

MBIE

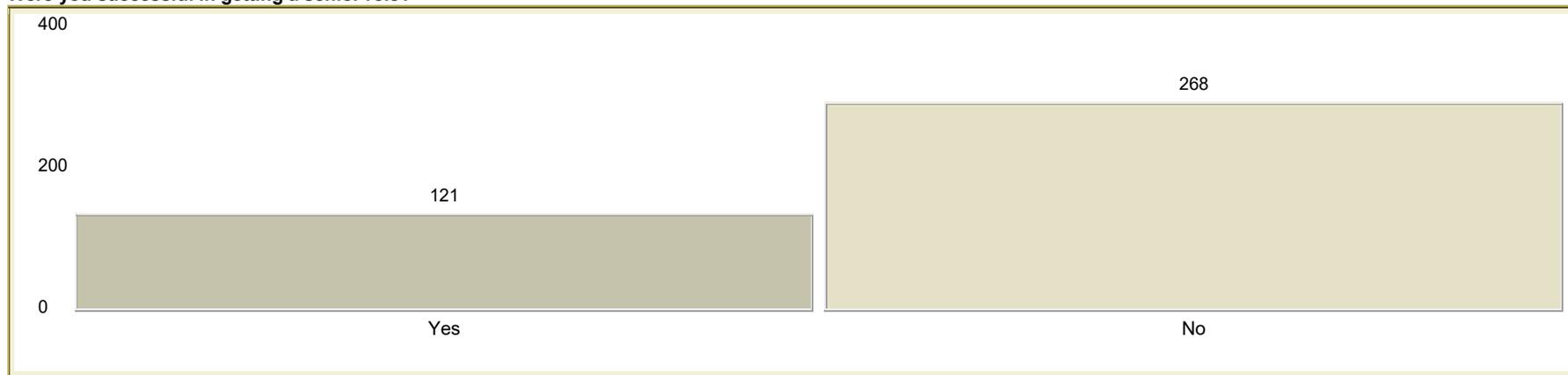
Survey about the Career and Pay Progression (CAPP) process

Response Summary

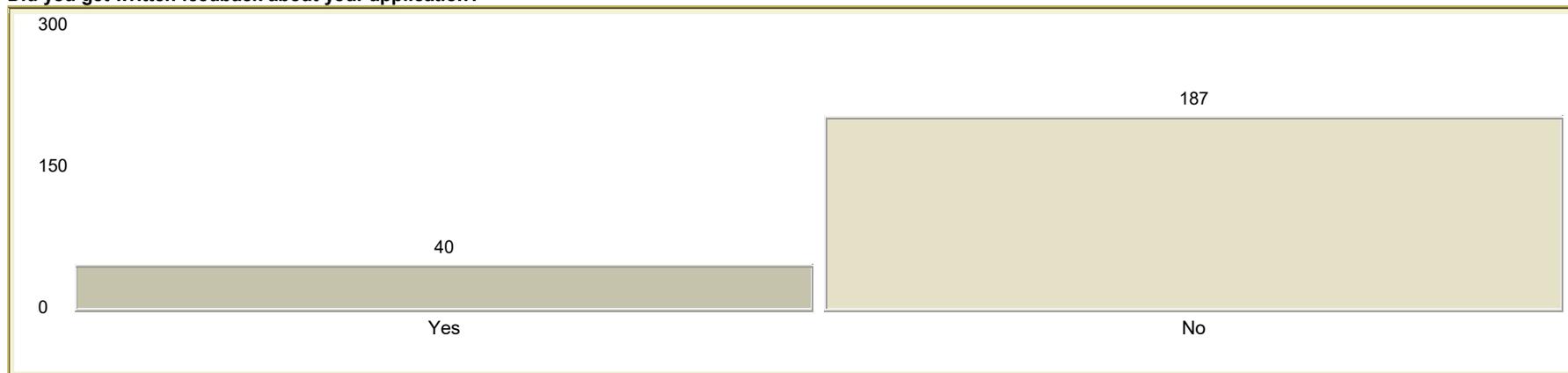
Total responses: 597

This survey was sent to all members with the intention of getting feedback about the CAPP process. Feedback has been summarised and submitted to the CAPP working party for their information. We have provided graphs and comments which are broken into key themes like Specific Roles, People Leaders, Process etc.

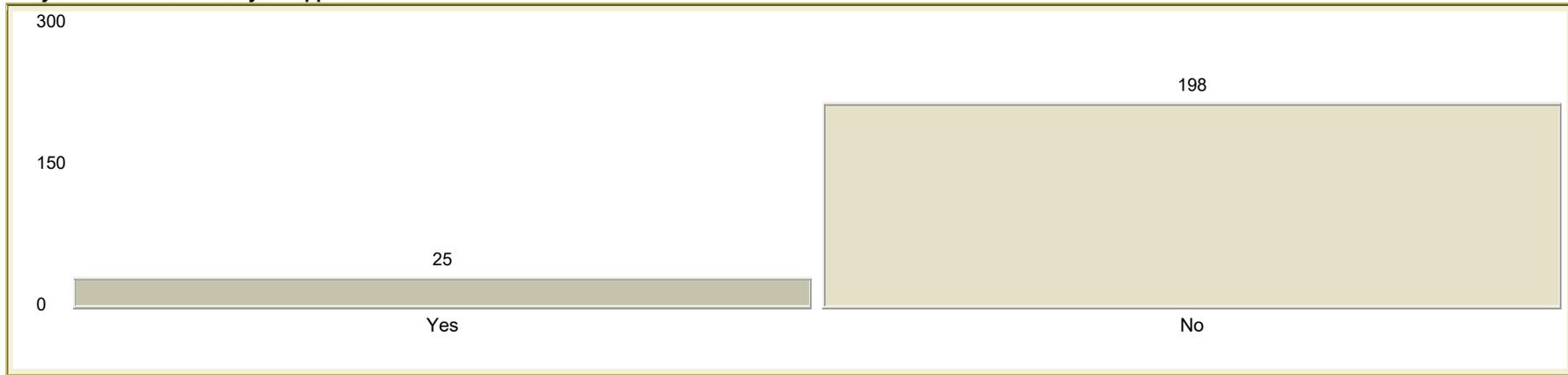
Were you successful in getting a senior role?



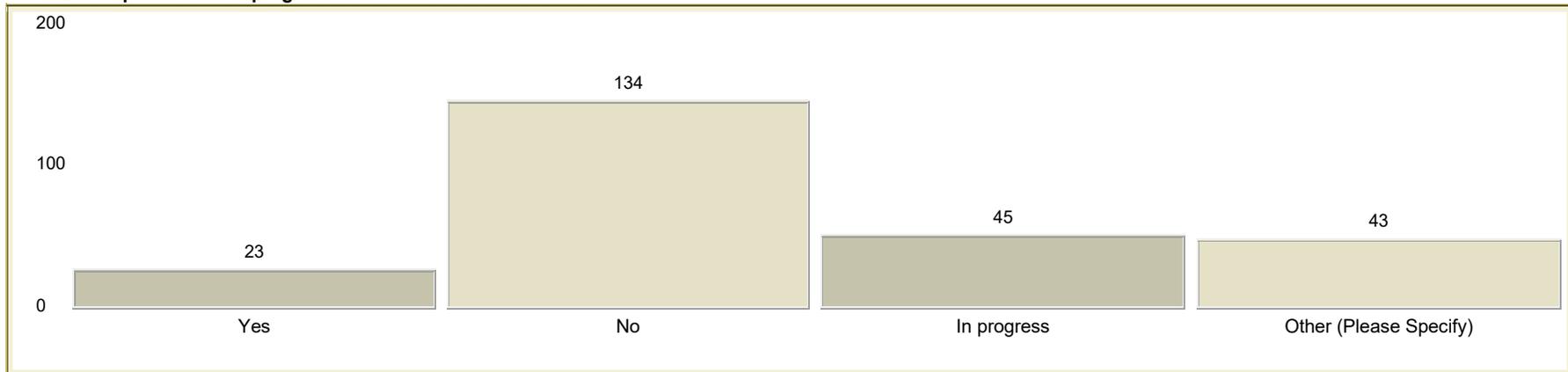
Did you get written feedback about your application?



Did you ask for a review of your application?



Has a Development Plan to progress to a senior role been created?



What do you like about the new career progression system?

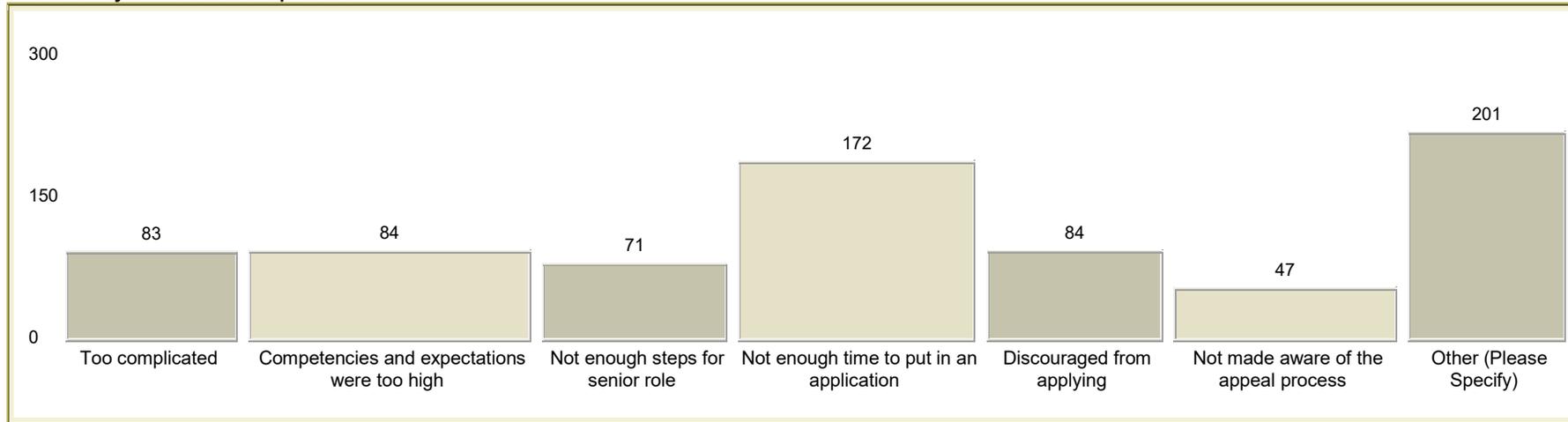


Summary of Other

Some comments were:

- Waiting for Principal Advisor role to become part of CAPP
- No support or clear guidance on what was required so was unable to get feedback
- Where is the requirement of time spent in current role
- Wasn't clear how the selection panel actually verified that the work was done by that person
- Time given to apply too short and expectation was unrealistic
- Didn't apply this time but manager encouraged member to apply for the next round
- Some members thought the process was transparent; others didn't
- No clarity with INZ as to expectations and criteria. Still a misunderstanding as to how quality and output are calculated; how management made decisions prior to applications as to who was going to progress if they applied
- PSA has been thorough, well organised and diligent
- Interested in knowing how many IOs progressed
- Provides scope for staff to be recognised for senior level skills and knowledge
- Gives employees the incentive to remain with the business. Also recognises loyal employees who have been with the business for a long time but were unable to get the Senior title
- Some new and not so new people didn't understand CAPP

What didn't you like about the process?



Summary of Other

Some comments were:

Specific roles

- In Digital Channels our current senior roles aren't more experienced advisor roles: they have different JDs and do different work. It looks like we should become some other job title
- I couldn't apply. As a Technical Specialist Border Officer, there is no progression for the TS position.
- I think the expectations were probably a little lower than they should have been, it seemed reasonably easy to achieve even for a TA without much experience
- The Senior Dispute Resolution Coordinator role has been created completely different role to the DRC role and the criteria have been set ridiculously high, which is very disheartening as it is out of reach for most of the team. In fact, I am not aware of anyone who was successful in progressing to Senior despite there being a number of highly experienced and competent DRC's in our team
- There were a number of respondents who talked about the LI process being onerous; rushed; not transparent
- Senior Labour Inspector pay steps are too low compared to similar roles and in relations LI and PLI roles
- Too much overlap in salary ranges between substantive and senior roles
- Does not account for EA's/PA's and support staff
- Not being eligible for a Senior role. Ironically if I had stayed a Support Officer, I could have applied for a Senior role
- There is no process in place for admin/support staff to progress or develop

- Number of staff required to start the process too large and not applicable to whole of Market Services ie: Support Officer roles
- No senior role allocated/approved for RQSO role at RQP

People Leaders

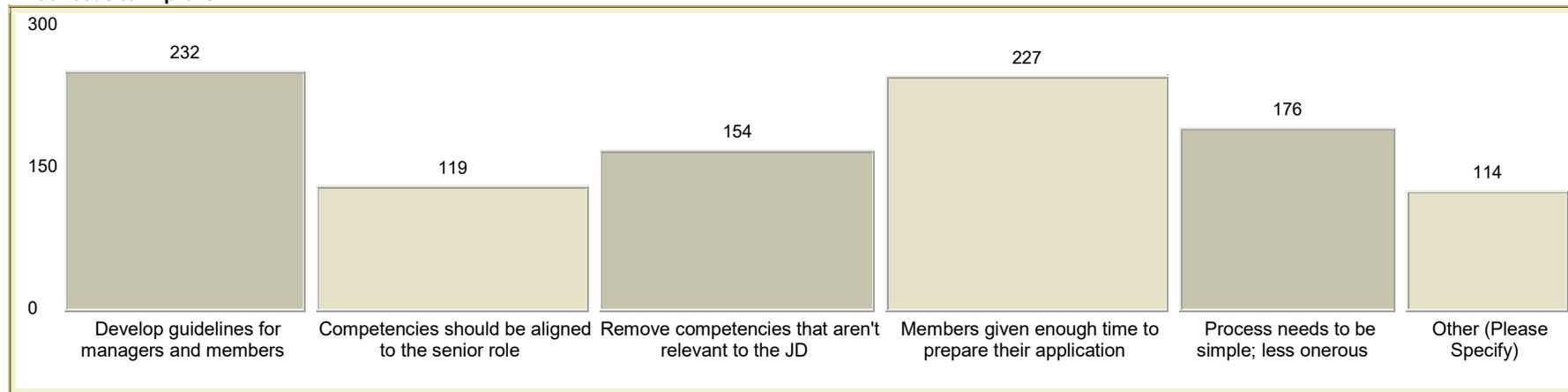
- Members thought that their manager had already decided who was going to get progression
- Some applicants received help with their application from their manager, while others were dissuaded from applying
- Lack of support from people leaders
- Manager did not endorse an application because the member was not competent enough in the product that was being assessed.
- Member expressed interest to manager in a one on one interview. Told not recommended. Did not complete a written EOI as verbally told that I not successful.
- Onus is still on the Manager to have conversations, so it can seem like IMs are the gateway
- No preparation and support from PSA and HR how to complete an application, given it is a new process there was no avenue for seeking support if a people leader is not willing to support the application

Process

- Some members didn't know about the salary band for the senior role
- There was no interview. It is very unfair as there are people who are not great at writing and therefore are disadvantaged
- Not a fair process and the process of selection was not clear
- People and Culture at MBIE dropped the ball badly on CAPP and as result this was a rushed and cobbled together process
- Not transparent, have not received feedback about review
- No detail on how to present the EOI
- Unclear if manager sign off needed
- By bringing the October round forward it was too soon post-covid to apply for those of us who would normally do the work of an SIO based on QC expectations/return to processing. It disadvantaged anyone who had been away or had issues returning to work. Had the progression been in October, more people would have been encouraged to apply, rather than having to wait until the next one next year.
- It wasn't clear what was expected of us for the application, and I believe that those who were not successful in our unit, weren't successful on the basis of their applications as opposed to their performance. Would be good to not put as much weight on the application and put more weight on performance of staff in the roles they currently hold
- The template doesn't take into account the cultural differences and how they best project themselves. Maori engagement practice not adhered to by IO wishing to pursue SIO role
- Some respondents thought the competencies were too high; some thought they were too low
- The process is not transparent. Unsuccessful candidates seem to receive similar templated responses

- Constantly shifting goal posts during the process. Delay
- The application was less about having the required skills, and more about being able to write your answers in a specific way
- Some members told there would be an interview process and then there wasn't
- No progression within Tenancy
- No interview and the questions were too broad with no real guidance to what was required in terms of evidence
- Told wasn't going ahead this year
- No consideration of staff already in senior roles
- For some, at the time of this report there was no written feedback on review process
- More difficult for internal candidates to get promoted than external candidates applying for the same role

What needs to improve?



Summary of Other

Some comments were:

Specific roles

- The Senior DRC role should be exactly that - a senior practitioner, subject-matter expert who is highly competent in all aspects of the role and capable of coaching and mentoring others and handling complex cases and difficult customers, and the competencies/criteria should reflect that. It should not be a Team Leader or Assistant manager role
- Managers have favourites of who they want to progress and will help and support them to get SIO. It is unfair and predetermined. If you do not have the Managers support, no point in applying. Managers reason for no support is unfair
- MBIE needs to follow the intent of the CPP and not frivolously make their own decisions on the process

- Guidelines of what the Senior TA role actually looks like
- MBIE/INZ should already be aware of what each member is capable of, eg., output/decision rate, quality, range of applications we're capable of assessing. They have our monthly 1-on-1's, know how we interact with the team, represent INZ/MBIE. Having to put my hand up and say 'look at me' puts me right off applying, and I know of several others that feel the same way. The application process appears to discourage people of certain ethnicities and age groups from applying, ie. anyone who was raised to be humble

People leaders

- MB need to train their team leaders about the process properly
- Manager should not endorse an application unless they are prepared to support their employee in the process
- Would have liked better engagement with managers
- Managers or higher management must not discourage staff from applying, and also must not meddle with the selection process in any way.
- It seems that in labour inspectorate there needs to be education of the management
Increased accountability and responsibility for companies and managers where high turnover is registered
- The process is completely dependent on individual managers being engaged, supportive, and on board for applicants, otherwise they can effectively derail applications
- Some members felt that there was consistency between managers and how they explain the senior progression process to the teams

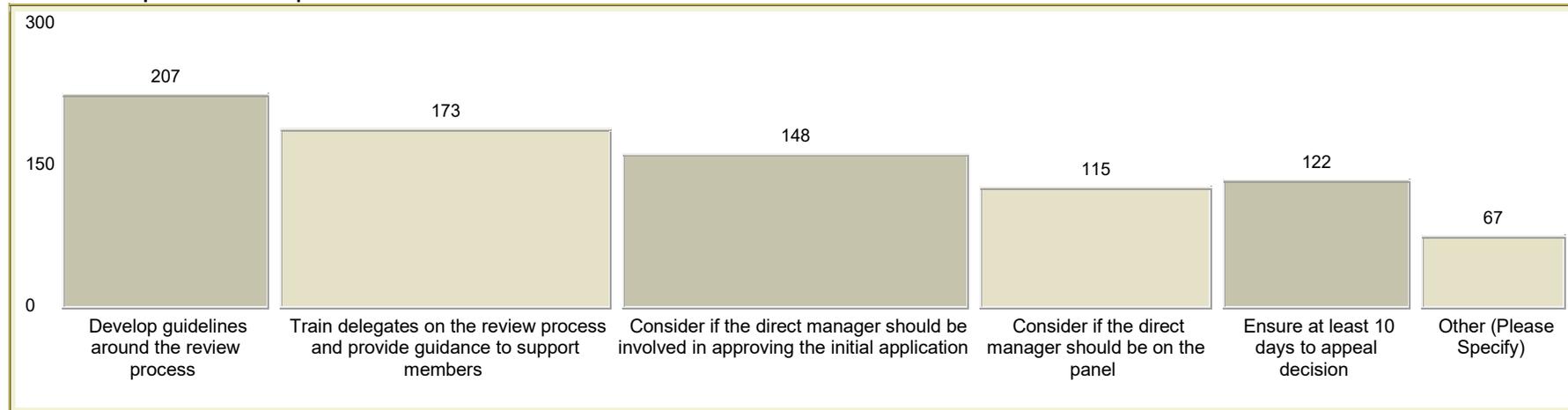
Process

- Manager's endorsement should be revoked as a step altogether
- More weighting on manager endorsement and panel not allowed to give vague feedback
- A bit more transparency and assurance of the selection process.
- Some members didn't know where to find the pay steps (min/max) for their role
- Process should include how competencies will be assessed going forward
- Experience and contributions should be fairly valued
- Allowing people to work in the position they want to remain in
- Progression within Tenancy
- Have a totally independent panel / Review Board should be external to office
- Independent interviewers (not from same team as the successful applicant)
- The panel should seek clarification and more from applicants where the written application seems insufficient

Support to write applications

- Provide support to be able to write what exactly is required
- Guides for application writing. As this is a specific skill required to make a strong application.
- Better access to help with writing a proposal to included Senior Roles
- An example of what they require or make an application form
- Training to prepare and guide members on how to submit an application
- Information and reminders

How can we improve the review process?



Summary of Other

Some comments were:

Role specific

- People should not have to apply for the SIO role. If they are capable, performing at a high level consistently, have advice/opinions that are sought out and have the respect of their peers they should be offered the role. Final decision should be theirs as to whether they take on the role or not

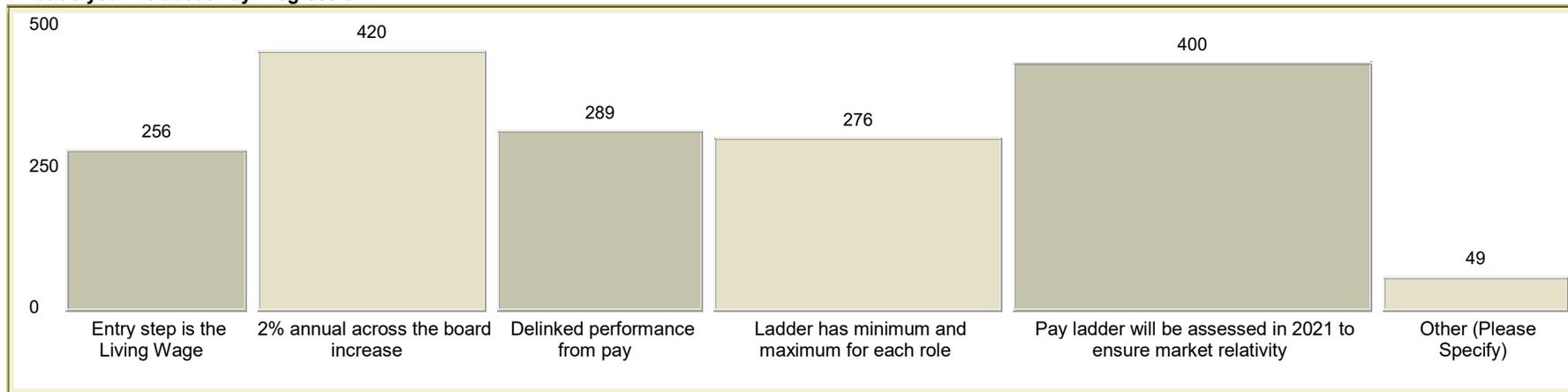
People leaders

- TL shouldn't be a barrier for CSAs to step up the ladder. The process should be impartial but should take previous accomplishments into consideration
- The direct manager should have minimal input in the process and independent evaluation should be considered
- Remove managers from process, they appear to either support their favourite workers or discourage those they are not friends with
- It is unfair for a manager who has only worked with you a short while to not endorse an application where you have been in your role for 2 years
- Ensure the right manager is contributing to the evaluation (someone who knows your work and competencies)
- Include third party letters of support e.g. Manager, Externals, etc
- Border Managers should have more involvement in selection process, other than just 'endorsing' an application
- If the direct manager is so key to the initial application process and on the panel, then it isn't applicant-driven, it's manager-dependent, and that's not impartial

Process

- The panel and review board should include Pasifika & Maori PSA reps to ensure their voice and perspectives are considered
- PSA reps should be on panel. Independent people.
- For fairness it is essential that direct managers are excluded from the process
- Actually given feedback of review process not just overall result
- Have a simple guide explaining how it works, what roles it applies to, what is involved.
- Some members felt that eventhough they had raised issues with PSA delegates, they weren't given adequate answers (if answered at all)
- Ensure at least 10 working days to appeal decision (maybe 14)

What do you like about Pay Progression?



Summary of Other

Some comments were:

- Transparent
- Ensured increase
- High performance should get a greater increase than 2%. As a high performer, 2% is an insult.
- Gives long service staff an opportunity to get a pay rise
- Less stress, so much less anxiety, more productive, lot happier
- Removes manager subjectivity in awarding pay increases
- Really happy with it
- Know in advance what your increase will be, though the future is very uncertain with no pay steps after 2021

- Prior to having the pay progression, our team members felt that their pay was linked to management's personal feelings about staff, as opposed to performance
- It's timely with increase still not in parity with employment but a start
- Not enough steps in for role
- Nowhere to go if at top step unless there is a senior role
- Should be able to jump more than 1 step in a year if all requirements met
- Really good work done on ensuring a fair pay system is in place that recognises skills and inflation
- Performance should also affect the percentage of increase, this way the staff performing consistently above expectation is rewarded monetarily
- Staff who work really hard get the same as staff who cruised

What don't you like about Pay Progression?

Eventhough members ratified the new CAPP system, there was still a lot of negative feedback about delinking performance from pay. Various groups within MBIE have mentioned how they have been disadvantaged. Some members felt that long term employees were disadvantaged as new employees were on the same; or close to the same salary. Numerous comments along the lines of not enough steps; salary steps not large enough in monetary terms etc.

Delinking performance from pay

- No link between performance and pay
- Delinked pay and performance helps low performing members and penalises high performers
- There should still be some incentive to work above required performance
- On same step with someone who got Successful while I got Outstanding seems unfair

Groups of similar roles feeling disadvantaged

Senior Support Officers/PAs/EAs

- There was no pay progression for the senior support officer. There was no comment as to the fact that there is no pay progression if you have a career progression in the same 12 months, you take on the senior role and would expect to have a pay that reflects the extra duties you must take on, not to apply for senior take on more responsibilities and not have a pay increase
- Don't feel like the PSA have support staff covered in regards to career progression, pay progression or pay equity.
- The fact that we now have to write a proposal to see the EA/PA pay scale come in line with other Govt Depts. Have heard that for the same role other departments are paying sometimes \$30k above MBIE - that is very poor considering MBIE should be leading the way being the biggest Govt Dept
- Was appointed from Support Officer to IO on 09/03/2020.....but our cohort did not get the ladder pay progression. We received the 2% increment.
- There is a very limited space for PA/TAs and EAs to progress in their roles, and the starting step is very low
- Lack of information provided to staff about the expected salary for SSO role. My offer letter did not state the correct amount of the pay. Still waiting for feedback from HR

Various roles

- Some labour inspectors felt let down; thought that the salary ranges were too low
- Some members thought that their role was not placed correctly on the new pay ladder
- Concerned that the A2 Patent Examiner Role won't be sufficiently upgraded from the A1 role in terms of steps and where the steps are placed
- IPONZ has failed to follow the pay step bands by promoting new people higher on the ladder than the existing people and by not addressing this is going to increase their gender, ethnic, and disability pay gaps
- No salary increase for current Queue Mangers (QM), who were appointed as SSO in NaDO as they have reached maximum in the pay ladder.
- Roles that are similar in the duties they do are on different salary steps ie: Labour Inspectorate Regional Managers are on a different salary step than Tenancy Compliance Operations Managers. Same amount of staff, same regulatory commitments and similar roles regionally.

Tenure seen as a disadvantage

- Tenure should be a big point in the application. Candidates with less tenure were successful and those that had more experience and tenure were unsuccessful
- People with zero experience are now bumped up to the same rate as people with 30 years experience
- It did not benefit me at all. In fact it disadvantaged me as people new to the role are now earning the same as me
- Disadvantages long term employees who might be at the top

General comments

Ladder/Steps/Transitions

- That there is no way to progress up the ladder if you develop faster
- Not enough increase. It was 2 steps up from 2019 but no further step up in July, which translates to only 1 step increase at the end of the process.
- Ladder has maximum for each role
- Not enough steps for some roles
- Some roles not on pay ladder
- Larger jumps for some roles than others
- Getting the new senior role only got a move across and not up on the ladder
- Difficult to see where your peers are on the scale
- Not enough steps available for each role, if Senior role is unattainable
- Not enough steps in senior IO Role
- My previous salary range didn't transfer over so well to the step system. My maximum step is below what the previous maximum in my range was
- Doesn't currently included progression for Immigration Managers

Comments about the 2%

- It should be 2% across the board and linked to performance based
- The fact my Manager did not have any conversation with me about Pay Progression and simply put a letter, dated 5 days earlier, on my desk advising the 2% market or cost of living increase but no pay progression step.
- If the 2% increase is a known factor, why doesn't it take effect immediately on the review date? Why does it take 4-6 weeks to organise and then we get back pay?

Performance discussions

- Definite issues in Senior progression process, not the least the application content & competencies - along with lack of personal representation before appointment board/panel
- Does not incentivise performance as maximum step as the benchmark to progress to senior. Quicker to get pay and progression by applying for roles in other teams or organisations rather than waiting for yearly step
- Seems unfair for small teams, no progression unless leave for a role within a larger team
- Managers should know if a member is capable of stepping up
- It is unfair that some work harder than others and yet everyone gets the same pay rise
- That to progress to a senior role you are expected to undertake work that is specific to that role and still may not be successful
- Some pay is still below the market for other roles in the public service

Process

- Very confusing with CPP and CAPP - many people thought they were the same thing or linked together. This was never fully explained clearly to a number of people
- Perhaps an interview could be alternative for those who wish to do it
- The business should make the salary increase for the senior role well informed prior to people submitting their applications. It's not fair for staff members to guess or ask the managers the salary increase for senior role as part of consideration
- Places too much responsibility on employee. Also, gives too much power to manager to manipulate the system and discriminate the employees. Less roles involved in measuring the employee's performance
- Deductions being taken from back pay (not including tax) as it makes your back pay lower than expected

Timeframes

- Should have been done quicker
- Understand that Covid had impact on process

We asked members to provide any other feedback not already mentioned

There was a large amount of feedback. This is a summary:

- There were a lot of thanks from members to the PSA and MBIE team
- There was both positive and negative feedback about the system
- For some new employees the process seemed complicated; not transparent and confusing
- Some members didn't think it was fair that only roles in Immigration and Market Services are being considered for career progression
- CAPP became confusing for some as it coincided with pay progression.

Role specific

- Comments about the unfairness of INZ/MS being first cab off the rank
- Teams with less than 15 people in the same role still cover for managers and do higher level work. They have missed out on an opportunity to progress into senior
- Feelings of being left out
- There is no progression to senior roles in our team, and in my opinion there are a number of people who should be in senior roles and are not. The seniors in our team are really doing different work, so there's a gap for a step up from the advisor position
- The Policy career progression process at MBIE sets an excessively high bar
- Disappointed with the lack of work that has been put into the EA/PA pay scale as we were assured it would fix the issues rather than us now having to write a proposal that might or might not get us anywhere...
- Failure to include PA/EA/Admin roles within the scope of the CAPP process alongside their co-workers further disadvantages those staff, devaluing their labour and increasing the pay disparity. A gender pay equity claim would ostensibly benefit all MBIE staff, irrespective of role or gender
- Would like to see CSA higher on the pay ladder

People leaders

- Some members felt supported by people leaders; others felt unsupported
- Some members did not have a performance review; rating was given without any engagement

Process

- It would be good to know when the successful candidate will be announced. What also is crucial in this process is to understand how many people were declined to progress
- In fairness new process/system hence can't expect perfect first - so provided both parties remain open to change think in a year or 2 this will be a great model for others to follow
- In one branch the applicants who got approved for the progression round were only English native speakers. The process is overly long and complicated: long application, presentation, interview

Preparation of applications

- Perhaps give staff enough time to prepare say 2 to 3 weeks

- The 10 days to apply was too rushed and didn't give people time to prepare for the submission to get a senior role
- Some people disadvantaged as they were on leave during the process
- Should be clear if a certain time in a role is required before submitting an application

Comments about interviews

- The message was that for the 23 roles there weren't to be interviews. Still happened for these and roles out of scope
- Should be able to have interview as some people are more verbal than expressing themselves through written form

General

Some positive comments

- The new framework is great on the whole
- It's great that there is progression thinking. Is there a progression plan to go from a senior role to a manager?
- Mediators move up a step
- Really pleased with pay increase - larger than I've received in the past even when I've been rated very highly for performance
- It's great to know beforehand what step you will be moving up to

Other general comments

- Is there anything we can do about the pressure to complete a certain amount of applications which applies a lot of pressure, stress and is not good for health and wellbeing?
- Please ensure Maori progression commitments are developed. We need to commit and support an indigenous advancement strategy. MBIE uses our Maori reo for their values but we are expected to express a pakeha worldview of those values
- able to write your answers in a specific way. As a result, those colleagues who had supportive direct managers with good writing skills were at an advantage compared to others. My team was very fortunate in this regard though from what I've heard, not everyone was so lucky
- Thoughts that senior roles should be offered to those of longer tenure.