



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

# MBIE Intelligence Collections Capability

## Final Change Decisions

February 2024

# MBIE Intelligence Collections Capability

## Introduction

Kia ora koutou,

A big thank you to everyone for your positive engagement and participation throughout this consultation process. Your feedback will help to ensure that MBIE Intelligence's Collections capability is set up to fulfil its mandate, manage risks appropriately, operate effectively and efficiently, and is positioned to deliver to MBIE requirements over the longer term.

We heard a wide range of views from across the motu during the formal consultation period, which included comments from the two drop-in sessions, individual and group submissions. All feedback was recorded, themed and carefully considered by the change team.

From your feedback, we heard general agreement with the proposed changes, with a common overall theme of ensuring the 'how' of making the proposed arrangements work in practice, works going forward. How we operate together and support each other will be critical, and we will use the detail provided in your feedback to help inform the implementation of the changes.

This document outlines the key themes of the feedback received, our responses to each theme and the final decisions. This will allow you to understand how your feedback was considered and how it has affected the final decisions.

Finally, this document outlines what happens next, and provides information about the tools and support available to you through this process. We want to work quickly and constructively, and provide certainty for everyone affected by the decisions.

We expect the new structure to take effect from 29 February 2024. Some changes such as reporting lines do take a while to travel through our HR systems, so while they may not all be visible at 'go live' they will take effect as soon as practicable. We will keep you informed of the transition arrangements as we move to the new structure.

Thank you for your ongoing professionalism and dedication to doing a great job for MBIE.

Ngā mihi nui,

Travis Benson

Head of Intelligence

Jacqui Ellis

General Manager, Data, Insights and Intelligence

# MBIE Intelligence Collections Capability

## Contents

Item	Page
Introduction	2
How to read this document	4
Your feedback on the Intelligence Collections Capability proposal	5
Embedding change	9
Proposal 1 decisions	10
Proposal 2 decisions	11
Confirmed organisational charts	12
Summary of changes	14
Change process	15
Support through change	16

# How to read this document

This document confirms 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.

## Scope of these change decisions

This final change decisions document confirms changes to some teams in MBIE Intelligence, within Data, Insights & Intelligence, Digital, Data & Insights and Immigration Compliance and Investigations, Te Whakatairanga Service Delivery.

As outlined in the consultation document, these changes aim to limit concern and disruption for our people and work-in-progress, particularly in frontline operations. Wherever possible, teams have been kept together and the number of positions impacted have been minimised.

## Understanding changes to your position

If changes are confirmed for your position this will be outlined in the section related to your team/branch. Confirmed organisational charts have been included at the end of each team/branch proposal to demonstrate the impact that these change decisions will have to the structure of your team/branch. There is a summary table at the end of this document with more detail about changes to individual positions.

In addition, all people who are confirmed as impacted by these change decisions will receive a letter that outlines specific detail about their position and the change process.

## Let us know

If you notice any inconsistencies in the organisational structure represented, please advise your people leader. These decisions have been shared with the Public Service Association (PSA).

## Implementation timeline

Activity	Indicative Timeframes
Final decisions confirmed	22 February 2024
Implementation of new structure; backend system changes	29 February 2024
Embedding change period	Ongoing

# Your feedback on the MBIE Intelligence Collections capability change proposal

The following table summarises overall feedback themes that we received about this change proposal, and our responses.

General Feedback themes	Summary	Response
<b>He Tāngata</b>	<ul style="list-style-type: none"> <li>• He Tāngata may create unnecessary discontinuity between existing progression frameworks in TWSD.</li> <li>• Concerns around Collections staff remaining under the He Tāngata framework, including the appropriateness of MI managing the process and making progression recommendations for the cohort if they report elsewhere in the business.</li> <li>• FIOs will have a disadvantage during the assessment process, given the distance removed from MI leadership / oversight.</li> <li>• Suggested that FIOs transition to TWSD progression framework with some integration of intelligence specific KPIs.</li> </ul>	<ul style="list-style-type: none"> <li>• The He Tāngata framework has intelligence professional requirements that are relevant to the FIO role, and we need to check in regarding progression against these aspects – otherwise the role risks becoming a different flavour of investigator over time. Having the FIO cohort remain under He Tāngata will mitigate this risk.</li> <li>• We recognise that for the He Tāngata process to work, it will require ICI input/representation. We will put a TWSD National Manager representative on the progression panel as they are best placed to talk to FIO competencies. Their input based on their experience of the individual will be really important.</li> </ul>
<b>Intelligence Manager, Collections rotation</b>	<ul style="list-style-type: none"> <li>• The Intelligence Manager, Collections should not be rotational as the role requires specialist skills, experience, and knowledge. There is also value in the team having stability in knowing that their manager will remain.</li> </ul>	<ul style="list-style-type: none"> <li>• We recognise that keeping the incumbent in the Intelligence Manager, Collections position will provide stability to the Collections team, and that ICI will be reliant on the incumbent for their expertise and to help drive the embedding of the new capability within the branch.</li> <li>• Having considered the feedback received, we agree that the Intelligence Manager, Collections position should not be rotatable like the other</li> </ul>

		Intelligence Managers, at least initially. We will not move forward with a rotational arrangement as proposed. We can review this decision after 12 months.
<b>Impact of Principal Intelligence Analyst moving out of the Registry team</b>	<ul style="list-style-type: none"> <li>The Principal Intelligence Analyst in the Registry team is critical to day-to-day operations as they assist with workflow management, decision making, stakeholder queries and professional development and mentoring. Realignment to Collections and Triage would adversely affect the Registry team.</li> </ul>	<ul style="list-style-type: none"> <li>As noted in the consultation document, the Principal Intelligence Analyst in the Registry team was specifically recruited to fulfil the ICC role for MI. Realigning the position within the Collections and Triage team will better enable intelligence collections for MI and we remain of the view that this move is the right decision.</li> <li>Principal Intelligence Analysts are expected to work across MI teams, and the Registry team can draw on the Principal cohort for support as needed. However, we acknowledge the concerns raised around impacts to the Registry team. The GM, DII and Head of Intelligence will have a look at the Registry team’s resourcing level to determine whether an increase to FTE is required.</li> </ul>
<b>Collections team analytical capability</b>	<ul style="list-style-type: none"> <li>Concerns that the Collections team will lose the ability to work with MI analysts and have analysis done on tactical products.</li> <li>Move the Principal Intelligence Analyst position to TWSD along with the Collections team or create new positions – at least an ISA and preferably an analyst.</li> <li>Recommendation to create a Practice Lead Collections in the Collections team in line with some other parts of MI.</li> </ul>	<ul style="list-style-type: none"> <li>Ultimately this comes down to how MI and ICI work together – the intention is not to put up barriers to the Collections team collaborating with MI and accessing analysts/researchers, nor have analysts/researchers lose their connectivity with FIOs. We expect that teams will continue to work together in the same way they do now. As such, we don’t see a need for analytical capacity within the Collections team at the current time.</li> </ul>

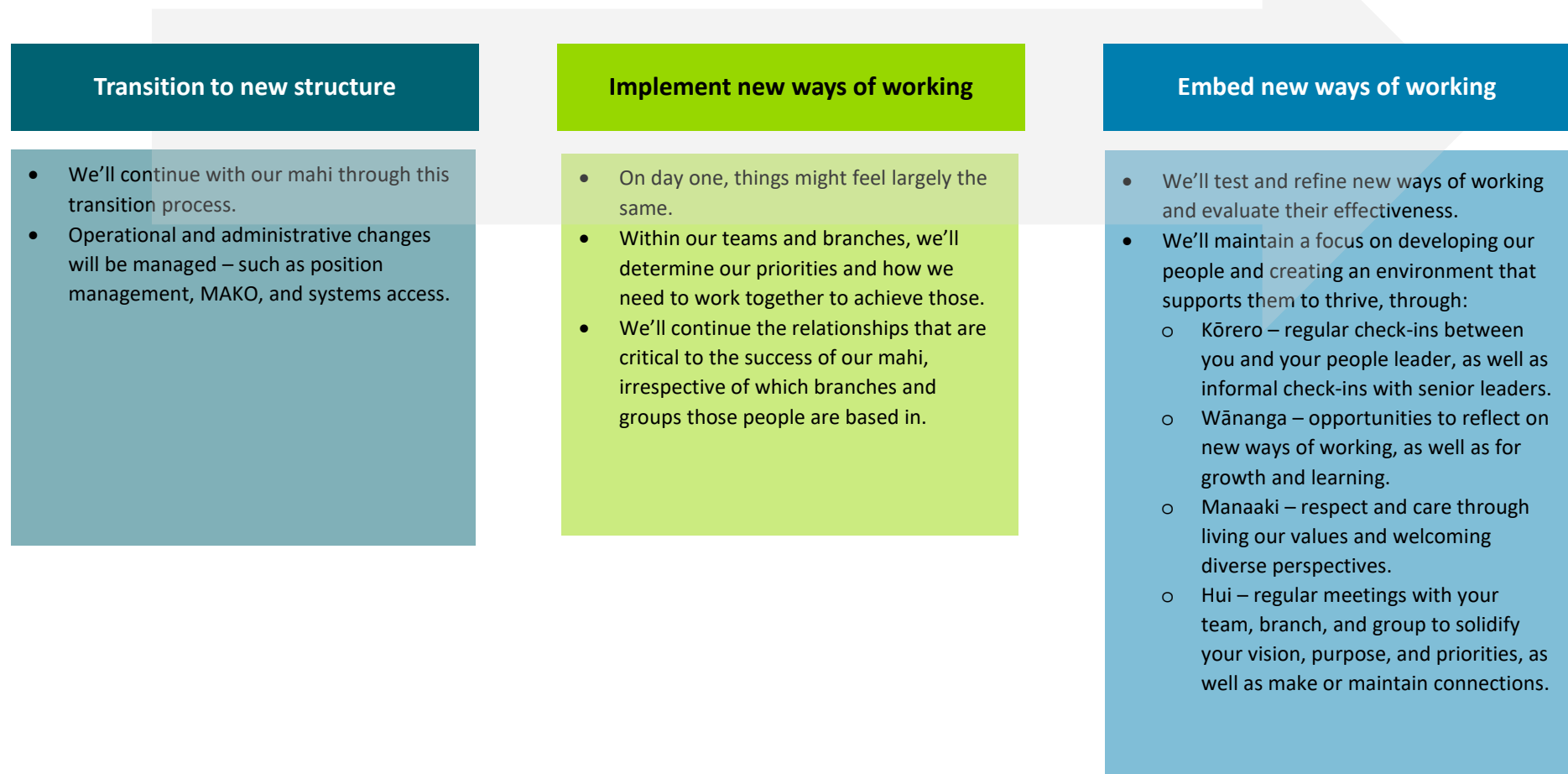
		<ul style="list-style-type: none"> <li>• It is intended that the ICC-focused Principal Intelligence Analyst, with the National Manager Collections and Triage, will be building out the collections discipline for MI and this will include working with the Collections team to incorporate the field collections piece.</li> <li>• We also envisage that the DDI Collections Assurance role will work closely with both the ICC-focused Principal Intelligence Analyst and the Intelligence Manager, Collections (and other TSWD stakeholders).</li> </ul>
<p><b>How we work together – working across both groups</b></p>	<ul style="list-style-type: none"> <li>• Range of feedback received broadly relating to how MI and ICI will work together in practice, with comments noting: <ul style="list-style-type: none"> <li>○ Agreement that the move to TSWD should happen and will bring benefits in assurance and opportunities for Collections staff, and opportunities for enhanced coordination between groups</li> <li>○ Best practice would have field intelligence and investigations in separate reporting lines to avoid contamination and competing motivations and priorities</li> <li>○ The need to protect, through a close MI-ICI relationship and business processes, FIOs’ BAU of developing contacts to ensure they are able to detect weak signals of risk at a more strategic level</li> <li>○ Risks around FIOs getting ‘captured’ by ICI as a customer and MI’s (and other customers’) ability to have IREQs collected against diminishes over time</li> <li>○ No HUMINT capability within MI is out of step with other intelligence functions and risks MI products losing the benefit of being both informative and valuable.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• We received excellent feedback in this area and want to acknowledge this up front. The detail provided is extremely valuable and will be used to inform our implementation plan and how MI and ICI work together going forward.</li> <li>• While specifics are still being worked through, we expect FIOs reporting into TSWD to benefit from the health and safety culture but still be well connected to MI. MI will still have access to the Collections team, along with the ability to task back and forth.</li> <li>• We will seek to promote this connection through tasking, analyst collation, workplan development and an ongoing engagement process. Collation will still happen in MI as it should – raw intelligence won’t come across to ICI. We will keep this tight via processes.</li> </ul>

<p><b>Customer impacts</b></p>	<ul style="list-style-type: none"> <li>• Delivery of MI/Collections services for ICI will be prioritised ahead of other regulatory customers such as Employment Services, Tenancy Services and Building System Delivery and Assurance.</li> <li>• Risk that MI's customers will go directly to the FIOs and cut MI out of the process causing MI to be viewed as less effective or relevant if customers then choose to form their own assessments or conclusions from FIO collections rather than going via MI for value-add intelligence analysis.</li> </ul>	<ul style="list-style-type: none"> <li>• We do not anticipate impacts to delivery of MI/Collections services for ICI and other customers as current service levels will be maintained. Having said that, we are always engaging with customers and existing SLA commitments will be front of mind throughout this process. Collections plans will also be part of these arrangements going forward.</li> </ul>
<p><b>Collections and Triage team scope change</b></p>	<ul style="list-style-type: none"> <li>• Feedback that the National Manager Collections and Triage and other Collections and Triage positions should have titles changed to remove Collections to ensure customers understand the scope of the position.</li> </ul>	<ul style="list-style-type: none"> <li>• Collections is a widespread and integral part of intelligence production and building out the specific disciplines required to deliver this within the Collections and Triage team remains a priority for MI. Given collections remains a focus it would not be appropriate to have Collections and Triage titles changed to remove Collections.</li> </ul>



# Embedding change

Transition, implementation, and embedding are phases which happen after a final decision is made. These phases focus on the critical things we need to do to bring our new organisational structure and ways of working to life. Below is a summary of key focus areas and activities during each of these phases:



# Proposal 1 – Changing the reporting line of the Collections team

## Summary of changes proposed

We proposed that line management of the Collections team would be moved in its entirety from MBIE Intelligence to Immigration Compliance and Investigations in TWSD, entailing:

- 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 keeping their existing reporting lines but move to TWSD along with the Intelligence Manager, Collections position.
- A minor scope change for the National Manager, Collections and Triage position, and the National Manager, Investigations in TWSD, as a result of the Collections team moving.

The Intelligence Manager, Collections would remain rotational in line with other Intelligence Managers, all of whom were recruited on generic Intelligence Manager position descriptions.

The Field Intelligence Officer cohort would continue to fall under the He Tāngata process.

## Benefits

We said the proposed changes would 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.

## Confirmed changes

- Line management of the Collections team will be moved in its entirety from MBIE Intelligence to Immigration Compliance and Investigations in TWSD as proposed.
- Having considered the feedback received regarding the proposal to rotate the Intelligence Manager, Collections, we have decided that the position will not be rotatable like the other Intelligence Managers, at least initially. We can review this decision after 12 months.
- The Field Intelligence Officer cohort will remain under the He Tāngata process, but we will have a TWSD National Manager representative on the progression panel for these progression decisions.

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

## **Summary of change proposed**

We proposed that the ICC-focused Principal Intelligence Analyst position in the Registry team would have a reporting line change to the National Manager, Collections and Triage to better enable intelligence collections for MBIE Intelligence.

## ***Benefits***

We said the proposed change would have the following benefits:

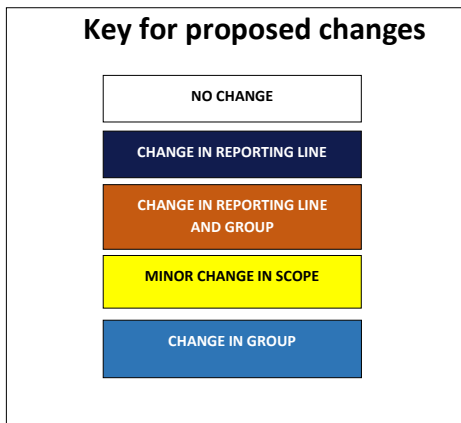
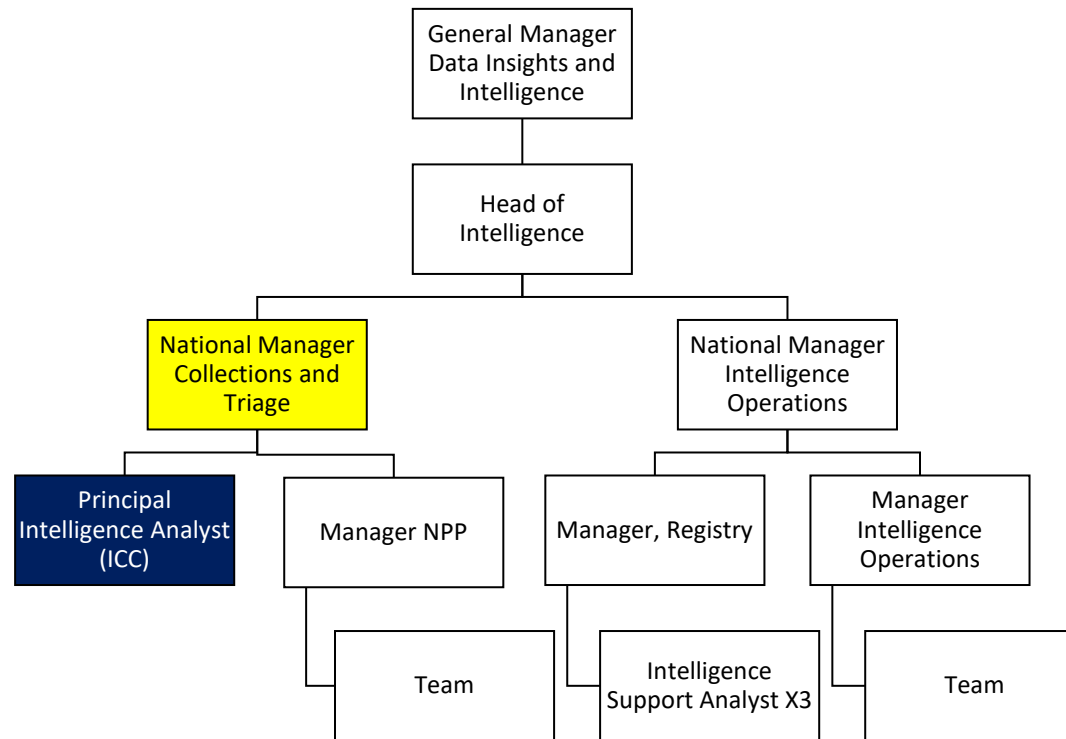
- The ICC-focused Principal Intelligence Analyst position is an anomaly within the Registry team, which is a dedicated and centralised function for the storage, distribution and publishing of Intelligence products within MBIE and to and from the wider New Zealand Intelligence Community in both the classified 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.

## **Confirmed change**

- The Principal Intelligence Analyst position in the Registry team will report to the National Manager, Collections and Triage as proposed.

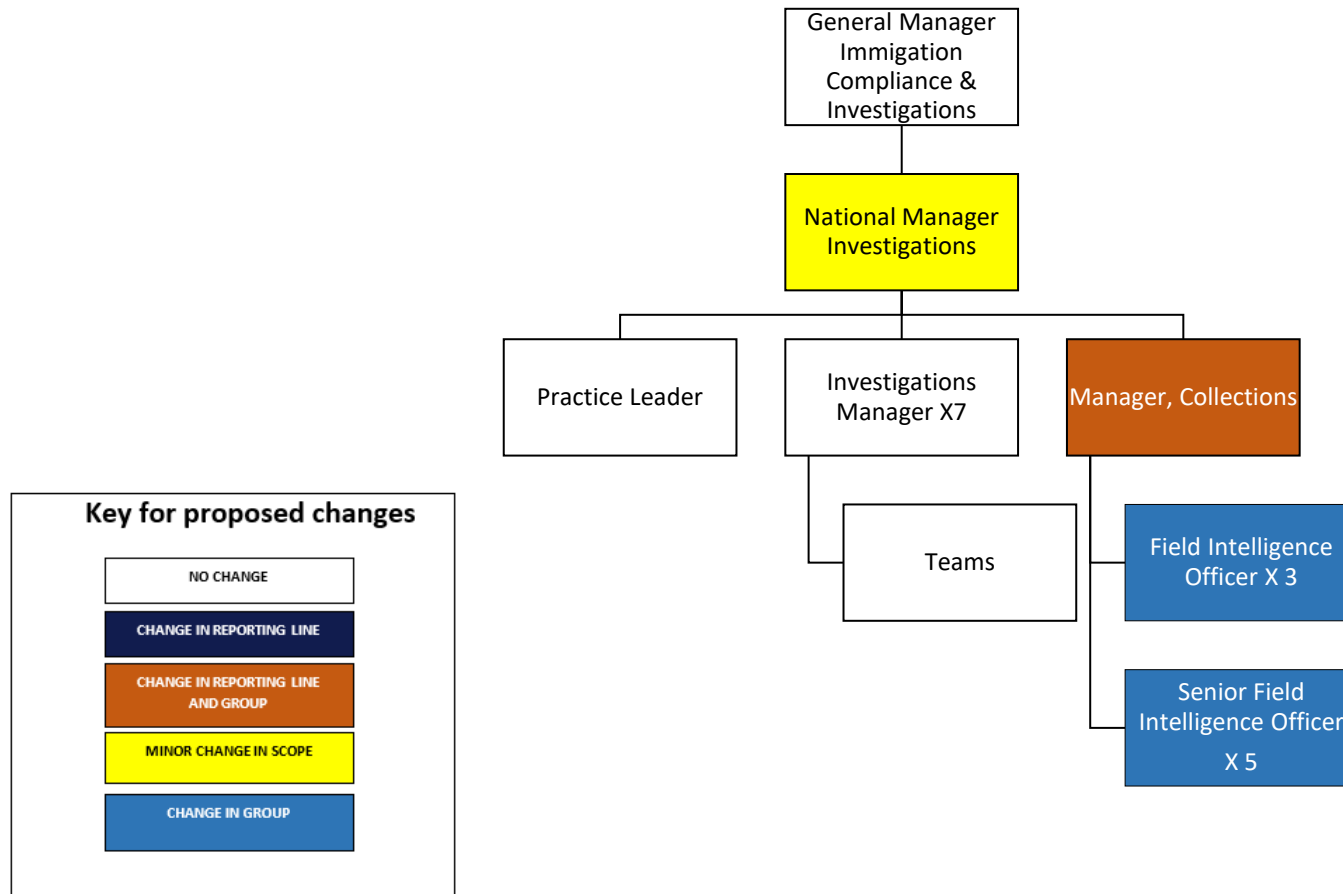
# MBIE Intelligence, Data Insights & Intelligence, Digital Data & Insights

## Confirmed organisational chart



# Immigration Compliance and Investigations, Te Whakatairanga Service Delivery

## Confirmed organisational chart



# Summary of changes

## Minor change

Current Position Title	Current Reporting Line	Current Team, Branch and Group	Description of Change
National Manager, Collections and Triage	Head of Intelligence	Collections and Triage, Intelligence, Data, Insights and Intelligence, Digital, Data & Insights	Minor change in scope
Manager, Collections	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	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	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	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	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

# Change process

## Reconfirmation

As part of the consultation process your substantive position may be proposed to be “reconfirmed”. In these circumstances your substantive position in the proposed new structure is substantially the same as your current substantive position and you are the only person able to be reconfirmed to the role. Examples include - change in reporting line, title, a minor change in work content.

For reconfirmation to apply:

- The position description you are being reconfirmed into is the same (or substantially the same) as what you currently do, and
- Salary and other terms and conditions for the position are no less favourable, and
- Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).

If your substantive position is reconfirmed as part of the final structure, you will not need to take any action as you will automatically be reconfirmed into the position.

Where there are more affected employees who could be considered for reconfirmation 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 reconfirmation” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role.

## 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.

## Secondments and acting arrangements

If you are currently on secondment or acting in a different position, there may be decisions confirmed for that position as well as your permanent substantive position. However, you will only be considered an affected employee if your permanent substantive position is significantly impacted.

People will continue in their temporary position until the end of the term currently in place unless otherwise advised.

## 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.

## Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. You can talk to your People Leader, colleagues and/or union representative or the People and Culture team.

### Wellbeing support options

We recognise that that change may be difficult and encourage you to reach out to your support network as well as taking advantage of the resources available to you, including:

- Your People Leader
- Your union delegate or representative ([PSA](#)) / ([NUPE](#))
- The [Wellbeing, Health and Safety Team](#)
- Our [Employee Assistance Programme](#) (EAP) which provides support for both work and personal life
- Call or text [1737](#) to access free counselling services from the national telehealth service
- Access your [Te Puna Ora](#) dashboard both at work and remotely using your MBIE login details

### Learning support options

Focusing on your personal growth and development is a helpful way to direct your attention during times of change and uncertainty – to reinforce your skills and explore career interests.

There are plenty of resources and directories to explore within MBIE, including:

- [Learn@MBIE](#) which is our central learning platform and holds many free e-learning courses – including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) which is the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- Explore [MBIE's library](#) which has a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.

You can also reach out to MBIE's Leadership, Talent and Growth team to discuss your development interests.

### Career development support

MBIE's ([Career Services](#) | [EAP Services Limited](#)) can assist with general career advice and is available for self-referral. This also includes budgeting and financial advice, personal development and coaching and personal legal advice.



