



MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT  
HĪKINA WHAKATUTUKI

# Immigration New Zealand

## Proposal for Change

5<sup>th</sup> September 2024

# Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

Since the formation of the Government at the end of 2023, we have worked at pace to support our Ministers in respect of the 100-day plan, Mini-Budget, and Coalition agreements – which have resulted in some impacts to our work programmes and priorities.

In recent months, the Senior Leadership Team and I have also been working through what the Government’s work programme and Budget 2024 decisions mean for us at MBIE as well as for you, our people.

Building on the work we have recently undertaken to support the Government’s priorities and the comprehensive baseline savings exercise to identify fiscal savings options of 7.5% to achieve our baseline savings target, we now need to turn our attention to the medium- and long-term opportunities that exist within MBIE.

It is clear we will be continuing to operate in a tighter financial environment which means a continued focus on reviewing our programmes of work, our financial position, and the size and capability of our workforce. It’s an ongoing priority for MBIE and the public service to ensure we have a focus on responsible spending and achieve value for money, making every dollar of taxpayer money count.

We 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. MBIE shapes and manages many of the underlying systems that contribute to achieving these goals. Our work touches on the lives of almost every New Zealander and across all our businesses.

We want to deliver meaningful impact and achieve better outcomes for businesses and, as a result, for New Zealanders. We also want to make sure we achieve positive results across the various economic systems we manage. To do this we need to lift our own productivity, find efficiencies and maintain strong fiscal discipline to provide greater

value and higher levels of service and impact for every dollar spent to achieve better public services.

We have already been working to build flexibility in our organisation through recent efforts to bring together like functions and teams to reduce duplication of effort; focus on better utilising the skills, experience, and capabilities of our people; and streamline and automate processes to enable us to place greater focus on delivering for the people we serve.

While the dynamic nature of MBIE and the work that we have supported over recent years means that we are no strangers to change, the Senior Leadership Team and I do continue to welcome and value your feedback through the formal change process. I have seen our people respond and support each other through change on many occasions – with resilience, manaakitanga and a focus on Pae Kahurangi | Building our Future.

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

I am and will remain incredibly grateful for the work that has been done by many of our MBIE people to support the advice and options we have provided our Ministers as part of our work to support their quarterly priorities, as well as those of you who have continued to provide and deliver services for New Zealanders every day.

Thank you for the work that you do.

Ngā mihi nui,

**Carolyn Tremain**

Secretary for Business, Innovation and Employment, and Chief Executive  
Te Tumu Whakarae mō Hikina Whakatutuki

# Introduction from Deputy Chief Executive of Immigration New Zealand, Alison McDonald

Tēnā koutou,

My ambition for Immigration New Zealand (INZ) is that we provide a trusted, world-class immigration service that is simple to engage with, helps to keep our customers safe, and provides certainty for them.

To achieve that, it is vital that INZ is well set up to concentrate on the delivery of our four core services that only we can do to lead and administer the operational arm of the immigration system:

- We grant visas to people who Aotearoa New Zealand needs to work, visit, study or settle here.
- We ensure that people crossing the border and staying in Aotearoa New Zealand are entitled to do so.
- We help migrants and refugees to make Aotearoa New Zealand their home.
- We play our part in the global immigration system, together with our border partners to keep Aotearoa New Zealand safe.

The journey to deliver these core roles with ease and effectiveness began with last year's change process and I am really proud of the way we have transitioned as an organisation to bring our new operating model to life.

Through those changes, we established a centre that built expertise, lifted work from the frontline and reduced duplication across INZ. In particular, changes to the Visa Operations operating model last year have been successful in creating a clear focus on operational leadership, improving staff engagement and driving culture change.

It's now time to build on those successes, which is why we are proposing to make changes to how we lead at the Border. I know the Border is full of people who are passionate about their mahi, and we want to ensure that we have the right structure

to enable you to thrive, while also ensuring we are setting ourselves up to deliver our future services in the best way possible.

Your views are important to the INZ Leadership team, and we look forward to your feedback on these change proposals.

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

Ngā mihi nui,

**Alison McDonald**

Mana Hautu Rōpū Manene

Deputy Secretary Immigration

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# How to read this document

## Scope of this change proposal

This document proposes changes to current positions and reporting lines in the Border unit within Immigration Risk and Border branch, and some teams in the Chief Operating Officer Immigration branch.

## Understanding proposed changes to your position

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

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

## Proposed change process

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

This change process includes the proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as result of this consultation process.

As part of this consultation process, you are invited to provide feedback on both the team/branch proposals and the proposed change process.

## Let us know

The information included in this document reflects the organisational structure as recorded in MBIE systems on 28 August 2024.

If you notice any inconsistencies in the organisational structure represented, please advise your people leader or email: [INZChange@mbie.govt.nz](mailto:INZChange@mbie.govt.nz)

# Providing feedback and indicative timeframes

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

Please consider how proposed changes will support operational leadership at the border, while ensuring we are setting ourselves up to deliver our future services in the best way possible.

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

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

As part of considering feedback there may be aspects of the proposal we want to consider changing. If as a result, there is a need for further consultation we will engage with those people affected and outline any change in process or timeframes.

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

## Indicative timeline

Activity	Indicative Timeframes
Consultation opens	5 September 2024
Consultation closes	22 September 2024
Feedback reviewed and considered	September/October 2024
Final decision	21 October 2024
Expressions of interest (EOI) and selection process starts	23 October 2024
Proposed 'go-live' of new structure	25 November 2024

## Case for change by General Manager Immigration Risk and Border, Richard Owen

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 - that starts with a leadership structure that is fit for purpose.

In 2023, INZ implemented changes to the way we operate to allow us to concentrate on the delivery of our core services, underlined by four design principles:

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

Those changes have seen positive outcomes for how we do our mahi and given 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 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 driving a culture of ongoing continuous improvement. This also led to improved performance delivery, increased productivity, and higher staff engagement. The median number of working days to process a visa has reduced and the MyVoice engagement results have improved compared to 2021.

As part of last year's changes, Border was moved into a new branch, but otherwise remained largely the same in terms of its operational structure. 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 can do more to set Border up for success in the future.

I believe 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.

This change proposal will 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 aim to help us achieve operational excellence by providing capacity and clear lines of accountability for our leaders. We need to provide an environment where our people are actively supported in their work and development, enabling our people to grow.

Your feedback is important to me and is crucial to making sure we have an environment that cultivates the passion I know you all have for the border. I look forward to your feedback on these proposed changes.

Ngā mihi nui,

**Richard Owen**

General Manager Immigration Risk and Border

# Proposal 1 – Immigration Risk and Border

*The Immigration Risk and Border branch keeps Aotearoa New Zealand safe by supporting quality immigration and visa decision making through the identification, understanding and treatment of risk at the earliest opportunity.*

While the core accountabilities managed by this branch are not proposed to change, it is proposed to leverage from the operating model introduced in Visa Operations in 2023 to deliver similar outcomes in other operational areas of Immigration New Zealand. It is believed that Border could benefit from this model.

## Why change is proposed

The Visa Operations model introduced in 2023 recognised the importance of operational leadership to the culture and success of the visa processing environment. In that change process, two Operations Directors were established to be accountable for people leadership across the visa operations network and building a culture of continuous improvement and a people-centred environment. Now a year in, we have seen this model deliver a reduction in the median number of days to process visas, increase the capacity of people leaders to focus on managing and developing their people, and improve the engagement of our people as demonstrated in the MyVoice surveys.

With a view to extend the same benefits to the Border environment, this change proposes to reduce the number of layers of senior leadership in this area. By reducing leadership layers, operational leaders would be better connected to our people at the Border and positioned to focus more on people development, as well as redirect any work sitting with Border teams that could be managed centrally. This would serve to enable our people at the Border to focus more on the work that only they can do, as well as the conditions they need to manage that work successfully.

The current Border structure requires leaders to manage a broad span of essential functions including people leadership, day-to-day Border operations, building and maintaining Border relationships, strategic and operational planning, technical issues

and problem resolution, and multiple projects and initiatives. This volume of competing priorities creates a particularly challenging environment for our leaders and detracts from their focus on enabling our people to thrive and excel in their roles.

We believe there is an opportunity to leverage insights from the model applied in Visa Operations through the introduction of Operations Director positions in Border and creation of an additional Director Visa role in the Chief Operating Officer Immigration (see [Proposal 2](#)). This would address the span of leadership responsibility within Border and provide clarity around lines of accountability across the leadership team.

In line with previous changes last year, we also see benefit in aligning the work of enabling functions in Border, specifically workforce planning and operational support, with the centralised teams in the Chief Operating Officer Immigration branch. More detail on this proposal is provided in [Proposal 2](#). There are a number of additional important matters that will be considered next year as part of our intended future 24/7 operating model in Border as well. These include –

- Reviewing the work currently managed by Border Managers and identifying opportunities to release their time in order to be able to fully support their teams and deliver operational excellence.
- Reviewing the existing support available to Senior Border Officers and Border Officers across a 24/7/365 business to ensure there is an appropriate level of management and technical support across the entire working window. It is intended this work would highlight potential options for consideration to ensure the necessary level of management and technical support is available and would need to be considered as part of the current Roster review that is underway within Border.
- Identifying any work undertaken by the Senior Technical Specialists and Technical Specialists in Border that is related to the creation of 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.



- Border (as a 24/7/365 business unit) moving to an operating model where Auckland and Christchurch international airports maintain both a physical presence for “on arrivals”, enabling functions, cross-agency team commitments and a virtual presence for “pre-arrivals” whilst all other regional NZ airports which currently service international flights are supported through a virtual presence with NZ Customs providing the necessary in-person coverage with support virtually from Border staff. The intent here is that any existing “physical” Border presence in both Wellington and Queenstown will reduce over time.
- Identifying opportunities to create wider career opportunities within MBIE for all Warranted Officers.

- Propose to change the reporting line and branch for the Senior Business Advisor Operations to the centralised operations support team in the COO (Immigration).
- Propose to change the reporting line and branch for the fixed-term Principal Advisor New Zealand Traveller Declaration to the centralised operations support team until the role finishes on 30 June 2025.

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

- Two Operations Director positions would be established with regional focus areas in Auckland and Christchurch. These positions would provide strong 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 2 x Operations Managers Border would be disestablished.
- Propose to disestablish the Border Liaison Manager.
- Propose to change the reporting line and branch for the Workforce Planner to the centralised planning team in the COO (Immigration).

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

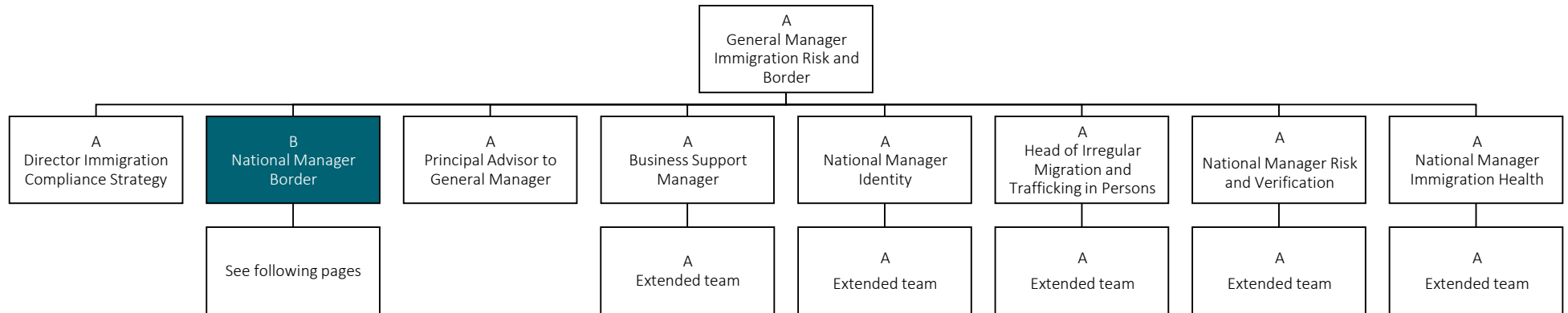
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

We welcome your thoughts on where Proposal 1 could be strengthened to better deliver on our [case for change](#). If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

## Current organisational chart – Immigration Risk and Border

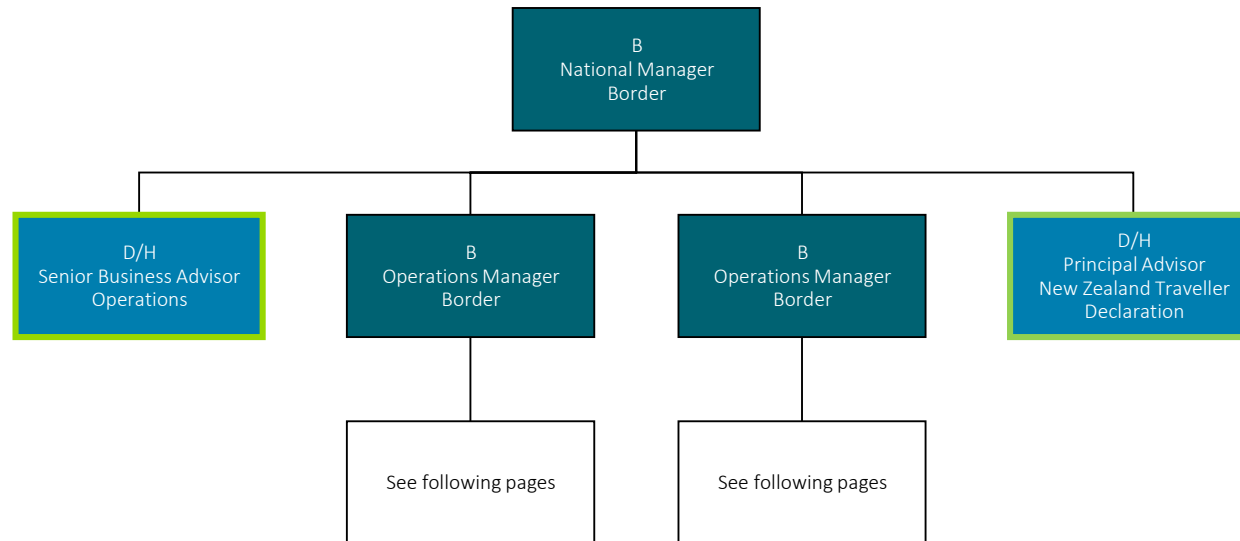
### KEY

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



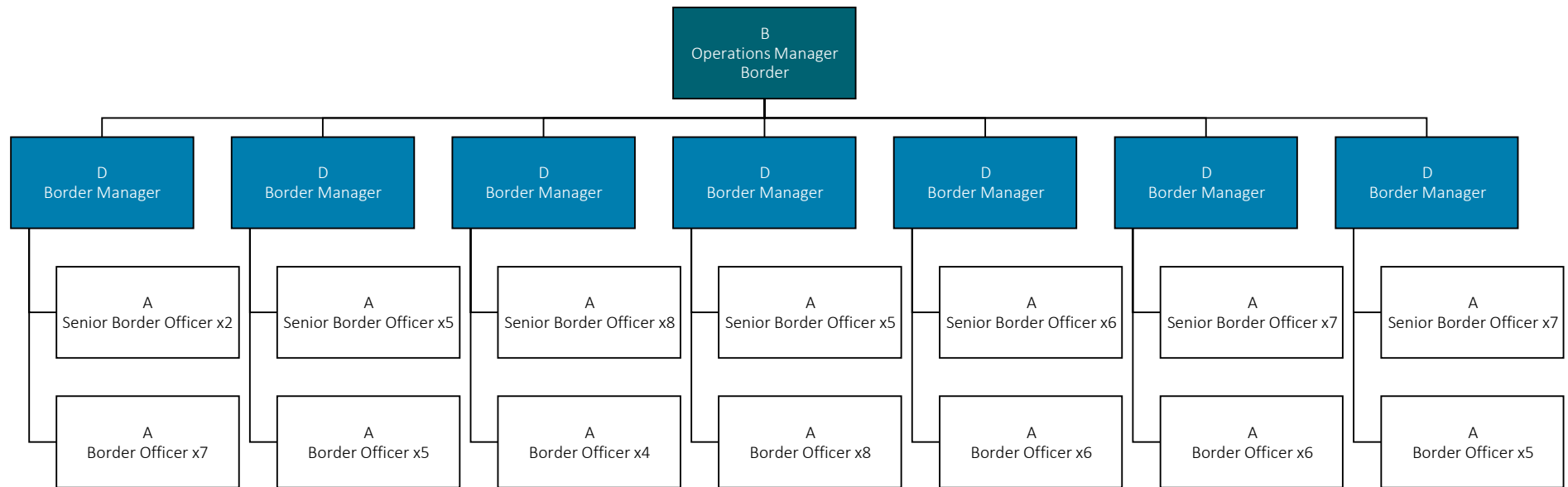
## Current organisational chart – Immigration Risk and Border Border

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



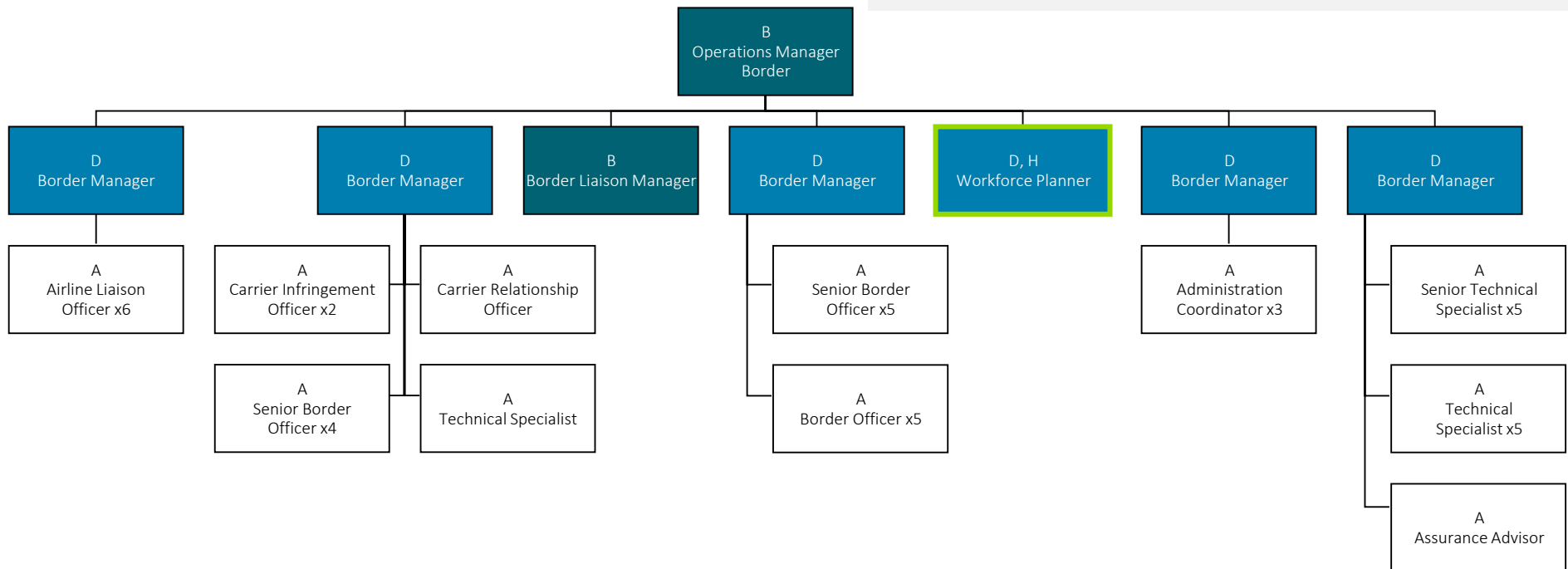
## Current organisational chart – Immigration Risk and Border Border – Operations 1

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



## Current organisational chart – Immigration Risk and Border Border – Operations 3

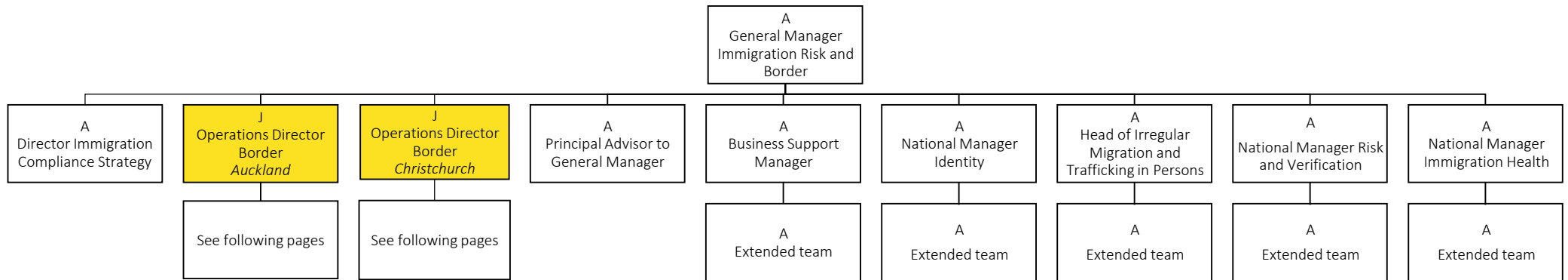
KEY			
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B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Contestable reassignment



# Proposed organisational chart – Immigration Risk and Border

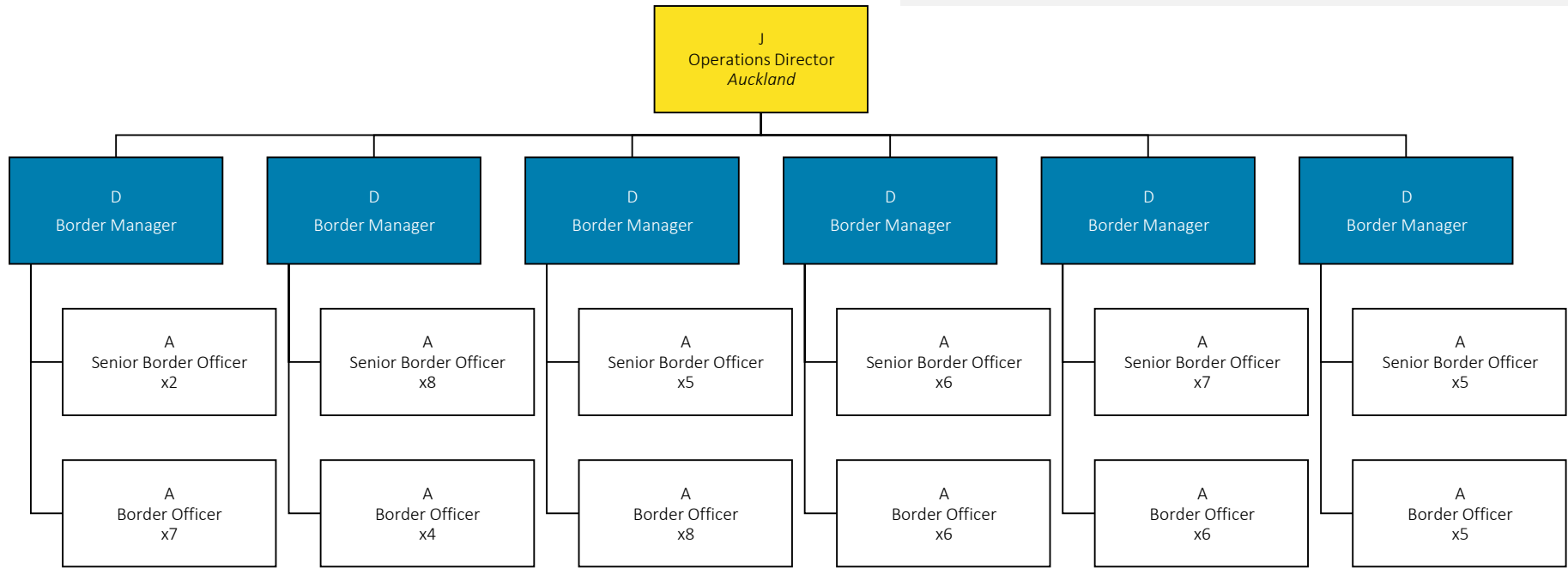
**KEY**

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



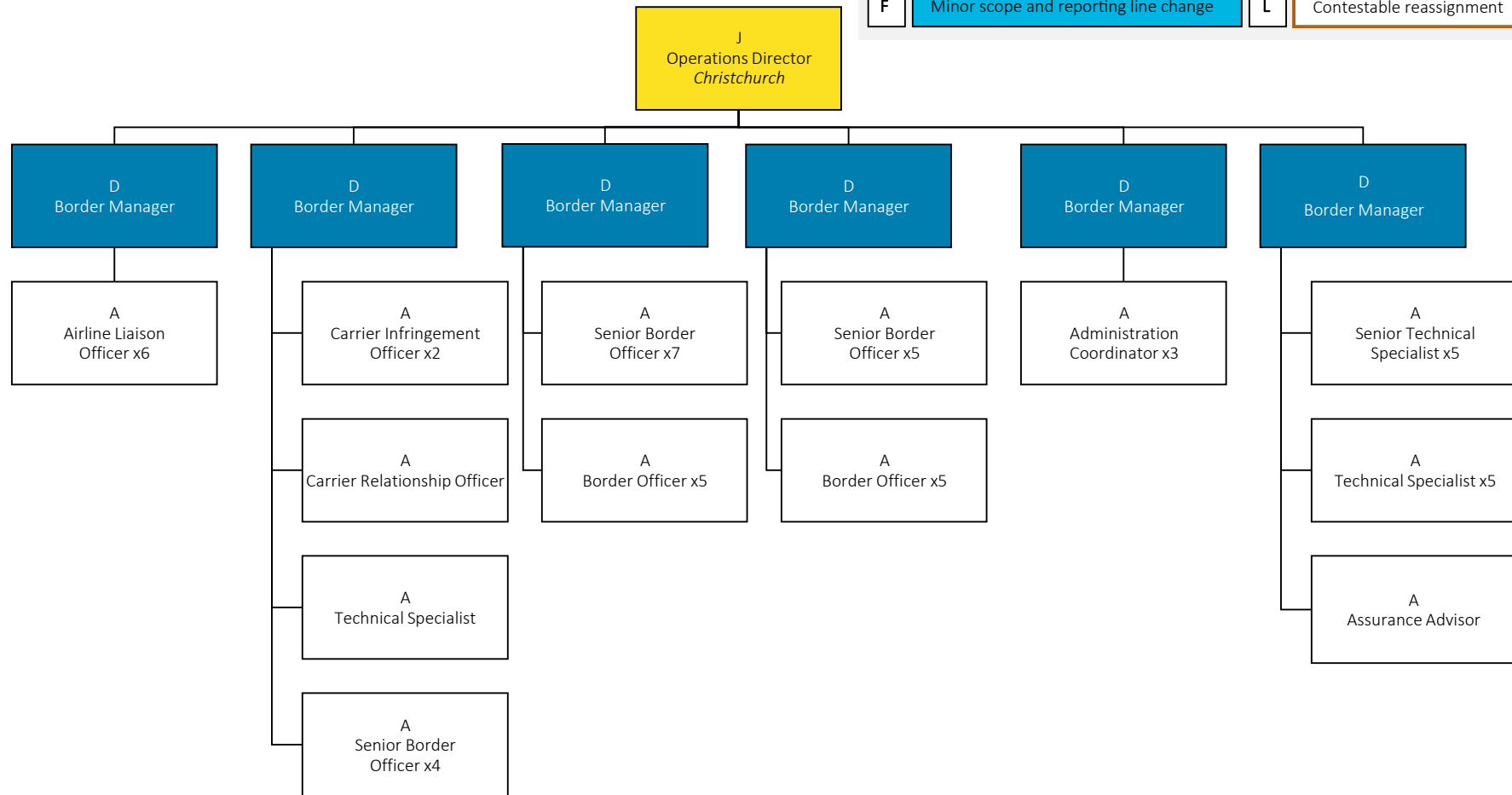
## Proposed organisational chart – Immigration Risk and Border Border Operations Auckland

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



## Proposed 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





## Proposal 2 – Chief Operating Officer Immigration

*The Chief Operating Officer Immigration branch is accountable for the planning and performance of visa operations maximising delivery through people, process, and technology-related decisions.*

The Chief Operating Officer branch is responsible for supporting the Deputy Secretary with the operational leadership of Immigration New Zealand (INZ). The office has a concentrated focus on the planning, performance, and successful delivery of visa processing, with oversight into other operations through risks and levers.

Visa decision making is a fundamental part of INZ's core role and a critical success outcome for the Aotearoa New Zealand immigration system. Operations Directors reporting to the Chief Operating Officer ensure the focus for Visa Operations remains on visa delivery.

The office works alongside other branches to create an enabling centre for INZ operations – managing operational readiness for change and improvements, so that our enabling functions work to the same rhythm as visa processing operations.

### Why change is proposed

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](#) would 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 would create an additional Director Visa role in the Chief Operating Officer Immigration branch.

The additional Director Visa position would be responsible for Border as part of a portfolio. This 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 responsibilities and 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 this introduction of the Border portfolio led by a Director Visa, it is my preliminary view that this proposal would better place Border to focus on the critical role within the Immigration system and with partners in the wider Border network. There are also 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](#), this proposal would see Senior Business Advisory capability move from Border into the centralised Operations Support team under the Chief Operating Officer. This centralised function plays a critical role in managing operational readiness for change and improvements, and this proposed change would maximise support available to Border teams.

Similarly, mobilising the Workforce Planning capability in Border within the centralised Workforce Planning team under Chief Operating Officer would provide scale and contingency support, as well as provide an opportunity for Border capability to leverage the advanced workforce planning toolsets that are held centrally.

**To establish a dedicated Border portfolio within INZ operations and centralise key enabling tasks related to Border, the following changes are 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.
- Propose a minor scope change to the Deputy Chief Operating Officer Immigration to include the Border portfolio.
- Propose a minor scope change to the Director Visa roles to include the Border portfolio.
- Propose a minor scope change to the Manager Planning to include the Border portfolio.
- Propose a minor scope change to Manager Operations Support to include the Border portfolio.
- Propose a minor scope change to the Visa Operations Manager roles in Operations Support. It is recognised that the position descriptions for these roles require updating. As part of the consultation process the position descriptions will be reviewed to ensure that they accurately reflect the responsibilities of the roles.
- Propose to change the reporting line and branch for the Workforce Planner.
- Propose to change the reporting line and branch for the Senior Business Advisor Operations.

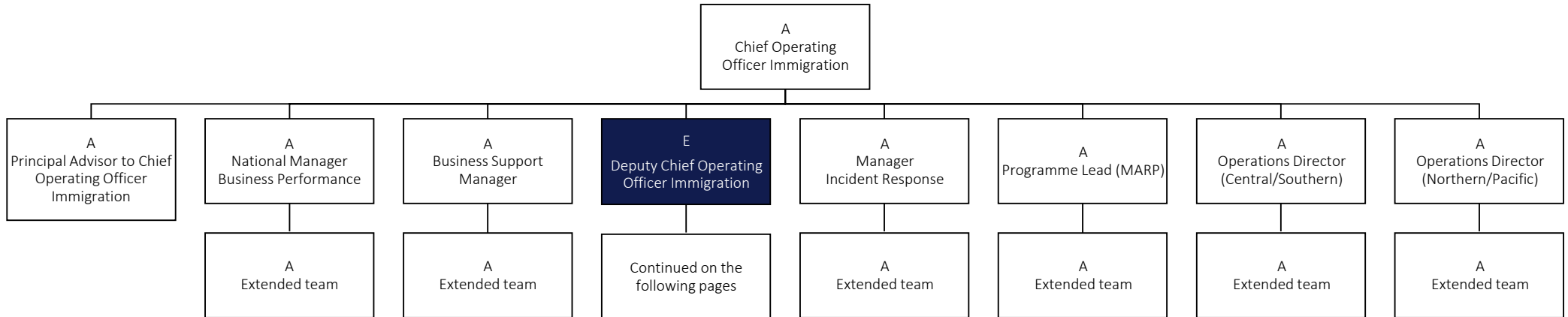
## **We ask you to consider whether changes under Proposal 2 will achieve our desired outcomes.**

Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our [case for change](#). If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

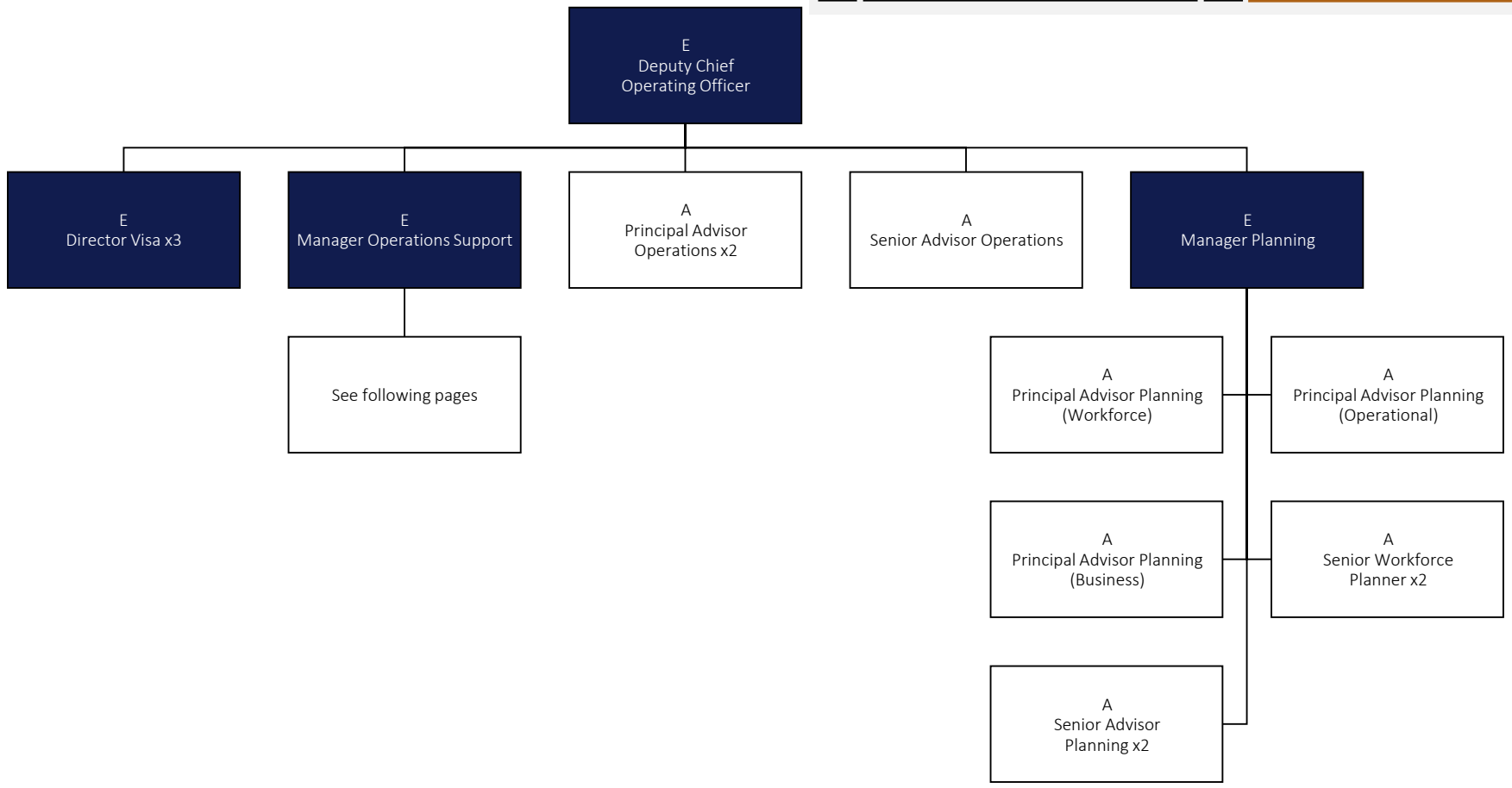
# Current organisational chart – Chief Operating Officer Immigration

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



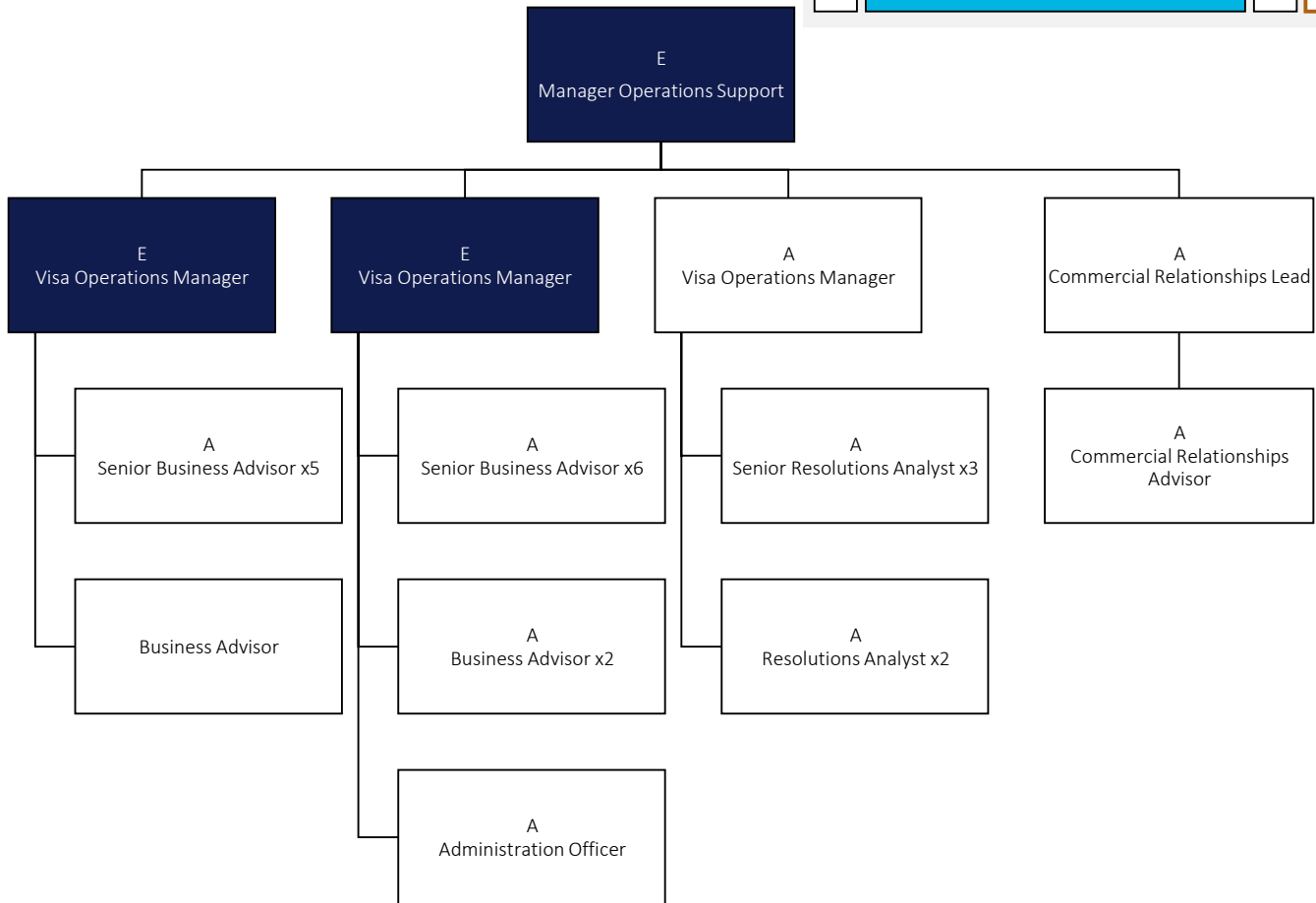
# Current organisational chart – Chief Operating Officer Immigration Deputy Chief Operating Officer Immigration

KEY			
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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



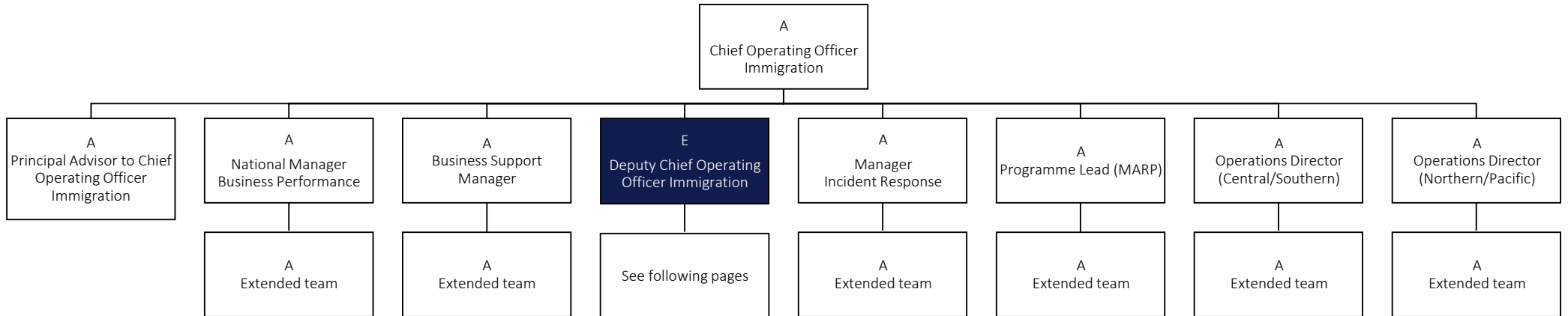
## Current organisational chart – Chief Operating Officer Immigration Operations Support

KEY			
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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



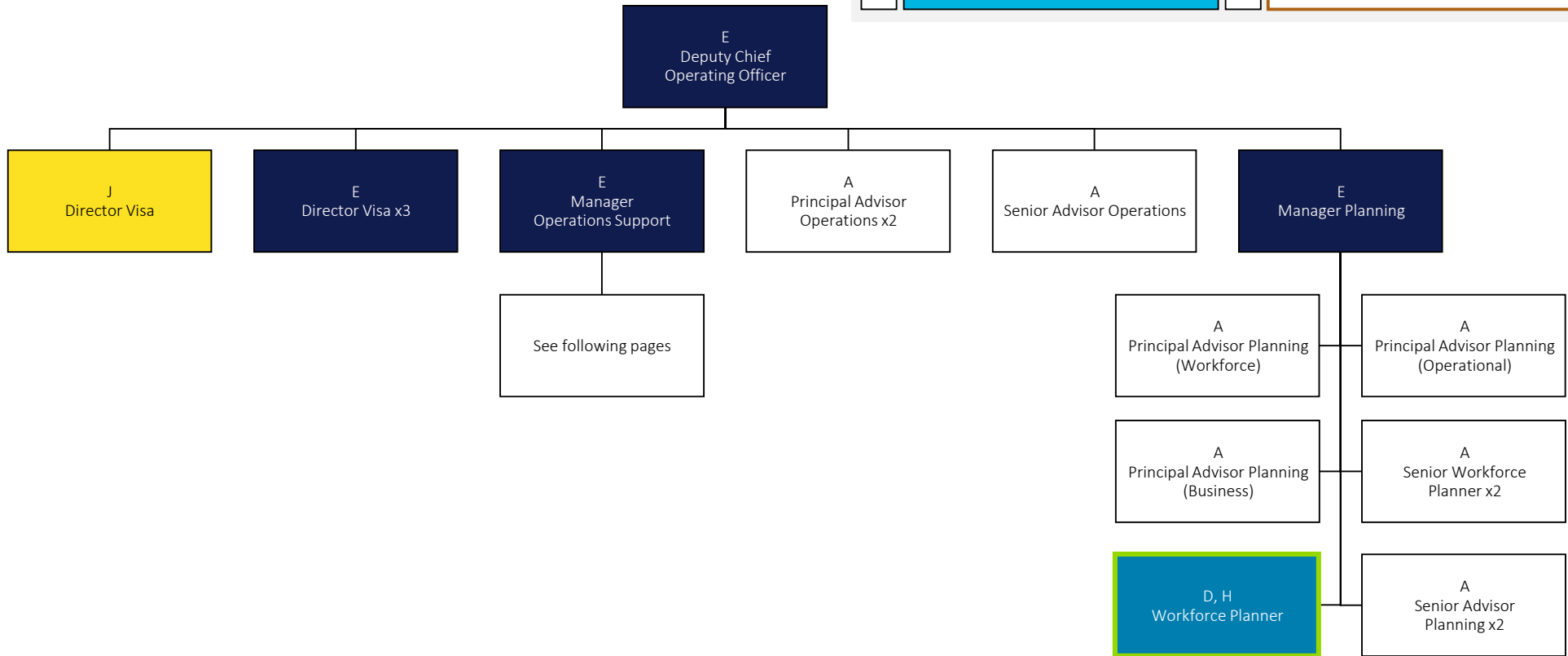
# Proposed organisational chart – Chief Operating Officer

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



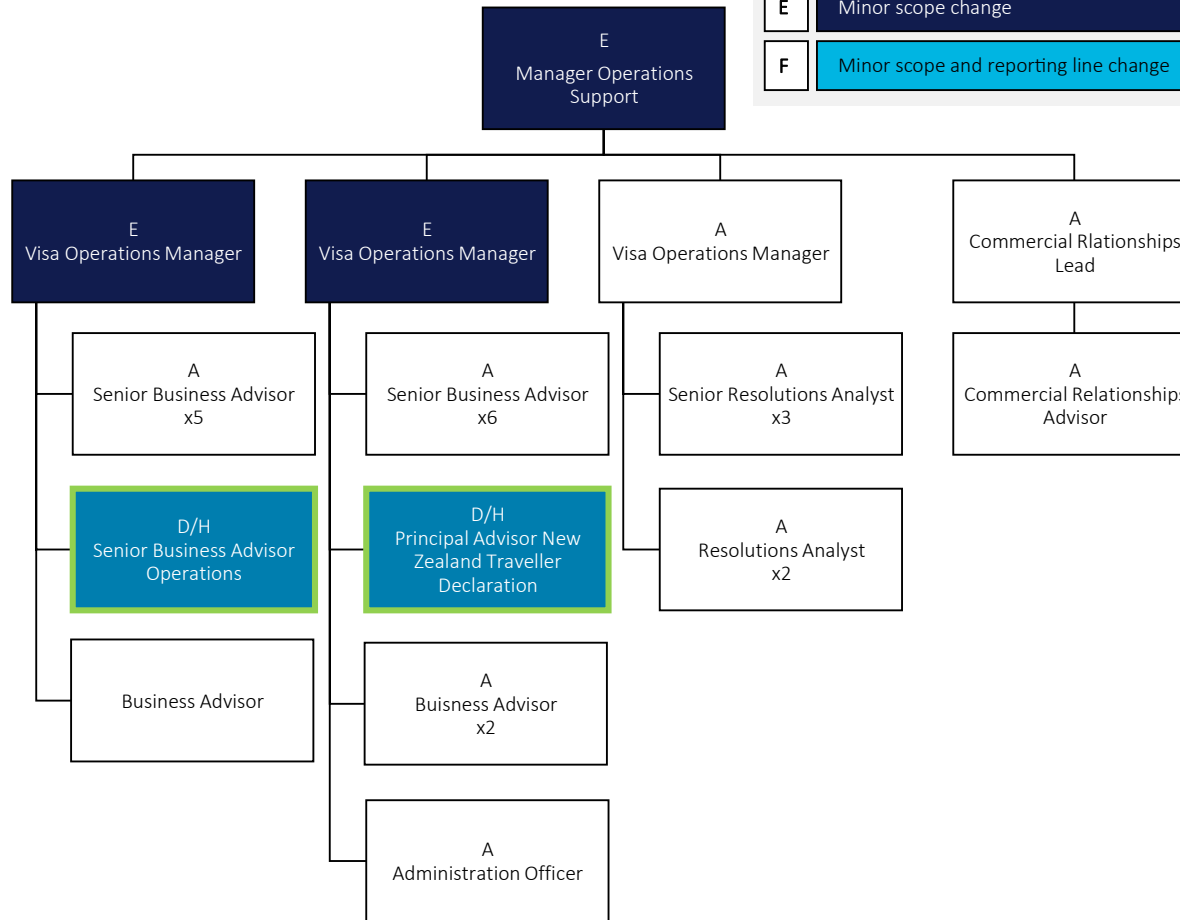
# Proposed organisational chart – Chief Operating Officer Deputy Chief Operating Officer Immigration

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



# Proposed organisational 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 proposed changes

### Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	4
Number of proposed new positions	3
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	23
Overall proposed reduction in FTE	1

### Proposed 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 x2	National Manager Border	Immigration Risk and Border
1	Border Liaison Manager	Operations Manager Border	Immigration Risk and Border

## Proposed minor change

Proposal	Position title	Branch	Description of change
2	Senior Business Advisor Operations	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change to Visa Operations Manager</li> <li>Branch change Chief Operating Officer</li> </ul>
2	Principal Advisor New Zealand Traveller Declaration	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change to Visa Operations Manager</li> <li>Branch change Chief Operating Officer</li> <li>This role continues to be fixed-term until 30 June 2025</li> </ul>
1	Border Manager x12	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change to Operations Director</li> </ul>
2	Workforce Planner	Immigration Risk and Border	<ul style="list-style-type: none"> <li>Reporting line change to Manager Planning</li> <li>Branch change to Chief Operating Officer</li> </ul>
2	Deputy Chief Operating Officer Immigration	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
2	Director Visa x3	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
2	Manager Operations Support	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
2	Manager Planning	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>
2	Visa Operations Manager (Operations Support) x2	Chief Operating Officer Immigration	<ul style="list-style-type: none"> <li>Minor scope change</li> </ul>

## Proposed new positions & selection criteria

Proposal	Position title	Reporting line	Branch	Indicative band	Proposed Selection Criteria for Expression of Interest (EOI) process
1	*Operations Director Border (Auckland)	General Manager Immigration Risk and Border	Immigration Risk and Border	20F	<ul style="list-style-type: none"> <li>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).</li> <li>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).</li> <li>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).</li> <li>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).</li> <li>e. Fosters an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing (LSP competency: Leading with Influence).</li> <li>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).</li> </ul>
1	*Operations Director Border (Christchurch)	General Manager Immigration Risk and Border	Immigration Risk and Border	20F	<ul style="list-style-type: none"> <li>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).</li> <li>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).</li> <li>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).</li> <li>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).</li> <li>e. Fosters an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing (LSP competency: Leading with Influence).</li> <li>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).</li> </ul>

Proposal	Position title	Reporting line	Branch	Indicative band	Proposed Selection Criteria for Expression of Interest (EOI) process
2	Director Visa	Deputy Chief Operating Officer Immigration	Chief Operating Officer Immigration	21F	<ul style="list-style-type: none"> <li>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).</li> <li>b. Provide leadership that engages and motivates others to succeed and develop, and proactively share experiences, knowledge and ideas (LSP competency: Leading with Influence).</li> <li>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).</li> <li>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).</li> <li>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)</li> </ul>

\*Positions which are proposed to undertake an 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 proposed Operations Director role would work with a colleague in the same role;
- Understand the type of support the candidate would need in the proposed role;
- Provide the candidate with verbal feedback to understand their strengths and what they could do to strengthen their leadership skills.

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

## Appendix 1: Proposed change process

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

### Reconfirmation

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

For reconfirmation to apply:

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

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

Where there are more affected employees who could be considered for reconfirmation than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “**contestable reconfirmation**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

### Reassignment

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

For direct reassignment to apply:

- The new or revised position description has been assessed as comparable to your current position and any change of duties are not so significant as to be unreasonable taking account of your skills, abilities and potential to be retrained; and
- You have the required skills, knowledge, experience, and abilities to undertake the position, as well as the potential for retraining on any new or unfamiliar aspects of the position; and
- The salary and other terms and conditions for the position are no less favourable; and
- Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).

If you are confirmed to be directly reassigned as part of the final structure you will not need to take any action as you will automatically be directly offered reassignment into the position.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to be subject to “**contestable reassignment**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

## New positions

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

Where the specialised nature of a role requires it to be advertised externally in parallel, this will be specified as part of the proposal and decision pack along with the supporting rationale. First consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position.

### Selection and Expression of Interest (EOI) process

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you would have the following available options:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website.
- Express an interest in voluntarily ending your employment without actively seeking 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 will be considered an affected employee if you are permanently employed in a position that is:

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

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

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in 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.

It is proposed 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.

It is proposed some new positions (refer pages 27-28) would undertake an assessment with an external provider, Psych for Leaders, which would provide insights into individual leadership strengths. This would occur prior to a panel interview and contribute to the overall scoring against the selection criteria.

The proposed selection criteria are in the draft position descriptions and on page 27 of this document. Once confirmed the final selection criteria will be outlined as part of the decision document along with final position descriptions. For people leader roles selection criteria may also include the [Leadership Success Profile](#).

A panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant’s EOI submission and no additional information or interview would be required.

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

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

- Presentation and/ or role specific testing.

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

### **Selection and Recruitment Timeline**

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

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

### **Redeployment**

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

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description. In situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is best for the role.

### **Review process**

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to raise any concerns with your People Leader at the earliest opportunity so these can be worked through with you on a case-by-case basis.

### **Secondments and acting arrangements**

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

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

### **Process for casual and fixed term employees**

Casual and fixed term employees, by the nature of their employment agreements, will not have access to the change processes set out above.

Upon completion of the change management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection processes and any casual or fixed term employees would then be able to apply.

## Appendix 2: Support through change

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

### Wellbeing support options

We recognise that change may be difficult and encourage you to reach out to your support network and draw on the resources available to you. You can:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#)
- Use our [Employee Assistance Programme](#), which provides support for both work and personal life
- Call or text [1737](#) to access free counselling services from the national telehealth service

### Learning support options

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

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

- [Learn@MBIE](#) – our central learning platform that holds many free e-learning courses, including a series of e-learning modules focused on [change](#), suitable for all staff.
- [Percipio](#) – the world's largest online learning library. To access Percipio, select 'team/enterprise subscription' and then enter 'MBIE' in the site name field.
- [MBIE's library](#) – a large catalogue of books and scholarly works focused on subject expertise as well as broader skillsets like leadership capability.
- You can also reach out to People & Culture to discuss your development interests.

### Career development support

Our Employee Assistance Programme can assist with general career advice and is available for self-referral. This also includes budgeting and financial advice, personal development and coaching and personal legal advice.