



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Service Design & Implementation

Proposal for Change

20 May 2024

Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

Since the formation of the Government, we have been focused on supporting our Ministers in respect of the 100-day plan, Mini-Budget, and Coalition agreements – which have resulted in some impacts to our work programmes and priorities.

Over the last few months, the Senior Leadership Team and I have been working on how best to position MBIE to support the Government's priorities, including how we operate in a tighter financial environment. This has included reviewing our programmes of work, our financial position, and the size and capability of our workforce.

As you know, we have been working towards a savings target of 7.5 percent across our departmental and non-departmental funding. We now need to shift our focus to identify opportunities to streamline, do things differently in some areas, and in some cases stop programmes of work. Offering a limited voluntary redundancy option to some people at MBIE was one example of a change which resulted in an opportunity to help us move towards meeting our fiscal target in a managed way.

Now that the Government has completed its first 100-day plan, there is a shift of focus to medium-term planning. While we can expect to move forward with more certainty as the Government's priorities become clearer, we also expect that there will be ongoing change for us at MBIE.

Positioning ourselves with flexibility to respond to future demands is something we have been working on as an organisation for some time, by bringing together like functions and teams; better utilising the skills, experience, and capabilities of our people; and automating processes to enable us to place greater focus on

delivering for the people we serve. We will continue this approach as we move forward in our support of the Government's fiscal sustainability objectives so that we can be prepared to deliver on their priorities.

The dynamic nature of MBIE and the work that we have supported over recent years means that we are no strangers to change. As I and our senior leadership team have been signalling in recent months, we will continue to adapt as needed.

I do not want to minimise the impact or challenges that change can present. I'm aware that change is being felt across New Zealand. I have seen our people respond and support each other through change on many occasions – with resilience, manaakitanga, and with a focus on Pae Kahurangi | building our future.

I ask that during this period you prioritise being kind to yourself, your hoamahi (colleagues), and seek support from the offerings available to you at MBIE – including regular check-ins with your people leader.

I am incredibly grateful for the work that has been done by many of our MBIE people to support the advice and options we have provided our Ministers ahead of the Budget 2024 process as well as those of you who have continued to provide and deliver services for New Zealanders every day.

Thank you for the work that you do.

Ngā mihi nui

Carolyn Tremain

Secretary for Business, Innovation and Employment, and Chief Executive

Te Tumu Whakarae mō Hīkina Whakatutuki

Introduction from Karen Bishop

Tēnā koutou,

Over the last few months, MBIE has been working closely with the new Government to support their priorities and help confirm and set up Ministers' portfolio work programmes to deliver on those priorities.

Our structure within Service Design and Implementation needs to enable agility as MBIE's operating environment changes to ensure we can deliver on the Government's fiscal sustainability objectives. This means being deliberate in working together – mahi tahi – ensuring we've got the capability and capacity where we need it if work programmes change, or new priorities arise.

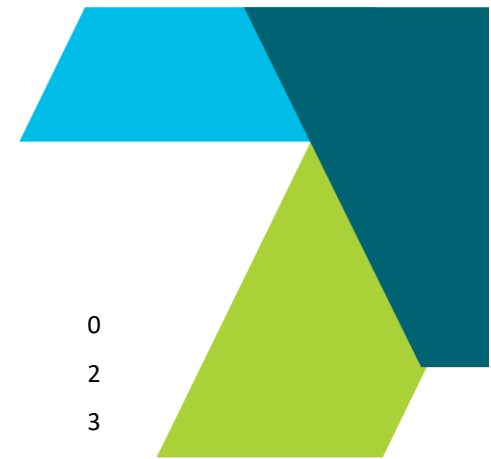
I acknowledge that this change proposal may not be the only change that you are experiencing within work or outside of it, and that change can present us with difficulties and challenges that will be unique to each person. I encourage you to show kindness to your colleagues during this time. Please consider what support you may need during the consultation process and discuss this with your people leader and ensure that you look at the range of support options available later in this document.

Ngā mihi nui



Karen Bishop

General Manager Service Design and Implementation



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How to read this document

Scope of this change proposal

This consultation document outlines proposed changes to some teams in Service Design and Implementation.

This proposal aims 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 proposed changes to your position

If changes are proposed to your position this will be outlined in the proposal related to your team. Current and proposed organisational charts have been included at the end of each team proposal to help demonstrate the impacts that proposed changes would have to the structure of your team. There is a summary table at the end of this document with more detail about proposed changes to individual positions and proposed new positions.

In addition, all people who may be impacted by the proposed change will receive a letter that includes specific detail about their position and the proposed change process.

Proposed change process

Find out more about MBIE's proposed change process in Appendix 1. This determines how we classify the impact to our people, based on the proposed impacts to their position.

This change process includes the proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as a result of this consultation process. As part of this consultation process you are invited to provide feedback on both the team/branch proposals and the proposed change process.

Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems as at **22 April 2024**.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email SDIfeedback@mbie.govt.nz

Providing feedback and indicative timeframes

Your feedback is important to the success of any changes we make and will be carefully considered. You have a unique perspective about how we work and what opportunities exist to improve customer experiences and excel at our mahi.

We welcome your feedback on all aspects of this proposal for change and the process including the EOI process and position descriptions which include the selection criteria if applicable. You are also welcome to provide feedback even if you may not be directly impacted by it. Feedback can be provided individually or as a group.

Once the consultation period has closed all feedback will be carefully considered by Karen Bishop before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impacts on positions and the change process including EOI if applicable.

This proposal has been shared with the Public Service Associations (PSA). You can contact the PSA during the consultation period for support and to discuss your feedback.

Indicative timeline

Activity	Indicative timeline
Consultation opens	20 May 2024
Consultation closes	31 May 2024
Feedback reviewed and considered by Karen Bishop	4 June 2024
Final decision	2 July 2024
Expressions of interest (EOI) and selection process starts	3 July 2024
Proposed 'go-live' of new structure	15 July 2024

Case for change

The current Service Design and Implementation Branch is set up in a way that is largely fit for purpose. However, nine months after the new structure was implemented, it is apparent that there are some changes required to enable the branch to operate more efficiently in a tighter fiscal environment, and to reduce duplication of services within MBIE.

Last year, the Ministry of Business, Innovation & Employment (MBIE) carried out a change process intended to prepare MBIE for the future and deliver a sustainable and robust immigration system. The process was guided by several change principles:

- To build centres of expertise across MBIE that will enable us to operate as a more integrated immigration system.
- To remove duplication by being clear about where our responsibilities lie.
- To create a strong and capable centre that will improve our ability to respond to change, maximise visa processing efficiency, and place customers at the centre of our mahi (work).
- To relieve pressure from our operational leaders to strengthen their focus on people and creating an environment that supports them to thrive.

Our responsibilities as a branch

As an outcome of the previous change process, the Service Design and Implementation (SDI) branch was confirmed as responsible for leading the delivery of change within INZ, which includes policy and business change.

Teams and capabilities responsible for the design and delivery of change were aligned within SDI so that the branch could enact its responsibility for triage of change and improvement requests before prioritisation, and for leading the design of agreed policy, process, and platform change – leaning into partners

across the enabling centre to define and deliver to requirements, as well as implement and embed change into the Immigration System.

At the time those decisions were released, it was signalled that further change would be required to ensure that SDI branch was well set up to deliver on the commitment to become a centre of expertise for change.

Progress towards new ways of working

Since its formation in July 2023, the SDI Leadership Team has been working to bed in the changes that were implemented, to understand and develop our operating model, and design the way we are set up to meet the commitments made in the change document.

The branch has subsequently taken on responsibility for triaging and prioritising all proposals for change that require resourcing from across INZ (excluding people change) using the newly implemented Change Pipeline.

The Online Services team recently moved from the Office of the Chief Operating Officer Immigration (COOI) to SDI to recognise that ICT system change forms a significant part of all the changes we implement and should be well-integrated with the other change functions of the branch.

Additionally, the Model Office programme has been reshaped to form a team focused on coaching and supporting continuous improvement at the frontline. A permanent Director Continuous Improvement was established to support this programme of work and four new permanent positions of Continuous Improvement Practitioner to operate within frontline teams have been enabled by transferring four vacant roles from the COOI. These roles will support teams in our sites around the country to identify ways that they can operate more efficiently and improve productivity.

SDI is also responsible for leading the development of the future services work programme which will address current challenges that Immigration New Zealand

(INZ) faces due to the use of multiple platforms for the submission and processing of visa applications, and the continued use of legacy systems that are expensive to maintain and update. The programme will also address the need to redesign how INZ will operate in future, including the use of fit for purpose risk assessments to determine the appropriate level of services and verification requirements for different customers.

The future services work programme will require resourcing and focus from across the SDI branch. The size and scope of the work programme as well as the timeframe over which it will be delivered are now better being understood. The programme will transform the way that INZ will operate in the future and will take at least five years to deliver. This has led to a decision to create and advertise a permanent Director Future Services to progress the business case and lead this programme of work.

How the proposal responds to our current context

Our organisational and operating context has shifted significantly since July and in response we have been reviewing our programmes of work, our financial position, and the size and capability of our workforce. There is a particular focus on ensuring that roles that aren't directly providing a frontline service to the public are essential to supporting and enabling that service, and on reducing areas of duplication within and across agencies.

As indicated in her introduction to this proposal, our Chief Executive Carolyn Tremain continues to ask that we look across the organisation to identify opportunities to bring together like functions and teams to reduce duplication, increase operating efficiency, and place greater focus on delivering for the people we serve.

Most of our functions require specialist detailed knowledge of the Immigration System, especially the visa processing system, the border management system, and the policies, legislation and processes that underpin these systems. However, there are some functions in the branch which are carrying out activities that could be carried out in other areas of MBIE.

Summary of proposed changes

The changes we have implemented since July last year have been achieved without structural change and through moving positions and costs. However, to achieve the changes outlined in this proposal does require some structural change. The proposed changes in this document focus primarily on the Business Projects and Learning Design and Delivery areas of the branch and support the introduction of the recently established Change Pipeline. This will enable SDI to achieve the outcomes of delivering change more efficiently, ensuring a more streamlined approach to learning design and learning delivery and reducing duplication of effort within MBIE in the area of project management.

Proposal 1: Service Design and Implementation Leadership Team

SDI Leadership Team was established in July 2023 through the Preparing MBIE for the Future change process, to strengthen the focus on service design and change delivery to service business needs, as well as establish standardised methodology for both disciplines. The changes at the time were designed to create a simple and easy to navigate system for our people and the customers we serve, through a centre of change expertise.

Since July 2023 further changes have been made to the SDI Leadership Team and wider branch:

- The Director Model Office position has become a permanent role. In late 2023 a permanent appointment was made with an amended position title to Director Continuous Improvement.
- Historically, resourcing for the Model Office team had been via secondment but over the past few months work has continued to establish permanent Continuous Improvement Practitioner positions. Resourcing for these roles will be managed in parallel with this change proposal.
- In February 2024 the Deputy Secretary Immigration approved a change in reporting line for the Director Online Services from the Chief Operating Officer Immigration (COOI) to the General Manager SDI and for the Online Services team to move to SDI.
- In November 2023 a 6-month fixed-term position of Programme Director Adept Business Case was established following approval from the Immigration System Governance Group. The purpose of the position was the development of a Programme Business Case to set out the narrative, associated costs, timeframes and benefits for migrating all visa products off legacy systems and onto ADEPT.
- During the period of this work it was identified that a permanent Director position was required to achieve the delivery of a Future Services

programme of work for the Immigration System. This resulted in the establishment of the permanent position of Director Future Service in April 2024.

Why change is proposed

There is agreement across the leadership team that it is optimally set-up to deliver because of the further changes implemented since July 2023. As a result, Proposal 1 covers a minor scope change to the National Manager Change Delivery to reflect its new accountability for the Change Pipeline.

The Change Pipeline process was implemented in April 2024 to provide a single mechanism for prioritising, scheduling, monitoring, and evaluating business and policy driven change for the immigration system. With prioritisation and monitoring aspects of the pipeline in place, along with the positions of Prioritisation Lead and Business Change Portfolio Coordinator, it is expected that demand for the pipeline will increase as its operation matures.

The following change is proposed

- The **National Manager Change Delivery** would have a minor scope change to reflect the introduction of the work of the Change Pipeline.

We ask you to consider whether changes under Proposal 1 will achieve our desired outcomes.

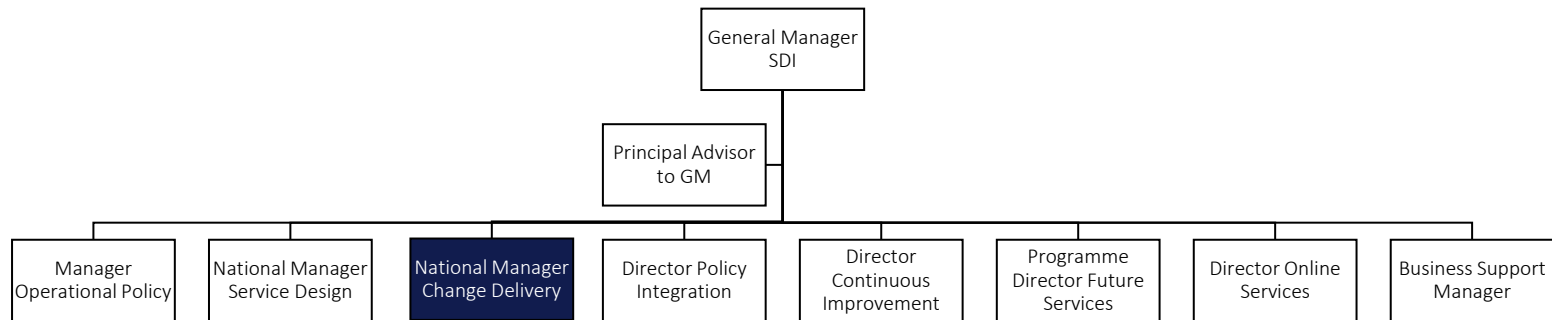
An organisational chart is provided on the following page to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions is provided at the [end of this document](#). We welcome your thoughts about where Proposal 1 could be strengthened to deliver our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts and include how you see the alternative improving on desired outcomes.

Proposal 1: SDI Leadership Team

Current organisational chart

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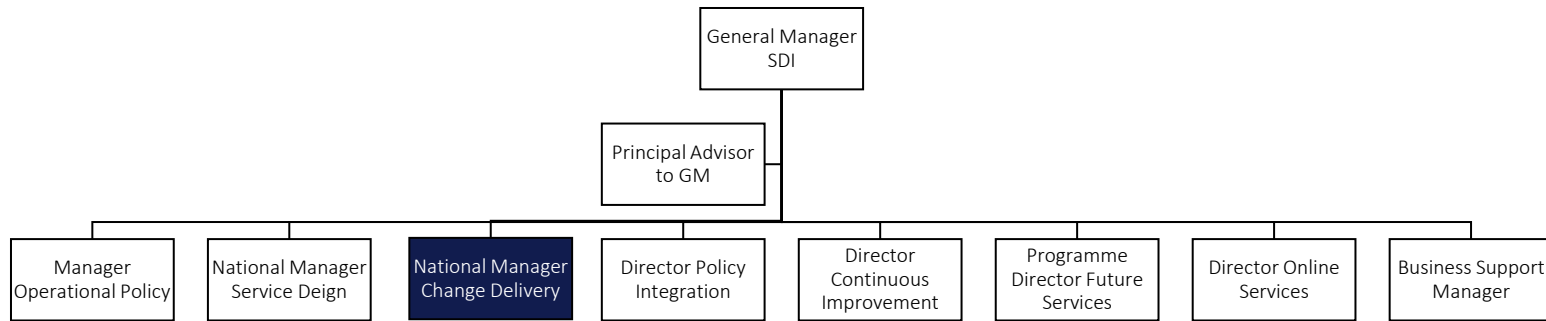
No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest



Proposal 1: SDI Leadership Team Proposed organisational chart

KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest



Proposal 2: Change Delivery

The scope of Proposal 2 includes Business Projects, Immigration Change Pipeline and Learning teams.

There are no proposed changes to the Business Change team as the current structure remains optimally set up to manage the embedding of platforms, automation and change into the business. For reference, a current organisation chart for Business Change is set out later in this document.

Business Projects

Why change is proposed

The 'Building MBIE's Digital and Data Future' Final Change Decisions from November 2021 noted that while INZ would continue to perform the same core functions – facilitating migration and protecting migrants, that intelligence provision, project delivery and ICT systems support would be provided from the Digital Data and Insights (DDI) group.

The DDI change document confirmed that the Project Office within INZ's previous Enablement branch would move to the Partnerships and Programmes branch in DDI.

While Enablement (now Service Design and Implementation) retained some project capability within the Change Delivery team, funding for these positions (except the Manager Business Projects role) relies exclusively on funding secured for specific projects. As a result, the team has become dependent on contract, secondments and fixed term resourcing to meet the needs of funded projects and has not filled all permanent positions due to the lack of sustainable funding. Remaining fixed-term positions will come to an end as scheduled by 30 June 2024. The MARP programme is due to close in September 2024.

Large, funded projects will generally be managed through the Portfolio Management Office in DDI as they will likely have a significant ICT component.

Retaining a full project management function within SDI duplicates the functions of the DDI Portfolio Management Office.

The current Business Projects team has an unsustainable funding model, which relies on cost recovery for project resources in an environment where cost centre managers do not have funding for business initiatives.

The following changes are proposed

- It is proposed that the position of **Manager Business Projects** would be disestablished as there would no longer be a standalone projects function to manage.
- The **Senior Project Manager** position would move to the Change Pipeline area with a change of position title to **Senior Change Delivery Lead**. This position will have a key role in leading delivery of substantial pieces of work which are either agreed through the Change Pipeline process or required in response to LSE or Ministerial directives regarding policy settings, and will work alongside other positions which prioritise, plan and monitor change work which are core competencies of a project manager.
- The **Senior Business Analyst** position would move to Service Design with a change of reporting line. This will enable the position to work alongside other people in related positions who undertake analysis and design work.
- The **MARP Programme Lead** and the **MARP** team would return to the Chief Operating Officer (COO) branch. The programme has co-opted members of this team to work on the programme and given the subject matter there is a natural fit with this part of the programme.
- As such there will no remaining roles left in Business Projects. The proposal includes to disestablish the **Business Projects unit** in the organisational structure.

Immigration Change Pipeline

The Change Pipeline has been established within Change Delivery to provide a single mechanism for prioritising, scheduling, monitoring and evaluating business and policy-driven change for the Immigration System. The prioritisation and monitoring aspects of the pipeline are in place and the positions of Prioritisation Lead and Business Change Portfolio Coordinator are already established for this work. The next phase of the work will introduce quarterly planning to support scheduling and an evaluation framework, which will significantly increase the work of the Change Pipeline team. This work would be in addition to its existing deliverables of liaising with stakeholders, supporting assessment of requests, establishing processes, chairing the working group and a secretariat function to the governance group and requires additional resourcing.

The following changes are proposed

- The position of **Manager Immigration Change Pipeline** would be established with responsibility for the management of pipeline processes, frameworks, tools, stakeholders, reporting and governance requirements as well as managing the team. The position would provide the National Manager Change Delivery with the opportunity to develop the strategic capability and performance of the learning and business change management functions. While the number of direct reports for the Manager Immigration Change Pipeline would be low, there is significant hands-on work required from this position to ensure that the pipeline is successful and continues to evolve to meet Immigration System needs.
- The position of **Senior Project Manager** would move from Business Projects to the Change Pipeline area with a change of position title to **Senior Change Delivery Lead**.
- Both the **Prioritisation Lead** and **Business Change Portfolio Coordinator** would have a change of reporting line from National Manager Change Delivery to Manager Immigration Change Pipeline

Learning

Why change is proposed

The Learning teams within INZ are responsible for designing and delivering learning for operational staff across the Immigration System, including induction learning for new staff. The Learning Design team moved from People and Culture to join the new Service Design and Implementation branch from July 2023. The objective was to move learning design to sit alongside learning delivery within INZ to ensure seamless design and delivery of learning. This was a significant improvement on the previous organisational structure but would be further enhanced by having the end-to-end learning function managed within a single team.

It is proposed that a single learning team would better support a seamless learning process improving handoffs and driving consistency. It will also allow for resourcing to be better managed across the team by creating greater flexibility and better opportunities for alignment in developing annual learning plans and a learning strategy and address the discrepancy between the numbers of resources focused on delivery on the lesser number available for design.

The following changes are proposed

- The positions of **Manager Learning Delivery** and **Manager Learning Design** would be disestablished.
- A new position of **Manager Immigration Learning** would be established with responsibility for the development of an overall learning strategy across the immigration system, introducing a more nuanced approach to the delivery of learning, with a mix of different learning media and less reliance on face-to-face classroom-based learning, and developing an evaluation of learning effectiveness and a continuous improvement approach to learning. The Learning Specialist positions would report to this position.

- A new position of **Team Leader Learning Delivery** would be established to ensure a manageable span of control across the resources of both design and delivery. The Team Leader would people manage the Learning Facilitators and hold formal people management responsibilities.
- The **Senior Learning Facilitator** role would be disestablished. The coaching and work management functions of the Senior Learning Facilitator position would transfer to the Team Leader.
- One vacant position of **Learning Facilitator** would be disestablished with one new position of **Learning Advisor** established to enable a better resource balance in the learning team. The responsibilities of the Learning Advisor would include maintaining learning materials and ensuring that these remain current, accurate and fit for purpose to enable the Learning Facilitators to focus on their core role of delivering learning.
- The position of **Learning and Delivery Administrator** would be disestablished with one new position of **Learning Management System (LMS) Advisor** established. The Learning and Development team in People and Culture is not resourced to manage the increasing requirements of the INZ section of Learn@MBIE. The LMS Advisor position reporting to the Manager Immigration Learning would take responsibility for the day-to-day requirements including managing users, developing reports, training and supporting other staff using the system and providing quality assurance checks as part of loading learning products.

We ask you to consider whether Proposal 2 will achieve our desired outcomes.

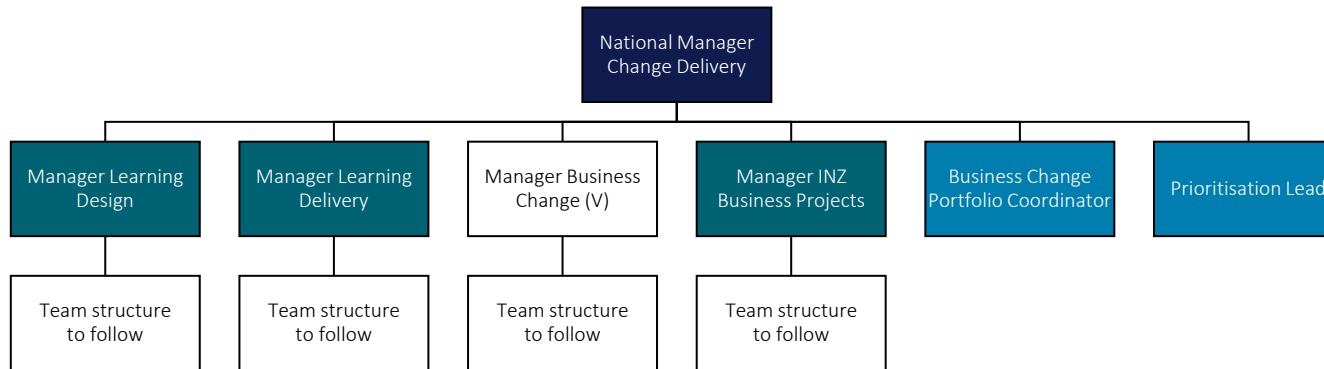
Organisational charts are provided on the following page to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions is provided at the [end of this document](#). We welcome your thoughts about where Proposal 2 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts and include how you see the alternative improving on desired outcomes.

Proposal 2: Change Delivery

Current organisational chart – Leadership Team

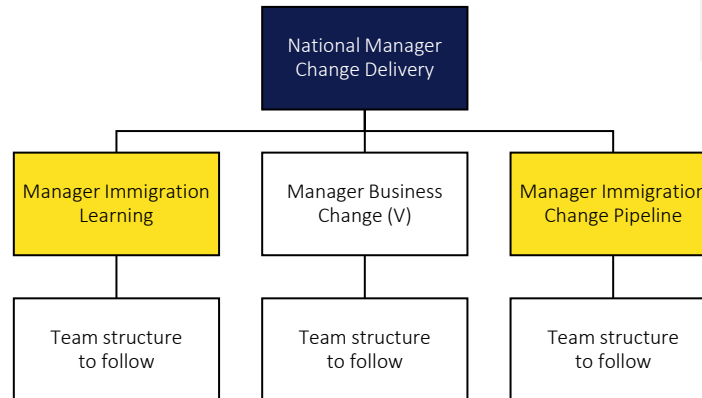
KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest



Proposal 2: Change Delivery

Proposed organisational chart – Leadership Team



KEY:

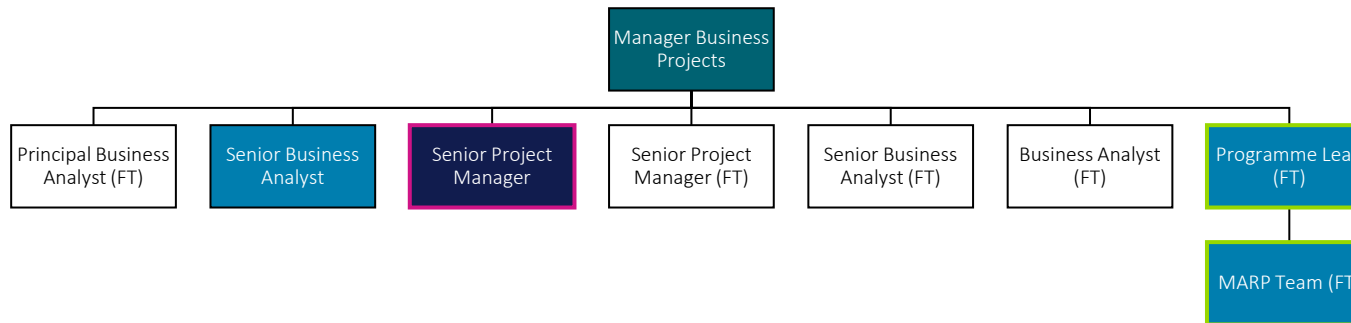
No change	Within-group branch change
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Proposal 2: Change Delivery

Current organisational chart – Business Projects

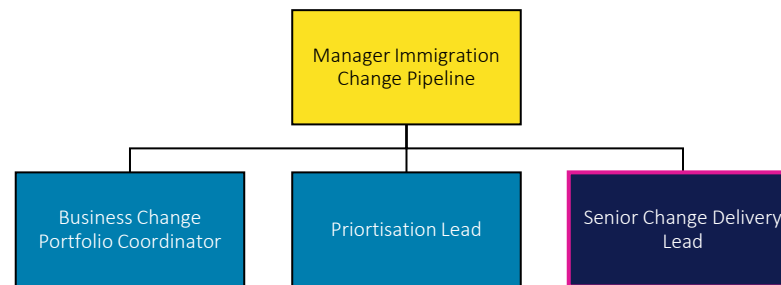
KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
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Proposal 2: Change Delivery

Proposed organisational chart – Change Pipeline



KEY:

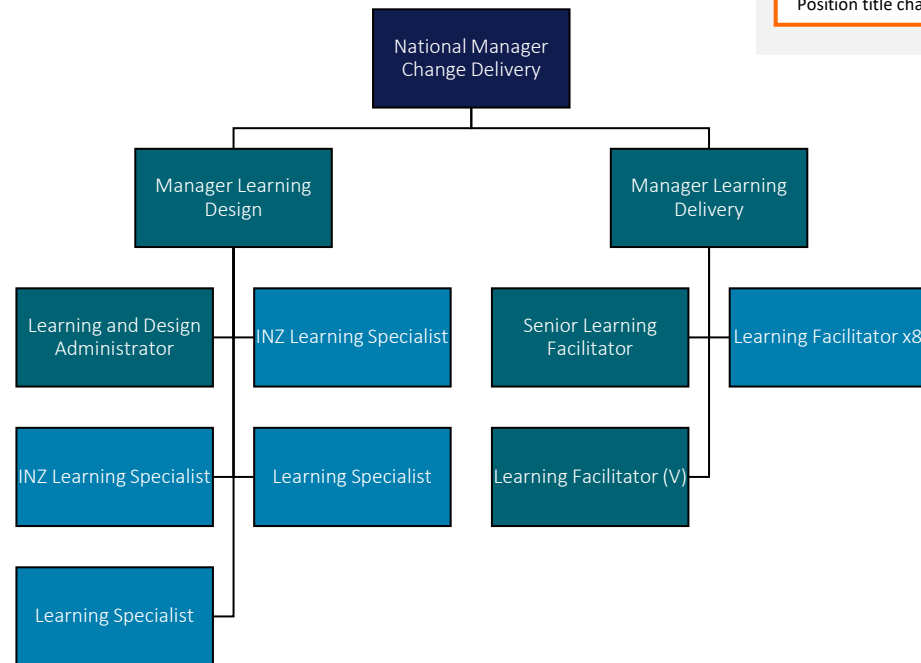
No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
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Position title change	Allocated via expression of interest

Proposal 2: Change Delivery

Current organisational chart – Learning Design and Delivery

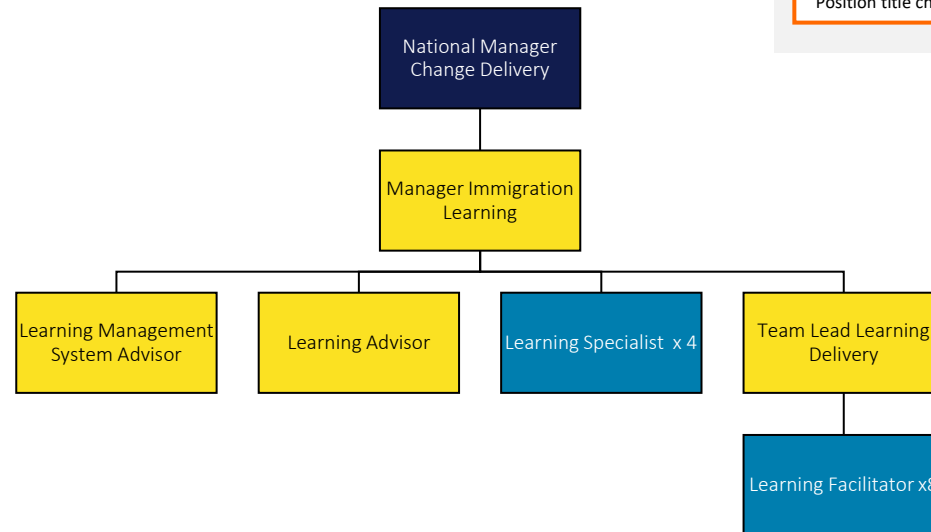
KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest



Proposal 2: Change Delivery

Proposed organisational chart – Learning Design and Delivery

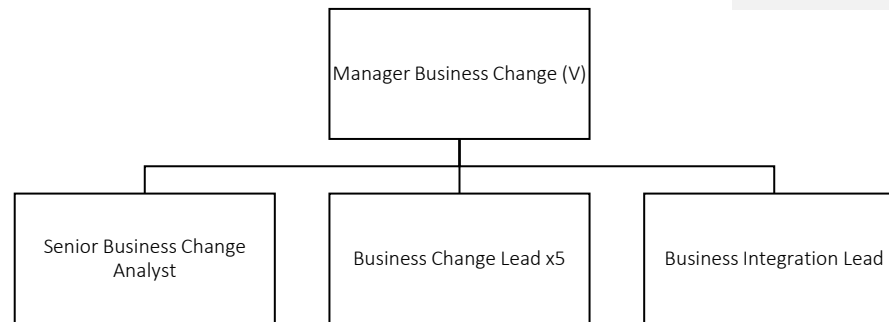


KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest

Proposal 2: Change Delivery

Current organisational chart – Business Change



KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest

Proposal 3: Service Design

Why change is proposed

The National Manager Service Design was established through the Preparing MBIE for the Future change process, with a focus on Service Design, SOPs, and Business Product Ownership. The Manager Immigration Improvement (now Manager Service Design) and team moved into SDI along with the SOPs team from Operational Policy.

A small number of further changes are proposed for the Service Design team with the purpose of increasing its Senior Business Analyst capability

There are no proposed changes to the SOPs or Business Product Owner teams.

The following changes are proposed

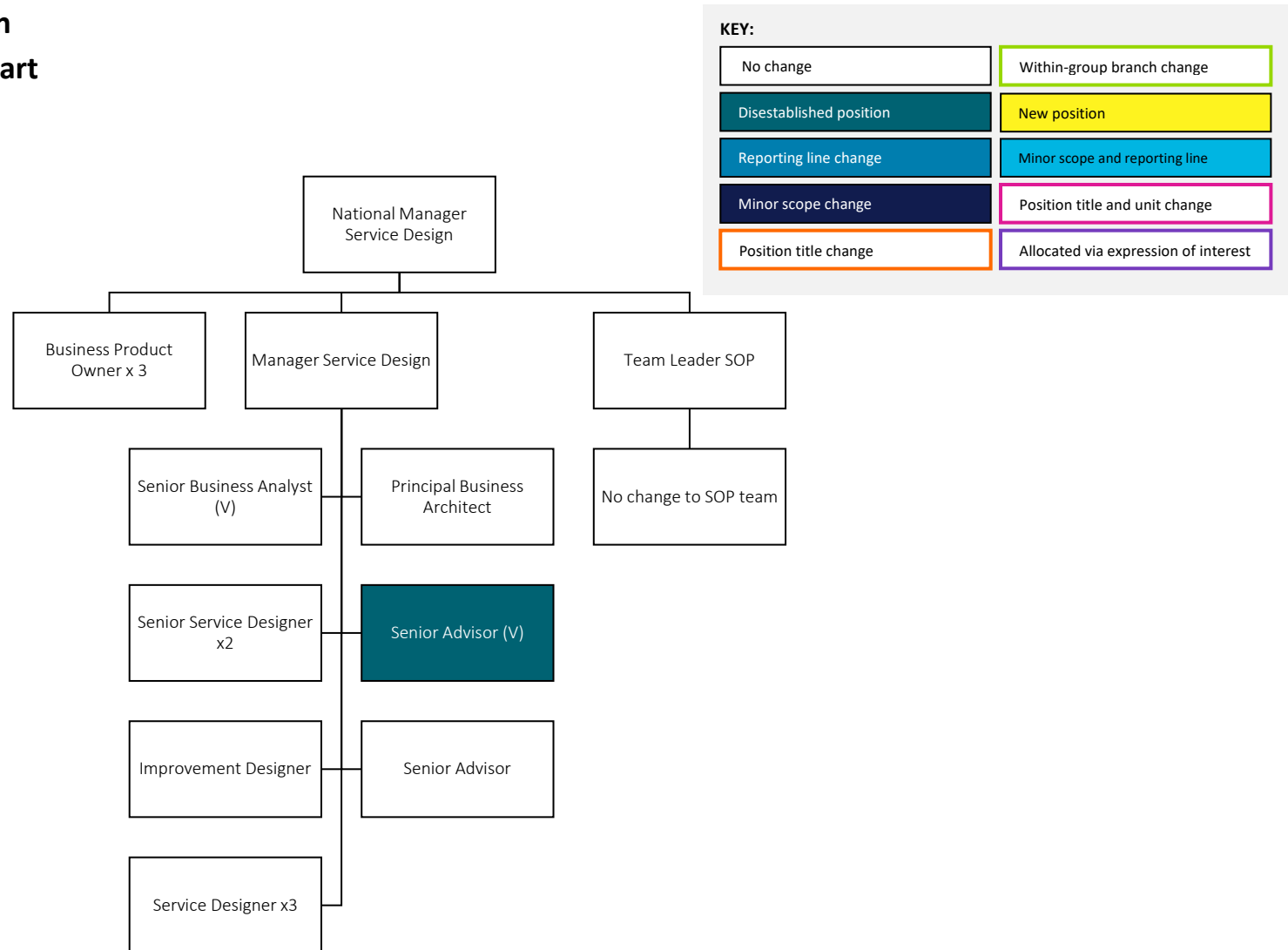
- Disestablish the vacant position of **Senior Advisor**.
- The position of **Senior Business Analyst** in Business Projects would move to Service Design with a change of reporting line to Manager Service Design. This would enable the position to provide further capacity to the team and for the position to work alongside other people in related positions who undertake design and analysis work.

We ask you to consider whether changes under Proposal 3 will achieve our desired outcomes.

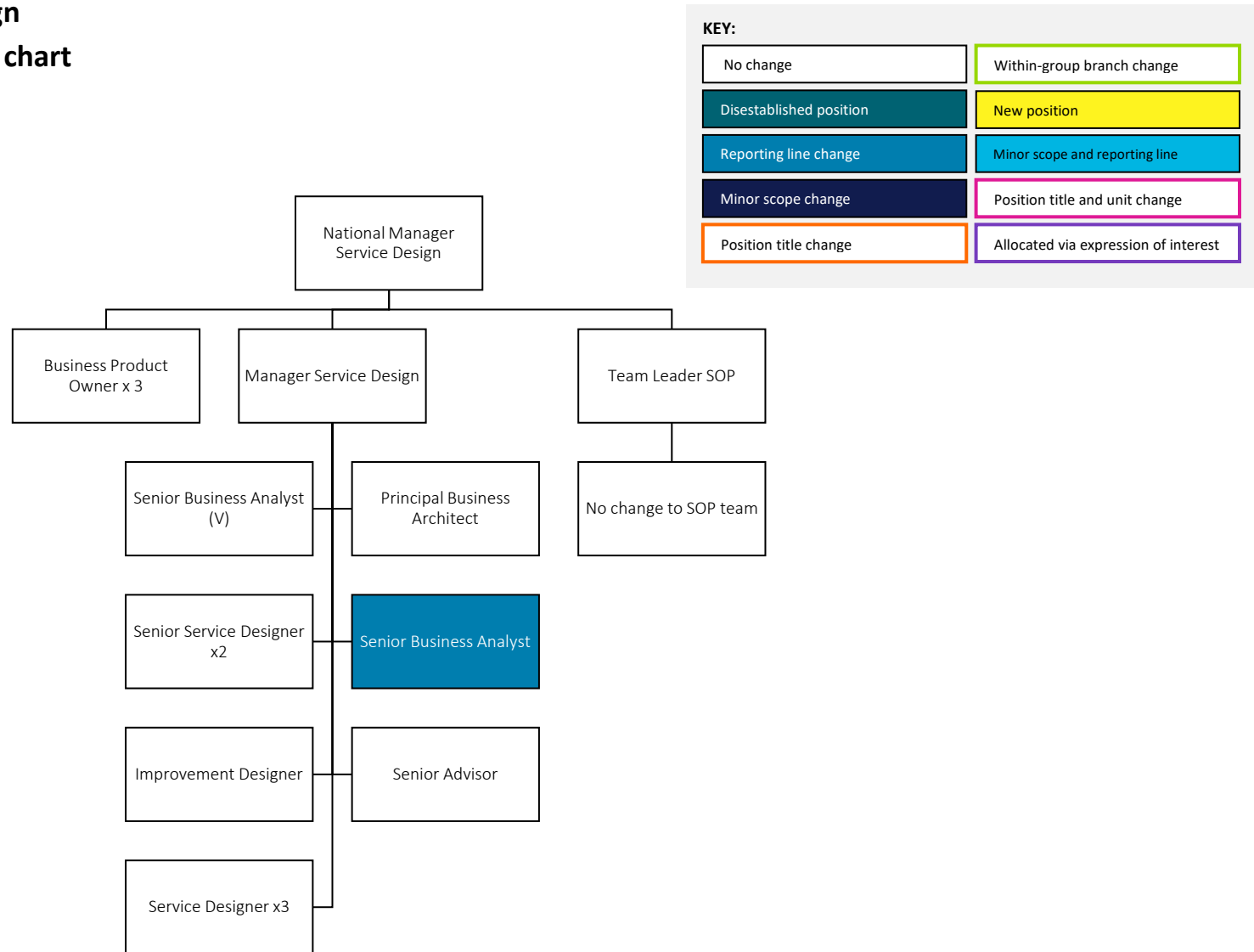
An organisational chart is provided on the following page to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions is provided at the [end of this document](#). We welcome your thoughts about where Proposal 3 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts and include how you see the alternative improving on desired outcomes.

Proposal 3: Service Design

Current organisational chart



Proposal 3: Service Design Proposed organisational chart



Areas out of scope for this change proposal

Several teams have been determined as out of scope for this change proposal: Operational Policy, Online Services, and Business Support.

As with Proposals 1 – 3; we welcome your feedback on opportunities that may exist for these teams and have included their current organisational structure on the following pages. Please share your thoughts or an alternative proposal and include how you see the alternative improving on our change aspirations.

Operational Policy

It is believed that the current team structure is set up to achieve the optimal planning, design, development and implementation of policy changes and improvements for INZ.

Online Services

In February 2024 the Deputy Secretary Immigration approved a proposal to move the Director Online Services and the Online Services team from COOI to SDI.

The purpose of the move was to align Online Services with the other change functions within SDI and enable greater alignment and direction-setting across the change work programme. The Future Services Programme will be led out by the SDI branch and is intended to design the service model for the end-to-end visa processing lifecycle, including migration of products to ADEPT and the decommissioning of legacy systems. Having the Online Services team work alongside the Programme's Director allows greater use of system expertise across the future work programme and greater flexibility of resources.

Business Support

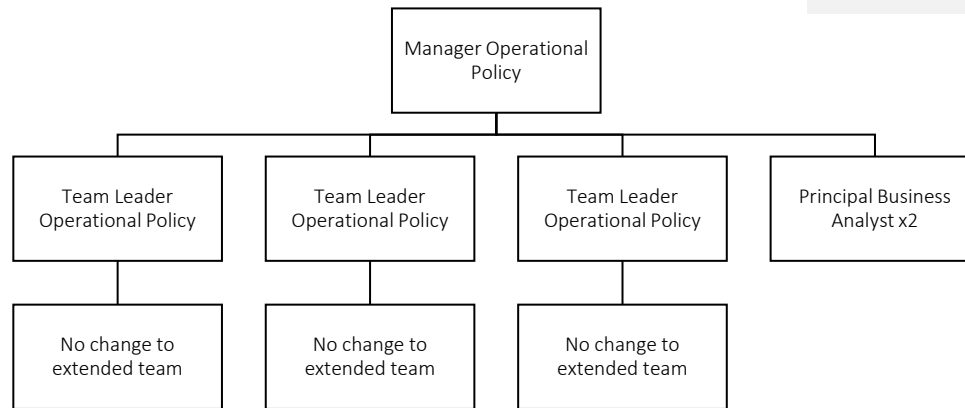
As the focus of this proposal is on enabling frontline work we are not proposing any change to the Business Support area in this proposal.

Operational Policy

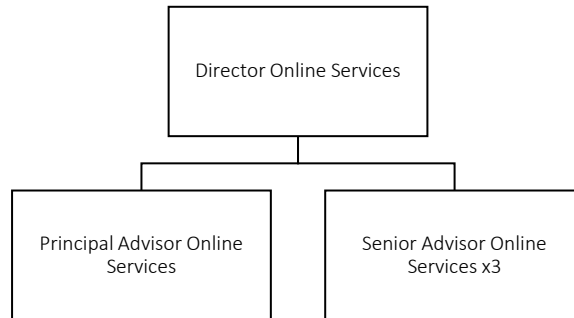
Current organisation chart

KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest



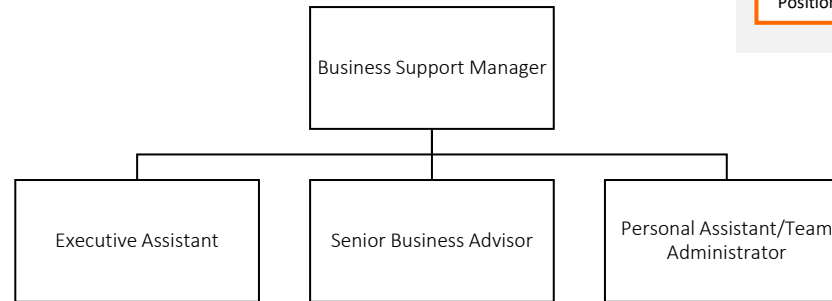
Online Services Current organisational chart



KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest

Business Support Current organisational chart



KEY:

No change	Within-group branch change
Disestablished position	New position
Reporting line change	Minor scope and reporting line
Minor scope change	Position title and unit change
Position title change	Allocated via expression of interest

Summary of proposed changes

Proposed new positions

Proposal	Position title	Reporting line	Branch	Indicative band
2	Manager Immigration Change Pipeline	National Manager Change Pipeline	Service Design and Implementation	X
2	Manager Immigration Learning	National Manager Change Delivery	Service Design and Implementation	V
2	Team Lead Learning Delivery	Manager Immigration Learning	Service Design and Implementation	R
2	Learning Management System (LMS) Advisor	Manager Immigration Learning	Service Design and Implementation	J
2	Learning Advisor	Manager Immigration Learning	Service Design and Implementation	N

Proposed disestablished positions

Proposal	Position title	Reporting line	Team
2	Manager INZ Business Projects	National Manager Change Delivery	Business Projects
2	Manager Learning Design	National Manager Change Delivery	Learning Design
2	Manager Learning Delivery	National Manager Change Delivery	Learning Delivery
2	Senior Learning Facilitator	Manager Learning Delivery	Learning Delivery
2	Learning Facilitator (V)	Manager Learning Delivery	Learning Delivery
2	Learning & Design Administrator	Manager Learning Design	Learning Design
2	Senior Advisor (V)	Manager Service Design	Service Design

Proposed minor change

Proposal	Position title	Team	Description of change
1	National Manager Change Delivery	Change Delivery	<ul style="list-style-type: none"> Minor scope change
2	Programme Lead MARP	Business Projects	<ul style="list-style-type: none"> Branch (COO) Reporting Line change
2	MARP team (5 positions)	Business Projects	<ul style="list-style-type: none"> Branch change (COO)
2	Senior Business Analyst (Business Projects)	Business Projects	<ul style="list-style-type: none"> Reporting Line change to Manager Service Design
2	Senior Project Manager (Business Projects)	Business Projects	<ul style="list-style-type: none"> Position Title change to Senior Change Delivery Lead Reporting Line change to Manager Immigration Change Pipeline
2	Business Change Portfolio Coordinator	Change Delivery	<ul style="list-style-type: none"> Reporting Line change to Manager Immigration Change Pipeline
2	Prioritisation Lead	Change Delivery	<ul style="list-style-type: none"> Reporting Line change to Manager Immigration Change Pipeline

Fixed-term roles ending

Proposal	Position title	Team	End date
1	Principal Business Analyst	Business Projects	28 June 2024
1	Senior Project Manager	Business Projects	28 June 2024
1	Senior Business Analyst (V)	Business Projects	30 June 2024
1	Business Analyst	Business Projects	30 June 2024

Appendix 1: Change process

Consistent with MBIE's employment agreements and recruitment policy, the following information summarises the standard change processes which would apply to any changes confirmed as a result of this consultation process. This includes reconfirmation, reassignment, selection and redeployment.

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. This process would be based on selection criteria from within the position description for the role.

Reassignment

As part of the consultation process you may be proposed to be "directly reassigned". In these circumstances we are proposing to directly reassign you into a different but substantially similar role.

For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties are not so significant as to be unreasonable taking account of your skills, abilities and potential to be retrained; and
- You have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position; and
- The 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 you are confirmed to be directly reassigned as part of the final structure you will not need to take any action as you will automatically be directly offered reassignment into the position.

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 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. This process would be based on selection criteria from within the position description for the role.

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees affected by the 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 (EOI) process

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you would 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](#).
- Express an interest in voluntarily ending your employment without actively seeking redeployment opportunities within MBIE. MBIE may decline any expression of interest on the grounds that you have skills and experience that need to be retained and a reassignment option is available.

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 substantially similar position; or
- Subject to a significant location change outside of the current local area.

Please note that you will not be considered an affected employee 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 would need to submit an EOI form which would allow you to express interest in up to five available position/s for which you are suitably qualified. Using the EOI form you would provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria is in the draft position descriptions and will be outlined as part of the decision document along with final position descriptions. For people leader roles selection criteria may also include the Leadership Success Profile. A CV would not be required as part of any EOI submission, however if you wish to provide one this is optional. 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 would not be mandatory.

Once the EOI and/or advertisement period closes, all submissions would be shortlisted against the position criteria (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to

minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant's EOI submission and no additional information or interview would be required.

For some positions, additional selection tools may be appropriate, including:

- Demonstrated skill and experience level against the key accountabilities and deliverables as outlined in the position description.
- Consideration of skills, experience and qualifications against the person specifications as outlined in the position description.
- Consideration of skills and experience against the Leadership Success Profile.
- Presentation and/ or role specific testing.

All applicants will be advised if additional selection tools are required.

Selection and Recruitment Timeline

Where possible 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. In situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is best 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.

Appendix 2: 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

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.