# Vision 2015 Change Strategy

## Business Transformation

## Document Information

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| **Document ID** | Change Strategy_v 04_280514 |
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| **Document Location** | |

## Document History

| Version | Issue date | Summary of changes | Author |
|---|---|---|---|
| 0.1 | 01/05/14 | First draft | Sarah Thomson |
| 0.2 | 07/05/14 | Updated to include Business Change content from Catriona McKay | Sarah Thomson, Catriona McKay |
| 0.3 | 20/05/14 | Risks/ assumptions amended<br>Detailed Change Plan added<br>Includes consultation with Tech Training, Vision 2015 Communications Team, and PMO | Sarah Thomson |
| 0.4 | 23/05/14 | Version released to VSLT | Sarah Thomson |

## Document Sign-off

| Who | Version | Signature or email approval | Date |
|---|---|---|---|
| PDG | 0.4 | Endorsed by PDG – refer minutes | 28 May 2014 |

# Contents

# 1. Overview

## Background & Change Context

Immigration New Zealand (INZ) has embarked on a business transformation journey governed by the Vision 2015 Programme. Vision 2015 articulates a very different future for INZ's operating model with changes expected to processes, behaviours and capability all enabled by an integrated technology platform. At a high level some of the anticipated changes include:

- **Technology -** changes will be introduced to the business as a result of iterative 'drops' of new functionality. This will involve the retirement of AMS (INZ's legacy solution) and progressive implementation of the Immigration ONLINE solution which includes:
  - Online visa application submission
  - Profiling and allocation via a Risk and Value rules engine
  - Integration with the eMedical solution
  - Biometric and biographic enrolment managed through a new Identity Management solution
  - Task management for transaction processing activities
- **Processes** - Changes to existing processes and procedures for apply, assess and decide, as well as supporting processes
- **Organisation -** Changes to how resources, teams are configured and structured.
- **People -** Knowledge and skills to be developed to enable staff and stakeholders to effectively use the IGMS solution and quickly adopt the new ways of working.
- **Culture-** A shift in some current practices and values will be required to support the successful adoption of the new solution. A reliance on paper based processes and trust in existing processes will need to be considered as part of the change management planning.
- **Policy –** changes to policy resulting from new processes.

## Vision 2015 Business Solution Delivery Roadmap

Designing and delivering change across a geographically dispersed organisation such as INZ will be challenging. The Vision 2015 Programme is underpinned by a Programme Management Plan (PMP) that proposes change to be delivered in four stages – called Business Solution Delivery (BSD) 'drops'. An overview of what is included in each drop is detailed on the following page (**NOTE: this is a direct extract from the PMP).**

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| Project | Scope and Deliverables |
|---|---|
| **Business Solution Delivery 1:**<br><br>• Immigration ONLINE - Student | The initial Business Solution will build the base online forms functionality on which subsequent Vision 2015 forms will be developed.  To do this, Business Solution Delivery 1 will deliver functionality required to enable unassisted Student visa applicants to complete their applications online and to attach and submit electronic copies of supporting documentation with the application.  These capabilities will be re-used in subsequent Vision 2015 Business Solutions.<br>Business Solution Delivery 1 will describe the changes that will be facilitated in INZ and VACs business processes and organisation as a result of offering online application capabilities for Students.<br>Physical presentation of passports and affixation of visa labels will still be required for all countries until the eVisa component is completed, which is planned for inclusion in Business Solution Delivery 2.<br>Business Solution Delivery 1 (and each subsequent Business Solution Delivery) will also address any changes required to enable AMS to use information captured with the new online / digital functions. |
| **Business Solution Delivery 2:**<br><br>• Immigration ONLINE 2.0 – Temporary Work, Visitor, Applications-on-Behalf, Groups;<br>• eVisa;<br>• eMedical pt. 1. | This Business Solution will include the following main functional areas:<br>1. Extend online visa application (technology support, processes and associated documentation) to include Temporary Work, Visitor and some Groups (not 'grouped') visa applications and for 'Applications on Behalf of';<br>2. Integrate eVisa capability (label-less visas and passport-free approvals), encompassing more than 100 countries that are able and authorised to participate (eVisa business change and policy requirements are being developed outside the scope of the Vision 2015 programme).  eVisa requirements are yet to be finalised;<br>3. Integrate the first stage of eMedical functionality and receipt of medical certificates using a portal (eMedical requirements and business processes are being developed outside the scope of the Vision 2015 programme);<br>4. Delivering an online facility for third parties' 'Applications on Behalf of' for Temporary Work and Visitor applicants, as above (requirements are yet to be defined);<br>5. Providing changes required to the team supporting live Student Online applications from BSD 1 that will enable them to align Student visa processing with changes introduced in BSD 2;<br>6. Changes required to align the AMS legacy system with BSD 2.<br>7. Design and implementation of changes to business capabilities and functions. These potentially include  process management, global work-queue management, service level management, application maintenance and support, performance management (system and people), operational reporting, financial processes, channel management, customer management, HR processes. |
| **Business Solution Delivery 3:**<br><br>• Immigration ONLINE 2.0 – Skilled Resident, Family, Grouped, Humanitarian;<br>• Quotas and EOIs; | This Business Solution Delivery will address process, organisation and technology changes required to deliver new capabilities in the following functional areas:<br>1. Further extend online applications to include Skilled Resident, additional Groups, Grouped and Humanitarian visas and any other application types that remain to be addressed (including new products, under appropriate Change Control).<br>2. Deliver functionality to deal with visa Quotas and Expressions of Interest.<br>3. Provide functionality to process and verify applicants' identities based on the information proved (either digitally or manually), including biometric and biographic data;<br>4. Complete the integration of functional and informational capabilities delivered by the eMedical ERP to capture eMedical data |

| Project | Scope and Deliverables |
|---|---|
| • Identity Verification; <br> • eMedical pt. 2; <br> • Portals pt. 1 (VACs) | (applicants' tests and certificates) into IGMS; <br> 5. Introduce the first stage of Portal processing for Visa Application Centres (VACs); <br> 6. Changes required to align the AMS legacy system with BSD 3; <br> 7. Continue to evolve business capabilities and functions based on the new functionality introduced and the success of previous business change. These potentially include process management, global work-queue management, service level management, application maintenance and support, performance management (system and people), operational reporting, financial processes, channel management, customer management, HR processes, staff and role alignment. <br>   (N.B. detailed requirements for all of the deliverables listed above, except #3, are yet to be fully defined and agreed with the business owners and suppliers.) |
| **Business Solution Delivery 4:** <br> • Triage <br> • Assess & Decide <br> • High Value Portals / B2B <br> • SRTP | The scope, timing and detailed requirements for Business Solution Delivery 4 are yet to be confirmed, as it falls outside the timescale that has been defined for this PMP.  However, much of the work that is required to define and develop this business solution will fall within the PMP period, so planning will proceed for this activity on the basis of the following scope assumptions: <br> • **Triage** - categorise applicants based on risk and value using pre-defined business rules. <br> • **Assess & Decide** - support the assessment and decision making of visas via task allocation based on the risk and value attributes of the applicant. <br> • **High Value Portals / B2B** - enable third parties, such as immigration advisers, Education providers and agents to create, maintain, submit and pay for individual visa applications online on behalf of their clients (the first instance of 'portals' will be developed and delivered for the use of VACs within Business Solution Delivery 2).  Portals will also provide access for other Government agencies through a standardised B2B mechanism <br> • **SRTP** – provide the IGMS capability needed for New Zealand to meet obligations under the Five Countries Conference for the exchange of information in relation to relevant individuals. <br> • **Business Transformation** - Continue to evolve business capabilities and functions based on the new functionality introduced and the success of previous business change. These potentially include process management, global work-queue management, business rules management, service level management, application maintenance and support, performance management (system and people), operational reporting, financial processes, channel management, customer management, HR processes and staff and role alignment. |

## Document Purpose

Change management refers to methods and techniques used in transitioning people and organisations from their current state to future state. Specifically it focuses on identifying changes needed, and how to encourage **the needed changes in behaviour**. To this end, this change management strategy presents the approach to designing, and managing end-to-end change activities relating to behavioural change. It also outlines the high-level challenges and issues that need to be addressed to successfully lead our people through the changes to processes and technology as they are introduced to the business.

The strategy is intended to introduce a standard change management approach that will be used throughout the duration of the programme, and includes guiding principles and a framework that will govern the successful planning and delivery of change to the business. It also clarifies roles and responsibilities in relation to programme change activities as distinct from business–led activities. It does not include detailed plans and timing.

This strategy is informed by the following inputs:

- Vision 2015
- Future Operating Model design principles
- Interim Operating Model deliverable
- Current state assessments
- Change readiness survey – administered to Area Managers and VSLT members within Visa Services

## Scope of the Change Management Strategy

The following table provides clarity as to the scope of the Change Management Strategy.

| In Scope | Out of Scope |
|---|---|
| • Change management activities and efforts to achieve the required cultural and behavioural shifts necessary for Vision 2015 across INZ stakeholder groups<br>• The approach for identifying and implementing the changes across BSD 2, 3 and 4 required to achieve Vision 2015<br>• Change management activities targeted at internal stakeholders from across INZ including Visa Services, SPA, IRID, Service Support and OCDE (including engagement with the PSA).<br>• Change management activities associated with the following workstreams<br>  o Change Leadership<br>  o Stakeholder engagement<br>  o Communications<br>  o Training<br>  o Change Network<br>  o Organisational alignment<br>  o Change Readiness (cultural and behavioural) | • Development of processes and procedures supporting technology change<br>• Change management activities targeted at external stakeholders |

Note - Change management for BSD1 – Student is already well advanced. Future activities will align with this strategy.

## Intended Audience

This document will be used by the Programme and the business to ensure a consistent approach for the management of change. It is intended to enhance audience understanding of the sequencing of activities that lead up to change being deployed to the business and the provide clarity regarding the roles and responsibilities for change management. Once signed off, this document becomes the guiding document for how Vision 2015 change will be delivered.

# 2. Change Management Approach

Vision 2015 will require large scale change for the people working within INZ (including the leadership team and employee base) and those who interact with the organisation (applicants, agents / advisors, partners, other third party service providers).

To enable a project of this size and scale, a structured approach is required to proactively manage the people transition, eliminating barriers and minimising resistance to the new way of doing things. The key phases of the change management approach are - **define**, **plan**, **deliver** and **sustain** as shown below.

| Define the change | Plan the change | Deliver the change | Sustain the change |
| --- | --- | --- | --- |

## Change Objectives

Effective change management will enable INZ to move from the current state to the interim state (as defined by the interim operating model) and finally towards a future Vision 2015 state enabled by the new IGMS solution.

The key objectives of the Vision 2015 change approach are to:

- Create, socialise and reinforce a succinct and convincing case for change across INZ
- Provide stakeholders with realistic expectations about Vision 2015 and prepare them for the change
- Build commitment to the new processes and technology, and maximise uptake of the new ways of working
- Assist leadership to monitor morale and engagement throughout the change process
- Support the workforce transition for any changed roles and processes
- Minimise stress and resistance to change and disruption to business as usual
- Sustain behavioural change in the long-term
- Enable the organisation to achieve realisation of the projected benefits.

## Building Readiness for Change

The changes being implemented within INZ during the next 24 months will fundamentally change the way people work at the frontline.

Effective change management will enable staff to move successfully through the change journey building awareness, understanding, involvement and commitment in time for each BSD Go Live.

The activities and interventions detailed in this

**Change Commitment Curve**

document will work together to increase engagement and therefore commitment.

## Change Principles

The change principles govern how the changes will be delivered in practice to ensure that change will 'stick'.

| Principle | Description |
|---|---|
| Manager Led Change | "Manager led change" refers to the way in which the business change will be implemented within the INZ office environment.<br><br>Managers will be expected to set the environment whereby the change activities essential to the successful transition of their office are completed.  This may involve managers identifying key change champions for their office who can play an active role in the delivery and/or support of activities.  The Programme will support managers to understand the scale and extent of change facing their office through a range of methods including:<br><br>• Building understanding of detailed interim and final state operating models.<br>• Regular meetings and workshops with business managers, business change manager and programme representatives to ensure business managers are aware of their roles in the upcoming change and feel supported by the programme.<br>• Provision of key message packs for dissemination to staff.<br>• Discussions over branch specific change plans. |
| Effective and early communication | Effective and early communication is required throughout the period of the change  and clear expectations need to be set about what the changes will deliver for internal and external stakeholders and when. |
| Ongoing Stakeholder Engagement | Detailed internal stakeholder analysis during the planning stage will be undertaken to ensure impacts are understood and stakeholders are kept informed.  Key internal stakeholders will be engaged throughout the Programme, tailored according to the degree of their impact / influence. |
| Tailored for On/Offshore | The offshore environment is very different to the onshore environment.  It is important to acknowledge this and the fact that what works well offshore might not necessarily work well onshore.  This will be accounted for in the planning phases. |
| Consistent Approach | Consistent types of change management activities will be delivered to stakeholder groups; however the content and style of these may be tailored to suit audiences. However, the amount of tailoring required will be minimised where possible. |

| Principle | Description |
|---|---|
| Structured approach | The change management framework (detailed on page 16) will govern the project approach to change management. This ensures a structured and methodical approach will be adopted for planning and implementing change management activities for staff and stakeholders. The approach will reflect good practice and enable repeatability of activities during a phased BSD deployment, as well as ensuring opportunities for identifying improvements are factored into later BSD deployments. |
| Adopting the best fit approach to change | For each BSD drop an assessment will be undertaken to determine the best fit change approach to be taken. This will allow for change to be tailored appropriate to the context of the current operating environment and allow for BAU changes to be considered. |

## Diagnosing the best-fit change approach

There are a number of factors involved in moving to the future operating model in phases which makes the proposed transformation inherently complex. In order to develop a robust approach for future phases of the programme the following model will be been used to diagnose the change that each BSD will introduce to the business:

1. **Understanding of the scope** – the degree to which the changes in each BSD have been analysed and are understood by all involved.

2. **Level of complexity** – complexity typically increases with the number of impacted stakeholders, geographical locations, processes, systems and the degree of impact on people.

3. **Predictability of the solution** – changes requiring different behaviours, those that are dependent on more than one part of the solution or challenge existing culture tend to be more unpredictable and difficult to define at the outset of the programme.

4. **Leadership capability** – do leadership have the skills, capability and experience to lead the change and operate the new ways of working?

**Factors to consider in deriving the best fit change approach**



5. **Cultural context** – to what extent will the change impact existing culture and ways of working?

Each of these attributes will be discussed with business and programme representatives to inform a decision on the best fit change approach for each BSD drop. An assessment of the best fit change approach will be undertaken to confirm the extent to which either of the following change approaches (or a combination) will be used throughout the change journey when designing and delivering interventions and activities:

- **Inclusive and consultative** - This approach means working directly with affected stakeholders, to develop change activities from scratch. The approach will be taken when the extent of change is complex and the end result cannot be predicted at the outset (e.g. stakeholder assessment to understand the impacts to different locations, exploration of potential risks unique to a specific market).
- **Pre-Planned** - This approach means engaging stakeholders in activities that have been developed, prior to consultation with them. It will be used when the urgency to change is high or when the solution is highly predictable (e.g. design, launch of the change network, requirements gathering workshops etc.).
- **Directive** - This approach means telling others what to do. It will be used when the change is not complex and the solution is predictable.  Note - in decentralised or globally dispersed organisations such as INZ directive change can only succeed if it is localised – usually through the use of local change champions.

# 3. Change Roles and Responsibilities

Throughout the Vision 2015 journey change management activities will be primarily designed by the Programme and delivered by the business. The diagram below depicts how responsibility for the key phases of the change management approach (define, plan, deliver and sustain) will be assigned between the Programme and the business against the Vision 2015 Business Solution Delivery Roadmap.
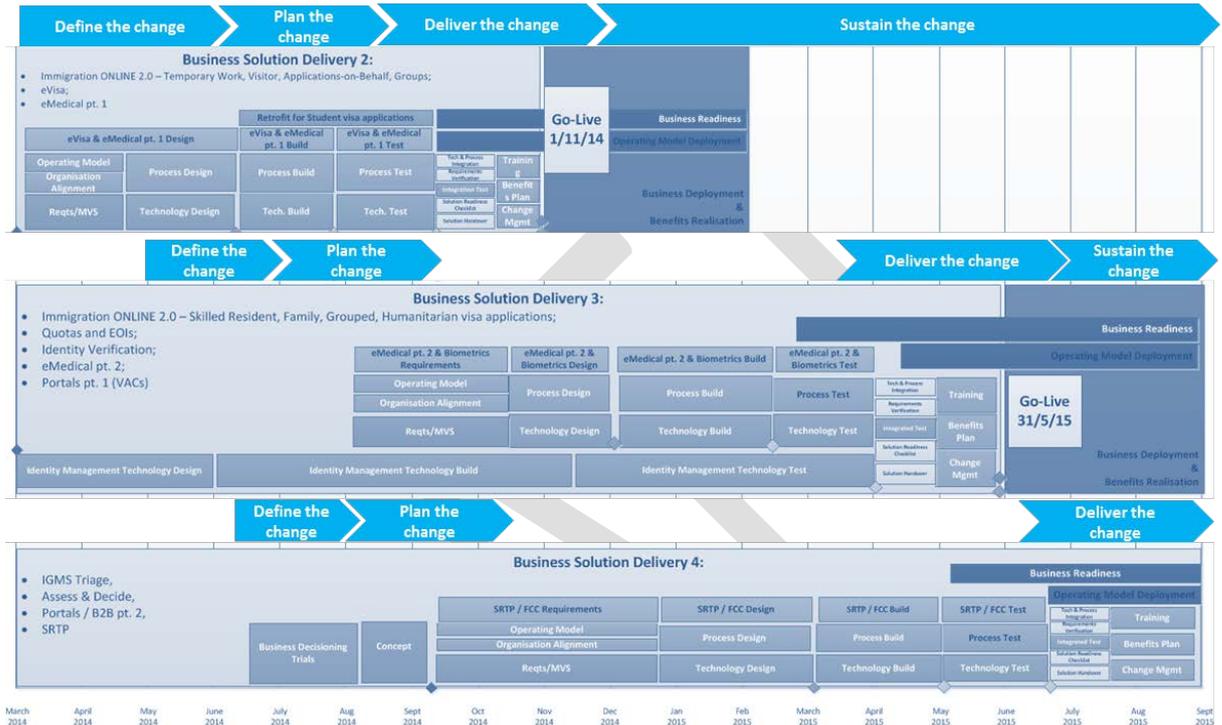


## Programme Change Management

The Business Transformation Team within the Vision 2015 Programme is responsible for:

- Diagnosing the behavioural and cultural impacts for the organisation based on the development of the future operating model and future processes.
- Defining the scale and extent of change being introduced to the business in each BSD drop
- Developing a change plan for each BSD drop, populated with the activities and change interventions necessary to build awareness, commitment and advocacy for the changes being introduced in phases.

The BSD Change Plans will provide sufficient information and support to enable the Business Change Team to deliver change activities across a variety of workstreams such as stakeholder engagement, communications, training, leadership.

The key change role within the Vision 2015 Programme is the *Business Transformation Change Lead*.  In addition, the **Business Solution Delivery Managers** will have a vested interest in the BSD Change Plan.

| Role | Responsibilities |
|---|---|
| BT Change Lead | Documentation of change impacts resulting from operating model and future process design, including engagement with functional delivery leads to identify people change impacts. Development of a change plan for each BSD drop in consultation with the business change team and BSD Managers, populated with the activities and change interventions necessary to build awareness, commitment and advocacy for the changes being introduced in phases. |
| Business Solution Delivery Managers | Contribution to BSD change plans and oversight to ensure change activities for their scope are completed and support successful delivery |
| Programme Change Manager | This role will consider the interests of the business and ensure all parts of the business affected are ready to accept the change. The role is accountable for helping the business through transition from the current way of doing things to the new way as smoothly as possible. |

## Business Change Management (Visa Services)

It has been recognised that successfully delivering change across a geographically dispersed organisation will require different roles and responsibilities to ensure change is globally consistent, but locally targeted as appropriate to the INZ office, site and location.  Therefore a Business Change capability has been established within Visa Services with the objective of accurately identifying and assessing the required changes to the business and tailoring where necessary to ensure maximum engagement and uptake across all impacted Visa Services sites.

Vision 2015 changes may impact Visa Services sites differently depending on office size, capability and experience of staff.  In addition, locations will be required to manage business as usual activity as well as other planned changes introduced by branch reviews.

Therefore, in order to ensure an integrated and well managed approach it is envisaged that the Business Change Team will be responsible for:

- Representing the Visa Services business in the planning phase for each BSD drop
- Developing Visa Services wide change "roadmaps" which identify current operating context within sites and any interdependencies between BAU, Vision 2015 and other MBIE driven activity that will impact sites during the change period
- The development of local, site specific change plans
- Establishment of change networks, specific change roles within the sites (as required)  and communication channels to enable consistent implementation of change plans
- Working with the Visa Services leadership team to understand and make decisions about areas where organisational alignment is required in order to implement change plans – including engagement with the PSA
- Developing change "success" measures for sites and monitoring and reporting on change implementation

The Visa Services Business Change Team that has been established serves as a single point of contact for the Programme and for each operational site on all aspects relating to the implementation of Business Solution Delivery drops.  The team will work collaboratively with the Programme and business owners  to provide business input into each aspect of each BSD, and with the VSLT, Area Managers and site managers to identify business readiness activities required; develop fit for purpose site specific implementation plans; and monitor success of implementation.

The roles and specific responsibilities of the Business Change team are detailed below:

| Role | Responsibilities |
|------|------------------|
| Visa Services Change Lead | Overall leadership of the Business Change team; business owner of the interim and future operating model.  Responsible for working with and through VSLT and Area Managers to understand impact of change and their roles in implementation of change.  Monitoring and reporting on areas of misalignment, identifying options and communicating business impact to Programme; key stakeholder engagement (VSLT; Area Managers and PSA) |
| Business Change Manager | Focus on technical and process impacts of each BSD, including business readiness activities, input into BSD implementation plans and monitoring implementation. |
| Change Advisor | Developing site specific change plans by BSD, providing expertise and resource to support the organisational alignment activities outlined in the change process attached as Appendix [C], including development of consultation and decision documents. |
| Business Initiatives Manager | Management  of planning and implementation of non-technical aspects of operating model (e.g. improvement activities and initiatives), including supporting Visa Services staff and managers in understanding disciplined process improvement approaches, reporting and monitoring improvements achieved. |
| Business Initiatives Advisor | Supporting the Business Initiatives Manager in the planning and implementation of non-technical aspects of operating model (e.g. improvement activities and initiatives). |
| Business Change Co-ordinator | Establishing communication channels for regular updates between the Business Change team and VSLT/Area Managers – in order to provide input into deployment readiness assessments, issues identification and escalation; developing, maintaining and publishing business change roadmap |

The activities of the team are:

- **Planning**:  Input into change management and longer term transition planning for Visa Services as a whole and development of change plans for each site within Visa Services, including measures of success.
- **Accepting**: approving and accepting each Business Solution Delivery implementation plan, including the change plan that supports each BSD
- **Implementing:** communication channels and networks, each of the BSD's (jointly with each AGM with line management responsibility for specific areas); change plans (jointly with each

AGM and Area Manager with line management responsibility for specific sites); measurement of implementation – including lessons learned for future BSD planning, issues management and change success monitoring and reporting

- **Undertaking**: organisational alignment activities (as specified in the change process attached as Appendix [C])
- **Communicating**: overall roadmap of key milestones from an operational perspective; timeframes and impacts of each BSD on Visa Services as a whole and identifying site specific impacts that need to be taken into account in implementation – including identifying and communicating the impacts of the programme deployments on the GSDM review schedule and footprint changes
- **Benefits**: allocation, tracking and reporting on benefit realisation targets (that are realised through AGM's with line management responsibilities)

## Local Change Management

Critical to the successful delivery of change across INZ global offices is an effective change network which will assist in the delivery of activities locally. The change network will be a group of nominated individuals from the organisation who serve as a two-way conduit of information from the Programme and the Business Change team to the impacted stakeholders. Establishment and ongoing facilitation of the Change Network is the responsibility of the Business Change team.

## Other INZ Divisions

Changes impacting other INZ divisions (Service Support, IRID, SPA, ODCE) will be identified through the organisational impact assessment. In the same way that the Business Change team will plan and deliver change to Visa Services, there is a need to ensure other Divisions have a resource that will:

- Represent each Division in the planning phase for each BSD drop
- Develop Division specific change "roadmaps" which identify any interdependencies between BAU, Vision 2015 and other MBIE driven activity that will impact the Division during the change period.

# 4. Change Challenges

In anticipation of managing change of this scale and magnitude the following challenges and mitigation strategies have been identified.

| Key challenge | Implications | How this will be addressed - mitigation strategy |
|---|---|---|
| Delivering change across a global network | A devolved change management delivery approach (via Manager-led Change) may result in inconsistencies and mixed messaging. | Each site change plan will identify key success measures and include reporting and monitoring processes. The Business Change team will establish channels for identifying, escalating and addressing significant inconsistencies that might impact on successful implementation.<br><br>Change Champions have been identified for each location. They will be briefed on the change approach and expected to adopt strategies to ensure consistent messaging and activities are delivered to the front line. |
| Managing stakeholder expectations in relation to slipping delivery dates | Stakeholders may lose confidence in delivery dates if they are delayed, resulting in less buy in to the change journey | Communications to stress importance of on ensuring fit for purpose over deadlines, and implementation timing to be factored to suit the business. Specific approach for engagement to be developed with the PSA to ensure they understand the overall Programme objectives and outcomes. |
| The BSD change delivery model may be challenging for individuals to get their head around when participating in near-term design workshops, as well as being asked to be future focused | Staff and managers are confused about what impacts are likely at any specific time – leading to the potential for unnecessary concern, or issues falling through the gaps | Clarity of what role people are being asked to play at each engagement (from input into business requirements development, testing and implementation) to be communicated at each step<br><br>Developing a clear BSD change vision will help provide the focus required for discussions, and can be used as a key communication tool when describing the changes that will be introduced. |
| Managing business as usual change in concert with Programme | In the coming months INZ offices will experience a steady flow of change in addition to BAU, and will also be expected to accept and implement Programme change which could cause change fatigue. | The best fit change approach will force consideration of the other changes that are being introduced at the specific point in time and planning will be tailored appropriately. |
| Cultural and language differences between regions, and within countries | Change and communication activities within a region or country may need to be tailored to multiple audiences, increasing the level of change management effort required | Enhance early engagement with Area and Market Managers to tailor content to regional and in country needs. Leverage local change champions. |

| Key challenge | Implications | How this will be addressed  - mitigation strategy |
|---|---|---|
| Inexperience of ILT in acting as a 'guiding coalition' to lead truly transformational change | Without a strong senior guiding coalition, our efforts in delivering change through Managers may be compromised as a result of a lack of consistent reinforcement from senior leaders. | Change Leadership Workshop and leadership action plans to assist in building a 'guiding coalition' of leaders who set the tone for change and show by their actions and behaviours what success looks like in practice and encourage other to support and follow their example. |

# 5. Change Framework

Effective change management involves taking people on a journey, building awareness and commitment to the pending change(s), and on the way eliminating barriers and minimising resistance to the new way of doing things.

To effectively manage the Vision 2015 change journey, the following change levers have been identified. These levers represent the bundle of activities that activities will be designed and planned around to ensure buy-in, ongoing engagement and sustainable change is delivered.

Change plans for each Business Solution Delivery Drop will be structured around these change levers.

| Change Lever | Description | Objectives |
|---|---|---|
| 1. Change Leadership | How INZ foresees and drives change to achieve the desired state that Vision 2015 articulates. | <ul><li>Guiding coalition established</li><li>Leaders 'walking the talk' and continuously motivate staff towards the achievement of Vision 2015.</li><li>Stakeholders aligned and working towards a common vision.</li><li>Leaders understand their role and have the capability to drive the change.</li></ul> |
| 2. Stakeholder Management | How INZ aligns expectations and motivates stakeholders towards change. | <ul><li>Stakeholders are effectively engaged throughout the change, driving ownership and acceptance of the new processes, ways of working and behaviours.</li><li>Stakeholder issues, concerns and resistance understood and worked through and commitment and motivation achieved.</li></ul> |
| 3. Change Network | A group of nominated individuals from the organisation who serve as a two-way conduit of information from the Programme and Business Change team to the impacted stakeholders | <ul><li>To develop business capability to enable sustainability of change efforts</li><li>Local delivery of change activities</li></ul> |
| 4. Communication* | How INZ develops and deploys information about the change. | <ul><li>Well-planned communications: Centrally coordinated communications across Vision 2015 projects</li><li>Good information flow: Timely, relevant, useful information provided to staff and stakeholders, so they are well-prepared for change</li><li>Two-way engagement: Regular, practical, focused engagement and feedback opportunities for staff and stakeholders, so they</li></ul> |

| Change Lever | Description | Objectives |
|---|---|---|
| | | gain a sense of "ownership" |
| | | • Buy-in: Staff and stakeholders understand the rationale for change and contribute to developing and implementing the new business model |
| | | • Expectations managed: Staff and stakeholders understand what benefits Vision 2015 will deliver, when it will deliver, and what it won't deliver |
| | | • Big picture understood: Staff and stakeholders understand the end-game and how specific projects contribute to the overall business change |
| 5. Culture | How INZ employee attitudes and behaviours influence change and achievement of Vision 2015. | • People are clear of the culture and behaviours required to support the change. <br> • INZ supports the right attitudes and behaviours to deliver and sustain the change. |
| 6. Training** | How INZ develops capability in the workforce to deliver Vision 2015. | • Employees have the right knowledge, skills and tools to ensure a smooth transition. |
| 7. Organisation Alignment | How INZ is structured to support the change. | • Roles, interactions and structure support delivery of each BSD drop and ultimately Vision 2015 <br> • The organisation structure facilitates effective and efficient ways of working, and contributes to benefits realisation <br> • Successful transition of employees into new/changed roles |
| 8. Readiness | How ready and prepared are the Visa Services population to accept the changes that Vision 2015 is deploying | • Monitoring of change commitment curve <br> • Regular pulse "readiness" checks conducted <br> • Greater engagement and commitment achieved with every BSD drop |

\* Vision 2015 has a dedicated Communications team responsible for managing the communications out to the business and external stakeholders

\*\* The Kineo Training team within Business Transformation are accountable for Training, together with the MBIE Technical training team

# 6. Change Deliverables

The following diagram identifies the key activities and deliverables that will be produced against each of the Change Levers.  A short description of each of these deliverables is provided on the following pages.

| | | Define the change | Plan the change | | Deliver the change | Sustain the change |
|---|---|---|---|---|---|---|
| 1. | Change Leadership | BSD Change Vision<br>Best Fit Change Approach<br>Transformational Change Leadership Workshop | Leadership engagement plan<br>Manager Toolkit<br>Leadership action plans | | Execute and monitor change leadership activities<br>Periodic assessment of change readiness | |
| 2. | Stakeholder Management | Stakeholder analysis | Stakeholder engagement plan | | Execute and monitor stakeholder engagement plan | Review and update stakeholder engagement plan |
| 3. | Change Network | Change Network Design | Establish Change Network | BSD Change Plan | Deliver ongoing change network activities | |
| 4. | Communication | Communication needs analysis | Communication plan<br>Key message pack(s) | | Execute communication plan | Review and update communication plan |
| 5. | Culture | Cultural impact assessment | Culture change plan | | Execute culture change plan | Monitor and track behaviour change |
| 6. | Training | Training needs analysis | Training materials | | Training delivery | Monitor and measure training effectiveness |
| 7. | Organisation Alignment | Organisational impact assessment | Organisational design - structure, roles<br>Organisational change implementation plan | | Migrate and implement organisational changes | |
| 8. | Readiness | Change Readiness Assessment | Change Readiness Assessment | | Periodic deployment of change readiness assessments to impacted stakeholders | |

# Description of Change Deliverables

The following tables provide a description of the change deliverables against each of the levers outlined on the previous page.  Unless otherwise noted, each deliverable will be replicated for each BSD.

The Change Plan in section 7 of this document provides an indication as to the owner of each deliverable.

| CHANGE LEADERSHIP | |
| --- | --- |
| **Deliverable** | **Description** |
| Change Readiness Assessment | Online survey(s) developed to assess leader's readiness for the change as they progress along the change journey. |
| BSD Change Vision | Documentation of an agreed Change Vision for each BSD drop to help leaders and staff begin to understand the focus of each change drop and the WIIFM factor. |
| Best Fit Change Approach | Assessment of context, complexity, leadership capability, culture and predictability of solution to inform the best approach to design and deliver change activities for each BSD |
| Transformational Change Leadership Workshop* | 1-2 day workshop with key leaders exploring challenges, expectations and required commitments to lead and drive transformational change within INZ |
| Leadership Engagement Plan | A plan that documents the leadership interventions (meetings, conferences, briefings, forums etc.) that can be used as vehicles to build awareness and understanding of the change journey. |
| Leader Toolkit | The Manager Toolkit contains artefacts required to support managers in leading the change.  For example:<br><br>• A series of Manager Talking Points and checklists to help their teams prepare<br>• FAQs<br>• Stop / Start / Continue fact sheet<br>• An outline for each role of what is required of them and how they are going to be prepared.<br>• 'What Day 1 looks like' for teams. |
| Leadership Action Plans | Leadership Action Plans can be tailored by leader to include a number of different tasks for them to perform to build awareness, commitment and understanding about the pending BSD change.  For example:<br><br>• Communicating/championing the BSD Change Vision<br>• Modelling and rewarding desired behaviours<br>• Resolving competing priorities and removing barriers to change<br>• Sponsoring/enabling business team members to be involved in project activities |
| Execute and monitor change leadership activities | Execution of leadership engagement plan |
| Periodic assessment of change readiness | Used periodically as a pulse check and to measure any change in leaders' readiness |

* 1 x Transformational Change Leadership Workshop assumed

| STAKEHOLDER ENGAGEMENT | |
| --- | --- |
| **Deliverable** | **Description** |
| Stakeholder Analysis* | Identifies the extent to which stakeholders and stakeholder groups are affected by the changes being introduced in each BDS drop, the level of influence a stakeholder has on the programme, what awareness they have of the programme and their current v desired level of engagement. |
| Stakeholder Engagement Plan | The plan details how stakeholders and stakeholder groups need to be engaged, and maps the interventions.  This may include tailored engagement plans for specific audiences (e.g. high impact sites versus low impact sites, front line staff versus back office staff) |
| Execute and monitor stakeholder engagement plan | Execute activities and monitor completion of stakeholder engagement plan. |

* The Stakeholder Analysis will be reviewed and updated according to each BSD drop.

| CHANGE NETWORK | |
| --- | --- |
| **Deliverable** | **Description** |
| Change Network Design* | A document that outlines the change network strategy roles, structure and governance which will provide the framework for regularly engaging with representatives identified by the business. |
| Establish Change Network | Identify nominees, facilitate kick off and chair ongoing change network meetings |

* 1 x Change Network Design assumed

| COMMUNICATIONS | |
| --- | --- |
| **Deliverable** | **Description** |
| Communication Needs Analysis | Assessment of the communication needs of impacted stakeholders and the appropriate materials, channels, strategies, plans that can be used to communicate to staff with. |
| Communication Plan | Visual representation of the high level engagement events and activities planned to support each BSD drop such as key stakeholder forums, staff conferences, monthly DCE video releases etc. |
| Key Message Pack(s) | A set (or sets) of core messages about the BSD changes |
| Execute Communication Plan | Execute activities and monitor completion of BSD communication plan. |

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| CULTURE | |
|---|---|
| **Deliverable** | **Description** |
| Culture Impact Assessment | An assessment of the cultural impacts that change will introduce and identification of any cultural barriers and enablers to BSD delivery success |
| Culture Plan | Documentation of the cultural interventions required to embed the behaviours necessary to deliver the change successfully. |
| Execute Culture Plan | Execute activities and monitor completion of BSD culture plan. |

| TRAINING | |
|---|---|
| **Deliverable** | **Description** |
| Training Needs Analysis | Analyses the required knowledge and skill levels of staff to fulfil their future roles effectively. |
| Training Design | Self-paced, re-useable and modular.  Structured sessions for high impact sites and detailed enough to capture change messages and generic information/processes (80/20 rule applied) |
| Training Materials | Split between paper-based and online modules for the learner, with supporting documentation for facilitators of structured sessions. |
| Training Delivery | Delivery principle emphasises manager's pivotal role in delivery of high level messaging, and delegating change and technical roles to the right team members. Training team provides briefing sessions to identified business roles and support through to go-live. |

| ORGANSIATIONAL ALIGNMENT | |
|---|---|
| **Deliverable** | **Description** |
| Organisational Impact Assessment | Assessment of the sum of organisational impacts arising from each BSD drop, including impacted roles and responsibilities |
| Organisation Alignment | Alignment of resources, roles and accountabilities to support the required people changes for each BSD. |
| Organisational change implementation plan | A plan that outlines the sequencing and timing of activities that are required to implement organisational change |
| Migrate and implement organisational changes | Implementation of organisational changes |

| READINESS | |
|---|---|
| **Deliverable** | **Description** |
| Change Readiness Assessment | Online survey tool developed to assess readiness |
| Periodic assessment of change readiness | Used periodically as a pulse check and to measure any change in staff readiness |

## Other Change Deliverables

In addition to the change lever deliverables identified on the previous page, there are some deliverables associated with the overall change planning activities.  These are detailed below.

| CHANGE PLANNING | | | |
|---|---|---|---|
| **Deliverable** | **Description** | **Lead** | **Support** |
| Change Strategy | This document | BT | BC |
| BSD Change Plan x 3 | Three change plans that integrate the activities across change levers providing the business with a roadmap for each BSD drop | BT | BC |

# 7. Detailed Change Plan

The following Change Plan has been designed as a replicable set of tasks which should be completed for each BSD.

The plan below has been drafted with BSD2 in mind, whereby the Programme (Prog) will develop the approach, templates and frameworks to support business change (BC) to deliver. It provides indicative estimates as to effort and resource across the Change Levers. This effort is expected to reduce with each BSD drop given that the templates, approach and tools will have been established.

**As subsequent BSD 'drops' are deployed the business will take a more active role in the completion of these activities, in that they will assume the "Lead" role from BSD3 and beyond.**

| BUSINESS SOLUTION DELIVERY TASKS | | Effort (days) | Lead | Support | Assumptions |
|---|---|---|---|---|---|
| **1** | **ORGANISATIONAL IMPACT** | **35.75** | | | |
| **1.1** | **BSD Change Vision & Best Fit Change Approach** | **7.75** | | | |
| 1.1.1 | Identify workshop participants | 0.25 | Prog | BC | |
| 1.1.2 | Workshop planning | 1.5 | Prog | BC | Includes gathering content from Anna MCMahon and functional delivery leads |
| 1.1.3 | Facilitate co-creation of BSD change vision | 0.5 | Prog | BC | Delivery and write up of 2hr workshop |
| 1.1.4 | Define and document Best Fit Change Approach | 0.5 | Prog | BC | |
| 1.1.5 | Obtain sign off and approval of change vision | 5 | Prog | BC | Includes business consultation leading to PDG endorsement |
| **1.2** | **Organisational Impact Assessment** | **20** | | | |
| 1.2.1 | Assess and document high level impacts arising from BSD2 (process, tech, people) | 10 | Prog | Business reps | |
| 1.2.2 | Validate with the business | 10 | Prog | Business reps | Risk and impact workshops/discussions |
| 1.2.3 | Detailed impact assessment | | Prog | Business reps | Assumes role onboarded by 1 June |
| **1.3** | **Stakeholder Analysis** | **8** | | | |
| 1.3.1 | Map stakeholders impacted by BSD2 changes | 5 | BC | Prog | Organisational Impact assessment is a key input to this activity |
| 1.3.2 | Validate with the business | 3 | Don | Sarah | SMEs and Design Reference Group |
| **2** | **CHANGE LEADERSHIP** | **71.5** | | | |

| BUSINESS SOLUTION DELIVERY TASKS | | Effort (days) | Lead | Support | Assumptions |
|---|---|---|---|---|---|
| **2.1** | **Leadership Workshop** | **4** | | | To align leaders with change vision and impact assessment and journey required, start to draft leadership engagement plan, and identify needs/expectations for a Leader Toolkit |
| 2.1.1 | Workshop planning | 2 | Prog | BC | VSLT or ILT? |
| 2.1.2 | Workshop delivery | 1 | Prog | BC | Assumes 1 day offsite workshop |
| 2.1.3 | Workshop follow up | 1 | Prog | BC | |
| **2.2** | **Leadership Engagement Plan** | **15.25** | | | |
| 2.2.1 | Develop Draft Leadership Engagement Plan to support BDS2 | 2 | Prog | BC | Assumes VSLT, ILT and ELT plans developed |
| 2.2.2 | Test and validate with the business | 5 | Prog | BC | Tested with leaders in the workshop |
| 2.2.3 | Leadership Engagement Plan approved | 5 | Prog | BC | Includes business consultation leading to PDG endorsement |
| 2.2.4 | Execute and monitor leadership engagement plan | 3.25 | BC | | Assumes 1hr a week for 6mths |
| **2.3** | **Leadership Action Plans** | **41.25** | | | |
| 2.3.1 | Develop template(s) | 2 | Prog | BC | Assumes VSLT, ILT action plans developed |
| 2.3.2 | Prepare for briefings with ILT and VSLT | 0.25 | Prog | BC | |
| 2.3.3 | Briefing with ILT to confirm content and approach | 0.25 | BC | | Assumes upcoming slot on ILT agenda |
| 2.3.4 | Briefing with VSLT to confirm content and approach | 0.25 | BC | | Assumes upcoming slot on VSLT agenda |
| 2.3.5 | Support to leaders to populate and execute | 3.25 | BC | | Assumes 1hr a week for 6mths |
| **2.4** | **Leader Change Toolkit** | **11** | | | |
| 2.4.1 | Identify toolkit requirements and expectations | 2 | Prog | BC | Output from Leader workshops used to inform |
| 2.4.2 | Develop content to support Managers | 3 | Prog | BC | Assumes Faqs, key message/talking points developed to support Managers talk about BSD2 |
| 2.4.3 | Content tested with business | 5 | Prog | BC | AGMs, Design Reference Group |
| 2.4.4 | Content approved | 1 | Prog | BC | Assumes PDG endorsement |
| **3** | **STAKEHOLDER ENGAGEMENT** | **13.25** | | | |
| **3.1** | **Stakeholder Engagement Plan** | **13.25** | | | |
| 3.1.1 | Develop Stakeholder Engagement Plan | 5 | Prog | BC | |

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| BUSINESS SOLUTION DELIVERY TASKS | | Effort (days) | Lead | Support | Assumptions |
|---|---|---|---|---|---|
| 3.1.2 | Stakeholder Engagement Plan approved | 5 | Prog | BC | Includes business consultation leading to PDG endorsement |
| 3.1.3 | Execute and monitor stakeholder engagement plan | 3.25 | BC | | Assumes 1hr a week for 6mths |
| | | | | | |
| **4** | **CHANGE NETWORK** | **10.5** | | | |
| **4.1** | **Change Network Design** | **7.5** | | | |
| 4.1.1 | Define and set up the change agent network strategy, roles, structure and governance | 1.5 | BC | Prog | |
| 4.1.2 | Agree change agent network participants and engagement principles | 3 | BC | Prog | Led by Business Change Team |
| 4.1.3 | Design and construct change agent network toolkit, materials | 3 | BC | Prog | Led by Business Change Team |
| **4.2** | **Change Network Facilitation** | **3** | | | |
| 4.2.1 | Plan for and host weekly 1hr calls with Change Network | 3 | BC | | Assumes commencing from 1 June and 2hr fortnightly effort for 6mths |
| | | | | | |
| **5** | **COMMUNICATIONS** | **32.5** | | | |
| **5.1** | **Communication Needs Analysis** | **5** | | | |
| 5.1.1 | Assess impacted stakeholder communication needs for BSD2 | 3 | Prog | BC | Used BSD2 stakeholder analysis as key input |
| 5.1.2 | Identify methods, channels, forums to communicate through | 2 | Prog | BC | |
| **5.2** | **BSD2 Communication Plan** | **12.5** | | | |
| 5.2.1 | Develop BSD Communication Plan | 5 | Prog | BC | |
| 5.2.2 | BSD2 Communication Plan approved | 5 | Prog | BC | Includes business consultation leading to PDG endorsement |
| 5.2.3 | Execute Communication Plan | 2.5 | Prog | BC | Assumes 1 day effort a week for 6mths |
| **5.3** | **Key Message Pack(s) - Staff** | **15** | | | |
| 5.3.1 | Develop key messages and an initial communications pack | 5 | Prog | BC | |
| 5.3.2 | Content tested with business | 5 | Prog | BC | AGMs, Design Reference Group |
| 5.3.3 | Content approved | 5 | Prog | BC | Assumes PDG endorsement |
| | | | | | |
| **6** | **CULTURE / BEAHVIOUR CHECKPOINT** | **15** | | | |
| **6.1** | **Culture Impacts** | **15** | | | |

| | BUSINESS SOLUTION DELIVERY TASKS | Effort (days) | Lead | Support | Assumptions |
|---|---|---|---|---|---|
| 6.1.1 | Assess and document culture and behavioural impacts arising from BSD and define future state behaviours and ways of working required to drive and sustain the changes | 5 | BC | | dependent on BSD change vision and initial impact assessment. Using SMEs, Design Ref Group and IM workshops for inputs |
| 6.1.2 | Review gap between current culture and the culture necessary to support the BSD Change Vision | 5 | BC | | Validate with Area Managers and VSLT |
| 6.1.3 | Identify and document organisaitonal levers that need to be in place for the new culture to be realised (capabilities, performance metrics, | 5 | BC | | |
| **7** | **TRAINING** | **0** | | | |
| **7.1** | **Training Needs Analysis** | | | | |
| 7.1.1 | Complete training needs assessment | TBC | Kineo | | |
| 7.1.2 | Develop training strategy and curriculum | TBC | Kineo | | |
| 7.1.3 | Training strategy and curriculum approved | TBC | Kineo | | Includes business consultation leading to PDG endorsement |
| **7.2** | **Training Materials** | | | | |
| 7.2.1 | Develop detailed training materials | TBC | Kineo | | |
| 7.2.2 | Test / pilot with the business | TBC | Kineo | | |
| 7.2.3 | Refine materials | TBC | Kineo | | |
| 7.2.4 | Materials approved and signed off | TBC | Kineo | | Includes business consultation leading to PDG endorsement |
| **7.3** | **Training Delivery** | | | | |
| 7.3.1 | Conduct pilot training sessions | TBC | Kineo | | |
| 7.3.2 | Conduct instructor training | TBC | Kineo | | |
| 7.3.3 | Organise training sessions | TBC | Kineo | | |
| 7.3.4 | Conduct training sessions | TBC | Kineo | | |
| **8** | **ORGANISATIONAL ALIGNMENT** | **106** | | | |
| **8.1** | **Organisation Design** | **35** | | | |
| 8.1.1 | Review org alignment implications and requirements arising from BSD changes | 5 | Prog | BC | Consultation with functional delivery leads to define org design requirements |
| 8.1.2 | Develop high level options and test with business | 10 | Prog | BC | High level design, role profiles |
| 8.1.3 | Develop detailed design (if required) | 10 | Prog | BC | |

| | BUSINESS SOLUTION DELIVERY TASKS | Effort (days) | Lead | Support | Assumptions |
|---|---|---|---|---|---|
| 8.1.4 | Role profiles for new/changed roles completed | 10 | Prog | Functional Delivery Leads | |
| **8.2** | **Organisational change implementation plan** | **5** | | | |
| 8.2.1 | Document organisation implementation plan to support BSD2 | 5 | Prog | BC | |
| **8.3** | **Migrate and implement organisational changes** | **66** | | | |
| 8.3.1 | Implement BSD2 organisation changes according to plan | 66 | BC | | Assumes 3 days per week from July for 22 weeks |
| | | | | | |
| **9** | **READINESS** | **16** | | | |
| **9.1** | **Change Readiness Assessment** | **16** | | | |
| 9.1.1 | Develop change readiness tool for staff | 5 | Prog | BC | Tailored to focus on BSD2 changes and readiness |
| 9.1.2 | Administer and assess change readiness tool | 10 | BC | | Assumes 2 x before BSD2 Go Live |
| 9.1.3 | Document themes for communication | 1 | BC | | |

| | |
|---|---|
| **Estimated Total Effort (exclusive of training effort)** | **300.5** |

# 8. Appendix

## A. Assumptions

The Change Management Strategy has been developed based on the following assumptions:

- This strategy has been developed using the Vision 2015 Business Solution Delivery Roadmap to guide how manageable bundles of change will be packaged and deployed to the business. It assumes the change aligned to each BSD will be introduced as stated in the Roadmap .
- The change framework and activities have been designed as a replicable set of tasks which should be completed for each BSD.
- Business Transformation will be responsible for establishing the approach and much of the upfront templates for the purposes of supporting the business prepare for BSD2, with the Business Change team taking greater ownership of these for subsequent deployments (BSD3 and BSD4).
- External stakeholders are not in scope of the change management strategy, but activities relevant to them will be captured by the communication plan (managed by Vision 2015 Communications Team) and the training plan (managed by Kineo).

## B. Proposed Process for Managing Organisational Change

The following process has been developed to guide organisational changes identified as necessary for operating model implementation

**Proposed Process for Managing Organisational Change**

**Assumptions:**
- (A) BDS Business Case is the trigger document that identifies the need for org change. The Business Case will include benefits realisation which can be extracted to form part of the Change control requirements
- Business transformation will use the BSD Business Case as the guiding document for org alignment activities
- (B) The output of the org design will include identification of new/changed or substantially similar roles
- (C) The FDT are assumed to be best placed to develop the primary content of job descriptions
- (D) The Org Alignment implementation plan will be developed for each BSD and will identify the activities and sequencing required to ensure org change is implemented in time to support Go Live. Implementation of the plan will be undertaken by Business Change
- (E) The Change Control process currently requires MBIE CE approval. It is understood that in the context of Vision 2015 the DCE Immigration has delegated authority to approve new resource up to 1039. It is likely that this step is not required.
- (F) the Change Control document is accompanied by three core products – the Benefits realisation, Position Description and Business Case for Role Establishment
- Organisational changes impacting Visa Services will be managed by the Business Change Team, who will act as the default Business Owner
- MBIE HR will identify dedicated resources with whom the Programme can engage directly to support activities. This will ensure resources are available to the Programme at the right time.



**MBIE CE:** (E) Approve Change Control

**DCE Immigration:** Approve Business Case for Role Establishment

**MBIE HR:** Change Control (F) | Complete job sizing | Prepare Advertising | Input to selection / appointment process | Prepare the offer | Support exit management

**Hiring Manager:** Input to Position Description | Assess options and confirm preferred option | Provide finance and funding Input to Business Case | Prepare Vacancy Authorisation Form | Lead selection process – shortlist, interview etc, | Sign off recommendation to appoint | Make offer | Exit management

**Functional Delivery Team:** Organisational / people impact identified in BSD Business Case(A) | Position description(s) developed (C) | Business Case for Role Establishment | Input to Job Sizing

**Business Transformation:** Develop/confirm high level design options | Develop supporting organisational design/structure (B) | Can existing roles be utilised? — Yes / No | Provide Input to Business Case for role establishment | BSD Org Alignment Implementation plan (D)

**Business Change Team:** Engage with PSA | Plan for consultation | Consultation Document | Run consultation with staff | Review feedback | Decision Document | Advertise position(s)