



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Immigration, Compliance & Investigations

## Data, Allocation and Triage Realignment

Final Decisions - 30 October 2024

# Introduction from Steve Watson, General Manager Immigration Compliance and Investigations

Kia ora koutou,

A big thank you to everyone for your positive engagement and participation throughout this consultation process. Your feedback will help to ensure that the branch is well set up to manage its collections, allocation and triage and data functions well for the future.

We will be properly set up to fulfil our mandate, manage risks appropriately, operate effectively and efficiently, and ensure we are positioned to deliver to MBIE requirements over the longer term.

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

From your feedback, we heard general agreement with the proposed changes, with a common overall theme of ensuring the 'how' of making the proposed arrangements work in practice, going forward. We received some constructive ideas on how to "design" the team and where functions should be placed.

How we operate together and support each other will be critical, and we will use the detail provided in your feedback to help inform the implementation of the changes.

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

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

We expect the new structure to take effect 18 November 2024. Some changes such as reporting lines do take a while to travel through our HR systems, so while they may not all be visible at 'go live' they will take effect as soon as practicable. We will keep you informed of the transition arrangements as we move to the new structure.

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

Ngā mihi nui



**Steve Watson**  
General Manager Immigration Compliance and Investigations

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# The Proposal

## Summary of changes proposed

To ensure that the Immigration Compliance and Investigations Branch is well placed to manage its functions and responsibilities now and into the future it is important that we review how we deliver those functions. As part of that review, we need to consider efficiency and effectiveness of delivery through consolidation of functions, including, where necessary, changes to our organisational structure.

In order to achieve this, we looked at three specific areas:

### 1. Allocation and Triage

Since transitioning into TWSD in July 2023 there has been a marked increase in the demand for the services provided by the Allocation and Triage (A&T) team to the rest of the branch. This has been brought about both by external factors (changes to the Accredited Employer Work Visa settings and the introduction of the Immigration Infringement Scheme) as well as the need for data and reporting functionality previously provided to the branch by Immigration New Zealand.

### 2. Intelligence Collections

When the Intelligence Collections function and roles were transferred in from DDI they were initially placed within the Investigations team. There is now an opportunity to explore efficiencies through the consolidation of intelligence with all data and information and A&T functions under a single leadership structure.

### 3. General Manager Direct Repots

We needed to look at the scope and number of direct reports to the General Manager to determine whether this was the optimal structure to allow the General Manager to concentrate on the strategic initiatives of the branch rather than day to day operational matters

To achieve our change objectives and improve upon our current operating model several changes were proposed across the Branch including:

- Bring all data, allocation and intelligence collection in ICI into one team
- Establish a new Manager Data, Allocation and Intelligence Collection position
- Minor change in scope and reduction in number of direct reports for the National Manager Investigations
- Reduce the number of Manager A&T positions from 2 to 1 to be filled via a contestable re-confirmation process ring fenced to the current incumbents
- Change the reporting line for the Manger Collections and therefore the Intelligence Collections team from National Manager Investigations to the proposed new Manager Data, Allocation and Triage position
- Establish an additional Senior Support Officer position reporting to the Manager Allocation and Triage
- Establish an additional Support Officer position reporting to the Manager Allocation and Triage

- Change the reporting line for the Business Analysts to the Manager Data, Allocation and Intelligence Collection
- Disestablish two vacant Intelligence Officer positions
- Establish a new Senior Data Analyst role be established reporting to the proposed Manager Data, Allocation and Intelligence Collections

These proposed changes would have resulted in the disestablishment of three existing positions and the establishment of four new positions, as well as changes in reporting line, position title and scope. Further detail on the changes originally proposed can be found in the proposal for change which was distributed to all ICI kaimahi on Wednesday 3 October 2024.

## Your feedback on the proposal

I was pleased with the level of engagement across the branch on this proposal. We received 27 pieces of well thought out and considered feedback on the Change Proposal from across the branch. All feedback was recorded and carefully considered and analysed before final decisions were made and I appreciated the high quality, well thought through and constructive feedback received.

The majority of the feedback that was received was in support of the proposal and recognised the case for change. Some constructive feedback was also received, and this has been resulted in some changes to the original proposal.

From your feedback I heard that overall, you understood that there is a need for us to look at our allocation and triage function to best position it to deliver on the branch's future requirements. You also expressed your understanding of the need to find a more appropriate team in which to locate the collections functions however, you raised reservations as to where the best place for this team and function should be. I heard your concerns over this, and I am committed to reviewing all aspects of the Intelligence Collections function and its place in the business in February 2025 which is one year after it transferred to ICI from DDI.

I also heard your concerns about the proposal for an additional Senior Support Officer and consideration that given the current fiscal environment there could be a greater need for more senior expertise in the Evaluator, Business Analyst and Field Intelligence Officer teams. In response, I have agreed to explore this alternative proposal further and will engage directly with the relevant teams, to undertake a deep dive into capability requirements and consider whether further change is needed in the new year.

The following table summarises the key feedback themes we received about the proposed changes:

Feedback themes		Response
<b>Overall Support</b>	<ul style="list-style-type: none"> <li>We received a large amount of feedback in support of the proposal and recognition of the reasons for change.</li> </ul>	<ul style="list-style-type: none"> <li>It is positive that there was clear recognition that the changes proposed were to enable the branch to deliver on future requirements as well as address the demand issues that are currently being experienced.</li> <li>Your feedback supports the need to reduce the number of direct reports to the General Manager and the merging of the two Allocation and Triage teams into one.</li> <li>From your feedback I heard your concern for your fellow kaimahi and the impact of this change on them. As part of our design process, consideration was given to all possible scenarios in order to achieve our change objectives. The proposal and now our final decisions achieve these objectives without any loss to the number of positions in the branch.</li> </ul>
<b>Collections Team</b>	<ul style="list-style-type: none"> <li>Your feedback supported the move of the Collections team from its current reporting line within Investigations but</li> </ul>	<ul style="list-style-type: none"> <li>We acknowledge your feedback on this however we have decided that this function will report into the Manager Data, Allocation and Intelligence</li> </ul>

	<p>expressed some concerns as to where this team was best placed.</p> <ul style="list-style-type: none"> <li>• There was feedback as to the need to widen the distance between some teams, particularly Collections, whilst managing the risk of silos forming.</li> </ul>	<p>Collections as proposed given the synergies with our existing data and information functions. We are committed to a scheduled review of this function as detailed in the point below.</p> <ul style="list-style-type: none"> <li>• When Collections was initially transferred into ICI it was agreed that this would be reviewed, and this will be undertaken in February to fit with the initial time frame.</li> <li>• This is valuable feedback, and we will take it into account as we undertake our daily mahi and implement our future operating model.</li> </ul>
<b>Data Allocation and Intelligence Collection Team</b>	<ul style="list-style-type: none"> <li>• There was feedback supporting the consolidation of the Allocation and Triage functions into one team</li> <li>• Your feedback supported the establishment of a tier 4 manager to lead the Data Allocation and Intelligence Collection team</li> <li>• There was feedback that this tier 4 manager should be a National Manager</li> </ul>	<ul style="list-style-type: none"> <li>• This role has been reviewed by our MBIE Remuneration and Rewards team through job evaluation. The purpose of job evaluation is to ensure that MBIE has an accurate, robust, and consistent methodology for assessing the relative size and complexity of positions, in order to provide a structure for establishing and maintaining remuneration ranges. Job evaluation focuses on the job, not the person doing the job. It is an objective measure of the work required of each position, when performed at a fully competent/effective level, that allows MBIE to establish internal relativity. MBIE uses the Korn Ferry job evaluation methodology, which considers a range of factors including the level of knowledge, technical expertise and experience a position requires. It also considers the problem-solving environment, and the level of accountability the position has in delivering outcomes. The outcome of the process provides a points value that is then used to determine the CAPP step range or the senior remuneration bands.</li> <li>• This evaluation has confirmed that this role is a Manger and not a National Manger. The title will remain as proposed with a small change to Manager Data, Systems, Allocation and Intelligence Collection.</li> </ul>
<b>Proposed New Positions</b>	<ul style="list-style-type: none"> <li>• There was feedback that the position description for the Manager Data, Allocation and Intelligence Collection needed some changes/alterations</li> </ul>	<ul style="list-style-type: none"> <li>• The feedback received on the position description for the Manager Data, Allocation and Intelligence Collection was around ensuring the availability and integrity of the branch data. There was also the suggestion that the title of the role should be Manager Data, Systems, Allocation and Intelligence Collection. The position description has been amended to incorporate this feedback including the change in title. There has been no significant change to the responsibilities or span of control for this role</li> </ul>

<p><b>Alternative Senior Support</b></p>	<ul style="list-style-type: none"> <li>• There was feedback received that suggested that there wasn't a need for a second Senior Support Officer and that instead that it would be more beneficial to the teams to create senior roles within the Evaluators, Business Analysts and Field Intelligence teams.</li> </ul>	<ul style="list-style-type: none"> <li>• In response to this feedback, we will not establish an additional Senior Support Officer. Instead, we will investigate this suggestion further engaging directly with the relevant teams, to undertake a deep dive into capability requirements and consider whether further change is needed in the new year.</li> </ul>
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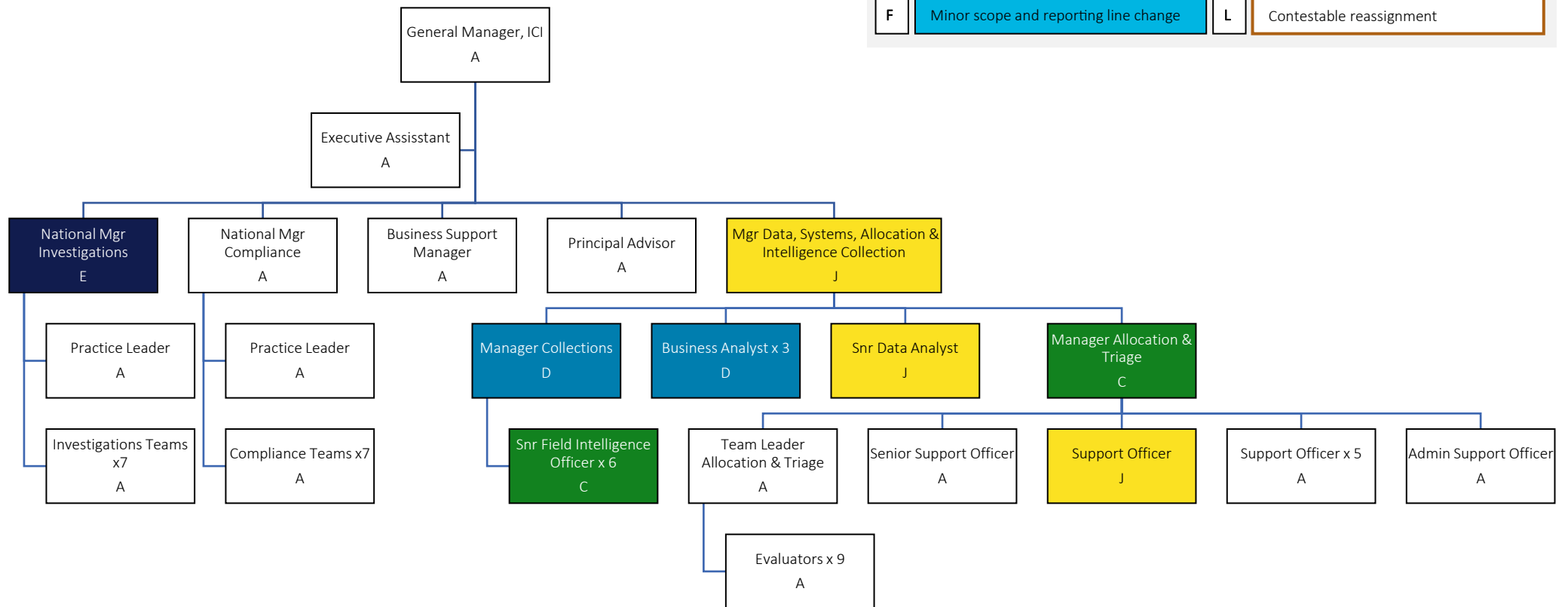
## Outcomes of your feedback and confirmed changes

After careful consideration of the feedback received, the final decisions are summarised below

1. Bring all data, allocation and intelligence collection in ICI into one team
2. Establish a new Manager Data, Systems, Allocation, and Intelligence Collection position filled by an EOI process ring fenced to those currently affected and employed within the branch
3. Minor change in scope and reduction in number of direct reports for the National Manager Investigations
4. Reduce the number of Manager A&T positions from 2 to 1 to be filled via a contestable reconfirmation process ring fenced to the current incumbent.
5. Change the reporting line for the Manger Collections and therefore the Intelligence Collections team from National Manager Investigations to the new Manager Data, Systems, Allocation and Triage position
6. Establish an additional Support Officer position reporting to the Manager Allocation and Triage
7. Change the reporting line for the Business Analysts to the Manager Data, Systems, Allocation and Intelligence Collection
8. Disestablish two vacant Intelligence Officer positions
9. Establish a new Senior Data Analyst role be established reporting to the Manager Data, Systems, Allocation and Intelligence Collection

## Confirmed organisational chart

### Immigration Compliance and Investigations



# 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 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 will discuss the practical timing of these changes with you.

## Change process

Find out more about MBIE's confirmed change process in Appendix 1. This includes the Expression of Interest (EOI) and selection process for affected people through this change.

## Let us know

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

## Implementation

The Expression of Interest (EOI) process for the Manager Allocation and Triage and the Manager Data Systems, Allocation and Intelligence Collection will start immediately from 31 October 2024. The information on EOIs will be emailed directly to affected

people, along with new or amended position descriptions, to ensure they have detailed information about the process and where to go with any questions.

The EOI application process will be open from 31 October until 5pm 4 November 2024.

Once EOI applications have closed, applications for positions will be shortlisted against the selection criteria outlined. If interviews are required, we anticipate these will take place on 5 & 6 November 2024.

I will confirm outcomes of the EOIs as quickly as possible to give clarity to our people. If either of these positions remain vacant after this process, they will be advertised on MBIE's careers site, visible to current employees only.

I expect the new structure to take effect 18 November 2024. I will work with my direct reports to ensure that these confirmed changes are implemented as smoothly as possible and that the resultant changes to our operating model are well considered and reflect the feedback that I have received. We will keep you informed of the transition arrangements as we move to the new structure.

Recruitment to the other new roles established through this change will follow the usual MBIE recruitment process and will be advertised on MBIE's careers site, visible to current employees only, in the first instance.

Some changes such as confirmed title and/or reporting line changes may take some time to be processed through our systems, so may not all be visible on the date of go-live, but they will take effect as soon as practicable.

## Implementation timeline

Activity	Indicative Timeframes
Final decision released	30 October 2024
Expressions of interest (EOI) for the Manager Allocation and Triage and the Manager Data Systems, Allocation and Intelligence Collection	31 October – 4 November 2024
Interviews if required	5 & 6 November 2024
Confirmation of outcomes from EOI processes	11 November 2024
'Go live' of new structure	18 November 2024

# Summary of changes

## Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	3
Number of positions to be part of a contestable reconfirmation process	1
Number of new positions	3
Number of positions with minor changes such as minor scope, reporting line, branch etc.	6
Overall change in FTE	2

## New positions

Position title	Reporting line	Branch	Status	Confirmed salary band
Manager Data Systems Allocation and Intelligence Collection	General Manager ICI	Immigration Compliance and Investigations	Permanent	X
Senior Data Analyst	Manager Data Systems, Allocation and Intelligence Collection	Immigration Compliance and Investigations	Permanent	R
Support Officer	Manager Allocation & Triage	Immigration Compliance and Investigations	Permanent	B

## Disestablished positions

Position title	Reporting line	Branch	FTE
Manager Allocations & Triage reduction (from 2 to 1)	General Manager ICI	Immigration Compliance and Investigations	1
Senior Field Intelligence Officer reduction (from 8 to 6)	Manager Collections	Immigration Compliance and Investigations	2

## Reconfirmed with minor changes

Position title	Branch	Description of change
National Manager Investigations	Immigration Compliance and Investigations	Minor Scope Change and reduction in direct reports
Manager Allocations and Triage	Immigration Compliance and Investigations	Change in Reporting Line to Manager Data, Systems Allocation and Intelligence Collection
Business Analyst x 3	Immigration Compliance and Investigations	Change in Reporting Line to Manager Data, Systems Allocation and Intelligence Collection
Manager Collections	Immigration Compliance and Investigations	Change in Reporting Line to Manager Data, Systems Allocation and Intelligence Collection

## 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

As part of the consultation process if you were proposed to be "directly reassigned" into a different but comparatively similar role this decision will be communicated as part of the final decision and you will not need to take any action.

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).

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 we will use a "contestable reassignment" 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.

## 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 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).

To participate in an EOI process you will need to submit an EOI form which will allow you to express interest in up to X 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 also be required as part of any EOI submission. 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 (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the 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 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. Consider the people you feel most comfortable to reach out to for support as you navigate change, including your whānau – family, friends, kaimahi – colleagues, community and networks.

### Wellbeing support and resources

As you navigate and support others through change, remember that you can access the Employee Assistance Programme (EAP) which offers you and your whānau free, confidential counselling services.

- [Employee assistance programme](#)

In addition to EAP, there are a range of people and resources to support you at MBIE:

- Talk to your people leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#) who can provide a confidential conversation and access to specialised advice
- Connect with our [Employee-led Networks](#) which help MBIE people connect, engage and learn, and can advocate for the needs of their network members
- Consider our [hauora wellbeing allowance](#) which enables you to claim a contribution towards the cost of health and wellbeing services
- Call or text [1737](#) to access free counselling services

### 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
- Or reach out to People and 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.

- Learn more about EAP services: [Access support through EAP](#)
- Learn strategies for [navigating major life choices and transitions](#)