



# ELECTORAL COMMISSION

Consultation Document



# KEY CONSIDERATIONS & INTENDED OUTCOMES

As you consider the detail of this consultation document, note the following outcomes we hope to achieve through the proposed changes.

## **We need to:**

- Align our organisational behaviours, culture, and leadership to embed an all of Commission approach.
- Better enable teams through appropriate positioning within functions that aligns with their work and purpose.
- Connect team level planning, prioritisation, coordination, delivery, processes and mechanisms to strategic outcomes.
- Build targeted capabilities and fill the capability gaps identified by the Capability Review 2021.
- Build future thinking and plans and move beyond a single cycle electoral focus by embedding and ring-fencing future facing capabilities.
- Strengthen our relationships with priority communities by delivering integrated end-to-end services that are tailored to each community's unique requirements.
- Build better practice in working with our stakeholders in our supply chain and strengthening our relationships with agencies and partners who impact elections.
- Improve operational efficiency and effectiveness by reducing costs, waste, and risks (from manual processing) through having a more strategic focus on sustainability.

# A NOTE FROM KARL, OUR CHIEF ELECTORAL OFFICER

Kia ora koutou

The Electoral Commission has a strong purpose – that the people of Aotearoa New Zealand trust, value and participate in parliamentary elections.

Over the last while, we've made changes to how we are organised to ensure that we can continue to deliver excellent electoral services, now and into the future.

The establishment of the Operations, Enterprise Services, and Strategy, Governance & Development Groups brought our closely related functions together to strengthen collaboration and leadership against our strategic priorities.

We want to make sure that we're well set up to deliver next year, and that has meant ensuring that we have the right systems, processes and capabilities in place.

## Case for change

When each of our new Deputy Chief Executives (DCEs) started I asked them to look into a number of questions I had about how we are organised within each of these new groups.

While the new groups were a good start, I had questions about some gaps in functions, the need to strengthen some areas critical to delivering electoral events, and some spans of control that were too wide.

I asked the DCEs to come up with some proposals to address these questions, that could be quickly implemented with minimal disruption, and would strengthen our ability to deliver a successful general election next year.

This document outlines the changes the DCEs are proposing to introduce, the design considerations, and the implications of those proposed changes.

For information about our recent changes we have made, please refer to the following links:

- SMT structural changes: <https://echo.elections.nz.mcas.ms/smt-structure>
- Regional Review: <https://echo.elections.nz.mcas.ms/regional-review>
- TOM programme information: <https://echo.elections.nz.mcas.ms/target-operating-model>

## What are we consulting on?

We are proposing a number of changes including:

- the introduction of some roles into the structure;
- the realignment and introduction of new functions;
- the clarification of role focus areas (where required); and
- the removal of some roles.

We are also proposing to provide more role clarity through consistent naming conventions and guidelines. This includes several new/updated position descriptions. You will find more information about this in this consultation pack.

Some of the roles we are proposing to introduce present a great opportunity for some team members to step into different positions and grow their careers within the Commission. Some of these changes also seek to ensure we have the right skills at the right levels.

## Timeline

Consultation opens today and will close at 5.00pm on 14 November. A detailed timeline of the overall change process is included in this document. You can find it on page 52.

## Our commitment to you

We know change can be unsettling and we want to thank you for your continued professionalism and commitment over this time.

We're committed to making sure we manage and implement this change in a way that:

- is supportive and respectful
- prioritises our people over process
- is open and transparent
- helps you understand what is happening and why
- provides you access to the information and support you need
- ensures you are informed to make the right decisions.

There's support available to you (outlined under the Support section of this proposal document). Please use it if you need to – make your health and wellbeing your priority. I know you'll also be respectful of how others are feeling.

## Please give feedback

Please take the time to share your views. Your feedback is an important part of the decision-making process. I also encourage you to talk with your leaders or Humankind (our change management partners) at any time. Humankind can be reached at [feedback@humankind.nz](mailto:feedback@humankind.nz)

Ngā mihi, Karl

# ABOUT THIS CONSULTATION

We are seeking feedback on the following proposed changes:

**Proposed naming conventions** to provide better role clarity, consistency, and guidelines as to who does what. You will see proposed changes for this throughout the proposal.

**Proposed new position descriptions** (where required) to better articulate current and proposed new roles and responsibilities.

**Proposed introduction of the following new functions to better align with strategic outcomes:**

- Property and Procurement, within Enterprise Services (ES)
- Capability & Organisational Development (within ES)
- Health, Safety & Wellbeing (within ES)
- Recruitment and Talent (within ES)
- BCP & Sustainability (within ES)
- Information Management (within ES)
- Separation of Enrolment & Community Engagement (within Operations)
- Internal Communications (within Communications & Education, Operations)
- Information & Education (within Communication & Education, Operations)
- Media & Strategic Communications (within Communications & Education, Operations)
- Business Services (within Operations)
- Strategy & Evaluation (within Strategy, Governance & Development)

**Proposed changes in reporting lines** (where required) to reflect new functions and alignment of current and proposed new roles.

**Proposed new team names for the following teams:**

- Administration (within ES), to be called Office Experience
- Business Improvement (within Operations) to be called Business Services
- Planning, Risk & Assurance within Strategy, Governance and Development (SGD) to be called Strategy, Risk & Assurance

**It is proposed to redistribute/transfer the following functions:**

- Administration to Finance (within ES, with a focus on Office Experience)
- Learning and Development (within Voting Services, Operations) to Business Services (Operations)

**Proposed change in focus and/or titles for the following roles:**

- Manager People & Culture (ES) - additional functions and a more strategic focus for role
- Principal Advisor Business Partnering (People & Culture, ES) to Team Leader Business Partnering - this is a current vacancy and proposed to have a team leadership responsibility
- Principal Advisor Capability & Organisational Development (People & Culture, ES) to Team Leader Capability & OD - this is a current vacancy and proposed to have a team leadership responsibility
- Manager, Finance, Property and Procurement (ES) -to Finance and Office Experience Manager
- Financial Analyst & Planner (Finance & Office Experience, ES) – to focus on strategic advice for the Commission, with a title change to Business Partner Finance

- Team Leader Administration (Finance & Office Experience, ES) – to focus on creating a great office experience for our people, with a title change to Team Leader Office Experience
- National Manager Voting Services (Operations) title change to Director Voting Services to reflect the scope and responsibilities of the role
- Business Improvement Manager (Operations) to Manager Business Services to reflect updated responsibilities and scope of the role (to include Learning & Development function for Operations)
- Project Leaders (Voting Services, Operations) – a title change to Advisor Voting Services to reflect the responsibilities of the role
- Senior Project Leaders (Voting Services, Operations) – a title change to Senior Advisor Voting Services to reflect the responsibilities of the role
- Project Support Officer (Voting Services, Operations) to Project Coordinator – Voting Services to conform to the new proposed naming conventions
- Operations Support Officer (Enrolment Processing, Operation) to Coordinator Enrolment to conform to the new proposed naming conventions
- Manager Planning, Risk & Assurance (within SGD) to be called Manager Strategy, Risk and Assurance to better reflect organisational needs

# ABOUT THIS CONSULTATION (CONTINUED)

## **Proposed introduction of the following new roles:**

- Principal Advisor (ES)
- Senior Advisor Information Management (Information Technology, ES)
- Recruitment & Talent Lead (People & Culture, ES)
- Health, Safety & Wellbeing Lead (People & Culture, ES)
- Manager Property & Procurement (ES)
- Assistant Accountant (Finance & Office Experience, ES)
- Senior Advisor Property (Property & Procurement, ES)
- Advisor Procurement (Property & Procurement, ES)
- Manager Delivery & Support (Voting Services, Operations)
- Director Strategic Engagement & Partnerships (Operations)
- Director Enrolment Operations (Operations)
- Principal Advisor Operations (Operations)
- Principal Advisor Strategy, Risk and Assurance (SGD)
- Senior Advisor Accountability (Strategy, Risk & Assurance, SGD)
- Senior Data Analyst (SGD)
- Advisor Evaluation (future vacancy for 2023, TBC)(Strategy, Risk and Assurance, SGD)

## **Proposed disestablishment of the following roles:**

- Senior Advisor Corporate Services – ES
- Advisor Property (Fixed Term) – ES
- Senior Advisor Procurement – ES
- Accounts Payable & Finance Support Officer (casual) -ES
- National Manager Enrolment & Community Engagement – Operations

- Operations Manager Enrolment & Community Engagement – Operations
- Senior Advisor Engagement – Operations (current vacancy)
- Manager Regional Delivery (current vacancy) – Operations
- Advisor Accountability (current vacancy) - Strategy, Governance & Development
- Data Analyst (current vacancy) - Strategy, Governance & Development

**The proposed change process, including:** the proposed selection process (including how to express interest in a role), and the proposed selection criteria.

## **The proposed timeline.**

## **Out of Scope for this change:**

- PMO team
- Legal and Policy Team
- Māori Advisory Team
- There are a number of specialised roles (eg. within IT) where proposed naming conventions will not apply, given the specific nature of the work being undertaken and in line with market benchmarking.

# WHO ARE WE CONSULTING WITH?

## We are consulting with you if you are potentially affected by the following proposed changes:

- Proposed disestablishment of your role
- Proposed change in responsibilities/duties
- Proposed disestablishment of some fixed term and casual roles (to create permanent ones)
- A reduction/increase in the overall number of direct reports

We are also seeking feedback from everyone who is potentially impacted by the following proposed changes:

- A change in reporting line
- A change in title
- Change in team name

You are also welcome to have a conversation with your DCE.

While we are formally consulting with potentially affected or impacted people, we do welcome feedback from anyone else in the Commission, even if there are no changes proposed for your role.

## Affected or Impacted

You are potentially affected by these proposed changes if your substantive role is proposed to be removed from the current structure, and your position is proposed to be disestablished.

You are also potentially affected if we are proposing to change your role's responsibilities / duties (although not significantly), and / or reducing or increasing your number of direct reports.

You are potentially impacted by these proposed changes if your role is proposed to have a change in reporting line/change in title/team name/or a move to a different function.

There will also be an opportunity to ask questions in a Live Q&A that the DCEs will host during the consultation period if there are any questions you would like to ask about the process, any of the key concepts, or any other aspect of the proposed changes.

Further detail about these proposed changes is provided within this consultation pack. It is important to read and understand what we are proposing. Your feedback is essential for our decision-making, so please take the opportunity to share your thoughts and ideas. Final decisions will not be made about the process or any outcomes until your feedback has been considered.

Details on proposed individual impacts can be found in **Appendix A on pages 54 to 66**. *The information in Appendix A is based on data available at the time of consultation. If you identify any inconsistencies or missing information, please do let us know and we will look into this.*

## People in Acting Roles

The proposed changes may have implications for some people who are in acting roles across the Commission. For the purposes of this proposal, you need to consider how the proposed changes may impact your substantive role.

## People on Fixed Term and Casual Agreements and Contractors

People engaged as a contractor may be impacted should the proposed changes be implemented.

There are some proposed changes to some of the current fixed term and casual roles (e.g. proposing to make roles permanent or changing titles, where appropriate). More details of these proposed changes are listed within this consultation proposal.

# TIMELINE, FEEDBACK AND SUPPORT

## High level timeline:

Dates	Key activity
2 November	Consultation opens
14 November	Consultation closes. All feedback is to be submitted by 5.00pm on Monday, 14 November.
15 to 25 November	Analysis of all feedback received
Week of 28 November	Final decisions announced
Week of 5 December onwards	Transition (if any)

A more detailed timeline of the proposed change process is set out on page 52.

## How to provide feedback and ask questions

Your feedback is essential for our decision-making process and to ensure we set up teams in the best way possible, so please take the opportunity to share your thoughts and ideas. If you are potentially affected or impacted, you can ask questions and provide feedback in several ways:

- Talk with your ELT member. Time will be made available for one on ones during the consultation period if you wish to talk to them directly.

- Humankind is supporting us during our consultation process and will be collating feedback on behalf of the Commission. Email your questions and feedback to: [feedback@humankind.nz](mailto:feedback@humankind.nz). Your email will be responded to as quickly as possible.
- You can also come along to one of the Q&A drop-in sessions run by DCEs during the feedback period (dates to be confirmed).
- You can talk to the People & Culture team.
- You are entitled to have a representative or support person (e.g. whānau member) for any meeting(s) during the consultation process. If there are any cultural or individual-specific needs that we need to consider to best support you, please do let us know.

If you have specific questions about your own personal circumstances, you should talk to your ELT member or your manager or talk to any of the team members in our People & Culture Team. You can also email your query to [feedback@humankind.nz](mailto:feedback@humankind.nz).

**Please provide all comments and feedback by 5:00pm, Monday 14 November 2022.**

As outlined earlier, decisions on the proposed changes will not be made about the process or any outcomes until your

feedback has been considered (refer to the detailed timeline for an overview of timeframes).

## Support

Take the time to think about what the proposed changes might mean for you, and as you do so, please consider the support that is available to you.

Change can be unsettling for everyone, especially if your role is affected. Talk to people, discuss what is happening, and get support that is right for you, whether it is from your manager, ELT, work colleagues, whānau, friends or support person. You can access a range of free support:

## Employee Assistance Programme (EAP)

Our EAP programme is provided by Vitae who provides a free, confidential, and independent service for our employees.

Support from a Vitae professional can be about but not limited to, building resilience during times of change and uncertainty, frustrations, and confusion over your career direction.

You can view counsellors available in your area [on the Vitae website](#). To make an appointment, contact Vitae directly on 0508 664 981 or complete the [online referral form](#). You can also find further information [on ECHO](#).

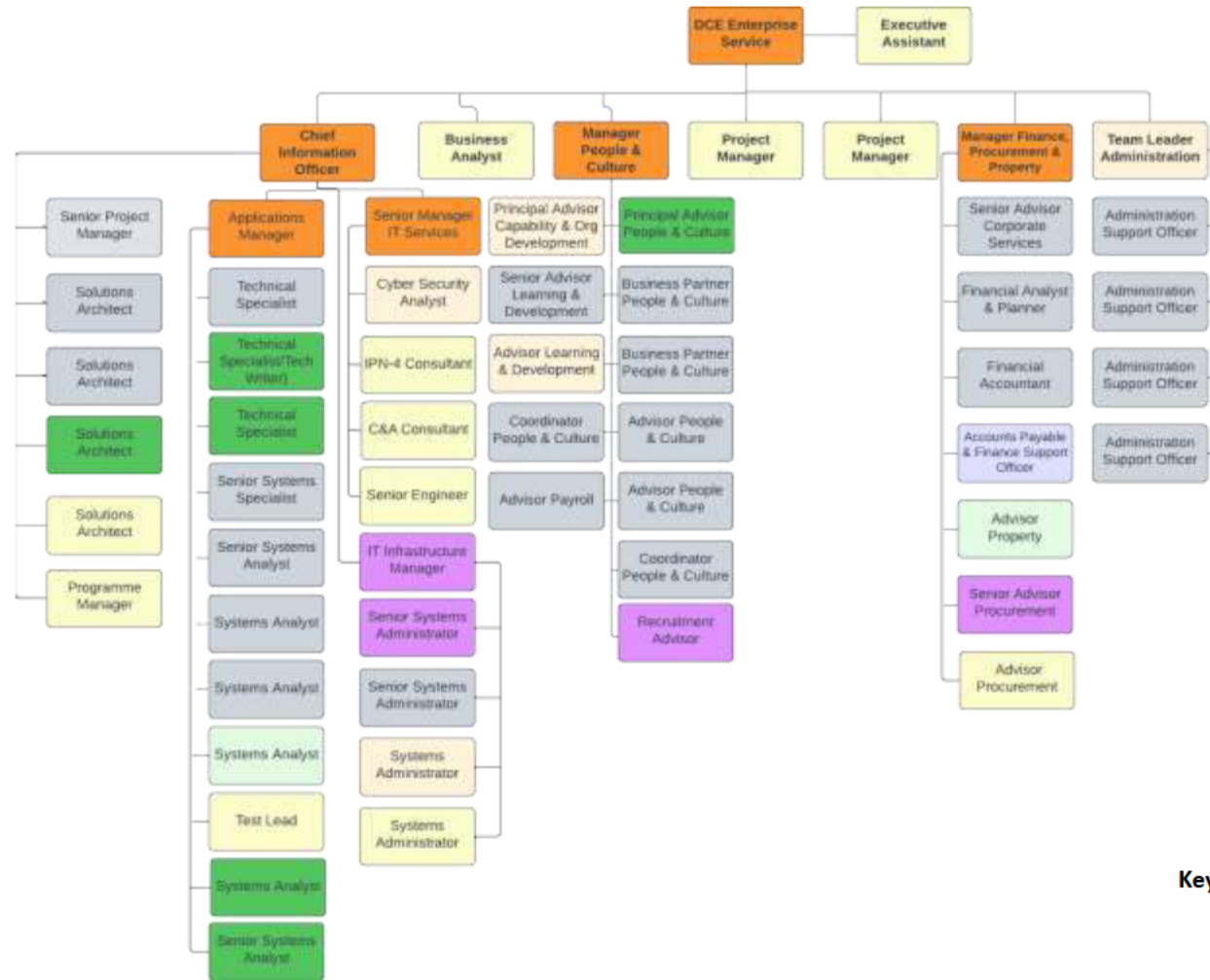
More information on additional support can be found on page 51.

# ENTERPRISE SERVICES





# ENTERPRISE SERVICES (CURRENT STATE)



Key:



# Rationale for proposed changes – Enterprise Services

The Enterprise Services group was created in January 2022 as part of our changes to the SMT structure and the DCE Enterprise Services was appointed.

## Where we are now?

As identified through the TOM work, as well as observations from the DCE and ES leaders, there are several opportunities to enhance the way the ES group works. If addressed, these opportunities would enable ES to support the Commission to better deliver on any events, e.g. General Elections (GE), local body events, by-elections or Māori Electoral Options, as well as organisation-wide core business activities. GE2023 is fast approaching, and it is critical that we address any challenges or opportunities to better support operational delivery and enable a successful GE, in conjunction with focusing on delivering on our strategic priorities.

Challenges identified in the way we currently work within ES:

**Information (Knowledge) Management** - There is currently no designated responsibility or dedicated resources for the Commission's overall information management strategy and activities. We believe this poses a risk to the effective handling of information and resources and doesn't enable the Commission to deliver work in a consistent and efficient way. Given knowledge/information management is crucial to the operational running of the Commission we believe that it is important that a function and roles are established within ES to resolve this challenge.

**Business Continuity**- Business Continuity activities sit across several functions and business units within the Commission, e.g., Finance, People and Culture, and Strategy, Governance and Development. This distributed responsibility is impacting role clarity and a clear understanding of who is responsible for what, which we believe poses a risk for the Commission during unexpected events or crises. Overall accountability for Business Continuity sits with the DCE Enterprise Services however the role does not currently have adequate oversight of all BCP activities across the Commission.

**Sustainability** – sustainability continues to be a key organisational social and corporate responsibility, however, there is currently no designated resource or focus on the Commission's overall sustainability strategy and activities.

**Procurement and Property** - As identified through the TOM work, we need to build modern, strategic and efficiency-focused procurement and property functions to more proactively manage our portfolio and work beyond events.

- Finance, Property and Procurement are three quite different functions grouped together under one team and there is an opportunity to lift the visibility, focus and capability of the Property and Procurement functions to a more strategic level and ensure sufficient resources to deliver upon the requirements for the Commission.

Procurement with roles filled by contractors and fixed-term roles, which we believe poses a knowledge transfer and business continuity risk to the Commission.

- There is a need to broaden our supplier relationships to de-risk critical suppliers and clarify who is accountable and oversees contract management across the Commission.

**Finance** - Finance continues its evolution and growth. There is a lack of resources within the team to transition away from BAU and focus on more strategic work. The Commission will benefit from a focus on strategic work to support decision-making and projects/work beyond BAU events.

- There is a need to free up the partnering capacity within the team to focus on projects and strategic work. There is also a need to increase accounts payable and finance support to enable the Business Partner to have the capacity to focus on more strategic work and support BAU events.

# Rationale for proposed changes – Enterprise Services (continued)

**Administration Support** – The Administration team is currently adequately resourced to meet the needs of the organisation.

- The Team Leader has recently resigned, and there is an opportunity to review where the function sits within the structure to better support operational delivery.
- There is also an opportunity a need to reconfigure the number of direct reports for the DCE, which we believe would enable the DCE to focus on strategic-level priorities of the function (being the purpose of that role).
- Clarity is also required on how Administration can provide more support both for the organisation and ES where there are administrative support needs. Creating a great office experience and supporting our people to do their best work is important for the Commission and in our view, to the successful operation of the organisation. We believe there is an opportunity for this team to lean in and have more of a focus on this.

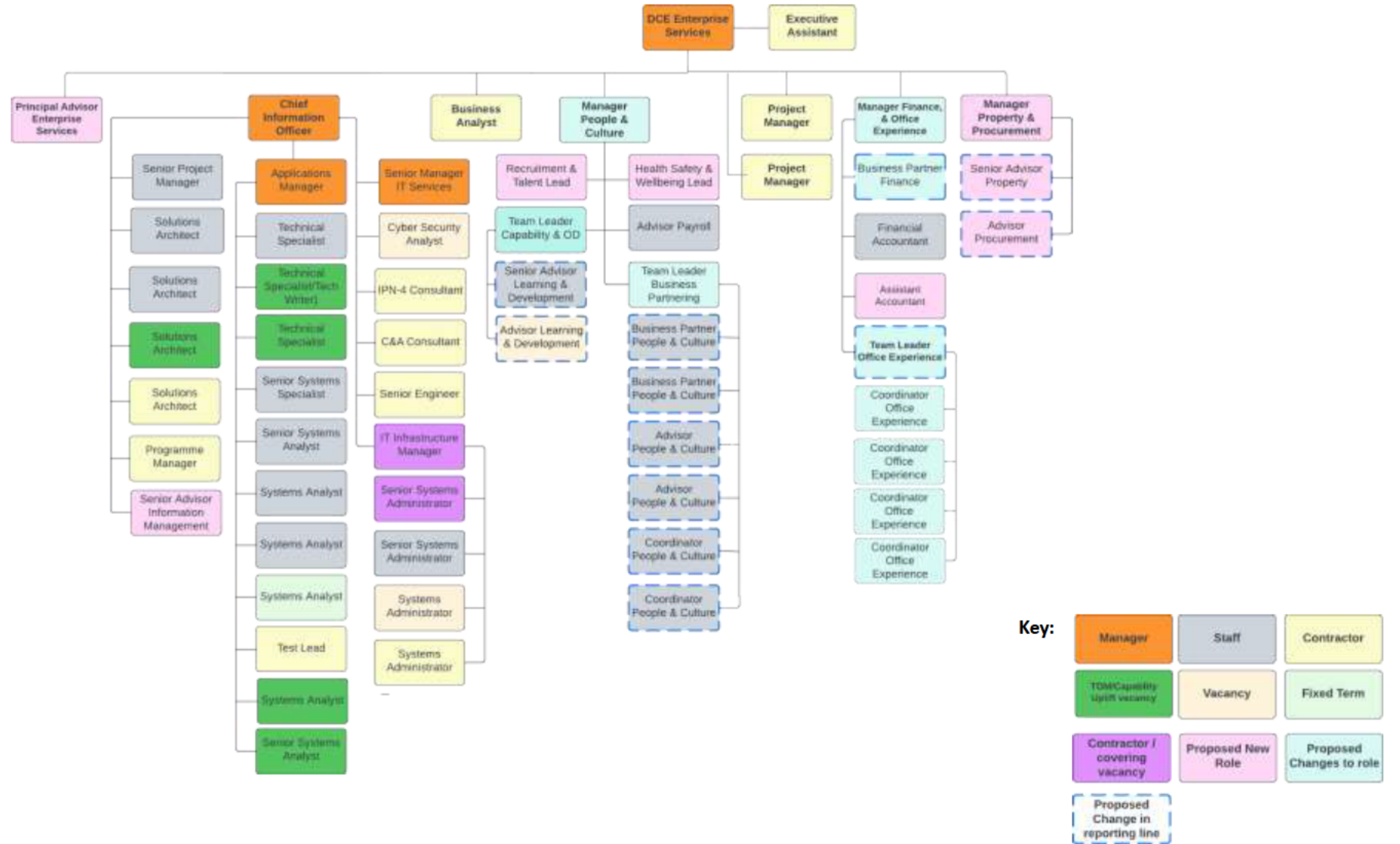
**People & Culture** - All team members currently report to the People & Culture Manager, which means the manager is stretched and unable to focus on strategic direction, being dragged into day-to-day operational activity regularly.

There is a need for the People & Culture Manager to focus on the strategic direction to deliver upon the future people needs for the organisation. Due to resourcing challenges the People and Culture team is currently reactive rather than proactive, which means they are unable to focus on key organisational priorities or projects (e.g. core policies and processes).

- There are currently a number of vacancies in the function which are impacting service delivery.
- The Business Partnering model was introduced earlier this year and is evolving. There is an opportunity to create consistency with ways of working and better support pastoral care, collaboration and focus on thought leadership.
- There is currently only one **Payroll** resource creating a key person dependency and is a business continuity risk to the organisation.
- The **Learning and Development** function currently has seven team members decentralised across the Commission in different teams. This is impacting consistency, efficiency, strategic thinking and thought leadership within the learning space

- **Health & Safety** is currently fulfilled on a part-time basis as an element of a role. This role, and thus the health and safety duties, does not sit within the People & Culture function despite its natural alignment. There is currently limited focus on health and wellbeing during events undertaken by the Commission to support employees' wellbeing and safety, identify risks and promote/advocate for employee wellness, which poses a legal and reputational risk to the organisation.
- **Recruitment** is currently fulfilled by an external consultant for 20 hours a week. This is not sufficient given the volume of recruitment and there is an opportunity to bring this in-house given its critical function for the organisation.

# ENTERPRISE SERVICES (PROPOSED FUTURE STATE)



# ENTERPRISE SERVICES (FUTURE STATE)

Team/Role	Proposed change	Why are we proposing these changes?
Principal Advisor Enterprise Services	It is proposed to create a Principal Advisor Enterprise Services role, reporting into the DCE ES.	To provide advisory support to the DCE in relation to policy development, research and sustainability. This role would need to understand a range of services across Enterprise Services and act as a dot joiner with other agencies. This role would focus on BCP and Sustainability and be responsible for all activities related to business continuity, working closely with the Manager Planning, Risk and Assurance. This role would advise on business continuity activities in relation to People and Culture, Finance and Information Technology, working collaboratively across the other ES functions. We believe this role would also important to address the sustainability resourcing gap and remove the potential risks of not having a joined-up approach for business continuity.
Senior Advisor Information Management	It is proposed to create a Senior Advisor Information Management role, reporting into the Chief Information Officer.	To focus on developing processes to ensure the effective handling of information and resources to support consistent delivery and drive efficiency. We believe this would resolve the knowledge management challenge identified.
Manager People & Culture	It is proposed to reduce the number of direct reports to the Manager People & Culture role by <ol style="list-style-type: none"> <li>1. Creating two new roles (Recruitment and Talent Lead and Health, Safety and Wellbeing Lead) to focus on strategic priorities in these areas, and</li> <li>2. Changing the focus of the two Principal Advisor roles (current vacancies) to take up Team Leader responsibilities for the Business Partnering, and Capability &amp; OD functions respectively (more information outlined below)</li> </ol>	To remove the burden with the number of direct reports to the Manager People & Culture role and to enable the role to focus on the more strategic aspects of the role.
Recruitment & Talent Lead	It is proposed to create a permanent, full-time Recruitment & Talent Lead role, reporting to the Manager People & Culture	To own the delivery of strategic resourcing priorities, talent acquisition, and succession planning. We believe this would resolve the recruitment challenge identified.
Health, Safety and Wellbeing Lead	It is proposed to create a permanent, full-time Health, Safety and Wellbeing Lead role, reporting to the Manager People & Culture	To ensure an organisation-wide focus on wellbeing and the proactive management of health, safety and wellbeing activities, processes and systems. If established, this role would play an important part in minimising the current exposure we have as an organisation around looking after and prioritising, our people's wellbeing.
Principal Advisor People & Culture (current vacancy)	It is proposed to <ol style="list-style-type: none"> <li>1. Change the focus of the Principal Advisor People &amp; Culture role, accompanied with a title change, to Team Leader Business Partnering (at a Principal Advisor level), reporting to the Manager People &amp; Culture.</li> <li>2. It is proposed that this role would have managerial responsibilities for the Senior Advisor L&amp;D, and Advisor L&amp;D roles.</li> </ol>	We believe this change in focus would ensure a centre of excellence, create consistency with ways of working and better support pastoral care for the team, and collaboration and focus on thought leadership. It would also absorb line management responsibilities of the generalist People & Culture roles, which would remove current dependency on the Manager People & Culture, giving them the capacity to focus on strategic projects.
Principal Advisor Capability & OD (current vacancy)	It is proposed to <ol style="list-style-type: none"> <li>1. Change the focus of the Principal Advisor Capability &amp; OD role, accompanied with a title change, to Team Leader Capability and OD (at a Principal Advisor level), reporting to the Manager People &amp; Culture.</li> <li>2. It is proposed that this role would have managerial responsibilities for the P&amp;C Business Partners, P&amp;C Advisors and P&amp;C Coordinators.</li> </ol>	To create a separate L&D function and a learning/capability centre of expertise within the People & Culture function. It is also to reduce the number of direct reports for the Manager People & Culture, which would create more space for the Manager People & Culture to focus on the strategic direction of the organisation.

# ENTERPRISE SERVICES (FUTURE STATE) CONTINUED

Team/Role	Proposed change	Why are we proposing these changes?
Finance and Administration teams	It is proposed to combine the Finance and Administration Teams to become one function, called Finance & Office Experience.	To reduce the number of direct reports for the DCE, which we believe would enable the DCE to focus on strategic-level priorities of the function. We believe that these two teams would work well combined together because it would create stronger connection between management of operating expenditure and linking operational support processes together (e.g. the back up support for invoicing processing sits within the Administration team). It is also proposed that the new focus on sustainability and its reporting would from a day to day aspect sit across the Finance and Administration teams. It is also proposed to shift the focus of the Administration function to Office Experience to ultimately, lead to a more successful operation of our organisation.
Team Leader Administration	It is proposed to change the title from the Team Leader Administration to Team Leader Office Experience. It is also proposed to change the reporting line for the Team Leader Office Experience from the DCE Enterprise Services to the Manager Finance & Office Experience.	To reflect the shift in focus for the team to Office Experience, as outlined in the box above.
Manager, Finance, Procurement & Property	It is proposed to: <ol style="list-style-type: none"> <li>1. Change the title of the Manager, Finance, Procurement &amp; Property, to Manager, Finance &amp; Office Experience</li> <li>2. Remove line management responsibilities of the Advisor Property role (proposed to be disestablished), the Senior Advisor Procurement role (proposed to be disestablished), and the Advisor Procurement role; and</li> <li>3. Introduce responsibility for the Office Experience function into this role, along with line management responsibilities of the Team Leader Administration role (proposed title change, see above).</li> </ol>	While the current title references property and procurement, in practice, this role has not focus on property and procurement responsibilities (other than the line management responsibility). Therefore, we are proposing to change the title, and remove this line management responsibility of the property and procurement roles to the proposed new Manager Property & Procurement role. The other update to the title (in relation to Office Experience) and the new direct report of the Team Leader Administration role, is to reflect the shift in focus in the Commission around office experience. For the reasons outlined at the "Finance and Administration teams" row, we believe the combination of the finance and office experience functions would work well.
Administration Support Officers	It is proposed to change the titles of the Administration Support Officer roles to Coordinators Office Experience	To better align with naming conventions across the Commission and reflect the proposed new focus of the roles.
Financial Analyst and Planner	It is proposed to change the title of the Financial Analyst & Planner to Business Partner Finance.	To align with naming conventions across the Commission and to accurately reflect the partnering relationship with the business and strategic advice provided by this role. For example, providing data and insights that support better decision-making,

# ENTERPRISE SERVICES (FUTURE STATE) CONTINUED

Team/Role	Proposed change	Why are we proposing these changes?
Accounts Payable & Finance Support Officer (casual)	It is proposed to be disestablish the casual Accounts Payable and Finance Support Officer.	While this role was initially established as a casual role, we believe a casual resource no longer meets the needs of the business. To deliver our financial activities and processes effectively we believe we need full time ongoing support for the Finance Team. As such, we are proposing to move the duties of this casual role, to the proposed new permanent Assistant Accountant role (see below).
Assistant Accountant	We are proposing to establish a new <i>permanent</i> role, Assistant Accountant, including that this role will complete the accounts payable duties currently performed by the Senior Advisor Corporate Services role.	See above.  In addition, this proposed new role would provide back up support for Payroll to remove the key person dependency which would resolve the key person challenge identified. Support is also needed in the Accounts Payable space for GE, and this role would provide that support.
Senior Advisor Corporate Services	It is proposed to disestablish this role.	Currently we understand this role has responsibilities across four distinct and unrelated areas, being health and safety reporting, facilities management, and some financial and procurement administration work.  Our view is that this role is no longer needed because the duties could be distributed to the respective technical areas and completed in an efficient manner by those roles. By this we mean: <ol style="list-style-type: none"> <li>1. The health and safety duties would be completed by the proposed new Health, Safety and Wellbeing Lead. Our view is that the health and safety reporting should be completed by this proposed role because it would have the overall responsibility for health, safety and wellbeing activities at the Commission (see page 13).</li> <li>2. The facilities management work would be done by the proposed new Senior Advisor Property role, because we are proposing that this role will have overall responsibility for all property-related activities, which would include facilities management work (see page 16).</li> <li>3. The financial administration work would be completed by the proposed new Assistant Accountant full time permanent role, because we are proposing that all financial administration work be undertaken by one role, to ensure oversight and alignment around activities undertaken.</li> <li>4. The procurement administration work would be completed by the proposed new Advisor Procurement role, because we are proposing that all procurement work be undertaken within Property and Procurement to ensure alignment and consistency and this role would have capacity to pick up these duties.</li> </ol>

# ENTERPRISE SERVICES (FUTURE STATE) CONTINUED

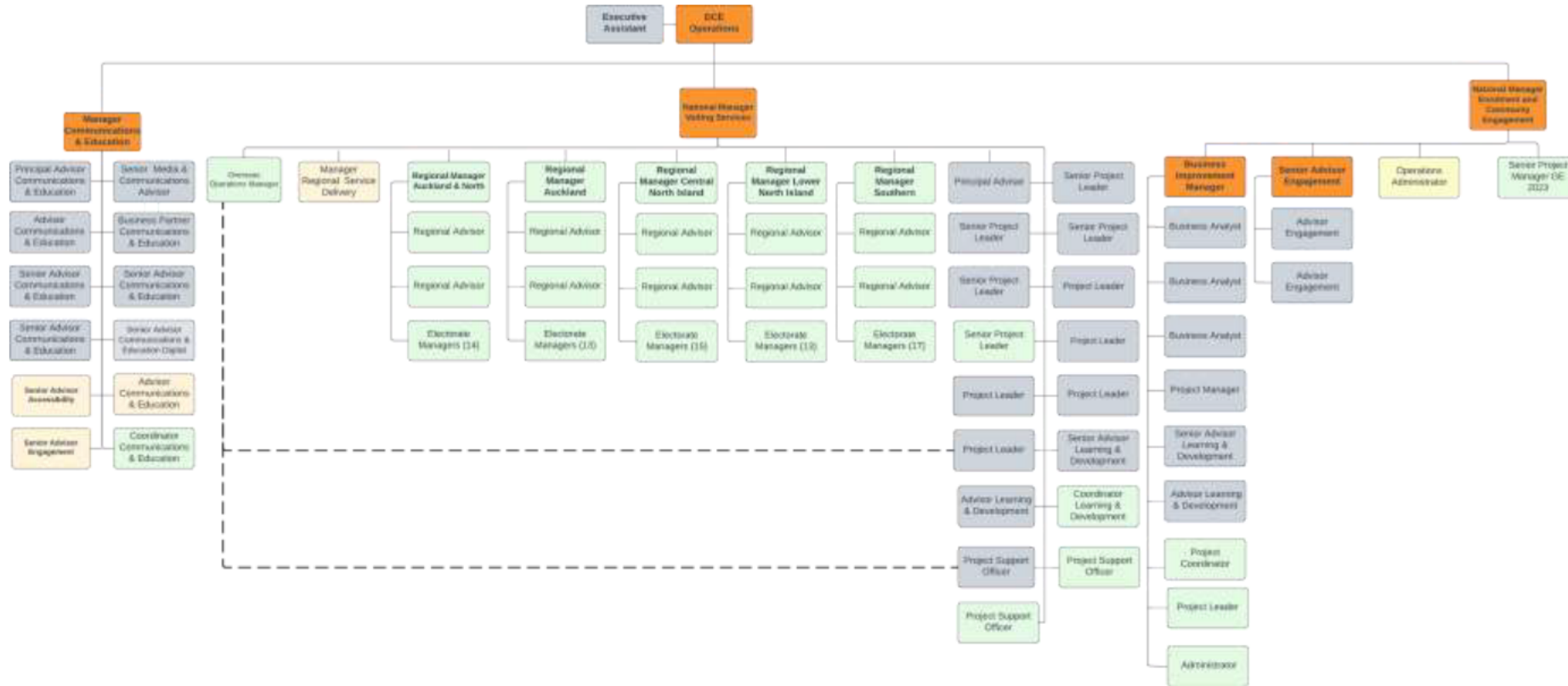
Team/Role	Proposed change	Why are we proposing these changes?
Property & Procurement	It is proposed to create a new standalone Property & Procurement function within ES.	To lift the visibility and capability of Property & Procurement to a more strategic level and to support successful delivery of key activities for the election process. Property goes with procurement, there is a natural fit. We believe this change would minimise the 'property and procurement' challenges identified.
Manager Property & Procurement	It is proposed to create a new Manager Property & Procurement role reporting into the DCE ES.	To lead the Property and Procurement function.
Advisor Property (fixed term role)	It is proposed to disestablish this role.	We understand this role currently focuses on cyclical property activities, only in relation to electoral events. This is reflected by the fixed term nature of this. This limited focus and discrete work period, has been identified as a challenge to the Commission, and that there is a requirement for a greater ongoing strategy and focus for property beyond electoral events. Therefore, we believe we no longer need this discrete operational role, but instead need a permanent and senior resource focused on these current gaps, including the ongoing strategic activities related to property management and to support successful delivery of key activities for the election process and beyond.
Senior Property Advisor	It is proposed to create a new permanent full-time Senior Property Advisor role, reporting to the Manager Property & Procurement.	See above; we believe this proposed new role would resolve the needs identified at the "Advisor Property" row.
Senior Advisor Procurement	It is proposed to disestablish this role.	We believe the duties performed by this role can be absorbed by the Manager Property & Procurement role.
Advisor Procurement	Currently, this role is a contractor role, and it is proposed to no longer have a contractor role, instead have a permanent Advisor Procurement role, reporting to the Manager Property & Procurement.	Given this work is currently performed by a contractor, we believe this poses a knowledge transfer and business continuity risk to the Commission. Our view is that having this work filled by a permanent employee would resolve these challenges.



# OPERATIONS



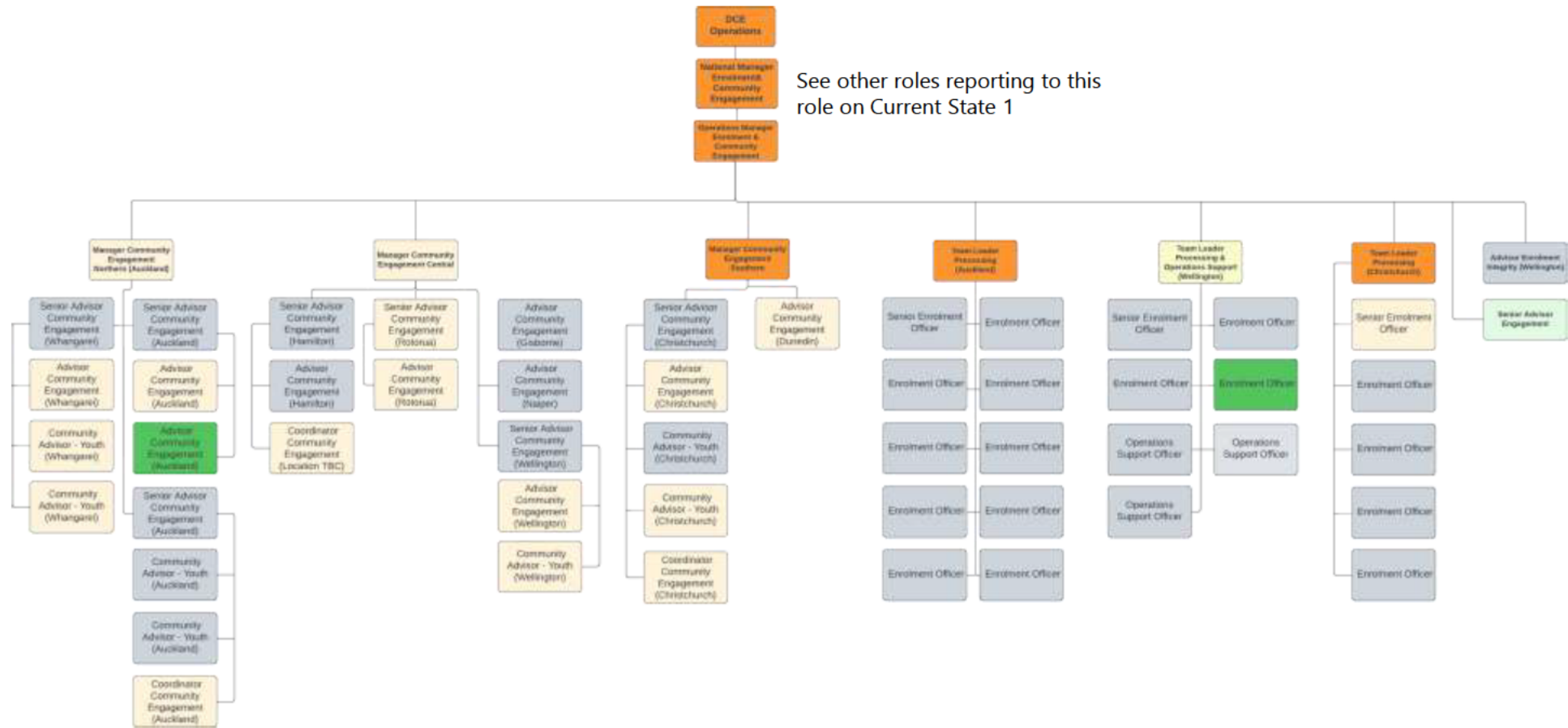
# OPERATIONS (CURRENT STATE 1)



\*Please note the Operations structure chart has been split into two to allow for full visibility of teams and roles



# OPERATIONS (CURRENT STATE 2)



Key:



\*Please note the Operations structure chart has been split into two to allow for full visibility of teams and roles

# Rationale for proposed changes – Operations (Communications and Education)

The Operations group was created in January 2022 as part of the previous TOM changes, and the DCE Operations was appointed.

## Where we are now?

As identified through the TOM work, as well as observations from the DCE and Operations leaders, there are several opportunities to enhance the way the Operations group works. If addressed, we believe these opportunities would enable the Operations Group to more effectively deliver electoral events, ensure stronger voter engagement and education, and a greater voting experience, in conjunction with focusing on delivering on our strategic priorities.

Challenges and opportunities identified in the way we currently work within Operations:

**Communication and Education** – All team members currently report to the Manager Communications & Education, which means the manager is stretched and unable to focus on strategic direction.

- There is a need to embed and further develop the strategic communication and education needs of the Commission. This requires a significant focus from the Manager.
- There is an opportunity to create leadership development pathways to support the Manager Communications and Education in leading the function.

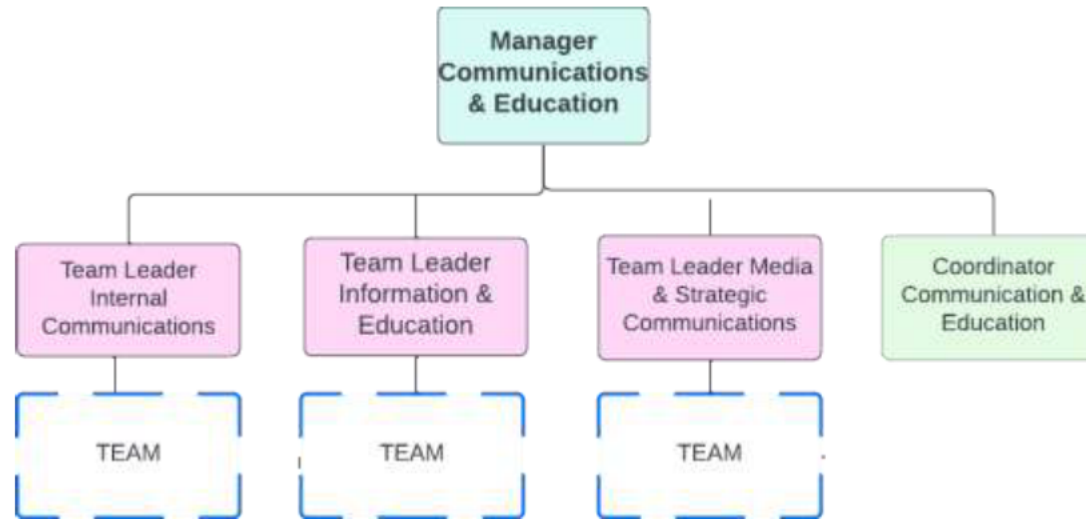
- There is an opportunity to have a more targeted focus on the **Information and Education** of the public. The Commission has a legislative requirement not only to get people to enrol but also to educate individuals on the enrolment and voting process and to build their confidence in the Commission.
- There is a need to transition from a cyclical campaign-based approach to a more strategic/proactive one, to better support organisational expectations of the function. For example, by developing a strategy to better utilise **digital channels** to engage a wider voter audience (e.g., the younger generation). A Senior Advisor Communications & Education Digital position has just been filled, who will support this work.
- The team currently responds to reactive needs from the wider Commission and there is an opportunity to have a more integrated approach to the delivery of work that requires communications and marketing support, e.g., preparation for GE2023.
- **Internal Communications services** is required to ensure communications are cohesive, and support joined up working across the Commission.
- **Media & Strategic Communications** - Strategic communications need to be enhanced as there is a requirement to clearly communicate the Commission's strategic direction. We also believe this will lead to a better experience for our people, as they will understand the strategy and where we are going as one team. In light of this challenge, a Communications and Engagement Strategy has been developed and implementation will commence shortly.



## Key:



# Communications & Education, Operations (Proposed Future State)



Key:



# Communications and Education, Operations (Proposed Changes)

Detailed individual impacts for all teams are outlined on pages 54 to 66. In short, we are not proposing to disestablish any roles within this team, but to create three new functions, being 1) Internal Communication, 2) Information and Education, and 3) Media & Strategic Communications. Our view is that creating these functions would resolve the challenges outlined on page 20. If the new functions and leaders of those teams are established, we would then consider whether or not the role those people come from need to be back-filled, and also the appropriate reporting lines for the rest of the Communications & Education team into those new Team Leader roles. If established, we would want the teams to work as efficiently as possible, and so, your feedback on these points would be particularly useful.

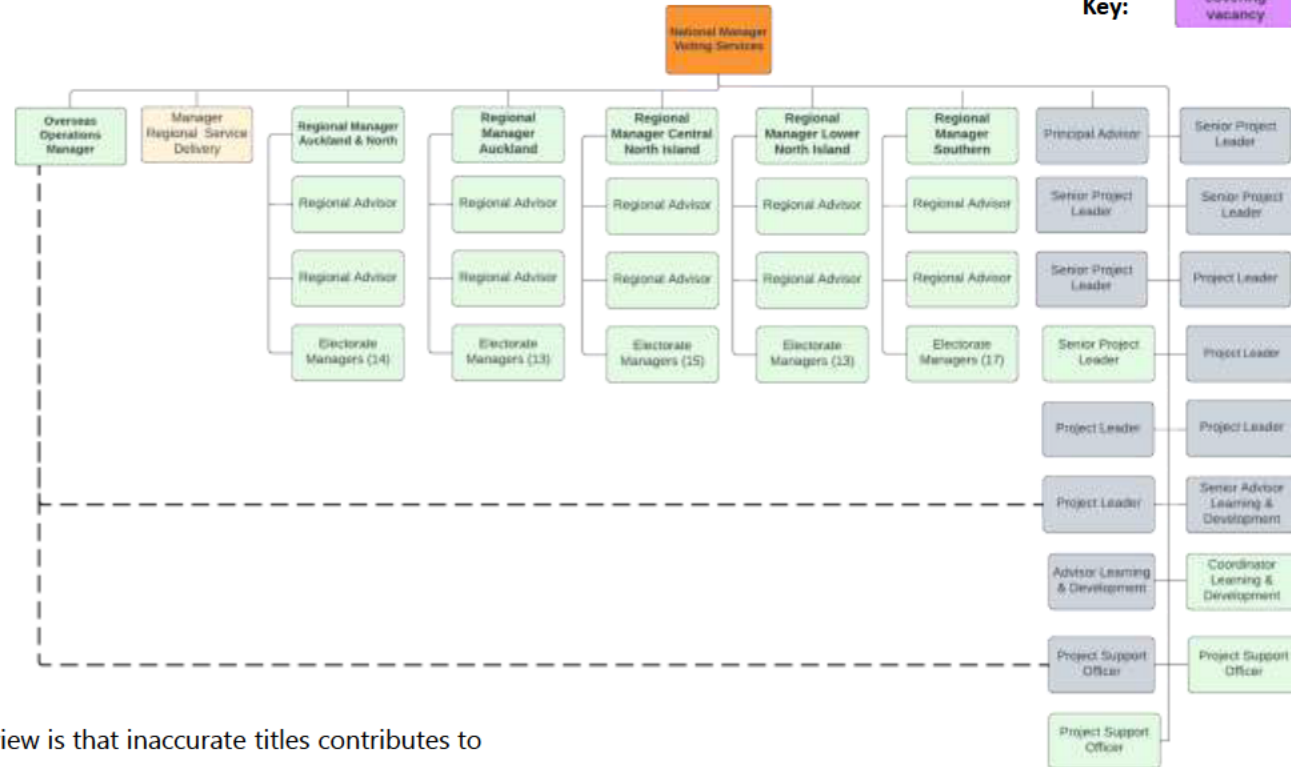
Team/Role	Proposed change	Why are we proposing these changes?
Manager Communications and Education	It is proposed to reduce the number of direct reports to the Manager role by creating three new functions.	Reducing the number of direct reports to the Manager role, we believe would enable the Manager to focus more on the strategic oversight and responsibilities of the role.
Internal Communications	It is proposed to create a new function within Communications & Engagement, called Internal Communications	We believe we need this function to ensure communications are cohesive, and support joined up working across the Commission.
Team Leader Internal Communications	It is proposed to create a Team Leader Internal Communications role. It is also proposed that team reporting lines into this role would formally be established, should the proposal go ahead to create this role and the role is embedded.	If the Internal Communications function is established, it would need a leader, and we believe a Team Leader role would best placed to lead that function. It would also remove the burden from the Manager role with the number of direct reports.
Information & Education	It is proposed to create a new function within the Communications & Engagement, called Information & Education	We believe we need this function to meet our requirement of having a targeted strategic focus on the education of the public. This function would also be focused on the Commission's digital communication activities and accessibility of channels and information, including social and web, and support the Commission's mission to strengthen and widen engagement with a variety of audiences in meaningful ways.
Team Leader Information & Education	It is proposed to create a Team Leader Information & Education role. It is also proposed that team reporting lines into this role formally would be established, should the proposal go ahead to create this role and the role is embedded.	If the Information & Education function is established, it would need a leader, and we believe a Team Leader role would best placed to lead that function. It would also remove the burden from the Manager role with the number of direct reports.
Media & Strategic Communications	It is proposed to create a new function within the Communications & Education team, called Media & Strategic Communications	This function would be focused on the strategic narrative of the Commission and where it is headed, as well as raising the profile of the Commission externally. It will also be responsible for supporting delivery of the implementation of the Communications and Education strategic plan. These are critical activities because clearer communication on the strategic direction of the Commission and its plan beyond 2023 is needed and its an expectation from the Board and ELT that these activities be undertaken by this team.
Team Leader Media & Strategic Communications	It is proposed to create a Team Leader Media & Strategic Communications role. It is also proposed that team reporting lines into this role would formally be established, should the proposal go ahead to create this role and the role is embedded.	If the Media & Strategic Communications function is established, it would need a leader, and we believe a Team Leader role would be best placed to lead that function. It would also remove the burden from the Manager role with the number of direct reports.

# Rationale for proposed changes – Operations (Voting Services)



**Voting Services**– The National Manager Voting Service currently has a significant number of direct reports which means the manager is stretched and unable to focus on strategic direction (which is the purpose of this role), by being dragged into day-to-day operational activity regularly. The large number of direct reports to the Manager role is not sustainable and it does not enable the role to have the right level of oversight.

- **Learning & Development (L&D)** - The current L&D roles within the function (x3) design and build content focusing on training individuals employed for events. As previously noted, the decentralisation of these roles is impacting consistency, efficiency, strategic thinking and thought leadership within the learning space.
- **Project Management (PM)** The function is responsible for advice and services in relation to electoral event projects, delivering different activities at different times. They provide end-to-end service and advice rather than project management and oversight.
- However, the function is made up of roles with titles that do not accurately reflect the work undertaken by those roles, which is advice and support to the organisation in relation to electoral event projects rather than being project managers



- Our view is that inaccurate titles contributes to confusion in understanding the duties and responsibilities of each role within this function. For example, we understand it is unclear sometimes what the Project Leaders are responsible for versus Project Managers (within the PMO) are responsible for. This appears to be a historical issue and there is an opportunity now to resolve it.
- A vacancy for a Regional Manager role was created earlier in 2022 to be a conduit for the National Manager Voting Services role and to support with

leadership to the Regional Managers. However, emerging view is that the role may not be required as there is a strong desire for the National Manager Voting Services role to remain close to activities happening in the regions, given how crucial effective service delivery is for the General Election.





# Voting Services, Operations (Proposed Changes)

Detailed individual impacts for all teams are outlined on pages 54 to 66.

Team/Role	Proposed change	Why are we proposing these changes?
National Manager Voting Services	It is proposed to change the title of this role from National Manager Voting Service to Director Voting Services.	To reflect the scale and responsibilities of this role and align with the proposed naming conventions.
Principal Advisor	It is proposed to change the title of this role from Principal Advisor to Principal Advisor Voting Services	To align with the proposed naming conventions for the function and to reflect the discipline of the function, in alignment with other Principal Advisor roles across the organisation.
Manager Regional Services Delivery (vacant)	It is proposed to disestablish this role.	The emerging view is that the role is not required as there is a strong need for the National Manager Voting Services role to have oversight and remain close to activities happening in the regions, given how crucial effective service delivery is for the General Election. This emerging view is supported by the fact that this role has never been filled, and the team has been operate efficiently without it.
Service Delivery and Support function	It is proposed to create a new function called Service Delivery & Support within Voting Services	To provide additional managerial support and oversight to the team, and alleviate the number of direct reports to the Director Voting Services. We believe this change would allow the Director Voting Services to focus on the purpose of the role, which they are currently restricted from doing, as identified.
Manager Delivery & Support	It is proposed to create a new role called Manager Delivery & Support.	This role would lead the proposed new Service Delivery & Support function, and as such, this role would be responsible for the team of Senior/Advisors – Voting Services and Project Coordinators - Voting Services. This would significantly reduce the number of direct reports for the Director Voting Services role, which is a current challenge for that role.
Senior Project Leaders	It is proposed to change the title of this role from Senior Project Leader to Senior Advisor Voting Services (including for the fixed Senior Project Leader role).	To better reflect the responsibilities of the role and highlight the subject matter expertise
Project Leaders	It is proposed to change the title of this role from Project Leader to Advisor Voting Services.	To better reflect the responsibilities of the role and highlight the subject matter expertise
Project Support Officers	It is proposed to change the title of this role from Project Support Officer to Project Coordinator Voting Services.	To better reflect the responsibilities of the role and highlight the subject matter expertise

# Voting Services, Operations (Proposed Changes)

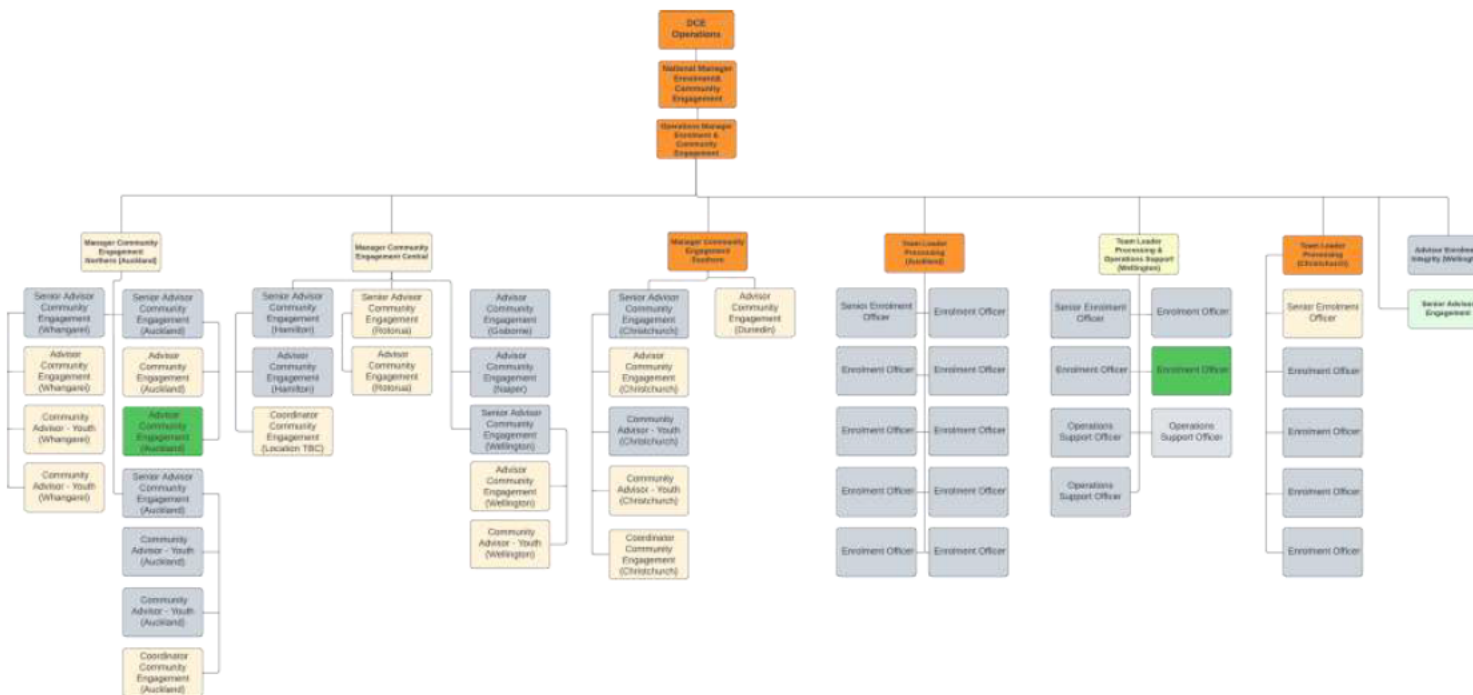
Detailed individual impacts for all teams are outlined on pages 54 to 66.

Team/Role	Proposed change	Why are we proposing these changes?
Learning & Development function (Voting Services)	It is proposed to transition the function and roles to the Business Services function within Operations. This means that we are proposing to change the reporting line of the Advisor Learning & Development roles from the National Manager Voting Services role to the Manager Business Services, and proposed to have a dotted reporting line into the proposed new role Manager Delivery & Support in the Voting Services team.	While there is no immediate pressure to have better alignment across Learning and Development functions across the Commission, the Commission will within the next 12 months consider how to have better oversight and consistency on the learning and development activities being delivered across the organisation. This is also to enable better sharing of thought leadership and best practice from a learning and development perspective. In the interim, it is proposed to have one L&D function within Operations (under Business Services) to reduce the number of direct reports for the Manager Delivery & Support and to provide collaboration and support across the Operations function for learning and development activities for the GE. The Advisors L&D from Voting Services would retain a dotted reporting line into the Manager Delivery & Support to ensure the right level of collaboration and connection and no breakdown in service delivery for GE.

# Rationale for proposed changes – Operations (Enrolment & Community Engagement)

**Enrolment & Community Engagement** – These teams have recently been separated out into two functions, reporting into the Operations Manager Enrolment & Community Engagement. The Operations Manager Enrolment & Community Engagement, reports into the National Manager Enrolment & Community Engagement.

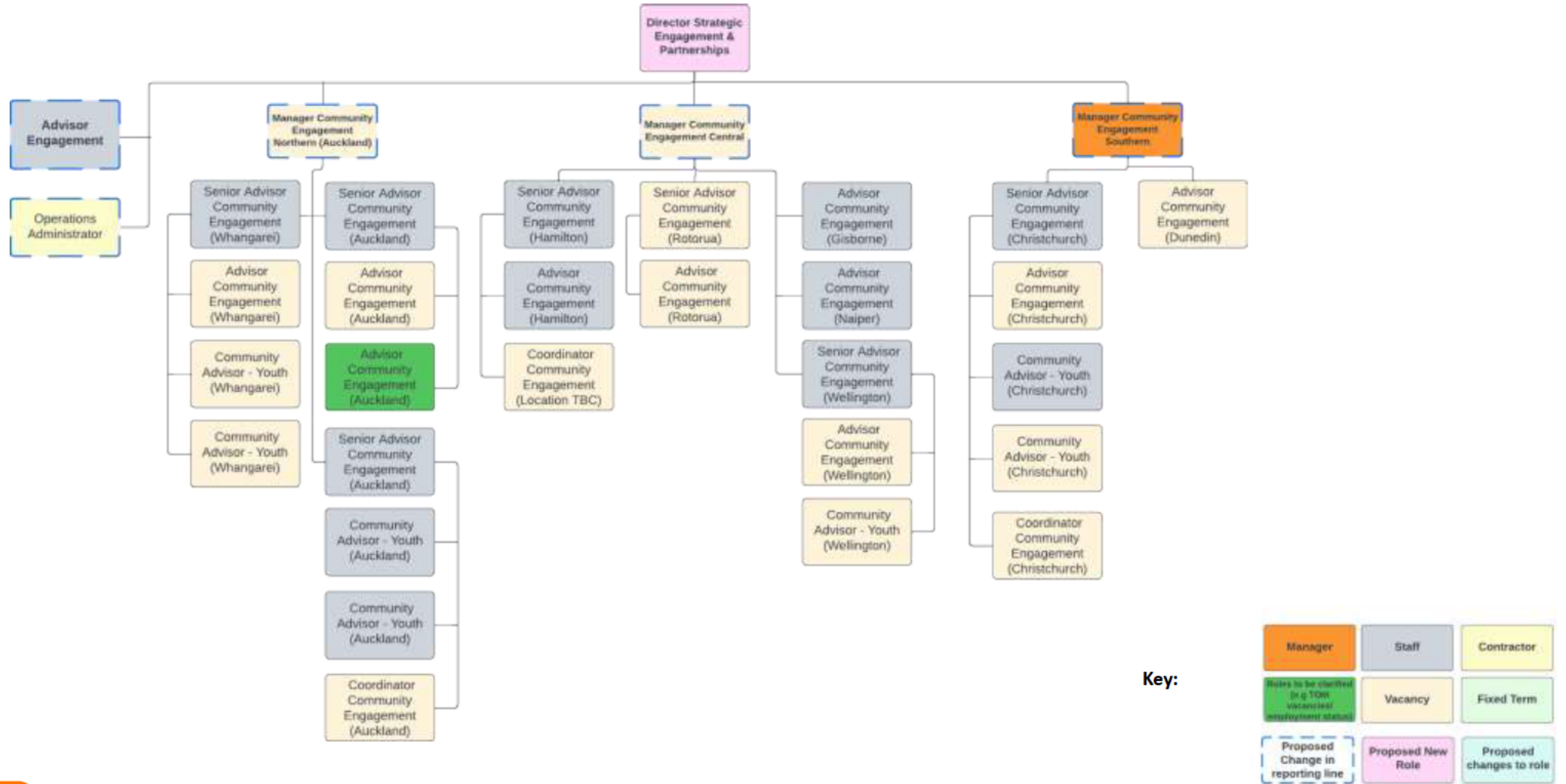
- We believe that both functions need their own leadership structure so that there can be a focus on setting direction and delivering on the strategic components of each separate and distinct area.
- Community Engagement is currently driven by enrolment figures across the country. However, people need to trust the Commission to deliver a democratic function, so it needs to be focused on enduring partnerships with communities, so that when voting happens, communities are connected. The focus should also be on engagement to make people feel a sense of identity as a New Zealander.
- There is currently a separate Engagement team, reporting directly into the National Manager Enrolment & Community Engagement role, rather than sitting within the Community Engagement function (reporting into the Operations Manager Enrolment and Community



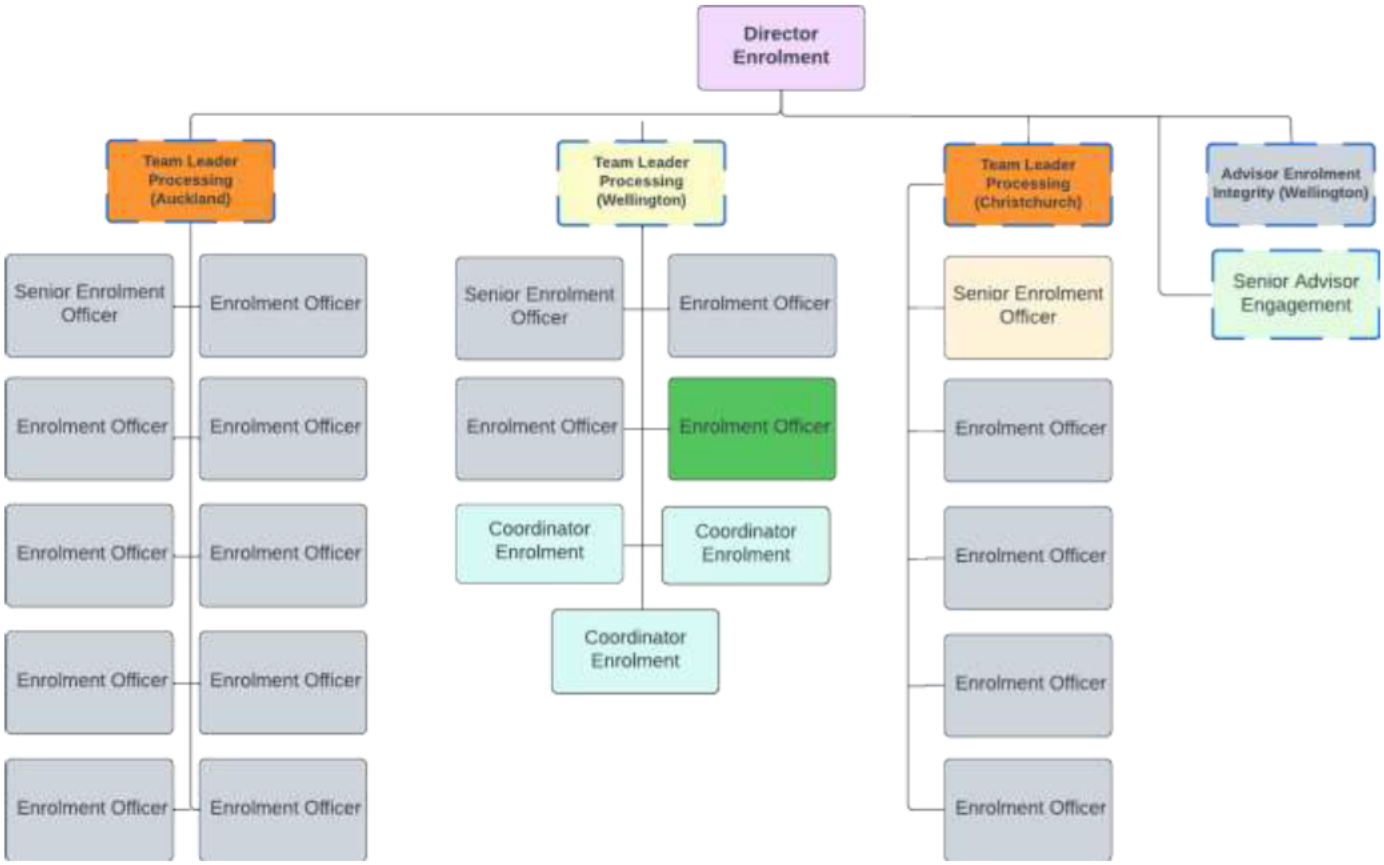
Engagement role) – see page 18 for a structural representation. The Senior Advisor Engagement, who has been leading this team, has resigned. The fixed term Advisor Engagement role has expired, and the incumbent has finished up with the Commission. This provides an opportunity to revisit where these roles should sit within the structure.



# Enrolment & Community Engagement, Operations (Proposed Future State 1)



# Enrolment & Community Engagement, Operations (Proposed Future State 2)



**Key:**

Manager	Staff	Contractor
Roles to be checked (e.g. TOI, vacancy, employment status)	Vacancy	Fixed Term
Proposed Change in reporting line	Proposed New Role	Proposed changes to role

# Enrolment & Community Engagement , Operations (Proposed Changes)

Detailed individual impacts for all teams are outlined on pages 54 to 66.

Team/Role	Proposed change	Why are we proposing these changes?
National Manager Enrolment & Community Engagement	It is proposed to disestablish the role.	This role is currently responsible for the strategic oversight and leadership for both the Enrolment and Community Engagement functions. The TOM project identified "Enrolment processing and Engagement are different activities requiring different expertise. They are also cross-organisational functions. The TOM project established a new Regional Enrolment and Community Engagement operating model which establishes clear functional separation and alignment of roles for Enrolment Processing and Community Engagement. Therefore, we believe that a structure of an Operations Manager and National Manager across both the 1) Enrolment and the 2) Community Engagement teams is no longer suitable, and instead, now that they are two separate teams, the teams should have their own leaders focused on the separate and distinct areas of the Commission. The proposed new Director Strategic Engagement and Partnerships and new Director Enrolment roles builds on the foundation established by the Regional Review and provides clear accountability and ability to work across the Commission for GE 202.3
Operations Manager Enrolment & Community Engagement	It is proposed to disestablish the role.	This role is currently responsible for the operational oversight and leadership responsibility for both the Enrolment and Community Engagement functions. As outlined above, the TOM project identified "Enrolment processing and Engagement are different activities requiring different expertise. They are also cross-organisational functions. The TOM project established a new Regional Enrolment and Community Engagement operating model which establishes clear functional separation and alignment of roles for Enrolment Processing and Community Engagement. Therefore, we believe that a structure of an Operations Manager and National Manager across both the 1) Enrolment and the 2) Community Engagement teams is no longer suitable, and instead, now that they are two separate teams, the teams should have their own leaders focused on the separate and distinct areas of the Commission. The proposed new Director Strategic Engagement and Partnerships and new Director Enrolment builds on the foundation established by the Regional Review and provides clear accountability and ability to work across the Commission for GE 2023.
Director Strategic Engagement & Partnerships	It is proposed that a new role Director Strategic Engagement and Partnerships be created, reporting directly to the DCE Operations	As above; this would create a new leadership structure for the Community Engagement team and remove a layer of leadership between the DCE and the function. This role would focus on strategic direction for enduring partnerships and engagement, and we believe would resolve the leadership challenge identified. This would ensure visibility at ELT level of the activities of the function.
Director Enrolment	It is proposed that a new Director Enrolment role be created, reporting directly into the DCE	As above; this would create a new leadership structure for the Enrolment team and remove a layer of leadership between the DCE and the function. This role would focus on strategic direction for enrolment, a focus on digitisation, information management, and relationship management across Local Government, and we believe would resolve the leadership challenge identified. It will also ensure visibility at the ELT level of the activities of the function.

# Enrolment & Community Engagement , Operations (Proposed Changes)

Detailed individual impacts for all teams are outlined on pages 54 to 66.

Team/Role	Proposed change	Why are we proposing these changes?
Community Engagement Teams	Proposed change in reporting line to the proposed new role Director Strategic Engagement and Partnerships.	To reflect the proposed implementation of the Director Strategic Engagement and Partnerships.
Enrolment Teams	Proposed change in reporting line to the proposed new role Director Enrolment	To reflect the proposed implementation of the Director Enrolment.
Senior Advisor Engagement	Proposed change in reporting line to the proposed new role Director Enrolment	This is a fixed term position currently based in Engagement but doing work in Enrolment and therefore we believe would need to remain in Enrolment.
Advisor Engagement (Operations)	It is proposed to transfer the Advisor Engagement role currently sitting within the separate Engagement function to the Enrolment and Community Engagement team. This role would report directly to the proposed Director Strategic Engagement and Partnership role	This role would support the Director role with strategic engagement advice and activities. The organisation needs this change because there is a need to support the DCE with operations-wide advice, such as policy development, research and Operations related projects and programmes.
Senior Advisor Engagement (Operations)	It is proposed to disestablish the role.	We believe that we no longer need this role; the role is currently vacant and the team and work is able to perform efficiently without it, which support our thinking that there is no longer a need for it. We will repurpose the FTE for the Principal Advisor Operations role outlined below (and as outlined in the structure beneath this table).
Principal Advisor Operations	It is proposed to establish the role.	We believe there is a need to support the DCE with operations-wide advice, such as policy development, research and Operations related projects and programmes (currently the DCE does not have this support) (see functional chart outlined below on this page).
Operations Support Officer	It is proposed to change the title of the Operations Support Officer roles in Enrolment to Coordinator Enrolment	To reflect the scale and responsibilities of this role and align with the proposed naming conventions.
Operations Administrator	It is proposed that this role would report to the proposed new role Director Strategic Engagement & Partnerships	To reflect the proposed implementation of the Director Strategic Engagement and Partnerships.
Senior Project Manager GE 2023	It is proposed that this role would transition to the Business Services function, and report to the Business Services Manager role.	The Senior Project Manager role work across both Enrolment and Community Engagement teams and supports with delivery of the GE2023. Given the Business Services function's work is focused on enrolment and delivering enrolment and engagement activities, we believe this role naturally fits within this team.



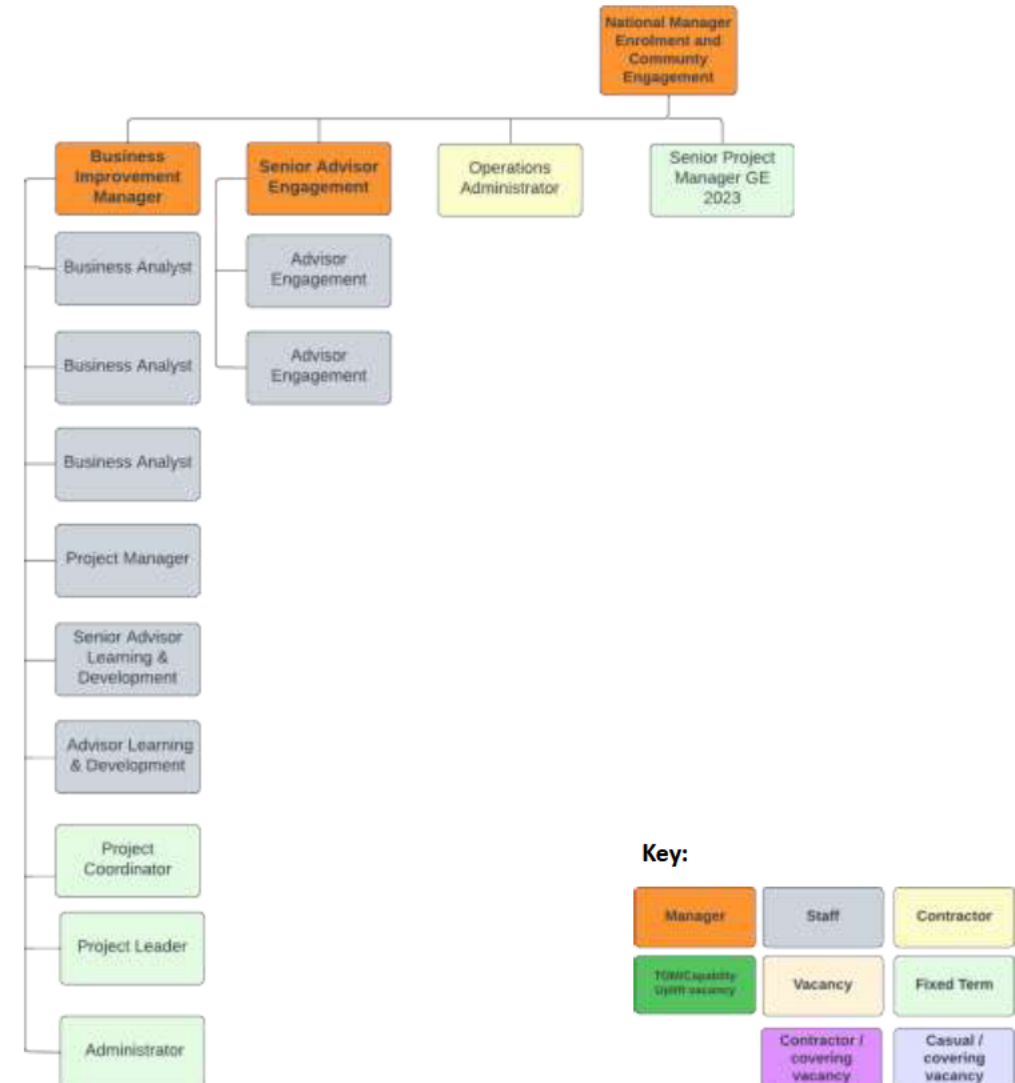
# Rationale for proposed changes – Operations (Business Improvement)

**Business Improvement** - The current focus of the team is business improvement, contract management, business analysis and learning and development. It is the only business improvement function in the Commission. A lot of the work is focused on enrolment and delivering enrolment and engagement activities.

We believe that business improvement work being done outside of the Enrolment & Community Engagement would enhance the overall service delivery of the Commission.

To enable a better service to the Commission, this work could look at how the Commission could deliver services differently, being more strategic, identifying risks, gaps and opportunities to enhance the user experience, and thinking about how the Commission can connect with the wider public services system.

To prioritise this, we believe Business Improvement work needs to be extracted from within the Enrolment & Community Engagement function, to working directly for the DCE and across the Operation function.





# Business Services (Proposed Future State)

Team/Role	Proposed change	Why are we proposing these changes?
Business Improvement function	It is proposed that the current Business Improvement function is lifted out of the Community and Engagement function, and instead reporting directly to the DCE Operations role. It is also proposed to change the function to be called Business Services to reflect the services the functions provides.	This would provide a broader focus across the Operations business unit on business improvement activities, while supporting with a systems-based approach on service delivery for the Operations business unit. This would also enable the identification of risks, gaps and opportunities to enhance the user experience, and enable the team to think about how the Commission can connect across the various government entities.
Business Improvement Manager	It is proposed to change the title of the Business Improvement Manager role to Manager Business Services.	To more accurately reflect the focus and scope of the role.
Senior Project Manager GE 2023 – Enrolment & Community Engagement	It is proposed that this role would transition to the Business Services function, and report to the Business Services Manager role.	The Senior Project Manager role work across both Enrolment and Community Engagement teams and supports with delivery of the GE2023. Given the Business Services function's work is focused on enrolment and delivering enrolment and engagement activities, we believe this role naturally fits within this team.
Learning & Development function (Operations)	It is proposed to transition the function and roles to the Business Services function within Operations	See page 26.



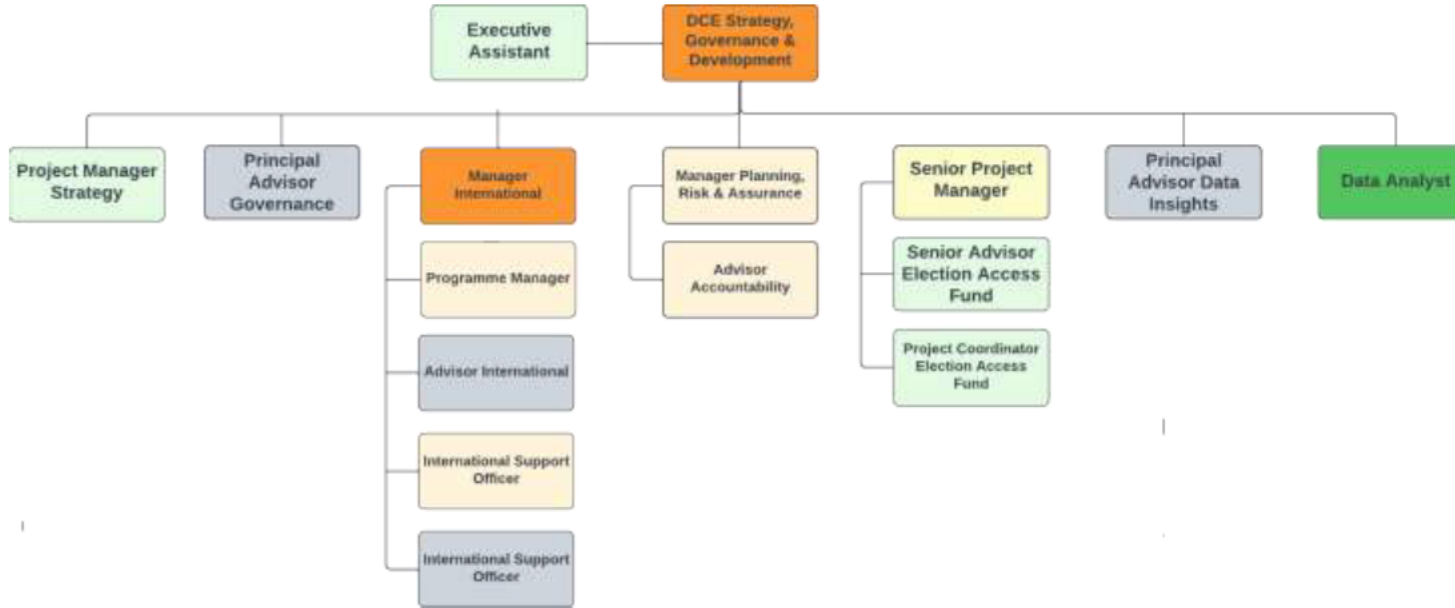
Key:



# STRATEGY, GOVERNANCE & DEVELOPMENT



# STRATEGY, GOVERNANCE & DEVELOPMENT (CURRENT STATE)



Key:



# Rationale for proposed changes – Strategy, Governance & Development

The Strategy, Governance & Development group was created in January 2022 as part of the previous TOM changes, and the DCE Strategy, Governance & Development was appointed.

## Where we are now?

As identified through the TOM work, as well as observations from the DCE, there are several opportunities to enhance the way the Strategy, Governance & Development group works. One of the key findings from the TOM change was that the Commission is very light on future/ strategic thinking capability. There is a view that it lacks the capability to think longer term and lift itself into a strategic space, whilst also having capacity issues in both the risk management and control and assurance space.

**Planning, Risk & Assurance** - All roles in the function are currently vacant. Employees within this type of function tend to have a specific skill set and a large focus on compliance due to the nature of the roles.

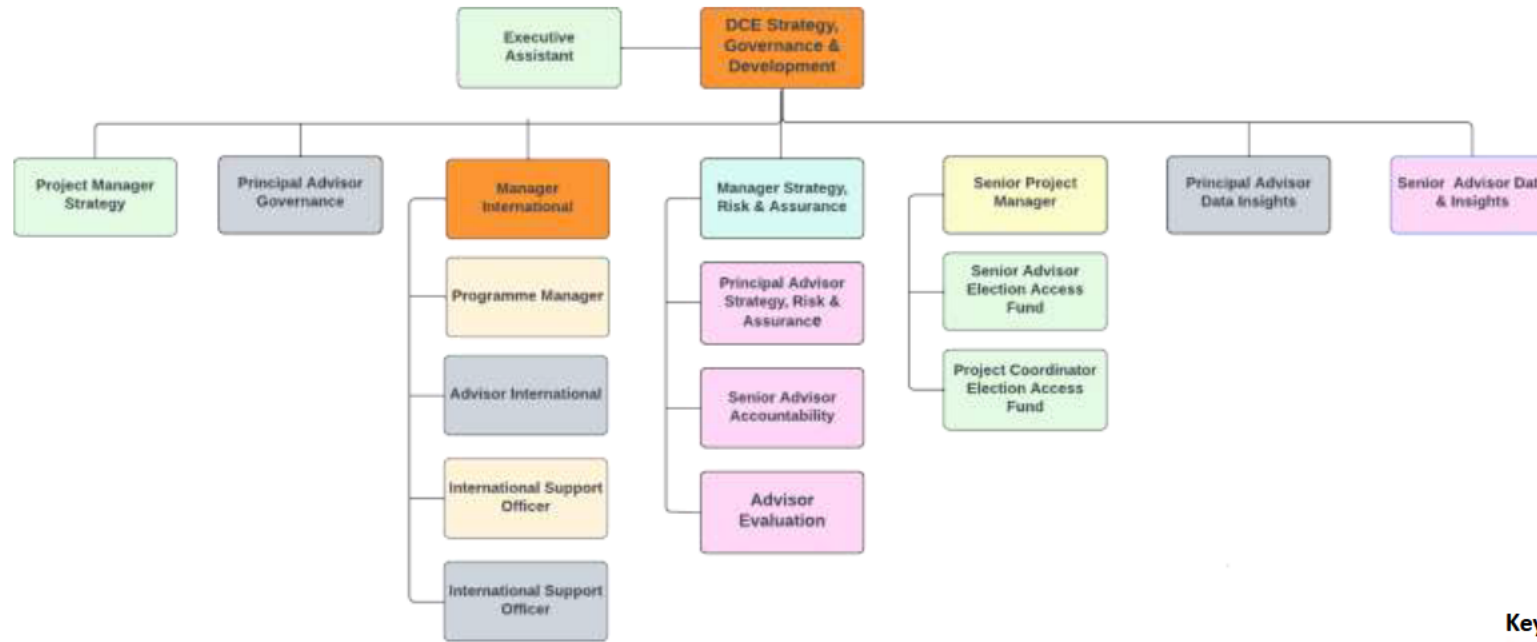
- The Advisor Accountability role is expected to have experience with the full range of planning and accountability activities, and the Commission also lacks support to maintain its policy framework. We believe this is currently a stretch for the level of the (vacant) role. An Advisor (at the level the role is currently sized at) would require significant supervisory support to undertake this work.

- There is no assurance, or audit programme in place. While a risk framework has been developed it requires further development to ensure it is fit for purpose i.e., properly monitors and mitigates risk across the Commission. These will be key projects for the function once the positions have been filled.
- There is an opportunity to enhance how we approach future budget bids; to better position ourselves to secure funding. To achieve this, the Commission needs to better translate future requirements into financial speak, connect strategy with financial planning (through collaboration with the Finance team) and articulate funding needs in a more strategic way. This capability does not exist within our current structure.
- The function is tasked with developing a refreshed performance framework because we are not adequately tracking and monitoring how we are performing as Commission. It is important that we do this, so that we can demonstrate the value of our work. There is no coherent evaluative and research capacity to support these services.

**Data Insights** The Principal Advisor Data Insights provides data and insights support across the Commission. This role is a key person dependency for the Commission. There is also a desire to make better use of our data and insights and develop our maturity in this area. This is not possible with a single resource.

We also believe that the Data Analyst role (currently vacant) needs to be at a more senior level to provide better support for the Principal Advisor role and support with engagement with strategic stakeholder relationships' queries around data and insights

# Strategy, Governance and Development (Proposed Future State 2)



## Key:



# Strategy, Governance & Development (Proposed Changes)

Detailed individual impacts for all teams are outlined on pages 54 to 66.

Team/Role	Proposed change	Why are we proposing these changes?
Planning, Risk & Assurance function	It is proposed to change the name of the Planning, Risk & Assurance function, to Strategy, Risk and Assurance.	To more accurately reflect the accountabilities and activities required
Manager Planning, Risk and Assurance	It is proposed to change the title of the Manager Planning, Risk and Assurance to Manager Strategy, Risk and Assurance	To better reflect what the role is responsible for.
Principal Advisor Strategy, Risk & Assurance	It is proposed to create a new Principal Advisor Strategy, Risk & Assurance role, reporting to the Manager Strategy, Risk & Assurance	To support the Commission's need for forward thinking, environmental scanning and the ability to connect future direction to financial and business plans. This would also include building out the strategic narrative of the Commission, which has been identified as a current challenge and need for the organisation.
Advisor Accountability (vacancy)	It is proposed to disestablish this role.	This role is currently vacant. During this period of vacancy, we have reassessed the need for this role and believe it no longer meets the need of the business, because there is now a requirement for this work to be performed, in most part, independently (see more below re the proposed new Senior Advisor Accountability role).
Senior Advisor Accountability	It is proposed to create this role, reporting to the Manager Strategy, Risk & Assurance	We believe we need a role dedicated to maintenance and oversight of our accountability and policy frameworks. Given the complexity of this work and the workload of the Manager Strategy, Risk & Assurance, in order to efficiently achieve the requirements of the role, we believe the role needs to be able to operate quite independently, without the need for much supervision.
Advisor Evaluation (future vacancy)	It is proposed to create an Advisor Evaluation role in future, reporting to the Manager Strategy, Risk & Assurance	This proposed role would perform the duties, to resolve the risk identified, that we do not sufficiently track and monitor how we are performing as an organisation. <b><i>This role is a vacancy that will be filled in the future, once the other roles are in place within the proposed new team structure and a performance framework under development.</i></b>
Data Analyst (vacancy)	It is proposed to disestablish the Data Analyst role.	This role is currently vacant. During this period of vacancy, we have reassessed the need for this role and believe it no longer meets the requirements of the organisation. This is because there is a need for the Principal Advisor Data & Insights to have senior support, and to minimise the key person dependency risk identified. We believe this role cannot meet those requirement due to the junior level of the role.
Senior Advisor Data & Insights	It is proposed to create this role, reporting to the DCE SGD	Due to the proposed level of experience and skillset for this proposed new role, we believe it would provide the required senior support to the Principal Advisor Data & Insights role, enable the development of the insights function, and it would mitigate the key person dependency risk.

# ORGANISATION WIDE PROPOSED CHANGES



# Rationale for proposed changes – Naming Conventions

## Where we are now?

Across the Commission there are several different job titles that perform similar functions and outputs (in their respective disciplines), but this is not reflected in their titles. There is limited consistency with titles and naming conventions, which impacts on role clarity and clarity of expectations.

## What are we proposing?

- It is proposed to use this opportunity to consult and “clean up” role titles and create consistency across the Commission.
- Our proposals around naming conventions are outlined on pages 68 to 70.
- It is also proposed that position descriptions be updated (where required) to reflect naming conventions and ensure consistency across roles in terms of accountabilities and outcomes.



# Draft assessment of current roles against some proposed new roles

Below is a table of our draft assessment, in terms of our thinking about the similarity and difference, of the current roles that we are proposing to disestablish, and the new roles that we are proposing to create. There are more details about what these draft assessments, might mean, for those that are in roles that are proposed to be disestablished, in their letters and a detailed individual impact assessment can be found in Appendix A on pages 54 to 66.

Current Role	Compared to which roles?			
		Substantially similar	Some similarity	Significantly different
Senior Advisor Corporate Services	Assistant Accountant Health, Safety and Wellbeing Lead Senior Advisor Property Advisor Procurement			✓ ✓ ✓ ✓
Accounts Payable & Finance Support Officer	Assistant Accountant	✓		
Advisor Property (fixed term)	Senior Advisor Property		✓	
National Manager Enrolment & Community Engagement	Director Enrolment Director Strategic Engagement & Partnerships		✓ ✓	
Operations Manager Enrolment & Community Engagement	Director Enrolment Director Strategic Engagement & Partnerships		✓ ✓	

# Proposed new roles

Below is a list of all the proposed new roles (Links to Proposed Positions Descriptions will be made available on the intranet)

Proposed Role	Proposed Team	Proposed Function	Notes
Principal Advisor Enterprise Services	Enterprise Services	Enterprise Services	Draft proposed Position Description available on the intranet
Senior Advisor Information Management	Information Technology	Enterprise Services	Draft proposed Position Description available on the intranet
Recruitment & Talent Lead	People & Culture	Enterprise Services	Draft proposed Position Description available on the intranet
Health, Safety and Wellbeing	People & Culture	Enterprise Services	Draft proposed Position Description available on the intranet
Manager Property & Procurement	Property & Procurement	Enterprise Services	Draft proposed Position Description available on the intranet
Senior Property Advisor	Property & Procurement	Enterprise Services	Draft proposed Position Description available on the intranet
Advisor Procurement	Property & Procurement	Enterprise Services	Draft proposed Position Description available on the intranet
Assistant Accountant	Finance & Office Experience	Enterprise Services	Draft proposed Position Description available on the intranet
Manager Delivery & Support	Voting Services	Operations	Draft proposed Position Description available on the intranet
Director Enrolment	Enrolment	Operations	We are proposing to initially ring-fence this role for the individuals in the National Manager Enrolment & Community Engagement and Operations Manager Enrolment & Community Engagement roles, to express their interest in due to our belief that there is some similarity between this proposed new role, and those roles. The draft proposed position description available on the intranet.
Director Strategic Engagement & Partnerships	Community Engagement	Operations	We are proposing to initially ring-fence this role for the individuals in the National Manager Enrolment & Community Engagement and Operations Manager Enrolment & Community Engagement roles, to express their interest in due to our belief that there is some similarity between this proposed new role, and those roles. The draft proposed position description available on the intranet.
Principal Advisor Strategic Risk & Assurance	Strategic Risk & Assurance	Strategy, Governance & Development	Draft proposed Position Description available on the intranet
Senior Advisor Accountability	Strategic Risk & Assurance	Strategy, Governance & Development	Draft proposed Position Description available on the intranet
Advisor Evaluation	Strategic Risk & Assurance	Strategy, Governance & Development	This is a future vacancy and wont be filled in the short-term. Please contact the DCE Strategy, Governance and Development for more information on this role.
Senior Data Analyst	Strategy, Governance & Development	Strategy, Governance & Development	Draft proposed Position Description available on the intranet

## CURRENT VACANCIES

Please refer to this link [Vacancies - Ngā tūrangā mahi | ECHO \(mcas.ms\)](#) for more information on current vacancies. *Information on this page is based on data available at the time. If you identify any inconsistencies OR MISSING INFORMATION, please do let us know and we will look into this. Position descriptions are available on the intranet.*

# PROPOSED SELECTION PROCESS

# PROPOSED SELECTION PROCESS

## Overview of guiding principles

The proposed change process aims to ensure that people affected by the change proposal feel informed, enabled and empowered. In addition, it is intended to ensure that high quality, consistent decisions are made on selection outcomes and to secure roles for people wherever possible in the proposed future organisational structure. However, this proposed process is also designed to ensure that we set both our people and the Commission up for success by making quality assessments on each person's suitability and ability to succeed within a role and to achieve the proposed new structure and addition of capabilities to the team.

For the purposes of this selection process, affected employees are defined as those in roles that have been confirmed to be disestablished (again, please note none of these decisions have yet been made).

We will start conversations with affected employees, if any, as soon as we can. If an affected employee is entitled to be offered to be redeployed into a role, then we would make that offer. However, if that is not the case, then an internal selection process would be undertaken to try find our affected employees an alternative role within the organisation, which might include a selection criteria process. The following principles would apply to any selection process undertaken:

- We are committed to finding alternative positions for our affected employees where possible.
- All permanent employees affected by the final decisions would be provided with the opportunity to express interest in any vacant role. We note there may be some new roles ring-fenced for particular individuals, if their roles are disestablished, which would mean that only those individuals could express their interest in the ring-fenced roles.

- To help determine if an affected employee is suitable and capable of a vacant role, we would use the decided selection process (see more on this below).
- Fixed term and casual employees would be eligible to express interest in vacant roles, however preference would be given to any affected permanent employees with the right skills and capability for the role.
- Any roles that remain vacant following the selection process would be advertised internally and externally as necessary. Our standard recruitment process would apply. More information on our standard process can be found on the intranet.

On page 46 we have set out a flow chart for the application process, and how applications for roles would be considered and decided upon. You are welcome to give us feedback on this draft process.

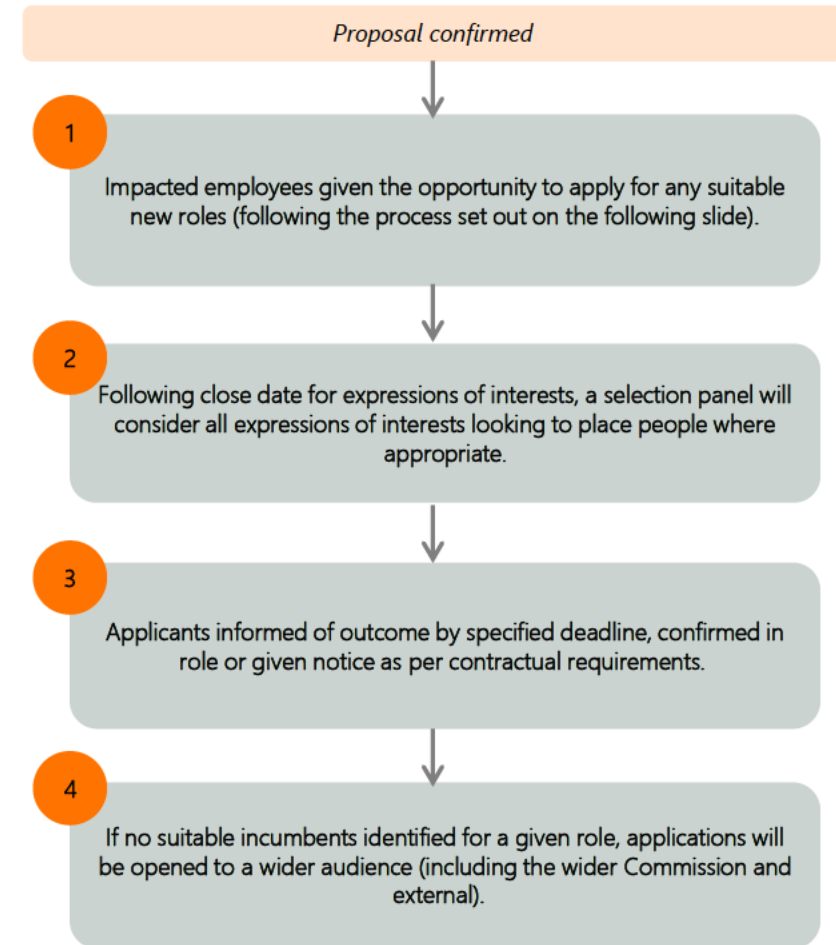
On pages 46 to 49, we have set out the proposed criteria for these proposed new roles:

- Director Enrolment (Operations)
- Director Strategic Engagement & Partnerships (Operations)
- Advisor Procurement (Property & Procurement)
- Senior Advisor Property (Property & Procurement)
- Team Leaders Communication & Education

We believe these proposed new roles, if established, may be ones that employees are particularly interested in.

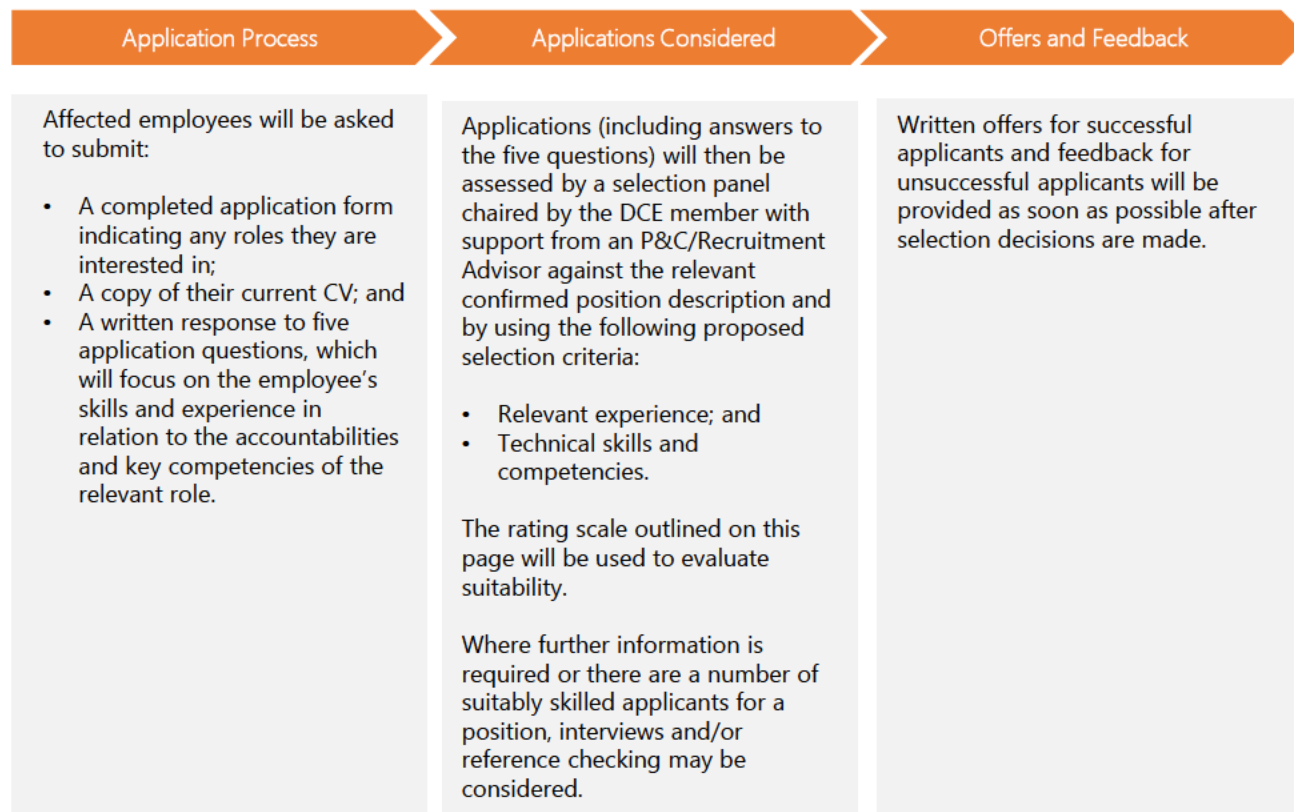
For all other selection processes, it is proposed that we would use the proposed selection criteria as set out in the flowchart and in the table. As above, you are welcome to give us feedback on the proposed selection criteria

## Internal Selection process overview



# Proposed selection process (continued)

If need be, we would use the following selection process to fill applicable new and vacant roles:



The selection criteria used will be specific to each position and in line with the capabilities, skills and requirements of the position. The selection panel will assess your responses to the application questions using a 1 to 5 rating scale.

1	2	3	4	5
<b>Significant development needed</b>	<b>Some development required</b>	<b>Competent</b>	<b>Strength</b>	<b>Role model</b>
Substantial deficiencies, does not meet core requirements, does not meet expectations	Meets some core requirements however somewhat below expectations, would require some development	Meets expectations with some small gaps, may require development in some core areas	Meets most core requirements and demonstrates strong experience in this area; a strength	Meets and exceeds requirements and expectations, may be considered a role model or expert in the area

# Proposed Selection Criteria – for identified roles and positions

We are proposing the following selection process and selection criteria for the respective proposed new roles:

## Director Enrolment

Proposed Selection Process	Proposed Selection Criteria
<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview – (if required)</li> </ul>	<p>The skills, knowledge, and experience the position requires across the following capabilities:</p> <ul style="list-style-type: none"> <li>• Experience setting strategic direction and delivering programmes to maximise and influence voter enrolment and voter turnout</li> <li>• Experience leading optimisation programmes of work (e.g., digitisation)</li> <li>• Extensive experience in financial and operational management</li> <li>• Experience leading engagements with delivery agencies stakeholders and government agencies</li> <li>• Experience leading large teams and creating cohesive team environments</li> <li>• Experience leading/delivering large-scale projects and programmes</li> <li>• Experience leading teams through periods of significant change</li> </ul> <p>Personal attributes and competencies:</p> <ul style="list-style-type: none"> <li>• Systems, strategic and critical thinking</li> <li>• Awareness of the economic, political, social and cultural context in which the individual and the Commission operate.</li> <li>• Strong communication and influencing skills</li> <li>• Thought leadership</li> <li>• Has a strong level of emotional intelligence</li> </ul> <p>(Please refer to position description for more detail on relevant position specific competencies)</p>

## Director Strategic Partnerships and Engagement

Proposed Selection Process	Proposed Selection Criteria
<ul style="list-style-type: none"> <li>• Application</li> <li>• Interview – (if required)</li> </ul>	<p>The skills, knowledge, and experience the position requires across the following capabilities:</p> <ul style="list-style-type: none"> <li>• Experience setting strategic direction and mobilising teams to deliver</li> <li>• Experience developing and implementing engagement plans/strategies to connect with target audiences (e.g. communities)</li> <li>• Extensive experience in financial and operational management</li> <li>• Experience leading engagements with delivery agencies stakeholders and government agencies</li> <li>• Experience leading large teams and creating cohesive team environments</li> <li>• Experience leading/delivering large-scale projects and programmes</li> <li>• Experience leading teams through periods of significant change</li> </ul> <p>Personal attributes and competencies:</p> <ul style="list-style-type: none"> <li>• Systems, strategic and critical thinking</li> <li>• Awareness of the economic, political, social and cultural context in which the individual and the Commission operate.</li> <li>• Strong communication and influencing skills</li> <li>• Thought leadership</li> <li>• Has a strong level of emotional intelligence</li> </ul> <p>(Please refer to position description for more detail on relevant position specific competencies)</p>

# Proposed Selection Criteria – for identified roles and positions

We are proposing the following selection process and selection criteria for the respective proposed new roles:

## Advisor Procurement

Proposed Selection Process	Proposed Selection Criteria
<ul style="list-style-type: none"> <li>Application</li> <li>Interview – (if required)</li> </ul>	<p>The skills and knowledge, experience and attitudes the position requires across the following capabilities:</p> <ul style="list-style-type: none"> <li>Experience with procurement compliance and reporting</li> <li>Experience developing and leading relationships with suppliers and other key stakeholders</li> <li>Experience in the development and application of procurement policies and processes</li> <li>Procurement data collection and management experience</li> <li>Research and analysis knowledge</li> </ul> <p>Personal attributes and competencies:</p> <ul style="list-style-type: none"> <li>Action oriented - enjoys working hard; is action oriented and full of energy for the things they see as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others</li> <li>Customer focus - is dedicated to meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it for improvements in products and services; acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect</li> </ul> <p>(Please refer to position description for more detail on relevant position specific competencies)</p>

## Senior Advisor Property

Proposed Selection Process	Proposed Selection Criteria
<ul style="list-style-type: none"> <li>Application</li> <li>Interview – (if required)</li> </ul>	<p>The skills, knowledge and experience the position requires across the following areas:</p> <ul style="list-style-type: none"> <li>Experience leading large-scale property sourcing, and property management programmes</li> <li>Experience in the development and implementation of long-term property management strategies/approaches</li> <li>Strong stakeholder engagement (landlords, real estate agencies, government agencies)</li> <li>Ability to link and align target voter audience and communities and capacity required for venues</li> <li>Experience in facilities management and property compliance</li> <li>Experience managing and delivering upon large financial budgets</li> <li>Influencing and negotiation skills - Relationship and stakeholder management (up to Senior Management level), and sector engagement (delivery agencies, government agencies)</li> </ul> <p>Personal attributes and competencies:</p> <ul style="list-style-type: none"> <li>Innovation and original thinking</li> <li>Systems, strategic and critical thinking</li> <li>Strong commercial and financial acumen</li> <li>Action oriented - enjoys working hard; is action oriented and full of energy for the things they see as challenging; not fearful of acting with a minimum of planning; seizes more opportunities than others</li> </ul> <p>(Please refer to position description for more detail on relevant position specific competencies)</p>

# Proposed Selection Criteria – for identified roles and positions

We are proposing the following selection process and selection criteria for the respective proposed new roles:

## Team Leader – Internal Communications

Proposed Selection Process	Proposed Selection Criteria
Application Interview – (if required)	<p>The skills and knowledge, experience and attitudes the position requires across the following capabilities:</p> <ul style="list-style-type: none"> <li>• Experience managing and coaching people</li> <li>• Experience leading medium to medium sized projects and project teams, including budget management</li> <li>• Experience in the development and implementation of internal communication strategies and communications plans</li> <li>• Experience with leading communication for internal change and executive level communication, ensuring consistency in all internal communication</li> <li>• Highly skilled in written and verbal communication, with the ability to communicate complex issues and concepts clearly, succinctly and with influence, and to adapt styles to suit different channels and audiences.</li> <li>• A reputation for working creatively and getting things done in an environment of change or an ambiguous environment</li> <li>• Relationship and stakeholder management (up to Senior Management level)</li> <li>• Knowledge of trends and emerging technologies and practices and how these are applied in organisations.</li> <li>• Strong research, analytical and critical thinking skills</li> </ul> <p>Personal attributes and competencies:</p> <ul style="list-style-type: none"> <li>• Influencing and negotiation skills</li> <li>• Relationship and stakeholder management (up to Senior Management level), and sector engagement (delivery agencies, government agencies)</li> <li>• Innovation and original thinking</li> <li>• Strong research, analytical and critical thinking skills</li> </ul> <p>(Please refer to position description for more detail on relevant position specific competencies)</p>

## Team Leader – Media & Strategies

Proposed Selection Process	Proposed Selection Criteria
Application Interview – (if required)	<p>The skills, knowledge and experience the position requires across the following areas:</p> <ul style="list-style-type: none"> <li>• Experience managing and coaching people</li> <li>• Experience leading medium to large projects and project teams, including budget management</li> <li>• Experience in the development and implementation of strategic communication strategies, policies, guidelines and protocols to support strategic direction, including media management and external stakeholder engagement</li> <li>• Experience developing strategic communication plans</li> <li>• A reputation for working creatively and getting things done in an environment of change or an ambiguous environment</li> <li>• Experience in overseeing effective content management of website, and social media sites, as well as electronic communications and other engagement with key internal and external stakeholders.</li> <li>• Up to date knowledge of key communications interventions, digital channels, publications and web</li> <li>• Knowledge of trends and emerging technologies and practices and how these are applied in organisations.</li> <li>• Sound understanding of the responsibilities and perspectives of regulatory and regulated entities.</li> </ul> <p>Personal attributes and competencies:</p> <ul style="list-style-type: none"> <li>• Influencing and negotiation skills</li> <li>• Relationship and stakeholder management (up to Senior Management level), and sector engagement (delivery agencies, government agencies)</li> <li>• Innovation and original thinking</li> <li>• Strong research, analytical and critical thinking skills</li> </ul> <p>(Please refer to position description for more detail on relevant position specific competencies)</p>



# Proposed Selection Criteria – for identified roles and positions

We are proposing the following selection process and selection criteria for the respective proposed new roles:

## Team Leader Information & Education

Proposed Selection Process	Proposed Selection Criteria
<ul style="list-style-type: none"><li>• Application</li><li>• Interview – (if required)</li></ul>	<p>The skills, knowledge and experience the position requires across the following areas:</p> <ul style="list-style-type: none"><li>• Experience managing and coaching people</li><li>• Experience leading medium to large projects and project teams, including budget management</li><li>• A reputation for working creatively and getting things done in an environment of change or an ambiguous environment</li><li>• Experience in the development and implementation of digital and educational communication strategies, policies, guidelines and protocols to support strategic direction, including voter education and engagement</li><li>• Contribute to and provide communications and engagement leadership on the development, production and distribution of corporate information including statutory publications</li><li>• Experience in overseeing effective content management of intranet, website, and social media sites, as well as electronic communications and other engagement with key internal and external stakeholders.</li><li>• Up to date knowledge of key communications interventions, digital channels, publications and web management</li><li>• Knowledge of trends and emerging technologies and practices and how these are applied in organisations.</li><li>• Sound understanding of the responsibilities and perspectives of regulatory and regulated entities.</li><li>• Strong research, analytical and critical thinking skills</li></ul> <p>Personal attributes and competencies:</p> <ul style="list-style-type: none"><li>• Influencing and negotiation skills</li><li>• Relationship and stakeholder management (up to Senior Management level), and sector engagement (delivery agencies, government agencies)</li><li>• Innovation and original thinking</li><li>• (Please refer to position description for more detail on relevant position specific competencies)</li></ul>

# TIMELINE AND SUPPORT AVAILABLE

# Support available

We have a range of resources available to support our people throughout the change

## Online Resources

- [This Employment NZ page](#) sets out information relating to workplace change.

## Support

- Support is available internally from ELT members, People & Culture, or your Manager.
- [EAP Services](#) are available to all staff (available on 0508 664 981 (24/7)).
- Questions can also be emailed to [feedback@humankind.nz](mailto:feedback@humankind.nz)

During the consultation period, we will also be hosting Q&A sessions where you can ask any questions from the ELT about the proposal or the process.

You can email your questions you would like answered during the Q&A's to: [feedback@humankind.nz](mailto:feedback@humankind.nz). These will be addressed in the Q&A on an anonymous basis.

# Proposed Timelines

We are proposing the following timelines for the process:

Phase	Dates	Key activity	
Consultation period	2 November	Consultation opens	You will be given the opportunity to comment on proposals that may impact on your role. Before the final decision is made, sufficient time will be allowed for you to consider options and provide feedback, both collectively and individually.
	14 November	Consultation closes. All feedback is to be submitted by 5.00pm.	
	15 to 25 November	Analysis of all feedback received	During this time, our DCEs will work with the Change Team to analyse your feedback. Where feedback builds on the existing proposal, it will be incorporated into the final structural decision. Where the required changes to the proposal significantly impact positions in a way not outlined in this consultation document, we will consult with you further.
Final decisions	30 November	Final decisions announced	This date will be dependent on any additional consultation that may be required
Selection Process	30 November	Self-assessment form is available to be completed	
	9 December	Self-assessment closes	
	12 December	First selection panel	
	13-14 December	Interviews (if required)	
	13-14 December	Selection panel (consider interview outcomes)	
	14-15 December	Preliminary decisions shared (if required)	
	16 December	Final decision outcome conversations	
Implementation	December	New structure starts to be stood up	The transition phase is determined by final decisions and the impact on any substantive existing positions.

# APPENDIX A – PROPOSED IMPACTS

**INFORMATION IN APPENDIX A IS BASED ON DATA AVAILABLE AT THE TIME. IF YOU IDENTIFY ANY INCONSISTENCIES OR MISSING INFORMATION, PLEASE DO LET US KNOW AND WE WILL LOOK INTO THIS.**

# Proposed Individual Impacts Enterprise Services

Role			Purpose/Responsibility	Function/Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		DCE Enterprise Services	ELT	Enterprise Services	Change in direct reports
		Administration Support Officer	Administration	Enterprise Services	1) Change in title to Coordinator Office Experience 2) Change in team name to Office Experience
		Administration Support Officer	Administration	Enterprise Services	1) Change in title to Coordinator Office Experience 2) Change in team name to Office Experience
		Administration Support Officer	Administration	Enterprise Services	1) Change in title to Coordinator Office Experience 2) Change in team name to Office Experience
		Administration Support Officer	Administration	Enterprise Services	1) Change in title to Coordinator Office Experience 2) Change in team name to Office Experience
Vacancy		Team Leader Administration	Administration	Enterprise Services	1) Change in title to Team Leader Office Experience 2) Change in reporting line to Manager, Finance & Office Experience
Withheld under s.9(2)(a)		Procurement Specialist (Contractor)	Finance Procurement & Property	Enterprise Services	Proposed disestablishment of role and given notice in line with contractor agreement if and once the newly created vacancy has been appointed
		Procurement Specialist (Contractor)	Finance Procurement & Property	Enterprise Services	Proposed disestablishment of role and given notice in line with contractor agreement if and once the newly created vacancy has been appointed
		Advisor Property	Finance Procurement & Property	Enterprise Services	Proposed disestablishment of fixed-term role. Employee would be eligible to express interest in any of the roles we are proposing to introduce, however preference would be given to any affected permanent staff with the right skills and capability for the roles. Alternatively, please see a list of vacancies included in this pack, which the role is eligible to apply for.
		Financial Accountant	Finance Procurement & Property	Enterprise Services	1) Change in team name to Finance and Office Experience

# Proposed Individual Impacts Enterprise Services (continued)

Role			Purpose/Responsibility	Function/Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Financial Analyst & Planner	Finance Procurement & Property	Enterprise Services	1) Change in title to Business Partner Finance 2) Change in role focus to recognise partnering role 3) Change in team name to Finance and Office Experience
		Manager Finance, Procurement & Property	Finance Procurement & Property	Enterprise Services	1) Change in title to Manager Finance & Office Experience 2) Change in role focus to remove property & procurement and include management and oversight of Office Experience 3) Change in direct reports to remove Property & Procurement roles and include Team Leader Office Experience
		Senior Advisor Corporate Services	Finance Procurement & Property	Enterprise Services	Disestablishment of role. Employee would be eligible to participate in EOI for any of the roles we are proposing to introduce (or vacancies that are currently available). Please see a list of current and proposed vacancies included in this pack.
		Accounts Payable and Finance Support Officer	Finance Procurement & Property	Enterprise Services	Disestablishment of current casual role to create a new permanent Assistant Accountant position. Employee would be eligible to express interest in any of the roles we are proposing to introduce. Please see a list of current and proposed vacancies included in this pack.
		Chief Information Officer	Information Technology	Enterprise Services	Change in direct reports to include proposed Senior Advisor Information Management
		Information Technology Team (excluding CIO proposed changes)			No change
		Manager People & Culture	People & Culture	Enterprise Services	1) Change in direct reports to distribute line management responsibilities across new Team Leader roles 2) Change in role focus to enhance focus on strategic priorities e.g Health, Safety & Wellbeing Lead
Vacancy		Advisor Learning & Development	People & Culture	Enterprise Services	Change in reporting line to Team Leader Capability & OD
Withheld under s.9(2)(a)		Advisor Payroll	People & Culture	Enterprise Services	No change

# Proposed Individual Impacts Enterprise Services (continued)

Role		Purpose/Responsibility	Function/Discipline	Comments	
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Advisor People & Culture	People & Culture	Enterprise Services	Change in reporting line from Manager People & Culture to Team Leader Business Partnering
Withheld under s.9(2)(a)		Advisor People & Culture	People & Culture	Enterprise Services	Change in reporting line from Manager People & Culture to Team Leader Business Partnering
Vacancy		Principal Advisor Capability & Organisational Development	People & Culture	Enterprise Services	1) Change in title to Team Leader Capability & OD 2 ) Change in direct reports to take on management responsibility of Senior Advisor & Advisor Learning & Development (People & Culture)
Vacancy		Principal Advisor HR/ER	People & Culture	Enterprise Services	1) Change in title to Team Leader Business Partnering 2 ) Change in direct reports to take on management responsibility of People & Culture partnering team (Business Partners, Advisor & Coordinators)
Withheld under s.9(2)(a)		Business Partner People & Culture	People & Culture	Enterprise Services	Change in reporting line from Manager People & Culture to Team Leader Business Partnering
Withheld under s.9(2)(a)		Business Partner People & Culture	People & Culture	Enterprise Services	Change in reporting line from Manager People & Culture to Team Leader Business Partnering
Withheld under s.9(2)(a)		Coordinator People & Culture	People & Culture	Enterprise Services	Change in reporting line from Manager People & Culture to Team Leader Business Partnering
Vacancy		Coordinator People & Culture	People & Culture	Enterprise Services	Change in reporting line from Manager People & Culture to Team Leader Business Partnering
Withheld under s.9(2)(a)		Recruitment Advisor (Contractor)	People & Culture	Enterprise Services	Given notice in line with contractor agreement once the newly created vacancy has been appointed
Withheld under s.9(2)(a)		Senior Advisor Learning & Development	People & Culture	Enterprise Services	Change in reporting line to Team Leader Capability & OD



# Proposed Individual Impacts Operations

Role			Purpose/Responsibility	Function/Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Deputy Chief Executive Operations	ELT	Operations	Change in direct reports
		Manager Communication & Education	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
		Advisor Communication & Education	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
		Business Partner Communications & Education	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
Vacancy		Coordinator Communication & Education	Communication & Education	Operations	No change
Withheld under s.9(2)(a)		Principal Advisor Communication & Education	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
Vacancy		Senior Advisor Communication & Education (Stakeholder)	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
Vacancy		Senior Advisor Communication & Education (Digital)	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
Withheld under s.9(2)(a)		Senior Advisor Communication & Education	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
		Senior Advisor Communication & Education	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
		Senior Advisor Communication & Education	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions
		Senior Advisor Media & Communications	Communication & Education	Operations	If the new functions and leaders of those teams are established, we would then consider the appropriate reporting lines for the team and title alignment with naming conventions

# Proposed Individual Impacts Operations (continued)

Role			Purpose/Responsibility	Function/Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		National Manager Enrolment & Community Engagement	Enrolment and Comm Engagement	Operations	Disestablishment of role. Employee would be eligible to participate in EOI process for ring-fenced roles and for any of the other roles we are proposing to introduce (or vacancies that are currently available). Please see a list of current and proposed vacancies included in this pack.
		Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
		Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
		Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
		Advisor Engagement (Operations)	Enrolment and Comm Engagement	Operations	Change in reporting line from Senior Advisor Engagement to Director Strategic Engagement & Partnerships
		Advisor Enrolment Integrity	Enrolment and Comm Engagement	Operations	Change in reporting line from Operations Manager Enrolment & Community Engagement to Director Enrolment
		Advisor Learning & Development	Enrolment and Comm Engagement	Operations	No change
		Business Improvement Manager	Enrolment and Comm Engagement	Operations	1) Change in title from Business Improvement Manager to Manager Business Services 2) Change in number of direct reports (additional Advisors Learning & Development and Senior Project Manager, GE2023) 3) Change in reporting line from National Manager Enrolment & Community Engagement to DCE Operations
		Business Analyst	Enrolment and Comm Engagement	Operations	No change
		Business Analyst	Enrolment and Comm Engagement	Operations	No change
		Business Analyst	Enrolment and Comm Engagement	Operations	No change

# Proposed Individual Impacts Operations (continued)

Role			Purpose/Responsibility	Function/ Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Community Advisor Youth	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Community Advisor Youth	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Community Advisor Youth	Enrolment and Comm Engagement	Operations	No change
Vacancies		Community Advisor Youth	Enrolment and Comm Engagement	Operations	No change
Vacancy		Coordinator Community Engagement	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change

# Proposed Individual Impacts Operations (continued)

Role			Purpose/Responsibility	Function/ Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Manager Community Engagement	Enrolment and Comm Engagement	Operations	Change in reporting line from Operations Manager Enrolment & Community Engagement to Director Strategic Engagement & Partnerships
Vacancy		Manager Community Engagement	Enrolment and Comm Engagement	Operations	Change in reporting line from Operations Manager Enrolment & Community Engagement to Director Strategic Engagement & Partnerships
Withheld under s.9(2)(a)		Operations Manager Enrolment & Community Engagement	Enrolment and Comm Engagement	Operations	Disestablishment of role. Employee would be eligible to participate in EOI process for ring-fenced roles and for any of the other roles we are proposing to introduce (or vacancies that are currently available). Please see a list of current and proposed vacancies included in this pack.

# Proposed Individual Impacts Operations (continued)

Role			Purpose/Responsibility	Function/ Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Operations Support Officer	Enrolment and Comm Engagement	Operations	Change in title from Operations Support Officer to Coordinator Enrolment
Withheld under s.9(2)(a)		Operations Support Officer	Enrolment and Comm Engagement	Operations	Change in title from Operations Support Officer to Coordinator Enrolment
Withheld under s.9(2)(a)		Operations Support Officer	Enrolment and Comm Engagement	Operations	Change in title from Operations Support Officer to Coordinator Enrolment
Withheld under s.9(2)(a)		Project Manager	Enrolment and Comm Engagement	Operations	No change
Vacancy		Senior Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Advisor Community Engagement	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Advisor Engagement	Enrolment and Comm Engagement	Operations	Change in reporting line from Operations Manager Enrolment & Community Engagement to Director Enrolment

# Proposed Individual Impacts Operations (continued)

Role			Purpose/Responsibility	Function/ Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Vacant		Senior Advisor Engagement	Enrolment and Comm Engagement	Operations	Disestablishment of role
Withheld under s.9(2)(a)		Senior Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Vacancy		Senior Enrolment Officer	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Learning & Development Advisor	Enrolment and Comm Engagement	Operations	No change
Withheld under s.9(2)(a)		Senior Project Manager, GE 2023	Enrolment and Comm Engagement	Operations	Change in reporting line from Operations Manager Enrolment & Community Engagement to Manager Business Services
Withheld under s.9(2)(a)		Team Leader Processing	Enrolment and Comm Engagement	Operations	Change in reporting line from Operations Manager Enrolment & Community Engagement to Director Enrolment
Withheld under s.9(2)(a)		Team Leader Processing	Enrolment and Comm Engagement	Operations	Change in reporting line from Operations Manager Enrolment & Community Engagement to Director Enrolment
Withheld under s.9(2)(a)		Team Leader Processing & Operations Support	Enrolment and Comm Engagement	Operations	Change in title from Team Leader Processing & Operations Support to Team Leader Processing 2) Change in reporting line from Operations Manager Enrolment & Community Engagement to Director Enrolment
Vacancy		National Manager Voting Services	Voting Services	Operations	1) Change in title to Director Voting Services 2) Change in number of direct reports
Withheld under s.9(2)(a)		Advisor Learning & Development	Voting Services	Operations	1) Change in reporting line from National Manager Voting Services to Manager Business Services (dotted reporting line to Manager Delivery & Support (Voting Services) 2) Change in team from Voting Services to Business Services

# Proposed Individual Impacts Operations (continued)

Role			Purpose/Responsibility	Function/ Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Advisor Learning & Development	Voting Services	Operations	1) Change in reporting line from National Manager Voting Services to Manager Business Services (dotted reporting line to Manager Delivery & Support (Voting Services) 2) Change in team from Voting Services to Business Services
Vacancy		Manager Regional Delivery	Voting Services	Operations	Disestablishment of role
Withheld under s.9(2)(a)		Principal Advisor Voting Services	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Project Leader	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Project Leader	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Project Leader	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Project Leader	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Project Leader	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Project Manager	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Project Support Officer	Voting Services	Operations	1) Change in title from Project Support Officer to Coordinator Voting Service 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support

# Proposed Individual Impacts Operations (continued)

Role			Purpose/ Responsibility	Function/ Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Project Support Officer	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
		Project Support Officer	Voting Services	Operations	1) Change in title from Project Leader to Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Vacancy		Project Support Officer	Voting Services	Operations	
Withheld under s.9(2)(a)		Regional Advisor Auckland & North	Voting Services	Operations	No change
		Regional Advisor Auckland & North	Voting Services	Operations	No change
		Regional Advisor Auckland South	Voting Services	Operations	No change
		Regional Advisor Auckland South	Voting Services	Operations	No change
		Regional Advisor Central North Island	Voting Services	Operations	No change
		Regional Advisor Central North Island	Voting Services	Operations	No change
		Regional Advisor Lower North Island	Voting Services	Operations	No change
		Regional Advisor Lower North Island	Voting Services	Operations	No change



# Proposed Individual Impacts Operations (continued)

Role			Purpose/ Responsibility	Function/ Discipline	Comments
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		Regional Advisor South Island	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Regional Advisor South Island	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Regional Manager Auckland	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Regional Manager Auckland & North	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Regional Manager Central North Island	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Regional Manager Lower North Island	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Regional Manager Southern	Voting Services	Operations	No change
Withheld under s.9(2)(a)		Senior Project Leader	Voting Services	Operations	1) Change in title from Senior Project Leader to Senior Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Senior Project Leader	Voting Services	Operations	1) Change in title from Senior Project Leader to Senior Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Senior Project Leader	Voting Services	Operations	1) Change in title from Senior Project Leader to Senior Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Withheld under s.9(2)(a)		Senior Project Leader	Voting Services	Operations	1) Change in title from Senior Project Leader to Senior Advisor Voting Services 2) Change in reporting line from National Manager Voting Services to Manager Delivery & Support
Vacancy		Overseas Operations Manager	Voting Services (Overseas Voting)	Operations	No change

# Proposed Individual Impacts Strategy, Governance and Development

Role		Purpose/Responsibility	Function/Discipline	Comments	
Employee Name	Employee Surname	Job Title	Function	Team	Proposed Impact
Withheld under s.9(2)(a)		DCE Strategy, Governance & Development	ELT	Strategy, Governance & Development	Change in direct reports
		Principal Advisor Governance	Governance	Strategy, Governance & Development	No change
		Advisor International	International	Strategy, Governance & Development	No change
		Manager International	International	Strategy, Governance & Development	No change
Vacant		Advisor Accountability	Planning, Risk & Assurance	Strategy, Governance & Development	Disestablishment of role
Vacant		Manager Planning, Risk & Assurance	Planning, Risk & Assurance	Strategy, Governance & Development	Change in title, change in direct reports
Withheld under s.9(2)(a)		Principal Advisor Data & Insights	Strategy	Strategy, Governance & Development	No change
		Project Coordinator Election Access Fund	Strategy	Strategy, Governance & Development	No change
		Project Manager Strategy	Strategy	Strategy, Governance & Development	No change
		Senior Advisor Elections Access Funds	Strategy	Strategy, Governance & Development	No change
		Executive Assistant	Strategy, Governance & Development	Strategy, Governance & Development	No change
Vacant		Data Analyst	Strategy, Governance & Development	Strategy, Governance & Development	Disestablishment of role

# APPENDIX B – PROPOSED NAMING CONVENTIONS

# Appendix B - Suggested Naming Conventions

The following naming convention structure is suggested:

Role	Purpose/Responsibility	Function/Discipline	Comments
CEO	<ul style="list-style-type: none"> <li>Leads organisation</li> <li>Leads ELT</li> <li>External stakeholder management</li> <li>Thought leadership</li> <li>Responsible for direction and determination of strategic priorities</li> </ul>	ELT	
DCE	<ul style="list-style-type: none"> <li>Owns a business unit</li> <li>Is on ELT</li> <li>External stakeholder management</li> <li>Thought leadership</li> <li>Responsible for direction and determination of strategic priorities</li> </ul>	ELT E.g., DCE Enterprise Services, Operations, etc.	
Chief	<ul style="list-style-type: none"> <li>Senior Leadership Level Subject Matter Expert and is a designated regulatory accountability holder on behalf of the organisation</li> <li>External stakeholder management</li> <li>Thought leadership</li> <li>Responsible for direction and determination of strategic priorities</li> </ul>	SLG E.g., CISO	
Director	<ul style="list-style-type: none"> <li>Technical excellence and thought leadership</li> <li>May be on a SLG reporting to a DCE</li> <li>Can hold people leadership for large national functions</li> <li>External stakeholder management</li> <li>Responsible for direction and determination of strategic priorities</li> </ul>	SLG E.g., Director Voting Services, Director Enrolment	

# Appendix B – Suggested Naming Conventions continued

The following naming convention structure is suggested:

Role	Purpose/Responsibility	Function/Discipline	Comments
Manager	<ul style="list-style-type: none"> <li>Responsible for technical delivery, workflow management</li> <li>Responsible for work programme delivery</li> <li>Management of people (possibly at a regional level)</li> <li>External stakeholder management</li> </ul>	E.g., Manager People and Culture/ Manager Finance and Administration, Business Improvement and Operations Support Manager	Contracts Managers and Project Manager to have different naming convention due to project, function/relationship management (but not people as primary function)
Team Leader	<ul style="list-style-type: none"> <li>Manages teams within teams (i.e., reporting to a Manager)</li> </ul>	e.g., Team Leader – Office Experience	This will impact on Teams Leaders within the Processing Function. Their titles could be changed to Manager as they are leading teams and would be reporting directly to a Director.
Lead	<ul style="list-style-type: none"> <li>Leads a discipline within a function, but no direct reports as a guideline, but may have thought leadership responsibility</li> </ul>	e.g., Health, Safety and Wellbeing Lead	

# Appendix B – Suggested Naming Conventions continued

The following naming convention structure is suggested:

Role	Purpose/Responsibility	Function/Discipline	Comments
Principal Advisor	<ul style="list-style-type: none"> <li>• Technical excellence</li> <li>• Managing workflow</li> <li>• Manages relationships up to board level</li> <li>• Technical mentoring and coaching</li> <li>• End to end leadership of significant projects</li> <li>• High breadth and depth in discipline</li> </ul>	e.g., Communications and Education, Voting Services	There are currently Principal Advisors within the future proposed structure that will have direct reports (e.g., Principal Advisor Business Partnering or Principal Advisor Capability & OD). It is recommended that these titles be changed to Team Leader – [x function] (but at a Principal Advisor level) within the Commission.
Senior Advisor	<ul style="list-style-type: none"> <li>• May have breadth or depth in discipline</li> <li>• Could lead/deliver mid to significant projects</li> </ul>	e.g., Senior Advisor Communication and Education, Senior Advisor Community Engagement	There are currently Senior Advisors within the current structure that have direct reports (e.g. Senior Advisor Community Engagement). It is recommended that these titles be changed to Team Leader – [x function] (but at a Senior Advisor level) within the Commission.
Advisor	<ul style="list-style-type: none"> <li>• Growing breadth and depth in discipline</li> <li>• Supports delivery on projects</li> <li>• May lead small initiatives</li> </ul>	e.g., Advisor Communication and Education Advisor Community – Youth	
Coordinator	Supports delivery and coordination of projects/initiatives to enable efficiencies within a project/event. Supports with delivery and administration to enable efficiencies within a team/across a function .		