MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

Joint Targeting and Analytics (JTA)

Final Change Decisions

September 2025

Te Kāwanatanga o Aotearoa
New Zealand Government

Introduction from Richard Owen

Tēnā koutou,

I want to extend my sincere thanks to everyone who provided feedback on the change proposal for Joint Targeting and Analytics (JTA). I was pleased to see so many of you take the opportunity to share your thoughts on how the proposal could be improved to better achieve our goals. The consultation process generated thoughtful and well-framed feedback, which we have carefully considered. As a result, changes have been made to the proposal and are reflected in the final decisions outlined in this document.

Implementation will follow a phased approach that preserves existing expertise in the short term, while progressively building cross-domain capability through structural realignment and leadership-led process development.

The JTA Leadership Team will develop an implementation plan and ensure kaimahi are informed and actively included throughout. People leaders will work closely with their teams to determine how they will operate within the new structure, and kaimahi will have opportunities to contribute to the development of a work plan to implement new systems and processes and cross domain knowledge building.

In parallel, the JTA Leadership Team will also develop a transition plan, which will be shared with kaimahi along with key milestones. Kaimahi will be invited to engage with and provide input into this plan to ensure it reflects collective needs and aspirations.

Stakeholders will be updated on the new structure and how services will be delivered moving forward, ensuring transparency and continuity of relationships.

Looking Ahead

I encourage you to take time to reflect on what this change means for you and your team, and to engage in the conversations and planning that will shape our future ways of working. Your voice matters, and your input will help us build a stronger, more connected and capable JTA.

Thank you again for your continued commitment, professionalism, and openness throughout this process. We remain focussed on supporting you through this transition and working together to achieve effective outcomes.

Ngā mihi nui

Richard Owen
General Manager, Immigration Risk and Border

Contents

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 change to your position

You can see the confirmed changes to your position by reading through the final decision and viewing confirmed organisational charts. At the end of each chapter there is more detail about the confirmed changes to individual positions and new positions.

How does this affect you?

If the change directly impacts your position, you will receive a letter confirming how you are impacted by the final decision and what the next steps are. If the final decision confirms minor changes to your substantive position your People Leader will discuss the practical timing of these changes with you.

Change process

Find out more about MBIE's confirmed change process in Appendix 1. This includes the Expression of Interest (EOI) and selection process for affected people through this change.

Let us know

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

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

Implementation approach

Implementation will be phased and supported by clear planning, team-level engagement, and leadership oversight. People leaders will guide their teams through the transition, co-designing ways of working that align with the new structure. The JTA Leadership Team will coordinate key milestones, provide regular updates, and ensure kaimahi and clients are informed and involved throughout.

Implementation timeline

Activity	Indicative Timeframes
Final decision released	23 September 2025
Expressions of interest (EOI) and selection process starts	23 September 2025
'Go-live' of new structure	3 November 2025

Confirming our case for change

As we prepare for the future of immigration services, it's essential that our enabling functions are structured to support evolving expectations and technologies. The Our Future Services Programme marks a significant shift in how we deliver value, and JTA is central to achieving its outcomes.

This proposal for change was intended to respond to both the future direction of our immigration system and the valuable suggestions you've provided in recent years about opportunities to refine our structure and ways of working.

Following your feedback on the proposal for change, we are affirmed in our commitment to implement changes that will:

- Strengthen leadership focus on technical and functional excellence.

- Streamline stakeholder engagement for clearer, more effective communications and decision making.

- Build flexibility in our model through cross-skilling and reducing single points of dependency.

- Align roles with similar objectives to support system-driven working over an end-to-end risk analytics approach.

- Support the attraction, retention, and growth of specialist talent.

The changes confirmed in this document will position us to be more resilient, responsive, and ready to meet future service demands.

Summary of initial changes proposed

To strengthen specialist capability, improve flexibility, and enhance system-wide risk management, the JTA team was proposed to be organised in four specialist teams, aligned to the immigration system risk management framework:

- **Data Analysis** – to integrate all Data Analyst capability into a single team, focused on collecting, collating, and evaluating data.

- **Data Science** – to refocus the Risk Analytics and Data Science team towards developing insights and advanced analytics, retaining the Data Scientist positions currently in the team.

- **Deployment** – to bring together all Business Rules capability into a single team, with a focus on taking action to treat risks and monitoring outcomes.

- **Risk Targeting Analysis** – with two teams responsible for interpreting data and providing balanced risk advice across border and visa domains.

To establish these teams, the following changes were proposed:

Data Analysis

- Establish a new **Manager Data Analysis** role to lead the team

- Reporting line change for existing **Data Analyst** and **Data Engineer** roles to the Manager Data Analysis

- Establish a new **Senior Data Analyst** role

- Disestablish the vacant **Data Analyst** role.

Data Science

- Position title changes for the **Manager Risk Analytics and Data Science** to **Manager Data Science**.

Deployment

- Establish a new **Manager Deployment** role to lead the team.

- Reporting line change for existing **Business Rules** roles to the Manager Deployment.

- Disestablish the **Business Rules Engine Technical Lead** role.

- Establish two new **Senior Risk Targeting Analyst** roles.

Risk Targeting Analysis

- Establish a new **Manager Risk Targeting Analysis** role to lead two teams, each managed by a **Team Leader Risk Targeting Analysis**.

- Reporting line change for the **Senior Advisor Transnational Organised Crime Unit** to one of the Team Leader roles.

- Disestablish the following roles:
    - 5 Business Analysts
    - 1 Risk Analyst
    - 8 Intelligence Targeting Analysts
    - 2 Senior Business Analysts

- Establish the following roles:
    - 10 Risk Targeting Analysts
    - 4 Senior Risk Targeting Analysts

Leadership team

- Disestablish the **Manager Business Analysis and Targeting**

- Disestablish the **Manager Border Intelligence Targeting**.

Key updates to the proposal

Following the initial consultation period and review of feedback, an alternative structure was proposed for part of the JTA team. Those who would be directly impacted by the updated proposal were engaged in a reconsultation process to provide feedback on the following updates:

- Separate the **Manager Risk Targeting Analysis** role into two positions to address concerns raised about scope and span of control and enable stronger leadership and stakeholder engagement.

- Based on the proposal to establish two Manager Risk Targeting Analysis positions, the **Team Leader** roles originally proposed to report to the Manager would be disestablished and two new Principal Risk Targeting Analyst positions would be established to remove a management layer and add technical depth, in response to feedback about role compression and leadership recognition.

- Include two **Senior Business Analyst** roles, previously proposed for direct reassignment, as part of the EOI process to ensure fairness and wider access to reassignment opportunities.

- Alter the Manager Deployment position title to **Manager Risk Rules**.

- Establish a Risk Targeting Analyst position in place of the proposed **new Senior Risk Targeting Analyst** role to support career progression.

- Disestablish the vacant **Business Analyst** position and the vacant **Business Rules Author** position to support the proposed structure and manage costs.

Acknowledging your feedback

This summary outline's key themes raised by the Joint Targeting and Analytics (JTA) team in response to the proposed structural changes, including the alternative structure put forward for reconsultation with some team members. The themes reflect areas of strong alignment and shared perspectives across the wider team.

Theme	Feedback Summary	Response
Placement of the Data Engineer Role	There was strong consensus that the Data Engineer (DE) role should remain with the Risk Analytics and Data Science (RADS) team. Concerns included misalignment with its original purpose, underutilisation in the Analytics team, and delivery risks for Our Future Services (OFS). Related questions: • Why is the DE role placed in the Data Analytics team when its work is integrated with the RADS workflows? • Would RADS still support the DE if reporting elsewhere?	Following consultation, the decision has been made to retain the Data Engineer role within the Data Science team. This reflects the role's core purpose of supporting the Our Future Services (OFS) Programme and maintaining alignment with data science workflows. The DE will continue to work across the broader JTA team to support data infrastructure, integration, and access, ensuring scalable, system-wide solutions. This approach balances the need for technical alignment with Risk Analytics and Data Science (RADS) while enabling cross-functional support for analyst and other technical roles JTA.
Pay banding and role equity	Concerns were raised about inconsistencies in pay banding across roles. Key issues included: • The under-banding of the Data Analyst role compared to market and MBIE benchmarks. • Misalignment of Data Science roles with CDSS equivalents.	Job titles alone do not determine the pay band of a role. MBIE uses Korn Ferry methodology to evaluate roles, which considers three key factors: • Know-How (the practical/technical knowledge, managerial capability, and communication/influencing skills required). • Problem Solving (the thinking environment and complexity of the challenges the role addresses). • Accountability (the freedom to act, the magnitude of impact, and the role's overall influence). Roles that appear similar may be banded differently due to assessment of role content and context as part of the evaluation process. Factors such as scope of responsibilities, team structure, strategic versus operational focus, and levels of accountability can vary significantly.

Theme	Feedback Summary	Response
Deployment team name and structure	Suggestions were made to rename the team (e.g., 'Risk Rules' or 'Build & Implement') to better reflect its function.	The team's name 'Deployment' was originally selected to reflect its central role in implementing and operationalising risk rules across visa and border domains. However, in response to feedback, the team has been renamed 'Risk Rules' to better align with its purpose and improve clarity.
	There was also a desire for clearer role definitions, particularly between Senior Risk Targeting Analyst (SRTAs) and Business Rules Specialists (BRSs).	In terms of role differentiation:
	Related questions:	• Senior Risk Targeting Analysts (SRTAs) focus on the operational deployment of risk rules, including rule configuration, performance monitoring, and alignment with system needs. Their work is closely tied to frontline implementation and system integration.
	• What differentiates Senior RTAs from BRSs?	• Business Rules Specialists (BRSs) contribute to the design, testing, refinement, and strategic development of risk rules. They play a key role in ensuring rules are effective, scalable, and aligned with broader risk management strategies.
	• Is there sufficient scope to justify two Senior RTAs?	• These roles are complementary, with SRTAs driving execution and BRSs shaping the strategic framework. As part of implementation and the development of new ways of working, detailed role clarification will be provided to ensure clarity around responsibilities. Where appropriate, position descriptions may also be updated to better reflect the intent and scope of roles. Kaimahi will be actively involved in this process to ensure the outcomes reflect team needs and support effective collaboration.
		In terms of team size:
		• The Risk Rules team will expand from 5.25 to 7 FTEs, reflecting the disestablishment of the vacant Business Rules Engine Technical Lead role (0.25FTE) and the transfer of 2 FTEs from the Border Intelligence Targeting (BIT) team to lead border rule development.

Theme	Feedback Summary	Response
		• Based on feedback, the structure has been adjusted to include one Senior Risk Targeting • Analyst and one Risk Targeting Analyst, supporting career progression and aligning with the evolving border risk rule function. Future growth will be assessed in line with the demands of the Our Future Services (OFS) programme, which is expected to increase the need for scalable, automated risk treatments. Workload and capacity will be reviewed regularly to ensure alignment and efficiency.
Career pathways and development	There was strong support for clearer career progression across all levels, with requests for targeted training and cross-domain development. Feedback also emphasised the importance of equitable access to opportunities. Related questions: • What training opportunities will be available? • Can kaimahi move between teams without formal recruitment? • How will cross-domain knowledge be supported?	The new structure is designed to support both vertical and lateral movement, enabling kaimahi to grow their skills and explore opportunities across domains. It's important to note that the new senior roles introduced in the structure are not part of the CAPP Framework. Progression into these roles will not occur automatically through CAPP but will instead be supported through: • Performance Development Plans (PDPs) tailored to individual goals and experience • Equitable access to development opportunities, coordinated by the JTA Leadership team • Standard recruitment processes, where appliable, to ensure transparency and merit-based selection. The JTA Leadership team will manage development opportunities to ensure all kaimahi have structured exposure across domains and functions. This will help build the skills and experience needed for future progression, while recognising and valuing existing expertise.

Theme	Feedback Summary	Response
Monitoring and ownership of Risk Rules	There was a strong desire for end-to-end ownership of rule development and monitoring, with suggestions to establish a designated role or team to lead this function. Related questions included who would monitor rule performance and whether analyst would down the full rule lifecycle.	• End-to-end ownership of rule development and monitoring is a key objective of the proposed JTA structure. The Risk Rules team will lead the development, implementation, and monitoring of risk rules across both visa and border domains. This includes supporting the migration of rules to AzBRE, maintaining the rules repositories and the future Rules Management system to be delivered through OFS, implementation of any new border rule system in the future, and enabling faster, more effective rule changes. • Risk Targeting Analysts will be involved throughout the rule lifecycle, from design and development through to implementation and performance monitoring. Processes will be in place to ensure strong cross-team collaboration and continuous improvement, with clear responsibilities defined across the Risk Rules and Risk Targeting Analysis teams. • To support this, senior roles have been introduced across all teams to provide technical leadership, mentoring, and oversight. These roles will help ensure that rule performance is actively monitored and refined, and that analysts are supported in building the skills needed to manage rules end-to-end. • This approach ensures that rule development is collaborative, accountable, and responsive to changing risk profiles—while also enabling a more agile and integrated system for managing immigration risk.
Border vs Visa focus	There was a perception that the proposal was overly focused on visa operations and that BIT's tactical and intelligence work was not adequately reflected.	The final structure acknowledges the critical importance of both visa and border operations and has been adjusted to ensure capability is retained and strengthened across both domains. While some initial changes may have appeared visa-centric, the revised structure ensures that

Theme	Feedback Summary	Response
	Related questions included whether roles would require security clearance and how border-specific functions like ATSG rule creation would be supported.	foundational specialist capacity for both visa and border risk is preserved, with cross-domain capability to be developed progressively over time.
		To support border-specific functions:
		• Senior Risk Targeting Analyst (SRTA) roles have been introduced with a dedicated focus on supporting the development and maintenance of border targeting rules, including ATSG rule creation and other border risk targeting functions. These roles are designed to deepen specialist expertise, provide continuity in tactical work, and ensure strong oversight.
		• The Risk Rules team will also play a key role in supporting rule development and implementation across both visa and border domains.
		Regarding security clearance:
		• Roles requiring access to sensitive systems or intelligence, particularly those supporting border operations, will continue to require appropriate security clearances.
		Overall, the structure is designed to enable a more integrated and agile approach to risk targeting, while maintaining domain-specific expertise and strengthening tactical intelligence capability at the border through clearer role definitions, targeted investment, and leadership support.
Support for a second Principal Data Scientist role	There was strong support for establishing a second Principal Data Scientist (PDS) role within RADS, justified by increasing workload and leadership demands, particularly under the Our Future Services (OFS).	We acknowledge the increasing workload and leadership demands within RADS, especially in the context of OFS. The suggestion to establish a second PDS role is appreciated and aligns with the need to strengthen delivery assurance, technical mentorship, and retention. While this role was not part of the formal change proposal, the feedback will inform ongoing workforce planning and team development discussions. We

Theme	Feedback Summary	Response
		remain committed to ensuring RADS is appropriately resources to meet current and future needs.
Consultation process and communication approach	Kaimahi raised concerns about the consultation timeframe and expressed a desire for more collaborative and interactive engagement. Some suggested using tools like *What Say You* to support broader input. Following the initial consultation, a revised structure was proposed for part of the JTA team. A one-week reconsultation was held with those directly impacted by the updated proposal.	• We acknowledge the feedback regarding the consultation timeframe and suggestions for more collaborative engagement. For this proposal, a two-week consultation period was considered appropriate given the scale and nature of the changes and is consistent with similar processes across MBIE. • While the proposal is significant for the JTA team, it did not meet the threshold typically required for using tools like *What Say You*, which are generally reserved for broader, organisation-wide initiatives. That said, we appreciate the desire for more transparent and interactive feedback mechanisms and will take this on board when planning future engagement approaches. • We remain committed to ensuring kaimahi have meaningful opportunities to contribute and welcome ideas on how to strengthen consultation and communication going forward. • Kaimahi appreciated being heard and valued the opportunity to provide input into the revised approach. Feedback on the alternative proposal was positive, with support expressed for the changes and recognition of the responsiveness shown during the process.
Manager Risk Targeting Analysis role	Feedback indicated that the original proposal to establish a single Manager Risk Targeting Analysis role was too broad in scope, which would make it difficult to lead effectively and engage meaningfully with stakeholders.	In response, we proposed an alternative structure for part of the team, introducing two Manager Risk Targeting Analysis roles. This adjustment provides a more balanced span of control, enabling the manager to lead effectively, support cross-domain capability development, and maintain meaningful stakeholder engagement.
Team Leader roles	Feedback raised concerns about compression between Team Leader and Senior Analyst roles, noting that Team Leaders were undervalued and	These concerns were considered, and we reconsulted on an alternative structure that would disestablish the Team Leader roles and establish

Theme	Feedback Summary	Response
	under-banded. It also highlighted the absence of a clear technical progression pathway to support retention and development.	Principal Risk Targeting Analyst positions. These roles would be one band higher and provide a clearer technical progression pathway.
Resourcing and capacity for domain specific teams	Feedback highlighted concern that the proposal did not adequately address existing workload pressures and called for realistic planning around cross-domain work and upskilling.	These concerns were considered, and we reconsulted on an alternative structure which would retain domain expertise in the short term by maintaining two domain-specific teams, while building toward a cross-functional model over time.

Confirmed changes

Taking into consideration the feedback received on both the original and updated proposals for change, and the outcomes we are seeking to achieve, we will proceed with the establishment of five new teams, focused on the following specialist areas:

- Data Analysis
- Data Science
- Risk Rules
- Risk Targeting (separated into two teams)

To establish these teams, the following changes are confirmed:

Leadership Structure

- A new **Manager Data Analysis** position will be established.
- A new **Manager Risk Rules** position will be established.
- Two new **Manager Risk Targeting Analysis** positions will be established.
- The Manager Risk Analytics and Data Science will have a position title change to **Manager Data Science.**
- As a result of the decision to establish these new roles and teams the **Manager Business Analytics and Targeting**, **Manager Border Intelligence Targeting**, and two **Team Leader** positions will be disestablished.
- A contestable ring-fenced process will be run for the affected people leaders, who will be reconfirmed into a new people leader position or may be offered reassignment into a new Principal Risk Targeting Analyst position.

Data Analysis

- A new **Senior Data Analyst** position will be established. Due to the specific skills within this team this role will be filled through a progression process within the Data Analysis team during the implementation phase and will therefore not be part of the Expression of Interest process.

- The existing and new **Senior Data Analysts** and four **Data Analysts** will have a reporting line change to the Manager Data Analysis.
- One vacant **Data Analyst** position will be disestablished.

Data Science

- Following a senior leadership review, a decision has been made to disestablish one of the existing vacant Data Scientist roles as a cost-saving measure to support the finalisation of the proposed JTA structure. As a result, we will not proceed with filling the current Data Scientist vacancy.
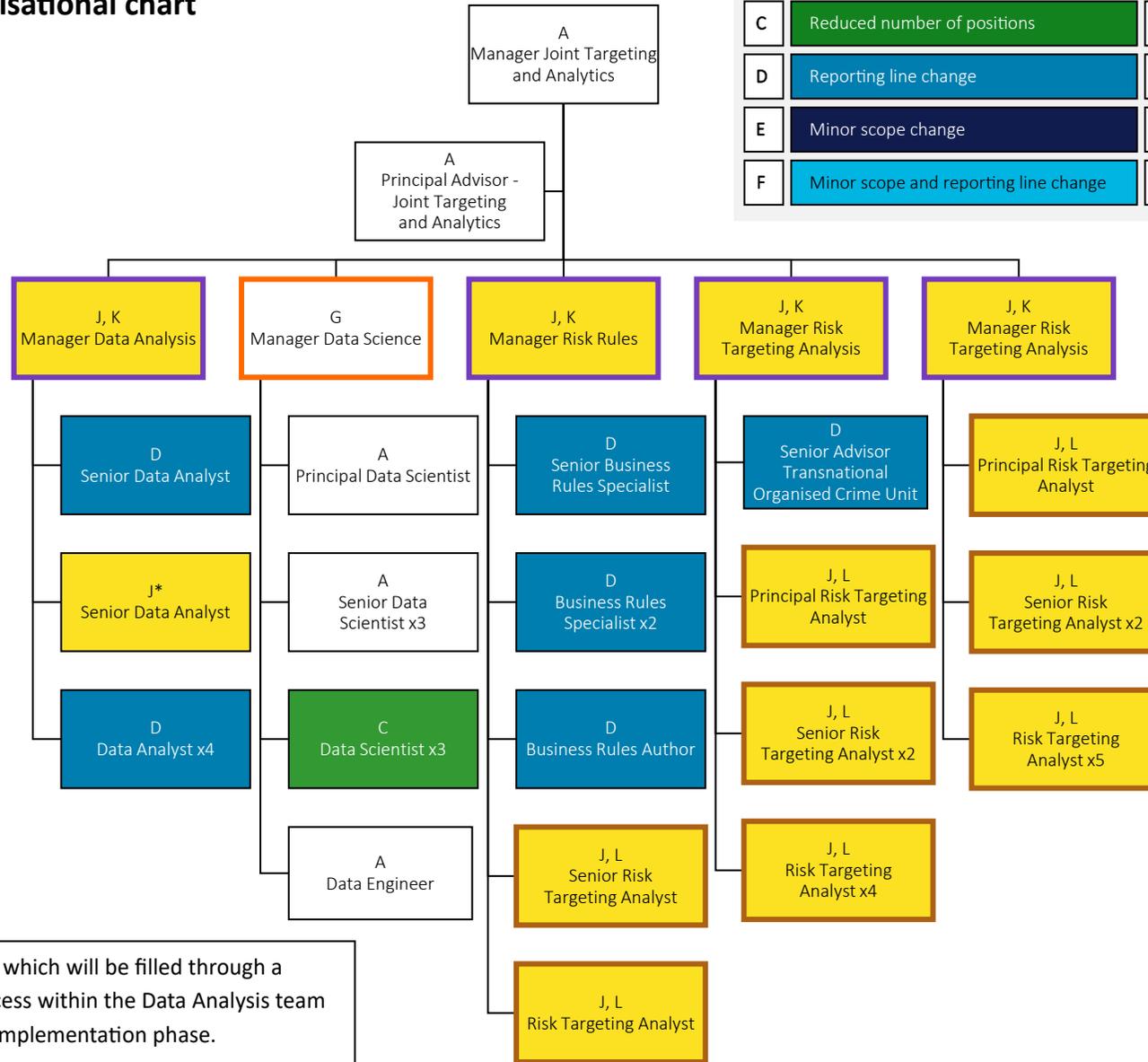
Risk Rules

- A new **Senior Risk Targeting Analyst** position, and a new **Risk Targeting Analyst** position will be established, to be filled via EOI.
- The **Senior Business Rules Specialist**, two **Business Rules Specialists**, and the **Business Rules Author** will have a change in reporting line to the Manager Risk Rules.
- The vacant **Business Rules Engine Technical Lead** and **Business Rules Author** position will be disestablished.

Risk Targeting Analysis

- Two new **Principal Risk Targeting Analyst** positions will be established.
- Four new **Senior Risk Targeting Analyst** positions will be established.
- Nine new **Risk Targeting Analyst** positions will be established.
- As a result of the decision to establish two new Risk Targeting Analysis teams and associated new positions, five **Business Analyst** positions, a **Risk Analyst** position, two **Senior Business Analyst** positions, and eight **Intelligence Targeting Analyst** positions will be disestablished.
- All new positions not ring-fenced as part of the people leader process will be part of a contestable reassignment process via expressions of interest (EOI).

Confirmed organisational chart

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	Contestable reassignment	

A
Manager Joint Targeting and Analytics

A
Principal Advisor - Joint Targeting and Analytics

J, K
Manager Data Analysis

G
Manager Data Science

J, K
Manager Risk Rules

J, K
Manager Risk Targeting Analysis

J, K
Manager Risk Targeting Analysis

D
Senior Data Analyst

J*
Senior Data Analyst

D
Data Analyst x4

A
Principal Data Scientist

A
Senior Data Scientist x3

C
Data Scientist x3

A
Data Engineer

D
Senior Business Rules Specialist

D
Business Rules Specialist x2

D
Business Rules Author

J, L
Senior Risk Targeting Analyst

J, L
Risk Targeting Analyst

D
Senior Advisor Transnational Organised Crime Unit

J, L
Principal Risk Targeting Analyst

J, L
Senior Risk Targeting Analyst x2

J, L
Risk Targeting Analyst x4

J, L
Principal Risk Targeting Analyst

J, L
Senior Risk Targeting Analyst x2

J, L
Risk Targeting Analyst x5

* Denotes a role which will be filled through a progression process within the Data Analysis team only during the implementation phase.

Summary of changes

Overall confirmed changes

Confirmed changes	
Number of positions to be disestablished	24
Number of new positions	22
Number of positions with minor changes such as minor scope, reporting line, branch etc.	11
Overall decrease in positions	2

New positions

Number	Position title	Reporting line	Team	Status	Confirmed salary band
1	Manager Data Analysis	Manager Joint Targeting and Analytics	Data Analysis	Permanent	V
2	Senior Data Analyst	Manager Data Analysis	Data Analysis	Permanent	R
3	Manager Risk Rules	Manager Joint Targeting and Analytics	Risk Rules	Permanent	V
4	Manager Risk Targeting Analysis x2	Manager Joint Targeting and Analytics	Risk Targeting Analysis	Permanent	V
5	Principal Risk Targeting Analyst x2	Manager Risk Targeting Analysis	Risk Targeting Analysis	Permanent	V
6	Senior Risk Targeting Analyst x5	Manager Risk Targeting Analysis	Risk Targeting Analysis	Permanent	R
7	Risk Targeting Analyst x10	Manager Risk Targeting Analysis	Risk Targeting Analysis	Permanent	N

Disestablished positions

Number	Position title	Reporting line	Team
1	Manager Business Analytics and Targeting	Manager Joint Targeting and Analytics	Business Analytics and Targeting
2	Business Rules Engine Technical Lead	Manager Business Analytics and Targeting	Business Analytics and Targeting
3	Business Analyst x5	Team Leader	Business Analytics and Targeting
4	Senior Business Analyst x2	Team Leader	Business Analytics and Targeting
5	Risk Analyst	Team Leader	Business Analytics and Targeting
6	Data Analyst	Team Leader	Business Analytics and Targeting
7	Business Rules Author	Manager Business Analytics and Targeting	Business Analytics and Targeting
9	Team Leader x2	Manager Business Analytics and Targeting	Business Analytics and Targeting
9	Manager Border Intelligence Targeting	Manager Joint Targeting and Analytics	Border Intelligence Targeting
10	Intelligence Targeting Analyst x8	Manager Border Intelligence Targeting	Border Intelligence Targeting
11	Data Scientist	Manager Risk Analytics and Data Science	Risk Analytics and Data Science

Reconfirmed with minor changes

Number	Position title	Team	Description of change
1	Manager Risk Analytics and Data Science	Data Science	Position title change to Manager Data Science
3	Senior Business Rules Specialist	Risk Rules	Reporting line change to Manager Risk Rules
4	Business Rules Specialist x2	Risk Rules	Reporting line change to Manager Risk Rules
5	Business Rules Author	Risk Rules	Reporting line change to Manager Risk Rules

Number	Position title	Team	Description of change
6	Senior Advisor Transnational Organised Crime Unit	Risk Targeting Analysis	Reporting line change to Manager Risk Targeting Analysis
7	Senior Data Analyst	Data Analysis	Reporting line to change to Manager Data Analysis
8	Data Analyst x4	Data Analysis	Reporting line change to Manager Data Analysis

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, and selection.

Reconfirmation

This is where your substantive position is "reconfirmed" because in the new structure your current substantive position remains 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 will 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 we will use a "contestable reconfirmation" process 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 will be based on selection criteria from within the position description for the role and will be available as part of the final decisions for this change.

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 the final decisions. If relevant you will receive an offer of reassignment and will not need to take any action through the EOI process.

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 we will use a "contestable reassignment" process 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 will be based on selection criteria from within the position description for the role and will be available as part of the final decisions for this change.

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 will have the following available options and responsibilities:

- 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 you are not 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 the EOI process you will need to submit an EOI form which will allow you to express interest, in order of preference, in up to 5 available position/s for which you are suitably qualified.

If you are expressing interest in a more senior role than your current substantive position you will be asked to complete one competency-based question within your EOI form and provide a CV including 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 for each role can be found in the final position descriptions and are outlined as part of the decision documents. 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 will be assessed against the selection criteria for the position (such as the knowledge, skills, experience, and behavioural competencies required).

Where applicable, a panel interview may 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 will 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. For this reason the application period for the affected people leaders will close at an earlier date.

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