



MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Joint Targeting and Analytics (JTA)

Proposal for Change

June 2025

Introduction from Richard Owen, General Manager Immigration Risk and Border

Tēnā koutou

As part of the *Preparing MBIE for the Future* change process in 2023 – which brought our Immigration Risk and Border branch together – there was substantial feedback about the structure and functions of the Joint Targeting and Analytics (JTA) team. Many of you suggested that we undertake a review of the team structure and consider the role that JTA will need to play in the future. You talked about the importance of role clarity and career pathways to develop and retain the essential capability across the team. Our environment has shifted significantly since the implementation of *Preparing MBIE for the Future* and has seen us working at pace across MBIE to support Ministers to deliver on their priorities during their first year in Government. Part of this was securing Cabinet approval for the Our Future Services Programme, which the JTA team will play a critical role in supporting.

While these shifts have impacted our progress on the review of the JTA structure, we remain committed to taking your feedback forward. Having re-engaged with you on a structural review and expanded our thinking to align with the Our Future Services Programme, the proposed structure in this document is focused on:

Enabling us to transition towards functional teams

This proposal looks to shift the JTA team from a domain-based expertise model to one centred on core functions and skills, aligned with the stages of the risk management framework. This follows the direction of change that MBIE has been taking for some time to build centres of expertise, which has highlighted the benefits of a functional model to enhance agility, support operational excellence, provide surge capacity, reduce duplication, and enable a more flexible workforce.

Ensuring our structure is future-ready

In developing this proposal, we've looked ahead to forecast what roles and capabilities will be needed to support the delivery of Our Future Services, so that we can increase

automation in risk management and develop a more targeted, end-to-end view of risk across the Immigration system.

To do this well, we'll need to ensure we have sufficient capacity and capability to balance the evolving expectations of the Programme while maintaining effective current operations. We also want to make sure we position ourselves to maximise other emerging technologies – particularly in border targeting and analytics.

Enhancing career pathways across the team

Finally, and in recognition of your feedback from the *Preparing MBIE for the Future* process, this proposal seeks to provide clearer, better-supported career pathways – so that we can attract, develop, and retain the critical skills needed for the future immigration system.

Looking ahead to develop this proposal has reinforced the strength and opportunity that exists within the JTA team. We look forward to hearing your feedback on the proposed changes in light of the growing role we'll play to enable an integrated, automated risk analytics and visa processing platform.

While there are opportunities ahead, we recognise that each of us experiences change differently, and that this proposal may come at a time when you are experiencing other changes, both at work and in your personal life. We encourage you to show kindness and support to one another during this time. Please consider what support you may need during the consultation process, talk with your people leader, and explore the range of support options outlined later in this document.

Ngā mihi nui



Richard Owen

General Manager Immigration Risk and Border

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Overview of this proposal

This document outlines the reasons for proposing changes to the JTA team, how it would impact the current structure, and the process that would be followed to make decisions about the change – including timeframes and how to provide feedback.

Understanding proposed changes to your position

Current and proposed organisational charts are included to help illustrate the impact the proposed changes would have on the structure of JTA. There is a summary table with more detail about proposed changes to positions and proposed new positions at the end of this document.

In addition, all people who may be significantly impacted by the proposal will have received a letter that outlines specific detail about their position and the proposed change process.

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 proposed expression of interest (EOI) and selection process for people who would be affected if any changes are confirmed as result of this consultation process.

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. Your feedback is important to the success of any changes we make across JTA, and I invite you to share your perspective, based on your unique experience of our mahi.

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

MBIE recognises that feedback can be provided individually or as a group and in formats other than written, and as such will enable verbal submissions upon request. This also includes where the union wishes to speak to their collective submission orally. If you wish to provide verbal feedback, please email JTACchange@mbie.govt.nz and we will arrange a suitable time.

Once the consultation period has closed, all feedback will be carefully considered by the General Manager Immigration Risk and Border before final decisions are made. If the final decision is made to proceed, we will confirm the new structure, its impact on positions and the change process including EOI if applicable.

As part of considering feedback there may be aspects of the proposal we want to consider changing. If as a result, there is a need for further consultation we will engage with those people affected and outline any change in process or timeframes.

Indicative timeline

Activity	Indicative Timeframes
Consultation opens	1 July 2025
Consultation closes	15 July 2025
Feedback reviewed and considered	16-23 July 2025
Final decision	Week of 28 July 2025
EOI and selection period	4 – 15 August 2025
Go-live of new structure	Monday 25 August 2025

Navigating change together

The ability to navigate change is a strength of our organisation. 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.

It's a priority for our Senior Leadership Team that you are enabled to engage with proposals in a meaningful way, so that you can navigate change with clarity and feel encouraged to explore new ideas and opportunities. As we navigate change together, we will aim to ensure our people:

- **Feel prepared for change** which includes understanding why change is proposed and its impacts, as well as being supported to develop skills to manage personally through change.
- **Understand the change process** with clarity about the steps that will be followed, terminology used, and roles that our people may play during key parts of the process – including expectations of people leaders during change.
- **Are supported to engage** with the proposal and provide feedback, recognising that our people may need to rebalance their priorities and attention for a period to make time to engage.
- **Know where to go** to ask questions and seek information, with clarity about the support available to them through MBIE's offerings, communities, networks, and through their people leader.
- **Are encouraged to be Māia – bold and brave** by challenging the status quo, showing curiosity and exploring new ideas to create positive impacts for our services, customers, and MBIE people.
- **See the value in their voice** by being encouraged to share feedback, with confidence that it will be considered. This includes being supported to understand why change decisions may be different to feedback shared.

- **Are clear on the path forward** and how roles, responsibilities, and priorities will be managed through the transition period, maintaining critical knowledge, relationships, and culture.

Support available

As we move through change, it's normal to experience impacts to our wellbeing. MBIE has a variety of support services available that recognise and contribute to all aspects of our wellbeing. These services are always available, including during change.

You can read more about the support available to you in [Appendix 2](#).

In addition to exploring the support services available, we encourage you to stay connected and seek support through your networks including whānau – family; friends; kaimahi – colleagues; and community.

To ask for additional support, please talk to your people leader. While there may be alternative support options, we will also be clear about limitations on the services that MBIE can provide.

Case for change

In the context of an evolving immigration system and growing expectations of our future services, it's important to ensure that the functions that enable us to meet these expectations are well set up for success. The future immigration landscape will require us to utilise new capabilities technologies – particularly to improve risk targeting and enhance decision making support for our visa operations colleagues.

We'll begin to make these shifts through the Our Future Services Programme, and we know that JTA will play a key role in enabling programme outcomes. Knowing that this is the future we're moving into and recognising the feedback you have already provided about opportunities to enhance the team structure, the time is right to progress review and refinements to the team.

We've engaged with you as part of this review process, and you have provided a strong base of feedback on our work, structure, and the things that are most important to your experience at MBIE.

Your feedback has played a role in informing the proposed changes set out in this document. I know we are much more likely to succeed if you continue to provide feedback and suggestions – so thank you in advance.

Design principles and desired outcomes

This proposal has been designed to achieve the following outcomes for the JTA team:

- **Balanced leadership focus:** we aim to ensure there is dedicated leadership to supporting technical skills and fostering functional specialisation.

This includes the integration of 11 new roles funded through the Our Future Services Programme. These roles have been established to enable JTA to support product migration and deliver enhanced risk management capability. By embedding these roles into our structure, we aim to strengthen our operational resilience and ensure our teams are equipped to meet evolving service demands.

- **Simplified stakeholder engagement:** through centralising customer and stakeholder engagement within specific functional teams, we aim to streamline communications and decision-making.
- **Optimised resource utilisation:** by enabling cross-skilling, which will build future surge capacity and reduce single points of dependency. This will allow JTA to respond flexibly and agilely to changing priorities and demands.
- **System-driven working:** we aim to align roles with similar objectives and make clear how they contribute to our end-to-end approach to risk analytics and targeting.
- **Improved attraction, retention, and development:** recognising the critical, specialist skills in the JTA team, proposed changes aim to retain specialised knowledge, maintain a strong delivery capability, and empower the team to *grow our own* talent.

I invite your feedback on the design foundations and desired outcomes of this change, and any opportunities you see for us to monitor and measure success as we consider our new structure.

Scope of this change

The proposed changes set out in this document are focused on transitioning from a domain-based to a functionally aligned team structure. This includes making updates to existing roles and introducing new roles to support digital transformation, career pathways, and align teams to the Immigration System Risk Management Framework. As part of this, we have proposed to disestablish some roles to create alternative positions that are more directly aligned with the future direction of our services. I have also proposed to establish one new, additional management position.

Development of this proposal has included a review of current business processes and ways of working to support greater agility, efficiency, and collaboration. Key intended shifts have been highlighted in the document, so that the team is prepared to support the integration of risk analytics tools with visa processing systems and migrate to digital platforms such as ADEPT.

Proposed changes to the Joint Targeting and Analytics team

We're proposing changes to how our teams are structured to better support specialist skills, respond flexibly to changing demands, and deliver more consistent, system wide risk management.

Aligned to key stages of the immigration system risk management framework, we propose to form new specialist teams that would bring together similar skills to enhance collaboration, focus, and technical capability. These teams are:

- **Data Analysis** – which would bring together all Data Analyst capability into a single team, focused on collecting, collating, and evaluating data. This team would be led by a new Manager Data Analysis position.
- **Data Science** – which would refresh the focus of the Risk Analytics and Data Science team towards developing insights and advanced analytics, retaining the Data Scientist positions currently in the team. This team would be led by the Manager Risk Analytics and Data Science, with an updated position title.
- **Deployment** – which would bring together all Business Rules capability into a single team, with a focus on taking action to treat risks and monitoring outcomes. This team would be led by a new Manager Deployment position.
- **Risk Targeting Analysis** – which would be led by a new Manager Risk Targeting Analysis role, responsible for two teams managed by two new Team Leader positions. The teams would be comprised of new Senior Risk Targeting Analyst and Risk Targeting Analyst roles – responsible for interpreting data and providing balanced risk advice across border and visa domains.

The proposed changes will help us build a sustainable, specialist workforce; enable flexible and scalable responses to evolving risks and shifting strategic priorities; and strengthen our systems for targeting and managing risk across the immigration journey.

The following changes are proposed

Data Analysis team

- A new **Manager Data Analysis** position would be established.
- The **Senior Data Analyst** (Business Analytics and Targeting) would have a change of reporting line to the new Manager Data Analysis.
- A new **Senior Data Analyst** position would be established, reporting to the Manager Data Analysis to ensure there is sufficient support provided across the team at a senior level.
- To enable the establishment of the proposed new Senior Data Analyst position, a vacant **Data Analyst** position (Business Analytics and Targeting) would be disestablished.
- Two **Data Analysts** (Business Analytics and Targeting) and two **Data Analysts** (Border Intelligence Targeting) would have a change of reporting line to the new Manager Data Analysis.
- The **Data Engineer** (Risk Analytics and Data Science) would have a change of reporting line to the new Manager Data Analysis.

Data Science team

- The **Manager Risk Analytics and Data Science** would have a position title change to Manager Data Science.
- The **Principal Data Scientist**, three **Senior Data Scientists** and four **Data Scientists** (Risk Analytics and Data Science) would continue to report to this position.

Deployment team

- A new **Manager Deployment** position would be established.
- The **Senior Business Rules Specialist** (Business Analytics and Targeting) would have a reporting line change to the new Manager Deployment.
- Two **Business Rules Specialists** (Business Analytics and Targeting) would have a reporting line change to the new Manager Deployment.
- Two **Business Rules Authors** (Business Analytics and Targeting) would have a reporting line change to the new Manager Deployment.
- The **Business Rules Engine Technical Lead** (Business Analytics and Targeting) would be disestablished.

In considering the makeup and focus of this team, it was determined that there is a need for several roles that would operate at a high level of complexity and strategic influence, working across border and visa operations with a strong focus on risk targeting frameworks and governance. To achieve this:

- Two new **Senior Risk Targeting Analyst** positions will be established to initially focus on the development and deployment of Border Risk rules, and to develop cross-domain knowledge over time. These roles will report to the Manager, Deployment. These positions will be filled via contestable reassignment through an Expressions of Interest (EOI) process, open to impacted Business Analyst, Risk Analyst, and Intelligence Targeting Analyst roles.

Risk Targeting Analysis

- A new **Manager Risk Targeting Analysis** position would be established.
- Two **Team Leaders** (Business Analytics and Targeting) would have a minor scope change to reflect the concentrated risk and new cross-domain focus of the team, a position title change to Team Leader Risk Targeting Analysis, and

a reporting line change to the new Manager Risk Targeting Analysis. One Team Leader position is currently vacant.

- The **Senior Advisor Transnational Organised Crime Unit** would have a reporting line change to the Team Leader Risk Targeting Analysis.

To broaden the remit of this team across border and visa operations, and reinforce its data and risk advice focus, it was determined that roles would need to be refocused. To achieve this:

- Five **Business Analysts** (Business Analytics and Targeting) would be disestablished.
- The **Risk Analyst** (Business Analytics and Targeting) would be disestablished.
- Eight **Intelligence Targeting Analysts** (Border Intelligence Targeting) would be disestablished.
- Ten new **Risk Targeting Analyst** positions would be established, reporting across the two Team Leader Risk Targeting Analysis positions. These positions would be filled via contestable reassignment through an Expressions of Interest (EOI process) for the impacted Business Analyst, Risk Analyst, and Intelligence Targeting Analyst roles.
- Two **Senior Business Analysts** (Business Analytics and Targeting) would be disestablished.
- Four new **Senior Risk Targeting Analyst** positions would be established, reporting across the two Team Leader Risk Targeting Analysis positions. It is proposed that two of these positions would be filled via direct reassignment by the two impacted Senior Business Analyst positions and two of these positions would be filled via contestable reassignment through an Expressions of Interest (EOI) process, open to impacted Business Analyst, Risk Analyst, and Intelligence Targeting Analyst roles.

As a result of the proposal to establish new teams with concentrated functional focus areas, and realign roles across JTA:

- The **Manager Business Analysis and Targeting** would be disestablished.
- The **Manager Border Intelligence Targeting** would be disestablished.

These positions would be eligible for reassignment through an Expressions of Interest (EOI process).

Proposed selection and recruitment process

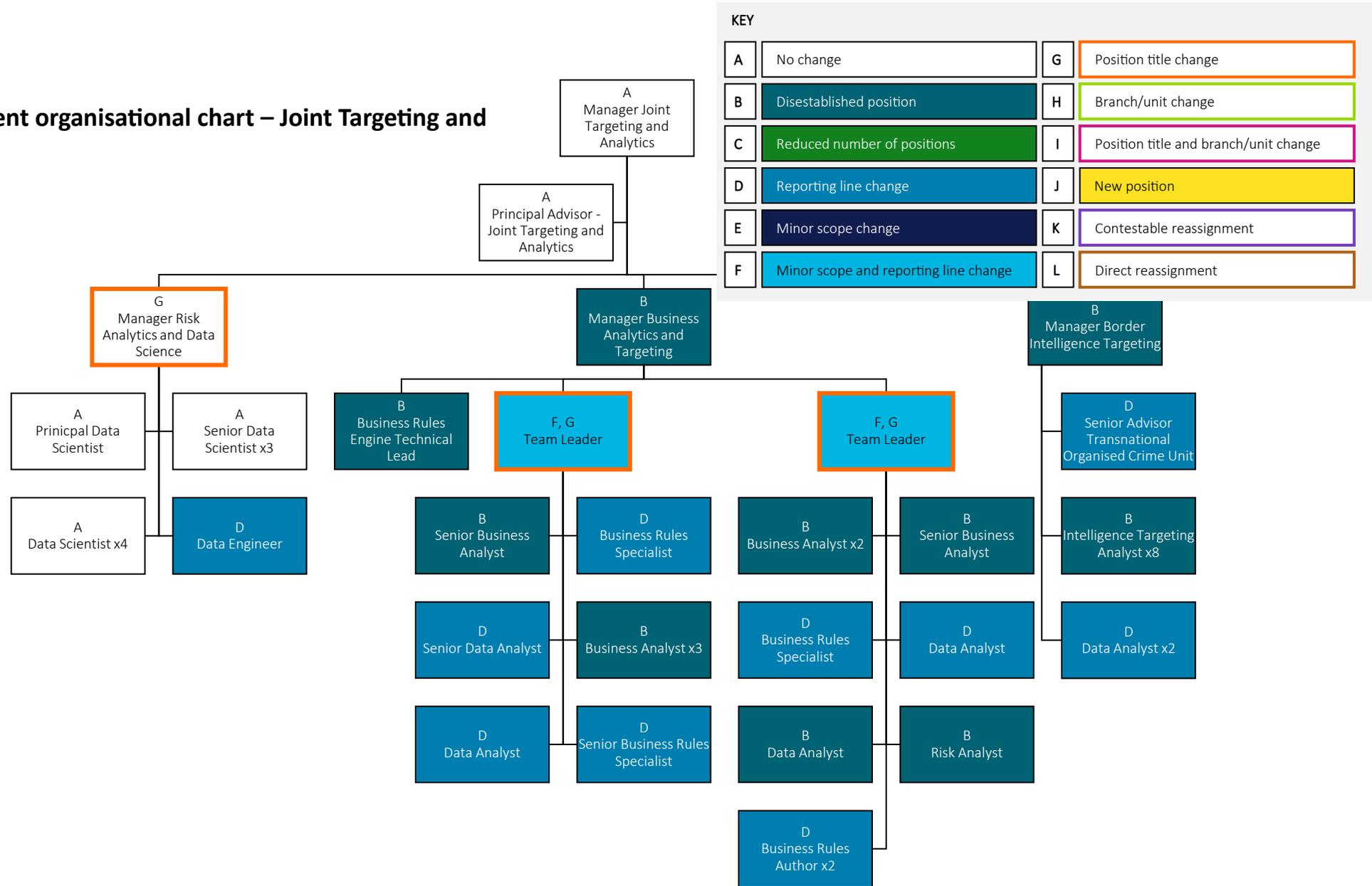
Following the release of final change decisions all affected employees who are not directly reassigned would participate in an EOI process. It is proposed to phase the appointment of new positions – beginning with Manager roles. Following the appointment of Manager roles, we would appoint the proposed new Senior Data Analyst, Senior Risk Targeting Analyst, and Risk Targeting Analyst positions. Any newly created or vacant positions will be advertised after these steps are completed.

We ask you to consider whether proposed changes will support us to achieve our desired outcomes.

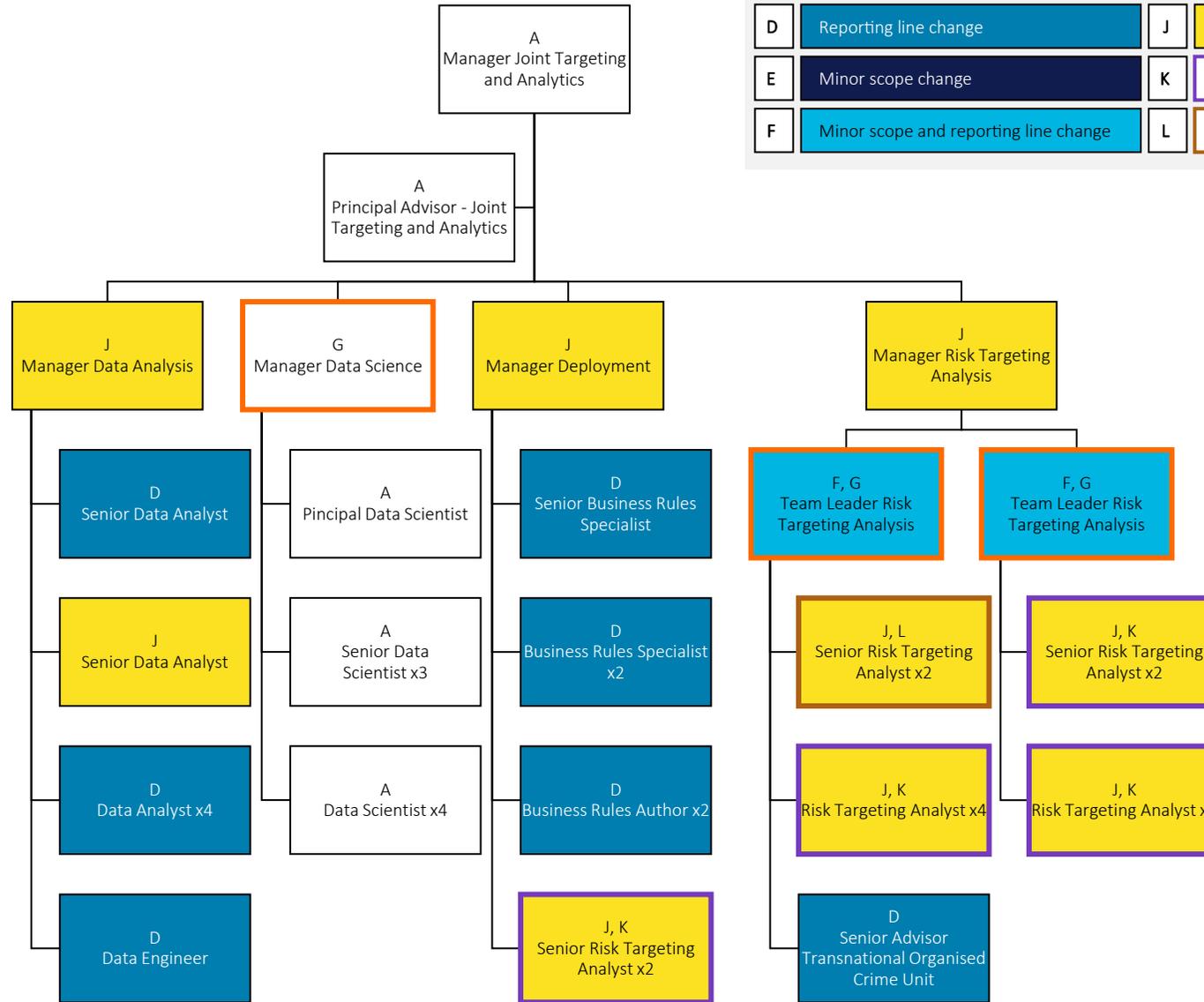
Organisational charts are provided on the following pages to demonstrate how proposed changes would impact current positions and reporting lines. More detail about proposed changes to individual positions and proposed new positions is provided at the [end of this document](#).

We welcome your thoughts on where this proposal 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 – Joint Targeting and



Proposed organisational chart – Joint Targeting and Analytics



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 reassignment
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 (including vacancies)	20
Number of proposed new positions	19
Net increase in managerial positions	1
<i>Number of new positions proposed to be filled via direct reassignment</i>	2
<i>Number of new positions proposed to be filled via contestable reassignment</i>	14
<i>Number of proposed positions with minor changes such as minor scope, reporting line, branch etc.</i>	14

Proposed new positions

**Note: salary band is indicative and will be confirmed through the release of final change decisions*

Position title	Reporting line	Team	Status	Salary band*
Manager Data Analysis	Manager Joint Targeting and Analytics	Data Analysis	Permanent	V
Senior Data Analyst	Manager Data Analysis	Data Analysis	Permanent	R
Manager Deployment	Manager Joint Targeting and Analytics	Deployment	Permanent	V
Senior Risk Targeting Analyst x 2	Manager Deployment	Deployment	Permanent	R
Manager Risk Targeting Analysis	Manager Joint Targeting and Analytics	Risk Targeting Analysis	Permanent	V
Risk Targeting Analyst x 10	Team Leader Risk Targeting Analysis	Risk Targeting Analysis	Permanent	N

[IN-CONFIDENCE]

Position title	Reporting line	Team	Status	Salary band*
Senior Risk Targeting Analyst x 4	Team Leader Risk Targeting Analysis	Risk Targeting Analysis	Permanent	R

Proposed disestablished positions

Position title	Reporting line	Team
Manager Business Analytics and Targeting	Manager Joint Targeting and Analytics	Business Analytics and Targeting
Business Rules Engine Technical Lead	Manager Business Analytics and Targeting	Business Analytics and Targeting
Business Analyst x 5	Team Leader	Business Analytics and Targeting
Senior Business Analyst x 2	Team Leader	Business Analytics and Targeting
Risk Analyst	Team Leader	Business Analytics and Targeting
Data Analyst x 1	Team Leader	Business Analytics and Targeting
Manager Border Intelligence Targeting	Manager Joint Targeting and Analytics	Border Intelligence Targeting
Intelligence Targeting Analyst x 8	Manager Border Intelligence Targeting	Border Intelligence Targeting

Proposed minor change

Position title	Team	Description of change
Manager Risk Analytics and Data Science	Risk Analytics and Data Science	<ul style="list-style-type: none"> Position title change to Manager Data Science
Data Engineer	Risk Analytics and Data Science	<ul style="list-style-type: none"> Reporting line change to Manager Data Analysis

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Senior Business Rules Specialist	Business Analytics and Targeting	<ul style="list-style-type: none">• Reporting line change to Manager Deployment
Business Rules Specialist x 2	Business Analytics and Targeting	<ul style="list-style-type: none">• Reporting line change to Manager Deployment
Business Rules Author x 2	Business Analytics and Targeting	<ul style="list-style-type: none">• Reporting line change to Manager Deployment
Team Leader	Business Analytics and Targeting	<ul style="list-style-type: none">• Minor scope change• Position title change to Team Leader Risk Targeting Analysis• Reporting line change to Manager Risk Targeting Analysis
Senior Advisor Transnational Organised Crime Unit	Border Intelligence Targeting	<ul style="list-style-type: none">• Reporting line change to Team Leader Risk Targeting Analysis
Senior Data Analyst	Business Analytics and Targeting	<ul style="list-style-type: none">• Reporting line change to Manager Data Analysis
Data Analyst x 2	Business Analytics and Targeting	<ul style="list-style-type: none">• Reporting line change to Manager Data Analysis
Data Analyst x 2	Border Intelligence Targeting	<ul style="list-style-type: none">• Reporting line change to Manager Data Analysis

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.

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 offered direct reassignment into the position.

Where there are more affected employees who are a direct match or currently perform a comparable role than the number of positions available in the new structure (i.e., where we are reducing the number of existing positions), then you may be proposed to take part in “**contestable reassignment**” via an Expression of Interest (EOI) process. In this situation we will use a contestable selection process to determine who is the best fit for the role. This process would be based on selection criteria from within the position description for the role.

New positions

All new positions that are not filled via reconfirmation or direct reassignment, will be advertised internally first to employees affected by the change via an EOI process.

Selection and Expression of Interest (EOI) process

If, following the consultation process, you are confirmed as being significantly affected by any of the confirmed changes you would have the following available options:

- Express an interest in available positions within the confirmed structure that you are suitably qualified for by submitting an EOI form, and/or
- Apply for any other existing MBIE vacancies that you are suitably qualified/experienced for. This can be done via the MBIE website. Refer to the “Recruitment for other existing MBIE vacancies” section below.

You will be considered an affected employee if you are permanently employed in a position that is:

- To be disestablished;
- To be changed to the extent that it cannot reasonably be considered to be the same position or a substantially similar position; or
- Subject to a significant location change outside of the current local area.

Please note that you will not be considered an affected employee if your substantive position is confirmed as having a change in business group, reporting line, job title or work location (where work location is within the “same local area” or region).

To participate in an EOI process you would need to submit an EOI form which would allow you to express interest in up to 5 available position/s for which you are suitably qualified. Using the EOI form you would provide information such as your capabilities, experience and examples, for the relevant selection criteria for the roles you are expressing an interest in. The selection criteria is in the draft position descriptions and will be outlined as part of the decision document along with final position descriptions. For people leader roles selection criteria may also include the Leadership Success Profile. A CV is only required if you are applying for a more senior position as part of the EOI submission. For all other positions, a CV is not required as part of your EOI application.

Once the EOI and/or advertisement period closes, all submissions would be shortlisted against the position criteria (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview would be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the selection criteria as outlined in the position description. Action would be taken to minimise the number of interviews that any affected employee would be asked to attend, i.e. combining panels where appropriate for employees who have an EOI for multiple vacant roles. There may also be instances where an assessment and decision can be made based on the information provided in an applicant’s EOI submission and no additional information or interview would be required.

For some positions, additional selection tools may be appropriate, including:

- Demonstrated skill and experience level against the key accountabilities and deliverables as outlined in the position description.
- Consideration of skills, experience and qualifications against the person specifications as outlined in the position description.
- Consideration of skills and experience against the Leadership Success Profile.
- Presentation and/ or role specific testing.

All applicants will be advised if additional selection tools are required.

Selection and Recruitment Timeline

Where possible timeframes will be designed to enable recruiting People Leaders (existing and new where applicable) to lead the shortlisting and selection processes for their teams.

Timelines for each phase of recruitment will be set out in advance and recruiting People Leaders will be expected to treat this as a priority. The purpose of this is to ensure that processes are coordinated where they need to be and completed in a timely way.

Recruitment for other existing MBIE vacancies

If you wish to apply for any other existing MBIE vacancies (i.e. vacancies that are being advertised separately to the change processes), this can be done via the MBIE careers site at any stage of the process.

If you are considered an affected employee, this will need to be indicated as part of your application as first consideration will always be given to affected employees over other applicants subject to them meeting the suitability requirements of the position. Where applicable, a panel interview will be used as a contributing selection tool to assess the demonstrated skills, experience and qualifications against the key accountabilities and person specifications as outlined in the position description. In situations where there is more than one affected employee who meets the suitability requirements of the position an assessment will be made of the employee who is most suitable for the role.

Review process

If you disagree with the application of this process, including for example your reconfirmation or direct reassignment into a position as part of the final structure, you have the right of review. This process is set out in your employment agreement. You are encouraged to reach out to your People Leader at the earliest opportunity if you have any concerns so these can be worked through with you on a case-by-case basis.

Secondments and acting arrangements

If you are currently on secondment or acting in a different position, there may be decisions confirmed for that position as well as your permanent substantive position. However, you will only be considered an affected employee if your permanent substantive position is significantly impacted. People will continue in their temporary position until the end of the term currently in place unless otherwise advised.

Process for casual and fixed term employees

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

Management process for affected permanent employees, any remaining vacant positions in the new structure would be openly advertised through standard recruitment and selection process 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](#)