



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Ministry of Business, Innovation & Employment

Hīkina Whakatutuki

Review of business and operations support services Chief Operating Officer Immigration and Immigration Risk and Border branches

Proposal for change

November 2023



Introduction

The Preparing MBIE for the Future change decisions for Immigration New Zealand document signalled that further engagement and consideration of the support functions under the Chief Operating Officer Immigration, Immigration Risk and Border and Service Design and Implementation would be managed as part of a second phase of change.

A review of these functions has now been completed and this document sets out proposed changes recommended through the review process. While a great deal of collaboration and thought has gone into the proposed changes outlined in this document, it is only a proposal, and I genuinely want to hear from you before any decisions are made.

The proposed changes focus on simplifying structures and providing effective support to the branches through Business Support teams and the frontline through Operations Support.

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

Stephen Vaughan

Chief Operating Officer Immigration

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.

Contents

Activity	Page
Introduction	2
Providing feedback and indicative timeframes	4
Chapter 1 – Business support team structure	5
Proposal 1 – Disestablish the Business Support Manager (BSM) (COO) which is currently vacant and change reporting lines for positions reporting to BSM (COO) to BSM (VO)	5
Proposal 2 – Scope change for the BSM	6
Proposal 3 – Disestablish the Principal Business Advisor position (currently vacant) and establish a Lead Business Advisor	6
Proposal 4 – Change the reporting line for one Senior Business Advisor from the combined COO Business Support team to the IRB Business Support team	6
Current Business Support organisation charts	8
Proposed Business Support organisation charts	10
Chapter 2 – Operations Support team structure	12
Proposal 5 – Product Services and Contracts team	12
Proposal 6 – Escalations and Complaints team	13
Current Operations Support organisation charts	14
Proposed Operations Support organisation charts	15
Appendix A: Proposed changes to positions	16
Appendix B – Change Process	18
Appendix C – Positions descriptions for proposed new roles – see separate document	

Providing feedback and indicative timeframes

This document sets out proposed changes to the structures of the business support functions under the Chief Operating Officer Immigration (COO) and the General Manager Immigration Risk and Border (IRB) required to support their branches effectively, and the operations support function under the Deputy COO to enable it to support frontline visa operations effectively.

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 COO (outlined in Appendix B).

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

Let us know

The information included in this document reflects the organisational structure to the best of our knowledge on 30 October 2023. If you notice any inconsistencies, please advise your people leader.

Providing feedback

Your feedback is important and will be carefully considered. 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 supportfunctionsfeedback@mbie.govt.nz email address. Please take the time to consider the proposals and share your insights by **4pm, Friday 24 November 2023**.

Once the consultation period has closed all feedback will be carefully considered by the Chief Operating Officer before final decisions are made. The Deputy Secretary will approve final decisions. If the final decision is made to proceed, we will confirm the new structure and the impact on positions.

For further information on the change process and potential impact for yourself, please see the Appendices A and B.

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) / ([NUPE – National Union of Public Employees](http://NUPE-National Union of Public Employees))
- The Wellbeing, Health and Safety Team (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)(can be accessed remotely using your MBIE login details)

Indicative Timeline

Activity	Indicative Timeframes
Consultation starts	Tuesday 21 November 2023
Consultation ends	Tuesday 5 December 2023, 4pm
Feedback reviewed and considered	From Tuesday 4 – Friday 8 December 2023
Final decisions approved	Monday 11 – Friday 15 December 2023
Decisions communicated to teams	By Wednesday 20 December 2023 (earlier if possible)
Proposed commencement of appointment process, EOI processes as applicable and implementation process	From January 2024 <i>Note: Process timelines will take into account Christmas and Annual Leave.</i>
Proposed 'go-live' of new structure	1 February 2024

Chapter 1: Business Support team structure

Business support teams manage corporate and statutory accountabilities for their branch and provide executive, administrative and advisory support.

Preparing MBIE for the Future change decisions for Immigration New Zealand (decision document) resulted in the former Border and Visa Operations (BVO) Business Support team being moved under the COO. For the purposes of this document the two teams in COO branch are referred to as Business Support (COO) and Business Support (VO)

It also resulted in the Business Support team of the former Verification and Compliance branch reducing in size as half went to the new IRB branch and half transferred to Te Whakatairanga Service Delivery to support the Compliance, Investigations, Allocation & Support teams that moved across to that branch. The Border team moved from being part of the previous BVO branch into IRB. At that stage no additional resource was provided to the IRB Business Support team.

It was signalled in the decision document that further engagement and consideration of these support functions would be managed as part of a second phase of change.

The decision document also indicated that resourcing for the Business Support team in Service Design and Implementation (SDI) would be considered as part of the second phase and that the review would identify any border related support being provided in the Business Support (VO) or Operations Support teams that would be more appropriately be carried out by the IRB Business Support team.

The review identified that:

- The Business Support teams reviewed all provided largely similar support with some branch-specific variation.
- SDI is still developing and settling into the new structure and is currently progressing a plan for a change pipeline that will need resourcing which has not yet been defined. The branch is also relatively small and on the cusp of requiring additional support. For these reasons, the issue of administrative and business support for the team will be addressed when this work is further developed.
- Border-related business support work was transferred across from Business Support (VO) to the Business Support team in IRB in July 2023 as part of the implementation of the *Preparing MBIE for the Future change*.

- Operations Support handed over all border-related work after 1 July 2023. This was largely statutory requests and support for “No Surprises”.
- The review undertaken has resulted in the following recommended proposals for change.

Proposal 1 - Disestablish the Business Support Manager (COO) which is currently vacant and change reporting lines for positions in Business Support (COO) to the remaining Business Support Manager role.

Background on proposal and reason for change

Having two teams reporting into the COO was put in as a temporary measure. It has meant:

- The COO has an additional direct report increasing his span of control.
- There has been confusion for the branch and stakeholders about which team to interact with.

Combining the teams will lead to some efficiencies and better facilitate cover/back-up when required.

- Four Personal Assistant/Team Administrator (PA/TA) positions across the one combined team will be able to adequately manage surge and absences.
- Further efficiencies will be gained as the new structure of the wider COO branch and the combined Business Support team becomes settled into an operating rhythm.
- Both teams provide a significant amount of human resources functions currently. This will be refined as the People & Culture Operating Model embeds.

Proposal 2 – Scope change for the one Business Support Manager in the COO branch

Background on proposal and reason for change

- The proposals presented for consultation will result in the Business Support Manager in the COO branch having 11 direct reports.
- The COO Business Support team will provide support to both branches (COO and Visa Operations) so has the largest remit for business support in INZ. The Business Support team provides a full range business support services.
- This change of scope is not deemed significant.
- The establishment of a Lead Business Advisor role is being proposed to reduce the impact on the BSM role.

Proposal 3 – Disestablish the Principal Business Advisor position (currently vacant) and establish a Lead Business Advisor

Background on proposal and reason for change

- Principal Business Advisors generally lead a small Business Support team and report to a General Manager level position. The position description does not describe the role required to support the BSM in the COO branch.
- Establishing a Lead Business Advisor position reporting to the BSM in the COO branch will ensure that the BSM is well supported to be successful with the change of scope and span of control proposed.
- There will also be capacity to provide support to the COO leadership team, including Operations Directors and work with the current Principal Advisor to the COO to support the wider business with respect to high level advice regarding the range of areas under the COO's remit.
- The BSM will focus on leadership of the team and the general management of the branch including:
 - › Accountability for the branch financial and business planning, governance, reporting, business continuity and assurance activities.
 - › Establishing clear accountabilities, expectations and performance standards with direct reports and ensuring regular performance management and development occurs.

- › Coaching and developing the team to meet the needs of the organisation.
- › Developing strategies, work programmes and performance targets, with supporting measurement, monitoring, and reporting mechanisms.
- › Managing expenditure, own cost centre (where applicable) and resources in line with approved guidelines, budget, deadlines, and reporting requirements, with a focus on driving cost effectiveness.
- The Lead Business Advisor will provide support and back-up to BSM, focussing on thought leadership for the team, including:
 - › Identifying strategic issues emerging from external and internal influences, projects and identified opportunities and integrating these into planning.
 - › Delivering business and advisory services to the COO leadership team, to strengthen the overall capability of branch and ensure the quality and consistency.
 - › Overseeing and providing coaching and guidance for SBAs and BAs ensuring that the work is completed to a high standard.
 - › Providing strategic advice on immigration and MBIE-wide issues, working across branches and positioning the branch with key external stakeholders.

Proposal 4 – Change the reporting line for one FTE Senior Business Advisor from the combined Business Support team in COO to the Business Support team in IRB

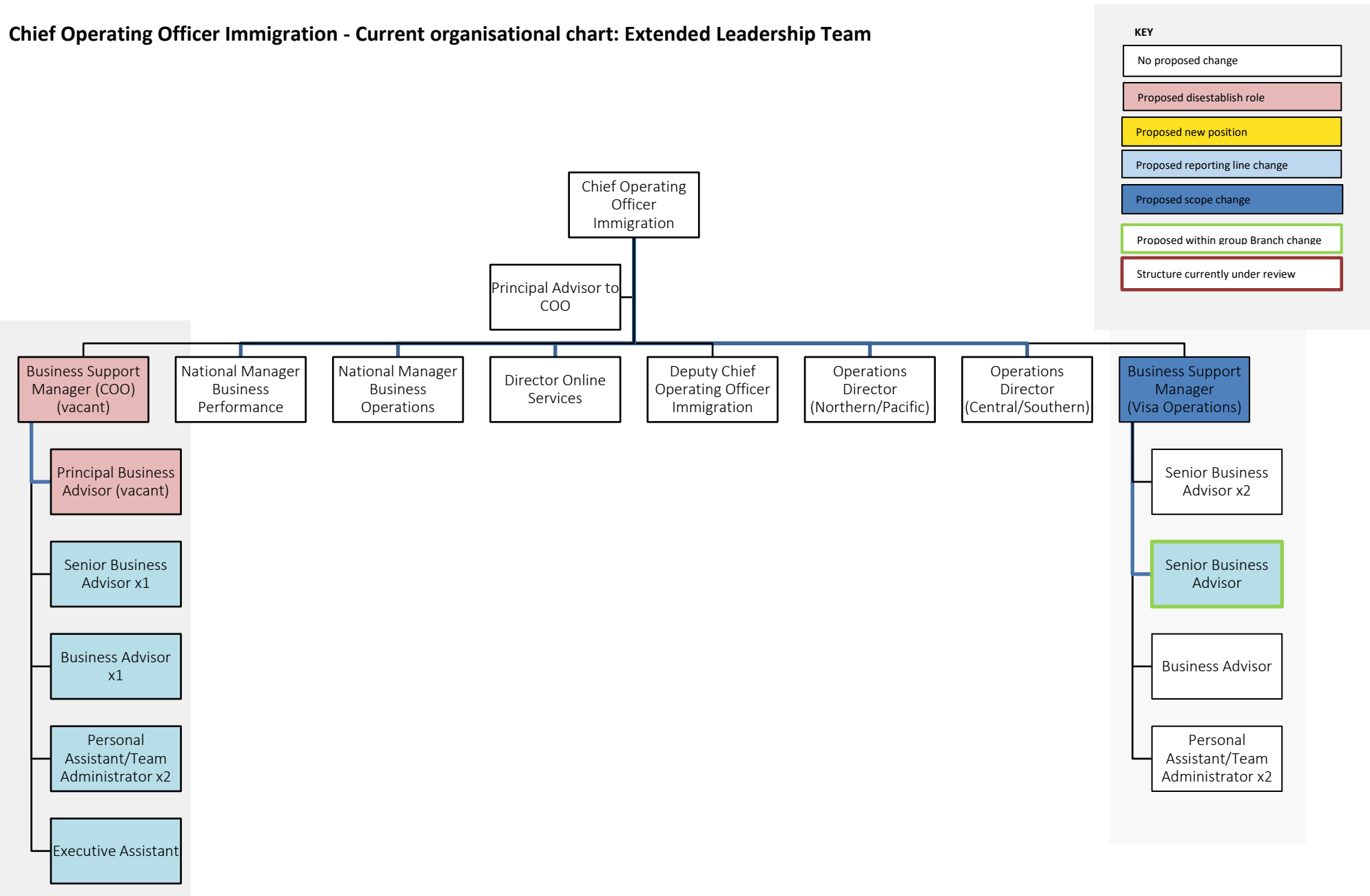
Background on proposal and reason for change

- As of 1 July, the Border team moved into IRB and the business support work was transferred across. At that stage no additional resource was provided to the IRB Business Support team. The Business Support team (VO) has indicated they have some additional capacity since doing this.
- Operations Support handed over all border-related work after 1 July 2023.
- The number of Senior Business Advisors (SBAs) in the proposed combined Business Support team in COO branch is high compared to other Business

Support teams (currently four SBAs when other teams in INZ currently have one). This is justified as their span of accountability covers operational offices as well as head office functions that support the frontline and this increases the complexity of the operating environment.

- Under this proposal the combined Business Support team in the COO branch would still have three FTE Senior Business Advisors. The addition of the proposed Lead Business Advisor will ensure the team is able to effectively support the branch.
- The existing SBAs will have an opportunity to express interest in moving to IRB.
- This proposal means there is a minor change of scope for the Business Support Manager in IRB with one additional position reporting to it.
- The People & Culture team will work with the combined Business Support team in COO to reduce the support required from the Business Support team for human resources functions over time.
- Note that OIAs, PQs and MPOLS for Visa Operations are managed by the Operations Support team and the Business Support team only manages those related to other COO functions.

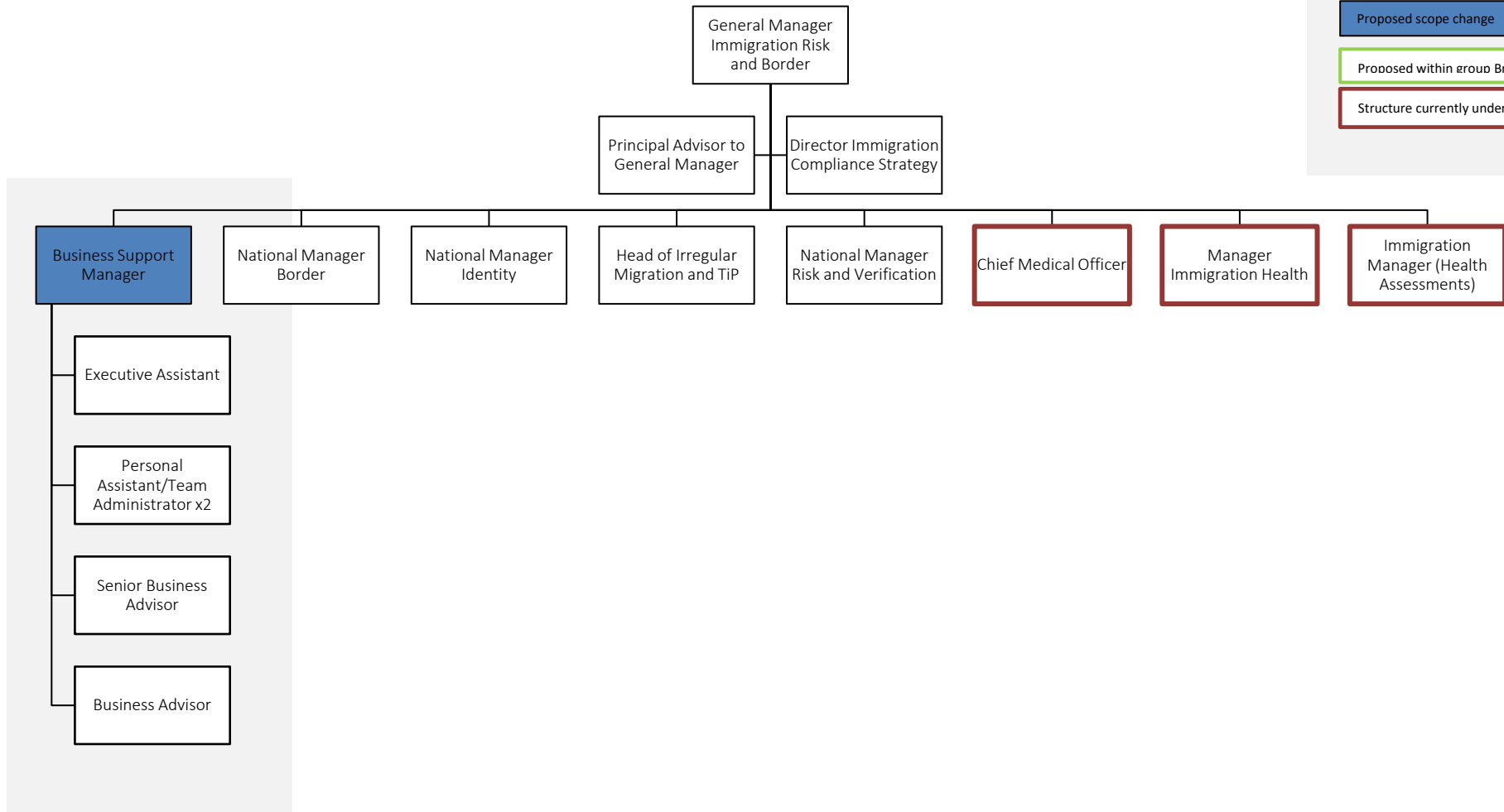
Chief Operating Officer Immigration - Current organisational chart: Extended Leadership Team



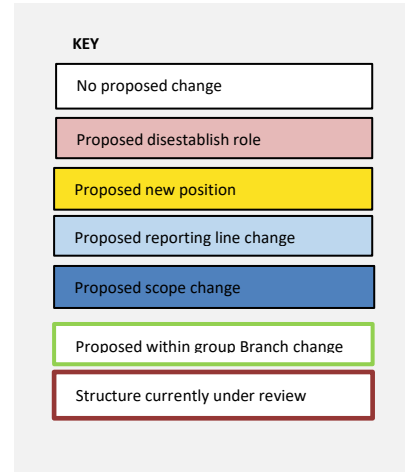
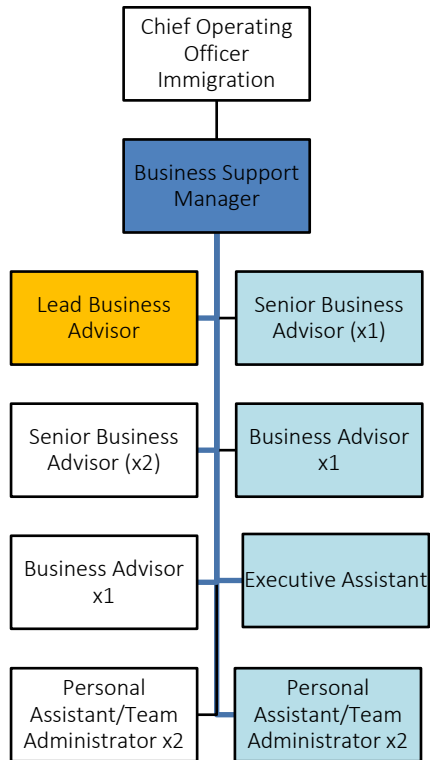
Immigration Risk and Border - Current organisational chart: Extended Leadership Team

KEY

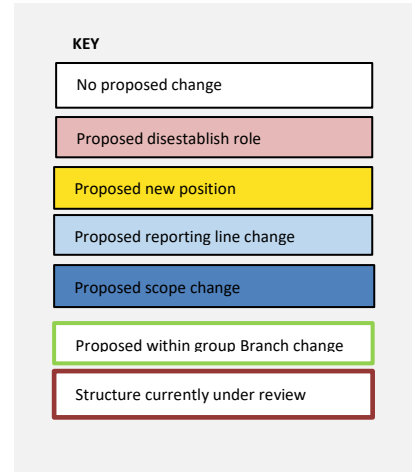
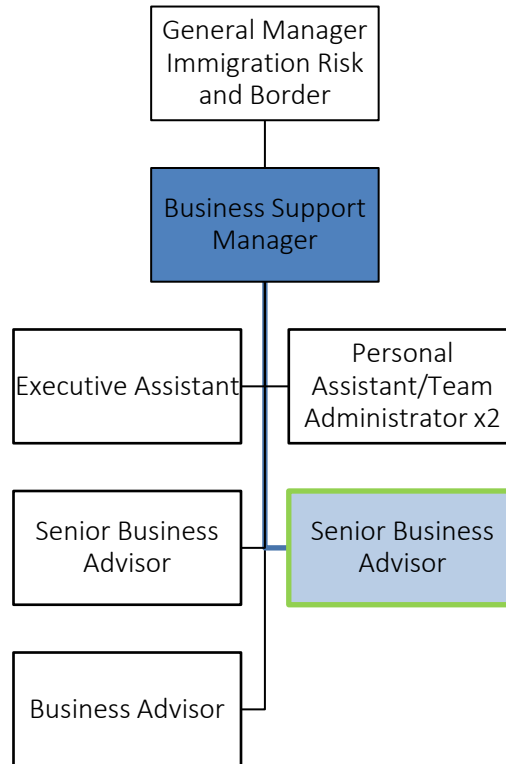
- No proposed change
- Proposed disestablish role
- Proposed new position
- Proposed reporting line change
- Proposed scope change
- Proposed within group Branch change
- Structure currently under review



Chief Operating Officer Immigration – Proposed organisational chart: Business Support Team



Immigration Risk and Border - Proposed organisational chart: Business Support Team



Chapter 2: Operations Support and Product Services and Contracts team structure

The Operations Support team is the central point of contact for the visa operations network. They provide subject matter expertise (SME) input into statutory requests (OIAs etc) and provide SME support to the Directors Visa and Deputy COO. The team presents 'no surprises' topics on behalf of the visa operations network, which may involve considerable research into the background issues, and undertakes follow-up actions as required.

The Escalations and Complaints team, reporting to the Manager Operations Support manage a significant number of escalations related to visa applications.

The small Product Services and Contracts team, reporting to the Deputy COO, manages several key visa operations-related contracts.

The second phase of change review of support functions signalled in the decision document, included Operations Support and Product Services and Contracts teams reporting into the Deputy COO.

The review identified that:

- The Escalations and Complaints team was set up to address an urgent requirement. The permanent positions in the team have only been filled by secondees. There are also several fixed term positions in the team.
- Operations Support handed over all border-related work after 1 July 2023 to the Business Support team in IRB. This was largely statutory requests and support for "No Surprises".
- The review undertaken has resulted in the following recommended proposals for change.

Proposal 5 – Product Service and Contracts team

It is proposed:

- **to disestablish the Manager Product Service and Contracts**
- **to disestablish the Commercial Relationships Senior Advisor**
- **to establish a Commercial Relationships Lead role reporting to the Manager Operations Support**

- **that the Commercial Relationships Advisor has a change of reporting line from the Manager Product Services and Contracts to the Commercial Relationships Lead**
- **that there is a change of scope for the Manager Operations Support with one additional direct report**
- **to rename the team to Contracts team.**

Background and rationale for change

- The Manager Product Services and Contracts reports to the Deputy COO. The work of the team is providing support to the visa operations network and therefore the team can sensibly report to the Manager Operations Support.
- The proposed new position of Commercial Relationships Lead will support the Manager Operations Support, reducing the impact of the proposed additional direct report, by:
 - › Providing leadership/management of the Commercial Relationships Advisor.
 - › Establishing and maintaining strategic relationships with key internal colleagues and external providers and agencies to ensure cost effective and solution focused services are in place to support INZ and our customers.
 - › Overseeing commercial negotiations and contractual arrangements with third party providers for Visa Operations
 - › Overseeing the on-going performance monitoring and audit processes for Visa Application Centres around the globe to ensure INZ's outsourced providers are delivering against contractual requirements and providing value for money for INZ.
 - › Leading the establishment/closure of new Visa Application Centres or new service provisions.
 - › Building and maintaining the Visa Operations relationship with MBIE Procurement to provide support and engagement to Visa Operations and wider INZ colleagues.
 - › Development of relevant procurement plans and business case preparation.

- This team has been operating with two FTE since December 2021. The substantive manager has been seconded as Manager Operations Support since December 2021 and the Commercial Relationships Senior Advisor has been seconded into the Manager Product Services and Contracts position since November 2022.
- The team is generally managing the workload. However, it does have periodic issues with adequate resilience for cover and surge work. Aligning the team under the Manager Operations Support will enable the team, with some upskilling across the Operations Support teams, to have better support and back-up when required.

Proposal 6 – Escalations and Complaints team

It is proposed:

- **to disestablish the 2x permanent Technical Advisor positions**
- **to establish 3x Senior Resolutions Analyst positions**
- **to establish 1x Resolutions Analyst position**
- **to rename the team to Escalations team.**

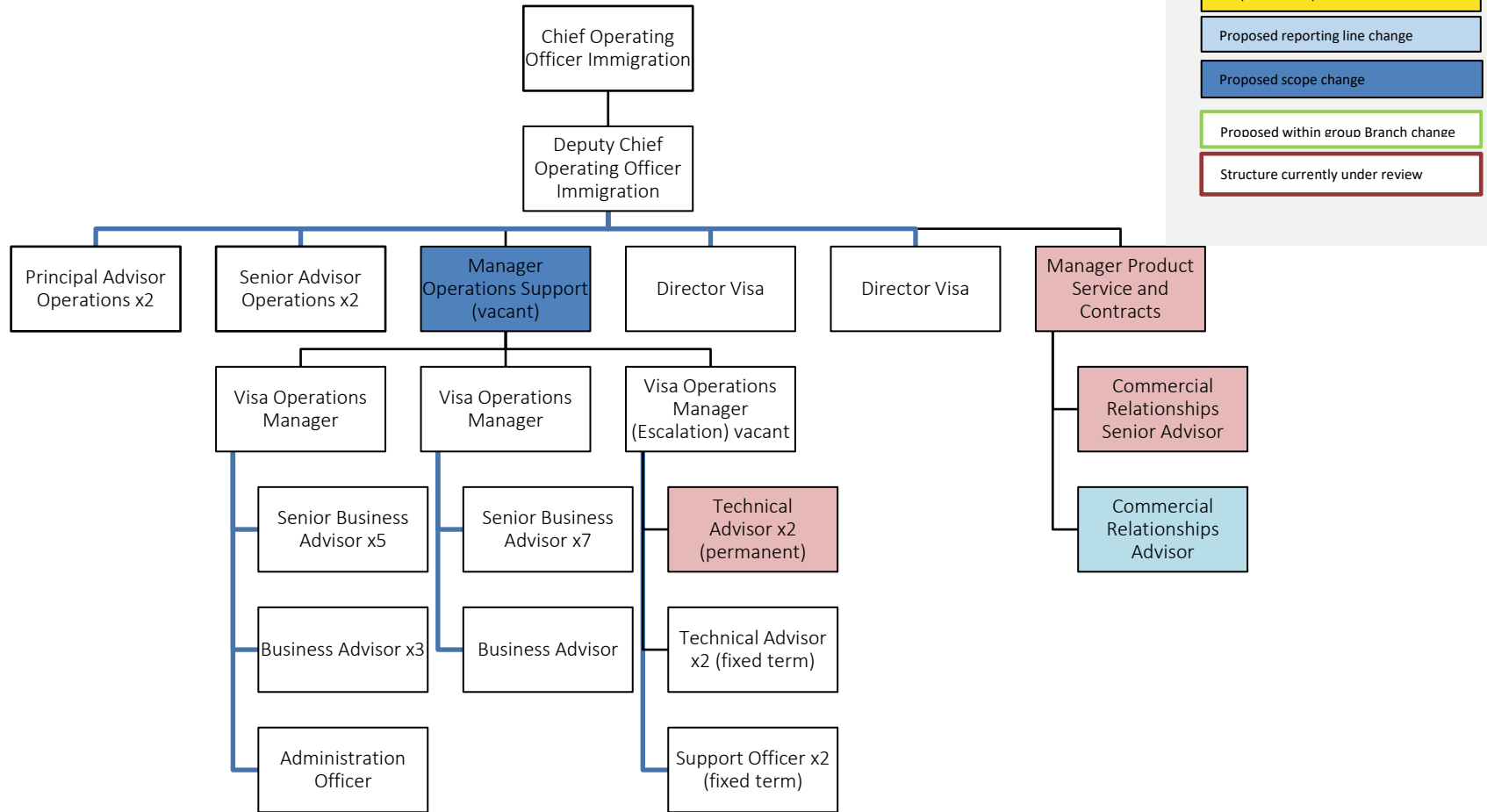
Background and rationale for change

- This is a relatively new team set up to review and manage all priority allocation requests (escalations), replacing the site-specific management of these. The team was also intended to be responsible for the management of complaints (where the application has had no action taken yet) and the management and liaison of ADEPT system issues on behalf of the office network.
- This centralised team supports the frontline by completing work that would otherwise be performed in Visa Operations. It provides a consistent approach, centralised guidance and reporting/insights about what is happening across the system. The COO will be considering the future resourcing of the Escalations team outside of this change process.
- Currently the permanent positions in this team are the Visa Operations Manager (VOM) and two Technical Advisors (TAs). These are all filled on a temporary basis. The four other positions (two Technical Advisors and two

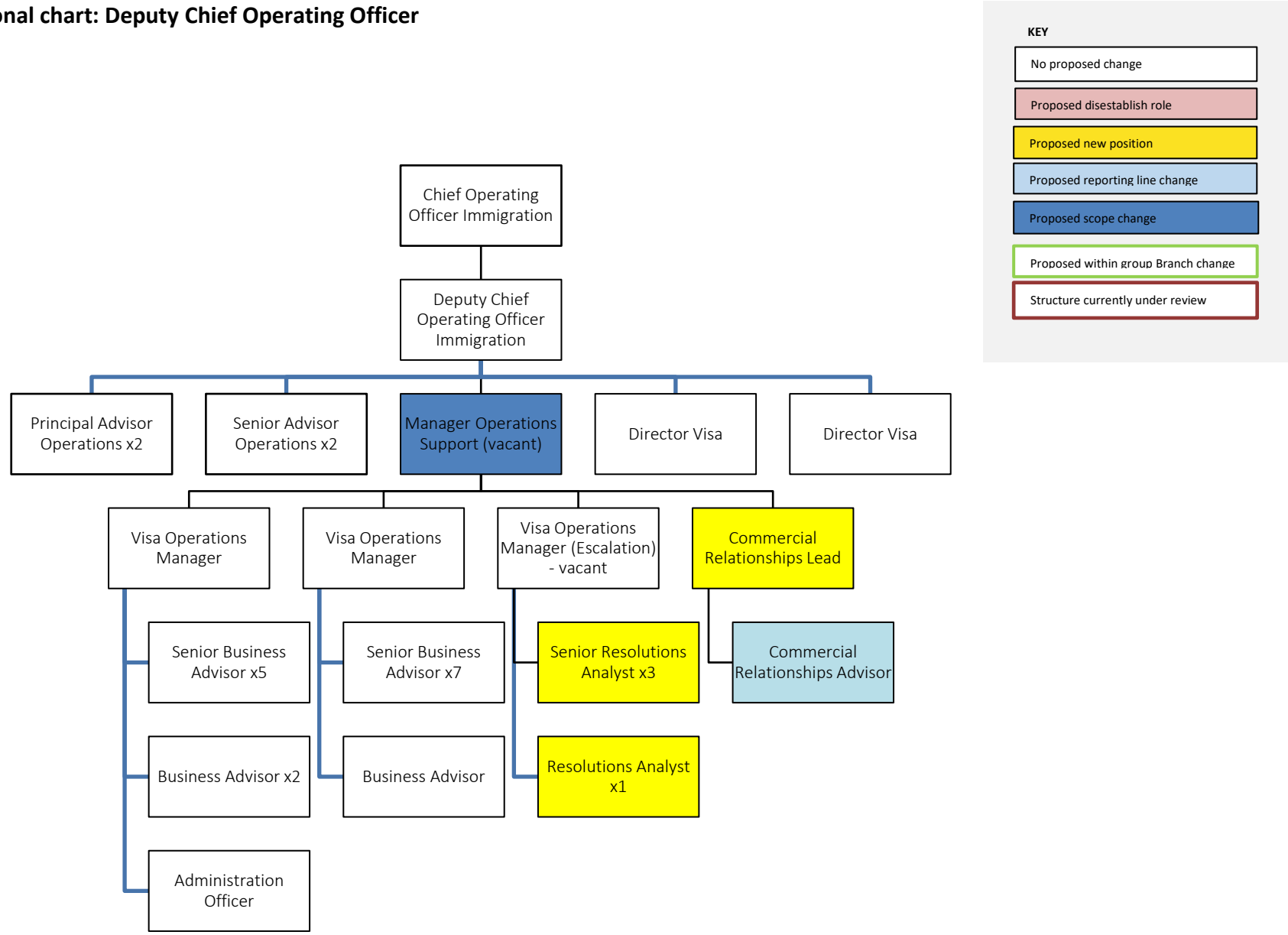
Support Officers) in the team are all fixed term or secondments in. All these temporary arrangements are due to end over the next few months.

- The size of the permanent team is not sufficient to do the work required. They are currently focused on escalations only and, with the fixed term positions, handle a significant number each month. This proposal puts as much resource as available into creating additional roles for this team.
- The team was set up quickly and it has subsequently been determined that Technical Advisor and Support Officer roles are not the best fit for the team. The work of the team is more aligned to that of Senior Resolutions Analysts and Resolutions Analysts in the Complaints team in the Assurance branch and the Immigration Resolutions team in the Associate Deputy Secretary Immigration branch.
- The name of the team does not reflect that the team does not handle complaints. There is also some confusion with the Complaints team in the Assurance branch. Therefore, it is proposed to rename the team to Escalations team.
- The proposed new positions will contribute to the future intent of the team to:
 - › Provide advice and support for INZ’s escalation handling process, including some quality assurance.
 - › Gain insights to customer needs by reviewing escalations and considering whether there are opportunities for process improvements. Working with the wider Escalations team to highlight these to INZ management through regular reporting to inform opportunities to benefit the customer and improve the INZ system.
 - › Effectively manage a caseload of escalations to ensure continuous workflow in accordance with expected timeframes.

Current organisational chart: Deputy Chief Operating Officer



Proposed organisational chart: Deputy Chief Operating Officer



Appendix A - Proposed changes to positions

Proposed disestablished positions:

Position Title	Branch	Reports to	Proposed change
Business Support Manager (COO) (vacant)	COO	COO	Disestablish
Principal Business Advisor (vacant)	COO	Business Support Manager	Disestablish
Manager Product Services and Contracts	COO	Deputy COO	Disestablish
Commercial Relationships Senior Advisor	COO	Manager Product Services and Contracts	Disestablish
Technical Advisors x2 (filled by secondees)	COO	Visa Operations Manager	Disestablish

Proposed new positions:

Proposed New Position title	Indicative salary band	Branch	Future manager
Lead Business Advisor	V	COO	Business Support Manager
Commercial Relationships Lead	V	COO	Manager Operations Support
Senior Resolutions Analysts x3	L	COO	Visa Operations Manager
Resolutions Analysts x1	J	COO	Visa Operations Manager

Other proposed changes:

Position Title	Branch	Proposed changes
Business Support Manager	IRB	Change of scope
Business Support Manager	COO	Change of scope
Manager Operations Support	COO	Change of scope
Senior Business Advisor (x1) **	COO	Within branch reporting line change from Business Support Manager to Business Support Manager
Business Advisor (x1)	COO	Within branch reporting line change from Business Support Manager to Business Support Manager
Executive Assistant (x1)	COO	Within branch reporting line change from Business Support Manager to Business Support Manager
Personal Assistant/Team Administrator (x2)	COO	Within branch reporting line change from Business Support Manager to Business Support Manager
Senior Business Advisor (x1) **	COO	Reporting line change from Business Support Manager in COO branch to Business Support Manager, IRB
Commercial Relationships Advisor	COO	Reporting line change from Manager Product Services and Contracts to Commercial Relationships Lead

** Note: all existing full-time SBAs in the COO branch will have an opportunity to express interest in moving to IRB.

Appendix B – Change management process

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.