



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

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**Immigration Health
Immigration Risk and Border**

Decision Document

December 2023

New Zealand Government



Introduction

I would like to express my sincere appreciation for your valuable feedback on the proposed changes for Immigration Health within the Immigration Risk and Border branch. Your insights are instrumental in shaping the direction and success of our initiatives.

The change proposal was released on the 29 November 2023 with the overarching objective of streamlining the structure, fostering enhanced interconnectedness, and implementing effective support measures.

I have considered your feedback, and all submissions were thoroughly considered in the final decision-making process. The overall response has been supportive of the proposals, and your agreement reflects a consensus that the suggested changes will successfully accomplish our goal of streamlining and simplifying structures, all while ensuring the continued provision of effective support.

I know that organisational change can be unsettling, and I would like to thank you for your patience and professionalism as we work through this process. I hope that this document will provide you with a greater understanding of the changes that were proposed, the final decisions, and how they will affect you, your teams.

I am available to discuss any aspect of this decision, as are your people leader, and the PSA.

Ngā mihi nui,

Richard Owen

General Manager Immigration Risk and Border

Our change principles

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)

People centred: We will support our people during consultation and any proposed change. We acknowledge the expertise of our people and will prioritise the wellbeing and care of all people throughout. We will minimise disruption as much as possible.

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.

Minimising the impact on people

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

If you have further questions regarding the decisions in this document 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 / NUPE – National Union of Public Employees)
- The Wellbeing, Health and Safety Team:
(safetyandwellbeing@mbie.govt.nz)
- Employee Led Networks and Wellbeing, Health, and Safety Representatives
- 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 app (Wellbeing, Health and Safety | The move to Groov)
- 1737 – Access Free counselling services from through the national telehealth service.

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How to read this document

Understanding change to your position

You can confirm changes to your position by reading through the final decision for your team and viewing the organisational chart. At the end of the document there is more detail about the confirmed changes to individual positions and new positions.

How this affects you

If the change directly impacts your position, you will receive a letter confirming how you are personally impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position your people leader will discuss the practical timing of these changes with you.

Implementation timeframe

| Activity | Indicative Timeframes |
|------------------------------|-----------------------|
| Final decisions announced by | 22 December 2023 |
| 'Go-live' of new structure | 7 February 2024 |

Summary of Feedback

In summary, there were eight submissions which included seven individual submissions, and one group submission via the PSA.

Overall, the submissions received were supportive of the drivers for change and the proposed structure.

The majority of submissions received were in support of the proposals, especially endorsing the creation of a Panel Management Team and the establishment of another Immigration Manger role. Furthermore, there was recognition of the enhanced development opportunities linked to sharing resources to meet workload demands.

The feedback received was helpful, and highlighted the importance of the work that will need to take place with our kaimahi soon after transition and as part of implementation.

The following pages furnish a summary of the feedback received and highlight key themes, along with an overview of the consideration process and final decisions made.

Your feedback on the proposal for the Immigration Health Change

Overall, the feedback received regarding the change proposal for the Immigration Health team was favourable and supportive of the new structure.

The table below provides a summary of the feedback received, highlighting key themes and associated questions, along with corresponding responses:

| Key Themes / Feedback Summary | Our Response |
|---|--|
| <p>Shared Resources between Health Assessment and Panel Management Team: Concerns have been raised about shared resources between the Health Assessment (HAT) and Panel Management Teams, prompting a request for clarification on roles, shared responsibilities, reporting lines, and selection criteria. Furthermore, there is a proposal to extend the opportunity for shared resources to HAT Immigration Officers. A notable point of consideration is the balance between flexibility and employee welfare.</p> | <p>Utilising Immigration Officers/Senior Immigration Officers from the Health Assessment Team as shared resources in the Panel Management Team aims to efficiently manage variations in workload demands and also offers developmental opportunities. The shared resources' responsibilities will align with the position description of an Immigration Officer/Senior Immigration Officer. It is anticipated that an Expression of Interest (EOI) process will be implemented during peaks in workload, or team members will rotate to gain exposure. The specific ways of working will be determined by the individuals leading the team in the future, and a transparent and fair process will be established. Additionally, development opportunities for both Immigration Officers and Senior Immigration Officers will be carefully considered. The wellbeing and development of our employees are top priorities. They will be informed about the process and actively contribute to shaping our future operations.</p> |
| <p>Panel Lead Position Title: Proposing a change for the new team to be named the "Panel Management Team" and suggesting a modification to the title of the Panel Lead, with options such as "Panel Management Lead" or "Team Leader, Panel Management".</p> | <p>Following the feedback received, a decision has been made to update the Panel Lead position title to Panel Management Lead. This change aligns more accurately with the role's responsibilities, specifically in overseeing the panel network and leading the panel management team. The modification aims to facilitate easy identification by both internal and external stakeholders, empowering the lead and fostering engagement with stakeholders more effectively.</p> |
| <p>Reporting line changes for Business Analyst:</p> | <p>After thoughtful consideration of the feedback received, including from those impacted, a decision has been made to accept the feedback.</p> |

| | |
|--|--|
| <p>The current suggestion involves one position reporting to the Panel Management Lead, while another reports to the National Manager Immigration Health. This arrangement is perceived as potentially creating inequality between the roles, with a perceived advantage to the latter. To address this, it is proposed that both Business Analysts report to the Panel Management Lead, aligning with similar arrangements in the HAT team. This adjustment aims to facilitate resource sharing during project work or cyclical reviews within the broader team. Additionally, there is an emphasis on workload considerations, suggesting that having two BAs under the Panel Management Lead would be more effective.</p> | <p>Consequently, Business Analysts will report to the Panel Management Lead with a primary workload focus on Panel Management. However, Business Analysts will also be required, at times to focus on fluctuations in work demands across the wider team, and it will be expected that their primary focus may change accordingly. This modification ensures equal development opportunities for both Business Analysts.</p> |
| <p>Draft Position Descriptions: We received considerable feedback regarding the draft position descriptions for the Panel Lead and the National Manager Immigration Health roles.</p> | <p>Consideration will be given to the input we have received when finalising these position descriptions.</p> |

Summary of confirmed changes

New positions

| Position title | Reporting line | Branch | Indicative Band |
|-------------------------------------|---|-----------------------------|-----------------|
| National Manager Immigration Health | General Manager Immigration Risk and Border | Immigration Risk and Border | 21 F |
| Immigration Manager | National Manager Immigration Health | Immigration Risk and Border | P |

Repurposed position

| Position title | Reporting line | Branch | Indicative Band |
|-----------------------|-------------------------------------|-----------------------------|-----------------|
| Panel Management Lead | National Manager Immigration Health | Immigration Risk and Border | R |

Disestablished position

| Position title | Reporting line | Branch |
|----------------------------|---|-----------------------------|
| Manager Immigration Health | General Manager Immigration Risk and Border | Immigration Risk and Border |

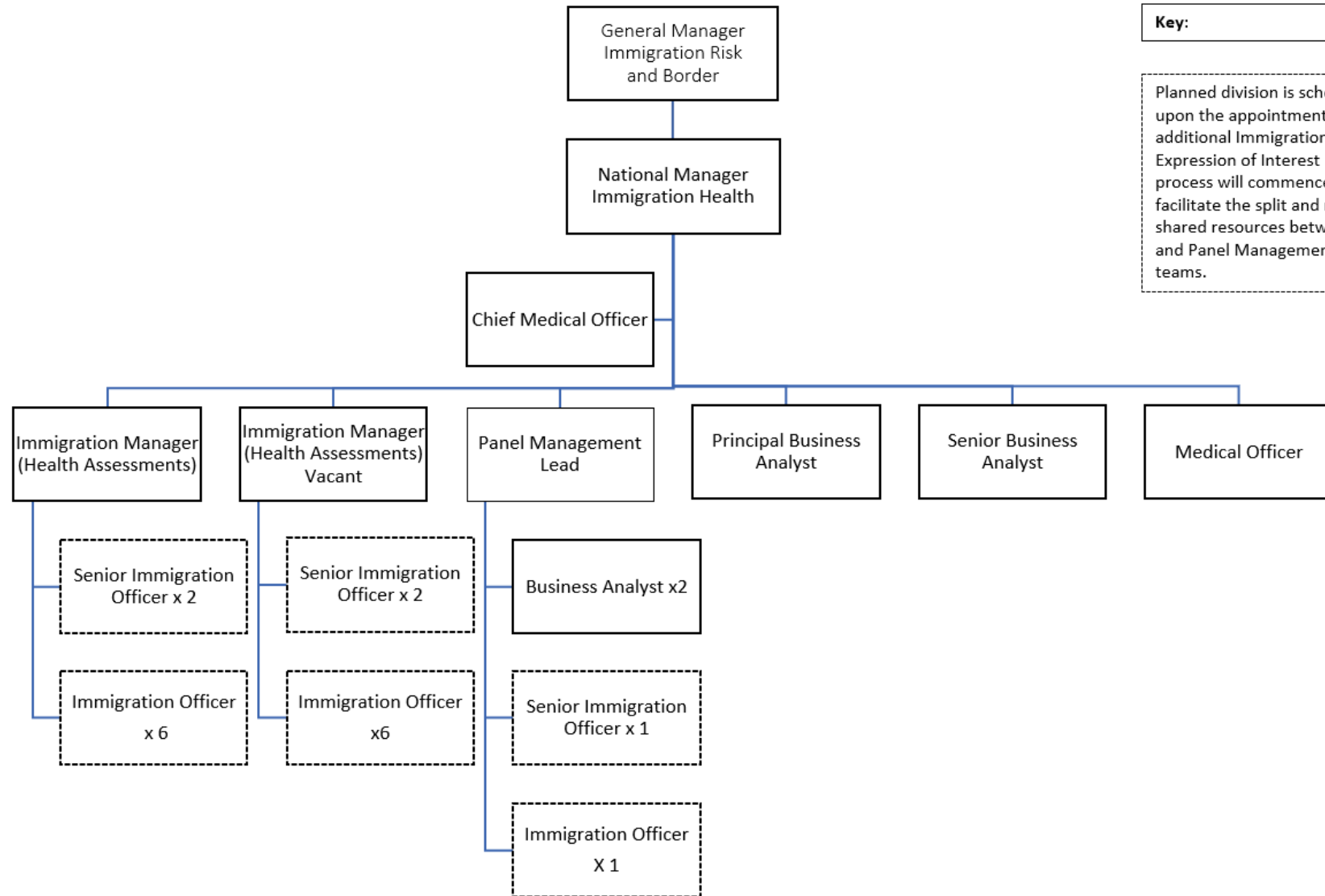
Minor change

| Position title | Branch | Description of change |
|----------------------------|-----------------------------|--|
| Senior Business Analyst | Immigration Risk and Border | Reporting line change to National Manager Immigration Health |
| Chief Medical Officer | Immigration Risk and Border | Reporting line change to National Manager Immigration Health |
| Immigration Manager | Immigration Risk and Border | Reporting line change to National Manager Immigration Health |
| Principal Business Analyst | Immigration Risk and Border | Reporting line change to National Manager Immigration Health |
| Medical Officer | Immigration Risk and Border | Reporting line change to National Manager Immigration Health |
| Business Analyst/s | Immigration Risk and Border | Reporting line to change to Panel Management Lead |

Note: The integration of shared resources between the Health Assessment and Panel Management Team will be considered in the new operating model. Additional discussions with the teams will follow, and a transparent and fair process will shape the path forward. The determination of project work focus and

workload distribution for the impacted teams will be addressed. Upon the appointment of another Immigration Manager, the division of teams will be decided, and employees will be kept informed of the progress. A fair process for expressing preferences will be clearly communicated closer to the time, and the new structure will be updated to accurately reflect the changes.

Confirmed organisational chart:



Key:

Planned division is scheduled upon the appointment of an additional Immigration Manager. Expression of Interest (EOI) process will commence to facilitate the split and manage shared resources between HAT and Panel Management Lead teams.

Embedding change

We want to retain the skills, knowledge, and experience of our kamahi.

In instances where positions are being disestablished, individuals deemed “affected” will receive personalised support as we collaborate on exploring redeployment opportunities. Specifically, for the Senior Business Analysts, An Expression of Interest (EOI) process will commence early next year to facilitate the transformation of one Senior Business Analyst position into a Panel Management Lead role.

All kaimahi impacted by these changes will receive a letter confirming the final decision and what this will mean for them personally.

Once individuals are in their final positions and teams, people leaders will work with their teams to embed the changes and ways of working with their teams.

Appendix A – Change management protocol

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.