

Immigration New Zealand

Setting Ourselves Up for Our Future Services

Final Change Decisions

27 February 2025

Introduction from Alison McDonald

Tēnā koutou,

I would like to begin by thanking all of those who provided feedback to the Immigration Leadership Team on the change proposal for 'Setting Ourselves Up for Our Future Service'. It was clear from your input that you had thought seriously about what we are trying to do with this change, and about how we can work together most effectively to deliver an outstanding immigration service.

It is very evident that we will continue to operate in a tighter financial environment. For all of us within MBIE, including Immigration New Zealand, that will mean an ongoing focus on reviewing the prioritisation across our different programmes of work, our resourcing allocation decisions, and the size and shape workforce. That is the right thing to do for a responsible public service in any event; the current environment simply reinforces the importance of being intentional about doing that.

Our Immigration Leadership Team is grateful for the comments and recommendations you have shared, and we have considered them very carefully. Some have been adopted, and you will see some alterations to the previous change proposal accordingly. Some have not, and we have tried to explain the logic for why that was. And some were ideas which can't be adopted within the context of this specific change programme, as we have tried hard to keep the impact at the level of reporting line changes only; but they are nonetheless ideas which warrant further thought, and they have been allocated to the relevant General Manager/s for consideration after this change has been finalised.

I feel very confident about the future of Immigration New Zealand. Thanks to the hard work of all teams across our business, we are in a good position in terms of our operational delivery performance. That gives us a strong platform from which to launch

the next phase of 'Our Future Services'. Cabinet has now agreed that we should progress the faster-track version of this programme. The fundamental driver behind the rearrangement of functions within Immigration New Zealand as described in this final change decision document is to enable the Immigration Leadership Team to focus our efforts on driving the delivery of 'Our Future Services'. This needs to be at the heart of our leadership work over the years to come.

All of the Immigration Leadership Team is looking forward to working alongside their teams through the implementation of this change, to keep our momentum going towards operational excellence.

Your feedback touched on your experiences of change, and I recognise that there is a general feeling of fatigue from change and the broader environment we've been working in, which has asked a lot from our people. I'm grateful that despite these challenges you have taken the time to engage with and consider this proposal, showing your commitment to the core role we play as INZ and the impact we have on Aotearoa New Zealand. As we take steps to implement these final change decisions, I encourage you to continue to be kind to yourself and your colleagues and prioritise your wellbeing – through ongoing connection with your people leader, and by considering the range of support options available, covered later in this document.

Ngā mihi nui



Alison McDonald
Deputy Secretary Immigration

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Acknowledging your feedback

We received 12 submissions during the consultation period. These submissions generally concentrated on specific proposals, however there was support for what the change proposal was trying to achieve overall in terms of sharpening focus on our future services and creating a dedicated branch to support this work. A number of alternate proposals were also submitted around reporting lines and structures to achieve the goals I put forward for INZ as part of the case for change.

The following table summarises areas of feedback that were consistent across your submissions. Feedback and responses on specific proposals are set out under each proposal.

General feedback themes		Response
Rationale for change	<ul style="list-style-type: none"> The information provided on the case for change limited your ability to assess the proposal and provide meaningful feedback. 	<ul style="list-style-type: none"> The heart of the proposal is to ensure we are set up to deliver Our Future Services, which is critical for INZ to achieve the shift that the Government expects of us. A key part of this change was how we could best align teams to branches to continue to free up frontline and provide INZ with a branch entirely focused on this critical programme of work for INZ and for MBIE. The proposed realignment of teams to branches was based on distinguishing between delivering what is needed for today's operations, and what is needed to deliver for the future.
Design process	<ul style="list-style-type: none"> The objectives of the proposal could have been socialised across INZ earlier, allowing kaimahi the opportunity to provide potential options that may not have required a restructure. 	<ul style="list-style-type: none"> When approaching change, ILT considered what process would best suit the outcomes we are seeking, balanced against the needs and experience of our people. In this instance, we chose to design the proposal as an ILT, leveraging our extensive knowledge of INZ, representing the motivations and experiences of our respective branches, and with sharp focus on where we want and need to be in the future. While we know that proposing change can be challenging and disruptive for our people, it was evident that moving forward swiftly and with clarity would require formal change. We've sought to minimise disruption by consulting with those who are directly impacted by the proposed changes, considering your feedback carefully, and commit to working with you collaboratively as part of the transition into the new structure so that we can refine how we work together moving forward.

General feedback themes		Response
Change process (direct reassignment)	<ul style="list-style-type: none"> There were questions around how the two General Manager positions could be reconfirmed if the size of the two branches were significantly changing in size i.e. one increasing and one decreasing. 	<ul style="list-style-type: none"> The respective definitions of Reconfirmation and Reassignment were included in the Change Proposal and are also included in Appendix 1 of this document. <p>For direct reassignment to apply:</p> <ul style="list-style-type: none"> <i>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</i> <i>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</i> <i>The salary and other terms and conditions for the position are no less favourable; and</i> <i>Location of the position is in the same local area (note: this need not necessarily mean the same building and/or the same street).</i> Based on these criteria, it was assessed that the two General Managers have the required skills and experience to undertake the new General Manager positions proposed to be established.
Business Support	<ul style="list-style-type: none"> There was seen to be an imbalance of Business Support (and related functions) across INZ. 	<ul style="list-style-type: none"> Previous work had been completed to determine Business Support resourcing for our operational branches of COO, IRB and RMS. While the support provided for these branches is working well, there is still work to do to build-out the provision of Business Support for the Associate Deputy Secretary; Office of the Deputy Secretary; Immigration Design and Assurance; and Our Future Services branches. Further work on Business Support resourcing will be considered and progressed as soon as practicable.

General feedback themes		Response
Restructure fatigue	<ul style="list-style-type: none"> There was a concern raised around the number of restructures that kaimahi are experiencing. 	<ul style="list-style-type: none"> As set out in the Chief Executive's introduction in the proposal document, it was signalled through the implementation of 'MBIE Foundations for the Future' that further change across MBIE may be considered. Carolyn recently shared with our Extended Leadership Team that we should not underestimate the amount of change that shifting from economic development to economic growth will mean for MBIE. The ability to navigate change is a strength of our organisation and we need to be prepared for change to remain part of our environment. It is essential that INZ senior leaders and their teams are optimally set up to focus on what matters and to make sure that Our Future Services are set up to effectively deliver the shift the Government expects of INZ. While change can be challenging, it can also present us with an opportunity to share thoughts and ideas that help to influence and shape the direction of our organisation. You've acted on this opportunity through the feedback you've provided, and in demonstrating that we're listening, it's a priority for ILT that you can move forward in this process with clarity and feel encouraged to continue to explore new ideas and opportunities that will help us to achieve our change aspirations. It's normal to experience impacts to our wellbeing through change, and MBIE has a variety of support services available that recognise and contribute to all aspects of our wellbeing. You can read more about these in Appendix 2, and in addition to these, we encourage you to stay connected to connected and seek support through your networks including whānau – family; friends; kaimahi – colleagues; and community. To ask for alternative support, please talk to your people leader.

Confirming our case for change

As outlined in the change proposal, 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; 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.

What was proposed

The proposal looked ahead to how INZ will need to orient itself to maximise the potential of Our Future Services and maintain equally sharp focus on our core business, by considering how functions are aligned across the Immigration Leadership Team.

Through the proposal, I put forward 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 fulfil this role and ensure successful set-up and delivery of the programme. I 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 have resulted in the 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 proposal looked to 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 Immigration 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 have seen 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 were 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.

Implementation and embedding change

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

Understanding confirmed changes to your position

You can see the confirmed changes to your position by reading the relevant proposal and viewing confirmed organisation charts. More detail about confirmed changes to individual positions is included at the [end of this document](#).

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

The confirmed change process, which determines how we classify impact to our people based on the impact to their position, is included as [Appendix 1](#).

Let us know

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

These decisions have been shared with the Public Service Association (PSA).

Implementation

The process for the positions that are confirmed to be directly reassigned will be completed with appointments to the General Manager positions formally announced across the INZ group once these have been confirmed. Recruitment processes for confirmed new positions will commence as soon as possible.

As part of the final decisions there are a number of reporting line changes. These may take some time to be fully processed across MBIE systems, so they may not all be visible on the date of go-live, but they will take effect as soon as practicable.

Our General Managers and branch People Leaders will work collaboratively to manage the transition of teams and the associated work programmes including welcoming teams into their new branches.

People Leaders and their teams will also work together on adjustments to our operating model, so that we can fine-tune details around how teams will function and work together in the new structure. There will be ongoing work in some areas to design, test, implement and embed new ways of working.

Work in the immediate period will also include operational tasks such as distribution list updates and updates to other systems e.g. MAKO and CAMMS.

To ensure we keep momentum, People Leaders will set up regular review points to track progress, identify pain points and opportunities, and to address issues. Everyone will play an important role in supporting, engaging with, and providing feedback through implementation, mā mahi tahi – by working together as a team.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	Thursday 27 February 2025
Recruitment of new positions	From Thursday 27 February 2025 onwards
‘Go-live’ of new structure	Monday 31 March 2025

Proposal 1 – Office of the Deputy Secretary

Summary of changes proposed

To refocus and strengthen the Office of the Deputy Secretary and to realign the functions which support the Deputy Secretary to lead the Immigration Leadership team, the following was 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.

Your feedback on Proposal 1

Feedback was generally supportive of the move of the Governance team from Assurance to the Office of the Deputy Secretary.

The following table summarises feedback we received about Proposal 1.

Feedback themes		Response
Chief of Staff	<ul style="list-style-type: none"> While there was overall support for the introduction of this position, it was recommended we reconsider the position title. 	<ul style="list-style-type: none"> Following consideration of the feedback, I have agreed to change the title from Chief of Staff to Head of the Office of the Deputy Secretary, INZ.
Governance functions	<ul style="list-style-type: none"> The proposal did not reflect the work that the Governance team performs for the Immigration Regulatory system, which is part of its core governance role. 	<ul style="list-style-type: none"> It is acknowledged that there was a lack of recognition in the proposal of the work the Governance team performs for the Immigration regulatory system. The work of the Governance team includes the immigration regulatory system, including the oversight of the governance, monitoring and overall care of the regulatory framework as it relates to immigration, within MBIE. The Head of the Office of the Deputy Secretary, INZ position description has been updated accordingly as will the position description for the Head of Governance. During the consultation period a vacancy has arisen in the Governance team. Further work will be undertaken to develop a new dedicated position that will have a focus on system governance.
Resourcing levels	<ul style="list-style-type: none"> Levels of resourcing for the Office of the Deputy Secretary may not be adequate. 	<ul style="list-style-type: none"> Once the Head of the Office of the Deputy Secretary, INZ position has been appointed, they will work with team to determine appropriate resourcing levels.
Ministerial Services	<ul style="list-style-type: none"> There was an alternate proposal submitted which would limit the movement of Ministerial Services functions to the Deputy Secretary Office i.e. retain machinery of government core work within Associate Deputy Secretary. Another suggestion was to repurpose the Manager Ministerial Services position to be accountable for Ministerial Services and 	<ul style="list-style-type: none"> We proposed to refocus and strengthen the Office of the Deputy Secretary to provide additional support to the management of issues across INZ and the wider immigration system. Along with the introduction of the Head of the Office of the Deputy Secretary, INZ, we proposed to realign the functions which support the Deputy Secretary to lead the Immigration system i.e.

Feedback themes		Response
	<p>Privacy, remaining in the ADSI branch. It was suggested that we establish a new Team Leader in the Ministerial Services team as an alternative option to a new Manager Privacy position.</p>	<p>strategy, governance, system performance, and the teams which manage Ministerial relationships.</p> <ul style="list-style-type: none"> • This structure in its entirety will strengthen the ability of the office to maintain a high awareness of what is happening in the environment and to be as well prepared as possible to respond to emerging issues. Therefore, we confirm the decision to move the whole Ministerial Services team and the Private Secretaries to the office of the Deputy Secretary.
Staff engagement	<ul style="list-style-type: none"> • There was a feeling that engagement with this proposal may have been hindered due to kaimahi feeling unprepared. The proposal was seen to be announced with little warning and kaimahi may feel that they have been kept out of the loop. 	<ul style="list-style-type: none"> • We recognise the importance of our people feeling prepared for change and supported to engage with the consultation process. This has been balanced against our need to move in-step with the Cabinet process for Our Future Services and be positioned to respond to decisions swiftly. • Recognising that the need for further change had been signalled across MBIE by our Chief Executive, and the increasing pace of development for Our Future Services, we decided to proceed with change to ensure our people would enter 2025 with absolute clarity about the priorities we need to deliver, and success measures for our work. • We have made sure to provide time for the people directly impacted by this proposal, and your feedback communicates that you understand its purpose. We appreciate the commitment you have shown to making the shift that the Government expects of us and considering how we can best achieve this. As outlined in the implementation section of this document, we have committed to continued engagement with you beyond this consultation phase to ensure we transition into our new structure well, maximising as many opportunities as we identify along the way.

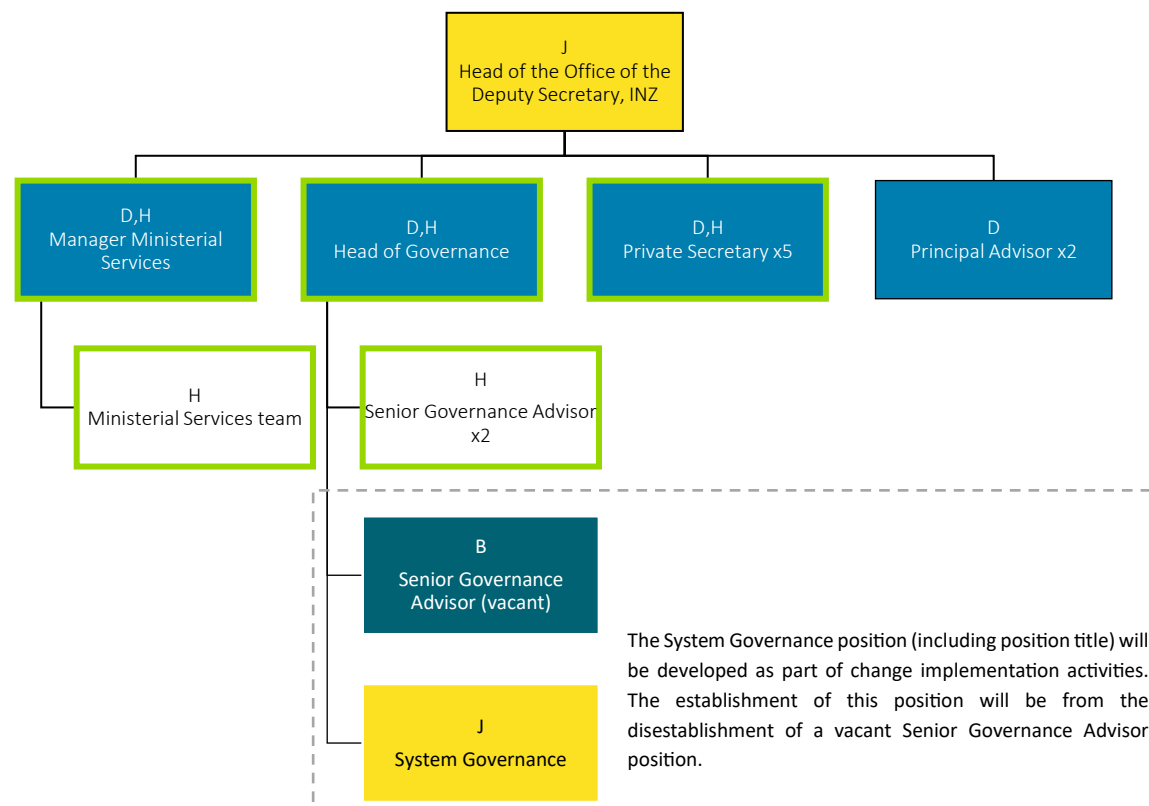
Confirmed changes

Based on the proposal shared and the feedback you have provided, the following changes will be implemented:

1. The Director of the Office of the Deputy Secretary position will be disestablished.
2. A new Head of the Office of the Deputy Secretary, INZ, position will be established.
3. The Manager Ministerial Services and the Ministerial Services team will have a change of branch and move from Associate Deputy Secretary Immigration to Office of the Deputy Secretary.
4. The Manager Ministerial Services will have a change of reporting line from the National Manager Privacy and Ministerial Services to the Head of the Office of the Deputy Secretary, INZ.
5. The five Private Secretary positions will 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 Head of the Office of the Deputy Secretary, INZ.
6. The Head of Governance and the Governance team will have a change of branch from Assurance to the Office of the Deputy Secretary.
7. The Head of Governance will have a change of reporting line from the General Manager Assurance to the Head of the Office of the Deputy Secretary, INZ.
8. A new position related to System Governance (position title to be confirmed), reporting to the Head of Governance, will be established.
9. A recently vacant Senior Governance Advisor position will be disestablished.
10. The two Principal Advisor positions would have a change of reporting line from Director of the Office of the Deputy Secretary to Head of the Office of the Deputy Secretary, INZ.

Confirmed 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



Proposal 2 – Future Services

Summary of changes proposed

We proposed to establish a clear, Senior Responsible Owner for Our Future Services to ensure there would be dedicated leadership effort responsible for the delivery of programme objectives. In proposing to make this change, we would also distinguish the teams that deliver to what is needed for today's operations, from the teams we will need to rely on to deliver for the future. Based on these aims, the following was 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 Immigration 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 Immigration Design and Assurance.
- The Business Support Manager would have a reporting line change from General Manager Service Design and Implementation to General Manager Immigration 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.

Your feedback on Proposal 2

Generally, feedback was supportive of the establishment of the Future Services branch and its ability to focus on an integral programme of work.

The following table summarises feedback we received about Proposal 2.

Feedback themes		Response
Business Architecture	<ul style="list-style-type: none"> There was an alternate proposal for the Principal Business Architect to sit within the Future Services branch, to maintain a view of business capabilities and how they sit within a future state operating model. 	<ul style="list-style-type: none"> A key objective of the change proposal was to align whole teams to branches distinguishing between delivering what is needed for today's operations and what is needed to deliver for the future. Based on this, Principal Business Architect role will remain within its current team structure. As we grow Our Future Services and consider what other roles may be needed in the branch, secondary changes may be looked at by the General Manager Future Services.
Business Product Owners reporting line	<ul style="list-style-type: none"> There was an alternate proposal for the Business Product Owners to report to the Director Online Services as it was seen to be a better alignment. There was an alternate proposal for the Business Product Owner NZeTA to move to the COO supporting the Director Visa (Border). 	<ul style="list-style-type: none"> A key objective of the change proposal was to align whole teams to branches. Based on this, the Business Product Owner roles will remain within their current team structure. As we grow Our Future Services and consider what other roles may be needed in the branch, secondary changes may be looked at by the General Manager Immigration Design and Assurance.
Immigration Change Pipeline	<ul style="list-style-type: none"> There was an alternate proposal to move the Immigration Change Pipeline to Future Services branch as there could be synergies and values in doing so. 	<ul style="list-style-type: none"> The Change Pipeline is focused on prioritising change activity outside of Our Future Services. Resources for the programme will be ring-fenced to work 100% on the programme and cannot be shifted to other priorities from within the team. Prioritisation for Our Future Services will occur within the programme and isn't dependent on prioritisation against policy or critical change activity.
Online Services working relationships and priorities	<ul style="list-style-type: none"> Question raised on how working relationships and the alignment of priorities will be maintained across two different branches. 	<ul style="list-style-type: none"> As we have learned through realignments of INZ and MBIE functions over time, changes to structure and reporting lines do not limit our working relationships, nor how effectively we work together.

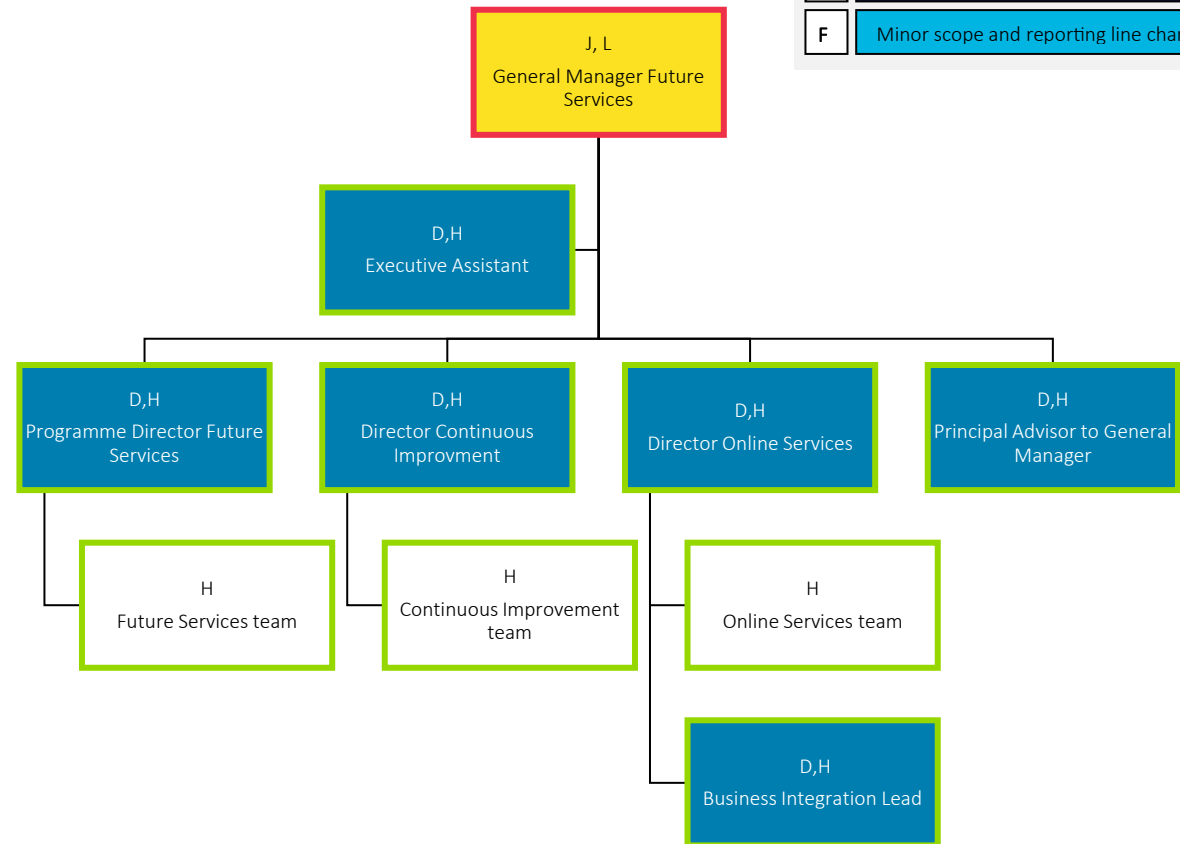
Feedback themes		Response
		<ul style="list-style-type: none"> As part of implementation and ongoing activities People Leaders and their teams across both branches will need to discuss and agree on how they will engage, how open communication will work along with defining roles and responsibilities.
Operational Policy	<ul style="list-style-type: none"> It was raised that there may be challenges to working in matrix management as policy work is closely linked to the work of Future Services. View that a move to Immigration Design and Assurance may inhibit alignment of policy changes with the Future Services programme. Comment that there is not enough current resource for Operational Policy and will this proposal make it even more scarce. 	<ul style="list-style-type: none"> The success of multi-disciplinary teams is dependent on clearly defined roles and responsibilities and having the right capabilities leading the delivery of the programme initiatives. Everyone will be trained in agreed delivery model methods and for people to have the right level of support and training to increase their capability. As set out above, there will need to be agreed ways or working and work plans between the respective teams. Resourcing of the team will be looked at and considered by the General Manager Immigration Design and Assurance as part of BAU.

Confirmed changes

1. The General Manager Service Design and Implementation position will be disestablished.
2. A new General Manager Future Services position will be established.
3. The current incumbent in the General Manager Service Design and Implementation position will be directly reassigned to the position of General Manager Future Services.
4. The Director Operational Policy and Operational Policy team will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
5. The Director Operational Policy will have a change of reporting line from the General Manager Service Design and Implementation to the General Manager Immigration Design and Assurance
6. The Director Policy Integration will have a change of branch from Service Design and Implementation to Immigration Design and Assurance and a change of reporting line from the General Manager Service Design and Implementation to the General Manager Immigration Design and Assurance
7. The National Manager Service Design and the Service Design team will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
8. The National Manager Service Design will have a reporting line change from the General Manager Service Design and Implementation to the General Manager Immigration Design and Assurance.
9. The National Manager Change Delivery and the Change Delivery team, except for the Business Integration Lead, will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
10. The National Manager Change Delivery will have a change of reporting line from General Manager Service Design and Implementation to General Manager Immigration Design and Assurance.
11. The Business Integration Lead will 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.
12. The Business Support Manager and the Business Support team, except for the Executive Assistant, will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
13. The Business Support Manager will have a reporting line change from General Manager Service Design and Implementation to General Manager Immigration Design and Assurance.
14. The Executive Assistant will 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.
15. The Programme Director Future Services and the Future Services team will have a change of branch from Service Design and Implementation to Future Services.
16. The Programme Director Future Services will have a change of reporting line from General Manager Service Design and Implementation to General Manager Future Services.
17. The Director Continuous Improvement and the Continuous Improvement team will have a change of branch from Service Design and Implementation to Future Services.
18. The Director Continuous Improvement will have a change of reporting line from General Manager Service Design and Implementation to General Manager Future Services.

19. The Director Online Services and the Online Services team will have a change of branch from Service Design and Implementation to Future Services.
20. The Director Online Services will have a change of reporting line from General Manager Service Design and Implementation to General Manager Future Services.
21. The Principal Advisor will 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.

Confirmed 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

Summary of changes proposed

To support the Chief of Staff and the Deputy Secretary with the oversight of matters which impact on our authorising environment's trust and confidence in the immigration service, and the alignment of functions which impact directly on INZ's support to the Minister of Immigration and the Chief Executive of MBIE, the following was 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 the 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, Complaints and Resolutions.
- The Manager Immigration Resolutions would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Complaints and Resolutions.
- The four Team Leader Privacy positions would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Complaints and Resolutions.
- The Practice Lead would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Complaints and Resolutions.
- The PA/Team Administrator would have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Complaints and Resolutions.

Your feedback on Proposal 3

The following table summarises feedback we received about Proposal 3.

Feedback themes		Response
Reporting line for PA/Team Administrator	<ul style="list-style-type: none"> There was an alternate proposal to move the reporting line for the PA/Team Administrator to the Principal Business Advisor. 	<ul style="list-style-type: none"> Previous work had been completed to determine Business Support resourcing for the operational teams. Following on from this change process, and once our new structure is in place, further consideration will be given to business support resourcing across the non-operational branches within INZ.
National Manager, Privacy, Complaints and Resolutions	<ul style="list-style-type: none"> Feedback was received around the capacity of the National Manager Privacy, Complaints and Resolutions to successfully support the Privacy Team Leaders and their respective teams (around 40 kaimahi in total). To provide more dedicated support and people leadership to the Team Leaders and Practice Lead, a proposal to create a new Manager Privacy position was submitted. It was proposed that the Manager Privacy would build the overall capacity of the team to ensure quality and consistency of practices in relation to the team's work. The role would also provide expertise on complex decision making and contributes insights and issue analysis. Feedback also raised concerns for the potential of a conflict of interest to exist with the Complaints team joining the same unit. Two proposals were provided to mitigate this: <ol style="list-style-type: none"> 1: Inclusion of the Manager Privacy. 2: Combining the Resolutions and Privacy teams under one manager position. 	<ul style="list-style-type: none"> We acknowledge the thought behind this feedback and agree with the rationale provided. Therefore, a new Manager Privacy position will be established. The National Manager Privacy, Complaints and Resolutions and Associate Deputy Secretary Immigration will undertake the creation of this new position and recruitment will be conducted as part of change implementation activities.

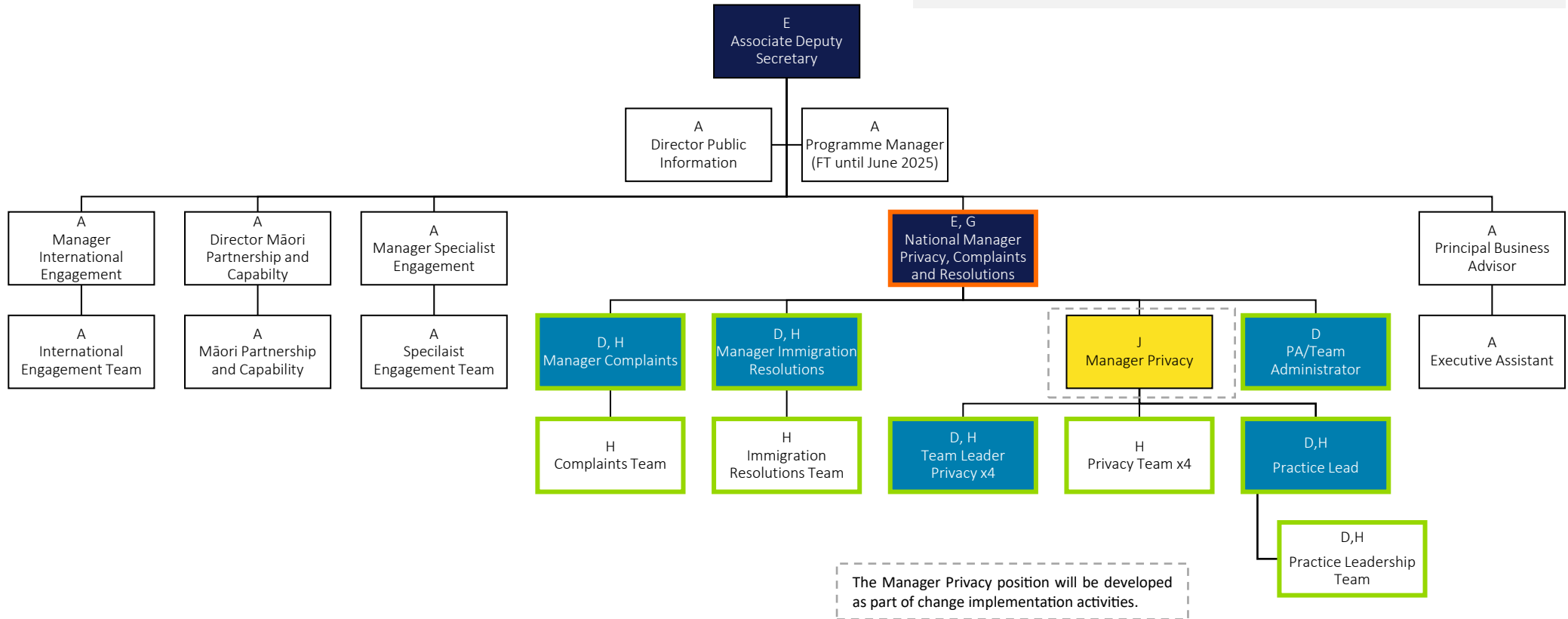
Feedback themes	Response
Complaints team branch location <ul style="list-style-type: none"> • The team should remain in Immigration Design and Assurance due to concerns around potential conflicts of interest between the Resolutions, Privacy and Complaints team. • Keeping the Complaints team separate so that first- and second line reporting functions are not going to the same manager was considered to be best practice. 	<ul style="list-style-type: none"> • The rationale for this move is to further strengthen the Associate Deputy Secretary's oversight over matters which impact on our authorising environment's trust and confidence in the immigration service. The Complaints team is a vital component of this. • The point about potential conflicts of interest is acknowledged, in respect to scenarios where the Complaints team provides first-line investigation of complaints about colleagues within Immigration New Zealand. Complaints might arise about any aspect of INZ's service design and delivery, however, and it is important to protect the integrity and of our investigations irrespective of where the line management sits. • The Manager Risk and Assurance will be tasked to work with the MBIE Integrity team to provide recommendations about processes and protections to maintain the integrity of the Complaints team's investigations. As set out earlier, a new Manager Privacy position will be established to provide further separation between layers of management within the branch.

Confirmed changes

1. The Associate Deputy Secretary will have a minor scope change.
2. The National Manager Privacy and Ministerial Services will have a minor scope and position title change to National Manager Privacy, Complaints and Resolutions.
3. The Manager Ministerial Services and the Ministerial Services team will have a change of branch and move from Associate Deputy Secretary Immigration to Office of the Deputy Secretary.
4. The Manager Ministerial Services will have a change of reporting line from the National Manager Privacy and Ministerial Services to the Head of the Office of the Deputy Secretary, INZ.
5. The five Private Secretary positions will 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 Head of the Office of the Deputy Secretary, INZ.
6. The Manager Complaints and the Complaints team will have a change of branch from Assurance to Associate Deputy Secretary.
7. The Manager Complaints will have a change of reporting line from General Manager Assurance to National Manager Privacy, Complaints and Resolutions.
8. The Manager Immigration Resolutions will have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Complaints and Resolutions.
9. A new position of Manager Privacy will be established which will report to the position of National Manager Privacy, Complaints and Resolutions. This position will be established by repurposing a vacant role, achieved via attrition as productivity gains have been achieved in the privacy area. There will not therefore be an overall increase in headcount.
10. The four Team Leader Privacy positions will have a change of reporting line from National Manager Privacy and Ministerial Services to Manager Privacy.
11. The Practice Lead will have a change of reporting line from National Manager Privacy and Ministerial Services to Manager Privacy.
12. The PA/Team Administrator will have a change of reporting line from National Manager Privacy and Ministerial Services to National Manager Privacy, Complaints and Resolutions.

Confirmed 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	L	Direct reassignment



Proposal 4 – System Design and Assurance

Summary of changes proposed

To support the delivery of the ongoing Government priorities, along with ensuring that critical changes are designed effectively, performance is monitored and there is assurance that we are delivering as intended; the following was 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 to General Manager 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, Complaints and Resolutions.
- 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 Operating 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.

Your feedback on Proposals 4 and 5

There was connection between the feedback provided in relation to Proposals 4 and 5, mostly around the proposed movement of teams. For simplicity, the following table summarises feedback we received about both proposals.

Feedback themes		Response
Branch name	<ul style="list-style-type: none"> There was confusion around the proposed name of the System Design and Assurance branch, based on feeling 'system' could be misinterpreted as related to ICT systems. 	<ul style="list-style-type: none"> We acknowledge this feedback and have decided to call the branch 'Immigration Design and Assurance'. We've referred to the branch under this name for the rest of the responses in this table.
Service Design	<ul style="list-style-type: none"> There was question around the rationale for separating Service Design from Our Future Services. 	<ul style="list-style-type: none"> In considering which teams could report to the General Manager Future Services, and which could report to the General Manager Immigration Design and Assurance, we thought about the distinction between delivering what is needed for today's operations, and what is needed to deliver the future. It is recognised 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.
Business Performance	<ul style="list-style-type: none"> There were questions asked about what metrics will be used to measure if the change has achieved its objectives. Concern around the location of the team i.e. moving from the COO. There was an alternate proposal around establishing a new branch for Immigration Planning and Performance or expanding the business unit. 	<ul style="list-style-type: none"> The core objective of the change is to free up leadership attention to focus on delivering Our Future Services. In addition to the success measures put forward in the proposal and at the beginning of this document as part of the case for change, we will know that the change has achieved its objectives when Our Future Services is successfully delivered. Tangible measures to track this will be available through the programme reporting and monitored by the relevant Governance Board. Changes to structure and reporting lines do not limit our working relationships, nor how effectively we work together. A recent example is the Customer branch who continue to work effectively with INZ despite moving to Te Whakatairanga group. We are therefore confident that our people will

Feedback themes		Response
		<p>continue to work well together irrespective of where their managers are. Indeed, Our Future Services will rely on our ability to do this.</p> <ul style="list-style-type: none"> As above, the objective of the change proposal was to ensure that we are as well postured as we can be to deliver Our Future Services without increasing the overall number of branches. It is therefore not an option to create a new branch for Planning and Performance, or to expand the business unit. Building upon our insights to inform our future services will be critical. This is best positioned in a branch that has full oversight of the Immigration system. We therefore believe that bringing Business Performance closer to the central Immigration Design and Assurance function will strengthen its impact and its value to the business and will proceed with changes as proposed.
Risk and Assurance	<ul style="list-style-type: none"> As the General Manager Service Design and Implementation had a large number of direct reports, it was raised the General Manager Immigration Design and Assurance may face the same issue with increases to the size and scope of the Immigration Design and Assurance branch. There were alternate proposals to manage numbers by moving the Risk and Assurance team to the Chief of Staff or to the Associate Deputy Secretary. 	<ul style="list-style-type: none"> While we acknowledge there is change to the size and scope of the Immigration Design and Assurance branch, relative to the Assurance branch, we have considered the balance of responsibilities across ILT as part of this change and are confident that the scope of the new branch will be manageable, especially through bringing like functions together. It is more appropriate for a risk function to sit independently outside of the Office of the Deputy Secretary and the Associate Deputy Secretary, and therefore it will remain with the Immigration Design and Assurance branch as proposed.
Branch size/Impact on Operational Policy	<ul style="list-style-type: none"> The size of the new Immigration Design and Assurance branch will be significantly larger than the current Assurance branch. There was concern that the ongoing demands of the new branch on the General Manager's time may impact Operational Policy's ability to meet its deadlines when it is already under political and media scrutiny. 	<ul style="list-style-type: none"> The General Manager Immigration Design and Assurance will prioritise their time accordingly and will work closely with their direct reports on where the priority areas and how teams can be best supported. Kaimahi are encouraged to continue to raise any concerns they have with their mahi or its delivery directly with their People Leader so that these can be addressed as early as possible.

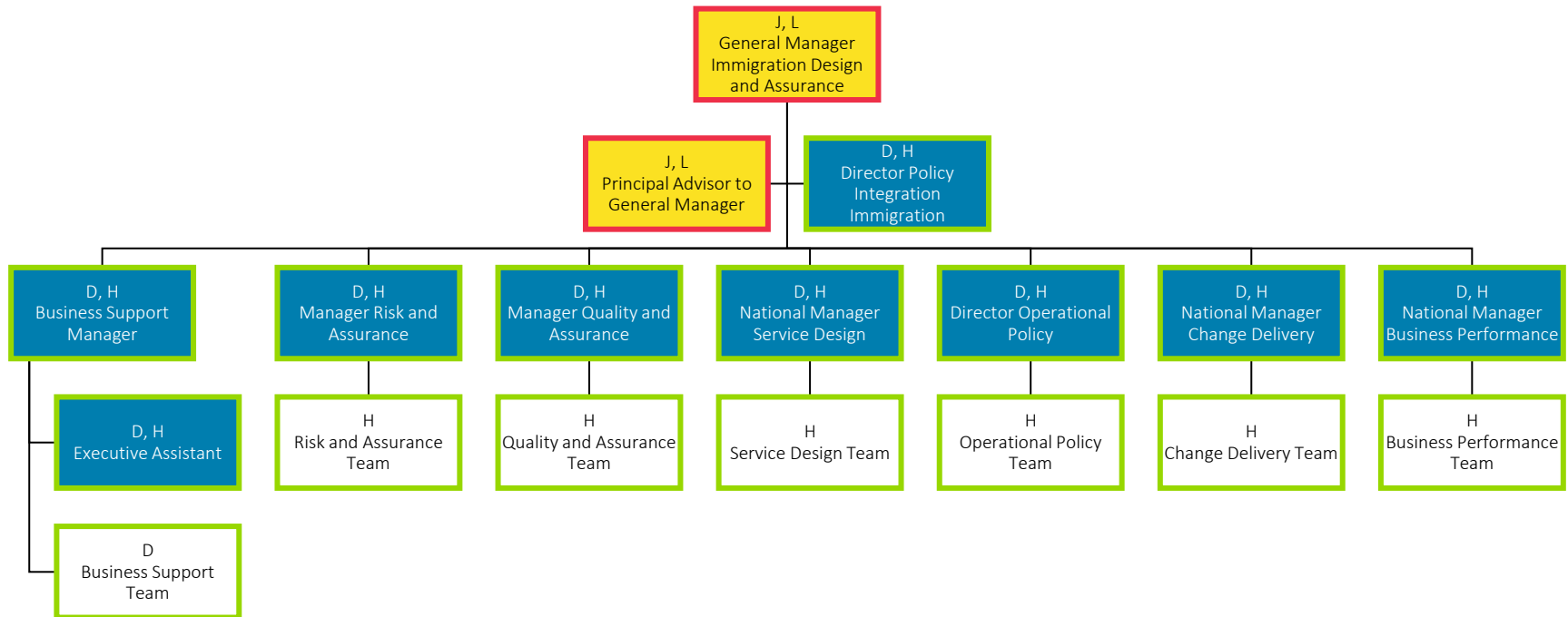
Confirmed changes

1. The General Manager Assurance position will be disestablished.
2. A new General Manager Immigration Design and Assurance position will be established.
3. The current incumbent in the General Manager Assurance position will be directly reassigned to the position of General Manager Immigration Design and Assurance.
4. The Principal Business Advisor position will be disestablished.
5. A new Principal Advisor to General Manager position will be established.
6. The current incumbent in the Principal Business Advisor position will be directly reassigned to the position of Principal Advisor to the General Manager.
7. The Head of Governance and the Governance team will have a change of branch from Assurance to the Office of the Deputy Secretary.
8. The Head of Governance will have a change of reporting line from the General Manager Assurance to the Head of the Office of the Deputy Secretary, INZ.
9. The Manager Complaints and the Complaints team will have a change of branch from Assurance to Associate Deputy Secretary.
10. The Manager Complaints will have a change of reporting line from General Manager Assurance to National Manager Privacy, Complaints and Resolutions.
11. The National Manager Business Performance and Business Performance team will have a change of branch and move from Chief Operating Officer Immigration to Immigration Design and Assurance.
12. The National Manager Business Performance will have a change of reporting line from Chief Operating Officer Immigration to General Manager Immigration Design and Assurance.
13. The Director Operational Policy and Operational Policy team will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
14. The Director Operational Policy will have a change of reporting line from the General Manager Service Design and Implementation to the General Manager Immigration Design and Assurance.
15. The Director Policy Integration will have a change of branch from Service Design and Implementation to Immigration Design and Assurance and a change of reporting line from the General Manager Service Design and Implementation to the General Manager Immigration Design and Assurance.
16. The National Manager Service Design and the Service Design team will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
17. The National Manager Service Design will have a reporting line change from the General Manager Service Design and Implementation to the General Manager Immigration Design and Assurance.
18. The National Manager Change Delivery and the Change Delivery team will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
19. The National Manager Change Delivery will have a change of reporting line from General Manager Service Design and Implementation to General Manager Immigration Design and Assurance.

20. The Business Support Manager and the Business Support team, except for the Executive Assistant, will have a change of branch from Service Design and Implementation to Immigration Design and Assurance.
21. The Business Support Manager will have a reporting line change from General Manager Service Design and Implementation to General Manager Immigration Design and Assurance.
22. The Executive Assistant will have a change of reporting line from General Manager Assurance to Business Support Manager.
23. The Manager Risk and Assurance and Risk and Assurance team will have a change of branch from Assurance to Immigration Design and Assurance.
24. The Manager Risk and Assurance will have a change of reporting line from General Manager Assurance to General Manager Immigration Design and Assurance.
25. The Manager Quality and Assurance and Quality and Assurance team will have a change of branch from Assurance to Immigration Design and Assurance.
26. The Manager Quality and Assurance will have a change of reporting line from General Manager Assurance to General Manager Immigration Design and Assurance.

Confirmed organisational chart – Immigration 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	L	Direct reassignment



Proposal 5 – Chief Operating Officer

Summary of changes proposed

It was proposed that the Business Performance function would be realigned to the Immigration 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. Based on this, the following was 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 Operating Officer Immigration to General Manager System Design and Assurance.

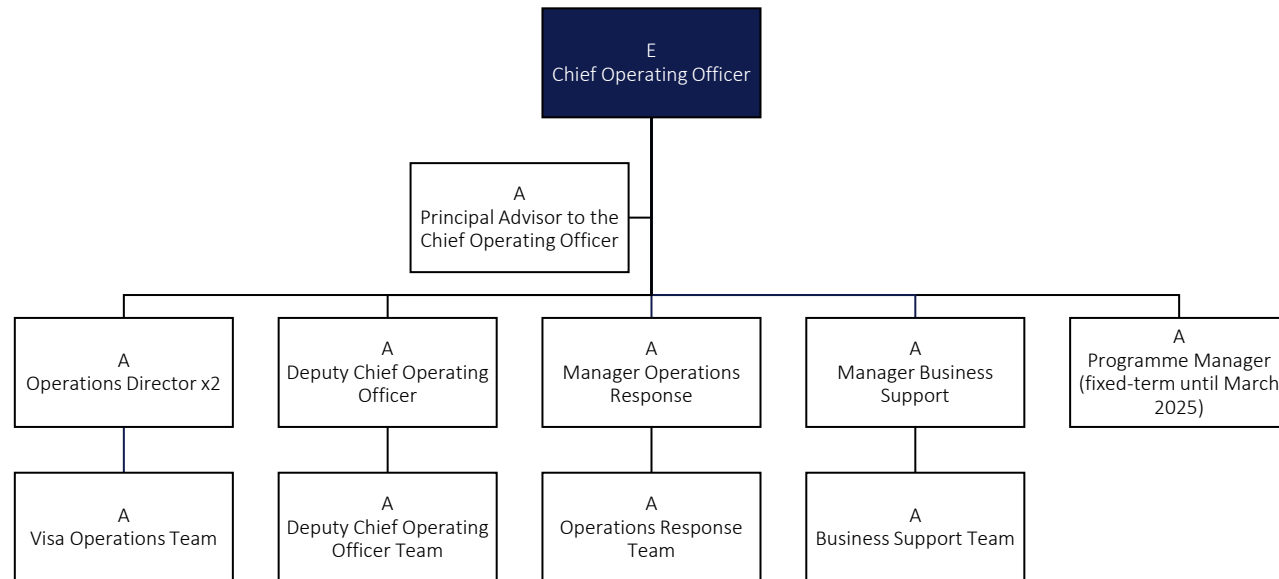
Feedback on this proposal has been included as part of [Proposal 4](#).

Confirmed changes

1. The Chief Operating Officer will have a minor scope change.
2. The National Manager Business Performance and Business Performance team will have a change of branch and move from Chief Operating Officer Immigration to Immigration Design and Assurance.
3. The National Manager Business Performance will have a change of reporting line from Chief Operating Officer Immigration to General Manager Immigration Design and Assurance.

Confirmed 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	L	Direct reassignment



Proposal 6 – Irregular Migration and Trafficking in Persons

Summary of changes proposed

It was proposed that the Irregular Migration and Trafficking in Persons team would be realigned to Refugee and Migrant Services branch given its humanitarian, international engagement, and stakeholder engagement functions. Based on this, the following was 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.

Your feedback on Proposal 6

Feedback was generally supportive of the Irregular Migration and Trafficking in Persons (IMTIP) team moving to Refugee and Migrant Services.

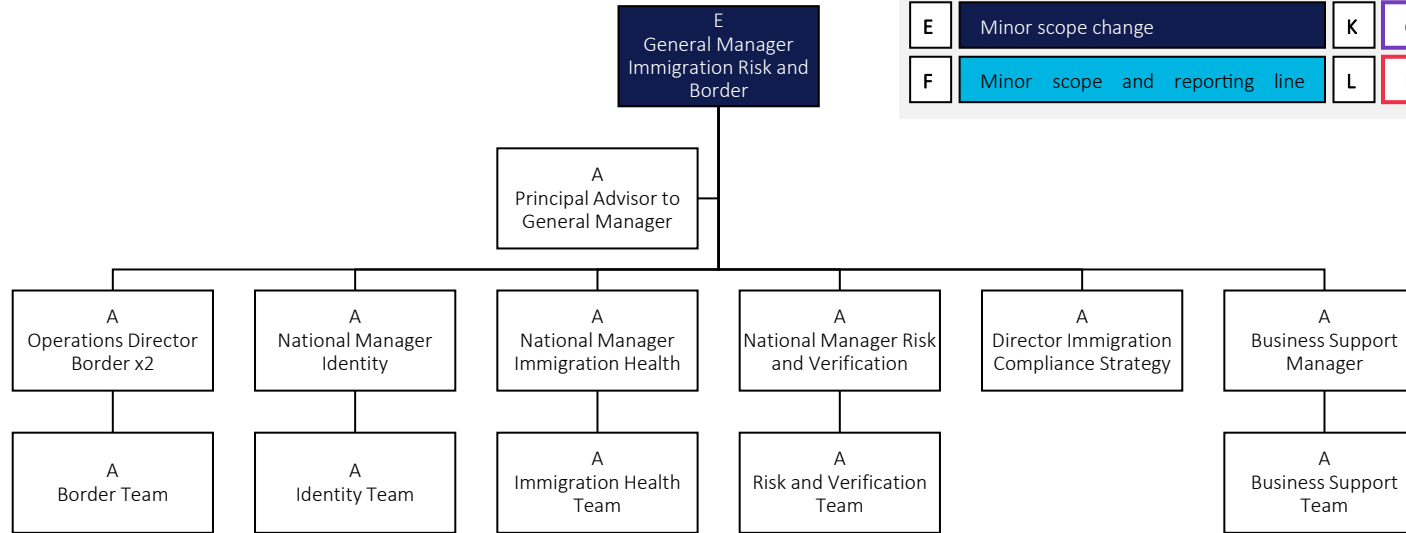
The following table summarises feedback we received about Proposal 6:

Feedback themes		Response
Connections with new branch	<ul style="list-style-type: none"> Given the different mandates of the IMTIP team and that of Refugee and Migrant Services, merging the two areas may cause some kaimahi to feel apprehensive. 	<ul style="list-style-type: none"> As part of the implementation process activities around welcoming the IMTIP will be established to provide an opportunity for new connections to be established and built upon.
Team resourcing	<ul style="list-style-type: none"> There is a current proposal to increase resourcing in the team, which is sitting with the General Manager Immigration Risk and Border. 	<ul style="list-style-type: none"> The work on reviewing team resourcing will continue. The General Manager IRB and General Manager RMS will hold active discussions on the proposal.
Team name	<ul style="list-style-type: none"> Proposal for a team name change to 'Countering People Trafficking and Smuggling' to signal that the team has a specific role relating to trafficking and smuggling, consistency with international partners, and making clear the role and mandate of the team. 	<ul style="list-style-type: none"> It is agreed that a change to the name of the team has merit. Following the implementation of this change process, a suite of work will be completed which will include consideration of a new team name and an update to position titles and position descriptions that will more accurately reflect the responsibilities of the roles and the work of the team. Until this work has been completed the team name will remain as Irregular Migration and Trafficking in Persons.

Confirmed changes

1. The General Manager Immigration Risk and Border would have a minor scope change.
2. The General Manager Refugee and Migrant Services would have a minor scope change.
3. 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.
4. The Irregular Migration and Trafficking in Persons team would have a change of branch from Immigration Risk and Border to Refugee and Migrant Services.

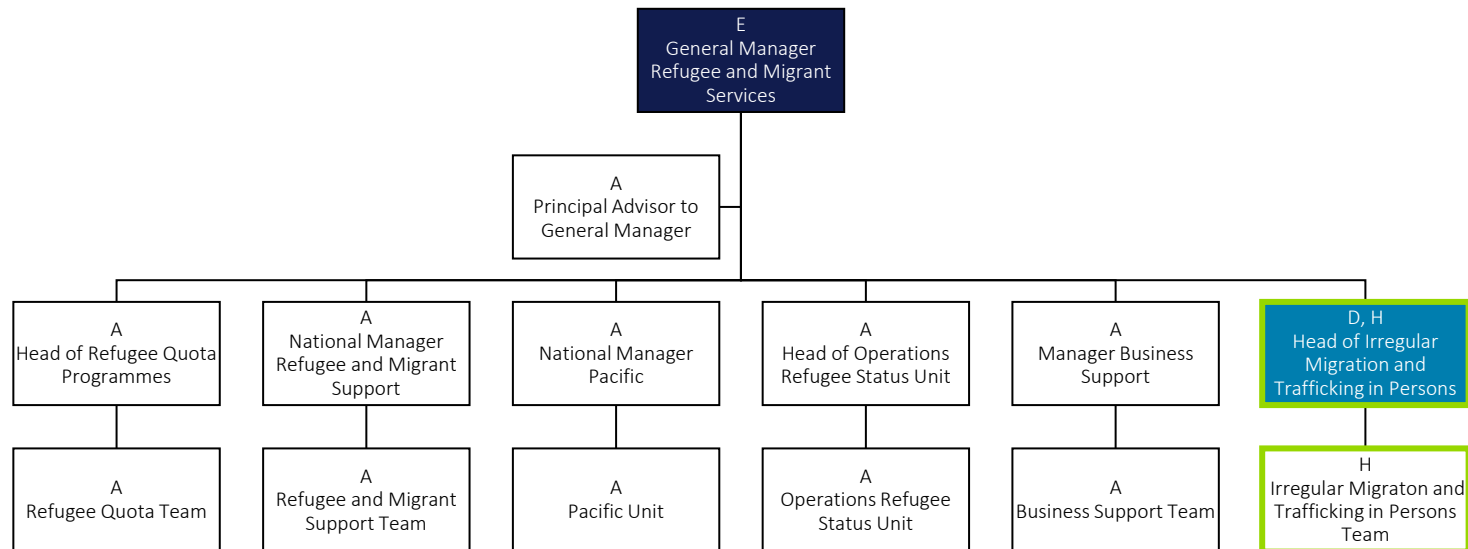
Confirmed organisational chart – Immigration Risk and Border



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	L	Direct reassignment

Confirmed 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	L	Direct reassignment



Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	5
Number of new positions	6
Number of positions with minor changes such as minor scope, reporting line, branch etc.	294
Overall increase in FTE	1* The net effect will be 0 once an identified vacant position has been disestablished enabling the establishment of the new Manager Privacy position.

New positions

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
1	Head of the Office of the Deputy Secretary, INZ	Deputy Secretary Immigration	Office of the Deputy Secretary	Permanent	23F
1	System Governance (Position title to be confirmed)	Head of Governance	Office of the Deputy Secretary	Permanent	TBC
2	General Manager Future Services	Deputy Secretary Immigration	Office of the Deputy Secretary	Permanent	23F
3	Manager Privacy	National Manager Privacy Complaints and Resolutions	Associate Deputy Secretary	Permanent	TBC
4	General Manager Immigration Design and Assurance	Deputy Secretary Immigration	Office of the Deputy Secretary	Permanent	23F

Proposal	Position title	Reporting line	Branch	Status	Confirmed salary band
4	Principal Advisor to General Manager	General Manager Immigration Design and Assurance	Immigration Design and Assurance	Permanent	V

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
4	Senior Governance Advisor	Head of Governance	Assurance

Confirmed direct reassignment

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

Reconfirmed with minor changes

Proposal	Position title	Branch	Description of change
1	Principal Advisor x2	Office of the Deputy Secretary	Reporting line

Proposal	Position title	Branch	Description of change
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	Immigration Design and Assurance	Reporting line and branch
2 & 4	Operational Policy	Immigration Design and Assurance	Branch
2 & 4	Director Policy Integration	Immigration Design and Assurance	Reporting line and branch
2 & 4	National Manager Service Design	Immigration Design and Assurance	Reporting line and branch
2 & 4	Service Design team	Immigration Design and Assurance	Branch
2 & 4	National Manager Change Delivery	Immigration Design and Assurance	Reporting line and branch
2 & 4	Change Delivery team	Immigration Design and Assurance	Branch
2	Business Integration Lead	Future Services	Reporting line and branch
2 & 4	Business Support Manager	Immigration Design and Assurance	Reporting line and branch
2 & 4	Business Support team	Immigration 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

Proposal	Position title	Branch	Description of change
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, Complaints and Resolutions	Associate Deputy Secretary	Minor scope and position title
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	Immigration Design and Assurance	Reporting line and branch
4	Manager Risk and Assurance	Immigration Design and Assurance	Reporting line and branch
4	Risk and Assurance team	Immigration Design and Assurance	Branch
4	Manager Quality and Assurance	Immigration Design and Assurance	Reporting line and branch
4	Quality and Assurance team	Immigration Design and Assurance	Branch
4 & 5	National Manager Business Performance	Immigration Design and Assurance	Reporting line and branch
4 & 5	Business Performance team	Immigration 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

Proposal	Position title	Branch	Description of change
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: Confirmed change process

Consistent with MBIE's employment agreements and recruitment policy, the following information summarises the standard change processes which will apply to any changes confirmed as part of the final decisions. This includes reconfirmation, reassignment, selection, and redeployment.

Reconfirmation

This is where your substantive position is "reconfirmed" because your current substantive position remains substantially the same 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 has been reconfirmed as part of the final structure, you will not need to take any action as you will automatically be reconfirmed into the position.

Reassignment

As part of the consultation process if you were proposed to be "***directly reassigned***" into a different but comparatively similar role this decision will be communicated as part of final decisions and if relevant you will receive an offer of reassignment.

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).

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.

Review process

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement.

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.

You are encouraged to raise any concerns with your People Leader at the earliest opportunity so these can be worked through with you on a case-by-case basis.

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](#)