



Enrolment & Community Engagement Regional Review

Decision Document

Presented by:

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Business Change Manager

Confidential

For release: 9 June 2022

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1. Introduction

Kia ora koutou

We embarked on the Regional Review with a clear objective to have a structure that supports the Commission to do what we are ultimately here to achieve – help people to trust, value and take part in democracy.

Thanks to your feedback and contributions to the consultation process, I am confident this document outlines decisions that will help us do that and set the foundation from which we build our capability, our services and our people.

I want to thank you for your levels of engagement and professionalism as we worked through our Proposal for Change. I know this has been a difficult time, and I have appreciated your patience and feedback throughout. Your well-considered feedback led us to make some changes to the original proposal. All our decisions have been endorsed by the Board.

During the consultation process we received 38 written feedback submissions. 26 of these were submitted by individuals, and 12 from groups of staff (two or more staff members). We also held two Enrolment and Community Engagement Q&A sessions, as well as a Q&A session with each regional team. This provided us with some excellent constructive feedback – so much so, that we extended both the consultation process and the period required to fully consider your feedback.

Administratively, new roles, role titles, and budgets will all be in place by 22 August 2022. Recruitment for any contestable roles may take longer.

A detailed breakdown of timing and implementation is outlined in this document. We'll work with affected people to support them with next steps.

Thank you again for your strong participation in this process so far. The Commission is as strong as the people in its waka and it's very clear we have a group of people who care greatly about moving us forward together.

Ngā mihi nui
Mandy Bohté
Manager Business Change

2. Summary of process

We have undertaken the following change process:

- The Proposal for Change was made available to all employees in the Enrolment & Community Engagement team on 12 April 2022.
- A “Frequently Asked Questions” document was issued on 13 April 2022 which was updated on an ongoing basis during the consultation period.
- A central email address (consultation@elections.govt.nz) was provided to allow staff to submit questions and feedback. Questions were answered during the consultation period.
- Two national Q&A sessions were held on 20 April and 28 April during the consultation process. We also held additional Q&A sessions by region.
- The original consultation period was set for 12 April 2022 – 29 April 2022. This was then extended by a further two-and-a-half days until noon on 4 May 2022, to allow for additional submissions to be made.
- All feedback submitted by email, in person, or in group sessions, was collated and fully considered.
- This final decision document was developed and presented to the Board, who have provided their approval.

3. Original change proposals

In the Proposal for Change, we set out three key proposed changes to our Regional Operations:

1. To centralise Enrolment Processing:

- i. Three Enrolment Processing Centres would be located in Auckland, Wellington and Christchurch
- ii. Enrolment Processing would cease at all other sites nationally
- iii. The number of staff required nationally (and broken down by site) would be adjusted in line with current (and forecast) demand for Enrolment Processing

2. To establish permanent capability in Community Engagement:

- I. Seven Community Engagement hubs would exist going forward:
 - Whangārei, Auckland, Hamilton, Rotorua, Gisborne, Wellington, Christchurch
- II. Three of these hubs would be co-located with the centralised enrolment processing centres (Auckland, Wellington and Christchurch)

3. To close any remaining sites:

- i. Eight existing Enrolment & Community Engagement offices would close:
 - Tauranga, Napier, New Plymouth, Palmerston North, Masterton, Greymouth, Dunedin and Invercargill
- ii. Nelson would remain closed (the site has not operated since November 2021)

4. Feedback themes

We received a total of 38 written feedback submissions. These came from 26 individuals and 12 groups of staff.

Feedback theme	Summary of feedback
1. Creating two distinct and specialist functions - Enrolment Processing and Community Engagement	We received a large amount of positive feedback in support of creating two distinct and specialist functions - Enrolment Processing and Community Engagement. There was a general feeling that the structure was a logical way to respond to the case for change outlined in the Proposal for Change document.
2. Position Descriptions	Changes should be made to each of the draft position descriptions, in one or more of the following areas: <ul style="list-style-type: none">• Job title• Purpose and accountabilities (to be changed to better describe existing duties being performed/to be performed)• Dimensions (direct/indirect reports, budget or delegations)• Relationships• Qualifications/experience/knowledge required• Competencies
3. Office locations	The proposed office locations should be changed. Some of the suggestions received included: <ul style="list-style-type: none">• Closing the Wellington office and relocating it to Palmerston North• The general need to provide additional Community Engagement hubs in the South Island• A Community Engagement hub in Hawke's Bay instead of Gisborne• Creating a Community Engagement hub in Palmerston North or Whanganui• An additional Community Engagement hub in Invercargill• An additional Community Engagement hub in Dunedin

4. Feedback themes

Feedback theme	Summary of feedback
4. Community Engagement structure	Alternative structures were suggested for the Community Engagement team nationally and by region. The alternative structures included suggestions that a Senior Advisor Community Engagement may be a more appropriate resource in some locations, rather than an Advisor Community Engagement. Suggestions were also made around the reporting lines in each office, and the level of resource provided in each location.
5. Flexible working and remote working	Roles could be performed remotely or from home.
6. 2022 Local Body Elections	Some members of the existing team have been allocated to support delivery of the 2022 Local Body Elections. This would mean that the proposed timings may need to change, or alternative arrangements may need to be put in place.
7. Which roles are contestable	<p>The two Operations Support Officer roles which were originally proposed as modifications/reconfirmations (for existing fixed-term members of staff) should be contestable instead.</p> <p>Some staff members suggested that they should be mapped/reconfirmed into an alternative role in the new structure, rather than the one which had been proposed. On a case-by-case basis we reviewed the feedback from each individual, and if appropriate, we held further individual meetings with those concerned.</p>

5. Outcomes from your feedback

Feedback theme	Outcomes from feedback
1. Creating two distinct and specialist functions - Enrolment Processing and Community Engagement	Creating two distinct and specialist functions – Enrolment Processing and Community Engagement, remains as proposed.
2. Position Descriptions	<p>Each respective draft position description has been updated.</p> <p>In terms of job titles, the following changes have been made:</p> <p>Enrolment Processing:</p> <ul style="list-style-type: none">• In Wellington, “Team Leader Processing” has been changed to “Team Leader Processing & Operations Support”• “Advisor Processing” has been changed to “Senior Enrolment Officer”• “Officer Processing” has been changed to “Enrolment Officer”• “Officer Operations Support” has been changed to “Operations Support Officer” <p>Community Engagement:</p> <ul style="list-style-type: none">• “Manager Community Engagement Auckland” has been changed to “Manager Community Engagement Northern”• “Manager Community Engagement TBD” has been changed to “Manager Community Engagement Central”• “Manager Community Engagement Christchurch” has been changed to “Manager Community Engagement Southern”• “Community Advocate - Youth” has been changed to “Community Advisor - Youth” <p>The final version of each position description will be available to view on ECHO by noon on 10 June 2022.</p>
3. Office locations	<p>Enrolment Processing: Office locations in Auckland, Wellington and Christchurch to be established as proposed.</p> <p>Community Engagement: A decision has been made to add two additional hubs, based in Napier and Dunedin.</p> <p>The remaining proposed locations for Community Engagement hubs remain unchanged.</p> <p>This means there will now be nine Community Engagement hubs:</p> <p>Whangārei, Auckland, Hamilton, Rotorua, Gisborne, Napier, Wellington, Christchurch and Dunedin</p>

5. Outcomes from your feedback

Feedback theme	Outcomes from feedback
4. CE structure	<p>The structure originally proposed for Community Engagement has been altered to reflect the following changes:</p> <p>Northern Region:</p> <ul style="list-style-type: none">• Originally three Advisor Community Engagement roles were proposed for Auckland (each with no direct reports):<ul style="list-style-type: none">• Two of these roles have been changed to a Senior Advisor Community Engagement• The third remains as an Advisor Community Engagement• One Senior Advisor Community Engagement will have the Advisor Community Engagement as a direct report• The other Senior Advisor Community Engagement will have the two Community Advisor Youth roles as direct reports <p>Central Region:</p> <ul style="list-style-type: none">• A new Advisor Community Engagement role has been added in Napier• Originally one Senior Advisor Community Engagement was proposed for Rotorua, with two Community Advisor Youth roles as direct reports:<ul style="list-style-type: none">• This has been changed to one Senior Advisor Community Engagement, with one Advisor Community Engagement as a direct report.• Originally one Advisor Community Engagement was proposed for Hamilton:<ul style="list-style-type: none">• This has been changed to one Senior Advisor Community Engagement and one Advisor Community Engagement, with the latter reporting to the former. <p>Southern Region:</p> <ul style="list-style-type: none">• A new Advisor Community Engagement role has been added in Dunedin.• Originally two Advisor Community Engagement roles were proposed for Christchurch:<ul style="list-style-type: none">• This has been changed to one Senior Advisor Community Engagement and one Advisor Community Engagement, with the former reporting into the latter.• The Senior Advisor Community Engagement will also have the two Community Advisor Youth roles as direct reports.

5. Outcomes from your feedback

Feedback theme	Outcomes from feedback
5. Flexible working and remote working	<p>The Commission's Flexible Working Policy provides options for all our people, in any role, to discuss working arrangements that balance individual circumstances and the need to deliver our work.</p> <p>For the new Enrolment Processing function, it is critical we establish and maintain consistent ways of working, ensure that temporary staff are provided with the right levels of support in peak times, and continue to develop our practices. Achieving success in these areas will require people to be in the office on at least a weekly basis.</p> <p>Our people in the Community Engagement function will spend more time working in our communities. There will still be a need for you to work from the office at agreed times.</p>
6. 2022 Local Body Elections	<p>We have carefully considered how to ensure that service levels for the 2022 Local Body Elections are maintained and not negatively impacted by any changes. This is reflected in the new implementation date of 22 August 2022, which allows us to navigate the needs of the 2022 Local Body Elections before any changes are made effective.</p>
7. Which roles are contestable	<p>The following changes have been made in terms of which roles individuals have been reconfirmed into, or which roles are to be contestable:</p> <ul style="list-style-type: none">• The two Operations Support Officer roles which were originally proposed as modified/reconfirmed, are now contestable.• The two Registrar of Electors - Team Leader roles in Auckland had originally been proposed to be reconfirmed as Advisor Community Engagement roles. These roles are now being reconfirmed into Senior Advisor Community Engagement roles.• The Registrar of Electors - Team Leader role in Wellington was originally proposed to be reconfirmed as an Advisor Community Engagement role. This role will now be reconfirmed into a Senior Advisor Community Engagement role.• The Registrar of Electors - Team Leader role in Christchurch was originally proposed to be reconfirmed as an Advisor Community Engagement role. This role will now be reconfirmed into a Senior Advisor Community Engagement role.• The Registrar of Electors role in Napier was originally proposed to be disestablished. This role will now be reconfirmed as an Advisor Community Engagement.• The Registrar of Electors role in Hamilton was originally proposed to be reconfirmed into an Advisor Community Engagement role. This role will now be reconfirmed into a Senior Advisor Community Engagement role.• The two Deputy Registrar of Electors roles in Hamilton were originally proposed to be disestablished. One of these roles will now be reconfirmed into an Advisor Community Engagement role. The other will remain disestablished.

6. Summary of changes to original proposals

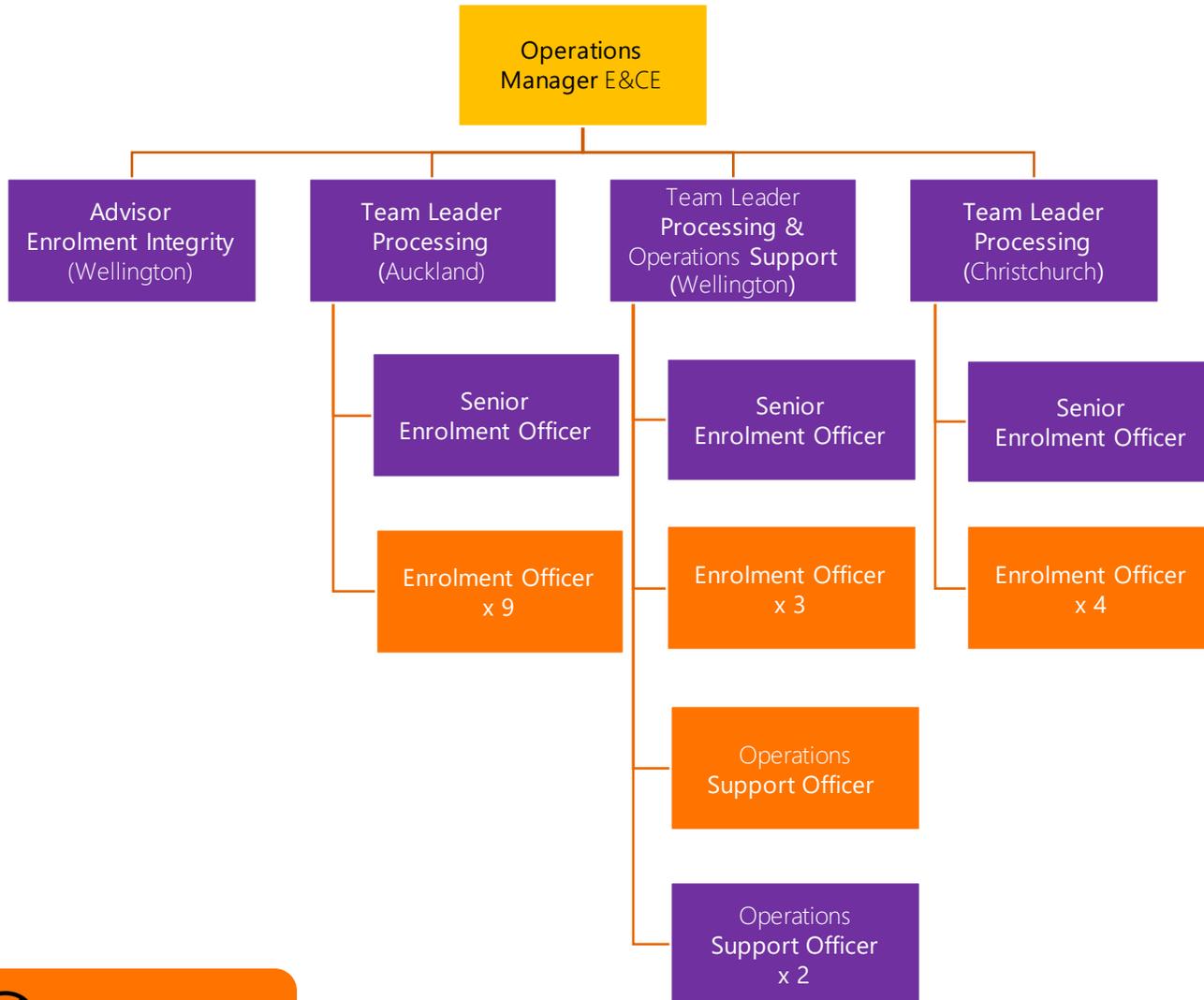
Proposal	Original proposal	Changes to original proposal
1. To centralise Enrolment Processing	i. Three Enrolment Processing Centres would be located in Auckland, Wellington and Christchurch.	There is no change to this proposal.
	ii. Enrolment Processing would cease at all other sites nationally.	There is no change to this proposal.
	iii. The number of staff required nationally (and broken down by site) would be adjusted in line with current (and forecast) demand for Enrolment Processing.	There is no change to this proposal.

Proposal	Original proposal	Changes to original proposal
2. To establish permanent capability in Community Engagement	i. Seven Community Engagement hubs would exist going forward: Whangārei, Auckland, Hamilton, Rotorua, Gisborne, Wellington and Christchurch.	There will be two additional Community Engagement hubs bringing the total to nine nationally: Whangārei, Auckland, Hamilton, Rotorua, Gisborne, Napier, Wellington, Christchurch and Dunedin.
	ii. Three of these hubs would be co-located with the Centralised Enrolment Processing Centres (Auckland, Wellington and Christchurch).	There is no change to this proposal.

6. Summary of changes to original proposals

Proposal	Original proposal	Changes to original proposal
3. To close any remaining sites	i. Eight existing Enrolment and Community Engagement offices would close: Tauranga, Napier, New Plymouth, Palmerston North, Masterton, Greymouth, Dunedin and Invercargill.	The following offices will close: Tauranga, New Plymouth, Palmerston North, Masterton, Greymouth and Invercargill.
	ii. Nelson would remain closed (the site has not operated since November 2021)	There is no change to this proposal.

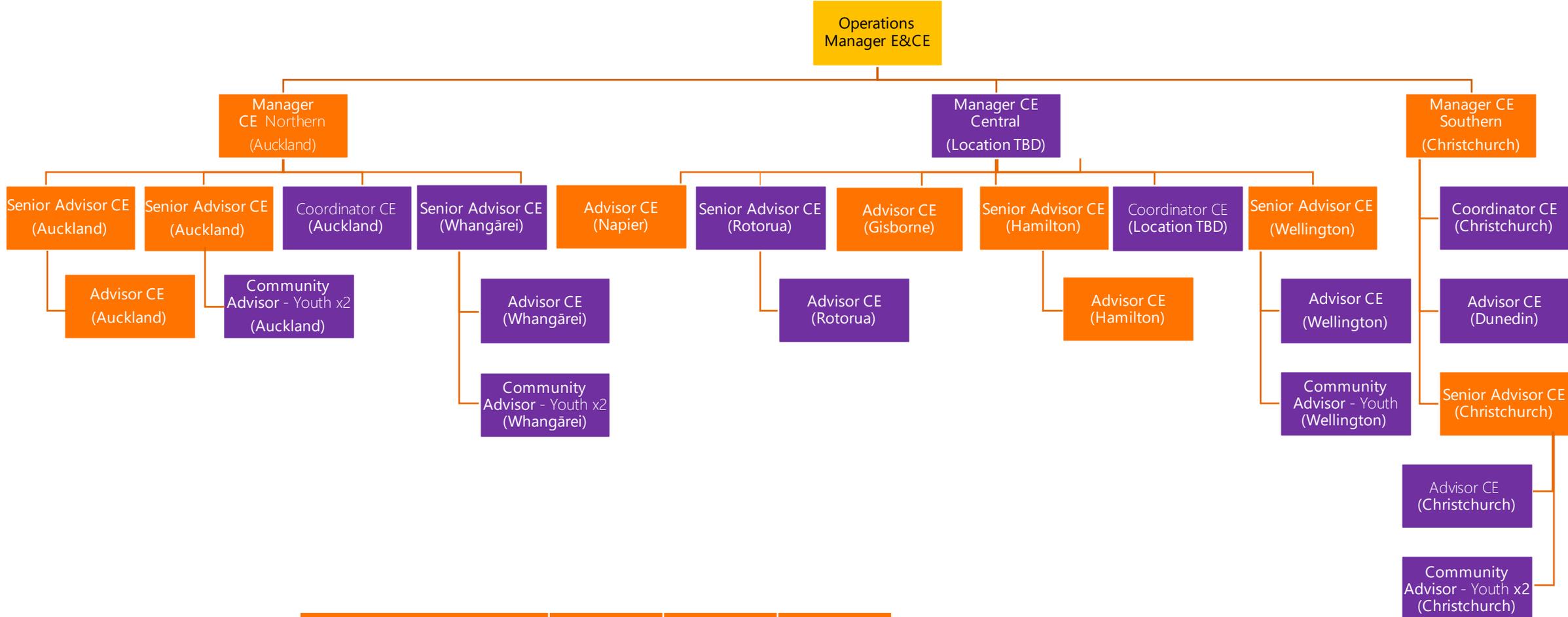
7. Confirmed Structure – Enrolment Processing



Role Type	Modified Roles	New Roles	Total
Enrolment Processing	16	7	23
Operations Support	1	2	3
Total	17	9	26*

*Count excludes Operations Manager E&CE

8. Confirmed Structure – Community Engagement



Role Type	Modified Roles	New Roles	Total
Community Engagement	11	18	29*

*Count excludes Operations Manager E&CE

9. Implementing our changes

Reconfirmation process:

Reconfirmation is when a staff member's existing position description is modified but the role remains substantively the same. In these circumstances you will receive a letter outlining the changes to your role, role title and reporting line. An updated Position Description will be provided to all staff affected through reconfirmation.

Redeployment process:

Redeployment is when other internal opportunities are discussed and explored if you are not reconfirmed, and your role is disestablished. If you hold a position which is disestablished and obtain a new position in the new structure, you will move to that position at the implementation date of the new structure (22 August 2022) or as mutually agreed.

Redundancy process:

Redundancy is a last resort if redeployment options are unsuccessful. If your role is disestablished, your notice period begins on 9 June 2022 and ends on 19 August 2022. Options for redeployment will continue to be explored throughout the notice period. If your role is disestablished, and you are not confirmed in an alternative role in the Electoral Commission by 19 August 2022, then a redundancy situation will apply. Requests to leave the Commission prior to 19 August 2022 (without sacrificing any redundancy payment) will be considered on a case-by-case basis, taking into account individual and business needs.

Staff members are unable to be reemployed by the Commission in a permanent capacity for a period of two years following redundancy, in line with your Individual Employment Agreement (IEA). During that time, people in this situation may be employed on a casual or fixed-term basis (up to a period of one year) in exceptional circumstances. This will be assessed on a case-by-case basis.

10. Confirmed process for appointments

- People in modified roles will continue in the modified role when the new structure is implemented on 22 August 2022.
- While all newly created roles are open to applications from across the Electoral Commission (i.e. these roles are “contestable”), anyone whose role has been disestablished will be given priority.
- If your role has been disestablished, we will work closely with you to explore any suitable options for redeployment.
- Internal advertisements will run for a period of ten working days from 13 – 27 June 2022 (to allow for the Matariki Public Holiday).
- The following selection process will apply:
 - Expressions of interest from people whose roles are disestablished will be considered first. If you are the only candidate and you are suitable for the new position, you will be placed into the role with no further process required. If there is more than one application from people with priority status, there will be an interview process to determine the most suitable candidate.
 - If the position remains unfilled, we will then consider applications from anyone in a reconfirmed role within Enrolment & Community Engagement. In this situation, you will be given priority before other internal applicants are considered.
 - If the position still remains unfilled, we will consider any other internal applications from across the Electoral Commission.
 - If an internal appointment to a role is not made, we will then advertise externally.
 - Appointments will be effective from 22 August 2022, the same day as the new structure formally stands up. Roles that require external recruitment may be filled after this date.

10. Confirmed process for appointments

- Grade changes as a result of being reconfirmed into a role or appointed into a new role:
 - If your new grade is lower, you will retain your current salary. Your “Position in Range” (PIR) will be adjusted to reflect your new salary band and respective mid-point.
 - If your new grade is higher, your PIR will be adjusted to reflect your new mid-point. A decision will then be made, considering your new PIR, on whether a salary adjustment (in line with the current “Pay Restraint Guidelines”) is appropriate.

11. Timeline

Activity	Date
Decisions announced	9 June 2022
Internal recruitment process begins for new positions	Week beginning 13 June 2022
Internal job ads close	27 June 2022 (to allow for the Matariki public holiday)
External job ads posted	From 28 June 2022
Implementation date for new structure	22 August 2022

12. People Support

Support is available

Work is a big part of your life. During organisational change, it's normal to have feelings of uncertainty, frustration, confusion and impatience.

Please ask for support anytime you need it and remember to be understanding towards your colleagues who may also be potentially anxious or distracted.

You can talk to your manager, colleagues or the People and Culture team.

Employee Assistance Programme (EAP)

Our EAP is provided by Vitae services.

It provides independent, confidential, professional and free support for any personal difficulties that may affect your work performance and/or home life.

Phone: 0508 664 981 (within New Zealand)

Online: www.vitae.co.nz

Free call or text 1737 (counselling service)

Need to talk? Free call or text 1737 any time, 24 hours a day and you will speak (or text) with a trained counsellor.

This service is completely free. If you are feeling anxious or need someone to talk to, feeling down, feeling overwhelmed, out of sorts or depressed they are there, anytime.

Stay informed

Take time to read this decision document and the supporting information. Being informed can help you feel more in control of what's happening. If you need to, talk to your manager about finding time to balance this alongside your work commitments.

Enrolment & Community Engagement Regional Review

Decision Document - Appendices

Presented by:

Mandy Bohté

Manager Business Change

Confidential

For release: 9 June 2022

13. Confirmed changes to current positions

Position	# of Roles	Location	Confirmed impact on position
Operations Support Manager	1	Wellington	Position disestablished.
Operations Support Advisor	1	Wellington	Position disestablished (currently vacant).
Operations Support Assistant	1	Wellington	Existing position description modified. Change in title to "Operations Support Officer". Change in reporting line.
Operations Support Assistant (Fixed-Term)	2	Wellington	Positions disestablished.
Regional Manager Southern	1	Christchurch	Existing position description modified. Change in title to "Manager Community Engagement Southern".
Registrar of Electors Team Leader	1	Christchurch	Existing position description modified. Change in title to "Senior Advisor Community Engagement". Change in reporting line.
Registrar of Electors	1	Christchurch	Position disestablished (currently vacant).
Deputy Registrar of Electors	4	Christchurch	Existing position description modified. Change in title to "Enrolment Officer". Change in reporting line.

13. Confirmed changes to current positions

Position	# of Roles	Location	Proposed impact on position
Registrar of Electors	1	Invercargill	Position disestablished (currently vacant).
Deputy Registrar of Electors	1	Invercargill	Position disestablished.
Youth Advocate (Fixed-Term)	1	Dunedin	Position disestablished.
Registrar of Electors	1	Greymouth	Position disestablished.
Regional Manager - Northern & Eastern	1	Rotorua	Position disestablished (currently vacant).
Registrar of Electors	1	Rotorua	Position disestablished (currently vacant).
Deputy Registrar of Electors	1	Rotorua	Position disestablished.
Community Engagement Coordinator (Fixed-Term)	1	Rotorua	Position disestablished.
Registrar of Electors	1	Tauranga	Position disestablished.
Deputy Registrar of Electors	2	Tauranga	Position disestablished.

13. Confirmed changes to current positions

Position	# of Roles	Location	Proposed impact on position
Registrar of Electors	1	Gisborne	Modification of existing position description. Change in title to "Advisor Community Engagement". Change in reporting line.
Electoral Administration Assistant (Fixed-Term)	1	Gisborne	Position disestablished.
Registrar of Electors	1	Whangārei	Position disestablished (currently vacant).
Deputy Registrar of Electors	1	Whangārei	Position disestablished (currently vacant).
Regional Manager Auckland	1	Auckland	Existing position description modified. Change in title to "Manager Community Engagement Northern".
Registrar of Electors - Team Leader	2	Auckland	Existing position description modified. Change in title to "Senior Advisor Community Engagement". Change in reporting line.
Registrar of Electors - Team Leader	1	Auckland	Position disestablished.
Registrar of Electors	1	Auckland	Position disestablished (currently vacant).

13. Confirmed changes to current positions

Position	# of Roles	Location	Proposed impact on position
Registrar of Electors	1	Auckland	Modification of existing position description. Change in title to "Advisor Community Engagement". Change in reporting line.
Deputy Registrar of Electors	9	Auckland	Modification of existing position description. Change in title to "Enrolment Officer". Change in reporting line.
Deputy Registrar of Electors	2	Auckland	Position disestablished.
Operations Administrator	1	Auckland	Position disestablished.
Regional Manager Central	1	Wellington	Position disestablished.
Registrar of Electors - Team Leader	1	Wellington	Modification of existing position description. Change in title to "Senior Advisor Community Engagement". Change in reporting line.
Deputy Registrar of Electors	3	Wellington	Modification of existing position description. Change in title to "Enrolment Officer". Change in reporting line.
Community Engagement Advisor (Fixed-Term)	1	Wellington	Position disestablished.
Registrar of Electors	1	Masterton	Position disestablished.
Registrar of Electors	1	Napier	Modification of existing position description. Change in title to "Advisor Community Engagement". Change in reporting line.
Deputy Registrar of Electors	1	Napier	Position disestablished.

13. Confirmed changes to current positions

Position	# of Roles	Location	Proposed impact on position
Registrar of Electors	1	New Plymouth	Position disestablished.
Deputy Registrar of Electors	1	New Plymouth	Position disestablished.
Registrar of Electors	1	Palmerston North	Position disestablished.
Deputy Registrar of Electors	1	Palmerston North	Position disestablished.
Deputy Registrar of Electors	1	Palmerston North	Position disestablished (currently vacant).
Registrar of Electors	1	Hamilton	Existing position description modified. Change in title to "Senior Advisor Community Engagement". Change in reporting line.
Deputy Registrar of Electors	1	Hamilton	Existing position description modified. Change in title to "Advisor Community Engagement". Change in reporting line.
Deputy Registrar of Electors	1	Hamilton	Position disestablished.

14. Confirmed new positions – Enrolment Processing

Position	# of Roles	Location
Advisor Enrolment Integrity	1	Wellington
Team Leader Processing	1	Auckland
Senior Enrolment Officer	1	Auckland
Team Leader Processing & Operations Support	1	Wellington
Senior Enrolment Officer	1	Wellington
Operations Support Officer	2	Wellington
Team Leader Processing	1	Christchurch
Senior Enrolment Officer	1	Christchurch
<u>Total</u>	<u>9</u>	

15. Confirmed new positions – Community Engagement

Position	# of Roles	Location
Community Advisor – Youth	2	Auckland
Coordinator Community Engagement	1	Auckland
Senior Advisor Community Engagement	1	Whangārei
Advisor Community Engagement	1	Whangārei
Community Advisor – Youth	2	Whangārei
Manager Community Engagement Central	1	TBD
Senior Advisor Community Engagement	1	Rotorua
Advisor Community Engagement	1	Rotorua
Coordinator Community Engagement	1	TBD

Confirmed new positions – Community Engagement (2)

Position	# of Roles	Location
Advisor Community Engagement	1	Wellington
Community Advisor – Youth	1	Wellington
Advisor Community Engagement	1	Dunedin
Coordinator Community Engagement	1	Christchurch
Advisor Community Engagement	1	Christchurch
Community Advisor – Youth	2	Christchurch
Total	18	

15. Helpful Terms

Throughout this decision document, you will see a range of terms used, including:

Affected person: during any change process, there are people affected by the changes being made. The change involved may be as small as a change in job title or reporting line, or as substantial as a role being disestablished.

Reconfirmed/Reconfirmation: you may be reconfirmed into a role that is the same or substantively the same as the one you do now. This does not require offer and acceptance – a reconfirmed employee will be advised of the relevant changes.

Redeployment: if you are not reconfirmed then you may be redeployed to a role where your skills and experience may be a good match for the role. Redeployment may involve the Commission making an offer and an affected person accepting or declining it.

New position: a new position has been created.

Disestablished position: a position that is either no longer required or has been significantly changed.

Redundancy/Redundant: our final option when, despite our best endeavours, we have been unable to place you into a role within the Commission.