MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HIKINA WHAKATUTUKI

IMMIGRATION NEW ZEALAND

Towards Vision 2015

– Realignment of Service Support to support the system-wide integration of the new operating model

– Establishment of an Office of International and Strategic Sector Engagement for Immigration New Zealand

Decision Document

18 September 2014

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Foreword from the Deputy Chief Executive Immigration New Zealand

This document outlines decisions made following consultation on proposed changes to how Service Support is organised and resourced and the proposed establishment of a new unit focused on the key strategic international and sector relationships for Immigration New Zealand (INZ).

The Consultation Document, released in August, contained a number of change proposals which were designed to ensure that the roles, management structure, capability and resourcing supports our future direction and business model, and aligns with INZ's Vision 2015.

I would like to thank you all for the thought and detail that you put into your individual and group submissions, and the constructive feedback that you provided. After considering your submissions a number of amendments have been made to the original change proposals. I encourage you to take the time to read this Decision Document carefully and ask questions if you are unsure about anything.

As well as detailing the final decisions made on the changes proposed, this Decision Document sets out how we can work together and connect across INZ and the wider MBIE to implement these changes and ensure we meet our goals and play our part in the achievement of Vision 2015.

I know that these types of processes can be unsettling and I encourage you to seek support if you need it. Information on how to access support is detailed in section 1.

Once again, thank you all for the time you took to make submissions and provide feedback on the change proposals and I look forward to working with you to implement these changes.

Nigel Bickle
Deputy Chief Executive Immigration New Zealand

Section 1: Introduction

Purpose of this document

This Decision Document confirms the final organisational design for how we organise and resource the reconfigured Service Support branch and the new Office of International and Strategic Sector Engagement.

This document also confirms the implementation process, timeline, employee support options, and recruitment processes.

Objective

The objective outlined in the Consultation Document was to align the Service Support business model and capability to deliver on Vision 2015 by ensuring that the roles, management structure, capability and resourcing of Service Support, supported our future direction and business model and INZ's Vision 2015.

The proposed changes also aimed elevate and formalise the key responsibilities INZ has in terms of international and strategic sector engagement.

Scope

The decisions cover:

- all functions and positions within the current Service Support branch; and
- the new Office of International and Strategic Sector Engagement.

Activities carried out by other parts of INZ were not affected by this process.

The consultation process

The Consultation Document was released to staff on 12 August 2014 and provided staff two weeks to consider the proposal and provide comment. The proposed changes were presented to all staff in Service Support. The Consultation Document was provided to the PSA and also emailed to the Immigration Leadership Team (ILT) for distribution to their teams. The Consultation Document was also made available on the Service Support change page of The Link.

We received 14 individual and 10 group submissions. Of these 63% were from staff in the Service Support branch, 27% were from other parts of INZ and 8% were from outside INZ.

Available support

During this process, employee assistance programme (EAP) services are available to you. Further information on EAP and their contact details is provided on The Link at http://thelink/how/Pages/employee-assistance-programme.aspx. You may contact these services directly or via your manager, including outside work hours.

If you wish to access any other support services please discuss this with your manager or contact Megan Applegate.

Implementation

The new structures will become effective on 6 October 2014. At this time we will need to have a number of acting arrangements in place as vacancies will not have been filled. As these arrangements are confirmed I will communicate them to you.

Affected staff will remain in supernumerary positions in the new structure while we work through options for them.

Timeline for implementation

PSA briefed	Wednesday 17 September
Affected staff advised of outcome	Thursday 18 September
Decision Document released to Service Support staff	Thursday 18 September
Decision Document made available to all staff	Thursday 18 September
Recruitment starts	Friday 19 September
Implementation Date	Monday 6 October

Section 2: Case for change

Supporting Vision 2015

INZ's Vision 2015 provides the context for Service Support's direction, roles, and activities. INZ's vision is that by 2015, the organisation is recognised as a trusted partner, delivering outstanding immigration services and bringing the best people New Zealand needs to prosper.

Vision 2015 requires a range of changes to the INZ operating model. A key feature of the changes is the new visa processing operating model, which will improve the performance and integrity of New Zealand's immigration system.

To support Vision 2015 and successfully deliver on the new system leadership functions, Service Support needs to provide a strategic and leadership role with a greatly increased emphasis on system-level service design, change and system health monitoring focusing on:

System health

- Performance of the operating model is monitored and well understood by ILT.
- Robust assurance mechanisms are in place and actively used to monitor the quality and integrity of the operating model and decisions that are made within it.

System design, improvement and change

- The operating model is designed and optimised to achieve its objectives effectively and efficiently.
- The services and system are adapted over time to meet changing customer needs, deliver new service approaches, and implement improvements.
- Change to services and the system are coherent across INZ and made with a good understanding of the impact on the whole system.

System level resource management

- Core components/assets across the operating model (including partners, information, and technology) are well managed and fit for purpose to support the operation of the model.

In addition INZ needs to ensure the right capability is in place to lead the international and strategic sector engagements in face of the broader and increasing demands that have been placed on the business due to the changing international and sector relations landscape.

Design objectives and principles

The main design objectives informing the decisions in this document are listed below. The organisational design aims to:

- ensure a strong focus on, and management oversight of, new functions that are critical to the successful delivery of a high performing future operating model;
- ensure the right capabilities to deliver the new and extended functions;
- ensure clear accountabilities across INZ for the delivery of core functions within the operating model; and
- increase strategic capacity by creating sufficient leadership and management headroom to enable a stronger focus on system-level strategy and priorities, as well as developing stronger international and sector relationships.

The following decisions have taken into account MBIE's organisational design principles together with your feedback from the consultation process.

Section 3: Key themes and feedback

The quantity and quality of feedback that was received during the consultation process reflected a high level of thought and consideration had been given to the proposed changes. There were many different views, alternative design options and suggestions provided that have helped form my decisions.

In general there was support for the increased strategic focus of the branch through the addition of new capability and capacity especially in terms of system design, improvement and system level resource management. There was also a reasonable level of support for increased alignment of international engagements and focus on strategic sector engagements although there were many questions about boundaries and risks of duplication.

The comments below in italics do not aim to answer each specific question or respond to every alternative that was offered in the submissions. They are broad responses to the range of feedback that was received, reviewed and taken into consideration.

Branch leadership

We received feedback that the size of the branch did not require another level of management and that an additional layer of management would lead to silos within the branch, create more confusion and add in another level of signoff for some processes. There were also comments that there were too many managers within the branch, relative to the number of staff. A number of alternative options were suggested including creating Principal Advisor positions or merging some teams.

The addition of another layer of management is required to ensure that the General Manager is able to operate at a higher level with a focus on upward and outward interactions and providing strategic and integrated leadership of the branch. Currently the General Manager is focused downwards due to the large number of direct reports and daily interaction with each of the areas. The inclusion of Assistant General Managers enables the addition of higher level skills to meet the new demands of the branch and enhances cross-group peer to peer interactions to address the whole of INZ's ecosystem. The addition of more leadership roles also reflects the need to strengthen the leadership capability across the branch.

I have reflected on your feedback and have amended the final structure in some areas based on your suggestions.

The new structure will have one Assistant General Manager responsible for strategy and assurance. We will not create the proposed Assistant General Manager System Operations position. The General Manager will have five direct reports which is a considerable reduction from the current arrangement.

Strategy, Design and Improvement function

There was support for the creation of additional strategic thinking capability to support the learning system, to prioritise and inform work programmes, to analyse and advise ILT on the impact of change for the whole INZ system, and for more enhanced business analysis capability. A number of points were raised regarding how an increased focus on customer insight, channel management, assurance and monitoring and business rules management and maintenance would be achieved through the new structure or how these functions would interact with other areas of INZ.

A number of submission suggested combining the proposed Strategy, Design and Improvement team with the existing Analysis and Project Management team or arranging the resources in other ways.

There was some concern that the Strategy, Design and Improvement team would be designing strategy for INZ.

The new Strategy, Design and Improvement team has a distinct purpose of leading, developing, managing and monitoring customer insight and channel management to inform a whole of system approach to planning and prioritising. They will be working on the operating system from an integrated ecosystem perspective whereas the Analysis and Project Management team will continue to work on discrete projects within the system.

The Strategy, Design and Improvement team will be responsible for managing competing priorities and bringing together design results to ensure that a proposed outcome meets INZ strategy. They won't be responsible for designing the strategy itself; this is the responsibility of the General Managers and ILT.

The Strategy, Design and Improvement team is not intended to be an insular structure or operate as a silo. The team will be established to provide capacity and capability to ensure the INZ end-to-end operating model is designed and optimised to achieve its objectives efficiently and effectively. Over time it will also ensure that INZ services and systems are adapted to meet changing customer needs and those changes to services and the system are coherent across INZ. The Assistant General Manager, Strategy and Assurance will be responsible for integrating the activities of this team with other teams across the branch for implementation and that appropriate resources are coordinated from the Analysis and Project team, or other areas of INZ, to provide analysis or project input as required.

Performance and Assurance function

A number of submissions questioned the difference between the performance monitoring work undertaken by the ODCE that links into the wider MBIE system and the system monitoring functions to be undertaken in Performance and Assurance. Clarification was also sought on linkages to the Complaint Resolution Process, the Research, Evaluation and Analysis branch and the MBIE Data Warehouse.

Some submissions suggested changes or improvements to the Q3 and QAP processes.

INZ obligations with respect to MBIE performance will remain with the ODCE and there are no proposals to change this or impact any functions within the ODCE. The Performance and Assurance team is focused on the INZ ecosystem and pursuing a learning system. A key focus for the Assistant General Manager, Strategy and Assurance will be to ensure that duplication is avoided and synergies can be maximised.

The Performance and Assurance team will provide a framework and capability and capacity for an agreed work programme that will add value to the whole of INZ. The content detail of the work programme does not form part of this consultation process.

The Performance and Assurance team will use relevant input from other areas of INZ and MBIE. The Complaint Resolution Process is an example of an input into the performance and assurance model. Once again there is no intention to duplicate any work but the Performance and Assurance team may apply data to a different lens to meet the needs of INZ.

Analysis and Project Management team

Clarity was sought as to the role of the current Analysis and Project Management team with the introduction of the Strategy, Design and Improvement team and whether there would be

sufficient resources to continue to work on current programmes of work and also resource programmes of work in the future.

The Strategy, Design and Improvement team have been established as a forward thinking capability with a whole of system perspective tasked with providing advice to ILT on the best system wide needs and solutions. The Analysis and Project Management team provide analytical support and project management on cross cutting projects.

The Analysis and Project Management team will work closely with the Strategy, Design and Improvement team as neither team are intended to operate in isolation. The Analysis and Project Management team will continue to support the Vision 2015 programme, business initiatives and over time will also support new strategic initiatives.

It is expected that the additional capacity and capability in the Strategic, Design and Improvement team combined with existing resources in the Analysis and Project Management team will provide sufficient resources to deliver on current and future programmes of work.

Operational Policy structure

There were a number of alternative structure suggestions for the Operational Policy team. These included a Team Leader and a Principal Analyst, one Team Leader for the Business Analysts and the Senior Business Analysts and a new Principal Analyst reporting to the Operational Policy Manager. Feedback did not support splitting the Operational Policy function into two teams.

All alternative structures were considered in the revised context of the Operational Policy Manager reporting directly to the General Manager. As the Operational Policy Manager will be required to maintain a balance between managing upwards to support the General Manager and contributing to leadership of the branch, and downwards to ensure achievement of the work programme it was decided that two Team Leaders will be required to manage the day to day workflows of the team and also to provide coaching and support to the analysts.

The Team Leaders will be required to provide a high level of technical advice internally and work on, or contribute to, complex pieces of work as a Senior Business Analyst as well as performing generic team leadership functions.

The Operational Policy Manager and the two Team Leaders will work together to ensure flexible deployment and an effective and even distribution of workload across the two team both in terms of quantity, subject matter and complexity.

For structural and operational purposes it is necessary to create two teams by allocating positions to each team. This has simply been done on the basis of allocating similar resources to each team and Operational Policy staff will continue to work collaboratively to achieve outcomes.

ICT Systems function

A number of submissions suggested broadening the ICT Systems function to include online products, moving the Online Publishing Advisor into this team and creating a Web Editor position. There was also feedback that additional analytical resources would be required to support the ICT needs of the INZ business requirements. The proposed Graduate Analyst was not seen as a suitable level of resource to deliver in this area.

Some feedback also suggested adding in more resources for the development and maintenance of the web channel.

As the "business owner" of all INZ ICT systems including IGMS, AMS the INZ website, the ICT Systems Manager will be responsible for ensuring that the systems are doing what they need

to do.

The ICT Systems Manager position is a system focused role, rather than a content focused role. All system aspects of the web and online products are within the scope of the ICT Systems Manager, including the build of the new website. However, ownership of content will need to be reviewed and decided as part of the website project to ensure this is clear going forward.

As the Online Publishing Advisor position relates to content this will remain within the Operational Policy function.

The creation of a Web Editor position is not within the scope of this proposal but will need to be considered as part of the website project.

It has been recognised that the proposed Graduate Analyst position would not provide the level of system knowledge and analytical capacity that will be required in this area. A Systems Analyst position will be created reporting to the ICT Systems Manager. This position will require a deep understanding of the INZ business and be responsible for the analysis of system impact and priority analysis and change planning and management from an INZ perspective.

The overall level of resourcing for this function will remain as proposed but has changed to reflect that more dedicated system knowledge and analysis is required to ensure system health.

Administrative support for Service Design and Performance

There was strong feedback for the retention of a dedicated administrative resource for the branch. It was demonstrated that there is an ongoing requirement for file coordination, warrant card processing, template letter management for Operational Policy and a range of other general branch administrative functions including taxi chit management and staff travel.

The Administrative Advisor International currently provides a level of administration support to both the International and Operational Policy teams. With the creation of the Office of International and Strategic Sector Engagement it was noted that this arrangement needed to be reviewed.

While there are efficiencies to be gained from INZ being located together on one floor in Stout Street there is a clear ongoing need for a dedicated administrative resource predominantly for the quality assurance programme of work. However, this resource will also be required to provide general administration support across the whole branch, including work previously undertaken by the Administrative Advisor International, and work closely with other administration staff across INZ.

The Administrative Advisor International will focus on providing administration support to the International Team and as required to the broader Office of International and Strategic Sector Engagement.

I am also committed to looking at the overall levels of administrative support across INZ on level 1 in Stout Street to see where duplication can be removed and efficiencies created.

Ownership of customer experience

It was suggested that the Assistant General Manager needed to assume the lead role as a customer advocate to ensure that INZ adopts a customer focus on all operational aspects.

While the Assistant General Manager, Strategy and Assurance will have oversight of the customer experience as an input to a "whole of system" approach it is not their role to be a customer advocate.

The General Manager Visa Services is the owner of the customer experience on behalf of INZ.

INZ website

Feedback suggested that the importance of the website as a key online channel had either been ignored or undervalued and there also appeared to be some level of confusion around what central channel management meant. There were a number of submissions regarding the ownership of INZ's online products including INZ2. There were also a number of resourcing suggestions.

The website is recognised as a key online channel and where appropriate the documentation will be amended to reflect this.

The INZ website project is currently owned by Service Support with the General Manager as Project Executive and support from Nick Aldous. In the new structure the ICT Systems Manager will be the owner of the website from a systems perspective. As noted earlier, content ownership is still to be determined.

Future resourcing for the website will not be determined as part of this process but will be assessed as part of the website project.

Project Coordinator position

There was strong support for retaining the current Project Coordinator position in its current form as it was thought there was a risk of the project coordination functions being deprioritised when part of the broader Business Advisor role.

The Project Coordinator role has broadened since the current incumbent was appointed earlier this year to take on the coordination of branch input into central reporting through the ODCE. The creation of a Business Advisor reporting to the General Manager will formalise these changes and also bring in the additional responsibility for coordinating the development of, and monitoring of, budgets at a branch level which is not currently available. Project coordination will remain a key deliverable of this position.

Business Advisor position

Some submissions suggested that a Strategic Advisor or Business Manager position would be more appropriate to support the General Manager as they could provide a high level of support and also act as 2IC when required.

The inclusion of the Assistant General Manager, Strategy and Assurance will add the required level of strategic support to the General Manager while also reducing the number of direct reports. A key reason to add a Business Advisor to the branch is to provide a higher level of financial management support for the General Manager and a Business Advisor will be able to provide this without duplicating services provided by the ODCE.

Office of International and Strategic Sector Engagement

There were a number of comments regarding the proposed creation of an Office of International and Strategic Sector Engagement. Feedback included alternative locations for the functions, including remaining within the Service Support branch, the flat structure of the Office, especially around the International function, and also relationships to and cross-over or potential duplication with other areas of INZ and MBIE such as Settlement, Protection and Attraction and branches in the Science, Skills and Innovation and Labour and Commercial Environment groups.

This is a standalone function that does not naturally fit within another branch of INZ providing

a high level liaison role in close consultation with the Deputy Chief Executive (DCE) INZ and the General Managers. This relationship function is a critical area for the DCE to have close oversight of as it is a value adding role for all General Managers reflecting a whole of INZ perspective.

The focus of this unit will be those engagement relationships of priority to INZ whether international or strategic sector based and their programme of work will be determined by ILT. This Office will have an INZ focus informed by INZ's priorities and close and comprehensive understanding of the INZ customers.

Service Support currently works with, and will continue to work with, the Tourism, Sectors, Regions and Cities and the International Strategy and Partnership branches as required. The new Office will enhance the international and sector engagement capability within INZ and provide even better opportunities to work more collaboratively with other parts of MBIE.

Service Support also currently works with other areas of INZ where they have a pan-INZ lead role in an engagement and another branch has a strategic business relationship. The Director will continue to lead engagements on behalf of the DCE and ILT and there is no intention that the new Office will replace existing relationships.

International function

A number of submissions were concerned with the proposed flat structure for the International team within the Office of International and Strategic Sector Engagement. Concerns included staff reporting directly to a tier 3 manager, a lack of career progression or mentoring and coaching for Advisors, and who would manage the work programme and day to day enquiries.

Alternative suggestions included a Team Leader, Manager or Principal Advisor position to be the key point of contact within the International team and to deal with day to day matters across the team.

The Director and International team members will work closely together to develop a comprehensive work programme where individuals understand what they are responsible for delivering on and also ensure that key pieces of work have appropriate support and backup.

Currently the General Manager, Service Support works directly with individual Advisors on pieces of work and this would continue in the new model. The flat structure allows for the Director to be hands on especially in situations where they are the lead on key international engagements eg Lead Sherpa and Deputy Head for the Five Country Conference.

While the small team does not require a management position the inclusion of a Principal Advisor International rather than a second Senior Advisor will add a further level of thought leadership, mentoring and coaching and potential career progression. The Principal Advisor International will be the point of contact for ad hoc requests and queries and as a conduit to the Director when required.

Sector Relationship Manager positions

There were a number of questions about the proposed Sector Relationship Manager positions and their connection to sector and regional engagement being undertaken in Settlement, Protection and Attraction. Further feedback suggested that key sector partnerships should be broader than education and tourism.

Trusted partners are a foundation of our new Vision 2015 operating model having multi facet impacts on the INZ ecosystem. It makes sense that while the main focuses at this time are on tourism and education the new Sector Relationship Manager positions will have the scope to accommodate other emerging partnerships/strategic sectors as required.

The Sector Relationship Managers will also draw on and work closely with other areas of INZ and MBIE to ensure a cohesive approach to relationship management. Again this is an opportunity to strengthen INZ's level of engagement.

Principal Medical Advisor position

A range of feedback was received regarding the current and ongoing role of the Principal Medical Advisor and where this position should report given the substantive responsibility for supporting operational processes.

The core role of the Principal Medical Advisor is to provide clinical oversight to INZ's health assessment processes. This includes engaging with and providing support for INZ's panel physician network, our medical assessors and a soon to be implemented Health Assessment Team. This input will influence policy and process changes, where necessary, to ensure the integrity of INZ's health assessment outcomes. The Principal Medical Advisor will also engage with key health stakeholders both domestically and internationally to ensure INZ can leverage support and collect data to confirm that as an agency we are meeting our immigration health policy objectives in the best way possible.

While the Office of International and Strategic Sector Engagement may utilise this position to provide advice on strategic sector engagement with the health sector, operational engagement will be direct which supports this position remaining in the Service Design and Performance branch at this point in time as it was originally established. The role will also provide input and advice to other areas of INZ which supports its location in Service Design and Performance. The Principal Medical Advisor will report to the Assistant General Manager, Strategy and Assurance.

Administrative support for the Office of International and Strategic Sector Engagement

A number of submissions asked where administrative support for the Office of International and Strategic Sector engagement would come from as nothing was outlined in the Consultation Document.

As noted earlier the Administrative Advisor International will provide a level of administration support to the International Team and as required to the broader Office of International and Strategic Sector Engagement.

Administration support for the Director will be provided from within the ODCE.

I am also committed to looking at the overall levels of administrative support across INZ on level 1 in Stout Street to see where duplication can be removed and efficiencies created.

Brand ownership

It was noted that currently there is no formal ownership of the INZ brand within the group but Settlement, Protection and Attraction, due to the nature of its functions, undertakes this role by default. The Consultation Document referred to the Office of International and Strategic Sector Engagement being the INZ brand owner.

Brand is key to the INZ business. The Office of International and Strategic Sector Engagement needs to have an understanding of the strength of the INZ brand and how emerging issues may impact the brand. The scope of the Office will include assessing any potential impacts to the brand and where appropriate provide leadership of the INZ brand in strategic and international engagements in consultation with General Managers and endorsement of ILT.

The INZ brand is owned collectively by ILT.

Essential Skills in Demand Lists

It was suggested that the resource currently working on the Essential Skills in Demand Lists (ESID) should be part of the Office of International and Strategic Sector Engagement due to the external engagement required in this function.

While the ESID requires external engagement with parties such as national industry bodies there are also strong links into Settlement, Protection and Attraction, Compliance, Risk and Intelligence Services and Operational Policy therefore as an analytical function it will remain in Analysis and Project Management.

Change management processes

A number of submissions commented on change management processes including proposed reassignments.

All decisions and implications for individuals have been managed in accordance with the MBIE change management process including the review process that is available.

FTE changes

There were some questions regarding the overall change in FTEs, whether these changes were within the current INZ cap and whether the proposed structure was within budget.

The changes to Service Support and the creation of the Office of International and Strategic Sector Engagement will result in an increase of 3.5FTEs which was accounted for in the INZ cap setting process that occurred earlier this year. Funding for the additional positions has been discussed with Finance and will come from within existing baseline.

General comments

A number of typos and minor errors were noted in submissions.

These have been noted and have been corrected in the Decision Document.

Section 4: The decisions

A number of changes have been made to the proposals. This section details all decisions. All positions proposed to be disestablished will be disestablished.

Service Design and Performance

The branch will be renamed as Service Design and Performance to reflect the strategic and leadership role that the branch will play in future, with a greater emphasis on system-level service design, change and system health monitoring.

A new General Manager, Service Design and Performance position will be created to provide strategic leadership of system design and improvement, system health, system level resource management and system settings to support INZ's strategic direction. The General Manager, Service Design and Performance will be the integrator of the guardianship function for the INZ operating model and responsible for providing assurance to the ILT.

A new Business Advisor position will be created reporting to the General Manager.

Assistant General Managers

A new Assistant General Manager, Strategy and Assurance position will be created to design, maintain, monitor and enable improvements to an end-to-end system and services that are coherent, adaptable, effective and efficient and meet the desired goals.

The Assistant General Manager, Strategy and Assurance will ensure that the Strategy, Design and Improvement team, the Performance and Assurance team and the Analysis and Project Management team work collaboratively to deliver to INZ.

The proposed Assistant General Manager, System Operations position will not be created.

Strategy, Design and Improvement team

A Strategy, Design and Improvement team will be created to take a proactive and strategic view across the INZ system, actively advising ILT on a programme of design and improvement work that will deliver best value for INZ across the system, and then do (or commission) the design work required to create the system-level systems, processes and products required to implement the improvements.

The team's primary focus will be on delivering design projects that are proactively identified and prioritised in accordance with ILT decisions on the business improvement programme. It will also manage cross-cutting projects that are allocated to it by ILT.

The team will consist of a Manager, two Principal Business Analysts and one Senior Business Analyst.

Performance and Assurance team

A new Performance and Assurance Manager position will be created to deliver functions and activities to ensure that the performance of the INZ immigration system is monitored and well understood by ILT and that robust assurance mechanisms are in place and actively used to monitor the quality and integrity of the operating model and the decisions that are made within it.

The Performance and Assurance team will continue to focus on running the current Q3 sampling and analysis processes, but will become primarily known for its added value monitoring, analysis and support for ILT around INZ system performance. Two new Performance Monitoring and Reporting Analyst positions will be created to enhance the assurance capability.

A Support Officer position will be created in this team reporting to the Performance and Assurance Manager. The support Officer will predominantly be responsible for file coordination but will also provide administrative support across the branch including uploading template letters for Operational Policy, warrant card processing, staff travel and other general administration.

Analysis and Project Management team

The Analysis and Project Management team will continue to deliver on key priorities, both programme and business as usual.

The Principal Medical Advisor position will remain in Service Design and Performance but will report to the Assistant General Manager, Strategy and Assurance to reflect the broader nature of this position until such time as it is relocated to Visa Services.

Operational Policy team

The Operational Policy Manager will report directly to the General Manager, Service Design and Performance. They will be supported by two new Operational Policy Team Leaders.

The Online Publishing Advisor will remain in the Operational Policy team.

The Administrative Advisor International will no longer provide administrative support to the Operational Policy team.

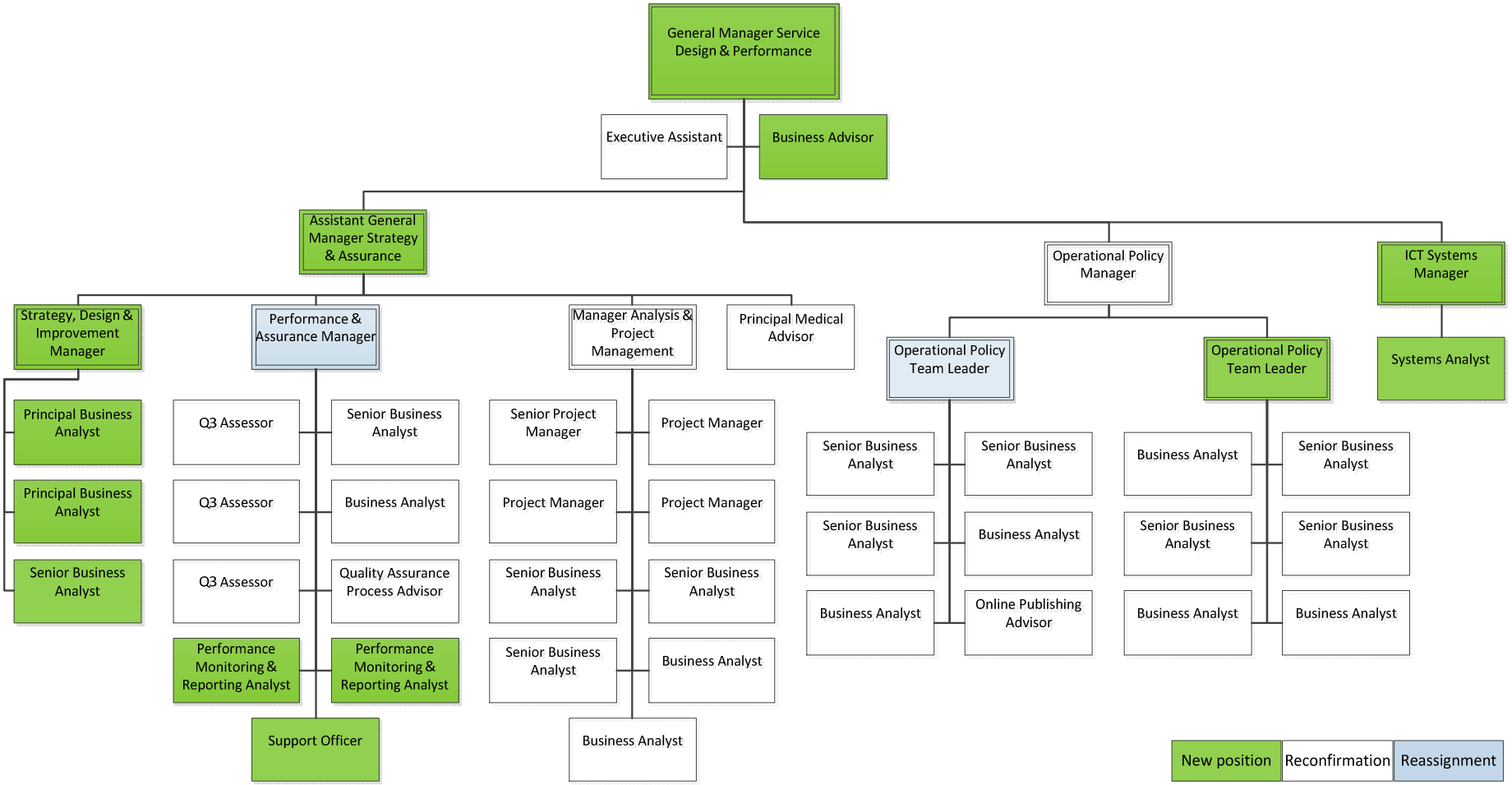
ICT Systems team

An ICT Systems team will be created to provide business ownership for INZ's ICT systems, to ensure they are high-performing and responsive to business needs, ensuring that changes to services and the system are coherent across INZ, well-prioritised and made with a good understanding of the impact on the whole system.

The team will consist of an ICT Systems Manager and a new Systems Analyst.

The proposed Graduate Analyst position will not be created.

Confirmed structure for Service Design and Performance Branch



International and Strategic Sector Engagement

Following the feedback received some changes have been made to the proposed new Office of International and Strategic Sector Engagement. The structure reflects the role of the unit in leading strategy and engagement on behalf of INZ with international immigration forums, and key immigration sectors for New Zealand.

The new unit will be created and will be led by the new International and Strategic Sector Engagement Director. The Director will be responsible for leading the strategic interface with key international counterparts, including the Five Country Conference, and external relationships with key sectors such as tourism, education and health to enhance the Immigration New Zealand brand and to support MBIE's strategic direction. The Director will report to the Deputy Chief Executive Immigration New Zealand and will be a member of the Immigration Leadership Team.

International team

Two new positions will be created in the International team - a Principal Advisor International and an Advisor International. All international staff will report directly to the Director but the Principal will provided day to day guidance as required.

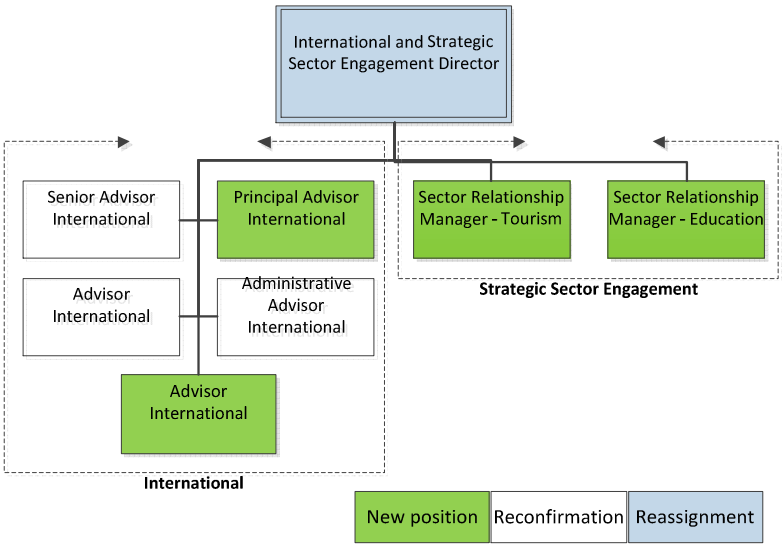
The Administrative Advisor International will no longer provide administrative support to the Operational Policy team. They will however be required to provide support to the wider International and Strategic Sector Engagement unit.

Administration support for the Director will be provided from within the ODCE.

Strategic Sector Engagement

Two new Sector Relationship Manager positions will be created. As well as having primary responsibilities for the Tourism and Education sectors they will also have scope to accommodate other emerging partnerships/strategic sectors as required.

Confirmed structure for the Office of International and Strategic Sector Engagement



Section 5: Impact on current positions

Current positions are identified as disestablished in the proposed structure based on consideration of the following factors:

- job content – whether there is a position in the proposed new structure that is the same or very nearly the same. A position in the proposed structure is considered to be different if it has some significant additional, different, or reduced functions or accountabilities; and
- location – the location of the proposed position compared with current positions.

The title of a position is not a factor in determining impact as titles may be used inconsistently and a change in title is not in itself a change to a position.

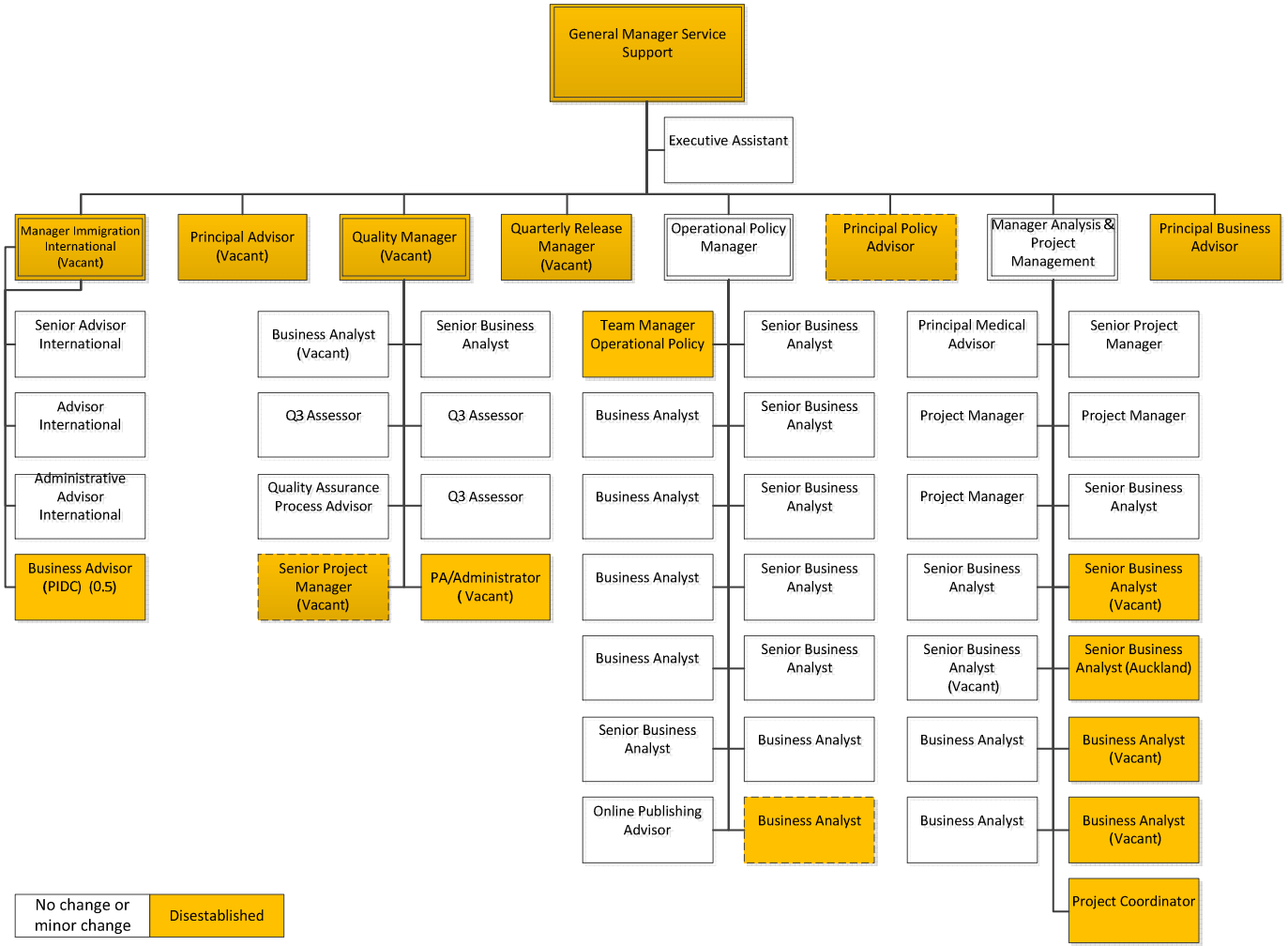
Impact on existing roles

Existing Position	Team	FTE	Changes
General Manager, Service Support	Service Support	1	Position disestablished
Executive Assistant	Service Support	1	No change
Manager Immigration International	International	1	Position disestablished
Senior Advisor International	International	1	Change of reporting line to International and Strategic Sector Engagement Director
Advisor International	International	1	Change of reporting line to International and Strategic Sector Engagement Director
Administrative Advisor International	International	1	Change of reporting line to International and Strategic Sector Engagement Director
Business Advisor (PIDC)	International	0.5	Position disestablished
Quality Manager	Quality	1	Position disestablished
Business Analyst	Quality	1	No change
Senior Business Analyst	Quality	1	No change
Q3 Assessor	Quality	3	No change
Quality Assurance Process Advisor	Quality	1	No change
Senior Project Manager (fixed term)	Quality	1	Position disestablished
PA/Administrator	Quality	1	Position disestablished
Quarterly Release Manager	Service Support	1	Position disestablished
Operational Policy Manager	Operational Policy	1	Will have two Team

			Leaders as direct reports
Team Manager Operational Policy	Operational Policy	1	Position disestablished
Senior Business Analyst	Operational Policy	6	Change of reporting line to one of the new Operational Policy Team Leaders instead of Business Analysts
Business Analyst	Operational Policy	5	Change of reporting line to one of the new Operational Policy Team Leaders
Online Publishing Advisor	Operational Policy	1	Change of reporting line to one of the new Operational Policy Team Leaders
Business Analyst (fixed term)	Operational Policy	1	Position disestablished
Principal Policy Advisor (fixed term)	Service Support	1	Position disestablished
Manager Analysis and Project Management	Analysis and Project Management	1	Change of reporting line to Assistant General Manager, Strategy and Assurance
Principal Medical Advisor	Analysis and Project Management	1	Change of reporting line to Assistant General Manager, Strategy and Assurance
Senior Project Manager	Analysis and Project Management	1	No change
Project Manager	Analysis and Project Management	3	No change
Senior Business Analyst	Analysis and Project Management	3	No change
Business Analyst	Analysis and Project Management	2	No change
Senior Business Analyst (Auckland)	Analysis and Project Management	1	Position disestablished
Senior Business Analyst	Analysis and Project Management	1	Position disestablished
Business Analyst	Analysis and Project Management	2	Position disestablished
Project Coordinator	Analysis and Project Management	1	Position disestablished
Principal Business Advisor	Service Support	1	Position disestablished

A total of 16.5 FTEs will be disestablished as a result of the changes.

Confirmed impact for current positions in Service Support



Section 6: Overview of new positions

Below is a list of the new permanent positions, and their reporting relationship. Full position descriptions are available at http://thelink/groups/Pages/Service-Support-Change-Project-position-descriptions.aspx.

New Position	FTE	Reports to
General Manager, Service Design and Performance	1	Deputy Chief Executive Immigration New Zealand
Business Advisor	1	General Manager, Service Design and Performance
Assistant General Manager, Strategy and Assurance	1	General Manager, Service Design and Performance
Strategy, Design and Improvement Manager	1	Assistant General Manager, Strategy and Assurance
Principal Business Analyst	2	Strategy, Design and Improvement Manager
Senior Business Analyst	1	Strategy, Design and Improvement Manager
Performance and Assurance Manager	1	Assistant General Manager, Strategy and Assurance
Performance Monitoring and Reporting Analyst	2	Performance and Assurance Manager
Support Officer	1	Performance and Assurance Manager
Operational Policy Team Leader	2	Operational Policy Manager
ICT Systems Manager	1	General Manager, Service Design and Performance
Systems Analyst	1	ICT Systems Manager
International and Strategic Sector Engagement Director	1	Deputy Chief Executive Immigration New Zealand
Principal Advisor International	1	International and Strategic Sector Engagement Director
Advisor International	1	International and Strategic Sector Engagement Director
Sector Relationship Manager (Tourism)	1	International and Strategic Sector Engagement Director
Sector Relationship Manager (Education)	1	International and Strategic Sector Engagement Director
TOTAL FTE	**20**	

In accordance with the MBIE change process vacancies will be advertised internally on The Link in the first instance and preference will be given to affected staff (ie those staff not reconfirmed or reassigned). This means that applications from affected staff will be considered first. Applications from the wider pool will only be considered if there is no-one suitable for appointment from the affected pool.

A number of new positions will not be advertised as they have been deemed suitable for reassignment in accordance with the MBIE change process.

Recruitment phasing and advertising

To enable a managed recruitment process, the advertising of vacancies will be phased. Where possible a permanent manager will be responsible for appointing to vacancies in their team but this may not be practical in all situations depending on timing. The table below shows the planned phasing of the recruitment process but this may change over time. Please keep an eye on the careers section of The Link if you are interested in applying for any of the vacancies.

Some positions will be advertised externally at the same time as they are advertised internally. These are noted below. If vacancies are only advertised internally in the first instance and are unable to be filled they will then be advertised externally at a later date.

Position Title	Advertising	Estimated Advertising date
General Manager, Service Design & Performance	Internal & external	19/09/2014
Assistant General Manager, Strategy & Assurance	Internal & external	19/09/2014
Operational Policy Team Leader	Internal only	22/09/2014
Support Officer	Internal only	22/09/2014
Performance Monitoring & Reporting Analyst (2)	Internal only	22/09/2014
Principal Advisor International	Internal & external	24/09/2014
Advisor International	Internal & external	24/09/2014
Sector Relationship Manager (Tourism)	Internal & external	24/09/2014
Sector Relationship Manager (Education)	Internal & external	24/09/2014
Business Advisor	Internal only	6/10/2014
ICT Systems Manager	Internal & external	6/10/2014
Strategy, Design & Improvement Manager	Internal & external	20/10/2014
Principal Business Analyst (2)	Internal & external	20/10/2014
Senior Business Analyst	Internal only	20/10/2014
Systems Analyst	Internal & external	20/10/2014