The Chief Medical Officer will have a change of reporting line to the National Manager Immigration Health.
4. The Immigration Manager (Health Assessments) will have a change of reporting line to the National Manager Immigration Health.
  - This role will lead the Health Assessment Team, the Chief Medical Officer, and the Immigration Health Team, establishing a structure that will better support integration of health-related matters and capabilities.
  - This change will address the issue of the General Manager's large span of control reducing the number of direct reports by two. This change is consistent with the current IRB leadership structure.

- The National Manager role will be able to represent the combined interests of the Chief Medical Officer and the Health teams in appropriate forums.
5. An additional **Immigration Manager (Health Assessments)** position be established.
  6. 1 x Senior Immigration Officer will have a change of reporting line to the new Immigration Manager (Health Assessments).
  7. 6 x Immigration Officers will have a change of reporting line to the new Immigration Manager (Health Assessments).
    - These changes will directly address the large span of control of the current Immigration Manager, distributing the people management responsibilities across two managers.
    - The additional manager will increase important technical and specialised support available to the team, enabling more effective management and enhancing the development of the team members.
  8. 1 x Senior Business Analyst position will be repurposed to a Panel Lead. An expression of interest process will be applied, allowing Senior Business Analysts within the Immigration Health team to convey their interest in the Panel Lead position.
  9. 1 x Senior Business Analyst will have a change in reporting line to the National Manager Immigration Health.
  10. 1 x Panel Lead will have a change in reporting line to the National Manager Immigration Health.

11. 1 x Business Analyst will have a change of reporting line to the Panel Lead.
12. 2 x Senior Immigration Officers will become a shared resource for the Panel team and the Health Assessment team.
  - The Panel Lead role and the establishment of a focused small team reporting to the position will enhance the support and management of the panel network.
  - Establishing a dedicated panel network team will enhance the efficient management of the Immigration Health instructions. By having a specialised team in place, we can proactively reduce the need for tests and expedite the assessment process, resulting in more decision-ready outcomes.
  - The shared resource Senior Immigration Officer roles will provide an effective way of managing periodic changes in the workloads of the teams and provide a development opportunity.
  - A focused panel team will improve productivity, decreasing the number of queries to the Immigration Contact Centre and reduce the work of the Immigration Health team.
  - It will also align with counterparts in Australia and Canada to ensure our support network is working in a standardised way internationally.

**Note:** A memorandum of understanding has been established between Immigration Health/Immigration Risk and Border and Visa Operations NaDO teams, stipulating that two to four Support Officers will continue to

provide support to the Immigration Health team until Adept system workarounds have been resolved. They will, however, remain under the Visa Operations Branch and will be assigned as needed, with a primary focus on the Visa Operation team.

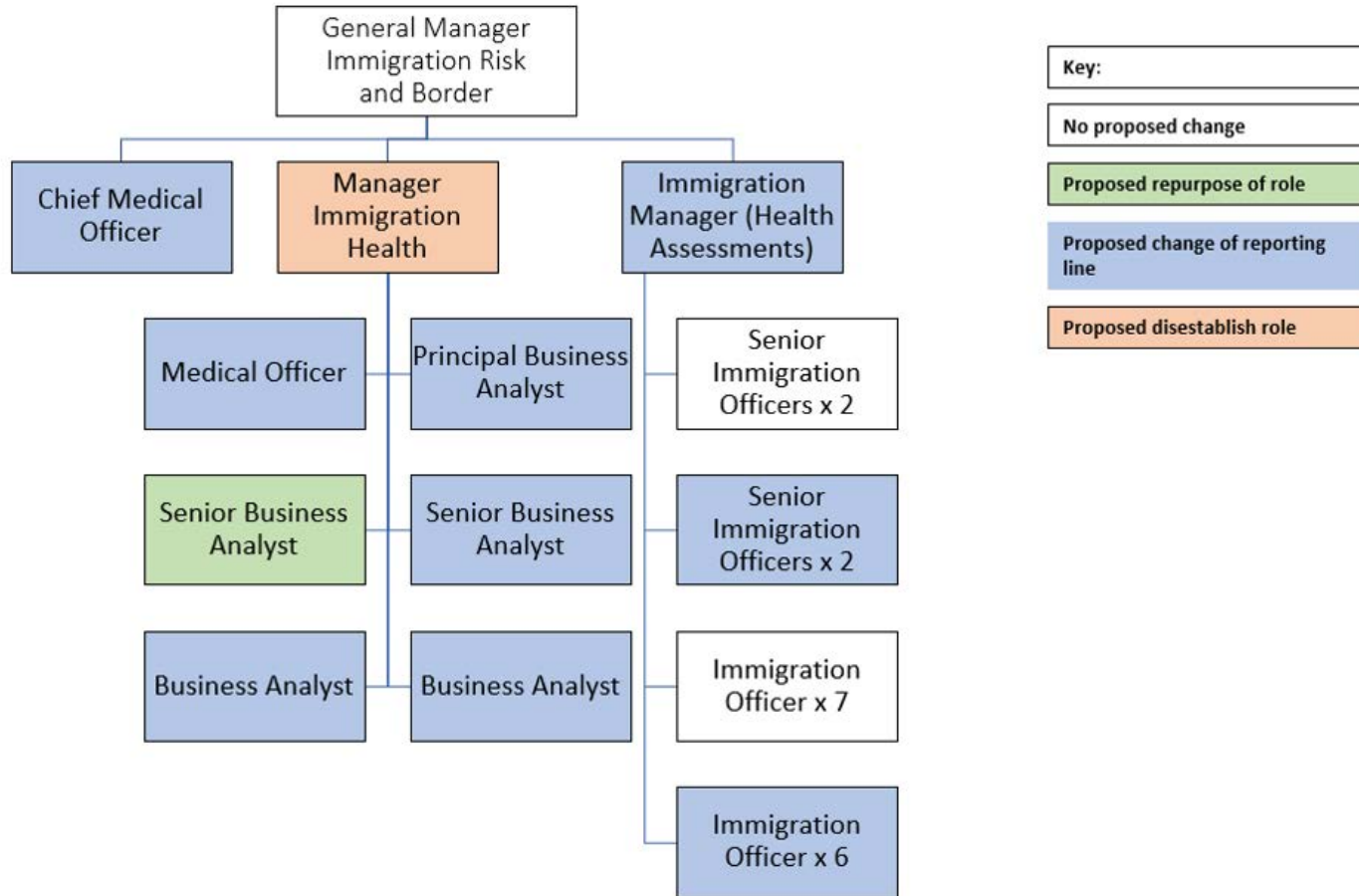
**Benefits of the proposed structure:**

In addition to the rationale described above, it is expected the proposed changes will have a number of benefits:

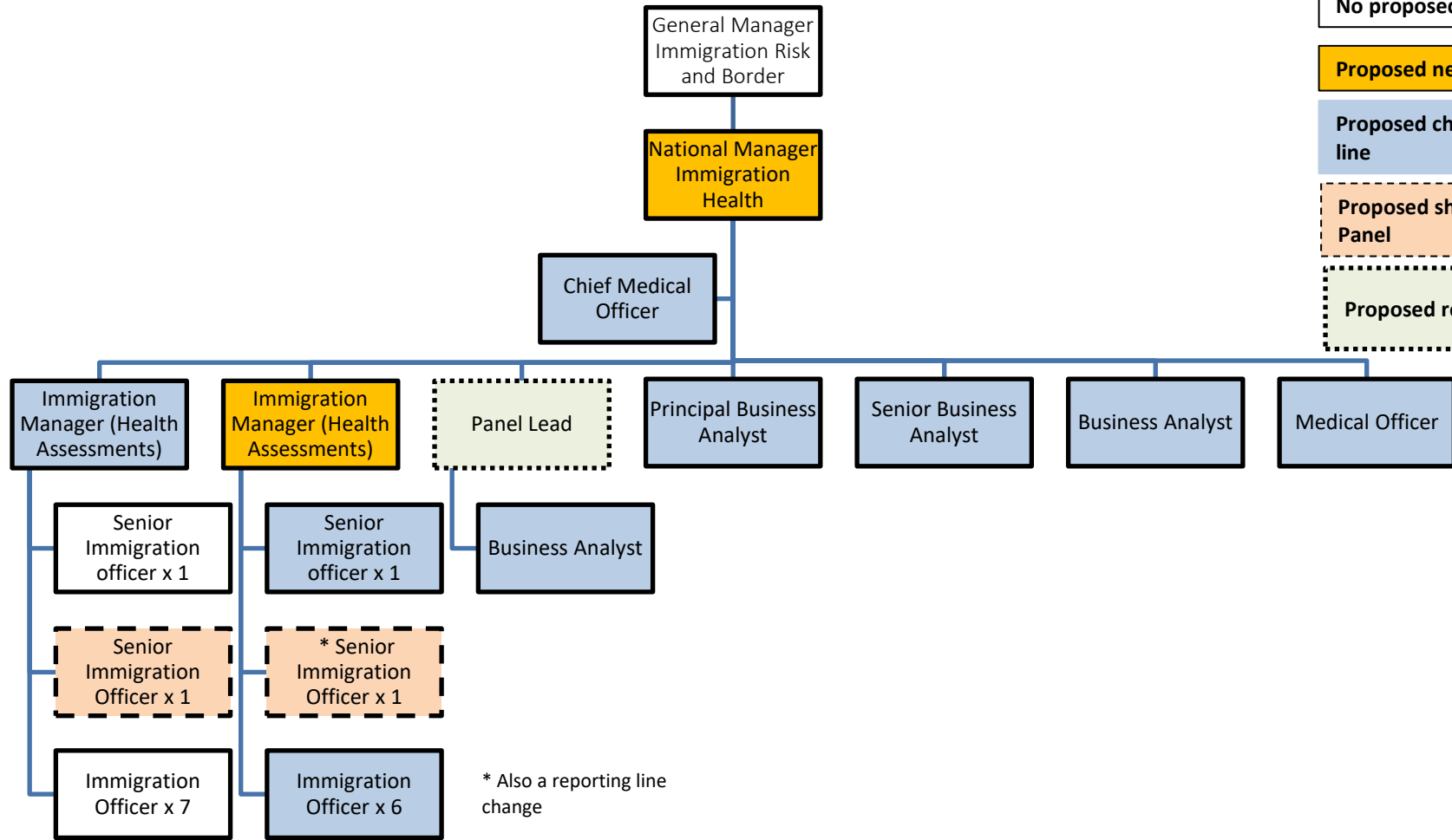
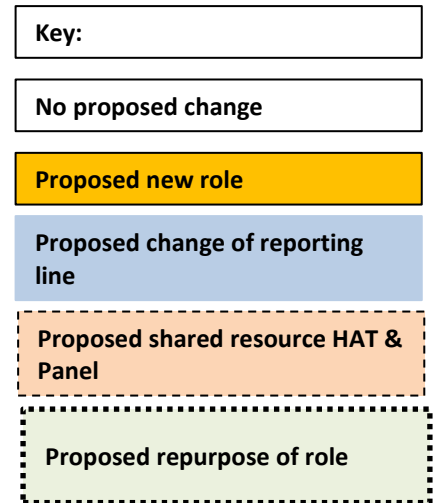
- Increase in clarity of roles and efficiency.
- Strategic alignment of roles with similar purposes.
- Increased perceived mana and greater visibility for the leaders of the Health teams.
- Maximise use of existing resources.
- Eliminating span of control issues for effective management.
- Effective technical support for retention.
- Employees in HAT and IMT working cross-functionally where demand is needed offers numerous advantages by optimising resource allocation, improving employee skills and engagement, and enhancing the organisation's overall flexibility and responsiveness. This approach contributes to a more agile and resilient organisation capable of effectively meeting both expected and unexpected demands.
- Increased focus on improving patient safety, ensuring there is a well-structured framework in place to oversee, govern, and continually improve all health-related activities.



**Appendix 1: Immigration Health - Current Structure:**



**Appendix 2: Immigration Health - Proposed Structure:**



### Appendix 3: Impact of Proposed Changes

Position Title	Branch	Reports to	Proposed Change
Immigration Health Manager	IRB	General Manager Immigration Risk and Border	Disestablish position
Senior Business Analyst x 2	IRB	Immigration Health Manager	Repurposing of x 1 Senior Business Analyst to Panel Lead and Reporting line changes to National Manager Immigration Health
Chief Medical Officer	IRB	General Manager Immigration Risk and Border	Reporting line change to National Manager Immigration Health
Immigration Manager	IRB	General Manager Immigration Risk and Border	Reporting line change to National Manager Immigration Health
Senior Immigration Officer x 3	IRB	Immigration Manager	Reporting line change to new Immigration Manager
Immigration Officer x 6	IRB	Immigration Manager	Reporting line change to new Immigration Manager
Senior Immigration Officer x2	IRB	Immigration Manager	Work cross functionally/Rotate based on work demand
Principal Business Analyst	IRB	Immigration Health Manager	Reporting line change to National Manager Immigration Health
Medical Officer	IRB	Immigration Health Manager	Reporting line change to National Manager Immigration Health
Business Analyst	IRB	Immigration Health Manager	Reporting line change to National Manager Immigration Health
Business Analyst	IRB	Immigration Health Manager	Reporting line change to Panel Lead

Proposed New Establishment	Branch	Reporting to
National Manager Immigration Health	IRB	General Manager Immigration Risk and Border
Immigration Manager	IRB	National Manager Immigration Health
<b>Current Vacancies</b>		
*There are currently no vacancies		

## Appendix 4: Change management

After the feedback has been collected and a decision has been announced, a change management process occurs for people in disestablished positions (who are affected by the change), and for people who have had minor changes to their position.

There are three distinct phases to the management of change process:

1. **Reconfirmation** – where you may be reconfirmed into a position that is the same or substantively the same as the one you do now.
2. **Reassignment** – where you may be reassigned to a suitable alternate position where your skills and experience are well matched.
3. **Redundancy** – the final option is when, despite best endeavours to find a suitable alternate position, a person has not been placed into a role within MBIE. Then the redundancy terms and conditions of MBIE’s employment agreements will apply.

In summary, we first work through a reconfirmation process. You may be reconfirmed into a position if:

- The position description is the same, or substantially similar, to the existing position.
- The remuneration is the same or better.
- The position is in the same location (local area) or vicinity.
- You have had a change in reporting line or a minor change in title.
- Terms and conditions are no less favourable.

If you are not reconfirmed into a position, you may be directly reassigned to a vacant position or asked to submit an expression of interest for any remaining new positions as part of the reassignment process.

The reassignment process matches people to a position that matches their skills, experience, and knowledge.

The reassignment process may include an interview and an assessment of:

- Previous / current experience in MBIE.
- Skills and/or competencies for the position.
- Qualifications and experience.
- Previous confirmed performance ratings (if available).

After the reconfirmation and reassignment processes have been completed, we will work with individuals who have not been able to be placed in the new structure to understand their preferences and help them find a new role. Redundancy is our last option.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “contestable reassignment” via an EOI process. In this situation we will use a contestable selection process to determine who is the best fit for the role.

### New positions

All new positions, that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees across MBIE affected by change via an EOI process.

Where the specialised nature of a role requires it to be advertised externally in parallel, this will be specified as part of the proposal and decision pack along with the supporting rationale. First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

### Selection and Expression of Interest Process

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or

- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website.

You will be considered an affected employee if you are permanently employed in a position that is:

- to be disestablished;
- to be changed to the extent that it cannot reasonably be considered to be the same position or a comparable position; or
- subject to a significant location change outside of the current local area.

Please note that you will not be considered affected if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the “same local area” or region).

To participate in an EOI process you will need to submit an EOI form which will ask for the position/s you are interested in and to outline your capabilities and relevant experience against the requirements of the position/s. A CV will be required as part of any EOI submission. You may also provide additional supporting information as part of your EOI, whether this be a Covering Letter, or other additional information such as location preference. However, please note that this is not mandatory.

Once the EOI and/or advertisement period closes, all submissions will be shortlisted against the position criteria (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description. Action will be taken to minimise the number of interviews that any affected employee is asked to attend, i.e., combining panels where appropriate for employees who have an EOI for multiple vacant roles.

For some positions, additional selection tools may be appropriate, including:

- Consideration of employee's length of service within an MBIE position.
- Presentation and/ or role specific testing.
- A reference check from the current people leader.

All applicants will be advised if additional selection tools are required.

### **Selection and Recruitment Timeline**

Timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

### **Redeployment**

If you wish to apply for any other existing MBIE vacancies (i.e., vacancies that are being advertised separately to the change processes), this can be done via the MBIE careers site at any stage of the process.

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description.

### **Review Process**

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to raise any concerns with

your People Leader at the earliest opportunity so these can be worked through with you on a case-by-case basis.

**Process for casual and fixed term employees**

Casual and fixed term employees, by the nature of their employment agreements, will not have access to the change processes set out above.

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection processes and any casual or fixed term employees would then be able to apply.