



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

MBIE Intelligence Re-alignment

Proposal for Change

3 October 2024

Introduction from Jacqui Ellis

Tēnā koutou,

MBIE continues to work closely with the Government to support its priorities and help confirm and establish portfolio work programmes that will deliver on them. Across MBIE Business Groups, a number of formal change proposals – including the *DDI Realignment 2024* – have taken place to align to Government priorities and to meet fiscal expectations.

With the movement of the Field Collections function to Te Whakatairanga Service Delivery earlier this year, and there being a large number of vacancies in MBIE Intelligence (MI), there is an opportunity to look at the MI structure to ensure that it's fit for purpose for the future. Further, the increase in resourcing in the Country Research and Open-Source team to support refugee and protection status claim determination has presented a timely opportunity to ensure that there is balance across the MI teams and sustainable spans of control.

In line with the current economic and fiscal context, this consultation document outlines a proposal for change to streamline the MI function by re-looking at the MI leadership structure and re-aligning the teams underneath to ensure that MI operates efficiently and effectively, while maintaining the integrity of our Intelligence apparatus and our ability to deliver value within the MBIE evidence eco-system.

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.

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.

The work you do for MBIE is important in taking the long-term system view and I want to acknowledge and thank you for the work you do to support better outcomes for all New Zealanders.

We encourage you to carefully consider this proposal and we look forward to hearing your feedback by emailing MIRealignment@mbie.govt.nz.

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

This change proposal may also not be the only change you are experiencing within work or outside of it. Please take the time to process what this change means to you, be kind to yourself and others around you, and reach out for support – both personally and professionally – where you need it.

Ngā mihi nui,



Jacqui Ellis

General Manager Data, Insights and Intelligence

Digital, Data and Insights

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How to read this document

Scope of this change proposal

This document outlines proposed changes to the MI function in the Data, Insights and Intelligence branch.

A case for change and guiding principles behind the proposed structure are outlined, as well as detailed information about the current and proposed structures to support you to understand and provide feedback on those proposed structures.

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 **12 September 2024**.

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

Providing feedback and indicative timeframes

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

We welcome your feedback on all aspects of this proposal for change and the process, including the Expression of Interest (EOI) process and position descriptions which include the selection criteria, if applicable. You are also welcome to provide feedback even if you may not be directly impacted by it. Feedback can be provided individually or as a group. If you would like to provide feedback, please send your thoughts to MIRealignment@mbie.govt.nz.

Once the consultation period has closed, all feedback will be carefully considered by Jacqui Ellis 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	Thursday 3 October 2024
Consultation closes	Thursday 17 October 2024, 5pm
Feedback reviewed and considered	Friday 18 October – Friday 25 October 2024
Final decision	Tuesday 29 October 2024
Recruitment and selection process starts	Following announcement of decisions
Proposed 'go-live' of new structure	December 2024

Case for change

MI is a critical part of the MBIE evidence eco-system, delivering unique insights in a timely way to support the development of robust policy advice and decision-making. MI's access to data and insights, afforded by its position within Digital, Data and Insights (DDI), and its cross-regulatory work, has identified risks and opportunities for regulatory intervention not previously visible to MBIE.

MI's value within that eco-system is the objective application of the Intelligence process and methodology, which identifies risks and opportunities in systems, and importantly, results in an unbiased input into decision-making. There is an increasing demand for evidence to be supplied in a robust yet succinct way, especially to MBIE executive leadership and Ministerial decision-makers.

At the same time, we are being asked to work more efficiently and effectively within a tight fiscal environment. Across MBIE Business Groups, a number of formal change programmes have taken place or are underway to align to Government priorities and to meet fiscal expectations. With the recent *DDI Realignment 2024*, DDI has reshaped much of its business to meet the challenges of this new environment and leverage MBIE's investments in new data platforms and technologies.

We now need to look at MI to see where adjustments can be made to reflect the new normal, while maintaining the integrity of our Intelligence apparatus and our ability to deliver value within the MBIE evidence eco-system as work programmes change, or new priorities arise. This is also an opportunity for us to consider work areas where demand is scaling up, joining up, scaling down, as well as spans of control for managers and teams, and overall balance.

This consultation document outlines a proposal for change to streamline MI, in line with the current economic and fiscal context. We want to do this in a way that delivers better value for money for MBIE while impacting as few people as possible and ensuring we can continue to deliver critical services across non-discretionary workstreams such as the National Prioritisation Process, Country of Origin Information to support refugee and protection, and National Security Intelligence.

When designing this proposal, the following principles were considered:

- **People centred:** Our people and their expertise are at the heart of our work. Our systems and processes will be people centred. We will seek to ensure, even during periods of change, that our people are matched with work that best matches their skills and interests and there are opportunities for growth and development.
- **Customer focused and action orientated:** We are clear about our customers, anticipate their needs and operate flexibly. We provide high quality advice, analysis and services in a timely manner.
- **Te Ao Māori is a foundation:** Enhancing our culture and outcomes in partnership with manaakitanga to ensure that they are inclusive, respectful, and supportive of wellbeing.
- **Capability:** We provide specialist expertise for MBIE. We have the right mix of specialist and generalists to operate flexibly and authoritatively. Our capability is increased when we group like functions together.
- **Prioritisation:** We focus on understanding and anticipating the needs of the MBIE Senior Leadership Team and the wider government system.
- **Evidence-based:** We develop our own, and access information elsewhere, to provide timely and actionable insights for decision makers.
- **Connected:** We are experts in MBIE's strategic context and direction, and we connect across the system of government to access timely information of relevance to MBIE.

The changes proposed are ones that enable a continuation of the current functional-based operating model, which is considered fit for purpose. We also acknowledge that MI has accumulated a significant number of vacancies since late 2023. We intend to consider recruitment into these vacant positions as part of a separate process.

Proposal 1 – MI Leadership Team

The purpose of MI is to actively enable decision maker advantage at strategic, operational and tactical levels for MBIE business units, the Executive, and domestic and international partners through the provision of relevant and timely intelligence products and services.

In addition to supporting Te Ara Amiorangi - (Our Path, Our Direction) and Hīkina Whakatutuki - (Grow New Zealand for All), MI takes a leading role in ensuring ongoing and enhanced coordination between MBIE business units, our Senior Leadership Team, and other domestic governmental intelligence functions and overseas partner agencies.

Why change is proposed

In the context of the current fiscal environment, this change proposes to reduce the layers of senior leadership within the MI structure as well as address span of control and balance issues that have arisen over time due to attrition, and the movement of the Field Collections function to Te Whakatairanga Service Delivery earlier this year. This has contributed to the MI structure as it currently exists becoming ‘top heavy’ compared to other similar functions.

Two years have passed since the *Kākāriki* transformation programme that created a more scalable and sustainable MI structure to enable the function to operate effectively at the all-of-MBIE level. Since the structure was implemented, it has become clear that relative to other roles, the Head of Intelligence has a significant span of leadership. The position holds responsibility across a broad function, in addition to substantial representation requirements in various strategic fora, that would be more appropriately managed by multiple Head of roles with clearly defined lines of accountability.

We are proposing that these new Head of roles would be more strategic in nature, taking on responsibilities and some strategic fora representation requirements of the

current Head of Intelligence position as well as managing the work programmes for their respective functions.

In addition to providing better value for money to MBIE through reduced management overhead, the changes proposed will enable the leadership layer to be better connected to the work of the analytical teams underneath, while making the current suite of Head of Intelligence responsibilities more manageable. It is also envisaged that some strategic fora representation will more appropriately sit with the General Manager Data, Insights and Intelligence going forward. This will be considered further as part of implementation, should these changes go ahead as proposed.

The MI administration function is proposed to be managed centrally within the Office of the General Manager and therefore we are proposing a change of reporting line for the PA/Team Administrator position into the General Manager Data, Insights and Intelligence.

The following changes are proposed

- The Head of Intelligence position is proposed to be disestablished.
- The following positions in the current MI leadership structure are proposed to be disestablished:
 - a. National Manager National Security Intelligence
 - b. National Manager Collections and Triage
 - c. National Manager Country Research and Open-Source
 - d. National Manager Regulatory Intelligence
 - e. National Manager Intelligence Operations and Registry
- The following new positions are proposed to be created:
 - a. Head of Regulatory Intelligence
 - b. Head of Country Research and Open-Source

c. Head of National Security Intelligence

- It is proposed that the above new positions will report into the General Manager Data, Insights and Intelligence position and as the General Manager's direct reports these positions will form part of the Data, Insights and Intelligence Leadership Team.
- The **Manager Intelligence Practice and Professional Development** is proposed to have a change in reporting line from the current Head of Intelligence position to the new Head of Regulatory Intelligence position.
- The **PA/Team Administrator** is proposed to have a change in reporting line from the Head of Intelligence position to the General Manager Data, Insights and Intelligence position.

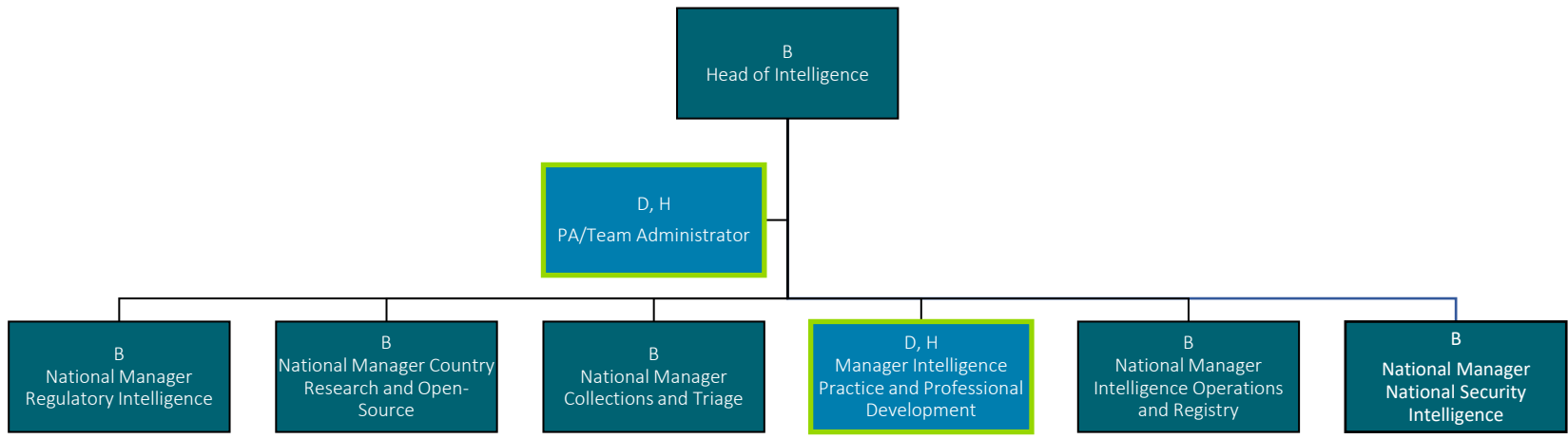
We ask you to consider whether changes under Proposal 1 will achieve our desired outcomes.

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](#).

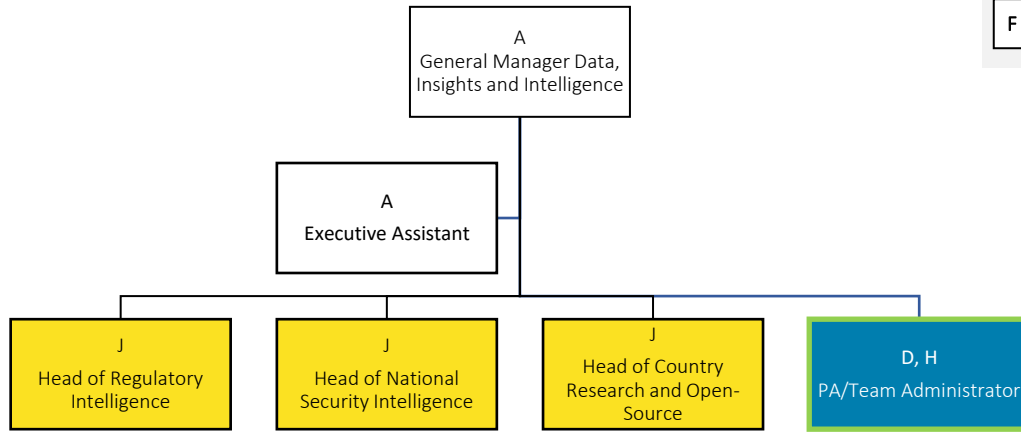
We welcome your thoughts on where Proposal 1 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – MI Leadership Team

KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 – MI Leadership Team



KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 – Regulatory Intelligence

The Regulatory Intelligence team produces a range of Regulatory Intelligence assessments at strategic, operational, and tactical levels for Immigration New Zealand, Immigration Compliance and Investigations and other parts of Te Whakatairanga Service Delivery (subject to a Service Level Agreement).

Regulatory Intelligence is the application of the Intelligence process within regulatory systems, like the Immigration system. Regulatory Intelligence is a different discipline to what would generally be used in law enforcement, military and national security settings with important differences in terms of mandate, the types of information drawn on, and the calculation of proportionality.

Why change is proposed

In reviewing the MI leadership structure and function, we have sought to group all the teams that do or enable Regulatory Intelligence work. This proposal is intended to enhance the current operating model and demarcate Regulatory Intelligence from other specialised workstreams such as National Security Intelligence and Country Research and Open-Source. We anticipate that this change will also simplify resource/funding conversations with prospective regulatory customers across MBIE as it will create space away from those workstreams.

Beyond the existing Regulatory Intelligence capability, we are also proposing to relocate the following teams to the new Regulatory Intelligence function:

- **National Prioritisation Process (NPP)** – the NPP team directly supports regulatory customers and information coming through this channel can be used as key indicator of emerging trends in regulatory systems. It is therefore appropriate to locate the team within the proposed Regulatory Intelligence function. This change will also align the NPP team into the workforce where there is a natural career progression pathway.
- **Intelligence Practice and Professional Development (IPPD)** – the IPPD team is an enabling function and supervises the quality control step in Intelligence

product development from commissioning onwards. Locating the team within the proposed Regulatory Intelligence function will ensure continued alignment in this regard.

The following changes are proposed

- As described in [Proposal 1](#), the National Manager Regulatory Intelligence position is proposed to be disestablished.
- A new **Head of Regulatory Intelligence** position is proposed to be created to lead the new Regulatory Intelligence function. The role will deliver Regulatory Intelligence outcomes to MBIE customers and lead the new function with a more strategic focus, will have responsibility for additional teams, and will support the General Manager Data, Insights and Intelligence in service delivery and strategic fora discussions. Further information can be found in the job description. The Head of Regulatory Intelligence is a Tier 4 people leader role and will hold delegations within MBIE's financial and HR delegations' policies and frameworks.
- The new Regulatory Intelligence function is proposed to be made up of the following teams/positions:
 - a. Regulatory Intelligence TWSD team
 - b. Regulatory Intelligence INZ team x2
 - c. NPP team, and Principal Intelligence Analyst (Collections) position
 - d. IPPD team
- The current direct reports to the National Manager Regulatory Intelligence position are proposed to have a change in reporting line from the National Manager Regulatory Intelligence position into the new Head of Regulatory Intelligence position. These positions include:
 - a. Manager Regulatory Intelligence TWSD
 - b. Manager Regulatory Intelligence INZ x2 positions

- While the above positions would have a change of tier and reporting line, no changes to their financial and HR delegations are proposed.
- The **Manager NPP** position is proposed to have a change in reporting line from the National Manager Collections and Triage position into the new Head of Regulatory Intelligence position.
- The **Principal Intelligence Analyst (Collections)** is proposed to have a change in reporting line from the National Manager Collections and Triage position into the new Head of Regulatory Intelligence position.
- As described in Proposal 1, the **Manager IPPD** will have a change in reporting line from the Head of Intelligence position into the new Head of Regulatory Intelligence position.

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

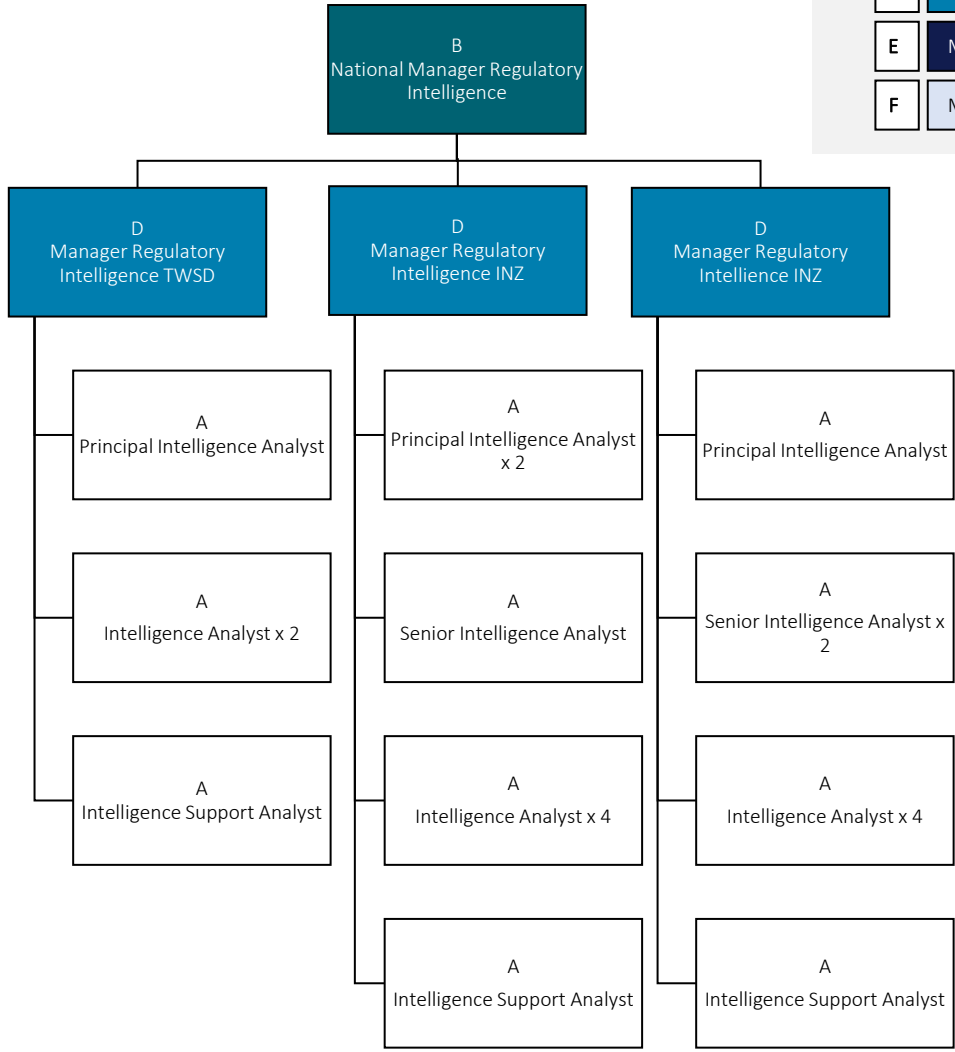
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

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

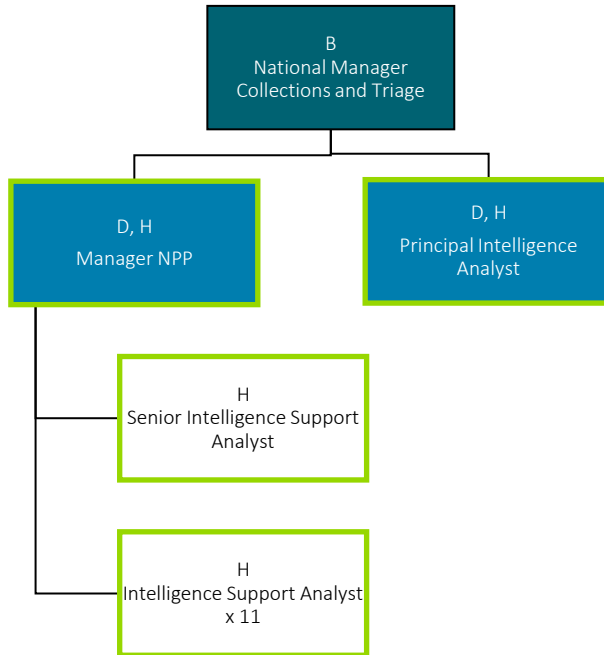
Current organisational chart – Regulatory Intelligence

KEY

A	No change	G	Position title change
B	Disestablished position	H	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

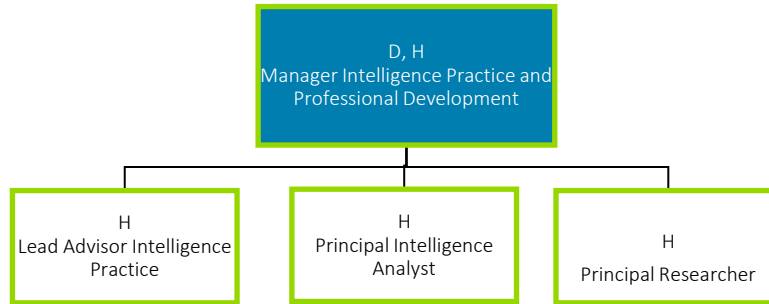


Current organisational chart – Collections and Triage



KEY			
A	No change	G	Position title change
B	Disestablished position	H	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

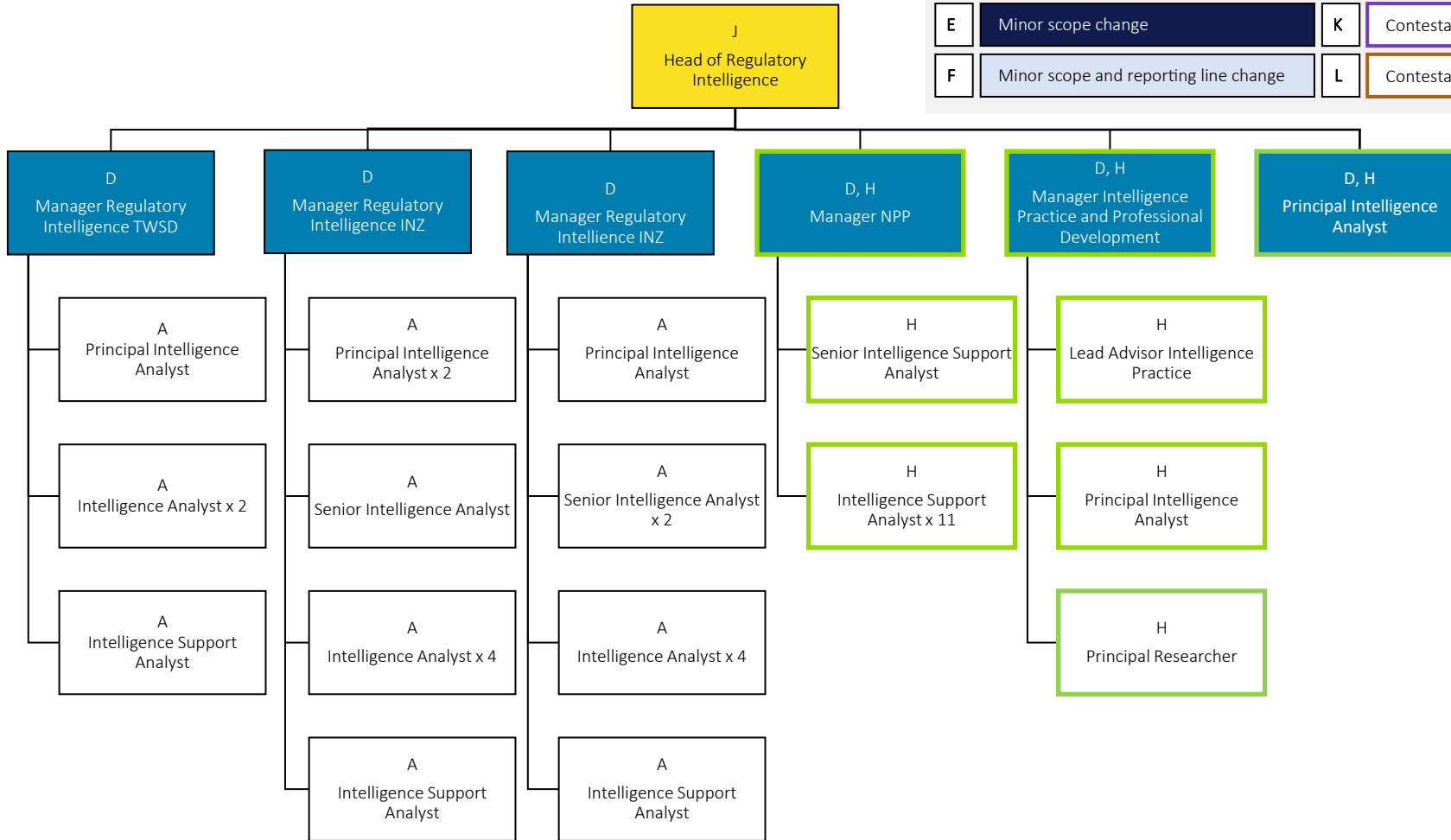
Current organisational chart – Intelligence Practice and Professional Development



KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 – Regulatory Intelligence

KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 3 – Country Research and Open-Source

The Country Research and Open-Source team produces Country of Origin Information (COI) about the political, social, cultural, economic, and human rights situations in countries of origin to assist the refugee determination activities of Immigration New Zealand and the Immigration and Protection Tribunal.

Independent COI is integral to the refugee and protection status determination process. MI provides the information required for both the factual and legal assessment in refugee status determination, using internationally agreed best practice. The team also produces Open-Source Intelligence products utilising information from online sources such as websites, social media and public registers.

Why change is proposed

Demand for COI research from the Immigration system is scaling up, with a significant increase in refugee and protection claims creating pressures for the Refugee Status Unit in Immigration New Zealand, and in turn MI, resulting in delays in claim determinations and a backlog of undetermined claims. Cabinet has agreed to increase refugee and protection claim processing funding to address challenges in this space – an increase of 52 ring-fenced FTE across the Immigration system, including 22 FTE to MI to support this, primarily in the Country Research and Open-Source team.

With these roles in the process of being recruited, the Country Research and Open-Source function has effectively doubled in size compared to what it looked like immediately post the *Kāhāriki* transformation programme. Having taken into consideration the team's current size, as well as the specialised nature of COI research and the need to ensure continuity in terms of providing this critical service, we are proposing to retain the existing Country Research and Open-Source team structure but re-align it into a discrete function that will be led by its own Head of position.

Because of the synergies between COI research and Open-Source Intelligence, we are proposing to keep these functions together. The rationale for bringing the two capabilities together as a focused centre of excellence remains just as relevant as it was at the time of *Kāhāriki*, and we have seen significant benefits, such as increased momentum and standardisation of development across the area, since implementing this in 2022.

It is envisaged that the shift to a dedicated function will also present opportunities to expand the delivery of Open-Source Intelligence products to new customers across MBIE and showcase Open-Source Intelligence as a valuable tool for gathering and analysing non-classified and non-restricted information, without the perceptions that are sometimes associated with 'traditional' Intelligence activities relying on classified information sources.

We do not propose to relocate any other existing teams from MI to this function.

The following changes are proposed

- As described in [Proposal 1](#), the National Manager Country Research and Open-Source position is proposed to be disestablished.
- A new **Head of Country Research and Open-Source** position is proposed to be created to lead the new Country Research and Open-Source function. The role will deliver Country Research and Open-Source outcomes to MBIE customers and lead the new function with a more strategic focus, and will support the General Manager Data, Insights and Intelligence in service delivery and strategic fora discussions. Further information can be found in the job description. The proposed Head of Country Research and Open-Source position is a Tier 4 people leader role and will hold delegations within MBIE's financial and HR delegations' policies.
- The current direct reports to the National Manager Country Research and Open-Source position are proposed to have a change in reporting line from the National Manager Country Research and Open-Source position into the

new Head of Country Research and Open-Source position. These positions include:

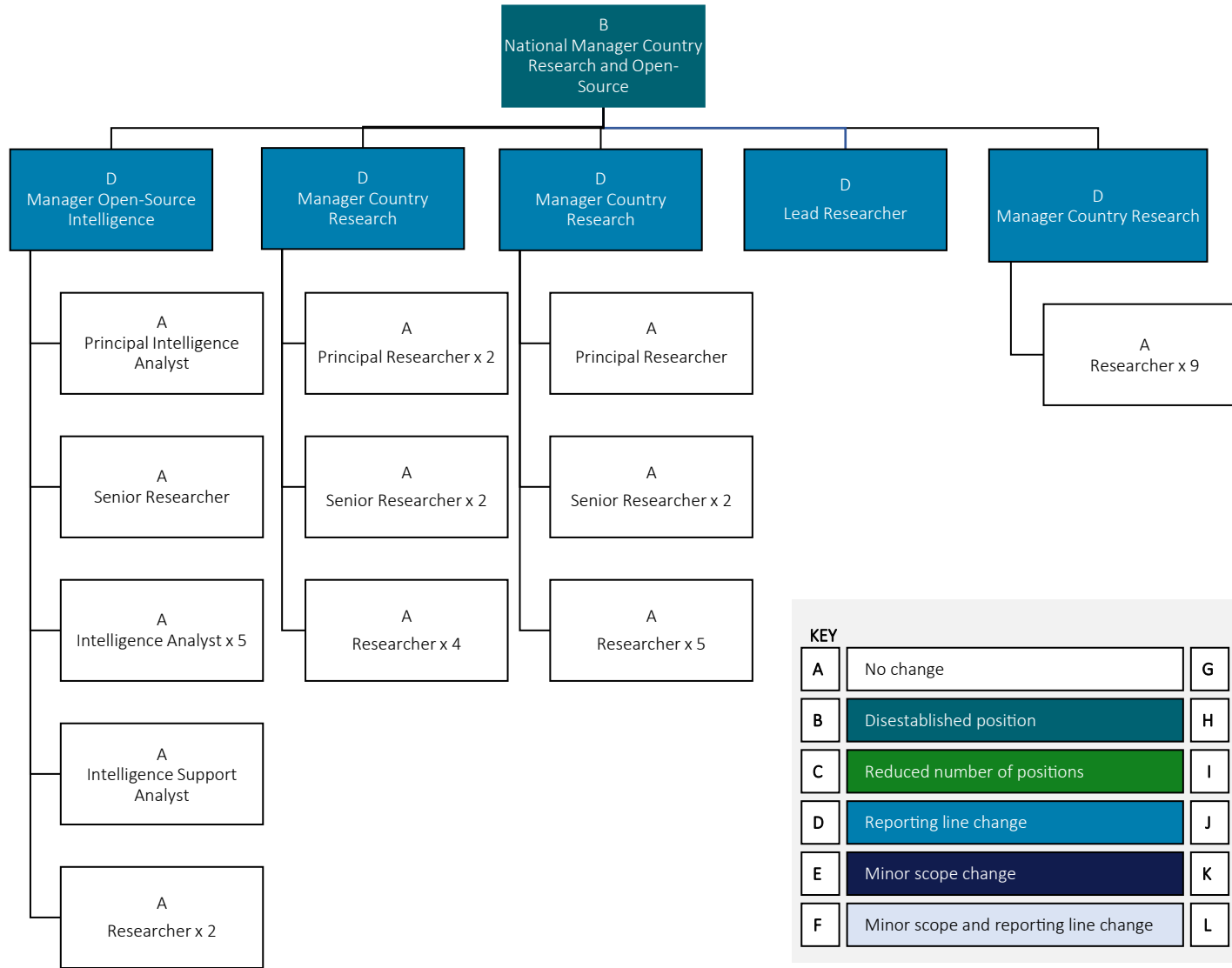
- a. Manager Open-Source Intelligence
 - b. Manager Country Research x3 positions
 - c. Lead Researcher
- While the above positions would have a change of tier and reporting line, no changes to their financial and HR delegations are proposed.

We ask you to consider whether changes under Proposal 3 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](#).

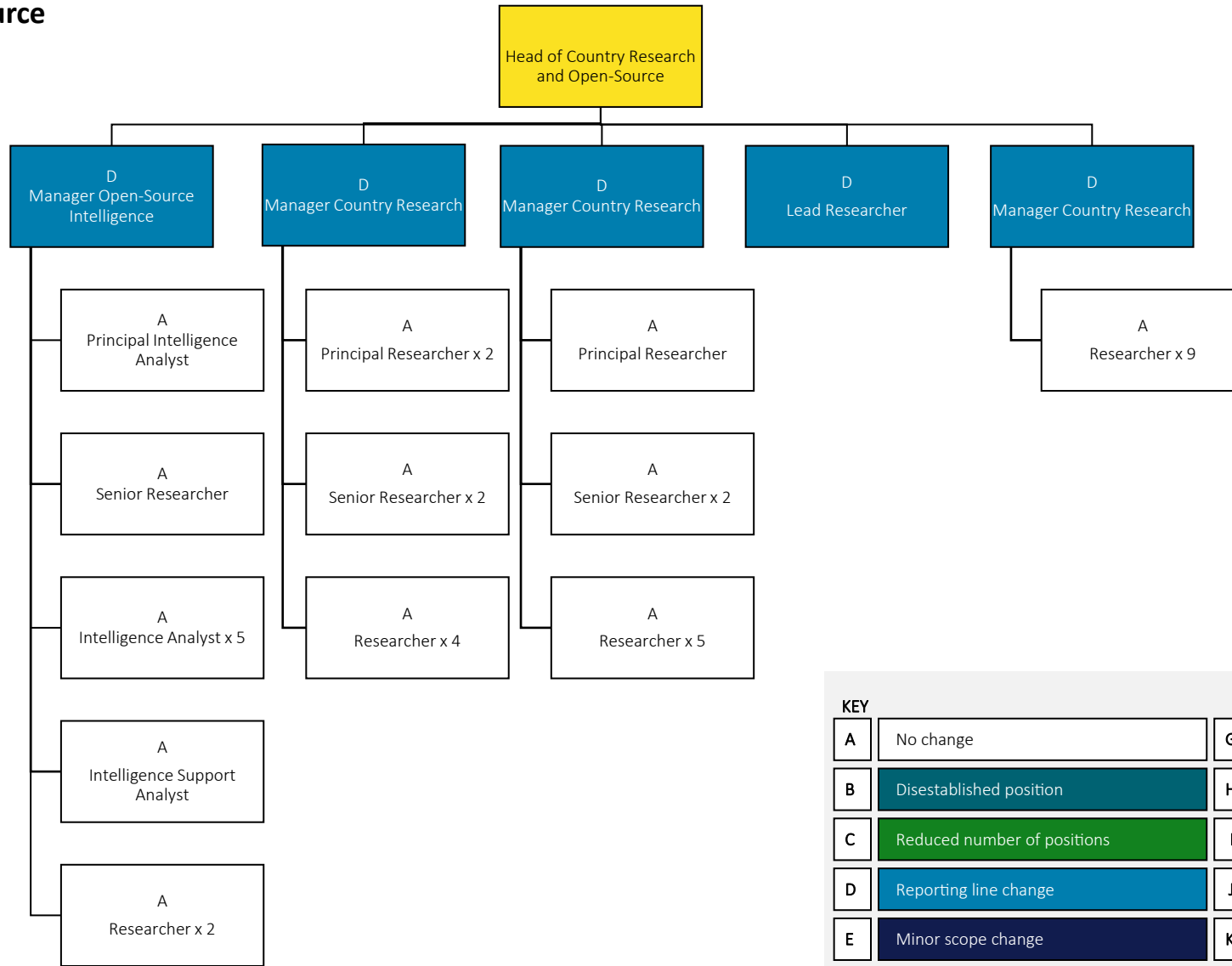
We welcome your thoughts on where Proposal 3 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – Country Research and Open-Source



KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 – Country Research and Open-Source



KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 4 – National Security Intelligence

The National Security Intelligence team translates the National Security System's demands for MBIE, including those identified in New Zealand's National Security Strategy: Secure Together/Tō Tātou Korowai Manaaki.

MI's national security effort is focused on identifying national security-related risks at the border and in the visa processing system, and MI's responsibilities regarding a maritime mass arrival. The team also supports the participation of our Senior Leadership Team in the National Security System, e.g. Officials Committee for Domestic and External Security Coordination activations, and at the National Security Board and the National Hazards Board.

Why change is proposed

National Security has continued to be an area of increased focus for many years, with the *Building MBIE's Digital and Data Future* realignment and subsequent *Kākāriki* transformation programme recognising the centrality of MI to National Security Intelligence coordination within MBIE, beyond Immigration New Zealand-related activities and our responsibility as lead agency under National Security Architecture for managing the risk of a maritime mass arrival. More recently, existing national security roles also have been moved into MI from elsewhere in MBIE, to ensure good coordination and a more integrated service.

Due to unique focus of the National Security Intelligence team and the nature of its broader engagement both with the National Security System and wider New Zealand Intelligence Community, and to avoid reduced risk coverage in this area, it is considered that this capability needs to remain a discrete function. Accordingly, we are proposing to retain the existing National Security Intelligence team structure but re-align it into a discrete function, led by its own Head of position like the proposed Regulatory Intelligence and Country Research and Open-Source functions.

We have also considered where it makes good sense to incorporate complementary MI teams and functions. We are proposing to relocate the following teams into the new National Security Intelligence function:

- **Intelligence Operations** – The Intelligence Operations team forms a critical part of MBIE's response to major events and incidents, providing services to support the Intelligence component within the wider Coordinated Incident Management System framework. These events are often national security related, particularly with the term having taken on a more encompassing interpretation in recent years (e.g. beyond terrorism and violent extremism). We think there are synergies to be gained from locating the Intelligence Operations team here. It is envisaged that while not working on planning response-related work, the team will continue to be deployable agnostically across the range of other Intelligence taskings.
- **Registry** – The Registry team provides a centralised 'clearing house' function for the storage, distribution and publishing of Intelligence products both within MBIE and to and from the wider New Zealand Intelligence Community, in both the classified and unclassified domains. Locating the team within the National Security Intelligence function will enable a greater focus on handling practices in respect of classified information, which have been the subject of increased scrutiny and interest from media and the public alongside government agency information gathering activities.

The following changes are proposed

- As described in [Proposal 1](#), the National Manager National Security Intelligence position is proposed to be disestablished.
- A new **Head of National Security Intelligence** position is proposed to be created to lead the new National Security Intelligence function. The role will deliver National Security Intelligence outcomes to MBIE customers and lead the new function with a more strategic focus, will have responsibility for additional teams, and will support the General Manager Data, Insights and

Intelligence in service delivery and strategic fora discussions. Further information can be found in the job description. The proposed Head of National Security Intelligence position is a Tier 4 people leader role and will hold delegations within MBIE's financial and HR delegations' policies.

- The new National Security Intelligence function is proposed to be made up of the following teams:
 - a. National Security INZ team
 - b. National Security Mass Arrivals team
 - c. Intelligence Operations team
 - d. Registry team
- The current direct reports to the National Manager National Security Intelligence position are proposed to have a change in reporting line from the National Manager National Security Intelligence position into the new Head of National Security Intelligence position. These positions include:
 - a. Manager National Security INZ
 - b. Manager National Security Mass Arrivals
 - c. Lead National Security System Advisor
 - d. Senior National Security System Advisor
 - e. Principal Intelligence Analyst
- While the Manager National Security INZ and Manager National Security Mass Arrivals positions would have a change of tier and reporting line, no changes to their financial and HR delegations are proposed.
- The **Manager Intelligence Operations** position is proposed to have a change in reporting line from the National Manager Intelligence Operations and Registry position into the new Head of National Security Intelligence position.

- The **Manager Registry** position is proposed to have a change in reporting line from the National Manager Intelligence Operations and Registry position into the new Head of National Security Intelligence position.

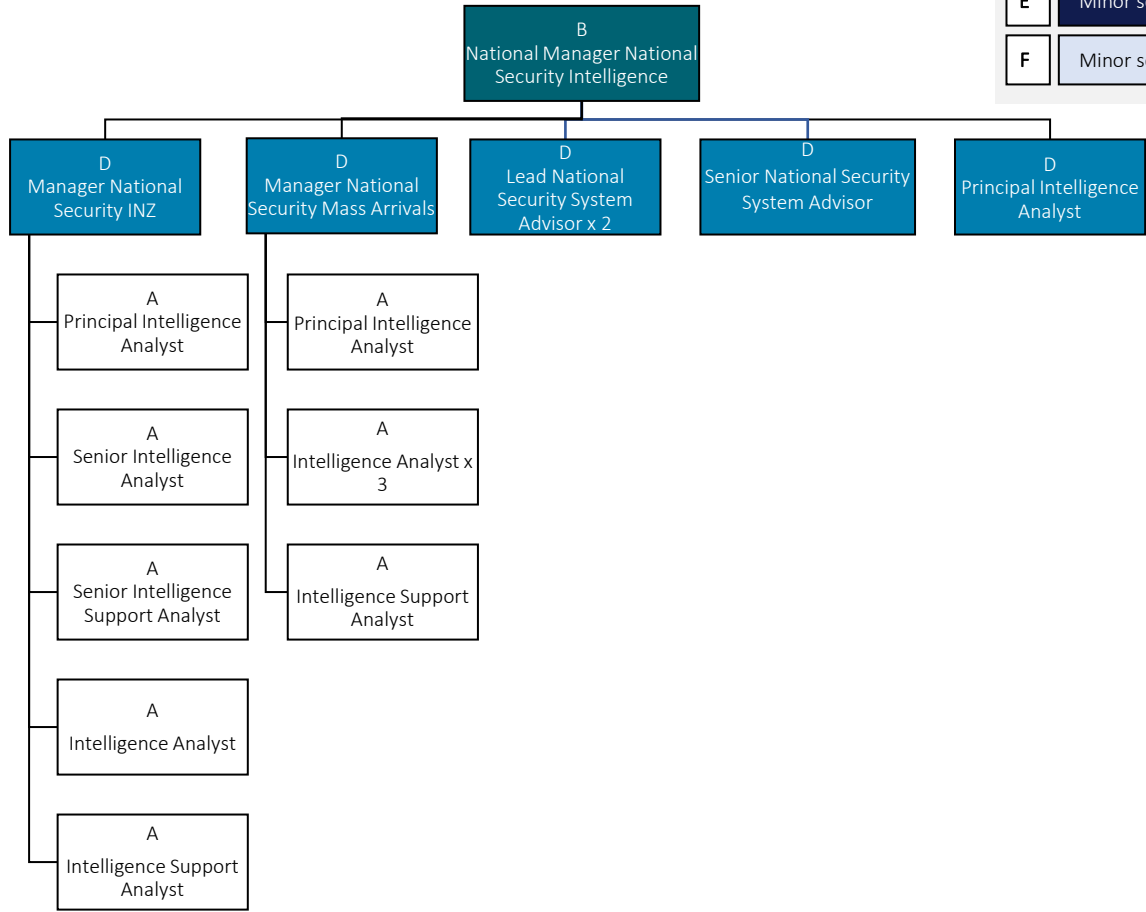
We ask you to consider whether changes under Proposal 4 will achieve our desired outcomes.

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](#).

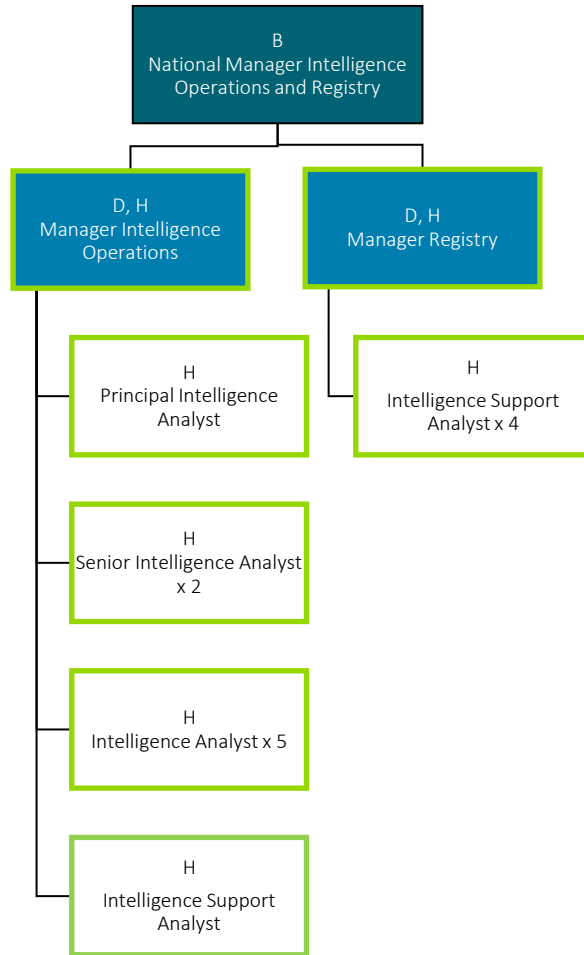
We welcome your thoughts on where Proposal 4 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – National Security Intelligence

KEY			
A	No change	G	Position title change
B	Disestablished position	H	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

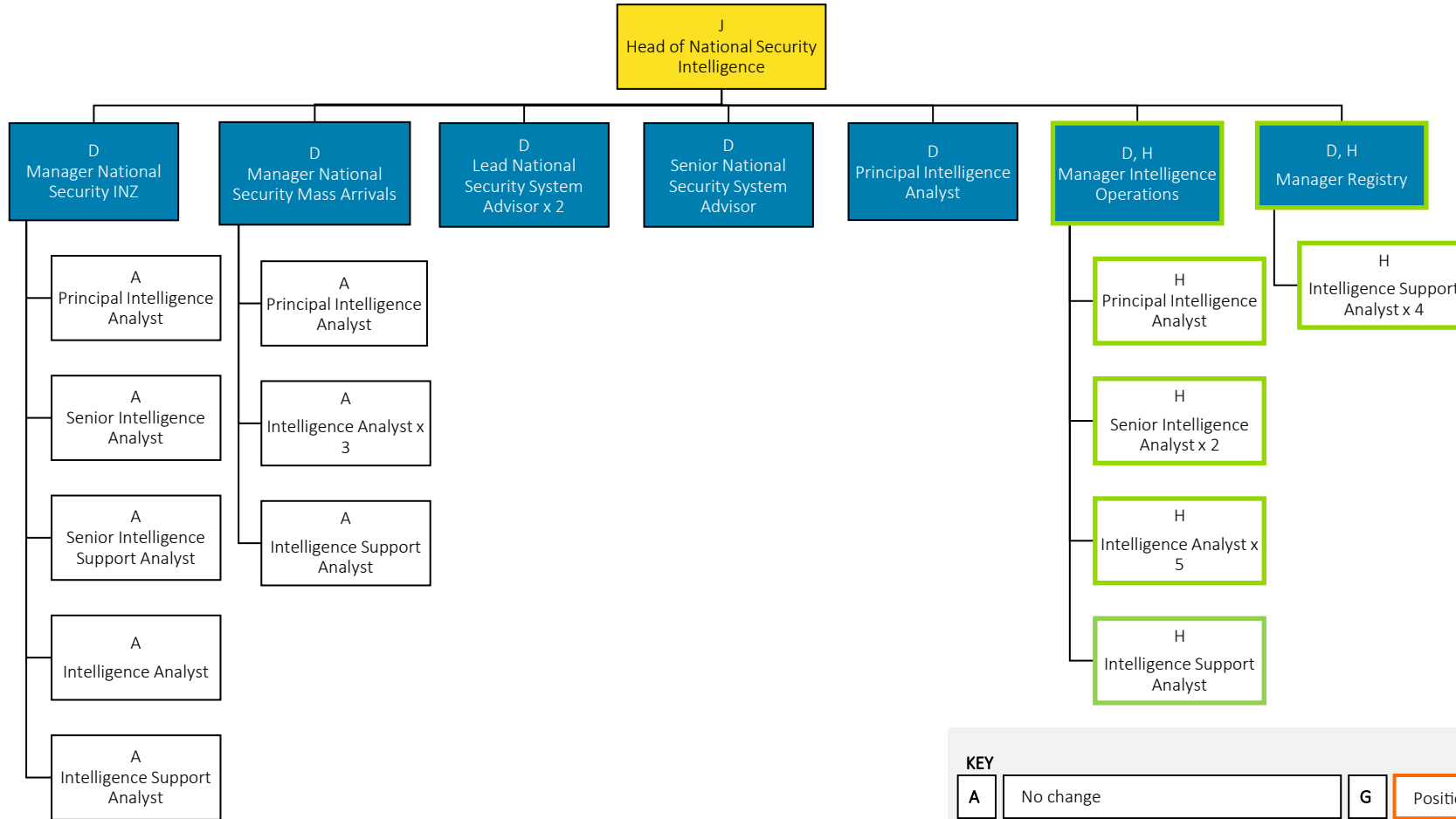


Current organisational chart – Intelligence Operations and Registry



KEY			
A	No change	G	Position title change
B	Disestablished position	H	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 – National Security Intelligence



KEY

A	No change	G	Position title change
B	Disestablished position	H	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	6
Number of proposed new positions	3
Number of positions proposed to have minor change (minor scope change, reporting line change, unit change)	48
Overall proposed reduction in FTE	3

Proposed new positions

Proposal	Position title	Reporting line	Unit	Indicative band
1	Head of Regulatory Intelligence	General Manager Data, Insights and Intelligence	Intelligence	20F
1	Head of National Country Research and Open-Source	General Manager Data, Insights and Intelligence	Intelligence	20F
1	Head of National Security Intelligence	General Manager Data, Insights and Intelligence	Intelligence	20F

Proposed disestablished positions

Proposal	Position title	Reporting line	Unit
1	Head of Intelligence	General Manager Data, Insights and Intelligence	Intelligence
1	National Manager Collections and Triage	Head of Intelligence	Collections and Triage
1	National Manager Country Research and Open-Source	Head of Intelligence	Country Research and Open-Source
1	National Manager Intelligence Operations and Registry	Head of Intelligence	Operations and Registry
1	National Manager National Security Intelligence	Head of Intelligence	National Security Intelligence
1	National Manager Regulatory Intelligence	Head of Intelligence	Regulatory Intelligence

Proposed minor change

Proposal	Position title	Sub-unit	Description of change
4	Intelligence Analyst x5	Intelligence Operations and Registry	Change of unit
4	Senior Intelligence Analyst x2	Intelligence Operations and Registry	Change of unit
4	Manager Intelligence Operations	Intelligence Operations and Registry	Change of unit and reporting line
4	Intelligence Support Analyst x5	Intelligence Operations and Registry	Change of unit

Proposal	Position title	Sub-unit	Description of change
4	Principal Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Manager Registry	Intelligence Operations and Registry	Change of unit and reporting line
2	Principal Researcher	Intelligence Practice and Professional Development	Change of unit
2	Principal Intelligence Analyst	Intelligence Practice and Professional Development	Change of unit
2	Manager Intelligence Practice and Professional Development	Intelligence Practice and Professional Development	Change of unit and reporting line
2	Lead Advisor Intelligence Practice	Intelligence Practice and Professional Development	Change of unit
4	Manager National Security INZ	National Security Intelligence	Reporting line change
4	Manager National Security Mass Arrivals	National Security Intelligence	Reporting line change
4	Principal Intelligence Analyst	National Security Intelligence	Reporting line change
4	Lead National Security System Advisor x 2	National Security Intelligence	Reporting line change
4	Senior National Security System Advisor	National Security Intelligence	Reporting line change
2	Manager Regulatory Intelligence INZ x 2	Regulatory Intelligence	Reporting line change
2	Manager Regulatory Intelligence TWSD	Regulatory Intelligence	Reporting line change
1	PA/Team Administrator	Data, Insights and Intelligence	Change of unit and reporting line
2	Intelligence Support Analyst x11	Collections and Triage	Change of unit

Proposal	Position title	Sub-unit	Description of change
2	Senior Intelligence Support Analyst	Collections and Triage	Change of unit
2	Manager NPP	Collections and Triage	Change of unit and reporting line
2	Principal Intelligence Analyst	Collections and Triage	Change of unit and reporting line
3	Manager Country Research x3	Country Research and Open-Source	Reporting line change
3	Manager Open-Source Intelligence	Country Research and Open-Source	Reporting line change
3	Lead Researcher	Country Research and Open-Source	Reporting line change

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 following 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.

You will be considered an affected employee if you are permanently employed in a position that is:

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

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

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in up to 3 available position/s for which you are suitably qualified. All applicants will be formally interviewed for the position/s they have expressed interest in. The selection criteria are in the draft position descriptions and will be outlined as part of the decision document along with final position descriptions. For people leader roles selection criteria may also include the Leadership Success

Profile. A CV would not be required as part of any EOI submission, however if you wish to provide one this is optional. You may also provide additional supporting information as part of your EOI, whether this be a covering letter, or other additional information such as location preference. However, please note that this would not be mandatory.

The panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles.

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. 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](#)