



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

Ministry of Business, Innovation & Employment

Hīkina Whakatutuki

MBIE Intelligence Collections capability

Proposal for change

17 January 2024

New Zealand Government



Introduction

Kia ora koutou,

MBIE Intelligence (MI) has had significant success since its *Kākāriki* transformation programme in 2022 and the subsequent launching of a new structure, strategy (Rautaki) and operating model (Mōhiotanga) in 2023. Since then, MI has focused on expanding its service offerings to new customers, strengthening systems and processes, and developing capability in key areas such as regulatory intelligence and intelligence impact.

MI's operating environment has changed significantly since *Kākāriki*. Increasingly, New Zealand government officials working in 'the field' are exposed to critical health and safety risks which require careful and deliberate management. Moreover, government agency information gathering activities are coming under increased scrutiny, and there are high expectations that agencies carrying out such activities do so in a way that manages risk effectively and would be considered proportionate and reasonable.

MBIE's organisational model has also continued to evolve, with the recent move of Immigration Compliance and Investigations into Te Whakatairanga Service Delivery (TWSD) last year presenting some alignment opportunities that did not exist when *Kākāriki* was initiated in 2022.

In the face of these environmental changes, we have taken a fresh look at MI's Collections capability to consider whether any changes should be made. We believe that the changes we are proposing in this consultation document will ensure that MI's Collections capability is best placed to fulfil its mandate, manage risks appropriately, operate effectively and efficiently, and is positioned to deliver to MBIE requirements over the longer term.

We are keen to test the proposed changes with you and any feedback you provide as part of this process will be carefully considered before final decisions are made. As always, we are committed to making changes that are in the best interests of our people, our customers, stakeholders and partners, and the public we serve. We look forward to feedback that will help us make the right changes to achieve that.

Ngā mihi,

Travis Benson

Head of Intelligence

Jacqui Ellis

General Manager, Data, Insights and Intelligence

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Providing feedback and indicative timeframes

This document sets a proposal for changes to MBIE Intelligence’s Collections capability, to ensure that the capability is best placed to fulfil its mandate, manage risks appropriately, operate effectively and efficiently, and is positioned to deliver to MBIE requirements over the longer term.

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.

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

Let us know...

The information included in this document reflects the organisational structure as recorded in MBIE systems on 8 January 2024. 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 IntelligenceCollectionsFeedback@mbie.govt.nz email address. Please take the time to consider the proposals and share your insights by 5pm 31 January 2024.

Once the consultation period has closed all feedback will be carefully considered by the General Manager, Data, Insights and Intelligence, General Manager Immigration Compliance & Investigations and Head of Intelligence before final decisions are made. 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, B, C, D and E.

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](#))
- 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	17 January 2024
Consultation ends	5pm 31 January 2024
Feedback reviewed and considered	From 1 February 2024
Decisions announced	Week commencing 5 February 2024
Changes become effective	15 February 2024
Backend HR and finance system changes completed	15 February 2024

Proposal 1 – Changing the reporting line of the Collections team

Background

MBIE Intelligence’s Collections team, part of the larger Collections and Triage team, collects information from the operational environment to contribute raw intelligence into the analytical function of MBIE Intelligence for deeper analysis. The intelligence outputs inform decisions by MBIE customers to drive regulatory activities, inform policy decisions, and/or feed into other strategic initiatives.

Proposed change

It is proposed that line management of the Collections team be moved in its entirety from MBIE Intelligence to Immigration Compliance and Investigations in TWSD. In practice, this will entail a change of reporting line for the Intelligence Manager, Collections, from the National Manager, Collections and Triage to the National Manager, Investigations in TWSD. The Field Intelligence Officer and Senior Field Intelligence Officer positions will keep their existing reporting lines but move to TWSD along with the Intelligence Manager, Collections position.

The proposed changes will have the following benefits:

- Locating the Collections team together with investigators in TWSD will create efficiency gains through maximising use of existing resources, leveraging well-established assurance, and authorising systems and processes, and reducing complexity.
- As one of MBIE’s service delivery arms, with a sizable cohort of staff who work in the field, TWSD already has an established health and safety culture. Situating the Collections team within TWSD will encourage the development and embedding of a similar culture over time.
- The Collections team carries particular organisational risks that benefit from centralised policies and procedures to mitigate. The changes will strengthen processes and reduce current risks around compliance with Model Standards for Information Gathering guidance, and health and safety.
- The Field Intelligence Officer positions are an anomaly within the wider MBIE Intelligence function, made up otherwise of analysts and researchers, and will more naturally sit within an analogous ‘operational’ work area. This will also allow MBIE Intelligence to refocus around its core analytical capability.

National Manager, Collections and Triage

The proposed reporting line changes for the Collections team will affect the scope of the National Manager, Collections and Triage position. However, we believe that Proposal 2 (which is discussed later in this document) will rebalance those impacts against the overall intention of the National Manager, Collections and Triage position. Overall, the scope change is a minor one.

National Manager, Investigations

The proposed reporting line change for the Collections team to the National Manager Investigations will mean this position will have one additional direct report and an additional team the position will be accountable for. Overall, it has been assessed that this is a minor change to the scope of the National Manager Investigations position.

Intelligence Manager rotations

The Manager, Collections was recruited on a generic Intelligence Manager position description and was allocated the Collections portfolio as their first appointment during the *Kākāriki* transformation programme; the articulated expectation at that time was that the Intelligence Managers in MBIE Intelligence were rotatable. Our intention is that this will remain the case for this position if the proposed changes are confirmed.

He Tāngata

The Field Intelligence Officer cohort is subject to *He Tāngata*, MBIE Intelligence’s Career Progression Framework, which is administered by the Intelligence Practice and Professional Development team within MBIE Intelligence. Our intention is that the Field Intelligence Officer cohort will continue to fall under *He Tāngata* if the proposed changes are confirmed.

DDI Collections Assurance

We expect that the collections activities undertaken by the Field Intelligence Officers will continue to fall within scope of the newly created Lead Advisor Intelligence Practice position in DDI’s Planning, Risk and Assurance branch. This is a dedicated role that has been established within DDI to lead the ongoing development and assurance work relating to information collection processes and best practice. If the proposed changes are confirmed, the role will need to work closely with the Intelligence Manager, Collections and other TWSD stakeholders.

Proposal 2 – Realigning the Principal Intelligence Analyst position in the Registry team within the Collections and Triage team

Background

The *Kākārīki* transformation programme included the establishment of a dedicated Intelligence Collections Coordination (ICC) function within MBIE Intelligence. Intelligence production requires the collection, collation, evaluation, analysis, interpretation and dissemination of collected information. The quality of the intelligence produced is therefore a direct function of the quality of intelligence collections. A dedicated ICC Principal Intelligence Analyst position was recruited in mid-2023. This position currently sits within the Registry team.

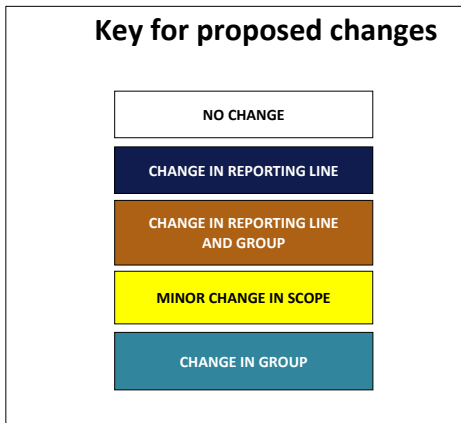
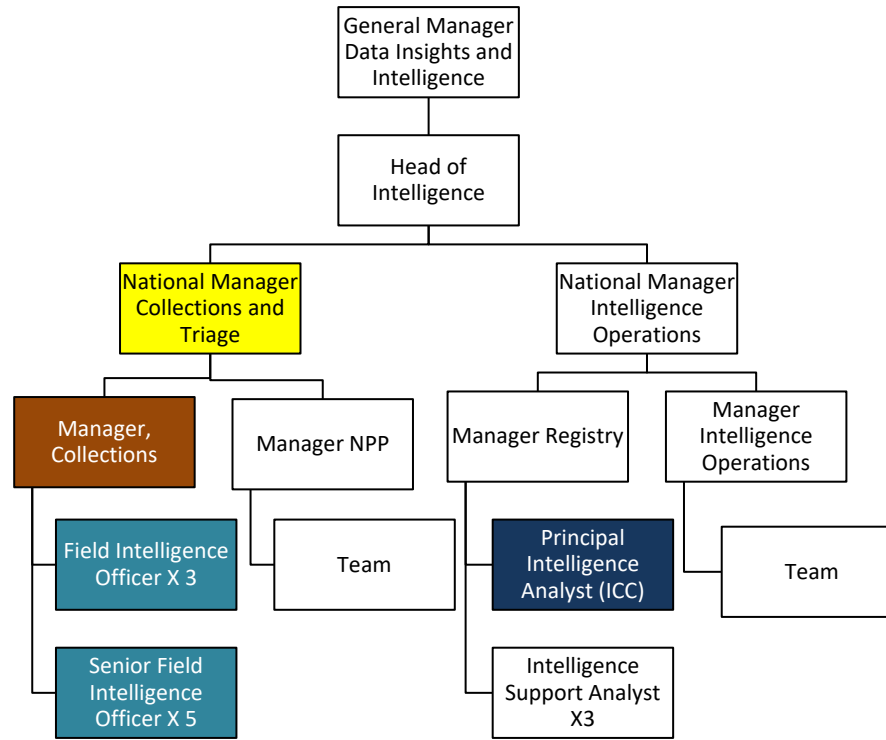
Proposed Change

It is proposed that the Principal Intelligence Analyst position in the Registry team has a reporting line change to the National Manager, Collections and Triage. The position was specifically recruited to fulfil the ICC role for MBIE Intelligence, and realigning the position within the Collections and Triage team will better enable intelligence collections for MBIE Intelligence.

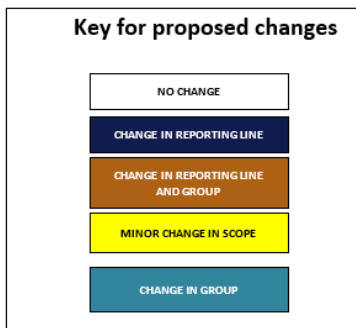
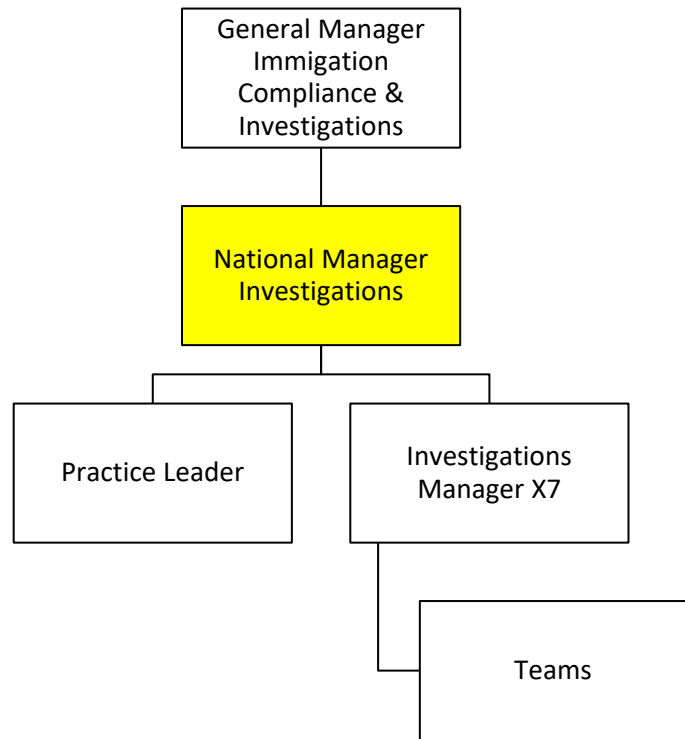
The proposed change will have the following benefits:

- The ICC-focused Principal Intelligence Analyst position is an anomaly within the Registry team, which is a dedicated and centralised function for the storage, distribution and publishing of Intelligence products within MBIE and to and from the wider NZIC in both the classified and unclassified domains; and to enable fulfilment of our Protective Security responsibilities.
- Its realignment will better align and re-emphasise the ICC function within MBIE Intelligence, allowing the Collections and Triage team to focus on the build-out of the specific disciplines required to deliver this critical part of the Intelligence Cycle.

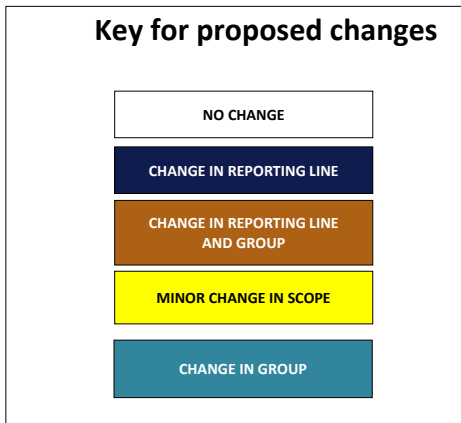
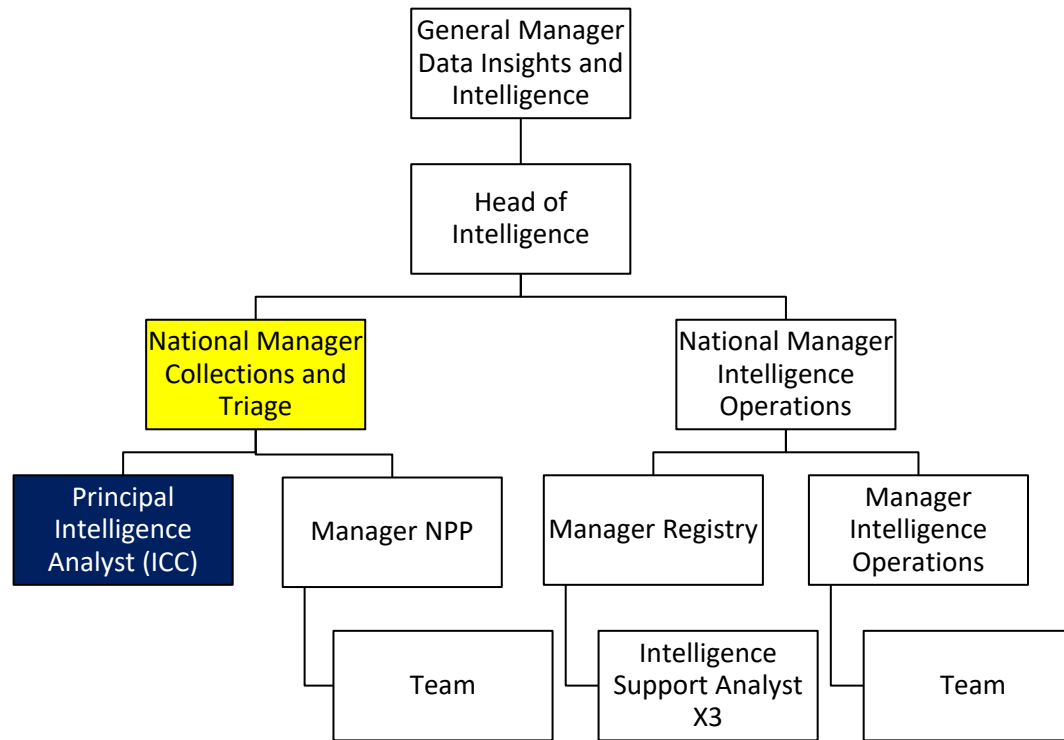
Appendix A: Current in-scope organisational charts – Intelligence, Data Insights & Intelligence, Digital Data & Insights



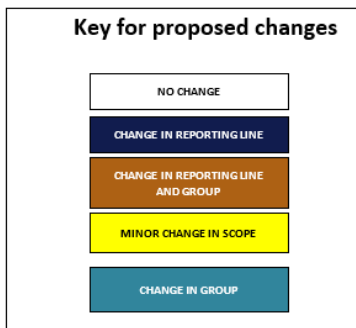
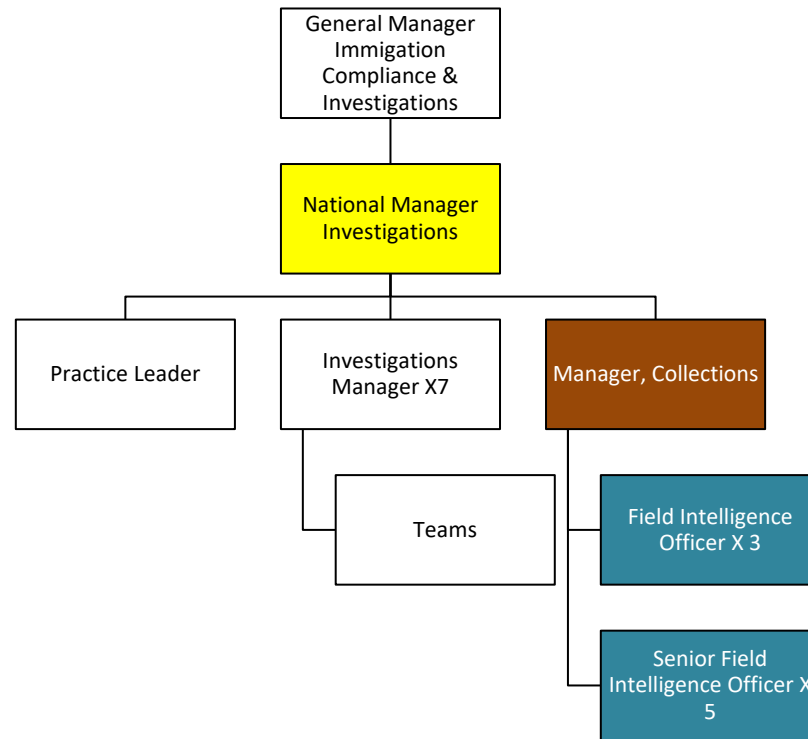
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Appendix C: Proposed in-scope organisational charts - Intelligence, Data Insights & Intelligence, Digital Data & Insights



Appendix D: Proposed in-scope organisational charts – Immigration Compliance, and Investigations, Te Whakatairanga Service Delivery



Appendix E: Proposed changes to positions

Position Title	Number of Positions	Current Reporting Line	Current Team, Branch and Group	Proposed changes
National Manager, Collections and Triage	1	Head of Intelligence	Collections and Triage, Intelligence, Data, Insights and Intelligence, Digital, Data & Insights	Minor change in scope
Manager, Collections	1	National Manager Collections and Triage	Collections, Collections and Triage, Intelligence, Data, Insights and Intelligence, Digital, Data & Insights	Change of reporting line and group to National Manager, Investigations in Te Whakatairanga Service Delivery
National Manager, Investigations	1	General Manager Immigration Compliance & Investigations	Investigations, Immigration Compliance & Investigations, Te Whakatairanga Service Delivery	Minor change in scope with additional direct report
Senior Field Intelligence Officer	5	Manager, Collections	Collections, Collections and Triage, Intelligence, Data, Insights and Intelligence, Digital, Data & Insights	Change of team, branch and group to Investigations, Immigration Compliance & Investigations, Te Whakatairanga Service Delivery
Field Intelligence Officer	3	Manager, Collections	Collections, Collections and Triage, Intelligence, Data, Insights and Intelligence, Digital, Data & Insights	Change of team, branch and group to Investigations, Immigration Compliance & Investigations, Te Whakatairanga Service Delivery
Principal Intelligence Analyst	1	Manager Registry	Registry, Intelligence Operations and Registry, Intelligence, Data, Insights and Intelligence, Digital, Data & Insights	Change of reporting line to National Manager, Collections and Triage

Appendix F – 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.