



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Immigration New Zealand

Final Change Decisions

22 October 2024

Introduction from Richard Owen

Tēnā koutou,

Thank you for your engagement on this change proposal. In considering final decisions, I read every single piece of your feedback, and I was once again reminded of the calibre of thinking across our kaimahi; your passion for public service and the important work we do at the Border and Chief Operating Officer teams; and your commitment to living all of our MBIE Values.

This change process follows a number of engagements across our Border whānau, including MyVoice Focus Group sessions. While those previous engagements weren't directly connected to this change proposal, you have been consistently clear that change is needed to set our Border up for success in the future and enable you to thrive.

The change proposal looked to build on what we have learnt from the Visa Operations model, which centralised enabling functions into the Chief Operating Officer branch and increased the operational leadership focus on improving staff engagement and culture. While feedback was broadly supportive of a similar realignment of Border functions, it was also clear that achieving operational excellence across those functions will require new ways of working and potentially further change to support front line kaimahi in future.

Along with the Chief Operating Officer and the rest of the Immigration Leadership Team, I am committed to working with you to establish those new ways of working. This will be supported by a series of transition activities to address roles and responsibilities across the teams in scope.

In particular, you've emphasised the need to enable strong, people-centred operational leadership. Through this change process, I aim to give frontline leaders the ability to focus on supporting and developing their people, who will benefit from more frequent and meaningful contact. There may be further changes to our ways of working in

frontline operations to support this, as well as a people-centred approach to designing and delivering learning that best enables capable and efficient operations at the Border.

It's also clear that the Deputy Chief Operating Officer will have a critical role in leading the establishment of new ways of working in their teams to enable effective support for multiple operational areas. A focus on sustainable delivery will be central to any future review of how mahi is delivered in these teams.

This change process comes in the context of the tighter financial environment MBIE now operates in. We need to make sure we keep a focus on working together across INZ and across MBIE in an efficient and effective way. We also need to look forward to the medium and long-term opportunities that exist within MBIE, ensuring we are set up to provide greater value and higher levels of service and impact for every dollar spent to achieve better public services.

I acknowledge that this change proposal may not be the only change that you are experiencing at work or outside of it, and that change can present difficulties and challenges that will be unique to each person. I encourage you to be kind to each other and to yourselves.

Please consider what support you may need during the transition process and discuss this with your people leader. A range of support options are available further on in this document.

Ngā mihi nui

Richard Owen

General Manager, Immigration Risk and Border

Contents

Introduction from Richard Owen	2
Implementation and embedding change	4
Your feedback on the Immigration New Zealand change proposal	5
Case for change	7
Proposal 1 – Immigration Risk and Border	9
Proposal 2 – Chief Operating Officer Immigration	18
Summary of changes	28
Appendix 1: Confirmed change process	33
Appendix 2: Support through change	36



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 final decisions for the section related to your team and viewing the confirmed organisational chart. 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 final decision directly impacts your position, you will receive a letter confirming how you are impacted 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.

Confirmed change process

The confirmed change process which outlines how we have classified impact in respect of these change decisions is outlined in [Appendix 1](#). This includes the 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 INZChange@MBIE.govt.nz

These decisions have been shared with the Public Service Association (PSA).

Implementation

I will be working with the People Leaders in our branch to manage the transition of work programmes across our teams. It will be important for everyone to work together to successfully transfer key pieces of work, knowledge, and information.

I see our Border people leaders as vital to driving the operational changes necessary to support the implementation of these change decisions. This will include working with their teams to progress transition activities related to our operating model, so that we can fine-tune details around how teams will function and work together in the new structure. I anticipate ongoing work in some areas to design, test, implement and embed new ways of working. To ensure we keep momentum, I will ask our branch leaders to set up regular review points to track progress, identify pain points and opportunities, and address issues.

We will all play an important role in supporting, engaging with, and providing feedback through implementation, mā mahi tahi – by working together as a team.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	22 October 2024
Expressions of interest (EOI) and selection process starts	23 October 2024
'Go-live' of new structure	25 November 2024

Your feedback on the Immigration New Zealand change proposal

We received around 37 submissions/pieces of feedback during the consultation period. Overall, the themes that came through from your feedback were around the timing and rationale behind this change, communication, and information sharing.

The following table summarises the general feedback we received about the proposal and provides a response to that feedback.

General feedback themes		Response
Change process timing and rationale	<ul style="list-style-type: none"> The timing of this change and the rationale behind it was seen as unclear. It was raised that since further and larger change has been signalled to occur in 2025, this change could have been part of a bigger change process instead of ongoing separate change processes which can result in change fatigue. People expressed that they found it difficult to see an overarching plan for the future structure of INZ when branches are looked at in isolation, such as through this change process. There were questions as to if any reviews/lessons/evidence from the 2023 change or other sources have informed the approach to this change process. 	<ul style="list-style-type: none"> This was noted. We were considering broader changes across parts of IRB but given the summer peak and further decisions needing to be made around Future Services, it was decided to scale back the number of changes that were being considered. These will likely be considered in 2025 once we have a clearer path forward for Future Services and post the peak period. As set out in the introduction to this change proposal, the Preparing MBIE for the Future 2023 change process set out the foundation for change and INZ's vision for the future. This change continues to build on those foundations to support a resilient immigration system that enables people to thrive and deliver operational excellence of our core services. We also need to make sure we keep a focus on working together across MBIE in an efficient and effective way, leveraging the skills and expertise across our organisation to support the Government's ambition of rebuilding the economy to one that is more dynamic and productive. Outcomes from the 2023 change have been key to informing our current proposals and approach to change. Particularly, the lessons we have learned on ensuring that strong enabling functions exist to support frontline operations to deliver their core roles, and creating an environment where people leaders are able to focus on supporting kaimahi in their roles.
Communication	<ul style="list-style-type: none"> Some felt that the communication in the lead up to the change was unclear with mixed messaging i.e. if change was going to occur or not, and which areas would be affected. 	<ul style="list-style-type: none"> Thank you for this feedback, while there were lots of interdependencies to consider when preparing for this change (including determining its exact size and scope) we tried to be open and transparent that change was being considered. We will take this learning onboard for the future.

General feedback themes		Response
Information sharing on proposal	<ul style="list-style-type: none"> Concerns were raised that others across the organisation could have had views and provided well-informed feedback on the proposal but the opportunity to view the proposal was limited to a small group. 	<ul style="list-style-type: none"> In line with the usual MBIE practice, consultation on the change process specifically involved the people and areas that were proposed to be impacted by the change.

In the following sections a summary of the feedback received under each proposal, our response, and the final decisions are set out. This will allow you to understand how your feedback was considered and how this has affected the final decisions. It should be read in conjunction with the final structure charts at the end of each section.

Case for change

As set out in the proposal document, I want the Immigration Risk and Border branch to be a great place to work. I am passionate about creating an environment where people feel well supported to succeed. To do that, we need to have a strong foundation – beginning with ensuring we have a leadership structure that is fit for purpose.

In coming together as a branch following the Preparing MBIE for the Future change process, we have seen positive outcomes for how we do our mahi – work and gained further insight into how we can best structure ourselves to be as efficient and effective as possible. We have also seen the benefits of focusing INZ’s broader operating model towards operational leadership, improving staff engagement, and driving workplace culture.

Specifically, the new Visa Operations model has facilitated a reduction in duplication of effort, as well as helped to drive a culture of ongoing continuous improvement. These benefits have led to improved performance delivery, increased productivity, and higher staff engagement. The median number of working days to process visas has decreased by four days and the MyVoice engagement results have improved compared to 2021.

While changes under Preparing MBIE for the Future brought Border into the Immigration Risk and Border branch, its operational structure otherwise remained largely the same. In continuing our journey to achieving operational excellence across INZ, and from listening to our people through various workshops and the MyVoice Surveys over the last two years, it is evident that we needed to set Border up for success in the future.

The current Border structure puts too much pressure on our leaders. It requires them to manage diverse and often competing priorities. They are expected to balance leading a team of people who work in a dynamic 24/7 environment with many other responsibilities including strategic, tactical and operational planning; managing technical issues and problem resolution; and building and maintaining

relationships with other border agencies. This creates a particularly challenging environment for our leaders and people to succeed. Our frontline people rely on excellent operational leadership to maintain a people-centred environment where they feel well supported to thrive and excel in their roles.

The change proposal looked to build on what we have learnt from the Visa Operations model and bring the leadership structure of the Border in line with other similar parts of the organisation.

The proposed changes also had an aim to help us achieve operational excellence by providing capacity and clear lines of accountability for our leaders and to provide an environment where our people are actively supported in their work and development, enabling our people to grow.

Summary of Proposals

Visa processing and border facilitation are of the utmost importance to our immigration customers. Part of the visa process is allowing entry of people with visas into the country. Proposal 1 looked to reduce a layer of senior leadership in Border through the creation of two Operations Director positions in the Immigration Risk and Border branch. Proposal 2 created an additional Director Visa role in the Chief Operating Officer Immigration branch.

The additional Director Visa position was proposed to include Border as a portfolio. The role would assume responsibility for the work currently conducted by Border leaders that is not directly related to operational people leadership, such as directing Border priorities; managing broader cross system Border relationships; and oversight across the wider environment for Border, including initiatives and projects in the wider Border sector.

Through the introduction of a Border portfolio, led by a Director Visa, it was my preliminary view that the proposal would better position Border to focus on its critical role within the Immigration system and with partners across the wider

Border network. I also saw benefits to having the area of operations that issues visas working more closely with the area of operations that facilitates the use of that visa to enter the country – including the ability to more easily manage and move resource to priorities across INZ and MBIE, and the creation of a team of Directors with this end-to-end remit.

The success of adjustments to the Visa Operations operating model has in part come from the centralisation of enabling and business management tasks, taking pressure off operational leaders. In keeping with this intention, and aligned to Proposal 1, it was proposed that Senior Business Advisory capability move from Border into the centralised Operations Support team under the Chief Operating Officer. The wider centralised function plays a critical role in managing operational performance in supporting the Visa network.

Similarly, mobilising the Workforce Planning capability in Border within the centralised Workforce Planning team under Chief Operating Officer was to provide scale and contingency support, as well as provide an opportunity for Border capability to access much needed advanced workforce planning toolsets moving forwards.

Proposal 1 – Immigration Risk and Border

Summary of changes proposed

To address spans of leaderships responsibility within Border and increase operational leadership focus on people, the following changes were proposed:

- Two Operations Director positions would be established with regional focus areas in Auckland and Christchurch. These positions would provide strong local leadership to Border teams (with Border Managers as direct reports) and deliver 24/7/365 services across Border operations.
- As a result of the proposal to establish the Operations Director positions, the National Manager Border would be disestablished.
- As a result of the proposal to establish the Operations Director positions, the 2x Operations Managers Border would be disestablished.
- The Border Liaison Manager position would be disestablished.
- There would be a change in reporting line and branch for the Workforce Planner to the centralised planning team.
- There would be a change in reporting line and branch for the Senior Business Advisor Operations to the centralised operations support team.
- There would be a change in reporting line and branch for the fixed-term Principal Advisor New Zealand Traveller Declaration to the centralised operations support team.

Your feedback on Proposal 1

Overall, there was support for the proposed structure. Many kaimahi have expressed their endorsement, particularly highlighting how a focus on people leadership could foster a more engaged culture and help achieve operational alignment with Visa Operations, and there was general consensus that any changes to strengthen this were welcomed.

While there is consensus around the changes proposed, some concerns were raised about aspects that were beyond the scope of this proposal and could be considered in future, particularly regarding the proposed reduced presence (through natural attrition over time) of border personnel at Queenstown and Wellington airports. Clarity around roles and responsibilities in the new structure was sought in detail, and we have provided clarification where possible – appreciating that some specifics will be defined as part of new ways of working, which will be addressed during the transition and embedding phase to support kaimahi.

The table below provides a summary of the feedback received, highlighting key themes and associated questions, along with corresponding responses.

Feedback themes	Response	
Border Liaison Manager (BLM)	<ul style="list-style-type: none"> • There was overall support for disestablishing the BLM role. • Suggestions included keeping the concept viable for potential future offshore positions, as these roles are considered valuable for enhancing New Zealand’s global presence and fostering inter-agency cooperation. • One recommendation was to adopt a “jointly funded” approach to manage costs while maintaining strategic presence in key ports globally. 	<p>With the introduction of the Airline Liaison Officer Programme and the presence of Airline Liaison Officers in key ports, the Border Liaison Manager role is considered no longer as necessary as it has been previously. The Airline Liaison Officer Programme continues to enhance our global presence, fosters inter-agency cooperation and host country relationships in much the same as the Border Liaison Manager role has done since it was established in March 2020.</p>
Border presence at Queenstown and Wellington Airports	<ul style="list-style-type: none"> • Kaimahi at these ports expressed a desire for face-to-face communication with leadership, similar to what was experienced at larger ports, and this arrangement was made. Clarification was sought regarding the impact of reduced physical presence at those ports. • Overall feedback expressed concern about reducing Border presence at those ports (through natural attrition over time), with tourism expected to recover. There is a need for INZ kaimahi to manage complex regulations at these ports and a reduction in presence over time could limit flexibility in responding to crises. • Feedback strongly emphasised the importance of maintaining a physical presence to foster stakeholder relationships, manage risks effectively, and handle high-risk situations. Remote 	<ul style="list-style-type: none"> • We acknowledge the thoughtful feedback provided with respect to additional matters that are proposed to be considered next year as part of the future 24/7/365 operating model in Border, including the ongoing requirement to have a physical Border presence in both Wellington and Queenstown. An opportunity to contribute to the design of the future 24/7/365 operating model in Border will be provided in due course.

Feedback themes		Response
	<p>processes are seen as insufficient for achieving the same quality of border operations, especially in critical scenarios.</p> <ul style="list-style-type: none"> It was also suggested that there may be a need for a collaborative approach that involves engaging stakeholders such as New Zealand Customs and New Zealand Police. 	
Operations Directors Border (Auckland and Christchurch)	<ul style="list-style-type: none"> Concerns were raised about splitting frontline operations teams between Northern and Southern Operations Directors, as this could disrupt progress towards building a cohesive “One Border” culture, citing that this has not worked well in the past. There was feedback for frontline teams to report to a single Operations Director, ensuring consistency and clear lines of communication. Given that Auckland hosts the largest cohort of Border Managers and the majority of kaimahi, streamlining operations under one Director was perceived as essential to meet demand efficiently. 	<ul style="list-style-type: none"> We believe this approach has proven successful in Visa Operations with the implementation of North and South Operations Directors. It is crucial to establish clear expectations from the outset, emphasising the importance of Border teams working together seamlessly, regardless of location. We acknowledge the work already done to foster a “One Border” culture, and it’s vital that this effort continues, irrespective of any geographical divisions for the Operations Director roles. Maintaining a cohesive national model with consistent communication and agreed-upon ways of working across all sites is key. Additionally, having two Operations Directors will provide onsite leadership support in both locations, which is particularly beneficial for a 24/7/365 operation, enhancing business continuity and ensuring effective leave coverage.
Carrier Relationship Team (CRT)	<ul style="list-style-type: none"> Feedback suggests that the CRT team structure may require a review to enhance effectiveness and address concerns stemming from a previous change that needs closer attention. 	<ul style="list-style-type: none"> This was not in scope of this change proposal; however, it will be considered in future change, with interim support measures put in place as part of our business-as-usual practices until a comprehensive review can be conducted.
Enhancing the Visa Operations model within Border	<ul style="list-style-type: none"> Suggestions were made to further explore how the Visa Operations structure could be incorporated into Border, with consideration given to including roles such as an Operations Director, Head of Operations, Operations Managers, and a Practice Lead – adding more layers to the Border Leadership structure support its success. 	<ul style="list-style-type: none"> We will continuously explore opportunities to extend successful models from other areas of INZ when we believe they will bring benefits, considering all relevant factors, including team size. In this change proposal, our primary focus has been on enhancing operational leadership. The change proposes reducing the number of senior leadership layers, rather than adding to them. This reduction will allow operational leaders to be more connected to their teams and better positioned to focus on people development.
Alternative reporting lines for Senior Business Advisor (SBA) and	<ul style="list-style-type: none"> Your feedback indicated that kaimahi were open to integrating the SBA role and Principal Advisor NZTD role into the existing Operations Support structure to enhance collaboration and effectiveness. Feedback suggested that the SBA role could rotate through all subject matter expertise areas instead of operating as a standalone position, fostering broader knowledge and team 	<ul style="list-style-type: none"> We acknowledge that there is further work to be done to identify how teams are set up more broadly in the Deputy Chief Operating Office (DCOO) including Operations Support within the DCOO office. This exercise will take place as part of business-as-usual activity. In the interim and for a transitional period, the SBA and Principal Advisor NZTD role will sit in the Operations Support team, with a focus on supporting the new Director Visa

Feedback themes		Response
Principal Advisor NZTD	<p>support. If integration into the Operations Support team is not feasible, establishing a Principal Advisor position to fulfil similar functions was recommended. Feedback also suggested that we should consider moving the role to IRB Business Support or to support the Director Visa (Border portfolio).</p> <ul style="list-style-type: none"> Feedback suggested the Principal Advisor NZTD role should report to either the Manager of Operations Support or the Deputy Chief Operating Officer. Alternatively, there was a preference for it to report directly to the Director Visa (Border portfolio) to facilitate specific project work and stakeholder engagement. 	<p>(Border portfolio) to ensure ongoing business continuity and portfolio delivery.</p>
Creating training content and materials	<ul style="list-style-type: none"> There was a clear preference for having technical specialists handle Border training instead of the Service Design and Implementation (SDI) team. This preference stems from the successful integration of a recent cohort and concerns about the ability of the SDI team to deliver effective training without comprehensive Border experience. Previous attempts led to rework, with facilitators unable to address specific subject matter expert (SME) questions during inductions. Additionally, there were concerns about whether the SDI/L&D team has sufficient resources to take on this responsibility. Suggestions for improvement include immersing SDI facilitators in Border for three months, pairing new officers with experienced buddies for on-the-job training, or having Technical Specialists handling delivery. 	<ul style="list-style-type: none"> We acknowledge the thoughtful feedback provided with respect to additional matters that are proposed to be considered next year as part of the future 24/7/365 operating model in Border, including identifying any work undertaken by the Technical Specialists roles in Border that is related to the creation of learning and training content and ensuring in the future that the learning function within Service Design and Implementation (in the centre) is appropriately resourced with the necessary expertise to design all Border related learning material. Your feedback makes it clear that the expertise of our Border subject matter experts, in particular Technical and Senior Technical Specialists, is essential for contributing to the development of training content. An opportunity to contribute to the design of the future 24/7/365 operating model in Border will be provided in due course.
Proposal to revise Director Visa title and retain position in IRB	<ul style="list-style-type: none"> It was suggested that the “Director Visa” role should be renamed to better reflect its focus on border operations and ensure it is supported by relevant direct reports for effective stakeholder management. It was felt that the name could imply a misalignment in responsibilities and expectations. It was also suggested that the Director Visa should remain in the IRB structure as a subject matter expert. 	<ul style="list-style-type: none"> The rationale for the title of Director Visa, with responsibilities for Border related matters, acknowledges the close connection between Border operations and the overall visa system. On this basis, the preference is to retain the Director Visa title, incorporating a portfolio for Border-related matters. We believe this role is best positioned with the Chief Operating Officer branch because there are significant benefits to aligning visa operations with those that facilitate visa entry into the country. This alignment enables more effective management and prioritisation of

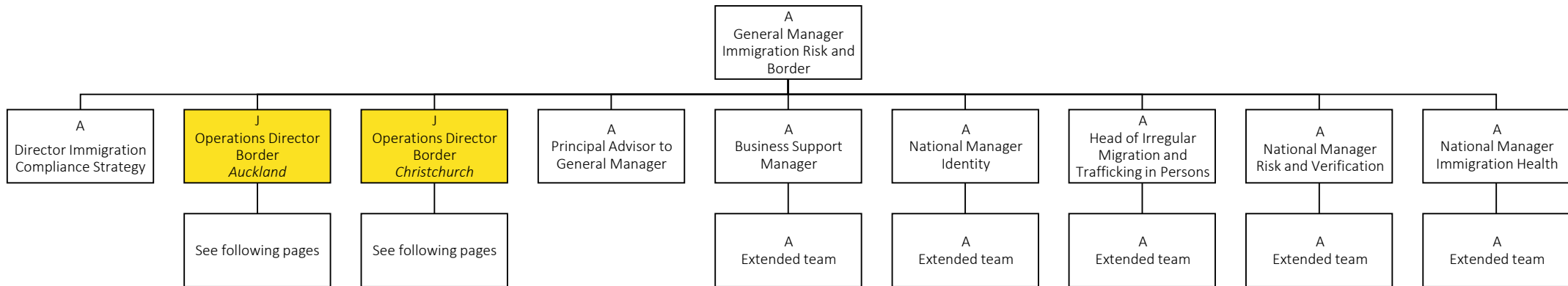
Feedback themes	Response	
	<ul style="list-style-type: none"> Feedback suggested that dividing border responsibilities between two branches could present some challenges. 	<p>resources across both INZ and MBIE, while also creating a team of Directors with an end-to-end remit.</p> <ul style="list-style-type: none"> We believe the success of the proposed model will ultimately depend on collaboration between the Chief Operating Officer and their team, as well as General Manager Immigration Risk and Border and their team. It will be essential that we all work closely together to ensure the model is embedded successfully. This will be critical to maintaining a strong focus on Border operations and further building of the solid foundation that already exists, ensuring the focus is not diluted.
Workforce Planning	<ul style="list-style-type: none"> The majority of the feedback indicated that kaimahi were in favour of shifting border rostering to the Workforce Planning team. However, concerns were raised about the current Workforce Planning team's capacity, as it has only one resource available for roster management, which poses a business risk. 	<ul style="list-style-type: none"> We welcome the strong support for the proposal to shift the reporting line and branch for the Workforce Planner role. At the same time, we acknowledge concerns about the capacity of the Workforce Planner role, which further highlights the benefits of this move. By relocating the role, we can provide greater scale, contingency support, and access much needed advanced workforce planning toolsets moving forward. Another Workforce Planner has already been recruited, and efforts are underway to explore potential online rostering tools to assist the team moving forward. We believe this transition offers a valuable opportunity to enhance support for the current Workforce Planner and expand the Planning team's capabilities, with the flexibility to introduce new tools as appropriate.
Management and Technical Support	<ul style="list-style-type: none"> Feedback suggest that Border Managers and Technical Specialists are rostered to work weekends and that its suggested that we consider the on-call data to inform how much demand is required outside Monday to Sunday 8:00am to 4:30pm, that working shifts may not be viable for some due to family commitments etc. 	<ul style="list-style-type: none"> We believe that Border Managers and Technical Specialists, including Senior Technical Specialists are important to developing and supporting our frontline Border Officers. We would want to work with you on how we ensure a full end-to-end support and leadership 24/7/365 while fostering teamwork and providing consistent oversight across all operations. Additionally, any further change will require consultation.
Current Border Roster review needs to be factored into the change process	<ul style="list-style-type: none"> Some of the feedback received indicated that kaimahi wanted to know if the current roster review was being considered in the change proposal. 	<ul style="list-style-type: none"> This is a standalone process currently in development. Final options are being worked through with the intent to implement the new roster in 2025. We want to assure you that we are addressing the current border roster review separately and will continue to keep kaimahi and our union partners updated on our progress. The review will be integrated into our overall business needs as we move forward. We will keep you informed and provide a more comprehensive update in due course.

Confirmed changes

1. Two new Operations Director positions will be established with regional focus areas in Auckland and Christchurch with Border Managers as direct reports.
2. The National Manager Border position will be disestablished.
3. Two Operations Manager Border positions will be disestablished.
4. The Border Liaison Manager position will be disestablished.
5. The Workforce Planner will have a change of reporting line and branch to the Manager Planning, COOI.
6. The Senior Business Advisor Operations will have a change of reporting line and branch to the Visa Operations Manager, Operations Support COOI as an interim arrangement.
7. The Principal Advisor New Zealand Traveller Declaration will have a change of reporting line and branch to the Visa Operations Manager, Operations Support COOI as an interim arrangement.

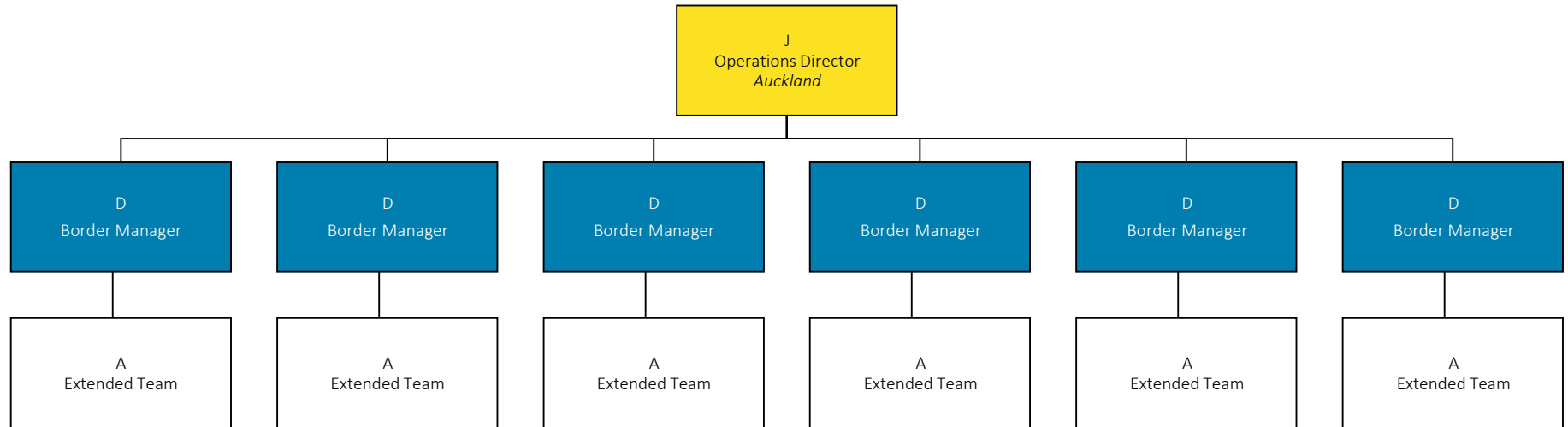
Confirmed organisational chart – Immigration Risk and Border

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



Confirmed organisational chart – Immigration Risk and Border Border Operations Auckland*

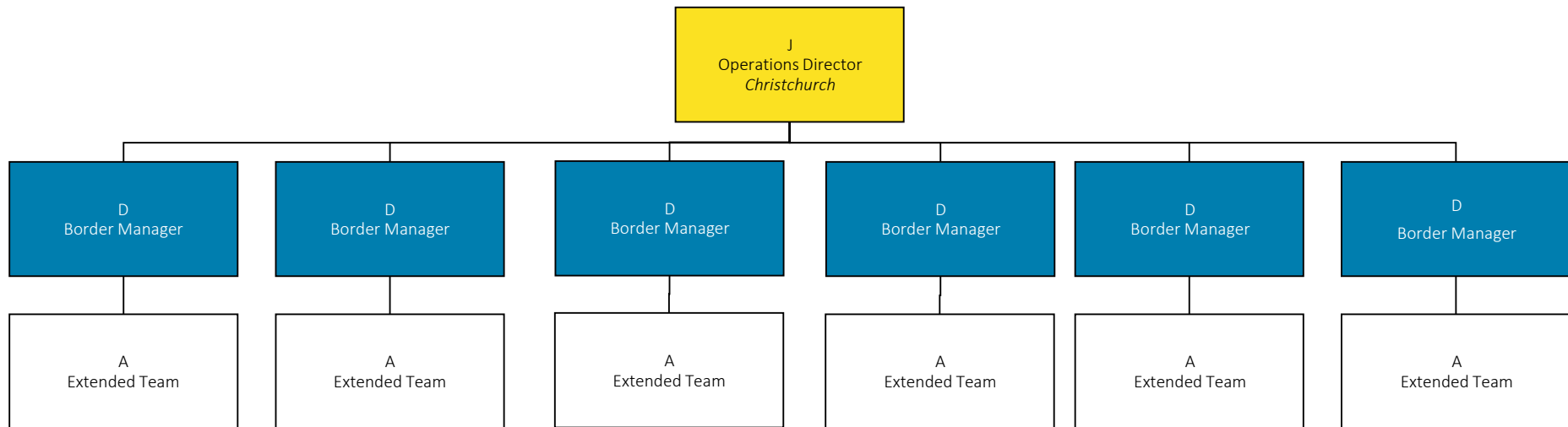
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F	Minor scope and reporting line change	L	Contestable reassignment



*Once the Operations Directors are appointed, they will work through the most optimal set up for Border teams moving forward.

Confirmed organisational chart – Immigration Risk and Border Border Operations Christchurch*

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



*Once the Operations Directors are appointed, they will work through the most optimal set up for Border teams moving forward.

Proposal 2 – Chief Operating Officer Immigration

Summary of changes proposed

To establish a dedicated Border portfolio within INZ operations and centralise key enabling tasks related to Border, the following changes were proposed:

- As a result of the proposal to establish the additional Director Visa – located in Wellington, or Christchurch, or Auckland – the National Manager Border would be disestablished.
- Minor scope change to the Deputy Chief Operating Officer Immigration to include the Border portfolio.
- Minor scope change to the Director Visa roles to include the Border portfolio.
- Minor scope change to the Manager Planning to include the Border portfolio.
- Minor scope change to Manager Operations Support to include the Border portfolio.
- Minor scope change to the Visa Operations Manager roles in Operations Support. It is recognised that the position descriptions for these roles require updating.
- Change of reporting line and branch for the Workforce Planner.
- Change of reporting line and branch for the Senior Business Advisor Operations.
- Change of reporting line and branch for the Principal Advisor New Zealand Traveller Declaration.

Your feedback on Proposal 2

Overall, there is openness for the proposed structure and acknowledgement of drivers for change. While merit is seen in freeing up leadership in IRB, there was apprehension expressed around the additional requirements on the Deputy Chief Operating Officer teams. There was appetite to review the Deputy Chief Operating Officer team and ensure it is best placed to support the mahi of the team. Clarity around roles and responsibilities in the new structure was sought. Whilst some clarification has been provided, we appreciate that some specifics will be defined as part of the new ways of working, which will be addressed in the transition phase.

The table below provides a summary of the feedback received, highlighting key themes and associated questions, along with corresponding responses:

Feedback themes	Response
<p>Review Deputy Chief Operating Officer team functions and support</p>	<ul style="list-style-type: none"> While merit is seen in freeing up leadership in IRB, there was concern that the proposed changes would put a disproportionate load on the teams under the Deputy Chief Operating Officer that have recently lost resources due to voluntary redundancy and recent kaimahi turnover. There was appetite to look at the functions of the Deputy Chief Operating Officer team and how the team and work is arranged. People considered this proposal a good time to do this. Additional suggestions and structures were provided. It was noted that business advisory in the Deputy Chief Operating Officer team is a mixed model and there were alternative suggestions around the division of responsibility. There was also a suggestion that a Senior Business Advisor could be allocated to each Director Visa to support these roles, develop greater SME expertise and work with other parts of the business to further develop knowledge.
<p>Improving the system perspective</p>	<ul style="list-style-type: none"> There was general support for creation of a fourth Director Visa, however there were mixed opinions regarding which branch the position should be in. Some feedback acknowledged how the proposal would better integrate Border into the wider immigration system; deliver a better product to customers; and better align business units to reduce duplication and increase understanding. It was seen to support INZ to act more cohesively and to front-foot trouble

Feedback themes		Response
	<p>shooting by taking the wider system view into consideration at the beginning of any change.</p> <ul style="list-style-type: none"> Others viewed the split of border responsibility across two branches as breaking accountability lines, diffusing the control of inputs and performance, and creating complexity. Concerns were raised that the focus on Border would be diluted as Deputy Chief Operating Officer has a dominant visa operation focus; that it would be to the detriment of gains made for the visa operations workforce; and that a [border] supporting centre should be built closer to the business unit, so it does not become disconnected or disillusioned over time. Cases were made for the proposed Director Visa to sit in the Immigration Risk and Border structure as it reflects the operating model in Visa Operations by not separating the accountability for border across two branches. It was suggested the proposal could go further with all frontline delivery sitting with the Chief Operating Officer branch so there is clear end-to-end system accountability. 	<ul style="list-style-type: none"> For the end-to-end visa system to be successful, it is my view that oversight and responsibility for directing Border priorities, cross system relationships and the wider Border environment is best placed closer with the area of operations that issue visas, creating a centre for accountability and oversight of the end-to end remit of the visa process. <p>I acknowledge there was strong feedback that called out having Border responsibilities in two different branches may be somewhat challenging. A lot of consideration was given to the pros and cons raised in feedback. Acknowledging that structure is only one component of how we deliver our work, I am confident the model will work with the Chief Operating Officer Immigration branch and the Immigration Risk and Border branch working closely together, supported by the right culture, processes, systems and governance. This will be critical to ensure that the focus on Border is not diluted and that there remains a strong focus in ensuring Border further builds on its existing foundations.</p> <ul style="list-style-type: none"> For these reasons the new Director Visa will report to the Deputy Chief Operating Officer, along with the other Director Visas.
Director Visa	<ul style="list-style-type: none"> Feedback suggested renaming the fourth Director Visa position to Director Border. There was strong sentiment that the title Director Visa may imply misalignment in responsibilities and expectations, especially with external stakeholders and customers. The role was thought to be too technically specific for rotation to work successfully. There was also concern that the work would be too great for one person and there were questions about where support would come from if it was in the COO structure. 	<ul style="list-style-type: none"> I understand the rationale for calling the new position Director Border. However, I have made the decision to retain the title Director Visa (with a Border portfolio), as Border is part of the overall visa process, being at the end of the visa continuum. Retaining 'Visa' in the title reflects this. There are no immediate intentions to rotate portfolios and the Deputy Chief Operating Officer, will determine if, and how, this would work in consultation with the four directors.
Border Advisory	<ul style="list-style-type: none"> The functions and responsibilities of the Senior Business Advisor Operations and Principal Advisor NZTD were seen as different to that of the Operations Support team. Alternative proposals were provided for reporting lines, including: <ul style="list-style-type: none"> The Senior Business Advisor Operations and Principal Advisor NZTD work on projects and initiatives that support the border 	<ul style="list-style-type: none"> Part of the original intent of the proposal to move the Senior Business Advisor Operations and Principal Advisor NZTD into the Chief Operating Officer branch was to provide the necessary support as the border system and product accountabilities under the Director Visa. As noted above, there is a separate exercise to conduct a review of the Deputy Chief Operating Officer team. These considerations and options will

Feedback themes		Response
	<p>system. Considering this, and the complexity of border stakeholders, feedback proposed that these positions are suited to supporting the new Director Visa position. Both roles would play a vital role in ensuring border interests are represented and supported to remain a priority and would be an important conduit between the Director Visa and border operations.</p> <ul style="list-style-type: none"> ○ The roles report directly to the Deputy Chief Operating Officer to align with the existing structure of the other principal and senior advisors reporting to the Deputy Chief Operating Officer. ○ The roles remain in Immigration Risk and Border to play an enabling role closer to the business unit [Border Operations] ○ The Principal Advisor NZTD reports to the Manager Operations Support, as there is a banding conflict if it reports to the Visa Operations Manager. ○ There were questions about the focus of the Senior Business Advisor Operations and whether the intention was for that role be ringfenced to border related activity. The Operations Support team's current ways of working include the rotation of its advisors between different SME portfolios. The sentiment of that team was if the Senior Business Advisor Operations were to become a part of the team, there would be an expectation that, over time, they would also be included in the rotation. 	<p>be considered as a part of this mahi. Acknowledging there is further work to be completed in this space, both roles will sit in the Operations Support team (reporting to a Visa Operations Manager), for a transitional period, until the review is done. The Deputy Chief Operating Officer's current span of control is too big for these roles to report to.</p> <ul style="list-style-type: none"> ● During this transitional period, the roles will continue to undertake their current responsibilities. The reporting line is an interim measure until the next piece of work is completed. During this period Visa Operations Managers will provide day-to-day management support (such as managing leave requests, compliance, and pastoral care). Border specific direction or advice during this period will be provided by the Director Visa holding the Border portfolio, or from within Immigration Risk and Border.
<p>Clarification of the division of responsibility for Border activities</p>	<ul style="list-style-type: none"> ● There were multiple requests for further understanding about how the proposal would work in practice and what day-to-day responsibilities would move to the Chief Operating Officer branch. The key themes are posed as questions below: <ul style="list-style-type: none"> ○ Which branch would be responsible for the day-to-day operational border decisions, such as turn arounds and pre-flight boarding decisions? 	<ul style="list-style-type: none"> ● It is acknowledged there will be detail to work through regarding the division of responsibilities and duties as well as the importance of a supported transition. For the transition and embedding of the new structure to be successful, it is imperative this is worked through with kaimahi and teams who will be directly involved, so that roles and new ways of working are clearly understood. This detail will be important to finalise through the transition stage, as well as ensuring any necessary delegations align with the proposed division of duties.

Feedback themes		Response
	<ul style="list-style-type: none"> ○ What powers/delegations does the National Manager Border hold and how will these be apportioned? ○ Who would be responsible for managing and signing out OIA, PQs, MPOLs and media requests related to Border? ○ Who will manage the commercial arrangements for border and whether any responsibility will be required to be picked up by the Commercial Relationship team in Operations Support? <i>Noting the current team was not seen to have the knowledge, resource, or capacity to support service contracts of the level of complexity and specialisation currently being managed by border.</i> 	<ul style="list-style-type: none"> ● Notwithstanding this, the day-to-day operational Border decisions will remain the responsibility of the Operations Directors, Border and their teams.
Workforce Planning	<ul style="list-style-type: none"> ● Feedback indicated support for shifting border rostering to the Workforce Planning team. However, concerns were raised that moving the border role to the current Workforce Planning team doesn't resolve the challenges, as the team currently does not do roster management, which poses a business risk. ● Further clarification was requested in relation to where rostering and people leadership functions begin and end. For example: <ul style="list-style-type: none"> ○ Agreement to overtime, health and safety and leave sign-off. It was suggested these responsibilities sit with the Border Managers and proposed Operations Directors. ○ The Deputy Chief Operating Officer has the final say over the outcomes of the workforce allocation group. There were questions around whether the Deputy Chief Operating Officer will have the authorising accountability for border workforce allocation. 	<ul style="list-style-type: none"> ● As set out in the feedback for Proposal 1, we welcome the strong support for the proposal to shift the reporting line and branch for the Workforce Planner role. At the same time, we acknowledge concerns about the capacity of the Workforce Planner role, which further highlights the benefits of this move. By relocating the role, we can provide greater scale, contingency support, and access much needed advanced workforce planning toolsets moving forward. Additionally, another Workforce Planner has already been recruited, and efforts are underway to explore potential online rostering tools to assist the team. We believe this transition offers a valuable opportunity to enhance support for the current Workforce Planner and expand the Planning team's capabilities, with the flexibility to introduce new tools as appropriate. ● It is considered important that kaimahi and teams are included in determining the division of duties, which will be addressed in transition.
Impact assessment	<ul style="list-style-type: none"> ● It was proposed that the proposed changes had a minor impact on certain roles in the Deputy Chief Operating Officer team. The sentiment held by people in the team is there were aspects of the proposal they believed are quite large but not clearly defined. 	<ul style="list-style-type: none"> ● I acknowledge that there is impact to the roles and team. The term minor was not used to underestimate the nature of the proposed changes. The term "minor" has a technical meaning under management of change. It is used to indicate that the level of impact on a role is different but substantially similar to the current role, and not significant enough that the role would be disestablished. The impact assessment for the roles did not

Feedback themes		Response
		<p>meet the threshold of significant change or the need to propose the disestablishment of the positions.</p> <ul style="list-style-type: none"> • Acknowledging the Deputy Chief Operating Officer will undertake a separate review of the team, the decision for the Senior Business Advisor Operations and Principal Advisor New Zealand Traveller Declaration to report to the Operations Support team is an Interim step. We reconsidered whether the proposed impact of minor change for the Manager Operations Support and the two Visa Operations Managers was appropriate. While it is acknowledged the decision is temporary, to acknowledge the current reporting lines of the two Border advisory positions the impact of minor change was considered still appropriate. • Re-considering the impact, from a change perspective to the other positions, the impact of “minor” is still considered appropriate.
Transition and implementation	<ul style="list-style-type: none"> • A theme running throughout the feedback related to support for teams in during the transition and embedding the changes. There was a strong preference for a structured and workshopped approach to ensure kaimahi, teams and successful transition is supported. • It was acknowledged in feedback that for structural changes to be successful cultural shifts are required where there is greater focus on collaboration across the different branches of INZ. This can be supported with better training and support for people in key roles to leverage connections and work across the system. 	<ul style="list-style-type: none"> • Thank you to all kamahi for the time taken to provide thoughtful and detailed feedback. There is a lot of rich information provided through submissions which will inform transition activities. • It is important that these teams are supported to ensure a reasonable handover of responsibilities and roles are clear. This is noted for transition planning.

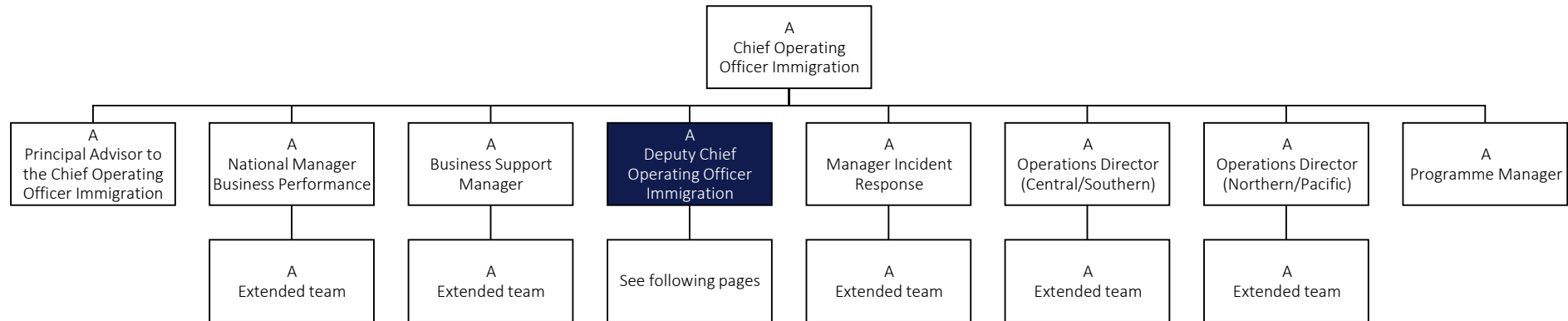
Confirmed changes

1. Establish a new Director Visa for the Border portfolio, reporting to the Deputy Chief Operating Officer.
2. Minor scope change to the Deputy Chief Operating Officer Immigration to include the Border system perspective, that comes with the Director Visa and the Border portfolio.
3. Minor scope change to the Director Visa to include the Border portfolio.
4. Minor scope change to the Manager Planning to include the workforce planning accountability for Border.
5. Minor scope change to the Manager Operations Support*.
6. Minor scope change to the Visa Operations Manager, Operations Support, with interim people management of one direct report providing support to the mahi aligned with Director Visa Border portfolio*.
7. Change in reporting line and branch for the Workforce Planner (Border) to Manager Planning.
8. Change in reporting line and branch for Senior Business Advisor Operations and Principal Advisor New Zealand Traveller Declaration, to Visa Operations Manager, Operations Support.

* The changes, as a result of this process, are for an interim period until the Deputy Chief Operating Officer undertakes a review of the team. A more permanent view will be considered through this process.

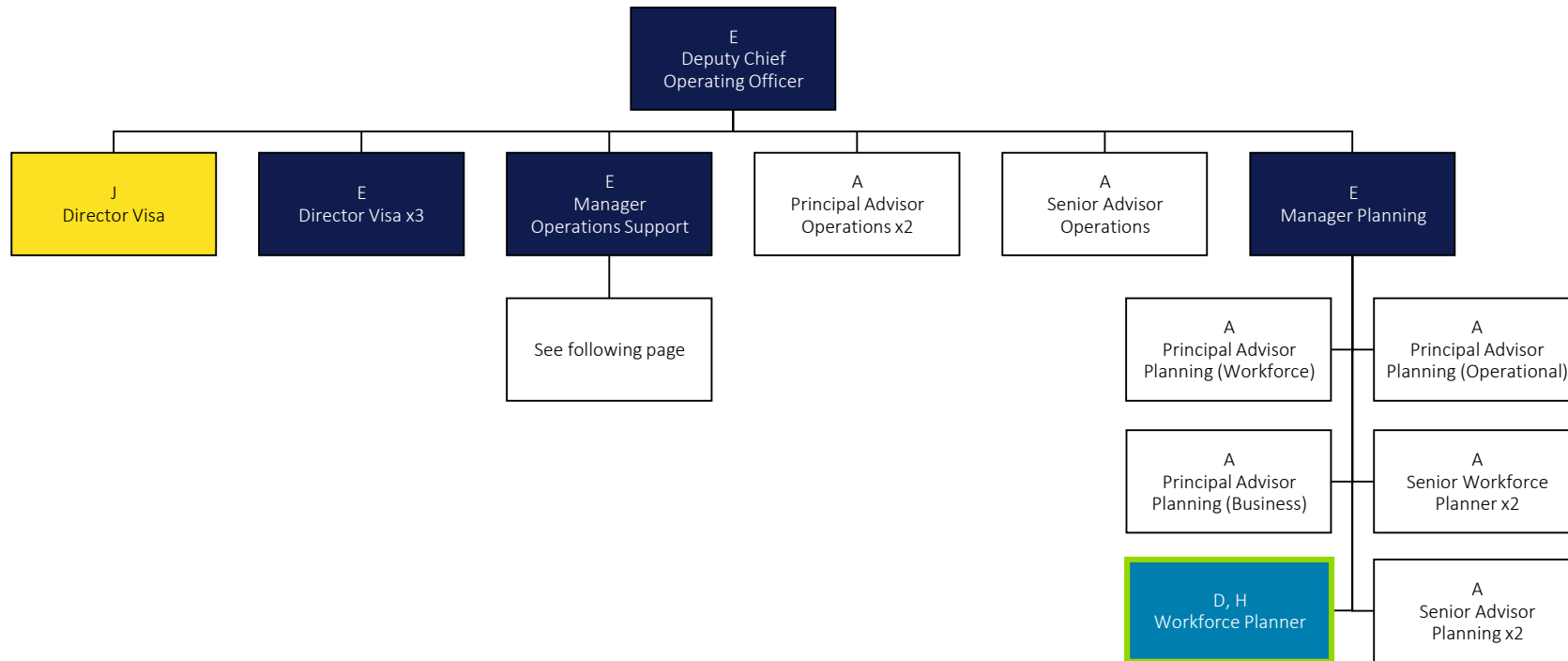
Confirmed organisational chart – Chief Operating Officer

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



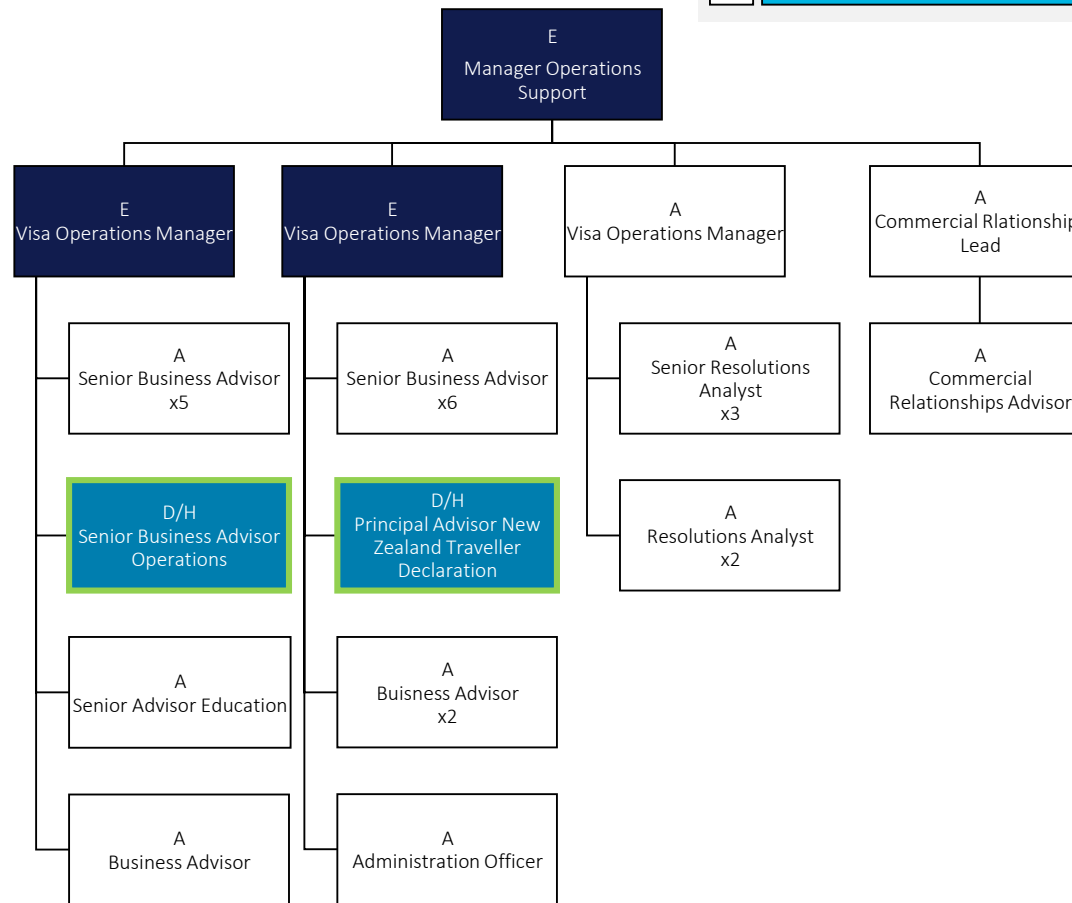
Confirmed organisational chart – Chief Operating Officer Deputy Chief Operating Officer Immigration

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



Confirmed organisation chart – Chief Operating Officer Operations Support

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	4
Number of new positions	3
Number of positions with minor changes such as scope, reporting line, branch	23
Overall reduction in FTE	1

New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band	Confirmed Selection Criteria for Expression of Interest (EOI) process.
1	*Operations Director Border (Auckland)	General Manager Immigration Risk and Border	Immigration Risk and Border	Permanent	20F	<ul style="list-style-type: none"> a. Delivers, in close partnership with the Operations Director, a positive, inclusive workplace where our people and customers are both at the centre of delivering operational excellence and consistent practices (LSP competency: Leading strategically). b. Provide leadership which is people centred and engages and motivates others to succeed and develop, and proactively share experiences, knowledge, and ideas (LSP competency: Engaging Others). c. Proven track record of leading leaders in a medium to large public sector or business organisation, connected and contributing to the wider organisation and ensuring the “one organisation” approach (LSP competency: Enhancing System Performance). d. Build and maintain a high-performing team that is capable of developing and delivering innovative advice, products, solutions and services to support strategic direction (LSP competency: Enhancing Team Performance).

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band	Confirmed Selection Criteria for Expression of Interest (EOI) process.
						<ul style="list-style-type: none"> e. Fosters an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing (LSP competency: Leading with Influence). f. Leads the integration and adoption of new ways of working, including the roll out of new technology and continuous improvement frameworks and practices to ensure shifts towards operational excellence are realised (LSP competency: Enhancing Organisational Performance).
1	*Operations Director Border (Christchurch)	General Manager Immigration Risk and Border	Immigration Risk and Border	Permanent	20F	<ul style="list-style-type: none"> a. Delivers, in close partnership with the Operations Director, a positive, inclusive workplace where our people and customers are both at the centre of delivering operational excellence and consistent practices (LSP competency: Leading strategically). b. Provide leadership which is people centred and engages and motivates others to succeed and develop, and proactively share experiences, knowledge, and ideas (LSP competency: Engaging Others). c. Proven track record of leading leaders in a medium to large public sector or business organisation, connected and contributing to the wider organisation and ensuring the “one organisation” approach (LSP competency: Enhancing System Performance). d. Build and maintain a high-performing team that is capable of developing and delivering innovative advice, products, solutions and services to support strategic direction (LSP competency: Enhancing Team Performance). e. Fosters an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing (LSP competency: Leading with Influence). f. Leads the integration and adoption of new ways of working, including the roll out of new technology and continuous improvement frameworks and practices to ensure shifts towards operational excellence are realised (LSP competency: Enhancing Organisational Performance).

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band	Confirmed Selection Criteria for Expression of Interest (EOI) process.
2	Director Visa	Deputy Chief Operating Officer Immigration	Chief Operating Officer Immigration	Permanent	21F	<ul style="list-style-type: none"> a. Translates product strategy into detailed requirements and success measures, ensuring operational settings are considered and planned in the management of change. Ensure requirements are well communicated and understood (LSP competency: Leading Strategically). b. Provide leadership that engages and motivates others to succeed and develop, and proactively share experiences, knowledge and ideas (LSP competency: Leading with Influence). c. Responsible for ensuring the improvement of immigration products and that the INZ customer experience informs the development of new and existing visa products (LSP competency: Enhancing System Performance). d. Builds strategic alliances with key government and non-government representatives to ensure MBIE's views are influential in their decision-making (LSP competency: Leading at the Political Interface). e. Proven experience in organisational change and implementation, including operating connections between various aspects of the organisation and implications for their business unit (LSP competency: Enhancing Organisational Performance).

Recruitment of new positions marked with * will include assessment with an external provider, Psych for Leaders. This assessment will provide insights into individual leadership strengths which will be used to:

- Understand how a candidate working in the Operations Director role would work with a colleague in the same role;
- Understand the type of support the candidate would need in the role;
- Provide the candidate with verbal feedback to understand their strengths and what they could do to strengthen their leadership skills.

The assessment will occur alongside the panel interview and will not impact scoring by a panel at interview but will contribute to the overall scoring against the selection criteria.

Disestablished positions

Proposal	Position title	Reporting line	Branch
1	National Manager Border	General Manager Immigration Risk and Border	Immigration Risk and Border
1	Operations Manager Border	National Manager Border	Immigration Risk and Border
1	Operations Manager Border	National Manager Border	Immigration Risk and Border
1	Border Liaison Manager	Operations Manager Border	Immigration Risk and Border

Reconfirmed with minor changes

Proposal	Position title	Branch	Description of change
2	Senior Business Advisor Operations	Immigration Risk and Border	<ul style="list-style-type: none"> Reporting line change to Visa Operations Manager Branch change Chief Operating Officer
2	Principal Advisor New Zealand Traveller Declaration	Immigration Risk and Border	<ul style="list-style-type: none"> Reporting line change to Visa Operations Manager Branch change Chief Operating Officer
1	Border Manager x12	Immigration Risk and Border	<ul style="list-style-type: none"> Reporting line change to Operations Director
2	Workforce Planner	Immigration Risk and Border	<ul style="list-style-type: none"> Reporting line change to Manager Planning Branch change to Chief Operating Officer
2	Deputy Chief Operating Officer Immigration	Chief Operating Officer Immigration	<ul style="list-style-type: none"> Minor scope change

2	Director Visa x3	Chief Operating Officer Immigration	<ul style="list-style-type: none"> • Minor scope change
2	Manager Operations Support	Chief Operating Officer Immigration	<ul style="list-style-type: none"> • Minor scope change
2	Manager Planning	Chief Operating Officer Immigration	<ul style="list-style-type: none"> • Minor scope change
2	Visa Operations Manager (Operations Support) x2	Chief Operating Officer Immigration	<ul style="list-style-type: none"> • Minor scope change

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 final decisions 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 the available position/s for which you are suitably qualified. Using the EOI form you would identify in order of preference, if you wish to express interest in the roles available and if so, which ones and/or the option of voluntarily ending your employment without seeking reassignment opportunities.

There is no requirement to provide any additional information as part of the EOI application.

Once the EOI period closes, all applicants would progress to the next stage in the assessment process providing the role they have expressed interest in is considered to be a suitable reassignment opportunity.

Some new positions (refer pages XXX) will undertake an assessment with an external provider, Psych for Leaders, which will provide insights into individual leadership strengths. This will occur prior to a panel interview and contribute to the overall scoring criteria against the selection criteria.

The selection criteria is in the final position descriptions and is outlined as part of the decision document on page 29. For people leader roles selection criteria may also include the [Leadership Success Profile](#).

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](#)