



**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***

Decision Document

December 2023

New Zealand Government



## Introduction

I would like to personally thank you for your feedback on the proposed changes for the support functions for the Chief Operating Officer and Immigration Risk and Border branches.

The change proposal released on 21 November 2023 set out to simplify structures and provide effective support to the branches through Business Support and Operations Support teams.

I have considered your feedback, and all submissions were taken into account in making final decisions. Overall, there was support for the proposals and you agreed that the proposed changes will achieve our focus on simplifying structures. However, it was questioned whether there would be sufficient resource to meet volumes in Operations Support area.

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 is your people leader, and the PSA.

Ngā mihi nui,

**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.

### *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](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))
- 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 confirmed	Wednesday 20 December 2023
Expressions of interest (EOI)	Submissions open 22 - 26 January 2024 EOI consideration and decision w/c 29 January 2024  <i>*decisions on EOIs will not be made until the outcome of the recruitment process for the Lead Business Advisor is known</i>
Recruitment and selection of new positions	Lead Business Advisor recruitment timeframes will run concurrently with the permanent Senior Business Advisor EOI process.  All recruitment for other new positions will be managed by the respective manager starting from January 2024.
'Go-live' of new structure	14 February 2024

## Summary of Feedback

In summary, there were twelve submissions which included eight individual submissions, four team 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, in particular combining the Business Support teams, moving the Product Services and Contracts team into Operations Support.

Other key themes included:

- the scope and title of the Lead Business Advisor
- the timing of the EOI process outcomes for the Senior Business Advisors and the transfer of an FTE to Immigration Risk and Border
- the distribution and clarity of work across leader support positions
- scope of the Operations Support proposed changes
- The roles proposed for the Escalations team
- Resourcing levels and the ability to scale at pace within Operations Support.

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 provide a summary of feedback specific to each proposal, the consideration of the feedback and final decisions.

# Your feedback on the proposals for Chapter 1 - Business Support

Feedback was supportive of the proposal to combine both Business Support teams into one team under one Business Support Manager with the support of a Lead Business Advisor. Overall, it was viewed as providing sufficient resource to support across both COO and Visa Operations branches, reducing confusion and increasing development opportunities for Business Support team members in the COO branch.

Feedback or questions relating to specific detail is provided in the table below. The following table summarises feedback we received about proposals 1 – 4.

Feedback themes	Response
<p><b>Lead Business Advisor</b> We received multiple submissions on the title of the Lead Business Advisor. In general, it was believed that introducing a Lead Business Advisor would be confusing as this is not a common position across Immigration New Zealand (INZ).</p> <p>We also received feedback the position description for the Lead Business Advisor was unclear and clarity of tasks are required, especially in relation to picking up tasks of the disestablished Business Support Manager (COO). It was recommended that the position description be rescoped to determine which areas of the business it will support.</p>	<p>During the Striking the Balance realignment in 2019 the position Principal Business Advisor position was established. The function of this role was to support the Business Support activities of branches that were smaller in sized or with less complexity. The focus of the Principal Business Advisor is different to the proposed Lead Business Advisor and there would be confusion between the two roles if they had the same position title. 'Lead' is also a common naming convention used across INZ and MBIE. It is important to keep the distinction between the different positions within the Business Support model, and as this is a new position being introduced due to the span of control of the Business Support team in the COO branch, the decision has been made to retain the position title Lead Business Advisor.</p> <p>The Business Support Manager will be accountable for the management of Business Support functions across both COO and Visa Operations. Similarly, the Lead Business Advisor will support the Business Support Manager across both branches and will provide senior level peer support to members across the team. The purpose of a position description is to list the areas of responsibility of the role as opposed to individual tasks. This level of detail should be informed as a part of normal team management activity which is the responsibility of the Business Support Manager with engagement with the team. We believe the position description sufficiently reflects the areas of responsibility required.</p>
<p><b>Refinement of P&amp;C functions</b> There was interest to know what HR functions are proposed to be moved over time.</p>	<p>The <i>Preparing MBIE for the Future</i> changes that were implemented 1 July 2023 moved our ways of working as an organisation to better utilise the skills, experience and capabilities of our groups and centres of expertise. INZ refined its focus on its core role in the immigration system and the four key services that only INZ can deliver. This change placed a greater reliance of MBIE centres of expertise.</p> <p>The Business Support teams and the P&amp;C Business Partnering teams enable our leaders, but they have very different roles and responsibilities. The P&amp;C Business Partnering team</p>

	<p>provides specialist people and culture advice and support which considers consistent practice across INZ and MBIE. The role of the Business Partnering team is to partner with our tier 3 leaders and their leaderships teams to provide consistent expertise across a range of people activity such as remuneration, leadership, capability building, employment relations and change.</p> <p>The Business Support teams support leaders with some of the coordination in relation to human resources functions, for example leaders may delegate some responsibilities to the business support team in relation to the PeoplePortal or liaising with PeopleHub. Business Support also plays a key coordination role in the current CAPP process. There will need to be a close working relationship between P&amp;C and the Business Support team to enable key processes.</p>
<p><b>EOI process</b> Request that the EOI process for the Senior Business Advisor role takes into consideration the timing of the recruitment of the Lead Business Advisor.</p>	<p>The recruitment for the new Lead Business Advisor will likely be run concurrently with the EOI process.</p> <p>Please be assured that decisions on the Senior Business Advisor EOI will not be made until the outcome of the recruitment process for the Lead Business Advisor is known.</p> <p>Should the Lead Business Advisor be appointed from outside of the current Business Support team then the process to move one full time Senior Business Advisor to Immigration Risk and Border would continue per the EOI process.</p>
<p><b>Leader support positions</b> Clarification of reporting line of the PA/TA position based out of Wellington.</p> <p>The distribution of work across the four PA/TA positions was raised and recommended that this be reviewed to distribute work evenly across the four positions.</p> <p>There was concern with a combined team this might result in additional tasks for the EA. Understanding and clarity of tasks for the EA outside current responsibilities, if the teams were to be combined, was requested.</p>	<p>There was no proposed change of reporting line for the PA/TA position based outside of Wellington.</p> <p>When the Operations Director positions were established, there was a deliberate decision that each position would have a dedicated Personal Assistant due to the requirements and demand on those two positions, that is separate to the support activities based in site. There is no intention to redefine the responsibilities of these positions as a part of this change. However, a benefit of combining the two teams is there will be better ability to manage surge and absences across the team. Any adjustments of this nature are the responsibility of the Business Support Manager who will be accountable for the management of Business Support functions across both COO and Visa Operations.</p> <p>Combining the two Business Support teams should not have a bearing on the responsibilities of the EA position as the focus of this role is to support the Chief Operating Officer. Any concerns about role clarity and responsibility should be worked through with members of the team with the support of the Business Support Manager.</p>

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**Bringing the two teams together**

It was noted that the two Business Support teams operate separately. You asked questions around what the plan is to bring the two teams together, including communications to the wider business about how the functions will be combined.

There will naturally be some activity required in joining the two teams into one which will be led by the Business Support Manager now that the role and joining of the two teams has been confirmed.

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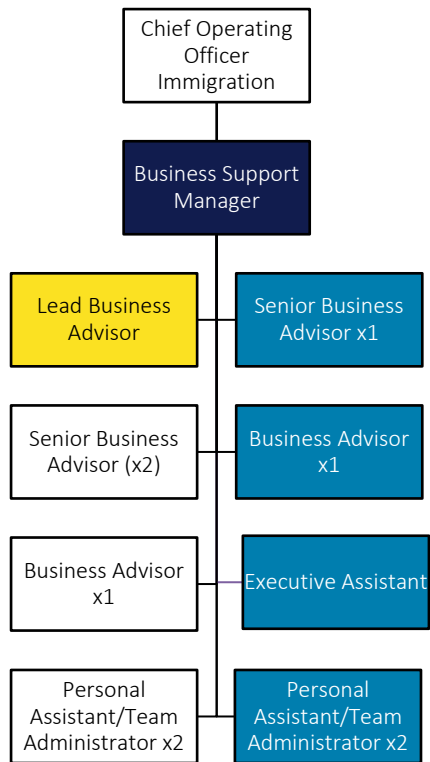
Following feedback, the following decisions have been made.

### **Confirmed changes**

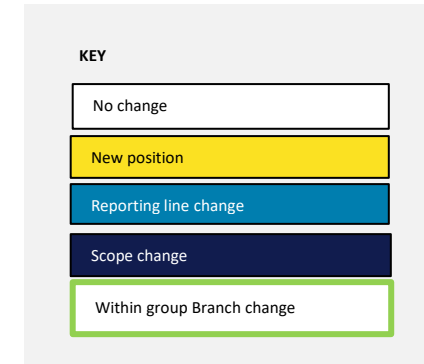
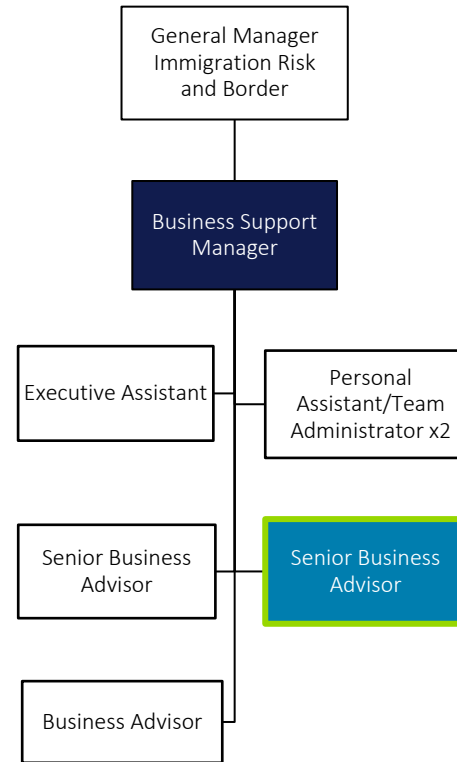
1. The two Business Support teams in the COO branch will be combined.
2. The Business Support Manager (COO) is disestablished (currently vacant).
3. Positions reporting to the Business Support Manager (COO) will have a change of reporting line to the Business Support Manager of the combined team.
4. There is a change of scope for the Business Support Manager managing the combined teams in the COO branch.
5. The Principal Business Advisor position reporting to the BSM (COO), which is currently vacant, is disestablished.
6. A Lead Business Advisor position reporting to the BSM of the combined team is established.
7. The Business Support Manager (IRB) has a minor scope change with the addition of an additional position.
8. The reporting line for one FTE Senior Business Advisor will change (after an EOI process) from the combined Business Support team in COO to the Business Support team in IRB.

## Confirmed organisational chart: Business Support teams

### Chief Operating Officer



### Immigration Risk and Border





## Your feedback on the proposals for Chapter 2 - Operations Support and Product Services and Contracts

The majority of feedback was positive in relation to the proposed changes and the benefit to the to the front line was obvious. Feedback relating to specific points of the proposal is detailed in the table below. The following table summarises feedback we received about proposal 5 and 6.

Feedback themes	Response
<p><b>Product Services and Contracts team</b> The feedback we received regarding proposal for this team was supportive and it was considered a natural fit for the Product Services and Contracts team to sit within the Operations Support team. The reduction of the team by one position was noted as feedback was provided that workload can often exceed capacity.</p> <p>There was also concern that there would be no career progression within the team if the Senior Advisor were to be disestablished as the step between Advisor and Commercial Relationships Lead was considered too big of a step.</p>	<p>By including the Product Services and Contracts roles formally under the Operations Support team, the Manager now has wider ability to surge in support from across the wider team as required. From the understanding of the current requirements on this team on average throughout the year, two positions are deemed enough.</p> <p>Career development and progression is often not linear. Another benefit of including the Product Services and Contracts roles under the Operations Support team is the potential to upskill across the different roles and mahi. While this team may have a different focus there will be transferable skills and different perspective that can be developed would be beneficial to bring back into a chosen specialisation. We are lucky here at MBIE that there is a wealth of potential internal opportunities across our various and diverse groups.</p>
<p><b>Resolutions Analyst positions in the Escalations team</b> We received mixed feedback in relation to the proposal of Resolutions Analysts in the team. On one hand we received feedback that the position description appeared to align with the mahi. However, there was also a case made for the retention of Technical Advisors in the team for reasons of:</p> <ul style="list-style-type: none"> <li>• kaimahi mobility and talent pools</li> <li>• subject matter expertise growth and connection</li> <li>• CAPP progression and consistency</li> </ul> <p>The parity of the banding between Resolutions Analyst positions and Technical Advisor positions was raised considering kaimahi in the team come with strong visa operations experience and knowledge across a breadth of visa application streams.</p>	<p>At the time the team was created the scope of the team was expected to have a broader remit than is required going forward. Initially it was the recommendation of the Incident Management team this team would have responsibility for reviewing all priority allocation requests, complaints (where the application has had no actions taken) and the management and liaison of ADEPT system issues. This scope required sound knowledge and experience of visa operations.</p> <p>INZ now has a clearer understanding of the business need and support required from this team. The future need and intent for this team is to:</p> <ul style="list-style-type: none"> <li>• review escalation requests and where the agreed criteria are met, escalate for allocation in the processing network.</li> <li>• contribute insight from a centralised and consistent overview of the escalations process to inform opportunities to benefit the customer and improve the INZ system and process improvements.</li> </ul>

	<p>The function of the escalations team is different from the practice lead function in the processing network. The technical decision making is still the responsibility of the site once a determination is made by the escalations team. Therefore, the role of technical advice is not the right fit for this team. Considering the function of the team, the role of resolutions analytics is more appropriate.</p> <p>Noting that the technical decision making is the responsibility of the processing network the banding of the Resolutions Analyst positions is correct.</p>
<p><b>Appropriate Escalations team</b> A suggestion was put forward that Senior Immigration Officers should be able to move directly to a Senior [Resolutions Analyst] position as it is a possibility for Senior Technical Advisors to move into Senior Business Advisor role.</p> <p>We received feedback regarding the composition of the team (3 Seniors and 1 Analyst seemed unbalanced) and in order to retain the escalations volume on behalf of the network 6 roles in total would be required.</p>	<p>All appointments to Senior Business Advisor positions are made according to MBIE’s recruitment policy and guidelines. All MBIE kaimahi can apply for advertised position regardless of their current position. Incumbents are appointed on merit and suitability for the role.</p> <p>Visa Operations highly values the centralisation of the escalations functions as it provides efficiency within in the network by freeing up sites to concentrate making visa decisions. Having considered the feedback, I have decided the Escalations team would benefit from an additional two Resolutions Analyst positions to ensure it has the capacity and capability to continue to provide operational support to the network.</p>
<p><b>Operations Support team</b> It was noted that resourcing in Operations Support should be proportionate to visa volumes and that the team should have the ability to scale at pace, if required. Fixed term positions for short term resourcing needs were suggested.</p> <p>Incorrect position count in proposed organisational chart for Deputy Chief Operating Officer:</p> <ul style="list-style-type: none"> <li>• not showing the third Director Visa and team</li> <li>• incorrect team numbers under the left-hand Visa Operations Manager.</li> </ul>	<p>Current resourcing is considered sufficient. As with any team, resourcing requirements will fluctuate overtime and the leadership team will continue to manage this. It is part of the leadership challenge to think broadly with regard to the way work is arranged and volume is met.</p> <p>The arrangement with the third Director Visa and team is temporary and not a permanent part of the COO structure. As such there was a deliberate decision not to represent this in the chart.</p> <p>We apologise for the incorrect team numbers. This has now been corrected.</p>
<p><b>Deputy Chief Operating Officer support</b> Concern was raised that the proposed number of direct reports to the Deputy Chief Operating Officer was too big.</p> <p>The question was also asked why the Principal and Senior Advisor positions reporting to the Deputy Chief Operating Officer were not included in the change process. Some people see these roles as doing the same function and mahi as other Operations Support roles. Suggestions were put forward that these positions should be integrated into the Operations Support team, where the additional senior resourcing could support capacity across the two teams and the Principal Advisors could provide high level support to the Manager</p>	<p>A span of control of seven direct reports is considered within reasonable and best practice.</p> <p>Whilst some of the work they do may be similar to work being done in Operations Support, the Principal and Senior advisory positions also complete functions outside of the work of the Operations Support team. The work of the DCOO is broader than just that of the Operations Support team; these positions support the DCOO to retain coverage over the breadth of its responsibilities.</p>

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Operations Support, while continuing to support the Deputy Chief Operating officer as needed.	
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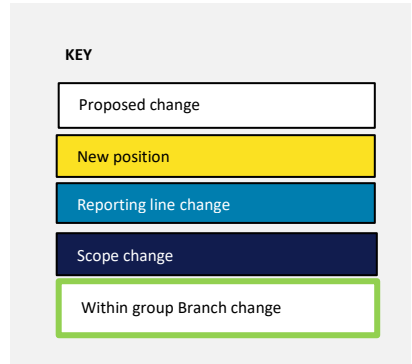
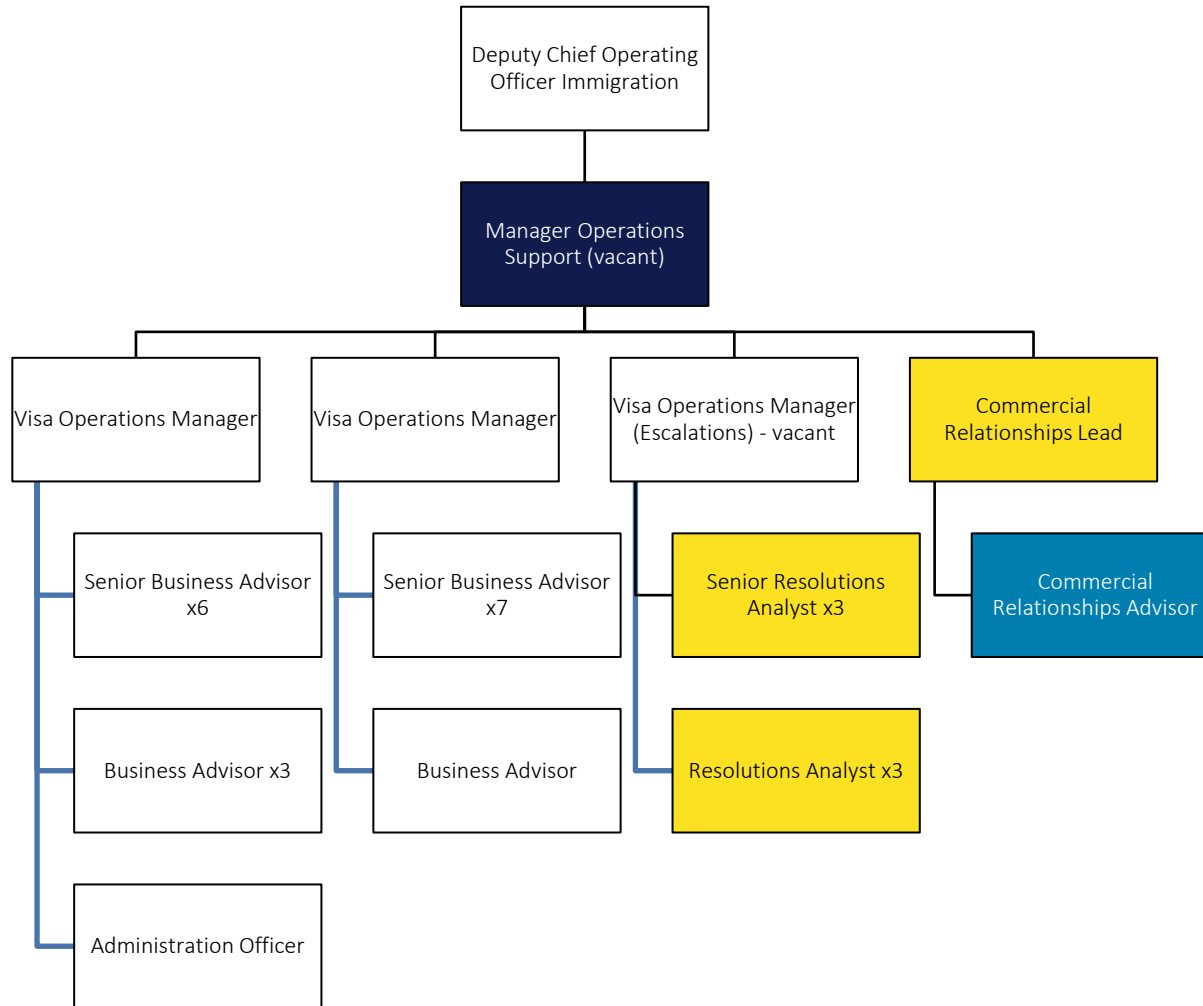
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Following feedback, I can confirm the following changes.

### **Confirmed changes**

1. The Manager Product Service and Contracts is disestablished.
2. The Commercial Relationships Senior Advisor is disestablished.
3. A Commercial Relationships Lead role reporting to the Manager Operations Support is established.
4. The Commercial Relationships Advisor has a change of reporting line from the Manager Product Services and Contracts to the Commercial Relationships Lead.
5. There is a change of scope for the Manager Operations Support with one additional direct report and the inclusion of the Commercial Relationships function.
6. The Product Services and Contracts team is renamed to the Contracts team.
7. 2x permanent Technical Advisor positions in the Escalations and Complaints team are disestablished.
8. The Escalations and Complaints team is renamed to the Escalations team.
9. 3x Senior Resolutions Analyst positions are established in the Escalations team.
10. 3x Resolutions Analyst positions are established in the Escalations team.

## Confirmed organisational chart: Operations Support



## General feedback

Feedback themes	Response
<p><b>Timeframes</b> We received feedback that it took too long to progress this change process and the delay has coincided with Christmas and holiday leave. There was not enough time to go through position descriptions and documentation to fully understand the proposed changes.</p>	<p>I acknowledge that it took longer than would have been ideal to consult on the proposed change. It is standard practice to run consultation over a two-week period and we tried to ensure that all kaimahi had given reasonable time to consider the proposal and give feedback. Where applicable we briefed kaimahi prior to leave arrangements. The EOI and recruitment timeframes will begin in 2024 and will accommodate any leave planned.</p>
<p><b>Consultation</b> Feedback was provided that consultation was not wide enough and teams whose mahi is closely connected to teams contained within the proposal should have been consulted.</p>	<p>The focus of this proposal to simplify structures and provide effective support to the branches (COO, Visa Operations, IRB) through the Business Support and Operations Support teams. We worked closely with impacted teams to review their needs and challenges. The review informed the extent of consultation required and given the scope of the review outcome we believe that the level of consultation was right for the scope of changes proposed.</p> <p>INZ is continuously reviewing and refining the way teams work together and support each other and leadership teams are constantly working together to understand the respective needs and implications of teams whose mahi is closely connected.</p>

## Embedding change

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

Where positions are being disestablished, individuals are deemed to be ‘affected’ and we will work with those kaimahi individually regarding redeployment opportunities. For the Senior Business Advisors in the Business Support team an EOI process will commence next year to give effect to the transition of one position into the Immigration Risk and Border team. Kaimahi impacted by these changes will receive a letter confirming the final decision and what this will mean for them personally and next steps.

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.

## Summary of confirmed changes

### Disestablished positions

Proposal	Position title	Reporting line	Branch
1	Business Support Manager (COO) (vacant)	COO	Chief Operating Officer
3	Principal Business Advisor (vacant)	Business Support Manager	Chief Operating Officer
5	Manager Product Services and Contracts	Deputy COO	Chief Operating Officer
5	Commercial Relationships Senior Advisor	Manager Product Services and Contracts	Chief Operating Officer
6	Technical Advisors x2 (filled by secondees)	Visa Operations Manager	Chief Operating Officer

### New positions

Proposal	Position title	Reporting line	Branch	Indicative band
3	Lead Business Advisor	Business Support Manager	Chief Operating Officer	V
5	Commercial Relationships Lead	Manager Operations Support	Chief Operating Officer	V
6	Senior Resolutions Analysts x3	Visa Operations Manager	Chief Operating Officer	L
6	Resolutions Analysts x3	Visa Operations Manager	Chief Operating Officer	J

### Minor change

Proposal	Position title	Branch	Description of change
4	Business Support Manager, IRB	Immigration Risk and Border	Transfer of 1 FTE
2	Business Support Manager, COO	Chief Operating Officer	Change of scope
5	Manager Operations Support	Chief Operating Officer	Change of scope and transfer of 2 FTE
2	Senior Business Advisor (x1)	Chief Operating Officer	Within branch reporting line change from Business Support Manager to Business Support Manager
2	Business Advisor (x1)	Chief Operating Officer	Within branch reporting line change from Business Support Manager to Business Support Manager

Proposal	Position title	Branch	Description of change
2	Executive Assistant (x1)	Chief Operating Officer	Within branch reporting line change from Business Support Manager to Business Support Manager
2	Personal Assistant/Team Administrator (x2)	Chief Operating Officer	Within branch reporting line change from Business Support Manager to Business Support Manager
4	Senior Business Advisor (x1)	Immigration Risk and Border	Reporting line change from Business Support Manager in COO branch to Business Support Manager IRB. <i>* determined following the EOI process</i>
5	Commercial Relationships Advisor	Chief Operating Officer	Reporting line change from Manager Product Services and Contracts to Commercial Relationships Lead

## 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.