



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Immigration New Zealand: Setting ourselves up for Our Future Services

Proposal for Change

Date 29 January 2025

Introduction by our Chief Executive Carolyn Tremain

Kia ora koutou,

In 2024, we worked at pace to support our Ministers to deliver on their priorities during their first year in Government. We also put in place a number of changes to position our organisation for the future.

In December 2024, our simplified organisational structure, 'Foundations for the Future' went live. Structure is one of many aspects that contribute to the success of MBIE, and these changes reflected core policy, regulatory, customer, assurance, and shared service functions through:

- Realigning our policy functions
- Broadening our regional development and commercial services focus
- Further refining our corporate and digital services
- Further establishing shared operations services.

As we begin 2025, the establishment of the Economic Growth portfolio and additional changes to Cabinet across related portfolios has set a bold agenda for the Government and for MBIE for this year and beyond. The Prime Minister has clearly stated that the Government's goal is "to unleash the growth, innovation, and investment we need to thrive". As the lead agency for Economic Growth, MBIE has a central role in supporting the delivery of this objective.

It remains a priority for MBIE and the public service to ensure we have a focus on responsible spending, achieving value for money and ensuring we are positioned to deliver key outcomes. As an organisation this means we need to continue to adapt and evolve, not only to ensure we are best set up to respond to Government priorities and decisions, but to establish a baseline for our organisation to move forward in the medium- and long-term.

In implementing 'Foundations for the Future' last year, I signalled that we would need to consider further change in some areas of our organisation. We need to continue to

look at the way our functions are grouped, as well as the ways we work together, to streamline processes and create efficiencies.

Continuing to build centres of expertise across MBIE will enable a consistent, high-quality service offering across similar functions.

Many of our teams have provided insights and ideas about how we can achieve these outcomes as an organisation through consultation and engagement processes and the MyVoice survey, undertaken across MBIE in recent months. The feedback demonstrates the continued commitment of our people to achieve higher levels of service and positive impacts for our customers and, as a result, for New Zealanders.

The impact of continuous change on our people has been shared as part of this feedback. In showing we are listening to this, we will work to ensure a focus on the cultural, leadership, and capability aspects that will support ongoing organisational excellence. This is important because change will remain part of our environment this year, and I am proud of how our people have managed through our change processes to date and supported each other.

As an organisation we have a wealth of capability, expertise and talent. I have confidence in our ability to deliver great outcomes for New Zealanders in 2025, as well as address the opportunities and challenges we will face.

Ngā mihi nui

Carolyn Tremain

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

Introduction from Alison McDonald, Deputy Secretary Immigration

Tēnā koutou,

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

The Aotearoa New Zealand immigration system is central to the Government's economic growth agenda. Building on the steps we have taken in recent years to refocus the ways in which INZ manages its operational resources, this proposal is focused on strengthening and accelerating our progression towards becoming a more cost-effective immigration system which is productive, expert at managing immigration risk and provides a great experience for customers and the people who work here.

We've taken steps in this direction over the last 18 months by refocusing the way in which INZ manages our operational teams, including creating an enabling centre led by a Chief Operating Officer. These changes helped to free up our frontline leaders to focus on their important people leadership roles and improved how we deliver our four core roles: granting visas, ensuring people who cross the border are entitled to do so, helping migrants and refugees to make New Zealand home, and playing our part in the global immigration system. I am incredibly proud of the resulting improvements in our productivity, quality of service and good risk management.

Following from the decisions made through MBIE Foundations for the Future about how functions are managed across the Senior Leadership Team, I have carefully considered how the functions are managed across the Immigration Leadership Team. At the heart of this proposal is making sure INZ is set-up to deliver Our Future Services, which will mean strengthening the areas we'll need to lean on as part of setting us up for the future, as well as enhancing integration in the areas that we'll rely on to manage core business, and the change we need for today's operations.

This will mark a period of transformation for us: not only to move of all visa categories on to the ADEPT platform, but to enable us to look entirely at *how* we work together to deliver on our vision for INZ – from operating processes through to leadership and culture.

Given the degree of transformation facing INZ, it is essential that our senior leaders, and the teams who support them, are set up to focus on what matters most. I want to ensure that we are all aligned and clear on what everyone needs to deliver. I want INZ to be fit for opportunities that lie ahead, working together across the immigration system in a more cohesive, effective and efficient way, providing excellent support to customers while playing our part in keeping New Zealand secure.

I hope that you'll turn your minds carefully to what we need to achieve and give me your honest feedback about how to make this work.

While our work in the Public Service means we are no strangers to change, I realise it presents each of us with challenges and can cause us to feel uncertainty. Please show kindness to yourselves and your colleagues during this time, think about what support you may need during this process, and reach out for help if you need it.

Thank you for all the work you do and the contributions you make to the success of our immigration system.

Ngā mihi nui



Alison McDonald
Deputy Secretary Immigration

Contents

	1
Introduction by our Chief Executive Carolyn Tremain	2
Introduction from Alison McDonald, Deputy Secretary Immigration	3
How to read this document	5
The case for change	6
Proposal 1 – Office of the Deputy Secretary	7
Proposal 2 – Future Services	10
Proposal 3 – Associate Deputy Secretary	15
Proposal 4 – System Design and Assurance	19
Proposal 5 – Chief Operating Officer	24
Proposal 6 – Irregular Migration and Trafficking in Persons	27
Summary of proposed changes	32
Appendix 1: Proposed change process	37
Appendix 2: Support through change	39

How to read this document

Scope of change

This proposal recognises the success of recent changes to how we manage our operations resources, supported by an enabling centre. Through the good work of our people, we are well positioned to focus our collective attention towards the strategic future. The proposed changes set out in this document are focused on how functions are managed across the Immigration Leadership Team and intended to free up leadership effort, as well as enable people to place attention where it is most needed.

While the majority of changes proposed would result in reporting line and branch changes, I have proposed to disestablish a small number of senior leadership roles in order to create alternative positions that are more directly aligned with the future direction of our services.

In developing this proposal, I have been very conscious of our fiscal environment to ensure that any resulting changes to our structure would both manage cost, deliver value for money, as well as maintain current levels of senior leadership.

Providing feedback

I really encourage you to read and reflect on all aspects of this proposal for change so that you can understand how we are looking into the future as a group. Your feedback is important to the success of any changes we make across INZ, and I invite you to share your perspective, based on your unique experience of our mahi.

Many of our teams have provided feedback on our structure, future, and given clear direction on what is most important to your experience at MBIE through regular hui, AMA sessions, and the MyVoice survey. This feedback remains important and has been considered as part of the development of this proposal.

Feedback for this proposal can be provided via the email address of INZFutureservice@mbie.govt.nz

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

Proposed change process

Find out more about MBIE’s proposed change process in [Appendix 1](#). This determines how we classify the impact to our people, based on the proposed impacts to their position. This change process includes the selection process for people who would be affected if any changes are confirmed as result of this consultation process.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	Wednesday 29 January
Consultation closes	Thursday 13 February
Feedback reviewed and considered	14 – 26 February
Final decision	Thursday 27 February
Go-live of new structure	Monday 31 March

The case for change

Our Government has signaled it wants New Zealand to be a country of aspiration, ambition, and opportunity. Both within MBIE and beyond work, we have felt the impacts of a tighter fiscal and economic environment, and it has been clearly signaled that growth is at the centre of the future vision for our country. Within this context, INZ has placed dual focus on making the enhancements and improvements that our operations need to provide more efficient, economical, and customer-centric services; while building the case for a dedicated programme that will enable us to transform how we work, enabled by effective technology and enhanced ways of working.

This proposal looks ahead to how INZ will need to orient itself to maximise the potential of Our Future Services, considering how functions are allocated across the Immigration Leadership Team to maintain an equally sharp focus on our core business.

Through this proposal, I see the following as measures of success:

- Collective ownership of Our Future Services and clear delivery of benefits.
- Measurable increases in efficiency and productivity and enhancements to risk management through an INZ-wide commitment to continuous improvement.
- Stable, successful day-to-day management of core INZ business.
- Trusted reputation for effective immigration service delivery.
- Clear leadership expectations, applied and adopted across all levels of INZ.

Our Future Services will be critical to us achieving the shift that the Government expects of us and that we know we can achieve. The most recent Gateway assessment for the programme recommended the establishment of a Senior Responsible Officer and it's clear that we will need to free up leadership effort to ensure successful set-up and delivery of the programme. I have proposed establishing a new General Manager Future Services which would be supported by the programme management, technology, and continuous improvement expertise necessary for its success.

Creation of this role without expanding the Immigration Leadership Team would result in disestablishment of the current General Manager Service Design and Implementation, and movement of functions not directly involved in the delivery of Our Future Services into other branches – prompting consideration of how INZ functions are managed across the Immigration Leadership Team.

The proposals outlined in the remainder of this document would rebalance responsibilities across the Immigration Leadership Team as follows:

Associate Deputy Secretary: strategic relationships and our authorising environment

Chief Operating Officer: operational delivery focused on visa operations

Chief of Staff: strategy, governance, and system performance

General Manager Future Services: delivery of Our Future Services

General Manager System Design and Assurance: operational design for ongoing policy changes and assurance of their effectiveness

General Manager Immigration Risk and Border: risk and border functions

General Manager Refugee and Migrant Services: refugee and migrant services

Most notably, this proposal would see the integration of functions involved in the operational design of policy change, along with our Assurance and Business Performance functions into a new System Design and Assurance branch – focused on delivering the change we need for today's operations. To ensure we maintain focus on keeping the customer at the centre and pay sufficient attention to upholding the strategic intent of Striking the Balance, changes to my Office are also proposed.

Our Future Services will be foundational to INZ's success. While change is challenging, we need to act now to make sure that we are in the best possible position to deliver that transformation as well as we can. We know that you'll consider this change proposal carefully, and I look forward to hearing your feedback about it.

Proposal 1 – Office of the Deputy Secretary

The Office of the Deputy Secretary is the core source of support for the Deputy Secretary and the Immigration Leadership Team in leading the business group. INZ has faced turbulent times since the pandemic, and this has meant that the Office has had to be predominantly reactive, providing support to immediate imperatives. Our collective success in managing through this period has put us in a good place to take a more strategic approach to designing our future. We therefore propose changes to the way that the Office of the Deputy Secretary is organised in order to give effect to that.

Why change is proposed

We propose to refocus and strengthen the Office of the Deputy Secretary through the establishment of a Chief of Staff position, intended to provide additional strength to the management of issues across INZ and the wider immigration system. We also propose to realign the functions which support the Deputy Secretary to lead the Immigration Leadership Team – namely strategy, governance, system performance, and teams which manage Ministerial relationships – to report to the Chief of Staff. Bringing these areas together would ensure the success of the Striking the Balance strategy and support INZ to play its role in the wider immigration system.

The following changes are proposed

- The Director of the Office of the Deputy Secretary position would be disestablished.
- A new Chief of Staff, Office of the Deputy Secretary position would be established.
- The Manager Ministerial Services and the Ministerial Services team would have a change of branch and move from Associate Deputy Secretary Immigration to Office of the Deputy Secretary.

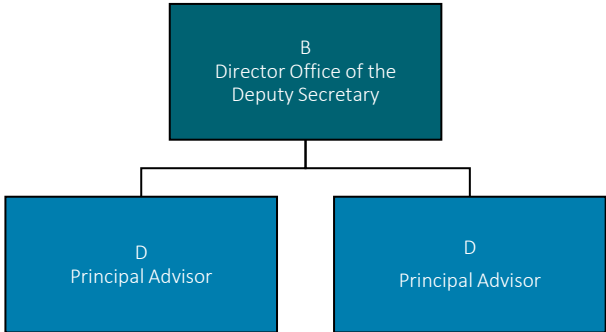
- The Manager Ministerial Services would have a change of reporting line from the National Manager Privacy and Ministerial Services to the Chief of Staff.
- The five Private Secretary positions would have a change of branch from Associate Deputy Secretary Immigration to the Office of the Deputy Secretary and a change of reporting line from the National Manager Privacy and Ministerial Services to the Chief of Staff.
- The Head of Governance and the Governance team would have a change of branch from Assurance to the Office of the Deputy Secretary.
- The Head of Governance would have a change for reporting line from the General Manager Assurance to the Chief of Staff.
- The two Principal Advisor positions would have a change of reporting line from Director of the Office of the Deputy Secretary to Chief of Staff.

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

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

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

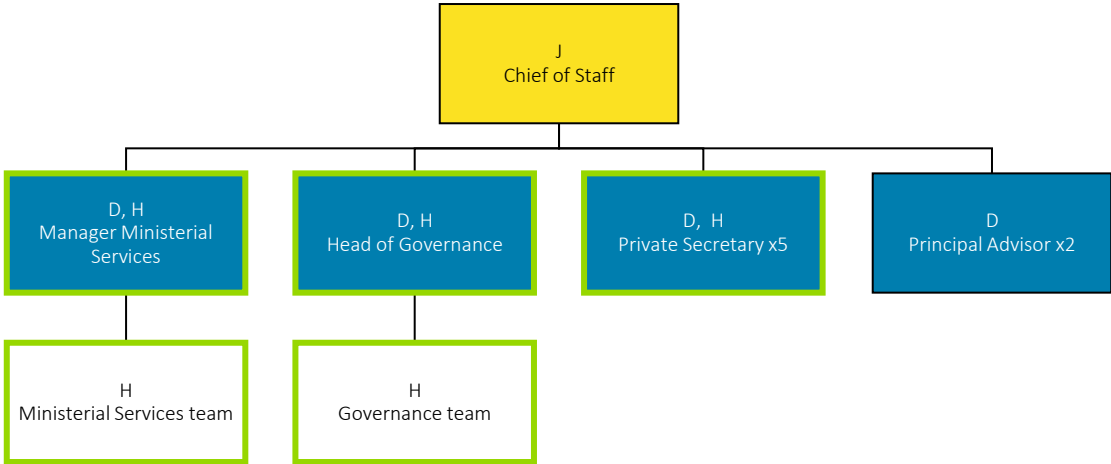
Current organisational chart – Office of the Deputy Secretary



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment

Proposed organisational chart – Office of Deputy Secretary

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Proposal 2 – Future Services

Over recent years we have developed the core foundations for a future service model which will make us more efficient and sustainable in delivering immigration services. We now need to build on these foundations and accelerate our delivery. It is important to have high quality, focused leadership for this fundamentally important piece of work, operating at the level of a General Manager, and equally important that they are supported with the resources that they will need to drive a successful programme. This role will have a leadership impact across MBIE's immigration system and will join the immigration DCEs on the Immigration Systems Governance Group.

Why change is proposed

Our Future Services requires the leadership of a full-time Senior Responsible Officer to deliver on the objectives of the programme, ensuring that the programme is delivered successfully and the benefits of the programme are realised. It is equally important that we continue to be careful and responsible with our use of public resources. To create the leadership role that we need for Our Future Services, and to enable the new General Manager to focus on delivering the programme with the resources that they need to do this successfully, we propose to rebalance the other responsibilities of the current Service Design and Implementation branch across the Immigration Leadership Team. In considering which teams could report to the General Manager Future Services, and which could report to the General Manager System Design and Assurance, we have thought about the distinction between delivering what is needed for today's operations, and what is needed to deliver the future. We recognise that in practice these two are interrelated, and that therefore the General Managers and their teams will need to work very closely together, with capabilities required for both current and future design are assigned to specific delivery teams and operating in a matrix way across branches. We anticipate that in time matrix management will become a normal way of operating for some teams.

Meanwhile, recognising the change in size of the System Design and Assurance branch, we propose that the Business Support Team should move to that branch, with minor changes to ensure support for the General Manager Future Services.

The following changes are proposed

- The General Manager Service Design and Implementation position would be disestablished.
- A new General Manager Future Services position would be established.
- The Director Operational Policy and Operational Policy team would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The Director Operational Policy would have a change of reporting line from the General Manager Service Design and Implementation to the General Manager System Design and Assurance
- The Director Policy Integration would have a change of branch from Service Design and Implementation to System Design and Assurance and a change of reporting line from the General Manager Service Design and Implementation to the General Manager System Design and Assurance
- The National Manager Service Design and the Service Design team would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The National Manager Service Design would have a reporting line change from the General Manager Service Design and Implementation to the General Manager System Design and Assurance

- The National Manager Change Delivery and the Change Delivery team, except for the Business Integration Lead, would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The National Manager Change Delivery would have a change of reporting line from General Manager Service Design and Implementation to General Manager System Design and Assurance.
- The Business Integration Lead would have a change of branch from Service Design and Implementation to Future Services and a change in reporting line from National Manager Change Delivery to Director Online Services.
- The Business Support Manager and the Business Support team, except for the Executive Assistant, would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The Business Support Manager would have a reporting line change from General Manager Service Design and Implementation to General Manager System Design and Assurance.
- The Executive Assistant would have a change of branch from Service Design and Implementation to Future Services and a change in reporting line from Business Support Manager to the General Manager Future Services
- The Programme Director Future Services and the Future Services team would have a change of branch from Service Design and Implementation to Future Services.
- The Programme Director Future Services would have a change of reporting line from General Manager Service Design and Implementation to General Manager Future Services.
- The Director Continuous Improvement and the Continuous Improvement team would have a change of branch from Service Design and Implementation to Future Services.

- The Director Continuous Improvement would have a change of reporting line from General Manager Service Design and Implementation to General Manager Future Services.
- The Director Online Services and the Online Services team would have a change of branch from Service Design and Implementation to Future Services
- The Director Online Services would have a change of reporting line from General Manager Service Design and Implementation to General Manager Future Services.
- The Principal Advisor would have a change of branch from Service Design and Implementation to Future Services and a change of reporting line from the General Manager Service Design and Implementation to General Manager Future Services.

It is proposed that current incumbent in the General Manager Service Design and Implementation is directly reassigned to the position of General Manager Future Services.

The new position requires the same comparable skills, knowledge and experience that the position of a General Manager requires. The required skills and experience includes operating at a General Manager level in the public sector with a track record of delivering on large-scale complex work programmes in a public policy/regulatory environment. Experience also includes leading cross system integration in a medium to large public sector or business organisation, connected and contributing to the wider organisation.

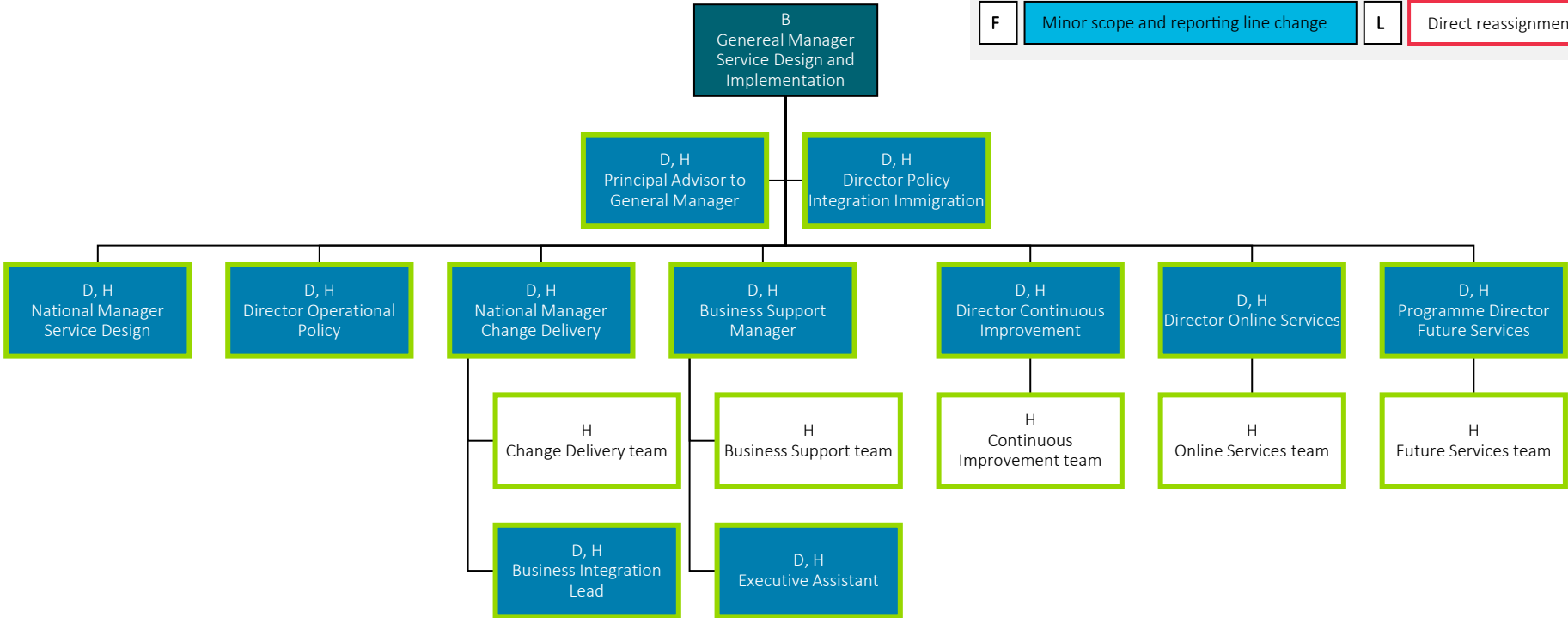
We ask you to consider whether changes under Proposal 2 will achieve our desired outcomes.

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

We welcome your thoughts on where Proposal 2 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes

proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

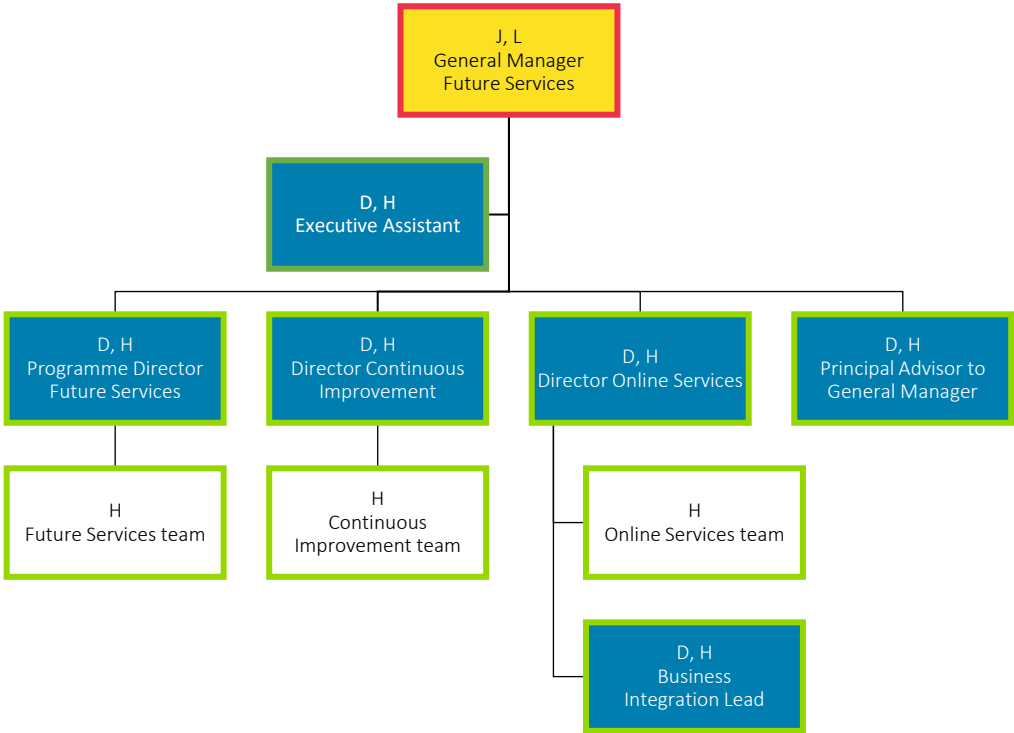
Current organisational chart – Service Design and Implementation



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment

Proposed organisational chart – Future Services

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Proposal 3 – Associate Deputy Secretary

The Associate Deputy Secretary supports the Deputy Secretary with the strategic leadership of the immigration system. The proposed establishment of the Chief of Staff position provides an opportunity to reinforce the role of the Associate Deputy Secretary in focusing on INZ's strategic relationships across international partners, system relationships in the wider government sector (including the intersection between the immigration system and the national security system), and the health of our broader authorising environment.

Why change is proposed

The Chief of Staff will support the Deputy Secretary with the oversight of issues which impact directly on INZ's support to the Minister of Immigration and the Chief Executive of MBIE, and it is therefore proposed that those functions which are directly relevant to delivering that support – i.e. those which sit within the Ministerial Services team, as well as the immigration Private Secretaries – should move from the Associate Deputy Secretary branch to the Office of the Deputy Secretary.

The Associate Deputy Secretary also has a responsibility to lead on emerging issues across INZ's authorising environment and prioritise these for response. In support of this function, it is proposed that the Complaints team should move from the Assurance branch into that of the Associate Deputy Secretary.

The following changes are proposed

- The Associate Deputy Secretary would have a minor scope change.
- The National Manager Privacy and Ministerial Services would have a minor scope and position title change to National Manager Privacy, Complaints and Resolutions.
- The Manager Ministerial Services and the Ministerial Services team would have a change of branch and move from Associate Deputy Secretary Immigration to Office of the Deputy Secretary.
- The Manager Ministerial Services would have a change of reporting line from the National Manager Privacy and Ministerial Services to the Chief of Staff.
- The five Private Secretary positions would have a change of branch from Associate Deputy Secretary Immigration to the Office of the Deputy Secretary and a change of reporting line from the National Manager Privacy and Ministerial Services to the Chief of Staff.
- The Manager Complaints and the Complaints team would have a change of branch from Assurance to Associate Deputy Secretary.
- The Manager Complaints would have a change of reporting line from General Manager Assurance to National Manager Privacy, Resolutions and Complaints.
- The Manager Immigration Resolutions would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Resolutions and Complaints.
- The four Team Leader Privacy positions would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Resolutions and Complaints.
- The Practice Lead would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Resolutions and Complaints.
- The PA/Team Administrator would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Resolutions and Complaints.

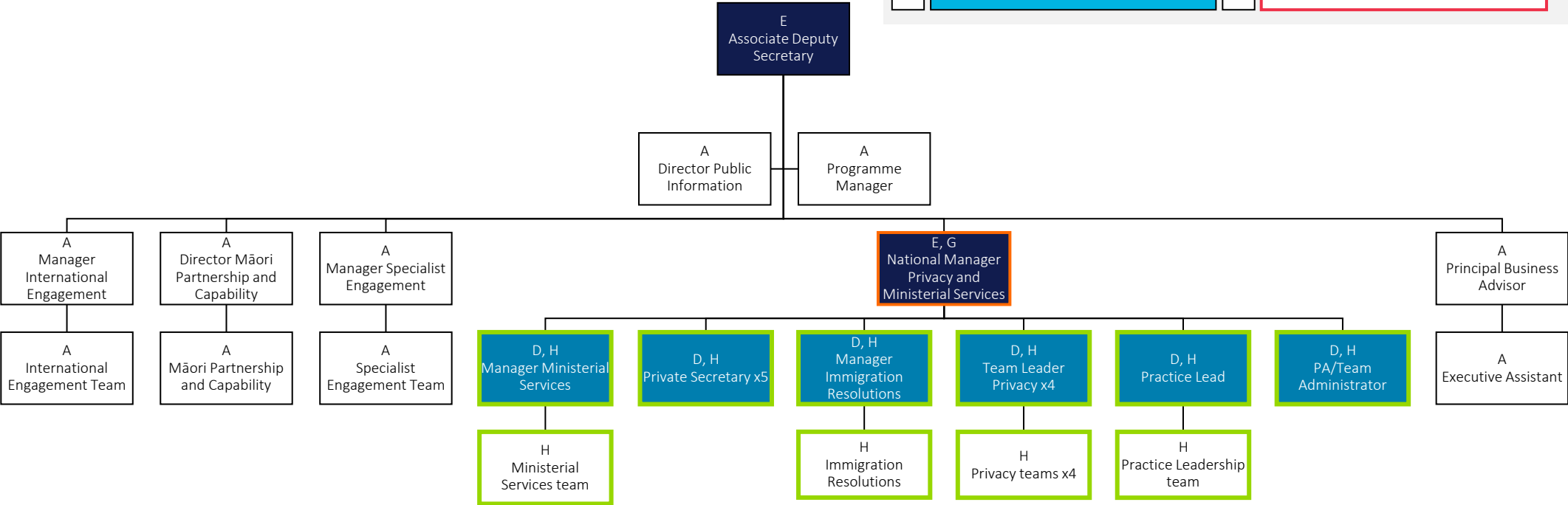
We ask you to consider whether changes under Proposal 3 will achieve our desired outcomes.

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

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

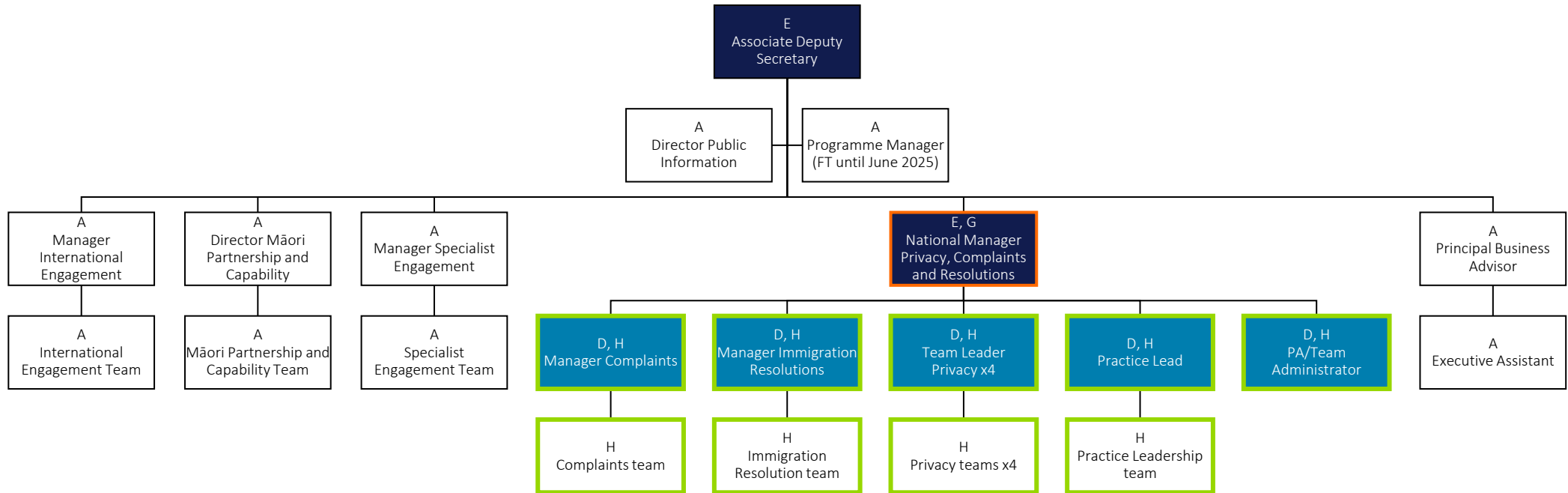
Current organisational chart – Associate Deputy Secretary

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Proposed organisational chart – Associate Deputy Secretary

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Proposal 4 – System Design and Assurance

While there is a need to ensure that we are well set-up to deliver Our Future Services, we will still need to deliver against the ongoing priorities of the Government as well as delivering critical changes as needed. By moving the Operational Policy, Change Delivery and Service Design teams alongside the existing assurance teams and the Business Performance team, we will create a new branch that is responsible for delivering change as well as determining whether we are getting the outcomes expected from this change. This includes understanding capacity for change, and risks where we are unable to prioritise work for delivery. This new branch will ensure that changes are designed effectively, performance is monitored and there is assurance that we are delivering as intended.

There will be a distinction between delivering what is needed for today's operations, and what is needed to deliver the future. We recognise that in practice the System Design and Assurance branch and Our Future Services are interrelated, and that therefore the General Managers and their teams will need to work very closely together. We anticipate that in time matrix management outlined earlier in this document will become a normal way of operating for some teams.

Meanwhile, recognising the change in size of the System Design and Assurance branch, we propose that the Business Support Team should move to that branch, with some change to ensure support for the General Manager Future Services.

Why change is proposed

Grouping these teams together in this branch will achieve several key objectives. It will enhance the quality and consistency of policy design and system delivery by having the assurance of these elements centralised. This move will enable the new System Design and Assurance branch to oversee the design of Government priorities and critical changes alongside evaluation and monitoring of performance, and finally ensuring that all aspects are aligned with strategic goals and regulatory compliance. The necessity of this move is underscored by our commitment to improving service delivery and

operational efficiency whilst ensuring there is space to deliver Our Future Services, thereby enhancing the overall experience and outcomes for our staff and customers.

The following changes are proposed

- The General Manager Assurance position would be disestablished.
- A new General Manager System Design and Assurance position would be established.
- The Principal Business Advisor position would be disestablished.
- A new Principal Advisor position would be established.
- The Head of Governance and the Governance team would have a change of branch from Assurance to the Office of the Deputy Secretary.
- The Head of Governance would have a change of reporting line from the General Manager Assurance to the Chief of Staff.
- The Manager Complaints and the Complaints team would have a change of branch from Assurance to Associate Deputy Secretary.
- The Manager Complaints would have a change of reporting line from General Manager Assurance to National Manager Privacy, Resolutions and Complaints
- The National Manager Business Performance and Business Performance team would have a change of branch and move from Chief Operating Officer Immigration to System Design and Assurance.
- The National Manager Business Performance would have a change of reporting line from Chief Operation Officer Immigration to General Manager System Design and Assurance.

- The Director Operational Policy and Operational Policy team would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The Director Operational Policy would have a change of reporting line from the General Manager Service Design and Implementation to the General Manager System Design and Assurance
- The Director Policy Integration would have a change of branch from Service Design and Implementation to System Design and Assurance and a change of reporting line from the General Manager Service Design and Implementation to the General Manager System Design and Assurance
- The National Manager Service Design and the Service Design team would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The National Manager Service Design would have a reporting line change from the General Manager Service Design and Implementation to the General Manager System Design and Assurance.
- The National Manager Change Delivery and the Change Delivery team would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The National Manager Change Delivery would have a change of reporting line from General Manager Service Design and Implementation to General Manager System Design and Assurance.
- The Business Support Manager and the Business Support team, except for the Executive Assistant, would have a change of branch from Service Design and Implementation to System Design and Assurance.
- The Business Support Manager would have a reporting line change from General Manager Service Design and Implementation to General Manager System Design and Assurance.

- The Executive Assistant would have a change of reporting line from General Manager Assurance to Business Support Manager.
- The Manager Risk and Assurance and Risk and Assurance team would have a change of branch from Assurance to System Design and Assurance.
- The Manager Risk and Assurance would have a change of reporting line from General Manager Assurance to General Manager System Design and Assurance.
- The Manager Quality and Assurance and Quality and Assurance team would have a change of branch from Assurance to System Design and Assurance.
- The Manager Quality and Assurance would have a change of reporting line from General Manager Assurance to General Manager System Design and Assurance.

It is proposed that current incumbent in the General Manager Assurance position is directly reassigned to the position of General Manager System Design and Assurance.

The new position requires the same comparable skills, knowledge and experience that the position of a General Manager requires. The skills and experience for the new position include leading a specialist function at a senior management level in a medium to large public sector or business organisation along with previous experience leading cross system integration in a medium to large public sector or business organisation, connected and contributing to the wider organisation.

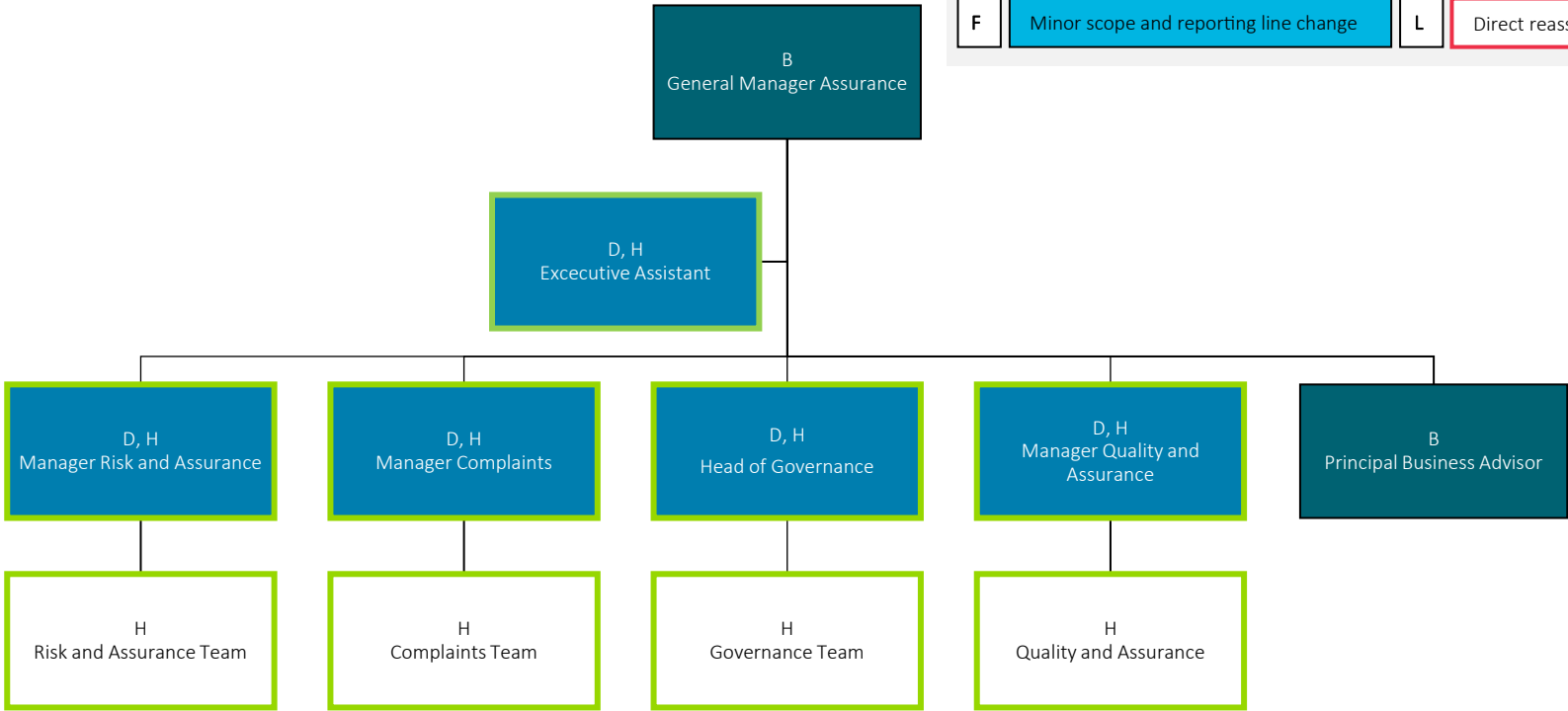
It is proposed that the current incumbent in the Principal Business Advisor position is directly reassigned to the position of Principal Advisor. This has been determined from an assessment of the required responsibilities, skills and experience required for this position. The responsibilities and skills for this position are seen as comparable along with experience which includes working with General Managers and senior leadership teams along with experience in providing strategic and operational advice.

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

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

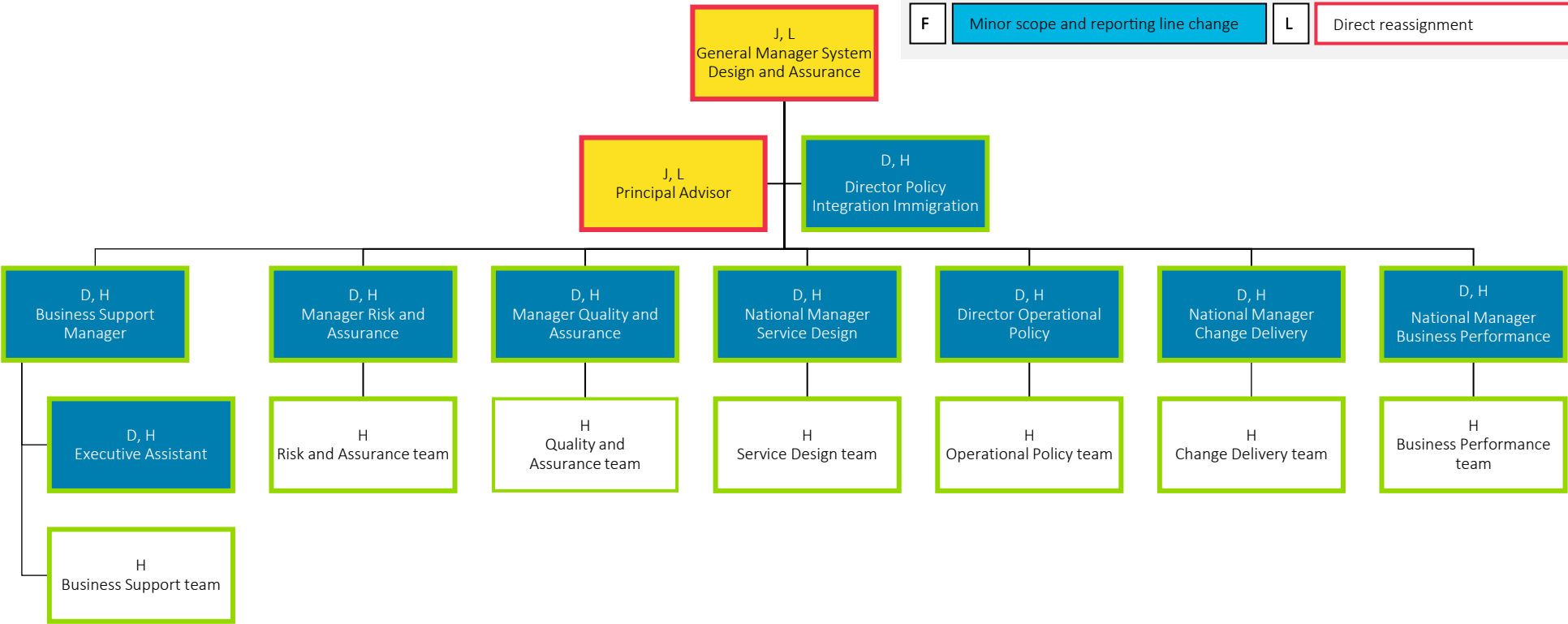
We welcome your thoughts on where Proposal 4 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

Current organisational chart – Assurance



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment

Proposed organisational chart – System Design and Assurance



KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment

Proposal 5 – Chief Operating Officer

The Chief Operating Officer's branch was established to create a strong and capable centre and thus improve our ability to respond to change, maximise visa processing efficiency, and free up our people leaders to be able to focus on leading their people. A number of functions were aligned under the Chief Operating Officer to reinforce that role as being accountable for running operations, with access to all functions that enable operational decisions to be made.

Why change is proposed

We have monitored the effectiveness of the way in which the Chief Operating Officer branch has been working and concluded that a minor change could make the function even more effective. We propose that the Business Performance team would be better suited in the System Design and Assurance branch, to strengthen the monitoring of the immigration system as part of assuring ourselves and key stakeholders that we are delivering as we should.

The following changes are proposed

- The Chief Operating Officer would have a minor scope change.
- The National Manager Business Performance and Business Performance team would have a change of branch and move from Chief Operating Officer Immigration to System Design and Assurance.
- The National Manager Business Performance would have a change of reporting line from Chief Operation Officer Immigration to General Manager System Design and Assurance.

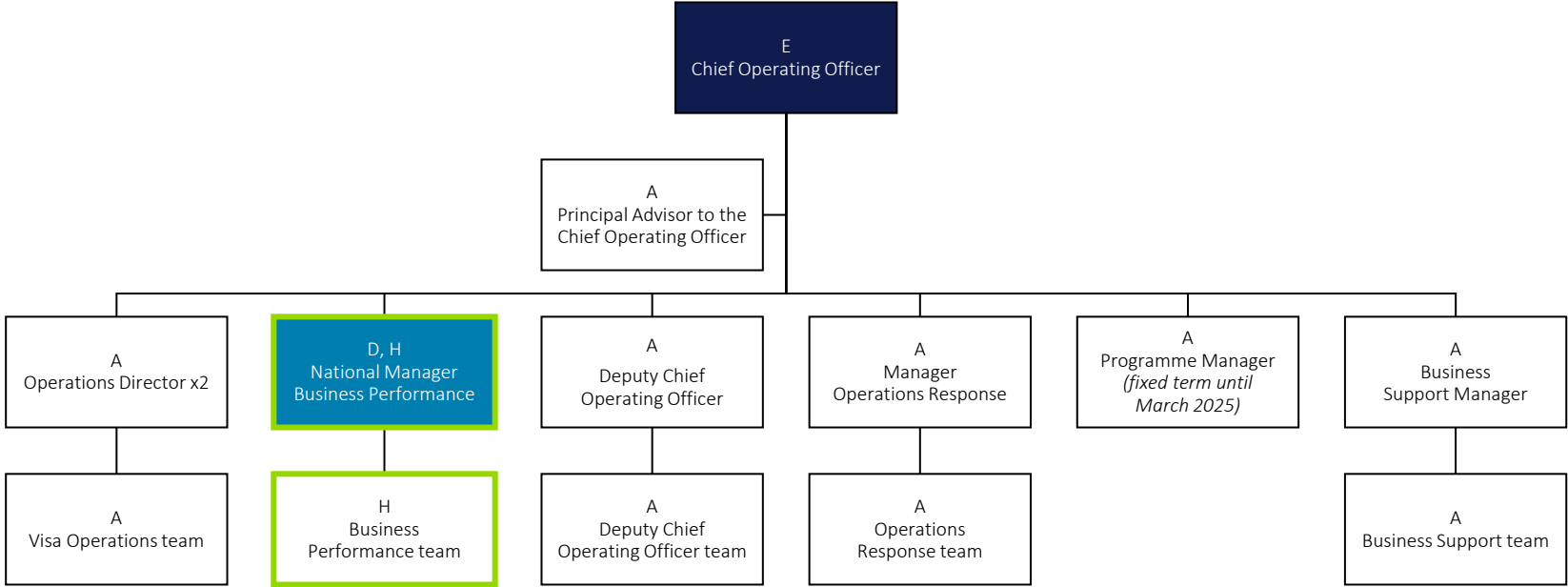
We ask you to consider whether changes under Proposal 5 will achieve our desired outcomes.

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

We welcome your thoughts on where Proposal 5 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

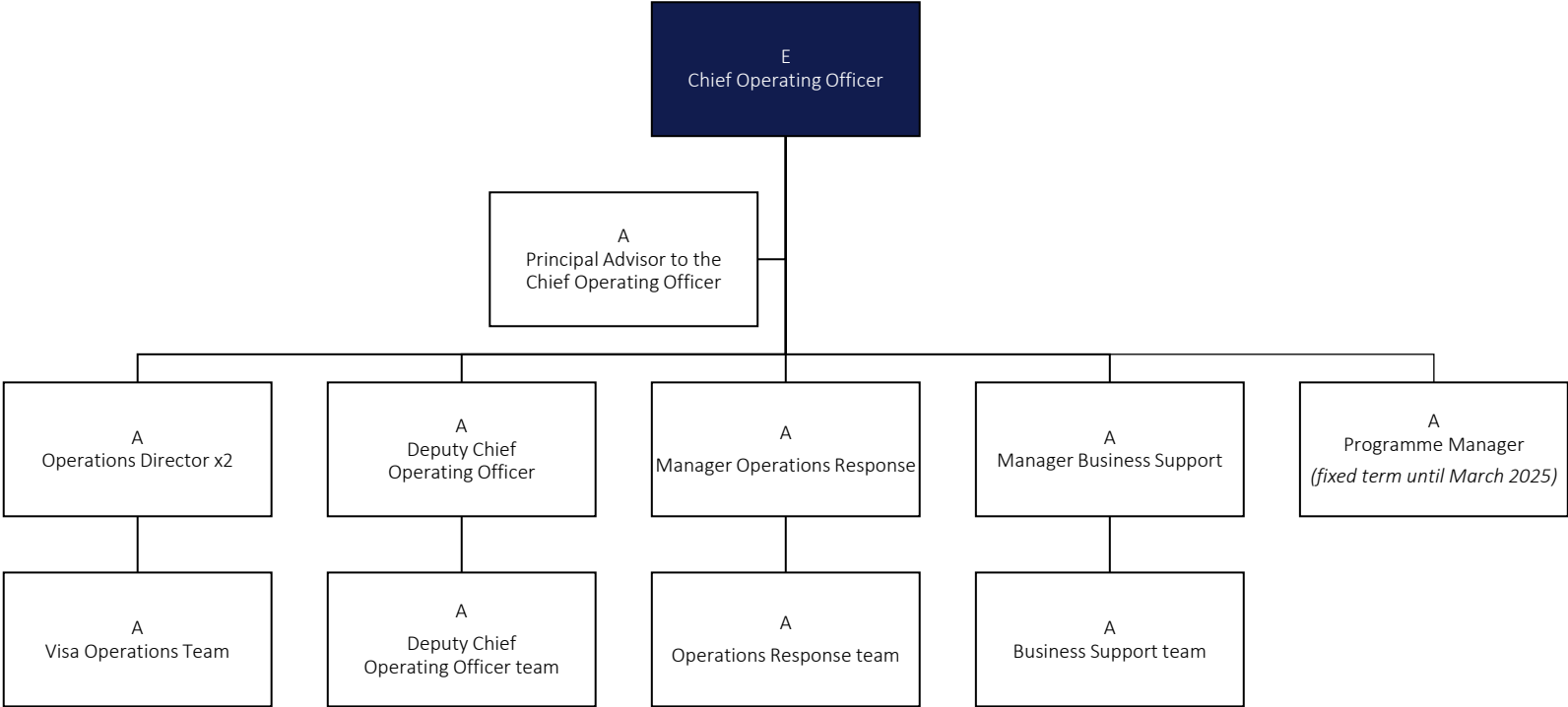
Current organisational chart – Chief Operating Officer

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Proposed organisational chart – Chief Operating Officer

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Proposal 6 – Irregular Migration and Trafficking in Persons

Alongside other key priorities in the Immigration Risk and Border branch, there will be a particular focus on ensuring that the branch is supporting and leading on critical elements of the Our Future Services programme. This includes a number of critical aspects of our risk infrastructure such as the successful delivery of our risk platforms, integrating our risk systems with ADEPT, simplifying and improving our business rules set up, and creating new risk rule repositories. Of particular importance is the building of probabilistic models to ultimately support the increasing automation of low-risk visa applications for particular products. In addition, the embedding of the new operating model in the Border area will also be key to ensuring that we are well placed to continue to play a critical role in both facilitating and protecting New Zealand's border.

Given this context, it is important to ensure that the leadership team of the Risk and Border branch has the ability to focus on delivering these elements which will be critical to our future immigration system. We therefore propose that the Irregular Migration and Trafficking in Persons team moves to the Refugee and Migrant Services branch.

Why change is proposed

The purpose of Refugee and Migrant Services (RMS) is to uphold New Zealand's international humanitarian obligations and commitments and work collaboratively across government, sectors and communities to welcome, protect, and enable migrants and refugees to resettle and thrive in New Zealand. RMS also supports Pacific labour mobility initiatives and capacity building in the Pacific. This is seen as a natural alignment for the Irregular Migration and Trafficking in Persons given its similar humanitarian, international engagement, and stakeholder engagement functions. Situating the Irregular Migration and Trafficking in Persons team within Refugee and Migrant Services will enable greater coordination between these areas and will allow INZ to better leverage the cross-over in these functions.

The following changes are proposed

- The General Manager Risk and Border would have a minor scope change.
- The General Manager Refugee and Migrant Services would have a minor scope change.
- The Irregular Migration and Trafficking in Persons team would have a change of branch from Immigration Risk and Border to Refugee and Migrant Services.
- The Head of Irregular Migration and Trafficking in Persons would have a change in branch and reporting line from General Manager Immigration Risk and Border to General Manager Refugee and Migrant Services

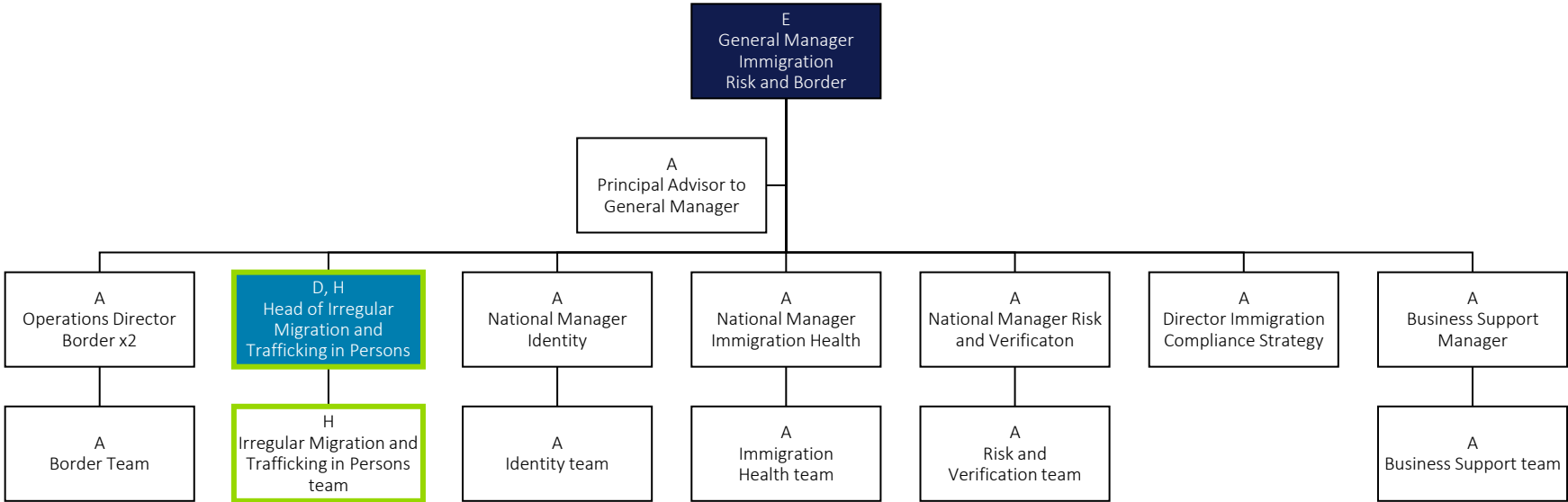
We ask you to consider whether changes under Proposal 6 will achieve our desired outcomes.

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

We welcome your thoughts on where Proposal 6 could be strengthened to better deliver on our change aspirations. If you believe there is an alternative to the changes proposed, please share your thoughts, and include how you see the alternative improving on desired outcomes.

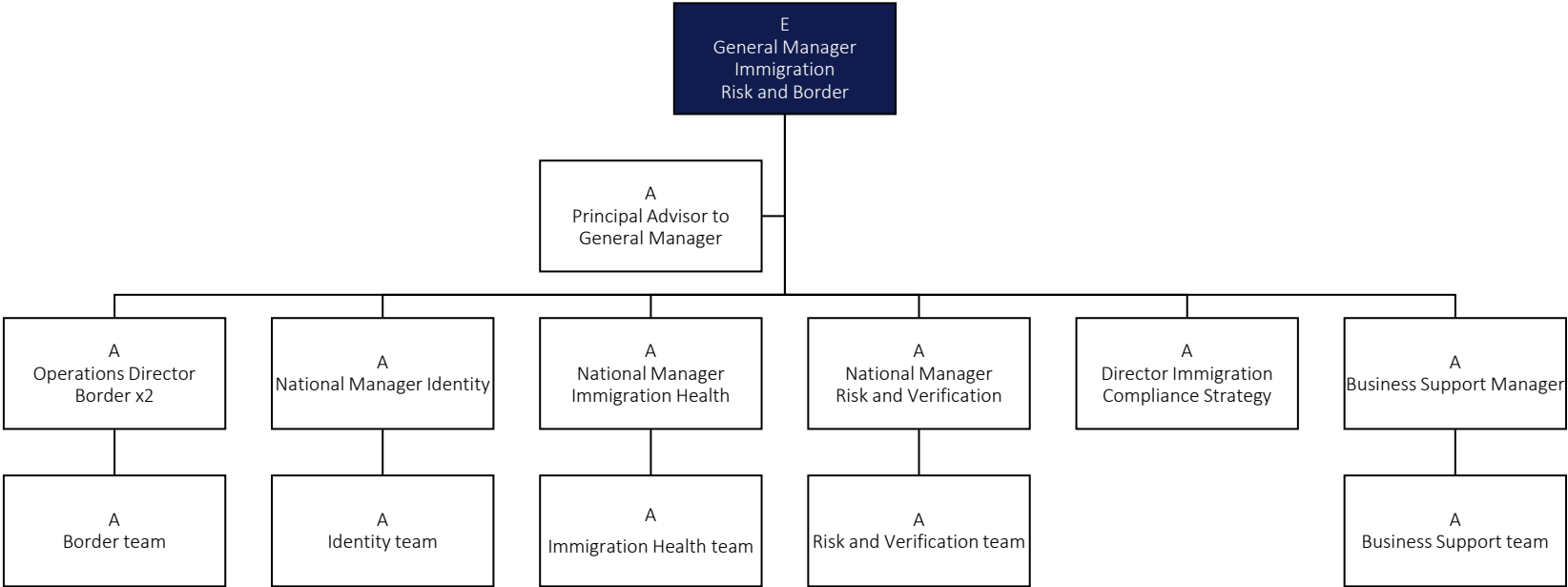
Current organisational chart – Immigration Risk and Border

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



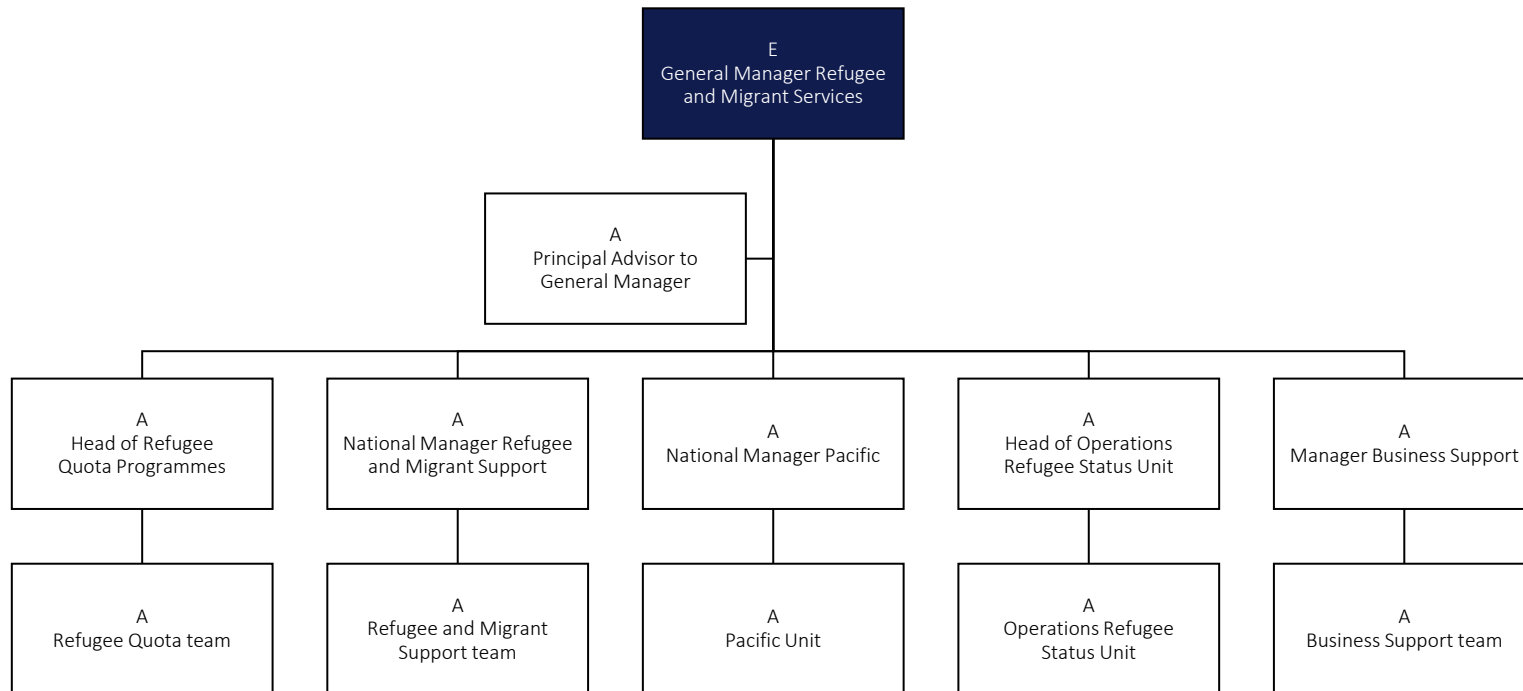
Proposed organisational chart – Immigration Risk and Border

KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Current organisational chart – Refugee and Migrant Services

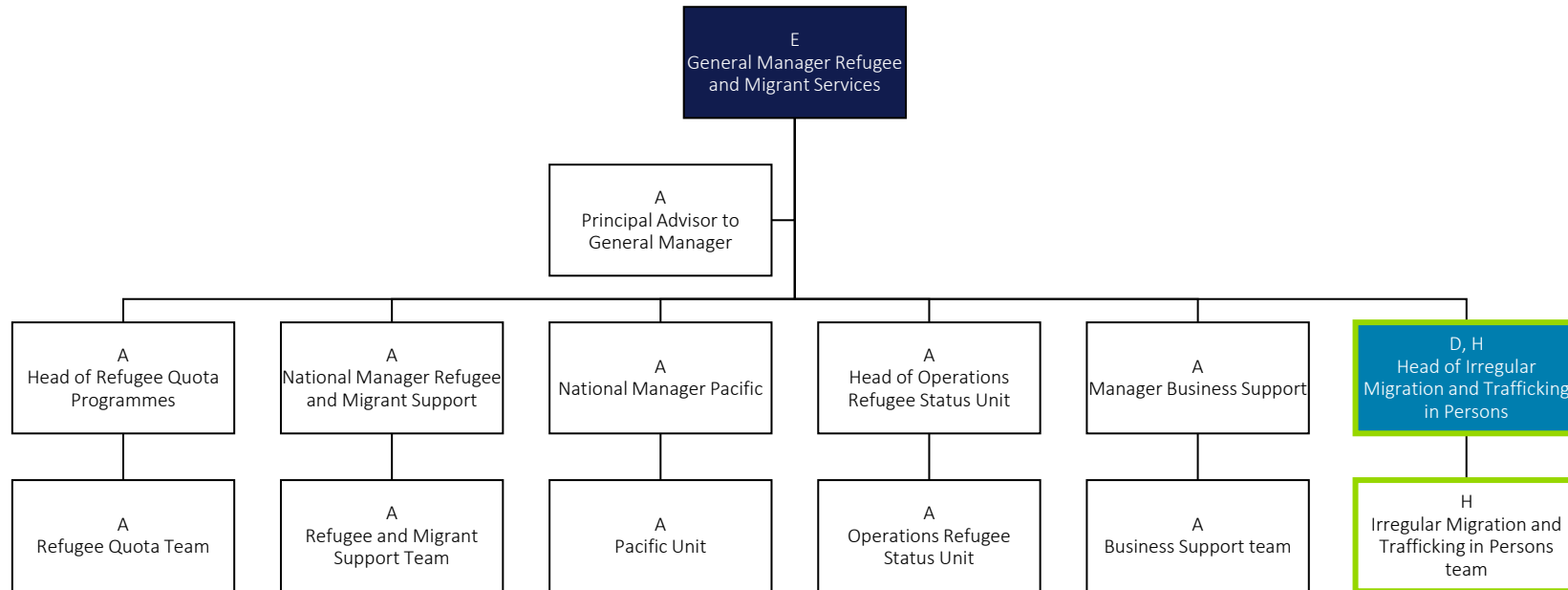
KEY			
A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Proposed organisational chart – Refugee and Migrant Services

KEY

A	No change	G	Position title change
B	Disestablished position	H	Branch/unit change
C	Reduced number of positions	I	Position title and branch/unit change
D	Reporting line change	J	New position
E	Minor scope change	K	Contestable reconfirmation
F	Minor scope and reporting line change	L	Direct reassignment



Summary of proposed changes

Overall proposed changes

Proposed changes	
Number of positions proposed to be disestablished	4
Number of proposed new positions	4
Number of positions proposed as direct reassignment	3
Number of positions proposed to have minor changes such as minor scope, reporting line, branch etc.	224
Overall proposed reduction in FTE	0

Proposed new positions

Proposal	Position title	Reporting line	Branch	Indicative band
1	Chief of Staff	Deputy Secretary Immigration	Office of the Deputy Secretary	23F
2	General Manager Future Services	Deputy Secretary Immigration	Future Services Immigration	23F
4	General Manager System Design and Assurance	Deputy Secretary Immigration	System Design and Assurance	23F
4	Principal Advisor	General Manager System Design and Assurance	System Design and Assurance	V*confirmed sizing as this position is already an established role at MBIE.

Proposed disestablished positions

Proposal	Position title	Reporting line	Branch
1	Director office of the Deputy Secretary	Deputy Secretary Immigration	Office of the Deputy Secretary
2	General Manager Service Design and Implementation	Deputy Secretary Immigration	Service Design and Implementation
4	General Manager Assurance	Deputy Secretary Immigration	Assurance
4	Principal Business Advisor	General Manager Assurance	Assurance

Proposed direct reassignment

Proposal	Position title	Reporting line	Branch
2	General Manager Future Services	Deputy Secretary Immigration	Future Services
4	General Manager System Design and Assurance	Deputy Secretary Immigration	System Design and Assurance
4	Principal Advisor	General Manager System Design and Assurance	System Design and Assurance

Proposed minor change

Proposal	Position title	Branch	Description of change
1	Principal Advisor x2	Office of the Deputy Secretary	Reporting line
1 & 3	Manager Ministerial Services	Office of the Deputy Secretary	Reporting line and branch
1 & 3	Ministerial Services team	Office of the Deputy Secretary	Branch
1 & 3	Private Secretary x5	Office of the Deputy Secretary	Reporting line and branch
1 & 4	Head of Governance	Office of the Deputy Secretary	Reporting line and branch
1 & 4	Governance team	Office of the Deputy Secretary	Branch
2 & 4	Director Operational Policy	System Design and Assurance	Reporting line and branch
2 & 4	Operational Policy	System Design and Assurance	Branch
2 & 4	Director Policy Integration	System Design and Assurance	Reporting line and branch
2 & 4	National Manager Service Design	System Design and Assurance	Reporting line and branch
2 & 4	Service Design team	System Design and Assurance	Branch
2 & 4	National Manger Change Delivery	System Design and Assurance	Reporting line and branch
2 & 4	Change Delivery team	System Design and Assurance	Branch

2	Business Integration Lead	Future Services	Reporting line and branch
2 & 4	Business Support Manager	System Design and Assurance	Reporting line and branch
2 & 4	Business Support team	System Design and Assurance	Branch
2	Executive Assistant	Future Services	Reporting line and branch
2	Director Future Services	Future Services	Reporting line and branch
2	Future Services team	Future Services	Branch
2	Director Continuous Improvement	Future Services	Reporting line and branch
2	Continuous Improvement	Future Services	Branch
2	Director Online Services	Future Services	Reporting line and branch
2	Online Services team	Future Services	Branch
2	Principal Advisor	Future Services	Reporting line and branch
3	Associate Deputy Secretary Immigration	Associate Deputy Secretary	Minor scope
3	National Manager Privacy, Resolutions and Complaints	Associate Deputy Secretary	Minor scope
3	Manager Immigration Resolution	Associate Deputy Secretary	Reporting line
3	Team Leader Privacy x4	Associate Deputy Secretary	Reporting line
3	Practice Lead	Associate Deputy Secretary	Reporting line

3	PA/Team Administrator	Associate Deputy Secretary	Reporting line
3 & 4	Manager Complaints	Associate Deputy Secretary	Reporting line and branch
3 & 4	Complaints team	Associate Deputy Secretary	Branch
4	Executive Assistant	System Design and Assurance	Reporting line
4	Manager Risk and Assurance	System Design and Assurance	Reporting line and branch
4	Risk and Assurance team	System Design and Assurance	Branch
4	Manager Quality and Assurance	System Design and Assurance	Reporting line and branch
4	Quality and Assurance team	System Design and Assurance	Branch
4 & 5	National Manager Business Performance	System Design and Assurance	Reporting line and branch
4 & 5	Business Performance team	System Design and Assurance	Branch
5	Chief Operating Officer	Chief Operating Officer Immigration	Minor scope
6	General Manager Risk and Border	Immigration Risk and Border	Minor scope
6	Head of Irregular Migration and Trafficking in Persons	Refugee and Migrant Services	Reporting line and branch
6	Head of irregular Migration and Trafficking in Persons team	Refugee and Migrant Services	Branch
6	General Manager Refugee and Migrant Services	Refugee and Migrant Services	Minor scope

Appendix 1: Proposed change process

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

Reconfirmation

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

For reconfirmation to apply:

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

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

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

Reassignment

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

For direct reassignment to apply:

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

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

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally.

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

Selection and Expression of Interest (EOI) process

As there are currently no new positions proposed to be filled through an Expression of Interest (EOI) process a proposed EOI process has not been outlined. Should this change, those involved in an EOI process would have the opportunity to provide feedback prior to the EOI process being confirmed.

Secondments and acting arrangements

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

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

Process for casual and fixed term employees

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

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

Appendix 2: Support through change

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, shock, anger, frustration, confusion, scepticism, and impatience. Please ask for support when you need it and remember to be understanding towards your colleagues who may be feeling anxious or distracted. Consider the people you feel most comfortable to reach out to for support as you navigate change, including your whānau – family, friends, kaimahi – colleagues, community and networks.

Wellbeing support and resources

As you navigate and support others through change, remember that you can access the Employee Assistance Programme (EAP) which offers you and your whānau free, confidential counselling services.

- [Employee assistance programme](#)

In addition to EAP, there are a range of people and resources to support you at MBIE:

- Talk to your People Leader
- Contact your union delegate or representative ([PSA](#)) / ([NUPE](#))
- Reach out to the [Wellbeing, Health and Safety Team](#) who can provide a confidential conversation and access to specialised advice.
- Connect with our [Employee-led Networks](#) which help MBIE people connect, engage and learn, and can advocate for the needs of their network members.
- Consider our [hauora wellbeing allowance](#) which enables you to claim a contribution towards the cost of health and wellbeing services.
- Call or text [1737](#) to access free counselling services.

Learning support options

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

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

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

Career development support

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

- Learn more about EAP services: [Access support through EAP](#)
- Learn strategies for [navigating major life choices and transitions](#)