



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Service Design and Implementation

Final Change Decisions

16 July 2024

Setting up our branch for the future

Tēnā koutou,

I want to extend my sincere thanks to everyone who provided feedback on the change proposal for Service Design and Implementation. I was pleased that you took the opportunity to provide your thoughts on how the proposal could be improved to better achieve our goals.

The consultation process provided us with some thoughtful and well framed feedback. We have considered this carefully and as a result, we have made changes to the proposal, which are reflected in the final decisions outlined in this document.

As you know, over the last few months, MBIE has been working closely with the new Government to support their priorities and help confirm and set up portfolio work programmes that will deliver on those priorities.

Our structure 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 process 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 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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Your feedback on the Service Design and Implementation change proposal

The majority of feedback was in relation to Proposal 2 – Change Delivery, specifically the Learning teams and the Immigration Change Pipeline.

The following table summarises feedback we received about the overall proposal. Feedback on specific proposal areas is set out in further pages of this document.

General feedback themes		Response
Proposed structure	<ul style="list-style-type: none">• Resourcing and structure of the Learning areas• New position of Manager Immigration Change Pipeline	<ul style="list-style-type: none">• General support for the Manager Immigration Learning position.• The resourcing of the Learning delivery and design teams was carefully reconsidered on the basis of the feedback provided. As such, the final decision for the learning area has an amended structure.• Further consideration has also been given to the Change Pipeline area and the proposed establishment of a new position.

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 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 role 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 not 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 the 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 placing 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 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 that were outlined in the proposal did require some structural change. The changes focussed primarily on the Business Projects and Learning Design and Delivery areas of the branch and considered the requirements for 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.

Implementation and 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.

Understanding change to your position

You can see the confirmed changes to your position by reading through the final decision for your business group and viewing both current and new organisational charts. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions.

How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position, your People Leader or General Manager will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE’s change process from [page 32](#). This includes MBIE’s Expression of Interest (EOI) and selection process for affected people.

Let us know

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

Implementation

The SDI Leadership Team and SDI People Leaders will engage with INZ and our wider MBIE stakeholders and customers on our new structure, what it is set to achieve and what it means for them.

Relevant People Leaders will work with their teams to determine how the teams will function in the new structure to deliver our branch responsibilities. People Leaders will also set up regular review points to ensure that progress is on track and identify and address any issues that may have arisen.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	16 July 2024
Expressions of interest (EOI) and selection process starts	20 July 2024
‘Go-live’ of new structure	29 July 2024

Proposal 1 – Service Design and Implementation Leadership Team

Summary of changes proposed

As set out in the initial change proposal there was agreement across the leadership team that it was well set up to deliver because of the further changes that had been implemented since July 2023, however the following change was proposed to reflect accountability for the Change Pipeline:

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

Your feedback on Proposal 1

There was no feedback specifically received about Proposal 1. Because of this, there is no summary of feedback included in this section.

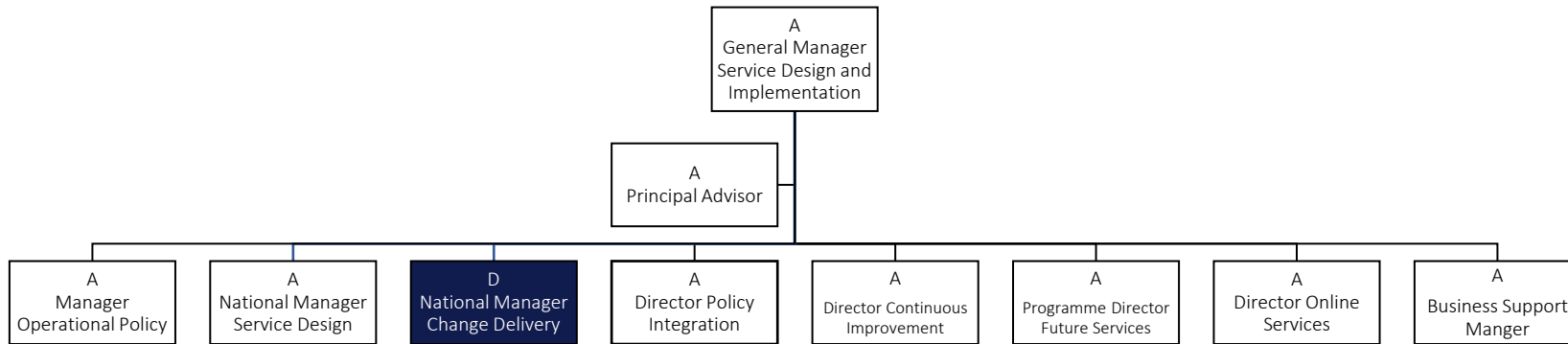
Confirmed changes

1. The position of **National Manager Change Delivery** will have a minor scope change to reflect the role's accountability for the Change Pipeline.

Confirmed organisational chart – Service Design and Implementation Leadership Team

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	Contestable reconfirmation



Proposal 2 – Change Delivery

Summary of changes proposed

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

There were no proposed changes to the Business Change team.

Business Projects

- The position of **Manager Business Projects** would be disestablished.
- The **Senior Project Manager** position would move to the Change Pipeline area with a position title change to **Senior Change Delivery Lead**.
- The **Senior Business Analyst** position would move to **Service Design** with a change of reporting line.
- The **MARP Programme Lead** and the **MARP** team would return to the Chief Operating Officer (COOI) branch.
- The **Business Projects** unit would be disestablished in the organisational structure.

Immigration Change Pipeline

- A new position of **Manager Immigration Change Pipeline** would be established.
- 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

- The positions of **Manager Learning Delivery** and **Manager Learning Design** would be disestablished.
- A new position of **Manager Immigration Learning** would be established.
- A new position of **Team Leader Learning Delivery** would be established.
- The **Senior Learning Facilitator** role would be disestablished.
- One vacant position of **Learning Facilitator** would be disestablished with one new position of **Learning Advisor** established reporting to the **Manager Immigration Learning**.
- The position of **Learning and Delivery Administrator** would be disestablished with one new position of **Learning Management System (LMS) Advisor** established reporting to the **Manager Immigration Learning**.
- The **Learning Specialists** would have a change of reporting line to **Manager Immigration Learning**.
- The **Learning Facilitators** would have a change of reporting line to the **Team Leader Learning Delivery**.

Your feedback on Proposal 2

The majority of feedback was in relation to the proposed structure and positions of the Learning area. Feedback was also received on the proposed new position of Manager Immigration Change Pipeline and proposed reporting line changes to a position in Business Projects.

The following table summarises feedback we received about Proposal 2:

Feedback themes		Response
Learning		
Resourcing	<ul style="list-style-type: none"> Resource imbalance in the Learning Design and Learning Delivery teams: while there are sufficient learning facilitators, there is currently insufficient resource in the Learning Design Team, resulting in an inability to take on learning projects outside of design of learning products relating to policy changes. Approach to resolving inefficiencies, continuous improvement and delivery of learning. 	<ul style="list-style-type: none"> As set out below, an additional senior specialist position will contribute additional resourcing to the learning design area. As currently occurs with all new vacancies, future consideration will be given as to where resourcing should be prioritised should vacancies arise. For resourcing and to support individual professional development, we will continue to look to provide opportunities for individuals to develop skills across both delivery and design areas. The Manager, Team Leader and senior positions will be expected to work with each area on the prioritisation of deliverables, address workflow inefficiencies, continuous improvement and the delivery of learning.
Senior Learning positions	<ul style="list-style-type: none"> Support for retaining Senior Learning Facilitator position to continue to provide technical facilitation expertise. The need for a Senior Learning Specialist to support Design team in development and continuous improvement, allowing the manager to concentrate on strategic initiatives. Feedback on career progression opportunities. 	<ul style="list-style-type: none"> The position of Learning Advisor will not be established as its purpose and function were reconsidered. The role was not seen to provide the right type of resourcing that was needed in the learning area. A Senior Learning Specialist position will be established to add to capacity and development opportunities in learning design. The retention of the Senior Learning Facilitator and an additional senior position will provide benefits to both resourcing and deliverables. These positions will provide enhanced levels of technical expertise and support continuous improvement practices along with support to the Manager Immigration Learning. These positions also provide the potential for career progression opportunities.

Feedback themes		Response
LMS Advisor	<ul style="list-style-type: none"> Position workload seen as too high. 	<ul style="list-style-type: none"> The responsibilities of the LMS Advisor were reconsidered. Tasks related to OIAs and for maintenance and design aspects have been amended in the position description to allow the role to focus on LMS related work.
Manager Immigration Learning	<ul style="list-style-type: none"> Support for the establishment of the position. Position size and scope of role Role should report to the General Manager 	<ul style="list-style-type: none"> The position description has been updated to clarify the responsibilities and scope of the position. Senior Learning positions will support the Manager including with learning strategy and annual learning plans. A job evaluation of the size of the role takes into account several factors including the responsibilities of the role, required skill/knowledges and role complexities. Relativities to other roles in the team, branch and comparable roles across the wider organisation are also taken into consideration. When looking at the branch structure as a whole, we consider that the role is sitting at the appropriate reporting level. The National Manager position will support the Manager role to deliver on its objectives.
Process	<ul style="list-style-type: none"> Automatic reassignment to roles that are the same size. 	<ul style="list-style-type: none"> Reassignment to a position is not solely based on two roles being the same job size and takes into account a number of factors.
Change Pipeline		
Manager Immigration Change Pipeline	<ul style="list-style-type: none"> Lack of clarity concerning the intersection with other SDI areas and Manager positions with the accountabilities of the Manager Immigration Change Pipeline. Clarification of the responsibilities of the Manager Immigration Change Pipeline position. 	<ul style="list-style-type: none"> The establishment of this position has been reconsidered. As the Future Services work is now underway it would be prudent for further work to progress on the model to provide us with a better understanding of resourcing requirements and how roles will interconnect, prior to establishing a Change Pipeline Manager position.

Feedback themes		Response
Business Projects		
Project management functions	<ul style="list-style-type: none"> Disestablishment of Manager and team could undermine ability to deliver projects with a business change component. Consideration for moving project management functions into the Business Change team. 	<ul style="list-style-type: none"> It was confirmed that large scale projects would be more appropriately managed within the Portfolio Management function of the Digital, Data and Insights (DDI) group, and that there will be adequate resource within SDI to manage smaller business and policy change projects. Additionally, more extensive business change may occur within the framework of our Future Services.
Senior Project Manager	<ul style="list-style-type: none"> Position title would create confusion with roles in Change Delivery. 	<ul style="list-style-type: none"> The position title has been reviewed to better reflect that the role would continue to provide project management capability. There will be an opportunity for this role to lead large policy and business projects, working with the Portfolio Management function in DDI to follow the appropriate processes.
Senior Business Analyst	<ul style="list-style-type: none"> Role should move to Online Services. 	<ul style="list-style-type: none"> Where the role should sit was reconsidered taking into account the size of other teams and their programmes of work.

Confirmed changes

Business Projects

1. **Manager Business Projects** position will be disestablished.
2. **Senior Project Manager** will move to the Change Delivery area reporting to the **National Manager Change Delivery** with a change of position title to **Senior Business Project Manager**.
3. **Senior Business Analyst** will move to the Online Services team reporting to the **Director Online Services**.
4. **MARP Programme Lead** and the **MARP** team will move to the Chief Operating Officer (COO) Branch. The **MARP Programme Lead** will report to the **Chief Operation Officer Immigration**.
5. **Business Projects unit** will be disestablished.

Immigration Change Pipeline

1. **Manager Immigration Change Pipeline** position will not be established.
2. **Prioritisation Lead** and **Business Change Portfolio Coordinator** will continue to report to the **National Manager Change Delivery**.

Learning

1. **Manager Learning Delivery** and **Manager Learning Design** will be disestablished.
2. **Manager Immigration Learning** will be established.
3. **Team Leader Immigration Learning** will be established with a broader accountability to lead a team of both **Learning Specialists** and **Learning Facilitators**. This position will have a leadership focus but will work closely with the Manager Immigration Learning and other senior learning positions.

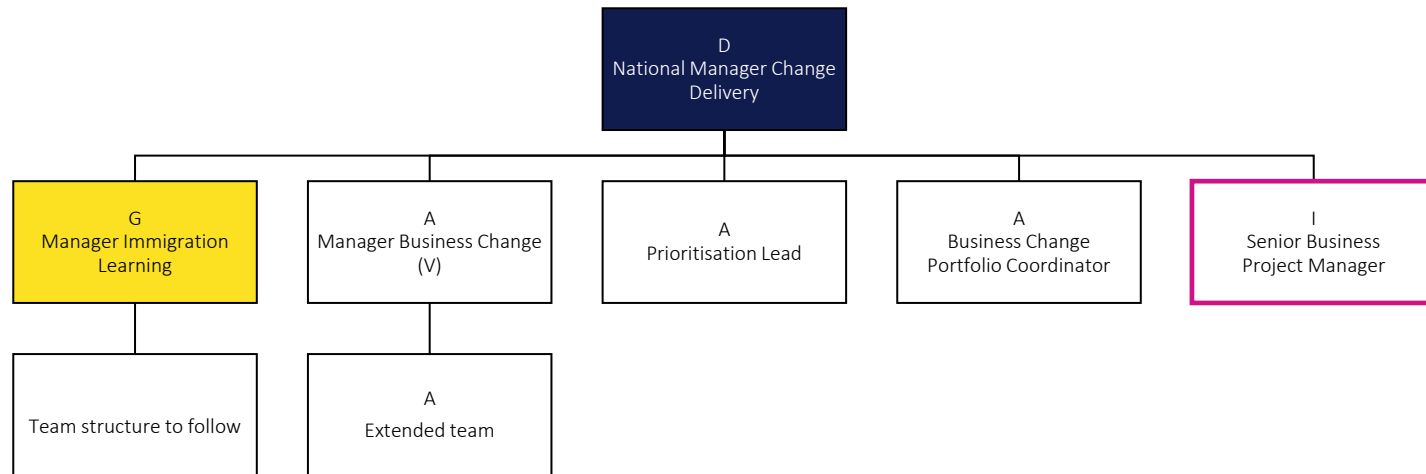
4. **Senior Learning Facilitator** will not be disestablished. The position has a minor scope and a reporting line change to the **Manager Immigration Learning**.
5. Vacant position of **Learning Facilitator** will be disestablished but the position of **Learning Advisor** will not be established.
6. New position of **Senior Learning Specialist** will be established reporting to the **Manager Immigration Learning**.
7. **Learning and Design Administrator** will be disestablished with the new position of **Learning Management System (LMS) Advisor** established reporting to the **Manager Immigration Learning**.
8. **Learning Facilitator** and **Learning Specialist** positions will report to the Team Leader Immigration Learning position.

Change Delivery

1. There are no changes for the **Manager Business Change** and **Business Change** team.

Confirmed organisational chart – Change Delivery

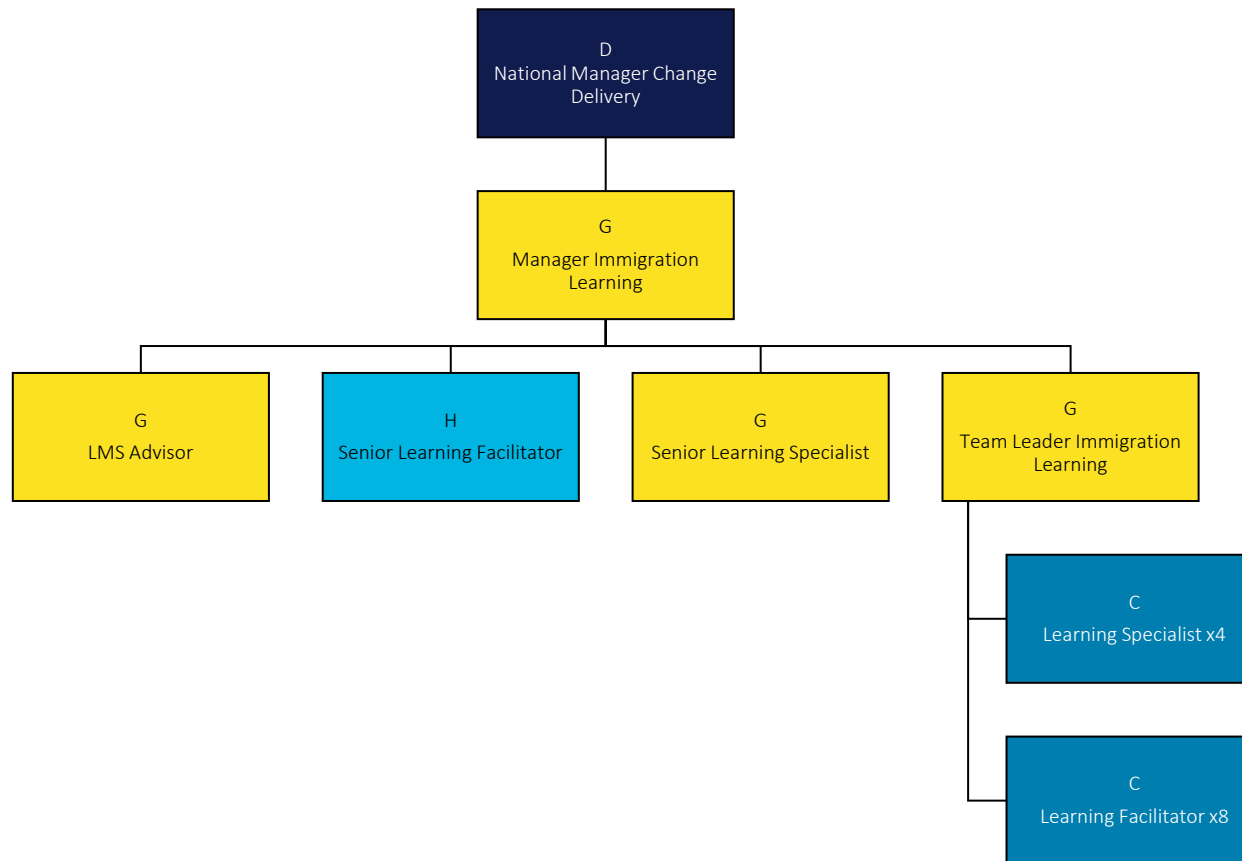
KEY			
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B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	Contestable reconfirmation



Confirmed organisational chart – Learning Design and Delivery

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	Contestable reconfirmation



Proposal 3 – Service Design

Summary of changes proposed

There were a small number of changes proposed for the Service Design team with the purpose of increasing Senior Business Analyst capability.

- Vacant position of **Senior Advisor** would be disestablished.
- Position of **Senior Business Analyst** in Business Projects would move to Service Design with a change of reporting line to **Manager Service Design**.

Your feedback on Proposal 3

The feedback for this area was only in relation to the proposed move of the Senior Business Analyst (Business Projects) position moving to Service Delivery.

The following table summarises feedback we received about Proposal 3:

Feedback themes	Response	
Senior Business Analyst	<ul style="list-style-type: none">• Role should move to Online Services not Service Delivery.	<ul style="list-style-type: none">• Where the role should sit was reconsidered taking into account the size of other teams and their programmes of work.

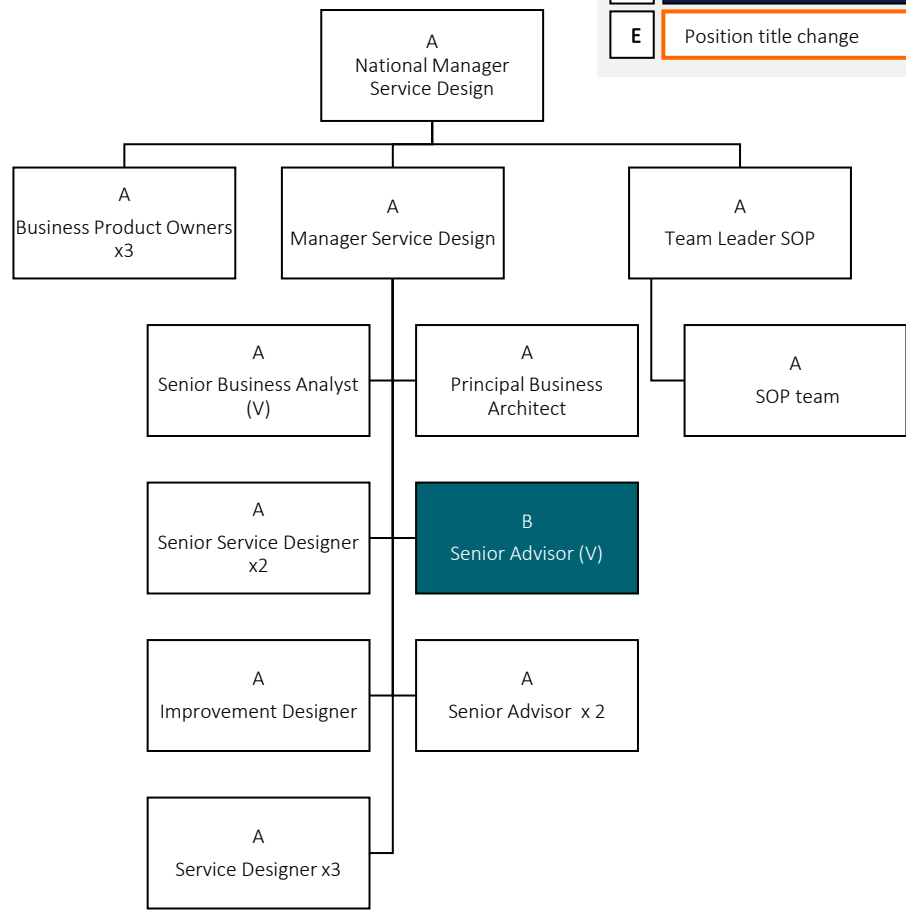
Confirmed changes

1. **Senior Advisor** position will be disestablished.
2. **Senior Business Analyst** position in Business Projects will move to Online Services reporting to the position of **Director Online Services**.

Confirmed organisational chart – Service Design

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	Contestable reconfirmation



Areas out of scope

Summary of changes proposed

In the Change Proposal several teams were determined to be out of scope: Operational Policy, Online Services and Business Support.

In the proposal we set out that:

- The structure of Operational Policy was already optimally set up to deliver its objectives.
- In February 2024 the Director Online Services and the Online Services team had moved from COOI to SDI.
- As the focus of the SDI Change Proposal was on enabling frontline services, it did not propose any change to Business Support.

Adjustments to the scope of this proposal

While originally out of scope, feedback was received relating to the Operational Policy team and the Online Services team. This feedback has been summarised on the following page and as a result, changes have been confirmed which have impacts to both of these teams.

Your feedback on Online Services and Operational Policy teams

Feedback was received about the Senior Business Analyst position in relation to the Online Services team (see Proposal 2), and about the Operational Policy team. No feedback was received about the Business Support area.

The following table summarises feedback we received and our response.

Feedback themes		Response
Online Services		
Senior Business Analyst	<ul style="list-style-type: none"> Role should move to Online Services not Service Delivery. 	<ul style="list-style-type: none"> Where the role should sit was reconsidered taking into account the size of other teams and their programmes of work. As the Online Services team is a small team with a considerable programme of work it was decided that further resourcing in this area will be of greater benefit.
Operational Policy		
Manager Operational Policy and Team Leader Operational Policy	<ul style="list-style-type: none"> Position sizing and role titles. 	<ul style="list-style-type: none"> Although not directly related to the Change Proposal, an undertaking has been made to review position titles and position descriptions for this area.

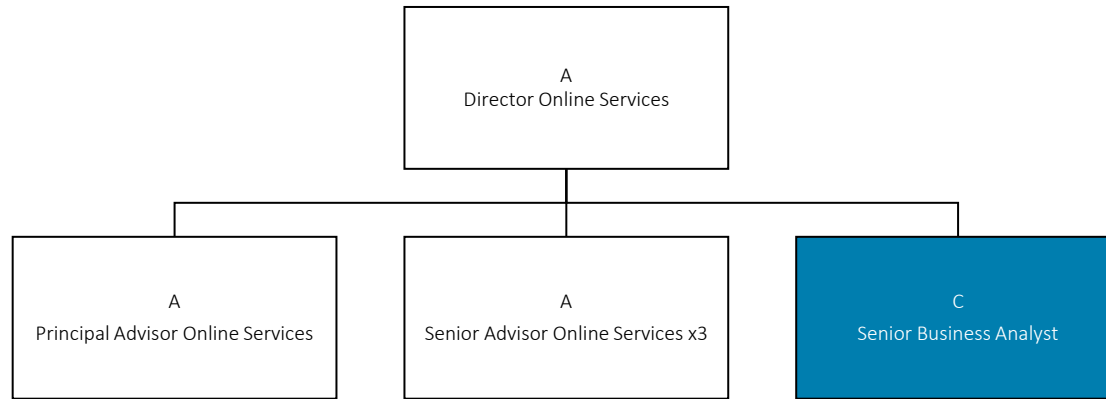
Confirmed changes

1. Position Descriptions for the **Manager Operational Policy** and **Team Leader Operational Policy** will be reviewed to ensure they accurately reflect the responsibilities of the roles.
2. The position title of **Manager Operational Policy** will be reviewed with a view to provide title consistency with other SDI tier four positions.
3. **Senior Business Analyst** in Business Projects will not move to Service Design and instead will move to the Online Services team reporting to the **Director Online Services**.
4. There are no confirmed changes to the **Business Support** area as part of the Final Decisions.

Confirmed organisational chart – Online Services

KEY

A	No change	F	Within-group branch change
B	Disestablished position	G	New position
C	Reporting line change	H	Minor scope and reporting line change
D	Minor scope change	I	Position title and unit change
E	Position title change	J	Contestable reconfirmation



Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	6 (including 3 vacant positions)
Number of positions to be part of a contestable reconfirmation process	0
Number of new positions	4
Number of positions with minor changes such as minor scope, reporting line, branch etc.	22
Overall reduction in FTE	2

New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
2	Manager Immigration Learning	National Manager Change Delivery	SDI	Permanent	18/V
2	Team Leader Immigration Learning	Manager Immigration Learning	SDI	Permanent	17/R
2	Learning Management System (LMS) Advisor	Manager Immigration Learning	SDI	Permanent	15/J
2	Senior Learning Specialist	Manager Immigration Learning	SDI	Permanent	17/R

Disestablished positions

Proposal	Position title	Reporting line	Branch
2	Manager Business Projects	National Manager Change Delivery	SDI
2	Manager Learning Design (V)	National Manager Change Delivery	SDI
2	Manager Learning Delivery	National Manager Change Delivery	SDI
2	Learning Facilitator (V)	Manager Learning Delivery	SDI
2	Learning and Design Administrator	Manager Learning Design	SDI
3	Senior Advisor (V)	Manager Service Design	SDI

Reconfirmed with minor changes

Proposal	Position title	Branch	Description of Change
1	National Manager Change Delivery	SDI	<ul style="list-style-type: none"> Minor scope change
2	Programme Lead MARP	SDI	<ul style="list-style-type: none"> Branch change (COOI) Reporting line change to Chief Operating Officer Immigration
2	MARP team (5 positions)	SDI	<ul style="list-style-type: none"> Branch change (COOI)
2	Senior Business Analyst (Business Projects)	SDI	<ul style="list-style-type: none"> Reporting line change to Director Online Services

Proposal	Position title	Branch	Description of Change
2	Senior Project Manager (Business Projects)	SDI	<ul style="list-style-type: none"> Position title change to Senior Business Project Manager Reporting line change to National Manager Change Delivery
2	Learning Specialists (x4)	SDI	<ul style="list-style-type: none"> Reporting line change to Team Leader Immigration Learning
2	Learning Facilitators (x8)	SDI	<ul style="list-style-type: none"> Reporting line change to Team Leader Immigration Learning
2	Senior Learning Facilitator	SDI	<ul style="list-style-type: none"> Minor scope change Reporting line change to Manger Immigration Learning

Appendix 1: Confirmed change process

Consistent with MBIE’s employment agreements and recruitment policy, the following information summarises the standard change processes which will apply to any changes confirmed as part of the final decisions. This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

This is where your substantive position is “reconfirmed” because your current substantive position remains substantially the same 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 has been 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 will 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 we will use a “contestable reconfirmation” process 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.

Reassignment

If you are deemed to be an Affected Employee MBIE has an obligation to make every effort to reassign you into a suitable vacant alternative role within MBIE.

Generally, a role with comparable duties and responsibilities, or any other options on terms both you and MBIE agrees to accept, may constitute a suitable position for you to be reassigned to. If a considered role is not comparable MBIE will also consider:

- Whether you could carry out the duties and responsibilities of the vacant position with a reasonable degree of training and upskilling; or
- It may be appropriate to offer an equalisation allowance in accordance with your employment agreement. MBIE will consult directly with you around any reassignment opportunities.

New positions

All new positions that are not filled via reconfirmation 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 is specified as part of the 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 you are confirmed as being significantly affected by any of the confirmed changes you will have the following available options and responsibilities:

- 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 reassignment 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 are considered an affected employee if you are permanently employed in a position that is:

- To be disestablished;
- To be changed to the extent that it cannot reasonably be considered to be the same position or a comparable position; or
- Subject to a significant location change outside of the current local area.

Please note you are not considered affected if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the “same local area” or region).

If you hold affected status there will be a supplementary consultation process with you on the EOI selection criteria for each position. The selection criteria is the knowledge, skills, experience and behavioural competencies required for the position. This consultation process provides you with a period of time to provide feedback on the criteria that will be used for appointing people to positions. Once the selection criteria has been finalised the EOI process will commence.

To participate in an EOI process you will need to submit an EOI form which will allow you to express interest in up to 4 available position/s for which you are suitably qualified. Using the EOI form you will 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 final position descriptions and is outlined as part of the decision document. For people leader roles selection criteria may also include the Leadership Success Profile. A CV will 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 will not be mandatory.

Once the EOI and/or advertisement period closes, all submissions will be shortlisted against the position criteria.

Where applicable, a panel interview will 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 will be taken to minimise the number of interviews that any affected employee will 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 will 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

Timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

Redeployment

If you wish to apply for any other existing MBIE vacancies (i.e. vacancies that are being advertised separately to the change processes), this can be done via the MBIE careers site at any stage of the process.

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description.

Review process

If you disagree with the application of this process, including for example your reconfirmation or 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 change may be difficult and encourage you to reach out to your support network and draw on the resources available to you. You can:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#))
- Reach out to the [Wellbeing, Health and Safety Team](#)
- Use our [Employee Assistance Programme](#), 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](#) – our central learning platform that holds many free e-learning courses, including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) – the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- [MBIE's library](#) – 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 People & Culture to discuss your development interests.

Career development support

Our Employee Assistance Programme 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.