

# Where to from here

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**Staff pack**

# Introduction

We want to make sure that we have an organisation that is serving the people of Aotearoa now and into the future.

We all knew something had to change after GE2020 to make the Electoral Commission be able to sustain and manage the big things that we tackle.

The goal is to eliminate a lot of the pain points in the organisation. It needs to be easier for you to do your job.

We have always focussed on our services to the public and putting our spend there. Now we must make sure we have the capacity and capability we need to ensure those services stay at the same high level.

This pack takes you through the interventions we will implement in the next few months.

Due to the nature of our work, we have a small window of opportunity for change, so a lot of this work will happen at pace before we turn our focus to the delivery of the next election. However our journey towards our future operating model will continue well past this time.

**We do everything we can to make it easy for people to enrol and vote. Now we are going to make it as easy for you as possible to deliver on that.**

# Where we've come from

We deliver great services and we did a truly fantastic job in 2020. We delivered a successful election in the midst of a global pandemic. Everyone went above and beyond and delivered excellent services to the people of Aotearoa New Zealand.

For a whole lot of reasons, it has become hard for us to do our jobs well. Voting behaviour has changed and expectations from the public continue to increase, and we are working with out-of-date systems and processes.



**95%** overall satisfaction

**82.24%** turnout

**68%** votes in advance

**3.55M** enrolled

# Where we're at

We consulted with you a lot, through a multitude of channels and information gathering. Throughout it all, we heard a clear theme – it needs to be easier to do your job, and work together.

The capability review identified gaps in capacity, the engagement survey shows staff are not feeling empowered.

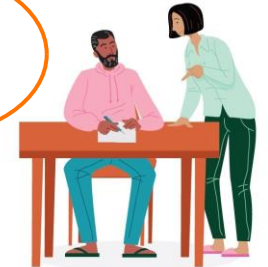
Expectations from the public are increasing and we need to be thinking longer term.

**Strategic priorities**

**Capability review**

**3 Design Councils**

**Interviews & workshops with staff**



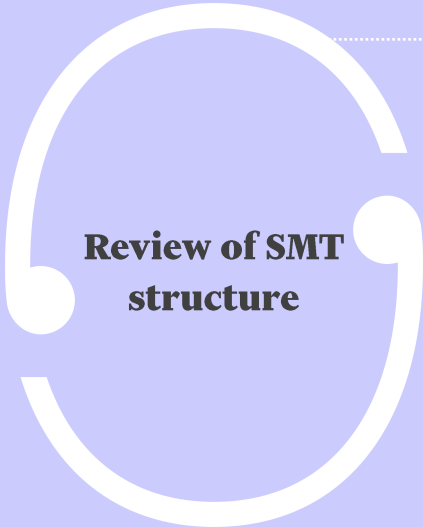
**Engagement survey**

**Evidence gathering of pain points**

**Drop-in sessions**

PwC report of recommendations for the Electoral Commission

# Our people



## **Review of SMT structure**

The review of the structure of the Senior Management Team is already underway - we will go out to consultation early December, and look to make decisions by the end of January.

This work needs to strike a balance between fixing some of our immediate problems and making sure the new CEO has the opportunity to make the change they'd like to see.

You will see a more aligned, functional SMT out of this work and it will go a long way to de-risking the next election.



## **Review of regional footprint**

The first phase of this work will be completed in late January, and consultation will follow.

With the advent of digital enrolment we see a lot more people enrolling online, changing our processing needs. Community engagement has gone from strength to strength but we need to ensure that we're delivering our services to the communities who need it the most.

# Our people



## **Delegations review**

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We know it's difficult to know who can make a decision and a lot of that is held at too high of a level.

We will be working to implement decision making at lower levels.

This work is already underway, and we will consult with people as required.



## **Plug identified capability gaps**

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The capability report told us that we're short on resources in certain areas, and we will work to bring them as and where we can.

We will begin to address this now.

# Our people

## **Standardise structures**

We need to standardise our job titles and create 'job families'.

Standardising our structures means that each team has set job titles and roles that are easily defined as a 'family'.

This will create clearer career pathways and more opportunities to work across the organisation.

This work will begin as roles are developed as part of our capability uplift.

## **Developing and training our managers and leaders**

An important part of upskilling our people is making sure our leaders are equipped to lead and work across the organisation.

This work will begin in March 2022.

# Creating a culture

## **Embedding the values**

### **Wellbeing initiatives**

It will take a lot of work and a lot of different things to begin to create the culture that we want for this organisation – one where everyone feels empowered and supported, and lives the Commission’s values.

We’ll be setting aside money and resources to truly commit to creating the kind of culture we want. We need to work out what kind of behaviours we expect and to how we connect with one another.

We know we want a culture of working together towards a common goal, so we need to work out how to create that.

It will take time to create and embed a culture and it will be always developing and changing.

We will all need to buy in and support this initiative to get it effectively embedded in the organisation.

This work has already begun and will be ongoing.

## **Increasing staff capacity and capability**

### **Succession and workforce planning**

You may be surprised to see increasing staff capacity and capability and succession and workforce planning under culture.

Taking some of the stress off people around workloads and bottlenecks will greatly impact our wellbeing and attitude as an organisation.

It’s also a change to think long-term and be more sustainable as an organisation.

We want to be an organisation where you have the tools and resources to do your job, without added stress.

It also speaks to our vision of everyone playing a part and being accountable in our delivery of electoral services.

Both these pieces of work will get underway now and are ongoing projects for the Commission.



# Making it easier

## Whole of GE programme function

This work is already underway, with Emily Redmond onboard to establish our programme management function.

You'll hear more about this as we establish the structure that we'll use.

We'll also be undertaking governance training to ensure decisions and risks are raised at the right level, and we have the levers, tools and measures to work through these.

You will see a more cohesive, strategic approach to how we plan and deliver GE2023, with the proper support in place to free up our subject matter experts to deliver high quality advice.

## Grouping specialist functions

As part of our programme management structure we'll start to group specialist capabilities, like Project Managers and Business Analysts, that are currently scattered around the organisation.

This may not mean substantial change to existing structures but it might be an informal network across different teams. We recognise that these skills are important and specialist, and benefit from being together.

It will also allow the people in these roles to get a 'whole of Commission' view across various projects, helping to break down silos.

This work is scheduled to begin at the end of March.

# Making it easier

## **Building a strategy, planning and analytics hub**

We know that we need to think further ahead than just the next election and that's why we need to develop our capacity and capability in a strategy, planning and analytics hub.

This function will allow us to make the most of our data and put some more strength around our strategic thinking.

Work is already underway to get the building blocks underway, including the data platform.

## **Strengthening governance, controls and measures**

The flip side of making sure our delegations are at a lower level is making sure that we have the appropriate frameworks to deal with risk and to make sure that we're keeping ourselves and the organisation safe.

There are many different parts to this work, from strengthening internal measures, to establishing a Risk and Audit Committee, to working on risk management.

This is underway now, with risk management already being strengthened.

# Tools to do our job

## Analyse and pilot digital technology pathways to 2030

We need to make sure that we all have the tools to do the job well and that we'll continue to deliver excellent services all the way out to 2030.

The opportunities and issues that an increasingly digital world present will only continue to grow, and we need to make sure we are looking to keep up.

An example of the kind of thing we'd look at in this space is something like live roll mark off.

This is such an important part of our delivery of services to the public and taking a longer term view to this is an important step towards our vision for this organisation.

This will kick off as part of our strategic hub.

## Upgrade, rationalise and integrate key systems

We've got lots of new systems coming in that will make a big difference to how we work, like the Financial Management Information System (FMIS) and the Recruitment system.

However those of you who work in some of our other systems, like MIKE and ERSA, will know how clunky they can be.

Having better systems that speak to each other as needed and deliver what we need from them will help us all with our work and that shared accountability for our services.

The FMIS and Recruitment system are already in train and other systems will be added later.

## Other solutions

There's a few other things that we haven't discussed yet. They are no less important and will also make a big difference to what we do, especially under our strategic priority of building relationships and understanding.

We've also got a lot of business as usual and project work going on that really sets us up well for working better together and for the future.

Refresh our guidance for parties, candidates, third parties, media and MP's for the 2023 election will be lead by Legal and Policy and will get underway in March 2022

Standardise engagement approaches and deliver end-to-end services tailored to each community's unique requirements will be looked at after the review of the regional footprint is complete

Our engagement survey results are a really important way to have a finger on the pulse of the organisation and hear from you. Our action plans will be important to making a change in this organisation, and we'll work to implement them

# The journey

The window of opportunity for change is fast closing – so we need to get underway with some things straight away. Over the next six months, here's what we'll be focussing on.

These are the things we think will really help us move towards working collaboratively and as one team before the election in 2023.

● Review and implementation of SMT structure

● Strengthen risk management

**March 22**

● Review delegations and implement operational decision making

● Complete regional footprint implementation

**July 22**

**Ongoing**

● Create culture

● Plug capability gaps

● Embed 'whole of GE' programme

● Implement succession and workforce plans

**November 21**

# What do you think?

We think these solutions will go a long way to fixing some of the troubles we face in getting our work done.

We also think that these things will go a long way to address how we work together – moving from that mindset of ‘event delivery’ to one of ‘delivery of electoral services’.

This certainly isn’t an exhaustive list – there’s lots of other great mahi underway as we continue with our business as usual work.

We’ll continue to make sure you are regularly updated and consulted on things as often as we can.

Feel free to speak to your manager or the project team about whether you think these solutions are the right ones – it needs to work for you, and you need to hold us to account on making sure we keep you front of mind.

It is important to hear from you.



## Next steps

Mandy Bohté will continue to lead the project team for phase two of the project. The project team will also be taking the lead on the engagement survey results and action plans.

This will involve the ownership and implementation of the workstreams and making sure you are all supported and consulted where appropriate.

For impartiality and risk reasons, Mandy will not lead the review of SMT structure. The Electoral Commission lead on this work is Izak Kotze.

We'll be continuing to keep you updated, and you can expect information around the upcoming consultation around the SMT structure in the coming weeks.

# Contact us:

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