



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

MBIE Intelligence Re-alignment

Final Change Decisions

30 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.

On Thursday 3 October 2024, I shared with you a proposal for change to streamline the MBIE Intelligence (MI) function to respond to several drivers for change. These drivers are:

- the need to work more efficiently and effectively within a tight fiscal environment and deliver better value for money for MBIE
- addressing 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 (TWSD) earlier this year
- making the suite of Head of Intelligence leadership responsibilities and strategic fora representation requirements more manageable
- the need to consider work areas where demand is scaling up, joining up or scaling down, while ensuring continuity of critical service delivery across non-discretionary workstreams.

Thank you to all of you who took the time to provide feedback. We received 20 pieces of feedback including one oral submission that were high quality, detailed and helped me to make informed decisions.

In finalising the MI structure, I have assessed the feedback received, sought more input where significant feedback was provided (including speaking with a number of you one-on-one), and contrasted that with the overarching objectives of the change. As you will see, several changes have been made because of the feedback received. I believe the

final structure shown in this document positions MI well for the future and maintains our ability to deliver value within the MBIE evidence eco-system.

From Thursday 31 October 2024, affected people will be able to express interest in the new leadership positions. I plan to implement our new MI structure from Thursday 5 December 2024. We have balanced the need for certainty with maintaining operational effectiveness especially as we head into the Christmas period. I will keep you informed as the Expression of Interest (EOI) process runs its course and we transition to the new structure.

I want to acknowledge that a lot of change is happening in MBIE, and the public sector and that change can often be difficult. Everyone's response to change is unique. Please consider what support you may need during this time 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,



Jacqui Ellis

General Manager Data, Insights and Intelligence



Contents

Introduction from Jacqui Ellis	2
Your feedback on the MI Re-alignment change proposal	4
Implementation and embedding change	8
Proposal 1 – MI Leadership Team	9
Proposal 2 – Regulatory Intelligence	16
Proposal 3 – Country Research and Open-Source	23
Proposal 4 – National Security Intelligence	27
Summary of changes	34
Appendix 1: Confirmed change process	39
Appendix 2: Support through change	42

Your feedback on the MI Re-alignment change proposal

The following table summarises feedback we received about the overall proposal, as well as themes relating to multiple proposals.

General feedback themes		Response
Timeframes	<ul style="list-style-type: none"> Support for the proposed timelines which, while short, are seen as beneficial to the entirety of MI having certainty as soon as possible. Risks of creating significant change in MI's structure prior to the holiday period where resource is lower than usual, which is compounded by numerous vacant positions across MI, if an operation or major event or incident occurs. Consideration for implementation of decisions to take place in the new year. 	<ul style="list-style-type: none"> We agree that there are risks in altering the structure of MI prior to the holiday period and we are mindful of staff welfare in being able to take breaks while retaining enough coverage for major events or incidents. We have sought to balance operational risk with the need to provide certainty to people prior to Christmas, understanding the impacts that arise from not having this. On balance, we consider it safer to have the new positions in place before the holiday period to ensure that the welfare needs of affected staff can be met and to align with broader changes in the wider MBIE context. When deciding on the go live date for the MI structure, we also took into consideration that 5 December 2024 is the same date the date the new Corporate & Digital Shared Services Group is stood up. We are confirming that the change process timelines will occur as proposed.
EOI process	<ul style="list-style-type: none"> Allow those unsuccessful in obtaining a Head of position to become eligible for reassignment into a vacant Intelligence Manager position, together with a salary equalisation payment in line with MBIE's standard practices. Consideration for an Auckland-based Head of position as beneficial for the Auckland teams to have senior leadership representation. 	<ul style="list-style-type: none"> Thank you for the suggestion. We agree with this feedback and can confirm that we will run a recruitment process for a vacant Intelligence Manager position alongside the EOI process for the new Head of positions. As part of the EOI process, candidates will have the opportunity to select their preferences, including the vacant Intelligence Manager position. The intention is that we will conduct one interview for both positions. More information on the EOI process is at the back of this document. We do not intend to mandate an Auckland-based Head of position at this time, though we acknowledge the benefits of having senior leadership representation in Auckland where there is a significant MI (and customer) presence. We will consider other options including regular travel as budgets allow.

Gap between Heads of and Intelligence Managers	<ul style="list-style-type: none"> • The proposed structure creates a gap between the new Head of positions and Intelligence Manager positions. Concerns raised around the burden on the Head of positions to cover support of additional managers/teams, and lack of career progression opportunities and pathways for Intelligence Managers due to the significant step up to a Head of position. • Diminished capability for relieving/cover/reserve with large capability gap between tiers. May be difficult and demotivating for Intelligence Managers where progression opportunities are reduced and require greater range and depth of capability to advance, potentially impacting on retention of talent. 	<ul style="list-style-type: none"> • Although the new structure splits the responsibilities of the Head of Intelligence across multiple new positions, this should be viewed in the context that the General Manager Data, Insights and Intelligence will be taking on some of these responsibilities too, including certain strategic fora representation requirements (e.g. HINT, M5/B5, and etc). • Having multiple Head of positions will require looking at how we manage our responsibilities and stakeholders differently, but we don't believe this equates to a significant additional burden for Heads of (or Intelligence Managers and Principals in turn) – just a slightly different way of working from the current state, e.g. Intelligence Managers will need to shift some focus from their individual team towards the function more generally, with Principals playing a key role in this. • From a leadership structure perspective, the new structure also brings MI in line with other business units such as Data Service Delivery. From the Manager level onwards, progression is more about generic people leadership skills, development of which can be accommodated through other opportunities such as secondments (including to areas outside of MI), training courses and 'one off' special projects. • We do not consider that this feedback warrants any structural change, but it is relevant to how we think about the implementation stage and how we work.
Principal Intelligence Analysts	<ul style="list-style-type: none"> • Consideration for moving Principal Intelligence Analyst positions back into the analytical teams to shore up our outputs and ensure we are efficient with the number of analysts that we have proportionate to our provision of service. 	<ul style="list-style-type: none"> • We acknowledge that vacancy levels coupled with acting arrangements across MI, mean there are fewer Principals supporting the Intelligence production process. Based on feedback received, we have made a change which is reflected further in later sections of this document.
Enablement function	<ul style="list-style-type: none"> • Aggregated feedback supporting the creation of a dedicated enablement function to house cross-functional MI teams such as IPPD, Collections, Intelligence Operations and Registry, with some feedback suggesting that NPP should also be located within this function. • Feedback suggested the enablement function could be led by a fourth Head of position reporting into either the General Manager Data, Insights and Intelligence, or the Head of Allocation and Coordination with a scope change. 	<ul style="list-style-type: none"> • Thank you for the suggestions. There are some good arguments for locating cross-functional MI teams in one place and a range of alternative options were explored in light of the feedback received. In particular, we thought there was merit in locating IPPD and Registry together noting the feedback received around the natural alignment between these teams. • We do not agree with the notion that placing these teams in the lines as part of a particular function will mean they become beholden to servicing only that function, as it is ultimately up to leadership (though we all have a role to play) to ensure that their functions continue to work in a way that

		<p>maintains a pan-MI focus and facilitates cross-team collaboration, both generally and for the cross-functional teams.</p> <ul style="list-style-type: none"> • The new structure should be viewed as the General Manager Data, Insights and Intelligence now having overall responsibility for the collective vision and strategy for the MI function, with the new Head of positions playing a key role in developing and driving these aspects, and in supporting the General Manager. These positions are part of one structure rather than three separate ones. • Having considered the fiscal imperatives of this change, overall balance, and the desire to impact as few people as possible, we will not be moving forward with the creation of an enablement function at this time.
Special projects function	<ul style="list-style-type: none"> • Seeking additional resources for cross-MI special projects that build capability or deliver work outside of National Manager position scope, such as AI trials, Front Door integration, HINT support etc. 	<ul style="list-style-type: none"> • We agree with the rationale for a special projects function, and we think there are opportunities for the Intelligence Manager cohort to take on strategic projects/initiatives or any other 'one off' piece of work, for the purposes of staff development. However, we are not persuaded that additional FTE resourcing is appropriate over and above training budgets, particularly in light of the fiscal environment. • This will be something for the new leadership team to consider further in due course, once the structure has been implemented.
Collective naming conventions	<ul style="list-style-type: none"> • Consideration for renaming MI to “MBIE Intelligence and Research” to better reflect the full range of MI's work/functions. 	<ul style="list-style-type: none"> • We agree with this feedback in principle and acknowledge that Country Research and Open-Source activity now comprises a significant proportion of MI’s work, particularly with the increase in FTE to support the refugee and protection claim determination process. • We consider that renaming MI to “MBIE Intelligence and Country Research” is the most appropriate way to reflect the importance of the Country Research and Open-Source function and recognises that there are differences between this type of research and research produced by other parts of MBIE (e.g. the Insights unit in Labour, Science and Enterprise) and in academia. • We are confirming a collective name change of MI to “MBIE Intelligence and Country Research”. The individual functions will retain the proposed naming scheme.

<p>Post-implementation/operating model</p>	<ul style="list-style-type: none"> • There was significant feedback not aimed at the proposed structure but focused on how the MI function will operate post-decisions if agreed. This included various questions and suggestions around Front Door integration, and control over the receipt of incoming requests and dissemination of products. • Oral feedback was received that sought to address a number of concerns about how the Intelligence Support Analyst (ISA) cohort are operating. The concerns included lack of alignment to job descriptions, career progression opportunities. Two possible changes were proposed, involving shifting non-NPP ISA positions from Open-Source Intelligence, Regulatory Intelligence, Intelligence Operations and National Security Intelligence to fall under the Manager Registry. • There was also a proposal to alter the mix of ISA positions to support creating further leadership or senior analyst positions. These were proposed to address coverage issues as well. 	<ul style="list-style-type: none"> • Thank you for the suggestions. While not strictly relevant to the proposed changes and for the most part not requiring consideration of other structural alternatives, this was useful feedback nonetheless and is something we can look at separately. • The feedback around the ISA cohort in particular raises some concerns that we are keen to address. We will look to consider how we can improve the way the ISAs work and career progression aspects in a separate piece of work post-implementation of the new structure.
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Implementation and embedding change

Transition, implementation, and embedding are phases which happen after a final decision is made. These phases focus on the critical things we need to do to bring our new organisational structure and ways of working to life.

Understanding change to your position

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

How does this affect you?

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

Change process

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

Let us know

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

Implementation

During the next five weeks, leading up to 5 December 2024, you will see:

- People being confirmed and appointed into new positions.
- People being welcomed and integrated into teams.
- Distribution lists refreshed.
- Our business systems access and workflows being updated, e.g., CAMMS, MAKO, etc.
- Roles and responsibilities reset to align with our organisational structure.

We will also look to hold a strategy session with the MI Leadership Team and Extended Leadership Team to set group priorities and 18-month goals, likely in the new year.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	30 October 2024
EOI process starts	31 October 2024
Expression of interest forms to be completed by	5pm, 4 November 2024
Interviews scheduled	11 November 2024
Proposed 'Go-live' of new structure	5 December 2024

Proposal 1 – MI Leadership Team

Summary of changes proposed

We want to acknowledge all those who took the time to either attend the drop-in sessions and pose questions and/or provide feedback on this change proposal. We have taken our time to review all feedback received and balance it against the goals for this change, our current operating context, and the impact of the change on the teams.

Outlined below is a summary of the changes proposed under Proposal 1 in the consultation document.

- Disestablish the Head of Intelligence position.
- Disestablish the following positions in the current MI leadership structure:
 - 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
- Create the following new positions reporting into the General Manager Data, Insights and Intelligence position and as the General Manager’s direct reports forming part of the Data, Insights and Intelligence Leadership Team.
 - a. Head of Regulatory Intelligence
 - b. Head of Country Research and Open-Source
 - c. Head of National Security Intelligence
- Change in reporting line for the Manager Intelligence Practice and Professional Development from the Head of Intelligence position to the new Head of Regulatory Intelligence position.
- Change in reporting line for the PA/Team Administrator from the Head of Intelligence position to the General Manager Data, Insights and Intelligence position.

Your feedback on Proposal 1

The following table summarises feedback we received about Proposal 1.

Feedback themes	Response
<p>Structure</p> <ul style="list-style-type: none"> Concern regarding the loss of the Head of Intelligence position as a single representative/advocate for MI as an entity. The current General Manager role includes a broad portfolio not specifically focussed on intelligence, and the three Head of model may worsen siloing between separate MI functions. This could be remedied by reducing the scope of the General Manager role to Intelligence and placing other functions under separate GMs. Alternatively, it could be remedied by merging other areas that report to the General Manager with MI. Dilutes management across (as in over and between) teams: Oversight and leadership of work programmes across teams at a more detailed level is reduced as the requirement for the Heads of to have a broad strategic role will remove capacity to be on top of activity across all teams within each area, as the focus of the Intelligence Managers is centred on production and leadership of their team. Support the tripartite arrangement of the function with Heads of leadership in Regulatory Intelligence, National Security Intelligence, and Country Research and Open-Source. 	<ul style="list-style-type: none"> We acknowledge the mixed feedback to this proposal. We have taken on board feedback and note there was a good range of feedback on why the new function may cause operational challenges. On balance, the majority of feedback advocated for the status quo, and there was little feedback suggesting an alternative arrangement to the proposal. In creating this proposal, we have tried to strike the right balance with ensuring the responsibilities of the Head of Intelligence position can be appropriately managed across the General Manager Data, Insights and Intelligence and MI leadership roles, while preserving the number of staff who are involved in Intelligence and research production. The removal of the National Manager positions and creation of the Head of positions was considered the option with the lowest people impact. The Heads of will not be operating solely at the strategic level, and this change will require dedicated focus on the way all units work together to maintain the production process, rather than how we work at a reduced scale which is not the intended outcome of this change process. After careful consideration, we are not persuaded to move away from the leadership structure outlined in the consultation document. The status quo is not an option open to us in the context of this change, and in light of the upcoming shift to the new Corporate and Digital Shared Services group in December, we are confident that this structure is the most appropriate option to achieve better value for money for MBIE without reducing our service levels and production capacity. Further realignment of the wider Data, Insights and Intelligence branch is beyond the scope of this change, which is focused on streamlining the MI function.

<p>Spans of control</p>	<ul style="list-style-type: none"> • The proposed structure of three new Head of positions without an overarching Head of Intelligence position could quickly lead to a disjointed, ununified framework that siloes the allocated portfolios underneath each stream. It will also be very confusing for internal and external partners. • The spans of control for the Heads of could become overburdensome very quickly; more so for Regulatory Intelligence and the National Security Intelligence roles who will be required to navigate the National Security System, MBIE, TWSD and the Immigration System at a senior level. 	<ul style="list-style-type: none"> • We appreciate the feedback around the spans of control. The main themes centred on the lack of the Head of Intelligence position in the new structure. As noted elsewhere, the General Manager Data, Insights and Intelligence is taking on some leadership and strategic fora representation responsibilities previously held by the Head of Intelligence position and this is intended to continue into the future. • This allows for the new Head of positions to ensure the overall function and production process within their areas can function efficiently and support the General Manager with some delegated responsibilities. • Having multiple Head of positions will require looking at how we manage our responsibilities and stakeholders differently, but we don't believe this equates to a significant additional burden for Heads of (or Intelligence Managers and Principals in turn). Each Head of will have no more than five to six direct reports and taken in combination with the General Manager Data, Insights and Intelligence alleviating some representation needs, we consider this to be manageable. • The feedback about the spans of control will be taken on board and worked through with the successful Heads of.
<p>Collective naming conventions</p>	<ul style="list-style-type: none"> • Consideration for renaming MI to "MBIE Intelligence and Research" to better reflect the full range of MI's work/functions. • Feedback also sought confirmation that all three Heads of would remain part of 'one function'. 	<ul style="list-style-type: none"> • We agree with this feedback in principle and acknowledge that Country Research and Open-Source activity now comprises a significant portion of MI's overall work, particularly with the increase in FTE to support the refugee and protection claim determination process. In addition, with the creation of three new units, we accept that there needs to be a naming convention that allows customers and the units themselves to understand that operationally, there will be little difference from the current arrangements. • We consider that renaming MI to "MBIE Intelligence and Country Research" is the most appropriate way to reflect the importance of the Country Research and Open-Source function and recognises that there are differences between this type of research and research produced by other parts of MBIE (e.g. the Insights unit in Labour, Science and Enterprise) and in academia. It will also support the units to continue to be united as one function in practice.

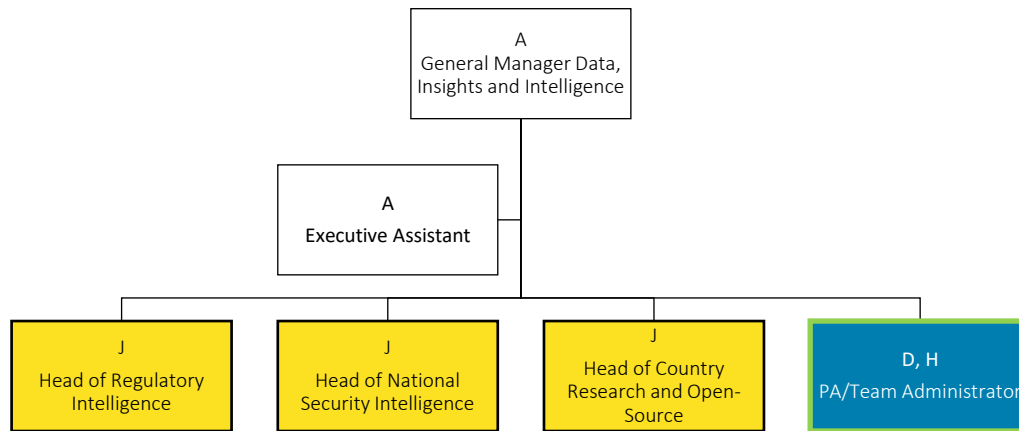
		<ul style="list-style-type: none"> We are confirming a collective name change of MI to “MBIE Intelligence and Country Research”. The individual functions will retain the current naming scheme.
Gap between Heads of and Intelligence Managers	<ul style="list-style-type: none"> Feedback pointed out that there is now a larger gap between the Heads of and Intelligence Managers, as opposed to the National Managers and Intelligence Managers. 	<ul style="list-style-type: none"> Having multiple Head of positions will require looking at how we manage our responsibilities and stakeholders differently, but we don’t believe this equates to a significant additional burden for Heads of (or Intelligence Managers and Principals in turn) – just a slightly different way of working from the current state, e.g. Intelligence Managers will need to shift some focus from their individual team towards the function more generally, with Principals playing a key role. From a leadership structure perspective, the new structure also brings MI in line with other business units such as Data Service Delivery. From the Manager level onwards, progression is more about generic people leadership skills, development of which can be accommodated through other opportunities such as secondments (including to areas outside of MI), training courses and ‘one off’ special projects. We have considered this feedback and feel that structural change is not necessary. This feedback has been taken on board and we will monitor this on an ongoing basis.
Manager Intelligence Practice and Professional Development (IPPD)	<ul style="list-style-type: none"> Considerable feedback was provided on where the IPPD team should sit to allow its function to work across MI. Some feedback sought the creation of a fourth Head of position, or the creation of an enablement function under a Director sitting within Allocation and Coordination. Additional feedback sought to keep the Manager IPPD position as a senior leadership position within the MI Leadership Team or the Data, Insights and Intelligence Leadership Team. Suggestion that IPPD is renamed to Intelligence and Research Practice and Professional Development (IRPPD). Concern that placement of Manager IPPD under Head of Regulatory Intelligence reinforces that the function applies only to the Regulatory Intelligence unit, and places the position holder in the position of providing guidance on intelligence practice and 	<ul style="list-style-type: none"> We are confirming that the Manager IPPD will be renamed to the Technical Director IPPD, with a change in reporting line from the Head of Intelligence position to the new Head of Regulatory Intelligence position as proposed. This reporting line change is primarily for balance purposes, and the Technical Director IPPD will remain part of the MICR Leadership Team. Please see Proposal 2 for detailed responses to the feedback received around the Manager IPPD and location of the IPPD function, along with the rationale for our decisions on this role.

	professional development to the Intelligence Manager cohort who outwardly appear to hold similar banding.	
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Proposal 1: Confirmed changes

- The collective MI function will be renamed to MBIE Intelligence and Country Research.
- Disestablishment of the Head of Intelligence.
- Disestablishment of the following positions in the MI leadership Team:
 - 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
- Establishment of the below three new positions which will lead the MBIE Intelligence and Country Research function, reporting into the General Manager Data, Insights and Intelligence position:
 - a. Head of Regulatory Intelligence
 - b. Head of Country Research and Open-Source
 - c. Head of National Security Intelligence
- Position title change for the Manager Intelligence Practice and Professional Development, to be renamed to the Technical Director Intelligence Practice and Professional Development, with a change in reporting line from the Head of Intelligence position to the new Head of Regulatory Intelligence position. This reporting line change is for balance purposes, and the Technical Director IPPD will remain part of the MBIE Intelligence and Country Research Leadership Team.
- Change in reporting line for the PA/Team Administrator from the Head of Intelligence position to the General Manager Data, Insights and Intelligence position.

Confirmed organisational chart – MBIE Intelligence and Country Research 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

Summary of changes proposed

- Disestablish the National Manager Regulatory Intelligence and National Manager Collection and Triage positions.
- Establish a new Head of Regulatory Intelligence position to lead the new Regulatory Intelligence unit, reporting into the General Manager Data, Insights and Intelligence.
- Create a new Regulatory Intelligence unit consisting of the following teams/positions:
 - a. Regulatory Intelligence TWSD team
 - b. Regulatory Intelligence INZ team (x2)
 - c. National Prioritisation Process (NPP) team, and Principal Intelligence Analyst (Collections) position
 - d. IPPD team

Regulatory Intelligence TWSD:

- Change in reporting line for the Manager Regulatory Intelligence TWSD from the National Manager Regulatory Intelligence position to the new Head of Regulatory Intelligence position.

Regulatory Intelligence INZ (x2):

- Change in reporting line for the Manager Regulatory Intelligence INZ (x2) from the National Manager Regulatory Intelligence position to the new Head of Regulatory Intelligence position.

National Prioritisation Process (NPP):

- Manager NPP change of reporting line from the National Manager Collections and Triage position to the new Head of Regulatory Intelligence position.
- Manager NPP and all related staff change in unit from Collections and Triage to Regulatory Intelligence.

Intelligence Practice and Professional Development (IPPD):

- Manager IPPD change of reporting line from the Head of Intelligence position to the new Head of Regulatory Intelligence position.
- Manager IPPD and all related staff change in unit from Intelligence to Regulatory Intelligence.

Other positions:

- Principal Intelligence Analyst (Collections) change of reporting line from the National Manager Collections and Triage position to the new Head of Regulatory Intelligence position and a change in unit from Collections and Triage to Regulatory Intelligence.

Your feedback on Proposal 2

The following table summarises feedback we received about Proposal 2.

Feedback themes	Response
<p>IPPD team</p> <ul style="list-style-type: none"> • Considerable feedback was provided on where the IPPD team should sit to allow its function to work across MI. • Some feedback sought the creation of a fourth Head of position, or the creation of an enablement function under a Director sitting within Allocation and Coordination. • Additional feedback sought to keep the Manager IPPD position as a senior leadership position within the MI Leadership Team or the Data, Insights and Intelligence Leadership Team. • Suggestion that IPPD is renamed to Intelligence and Research Practice and Professional Development (IRPPD). • Concern that placement of Manager IPPD under Head of Regulatory Intelligence reinforces that the function applies only to the Regulatory Intelligence unit, and places the position holder in the position of providing guidance on intelligence practice and professional development to the Intelligence Manager cohort who outwardly appear to hold similar banding. 	<ul style="list-style-type: none"> • There was significant feedback about the Manager IPPD position and the IPPD team itself. Thank you for the suggestions. There are some good arguments for locating cross-functional MI teams in one place and a range of alternative options were carefully considered in light of the feedback received. In particular, we thought there was strong merit for locating IPPD and Registry together. • We do not agree with the notion that placing these teams in the lines as part of a particular function will mean they become siloed, as it is ultimately up to leadership (though we all have a role to play) to ensure that their functions continue to work in a way that maintains a pan-MI focus and facilitates cross-team collaboration. It is a working assumption that the unit operates in a highly collaborative way, and that this focus will be retained in the future state. • The new structure should be viewed as the General Manager Data, Insights and Intelligence now having overall responsibility for and collective vision and strategy for the MI function. The new Head of positions play a key role in developing and driving these aspects, and in supporting the General Manager. These positions are part of one structure rather than three new ones. • We appreciate the suggestion to create a fourth Head of position, however this is not an option open to us in the current context. We considered a range of options and ultimately, we consider IPPD is best placed where it is, with the understanding this placement does not make IPPD a Regulatory Intelligence team solely.

		<ul style="list-style-type: none"> For balance purposes, we are confirming that the Manager IPPD will be reporting to the Head of Regulatory Intelligence, with their reports also moving to same function. This reporting line change is primarily for balance purposes, and the position will remain part of the MICR Leadership Team. The Manager IPPD will also undergo a position title change to Technical Director IPPD, reflecting its differing focus and banding from the Intelligence Manager cohort, and the nature of the IPPD as a function that works across all Intelligence and research production. We note this position has the unique responsibility of ensuring standards are set and met throughout the production process.
Principal Intelligence Analyst (Collections)	<ul style="list-style-type: none"> Principle Intelligence Analyst (Collections) – Move reporting line to Manager IPPD. The Principal Intelligence Analyst (Collections) would consolidate well within IPPD, while still able to work across the wider function, or should be reporting to an Intelligence Manager within the lines. Other feedback received suggesting that there is significant ongoing work required in the Collections space, beyond the current Intelligence Requirements work underway, to make the whole-of-MI product delivery function effectively and that there isn't any other resource to do this currently. 	<ul style="list-style-type: none"> We acknowledge that with high vacancy levels and a significant number of people in acting arrangements across MI, there are fewer Principals supporting the Intelligence production process. Having considered the range of feedback received regarding the Principal Intelligence Analyst (Collections), on balance, we believe putting this position into the lines and having it focus on production instead would exacerbate the gap that currently exists in the Collections space. We consider that Collections needs to be a particular focus going forward, especially in light of the move to the three Head of model. While the position could sit under any of the Heads of, having it report into the Head of Regulatory Intelligence makes the most sense from a balance perspective. We are confirming that the Principal Intelligence Analyst (Collections) will have a change in reporting line, reporting into the Head of Regulatory Intelligence position and a change in unit from Collections and Triage to Regulatory Intelligence as proposed.
NPP	<ul style="list-style-type: none"> Alternative feedback suggests NPP moving out of MI to be placed alongside Allocation & Triage (A&T) in Immigration Compliance and Investigations, as they are similar in functionality and are across the same information/allegations. This would avoid duplication of the same NPP referrals that are processed with NPP sitting in MI in addition to being processed by A&T. 	<ul style="list-style-type: none"> Thank you for all of your suggestions. The NPP team is deliberately placed within MI to adhere to the recommendations from the Heron report, which advocated that best practice for this type of function is for it to be independent of the regulator it supports, in this case Immigration New Zealand (INZ) and the Immigration system. Within MI, we do not consider Country Research and Open-Source as a suitable location for the NPP team either as the collection methodologies are not the same and the teams are looking for significantly different risks.

	<ul style="list-style-type: none"> NPP team reporting to Head of Country Research and Open-Source. The NPP, Country Research, and Open-Source teams are all Collections focused and it would make sense to keep them together within the same function. 	<ul style="list-style-type: none"> We are confirming that the NPP team will move to Regulatory Intelligence as proposed, for the reasons outlined in the consultation document.
Naming conventions	<ul style="list-style-type: none"> Some feedback proposed that Regulatory Intelligence teams lose the MBIE business group identifiers noting that Immigration Compliance and Investigations (ICI) has moved to TWSD. 	<ul style="list-style-type: none"> We appreciate the suggestion to remove the MBIE business group identifiers. On balance, we consider that it is helpful for customers of MI to understand what resources are available to them. While ICI is part of TWSD, TWSD at large also has a bespoke Service Level Agreement with MI, paying for several ring-fenced FTE. We consider it desirable to retain that external view. In addition, there are INZ functions not located within TWSD that MI services. We are confirming that the Regulatory Intelligence teams will retain the business group names they primarily work towards providing intelligence products for.
NPP Progression	<ul style="list-style-type: none"> Some feedback noting more work needed to be done to allow NPP ISAs into the MI career progression framework and to transition into Intelligence Analysts, which could be done if NPP sits within Regulatory Intelligence. 	<ul style="list-style-type: none"> We have included this feedback for its application across a number of people, though not relevant to the structure of this proposal. We will not be making any structural changes to positions to facilitate this progression pathway. However, we note this is part of a separate piece of work to this change process and leadership will be looking at how we bring in the NPP ISAs into the Intelligence Analyst job family and the MI career progression framework. You should expect to hear more in the new year.

Confirmed changes

- We confirm the disestablishment of the National Manager Regulatory Intelligence and National Manager Collection and Triage positions.
- We confirm the establishment of the Head of Regulatory Intelligence position to lead the new Regulatory Intelligence unit, reporting into the General Manager Data, Insights and Intelligence.
- We confirm that the Regulatory Intelligence unit will consist 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

Regulatory Intelligence TWSD:

- We confirm that the Manager Regulatory Intelligence TWSD will have a change in reporting line from the National Manager Regulatory Intelligence position to the new Head of Regulatory Intelligence position.

Regulatory Intelligence INZ (x2):

- We confirm that the Manager Regulatory Intelligence INZ (x2) will have a change in reporting line from the National Manager Regulatory Intelligence position to the new Head of Regulatory Intelligence position.

NPP:

- We confirm that the Manager NPP will have a change in reporting line from the National Manager Collections and Triage position to the Head of Regulatory Intelligence position.
- In addition, we confirm that the Manager NPP and all related staff will move from Collections and Triage to Regulatory Intelligence.

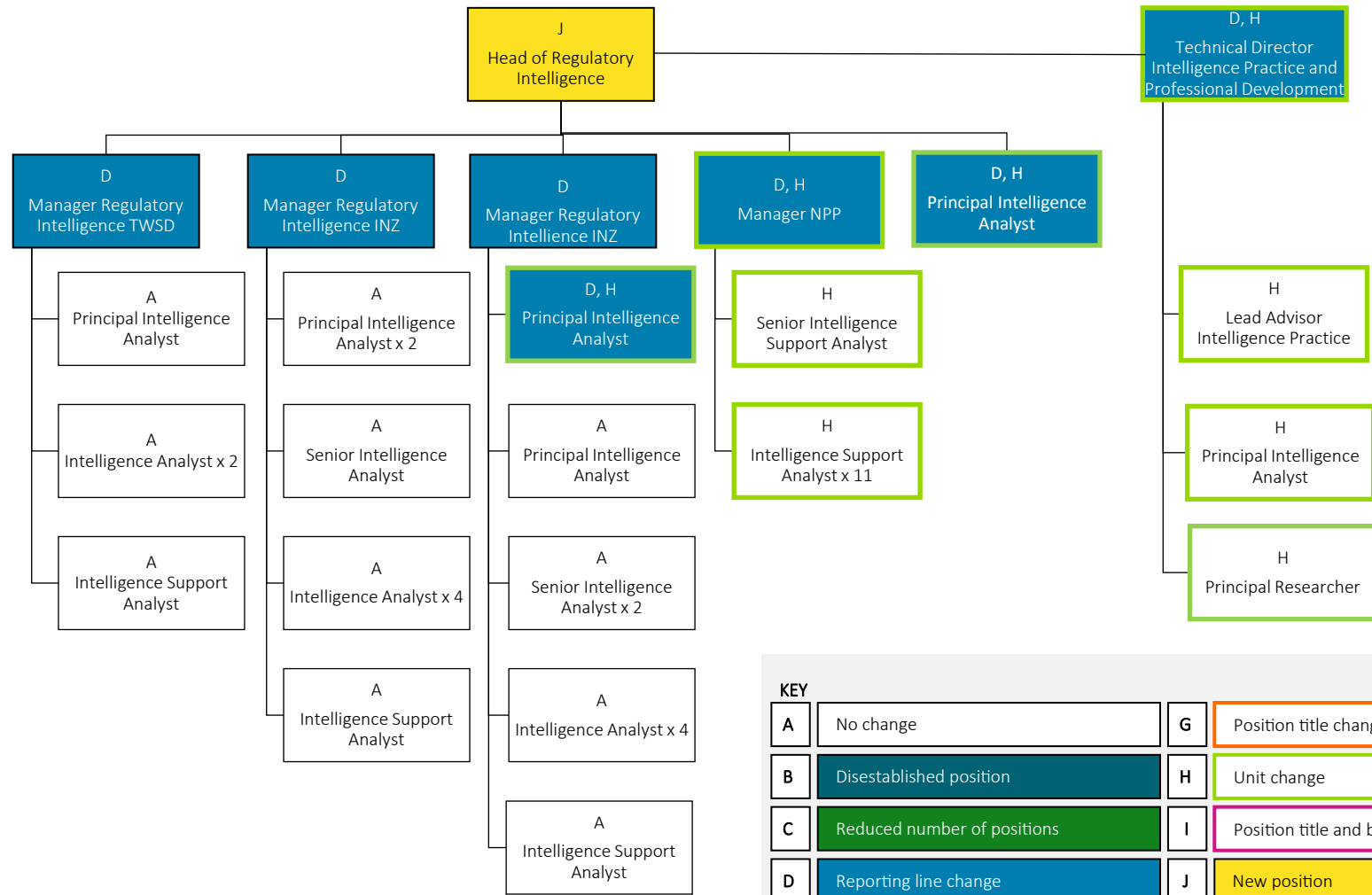
IPPD:

- As described in the Proposal 1 confirmed changes, we confirm a position title change for the IPPD, to be renamed to the Technical Director IPPD, with a change in reporting line from the Head of Intelligence position to the new Head of Regulatory Intelligence position. This reporting line change is for balance purposes, and the Technical Director IPPD will remain part of the MBIE Intelligence and Country Research Leadership Team.
- We also confirm the Technical Director IPPD and all related staff will have a change in unit from Intelligence to Regulatory Intelligence.

Other positions:

- We confirm that the Principal Intelligence Analyst (Collections) will have a change of reporting line from the National Manager Collections and Triage position to the new Head of Regulatory Intelligence position and a change in unit from Collections and Triage to Regulatory Intelligence.

Confirmed 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

Summary of changes proposed

- Disestablish the National Manager Country Research and Open-Source position.
- Establish a new Head of Country Research and Open-Source position to lead the new Country Research and Open-Source unit, reporting into the General Manager Data, Insights and Intelligence.
- Change in reporting line for the positions currently reporting into the National Manager Country Research and Open-Source position to report into the new Head of Country Research and Open-Source position:
 - a. Manager Open-Source Intelligence
 - b. Manager Country Research (x3)
 - c. Lead Researcher

Your feedback on Proposal 3

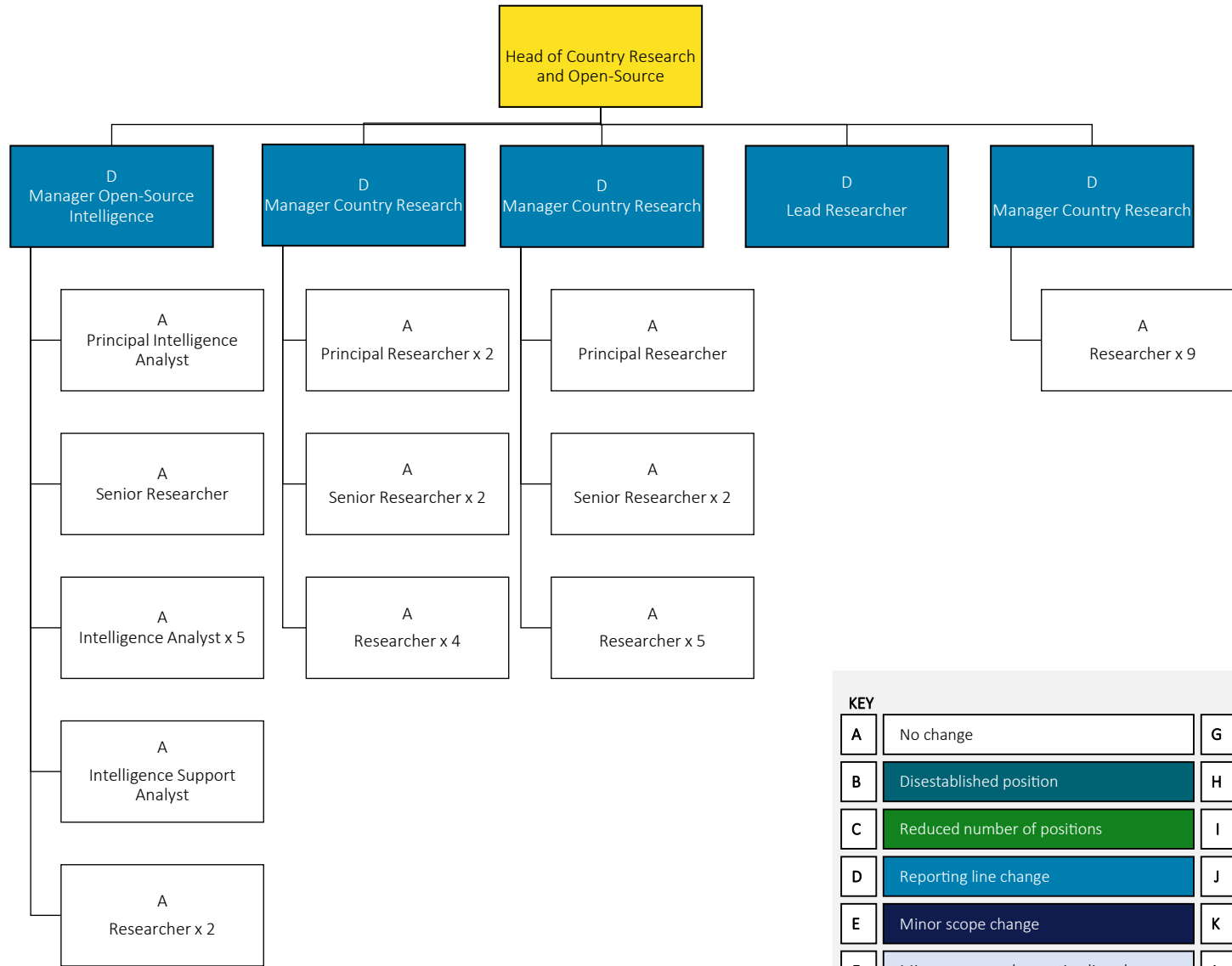
The following table summarises feedback we received about Proposal 3.

Feedback themes	Response
IPPD renaming to include research	<ul style="list-style-type: none"> Feedback suggested that the term 'research' should be added into the team name of IPPD.
Renaming MIBIE Intelligence	<ul style="list-style-type: none"> Feedback advocated for renaming MBIE Intelligence function and adding the word 'research' into the title.
Discrete function	<ul style="list-style-type: none"> In general, there was support for Country Research and Open-Source retaining a Head of role and becoming a discrete function. Feedback also suggested each unit should retain more control over the dissemination of their products.

Confirmed changes

- We confirm the disestablishment of the National Manager Country Research and Open-Source position.
- We confirm the establishment of the Head of Country Research and Open-Source position to lead the new Country Research and Open-Source unit, reporting into the General Manager Data, Insights and Intelligence.
- We confirm a change in reporting line for the below positions from the National Manager Country Research and Open-Source position to the new Head of Country Research and Open-Source:
 - a. Manager Open-Source Intelligence
 - b. Manager Country Research (x3)
 - c. Lead Researcher

Confirmed 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

Summary of changes proposed

- Disestablish the National Manager National Security Intelligence and National Manager Intelligence Operations and Registry positions.
- Establish a new Head of National Security Intelligence position to lead the new National Security Intelligence unit, reporting into the General Manager Data, Insights and Intelligence.
- Create a new National Security Intelligence unit made up of the following teams:
 - a. National Security INZ team
 - b. National Security Mass Arrivals team
 - c. Intelligence Operations team
 - d. Registry team

National Security INZ:

- Change in reporting line for the Manager National Security INZ from the National Manager National Security Intelligence position to the new Head of National Security Intelligence position.

National Security Mass Arrivals:

- Change in reporting line for the Manager National Security Mass Arrivals from the National Manager National Security Intelligence position to the new Head of National Security Intelligence position.

Intelligence Operations:

- Manager Intelligence Operations and all related staff to change their unit from Intelligence Operations and Registry to National Security Intelligence. Manager Intelligence Operations change of reporting line from the National Manager Intelligence Operations and Registry position to the new Head of National Security Intelligence position.

Registry:

- Manager Registry and all related staff to change their unit from Intelligence Operations and Registry to National Security Intelligence. Manager Registry change of reporting line from the National Manager Intelligence Operations and Registry position to the new Head of National Security Intelligence position.

Other positions:

- In addition to the above teams, the following positions were proposed to have a change of reporting line:
 - a. Change of reporting line for the Lead National Security System Advisor (x2) from the National Manager National Security Intelligence position to the new Head of National Security Intelligence position.
 - b. Change of reporting line for the Senior National Security System Advisor from the National Manager National Security Intelligence position to the new Head of National Security Intelligence position.
 - c. Change of reporting line for the Principal Intelligence Analyst (National Security Intelligence) from the National Manager National Security Intelligence position to the new Head of National Security Intelligence position.

Your feedback on Proposal 4

The following table summarises feedback we received about Proposal 4.

Feedback themes	Response	
Span of control and salary banding	<ul style="list-style-type: none"> The proposed National Security Intelligence unit is too large, with too many direct reports. As a result, the banding of the proposed Head of position is inconsistent with how the position sits as a National Manager. The functions already within the National Security Intelligence unit are changing and becoming more complex. 	<ul style="list-style-type: none"> We acknowledge the suggestions made by staff on the size and breadth of the National Security Intelligence. We consider that for the time being, the number of direct reports proposed for the Head of National Security Intelligence is both manageable and sustainable, but we will monitor this and consider adjusting as necessary. We also note that the Principal Intelligence Analyst decision discussed below reduces the direct reports from seven to six. The existing National Manager National Security Intelligence position was banded above the other National Managers in recognition of the complexity of this area and the range of representation requirements across National Security System-related fora. Some of this representation will now be handled by the General Manager Data, Insights and Intelligence, with support from the Head of position; the additional functions are also well aligned to National Security Intelligence work and do not increase the complexity of the role above a 20F banding.
Mass arrivals moving to RIT	<ul style="list-style-type: none"> Mass arrivals focuses on INZ's responsibilities and sits better within the Regulatory Intelligence unit. 	<ul style="list-style-type: none"> We acknowledge that Mass arrivals work is changing and has some links to the Regulatory Intelligence team. We consider that the Mass arrivals team is well placed as this is the only National Security risk that MBIE is the Government lead for. We do not consider it appropriate to home this team in the other functions given its continued National Security focus. We are confirming that the Mass Arrivals team will remain within the National Security Intelligence unit.
Registry	<ul style="list-style-type: none"> Some feedback was concerned at placing the cross-cutting function of Registry in the National Security Intelligence unit and considered this would narrow its focus. Additional feedback sought for a centralised unit with Registry, Operations and the IPPD teams as an enablement function. 	<ul style="list-style-type: none"> As discussed above, cross-cutting MI functions will remain applicable across the three new functions. We have already discussed that an enablement function is not possible at this time. In respect of the placement within the National Security Intelligence unit, we are not persuaded to change the Registry team's location. Registry provides a centralised 'clearing house' function across both the

		<p>classified and unclassified domains, with the former tending to be utilised more frequently in National Security-related work whereas other areas may only do so on occasion. There is good alignment here for the reasons previously outlined in the consultation document.</p> <ul style="list-style-type: none"> We are confirming that the Registry team will be moved to the National Security Intelligence unit as proposed.
SCIF operations	<ul style="list-style-type: none"> Some staff provided feedback about the level of staffing around the SCIF, and suggested handling this within the National Security Intelligence unit exclusively to reduce cost. 	<ul style="list-style-type: none"> We appreciate the initiative of this suggestion. We consider that this is an operational decision that can be decided outside of the change process. We note however that a wide SCIF roster is preferable in terms of ensuring a small number of staff are not over-burdened with this responsibility and allowing staff members to focus on other work or take leave as needed.
Principal Intelligence Analyst (National Security Intelligence)	<ul style="list-style-type: none"> Feedback supports the Principal Intelligence Analyst reporting to one of the Intelligence Managers, rather than the proposed Head of National Security Intelligence to focus on analytical output. 	<ul style="list-style-type: none"> We agree with this suggestion for the reasons discussed in the Regulatory Intelligence proposal and the Principal Intelligence Analyst position there, even though we ultimately made the decision to keep that position reporting into the Head of position and focus on Collections-related initiatives. We are confirming that the Principal Intelligence Analyst proposed to report to the Head of National Security Intelligence will instead report to the Manager National Security INZ.

Confirmed changes

- We confirm the disestablishment of the National Manager National Security Intelligence and National Manager Intelligence Operations and Registry positions.
- We confirm the establishment of the new Head of National Security Intelligence position to lead the new National Security Intelligence unit, reporting into the General Manager Data, Insights and Intelligence.
- We confirm that the new National Security Intelligence unit will consist of the following teams:
 - a. National Security INZ team
 - b. National Security Mass Arrivals team
 - c. Intelligence Operations team
 - d. Registry team

National Security INZ:

- We confirm that Manager National Security INZ will have a change of reporting line from the National Manager National Security Intelligence to the new Head of National Security Intelligence.

National Security Mass Arrivals:

- We confirm that Manager National Security Mass Arrivals will have a change of reporting line from the National Manager National Security Intelligence to the new Head of National Security Intelligence.

Intelligence Operations:

- We confirm that the Manager Intelligence Operations will have a change of reporting line from National Manager Intelligence Operations and Registry to the new Head of National Security Intelligence. In addition, we can also confirm that the Manager Intelligence Operations and all related staff will have a change in unit from Intelligence Operations and Registry to the new National Security Intelligence unit.

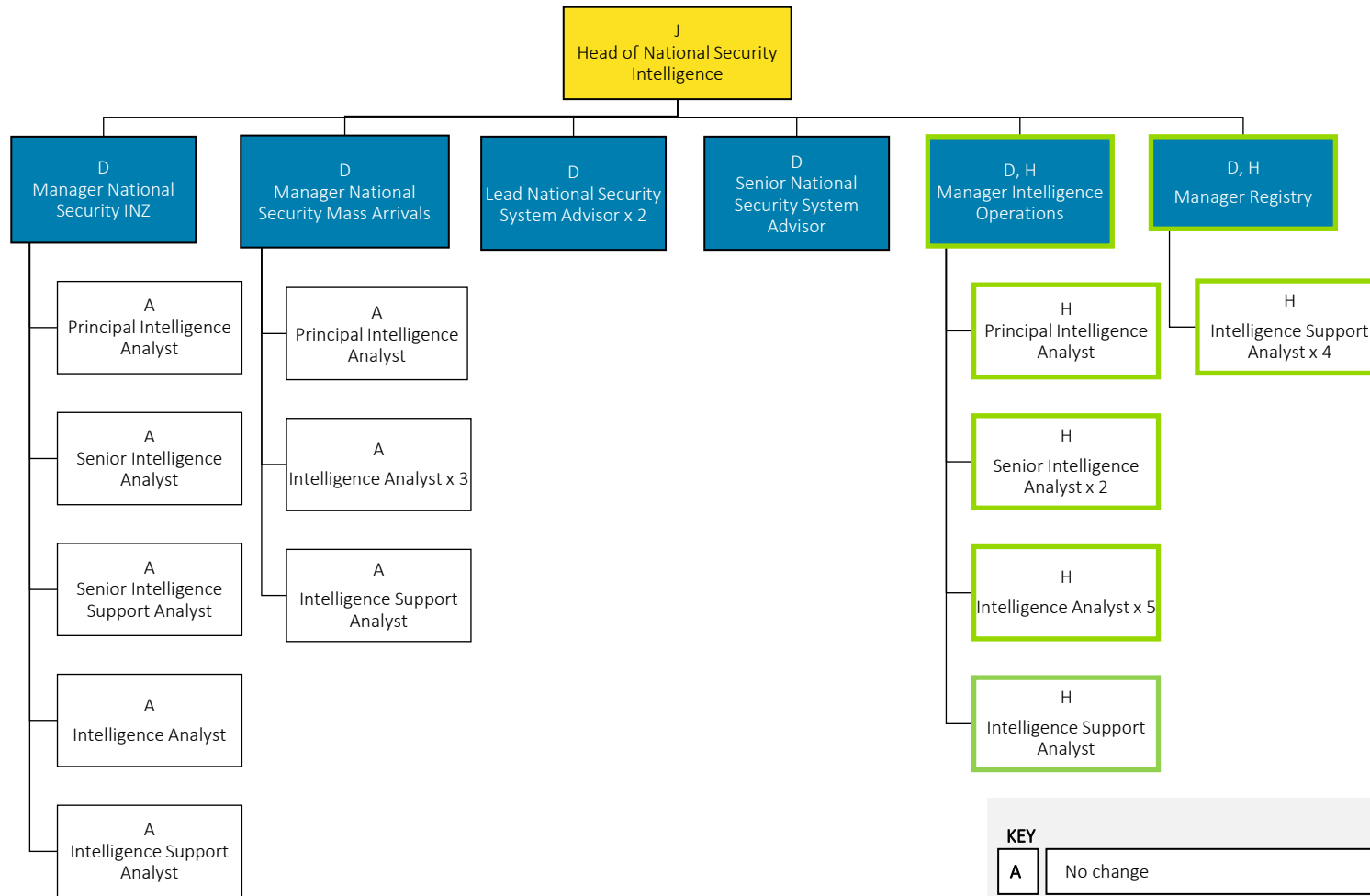
Registry:

- We confirm that the Manager Registry will have a change of reporting line from National Manager Intelligence Operations and Registry to the new Head of National Security Intelligence. We can also confirm that the Manager Registry and all related staff will have a change in unit from Intelligence Operations and Registry to the new National Security Intelligence unit.

Other positions:

- In addition to the above teams, we also confirm that the following positions will have a change of reporting line:
 - a. Change of reporting line for the Lead National Security System Advisor (x2) from the National Manager National Security Intelligence position to the new Head of National Security Intelligence position.
 - b. Change of reporting line for the Senior National Security System Advisor from the National Manager National Security Intelligence position to the new Head of National Security Intelligence position.
 - c. Principal Intelligence Analyst (National Security Intelligence) change of reporting line from the National Manager National Security Intelligence position to the Manager National Security INZ position.

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 changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	6
Number of new positions	3
Number of positions with minor changes such as minor scope, reporting line, branch etc.	48
Overall reduction in FTE	3

New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
1	Head of Regulatory Intelligence	General Manager Data, Insights and Intelligence	Data, Insights and Intelligence	Permanent	20F
1	Head of Country Research and Open-Source	General Manager Data, Insights and Intelligence	Data, Insights and Intelligence	Permanent	20F
1	Head of National Security Intelligence	General Manager Data, Insights and Intelligence	Data, Insights and Intelligence	Permanent	20F

Disestablished positions

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

Reconfirmed with minor changes

Proposal	Position title	Reporting line	Branch
1	PA/Team Administrator	Data, Insights and Intelligence	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

Proposal	Position title	Reporting line	Branch
2	Technical Director Intelligence Practice and Professional Development	Intelligence Practice and Professional Development	Change of unit, reporting line and position title
2	Lead Advisor Intelligence Practice	Intelligence Practice and Professional Development	Change of unit
2	Manager Regulatory Intelligence INZ	Regulatory Intelligence	Reporting line change
2	Manager Regulatory Intelligence INZ	Regulatory Intelligence	Reporting line change
2	Manager Regulatory Intelligence TWSD	Regulatory Intelligence	Reporting line change
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Senior Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Manager NPP	Collections and Triage	Change of unit and reporting line
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit

Proposal	Position title	Reporting line	Branch
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Intelligence Support Analyst	Collections and Triage	Change of unit
2	Principal Intelligence Analyst	Collections and Triage	Change of unit
3	Manager Country Research	Country Research and Open-Source	Reporting line change
3	Manager Country Research	Country Research and Open-Source	Reporting line change
3	Manager Country Research	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
4	Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Senior Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Senior Intelligence Analyst	Intelligence Operations and Registry	Change of unit

Proposal	Position title	Reporting line	Branch
4	Manager Intelligence Operations	Intelligence Operations and Registry	Change of unit and reporting line
4	Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Intelligence Support Analyst	Intelligence Operations and Registry	Change of unit
4	Principal Intelligence Analyst	Intelligence Operations and Registry	Change of unit
4	Intelligence Support Analyst	Intelligence Operations and Registry	Change of unit
4	Intelligence Support Analyst	Intelligence Operations and Registry	Change of unit
4	Intelligence Support Analyst	Intelligence Operations and Registry	Change of unit
4	Manager Registry	Intelligence Operations and Registry	Change of unit and reporting line
4	Intelligence Support Analyst	Intelligence Operations and Registry	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 and unit change
4	Lead National Security System Advisor	National Security Intelligence	Reporting line change
4	Senior National Security System Advisor	National Security Intelligence	Reporting line change

Appendix 1: Confirmed 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.

The following reassignment positions will be made available:

- Head of Regulatory Intelligence
- Head of National Security Intelligence
- Head of Country Research and Open-Source
- Manager Regulatory Intelligence OR Manager National Security Mass Arrivals OR Manager Registry

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, position 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](#)