

Electoral Commission Decision Document

Presented by

Alicia Wright

Chief Electoral Officer / Chief Executive

For release 26 January 2022

Contents

- 1. Introduction from the Chief Electoral Officer..... 3
 - Purpose of the document.....5
- 2. Summary of changes to the original proposals5
- 3. Electoral Commission confirmed structure Tier 2 & 3 (includes other minor changes to roles)6
- 4. Group Definitions 7
 - Enterprise Services 7
 - Operations Group 7
 - Strategy, Governance & Development (SG&D)..... 7
- 5. Summary of Feedback Themes8
- 6. Summary of Decisions based on Feedback by Theme 10
- 7. Implementing our SMT change23
- 8. Final decisions on proposals.....24
 - Final Decisions – Enterprise Services25
 - Confirmed Changes to Positions:.....25
 - Confirmed Strategy, Governance and Development (SG&D) Group structure26
 - Final Decisions – Strategy, Governance & Development27
 - Confirmed Changes to Positions:.....28
 - Final Decisions – Operations group..... 30
 - Confirmed Changes to Positions:..... 30
- 9. Confirmed Change impacts on Individual Positions.....31
- 10. Confirmed new Positions35
- 11. Timelines for Selection36
- 12. Selection Process36
 - Selection Principles.....36
 - Assessment methods and criteria37
- 13. Getting Support through Change..... 37

1. Introduction from the Chief Electoral Officer

Kia ora koutou

I want to thank you for your professionalism as we worked through our consultation for change. Change is always difficult, but I have appreciated your thoughtful feedback and questions throughout this process.

The Board has endeavoured to take a balanced view in reviewing the submission feedback themes to develop this final decision document. We also referred to the engagement survey comments and results, and the feedback from engagements undertaken as part of the Operating Model refresh work, such as Design Councils and subject matter expert workshops, to ensure that we stayed true to the outcomes we were striving for.

Some changes have been made to the original proposal, based on your feedback. -This document outlines the decisions made for how we structure and define the Electoral Commission and it provides a high-level response to the feedback received. It has been reviewed by our external lawyers, and PwC. It has also been endorsed by the Board.

This document goes into a lot of detail about the written feedback submissions received during consultation. We also had well attended Q&A sessions during the consultation period, where we received a lot of encouraging feedback and positive questions about the proposed change.

I was impressed that 17 people made submissions offering feedback for us to include in the content of position descriptions. It sends a strong signal that people were broadly supportive of these new roles and some excellent feedback was provided to really strengthen the content of the position descriptions.

In addition to feedback supporting change, we received a small amount of feedback that the new structure would create an additional layer of management which would be bureaucratic, slow down decision making and be costly to fund. The new DCE roles will be accountable for driving integration and end-to-end system thinking in the new groups. This new structure will be supported by an effective delegations framework which will reset decision making at the right level, to empower and expediate decision making throughout the Commission. Changes to our structure are affordable given the offset achieved through the reduction of two SMT roles.

We also received feedback that people were expecting to see one operational arm in the new structure but that the change did not go far enough to integrate the structures below the manager level. We were provided with detailed suggestions for how some teams could be further structured.

I recognise that this next level of integration is required and is something that many of you want, and I do see this as a logical step forward. Ongoing efforts to integrate teams will be something that the incoming CEO will undertake with you, your managers, and the new DCEs over time.

Structural change is only one mechanism to drive lasting change and improvement for the Commission. The next evolution of change requires your support and help to create and embed new ways of working, new leadership, culture, and behaviours.

This change will also be followed by other initiatives as part of a wider programme of work which includes work on our culture, our regional review and addressing our known capability gaps.

Administratively, new roles, role titles, and budgets will all be in place by 25 April 2022. Recruitment may take longer so please bear with us. We will clarify where teams or individuals will have an interim reporting line until such time as new leadership roles are in place.

You can find a more detailed breakdown of timing and implementation later in this document. We will work with affected staff members to clarify the next steps for them personally.

Thank you again for your participation in the process to date. Your feedback has enabled us to arrive at a solution that will put us in a strong position for the future.

Ngā mihi nui

A handwritten signature in blue ink, appearing to read 'Alicia Wright', with a large loop on the left side and a series of vertical strokes on the right.

Alicia Wright

Purpose of the document

This decision document outlines decisions on the proposals for how we structure the Commission and provides a response to the feedback received.

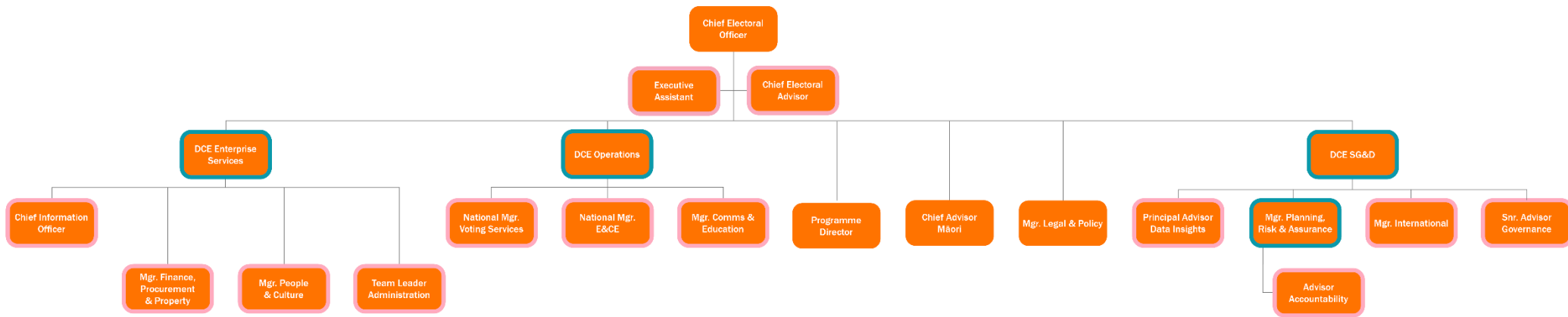
2. Summary of changes to the original proposals

Following receipt and review of all feedback submissions, the changes to the original proposals have been summarised below.

Proposal	Original Proposal	Changes to original proposal
Proposal 1.0	Establish an Enterprise Services Group	No change to original proposal.
Proposal 1.1	Establish a new Deputy Chief Executive (DCE) Enterprise Services role	The Position Description for DCE Enterprise Services has been updated to incorporate feedback.
Proposal 2.0	Create a Strategy, Governance & Data (SG&D) Group	The name of this group has been updated to Strategy, Governance & Development (SG&D).
Proposal 2.1	Establish a new Deputy Chief Executive (DCE) Strategy, Governance & Data	The Position Description for DCE SG&D has been updated to incorporate feedback. The title of this role will now be DCE Strategy, Governance & Development. This role will also have the Principal Advisor Data Insights role as a direct report.
Proposal 2.2	Establish a new Manager Planning, Risk & Assurance	The Position Description has been updated to incorporate feedback and remove reference to the Data & Insights function.
Proposal 2.6	Change the reporting line of the Principal Advisor Data Insights	The Principal Advisor Data Insights will report directly to the DCE SG&D.
Proposal 3.0	Create an Operations Group	No change to the original proposal.
Proposal 3.1	Establish a new Deputy Chief Executive (DCE) Operations role	The Position Description for this role has been updated following feedback.

3. Electoral Commission confirmed structure Tier 2 & 3 (includes other minor changes to roles)

Following the final decisions made on the proposals outlined in the consultation document, the confirmed structure for tiers 2 & 3 for the Commission is as follows. Feedback and responses are detailed in the sections following.



- Permanent role
- New role
- Minor change

4. Group Definitions

The definitions for each of the three new groups at the Electoral Commission are as follows:

Enterprise Services

- Enterprise Services is a grouping of the Commission's back-office functions, which deliver core services across the Commission to enable and support the delivery of electoral events and all other core support activities. The Enterprise Services Group is structured across the following business teams:
- Information Technology
- Finance, Property & Procurement
- People & Culture
- Business Continuity Planning

Operations Group

The Operations group incorporates the Electoral Commission's front-office functions, which are accountable for the delivery of initiatives to enable the public information, education, enrolment, and vote process. These functions are highly operationally aligned, so they are grouped together to drive collaboration, alignment, and integrated delivery of key outcomes. The Operations group is structured across the following business teams:

- Communications and Education
- Enrolment and Community Engagement
- Voting Services

Strategy, Governance & Development (SG&D)

The Strategy, Governance & Development (SG&D) group brings together roles which perform specific strategic, governance and development functions on behalf of the Commission. These functions are grouped together to drive collaboration, alignment and integrated delivery of key outcomes.

The SG&D Group is structured across the following business teams:

- Planning, Risk and Assurance
- Governance
- International
- Data Insights

5. Summary of Feedback Themes

The change team received 25 individual submissions and three group submissions in response to the proposal for change. The feedback and any questions were responded to in the Q&A sessions and individually in relation to personal questions. Two batches of questions were sent in by our staff prior to each session for Alicia to respond to.

Overall, the proposal has been well received and people have engaged well with the proposal and the process. The questions received were constructive and thoughtful.

Following the close of consultation, the feedback was analysed and themed to shape up the draft Decision Document. The working draft was reviewed by our external legal advisors and then provided to the Board. The Board reviewed the feedback analysis and themes and the Decision Document and provided their own feedback into the final document. PwC were then asked to review the final deliverable prior to it being released to all staff.

A summary of the high-level feedback themes is set out in the table below. More detailed feedback is included later in the document.

Feedback theme	Summary of feedback
Position Descriptions	We received 17 pieces of feedback from individuals and several teams about the proposed position descriptions including feedback about titles and specific accountabilities. The engagement and questions about the new position descriptions was very positive and most of the feedback has been incorporated into the final versions.
Overall Structure of the Commission	Feedback about the creation of three functional groups under Enterprise Services, Operations, and Strategy, Governance & Data was well received with feedback that the structure was not a surprise and that this was a logical way to create functional grouping across the SMT following analysis through the Operating Model Refresh.
Structure of each of the new groups	We received a range of feedback about the overall purpose of the new groups, the names of the groups, the size of the groups and whether some of the functions had been adequately represented in the new groups. Where possible, we have incorporated suggestions for name changes to groups and ways of better representing the teams in the groups.
Data Insights	We received a couple of feedback submissions which questioned whether the Data Insights function would align better with the Enterprise Services group. We acknowledge that Data Insights could easily sit with IT and provide further explanation about our decision to

	leave it as part of the Strategy, Governance & Development group later in this document.
Placement of teams	We received a number of feedback submissions about where teams could be incorporated into in the new structure. We are grateful for this feedback and interpret this as people being genuinely interested in identifying the best fit for teams under these functional groupings.
Placement of specific roles	We received several feedback submissions about the placement of particular roles in the teams in the new structure. We appreciated the opportunity to discuss some of these suggestions with a number of you and have provided further rationale for placement of specific roles later in the document.
Risks of changing or not changing	We received a range of pieces of feedback which we have clustered here under the high-level theme of risks of changing or not changing. This included feedback about the perception of cost of the new structure, the timing of the change, retention of staff and acceptance of the change. These were all very useful submissions and we have responded to each of these in more detail later in this document.
Culture	We received a number of feedback submissions, predominantly about the culture of the Operations team to the effect that that this change would address the siloes and poor integration in that group and support the needed culture change; some submissions indicated that the proposal did not go far enough.

6. Summary of Decisions based on Feedback by Theme

The table below shows the summary of the decisions made in relation to the feedback themes received during consultation.

Feedback theme - Position Descriptions	Feedback Response	Decision
DCE Enterprise Services as per Proposal 1.1	Individuals and several teams provided feedback on the proposed position descriptions including feedback about titles and specific accountabilities. We value this feedback and have endeavoured to include relevant feedback that aligns with the functional accountabilities of the new roles into the position descriptions.	<ul style="list-style-type: none"> • This Position Description has been modified to clarify Chief Security Officer delegations and experience of leading multidisciplinary teams in the experience section of this position description. • Position Description also modified to clarify financial delegations (as per the delegations framework). The Commission’s delegations framework is being developed in parallel with this SMT structural change. This will clarify delegations held by all new roles.
DCE Strategy, Governance and Development (SG&D) As per Proposal 2.1		<ul style="list-style-type: none"> • This position description has been modified to better represent the International team. This role will also have the Principal Advisor Data Insights reporting directly into it. • The title of this Group has been changed to Strategy, Governance & Development to be more representative of the teams which are included in this group.

<p>DCE Operations As per Proposal 3.0</p>		<ul style="list-style-type: none"> This position description has been modified to better represent the Communications and Education team in this Group and to flesh out the required experience for the DCE.
<p>Manager Planning, Risk & Assurance As per Proposal 2.0</p>		<ul style="list-style-type: none"> This position description has been modified to reflect the changes to the reporting line for the Principal Advisor Data Insights.
<p>Structure of the Electoral Commission Creation of three functional groups As per proposals 1.0, 2.0, 3.0</p>	<p>We received the following feedback in relation to proposals 1.0, 2.0, 3.0 - the creation of three new functional groupings.</p> <p>Feedback which supported the establishment of three groups to enable the functional shifts sought by the Commission.</p> <p>Feedback that the SMT level change did not go far enough to drive integration in each functional group.</p> <p>Feedback that the DCE layer would create bureaucracy, slow down decision making and remove authority from the SMT.</p>	<ul style="list-style-type: none"> The three functional groups of Enterprise Services, Operations, and Strategy, Governance & Development will be established with three new DCE level roles. The creation of three functional groups is a pragmatic first step in achieving logical groupings of like functions across front-office, back-office and strategy and planning functions. Throughout the change, there has been an intention to retain and stabilise as many SMT members as possible and retain intellectual property critical to our work. This change was not intended to go below SMT level roles. The associated work that is underway on our delegations framework will ensure that delegations empower decision making at the right level in the organisation and expedite decision-making.

Structure of Enterprise Services Group	Feedback Response	Decision
<p>As per proposal 1.0</p>	<p>We received feedback in relation to this proposal that the following roles/teams should be included in the Enterprise Services Group:</p> <ul style="list-style-type: none"> ● Programme Management ● Legal & Policy ● Data Insights ● Chief Māori Advisor ● Internal Communications <p>We also received feedback that IT must be carefully managed to ensure that this team does not feel demoted and is able to operate strategically, particularly in relation to cyber security.</p>	<ul style="list-style-type: none"> ● The Enterprise Services Group will be established comprising of the Commission's back-office functions including IT, Finance, Procurement, Property, Administration, Health & Safety. ● A decision has been made not to incorporate any of the other teams or roles suggested into the Enterprise Services group. ● We agree that the Data Insights function could also be placed in IT and may well be housed here in the future. However, in the short term to bolster our capability in the SG&D Group, Data Insights will be placed in the SG&D Group. ● We agree that Internal Communications could sit in Enterprise Services, but the current size of the Communications and Education team means that team members work across both internal and external facing projects. ● We agree that it will be important to ensure that IT continues to operate at a strategic level within the Commission.

Structure of Strategy, Governance & Data Group	Feedback Response	Decision
<p>As per proposal 2.0</p>	<p>We received feedback in relation to this proposal that the SG&D Group did not adequately represent the functions which were part of the group, particularly the International team.</p> <p>There was feedback that the title of this group, being Strategy, Governance & Data did not reflect the inclusion of the International team in this group.</p> <p>Other feedback was that the SG&D Group was very light in terms of resourcing and that this would need to be addressed if SG&D is to perform the functions it has been tasked with.</p> <p>Other feedback was that the Communications and Education team should also be part of SG&D or should sit on their own.</p>	<ul style="list-style-type: none"> • We agree with the feedback and have updated the description of the SG&D team and Position Description to better reflect the inclusion of the functions performed by the International Team. • We agree with the feedback about the name of this group and will adopt the name suggested which is Strategy, Governance & Development. • We agree with the feedback that this team is very light in terms of current resources and that this is something that will need to be addressed as part of implementation of the capability uplift for which we have sought additional funding. • We view the work undertaken by the Communications and Education team as being aligned to the functions performed in the Operations group. However, there will be a focus on building and utilising strategic communication capability more widely across the organisation.

Structure of the Operations Group	Feedback Response	Decision
<p>As per proposal 3.0</p>	<p>Feedback was received about the name of the Operations team with suggested alternatives being Service Delivery or Service Delivery and Operations.</p> <p>Feedback was received that this group was still large and siloed and that the change had not gone far enough to integrate the three teams that were part of it.</p> <p>We received feedback that the International Team could have been included in the Operations team.</p> <p>We received feedback that the Communications and Education team were more aligned to SG&D than Operations.</p>	<ul style="list-style-type: none"> • We acknowledge the feedback about the name of this group but feel that Operations is the most suitable name for this group given the focus of the front-office, or public facing, functions. • We agree with the feedback that the Operations Group is still large and that the teams in it are siloed. This change was a SMT level change not designed to drive this second level of integration. This next stage of change will be led by the DCE Operations with the support of the Managers and will incorporate the analysis gathered as part of the regional review. • There was never an intention to drive integration lower than the SMT level through this change. • We view the International team as performing functions aligned to the functions being performed in SG&D. The International team need to be supported when the organisation is event focussed, and SG&D is best placed to deliver this support. • We view the work undertaken by the Communications and Education team as being aligned to the functions performed in the Operations group. However, there will be a focus on building and utilising

		strategic communication capability more widely across the organisation.
--	--	---

Data Insights	Feedback Response	Decision
Data Insights Function	Feedback was received that the function of Data Insights should be placed in Enterprise Services as part of IT.	<ul style="list-style-type: none"> • We accept that the Data Insights function could also be placed in IT and may well be housed in that team in the future. • In the short term, to bolster our capability in the SG&D Group, Data Insights will be placed in this group where it can be accessed by roles responsible for planning, governance, and research.

Placement of Teams	Feedback Response	Decision
<p>Legal & Policy</p> <p>International</p> <p>Communications and Education</p>	<p>Feedback was received that the Legal & Policy team should have been incorporated into Enterprise Services or SG&D.</p> <p>There was other feedback that the International team should have been placed in the Operations Group.</p> <p>Other feedback was received that the Communications and Education team should be placed in Enterprise Services, SG&D or on its own.</p>	<ul style="list-style-type: none"> • We have considered the feedback received in relation to Legal & Policy, International, and Communications and Education. • Legal & Policy will continue to report to the Chief Electoral Officer. • International will be incorporated into SG&D as per the original change proposal. • Communications and Education will be incorporated into Operations as per the original change proposal.

Placement of Specific Roles	Feedback Response	Decision
Chief Information Officer	We received feedback that changing the reporting line of the CIO into the DCE Enterprise Services would be seen as a step backwards to 2017 where the CIO was not part of the leadership group and the Commission had much less awareness and focus on cyber security.	<ul style="list-style-type: none"> We acknowledge this feedback and agree that the CIO will need to continue to engage with Senior Leadership at a strategic level to enable the delivery of the ISSP.
Principal Advisor Data Insights	We received feedback that the effectiveness of the Data Insights function would be diluted if this role reported into the Manager Planning, Risk & Assurance.	<ul style="list-style-type: none"> We accept this feedback and will change the reporting line of this role to report to the DCE SG&D to ensure that this role is able to deliver the Data Insights function most effectively and that this capability is grown in the future.
Programme Director	<p>We received feedback that the Programme Director role could have been incorporated into SG&D or Enterprise Services.</p> <p>There was other feedback that this role should not be part of the Senior Leadership Team.</p>	<ul style="list-style-type: none"> We regard the Programme Director role as needing support and profile to establish this function within the Commission, hence it is included in the Senior Leadership Team and reports into the Senior Responsible Officer (SRO). If the SRO changes, then the reporting line for the Programme Director role would move too.
Chief Electoral Advisor	We received feedback that the Chief Electoral Advisor role would be underutilised in the future.	<ul style="list-style-type: none"> We see that the Chief Electoral Advisor role will be appropriately utilised in the new structure given the new leadership

	<p>Other feedback stated that it was imperative that the Chief Electoral Advisor role with the current incumbent was retained to support a new CEO and three new DCEs. This role also retains the statutory accountabilities for the Chief Electoral Officer.</p>	<p>team will need a lot of transition support and guidance.</p> <ul style="list-style-type: none"> • It will be important from a business continuity perspective to retain the Manager Strategy and that the Chief Electoral Advisor role is able to perform the statutory accountabilities for the Chief Electoral Officer.
--	---	---

Timing of the Change	Feedback Response	Decision
<p>Timing of the change and new appointments</p>	<p>Feedback was received that the change should not have been started by the current CEO given that they are not staying on in the role.</p> <p>We received other feedback which stated that if the Commission did not drive forward with a change now, we would have missed the window of opportunity to address known issues given the short cycle in which to implement any change.</p>	<ul style="list-style-type: none"> • We accept that change is difficult and that there is no good time to run a consultation for change but we also recognise that the Commission needs to evolve to ensure it delivers on its purpose. • This change was instigated with the intention of addressing several known challenges faced by the Commission and to make it easier for people to do their roles. • The timing of our change was dictated by the window of opportunity to consult and establish new roles well ahead of any planning activity for the next General Election.

Change approach	Feedback Response	Decision
<p>How the change was planned and implemented</p>	<p>Feedback was received that the change approach should have disestablished the SMT level roles and then enabled the Commission to group related functions together to sit under the new DCE roles.</p> <p>We also received feedback that two weeks hasn't allowed enough time during a very busy period to give the proposal adequate consideration. In addition, a single round of consultation seems unusual because there will not be opportunity to give feedback on any changes to the proposal.</p>	<ul style="list-style-type: none"> • The change approach adopted was undertaken to minimise the impact on affected roles and to retain intellectual property where possible. • The next phase of change transformation will involve new DCE leadership roles evolving structures, functions, and responsibilities in their own groups with their people. • We acknowledge the feedback that our consultation period could have been extended for a longer period. • We have tried to balance a timely consultation with our obligations to the people whose roles are affected by this change. We seek to give affected staff members clarity about the impacts on their roles as a priority. We felt we struck that balance with a two-week consultation period.

Cost of Structure	Feedback Response	Decision
<p>The cost of the new structure including the three new DCE level roles.</p>	<p>We received feedback that people were concerned that the new structure and the creation of three DCE roles was a costly structure.</p>	<ul style="list-style-type: none"> The Commission can afford the new roles through the reduction of SMT level roles and prioritising funding for these new roles through the budget set aside for capability uplift.

Risk	Feedback Response	Decision
<p>Risk associated with changing or not changing the Commission structure</p>	<p>Feedback was received that employees will vary in their acceptance of this change: “we may see resignations or disaffected staff that may not have been anticipated and that this holds true for the proposed change as much as for any reason the proposal does not proceed.”</p> <p>Other feedback highlighted the risk that there would be turnover because of this change with some Managers who are repositioned to tier three roles choosing to leave the organisation.</p>	<ul style="list-style-type: none"> We agree that there are risks associated with driving forward with a consultation for change at this point, or leaving the decision to change up to an incoming CEO. We agreed to press forward with the change now because we felt that there was a greater risk of staff turnover if the Commission was not seen to act on the feedback received through the operating model analysis and the engagement survey results. We also felt there was risk associated with not driving forward with this change now due to the closing window of opportunity being lost through the planning cycle of the Commission.

Resourcing	Feedback Response	Decision
Resourcing of different teams in the organisation	We received feedback that some teams including Finance and the SG&D group will not have enough resources to adequately perform the functions they are accountable for.	<ul style="list-style-type: none"> • We agree that some teams in the Commission are still under-resourced. • We see this structure as a pragmatic first step to establish groups that are accountable for core functions across the Commission. • A number of new roles will be recruited for as part of the capability uplift in 2022 in teams that are light in terms of resources. • The incoming DCEs and CEO will determine the next level of resourcing in conjunction with the Managers in their teams.

Integration	Feedback Response	Decision
Levels of integration between teams	<p>Feedback was received that a real opportunity had been missed to deal with the organisation at the next level, which is where a lot of the issues stem from.</p> <p>Other feedback recognised that this structure is an interim step on the road to integration which doesn't automatically address the silo and misalignment of business units.</p>	<ul style="list-style-type: none"> • We agree with this feedback but reiterate that this change was an SMT level change. • The next phase of change transformation will involve new DCE leadership roles evolving structures, functions and responsibilities and driving greater integration between groups.

Culture	Feedback Response	Decision
<p>Feedback about the affect of the new structure on the Commission's culture</p>	<p>We received feedback about culture in the context of the Operations Group.</p> <p>Feedback included that creating an Operations group was a positive thing that may create the right culture in that Group and reduce siloes so that the Operations teams were headed towards the same goals.</p> <p>Other feedback suggested that bringing these teams together under one DCE would not necessarily result in well integrated teams as both Voting Services and Enrolment & Community Engagement operate with quite different sub-cultures.</p> <p>Other feedback was that a skilled DCE across these teams might lead to a new shared culture.</p>	<ul style="list-style-type: none"> • We agree with the feedback about the culture of the Operations Group and recognise that simply bringing these teams together under one DCE will not automatically create a cohesive culture. • Grouping these functions together in the same team is the minimum first step towards developing shared accountabilities and outcomes for this group and development of a shared culture. • The SMT change is a functional realignment at the senior level which supports the integration of teams. This SMT change creates and supports the further development of an integrated Operations Group and the wider Commission.

7. Implementing our SMT change

In the short term the following change implementation steps will take effect:

Any staff member who is to be reconfirmed to their role, has been provided with an updated position description and variation letter from the effective date of the change.

Any staff member who declines reconfirmation to a role which is considered comparable and on similar terms and conditions may not be eligible for redundancy.

The People & Culture team will work directly with any staff member whose role is disestablished as a result of this change.

Redeployment opportunities will be discussed and explored with staff members whose roles have been disestablished throughout any notice period.

Any staff member who holds a position which has been disestablished but who obtains a new position in the new structure would move to that position at the implementation date of the new structure or as mutually agreed. There would be no entitlement to redundancy or compensation in this situation.

Staff members reporting to a role which is currently vacant in the new structure will be advised who they will report into in the interim until a permanent appointment is made.

In the short to medium term:

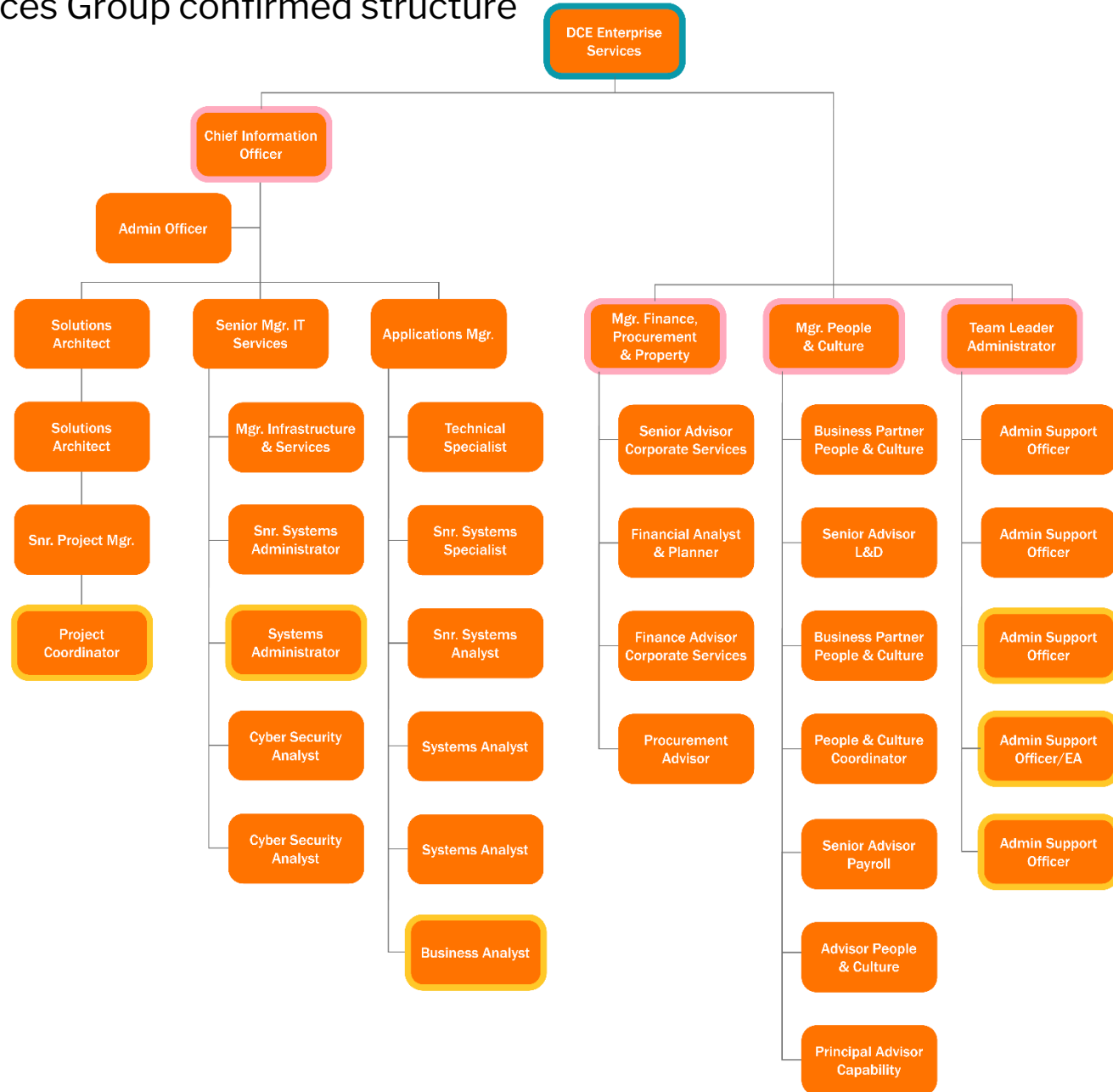
The People & Culture team will continue to support all staff members throughout the transition and will manage the selection and appointment process with the incoming CEO.

The new CEO will appoint to open roles in the new structure. All Commission staff are able to apply for any of the new roles. While the new structure will take effect from 25 April 2022 there may still be some open vacancies at this point.

The new CEO will continue to evolve the Commission's structure and operating model in line with longer- term intended outcomes.

8. Final decisions on proposals

Enterprise Services Group confirmed structure



- Permanent role
- Fixed Term role
- New role
- Minor change

Final Decisions – Enterprise Services

There was no feedback received in relation to a number of proposals in this section.

Proposals 1.0 - 1.9		
Proposal 1.0	Establish an Enterprise Services Group	No change to original proposal
Proposal 1.1	Establish a new Deputy Chief Executive (DCE) Enterprise Services role	The Position Description for DCE Enterprise Services has been updated to incorporate feedback
All other proposals relating to Enterprise Services have been accepted.		

Confirmed Changes to Positions:

Confirmed Position to be established

- DCE Enterprise Services

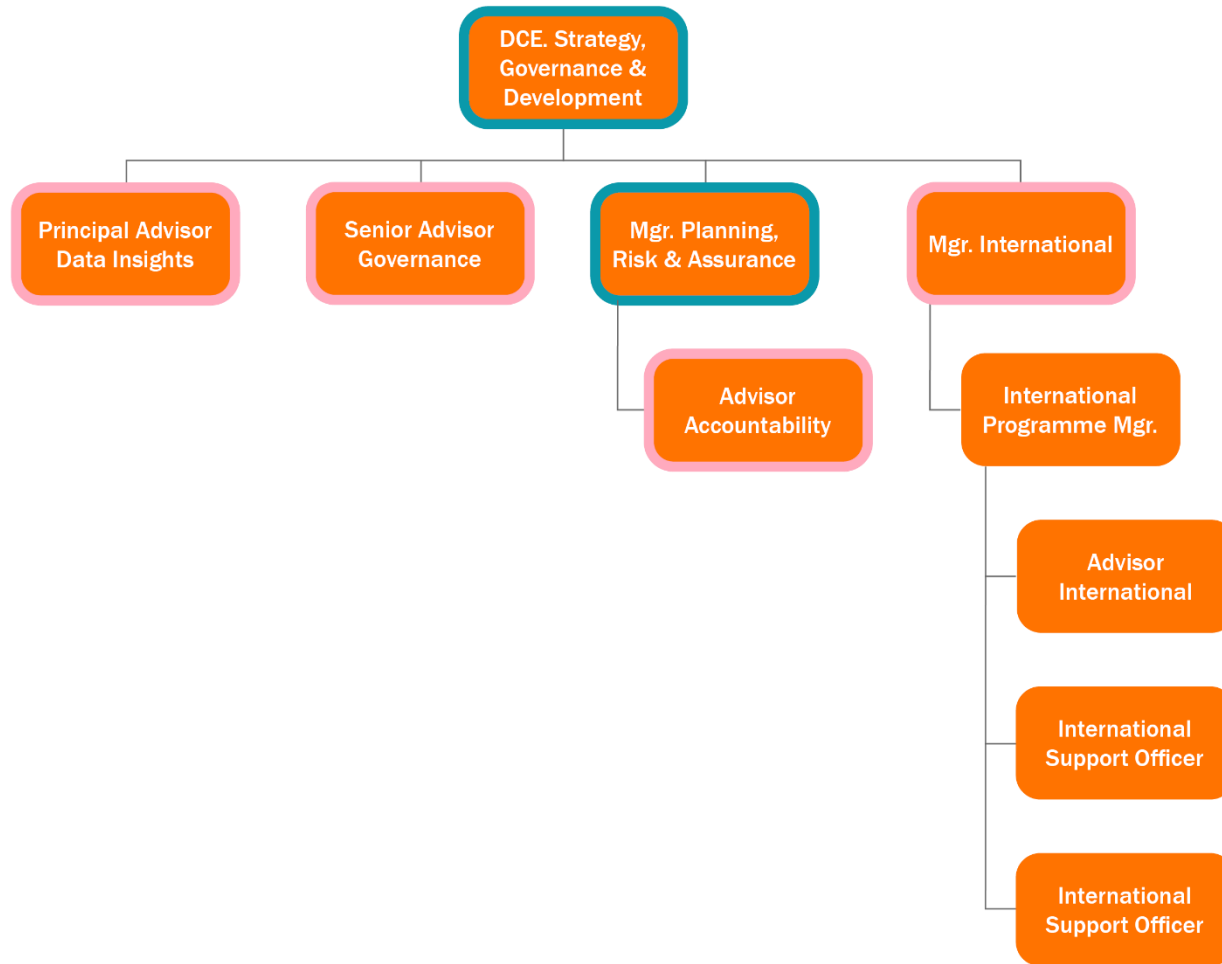
Confirmed Disestablished Position

- Manager Corporate Services

Confirmed Minor changes

- Change the reporting line of the Chief Information Officer to report to the DCE Enterprise Services
- Repurpose the vacancy of Principal Advisor Accountability to create the role of Manager Planning, Risk & Assurance in the SG&D Group
- Move the Advisor Accountability role to the SG&D Group reporting to the Manager Planning, Risk & Assurance
- Change the reporting line of the Manager Finance, Procurement & Property to report to the DCE Enterprise Services
- Change the reporting line of the Manager People & Culture to report to the DCE Enterprise Services
- Change the reporting line of the Team Leader Administration to report to the DCE Enterprise Services
- Change the reporting line of the Executive Assistant to the CEO to report into the Chief Electoral Officer

Confirmed Strategy, Governance & Development (SG&D) Group structure



- Permanent role
- Fixed Term role
- New role
- Minor change

Final Decisions – Strategy, Governance & Development

There was no feedback received in relation to a number of proposals in this section.

Proposals 2.0 - 2.7		
Proposal 2.0	Create a Strategy, Governance & Data (SG&D) Group	The name of this group has been updated to Strategy, Governance & Development.
Proposal 2.1	Establish a new Deputy Chief Executive (DCE) Strategy, Governance & Data	The Position Description for DCE SG&D has been updated to incorporate feedback. The title of this role will now be DCE Strategy, Governance & Development. This role will also have the Principal Advisor Data Insights role as a direct report.
Proposal 2.2	Establish a new Manager Planning, Risk & Assurance	The Position Description has been updated to incorporate feedback and remove reference to the Data & Insights function.
Proposal 2.6	Change the reporting line of the Principal Advisor Data Insights	The Principal Advisor Data Insights will report directly to the DCE SG&D.
All other proposals relating to Strategy, Governance & Development have been accepted.		

Confirmed Changes to Positions:

Confirmed Positions to be established

- DCE, Strategy, Governance & Development
- Manager Planning, Risk & Assurance

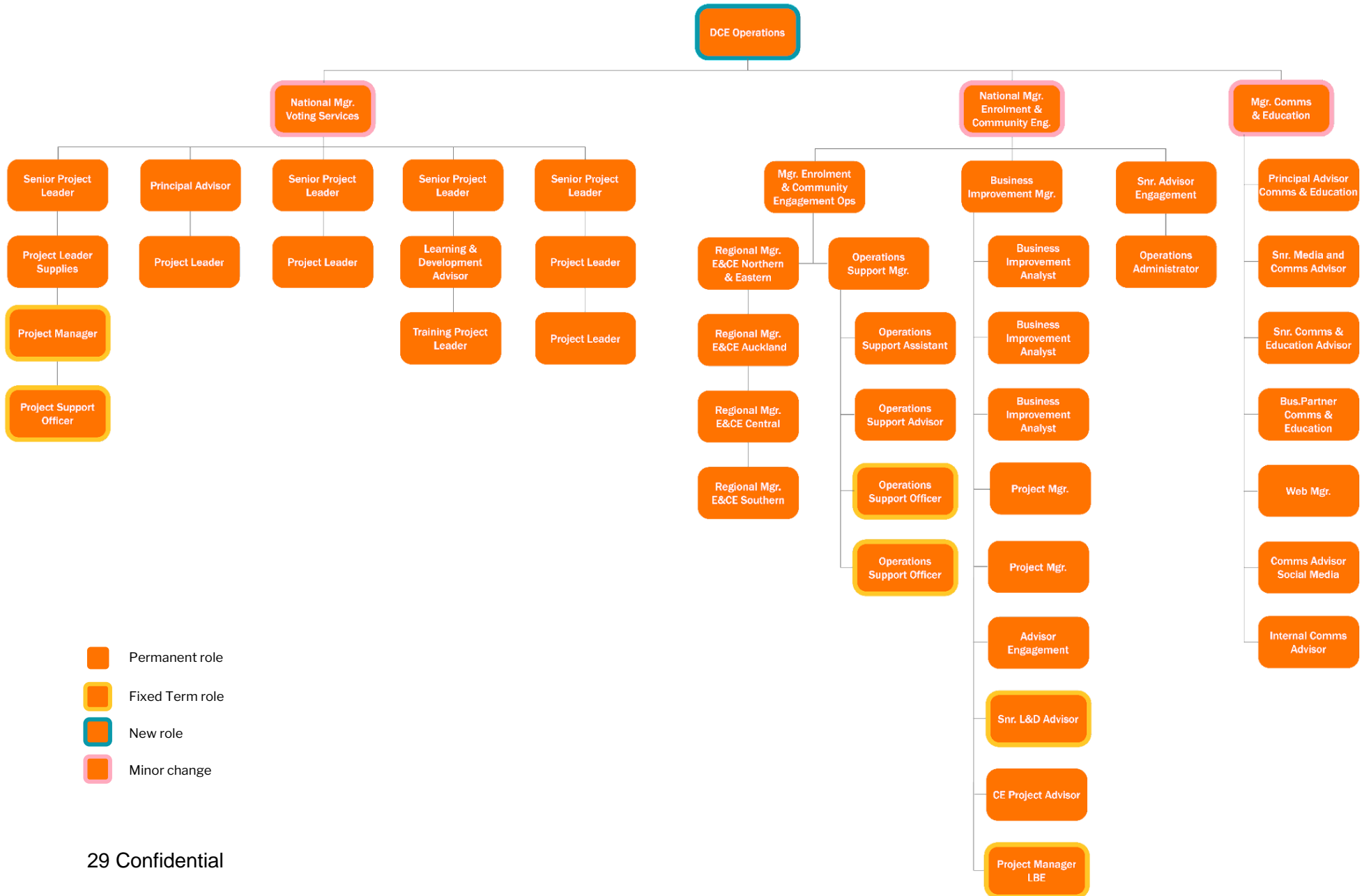
Confirmed Disestablished Position

- Chief of Staff

Confirmed Minor changes

- Change the reporting line of the Manager International to report to the DCE SG&D
- Change the role title of the Manager Strategy to Chief Electoral Advisor
- Change the reporting line of the Principal Advisor Data Insights to report to the DCE SG&D
- Change the reporting line of the Senior Advisor Office of the Chief Electoral Officer to report to the DCE SG&D. The title of this role is changed to Senior Advisor Governance

Confirmed Operations group structure (does not include field staff)



- Permanent role
- Fixed Term role
- New role
- Minor change

Final Decisions – Operations

There was no feedback received in relation to a number of proposals in this section. However, we did receive feedback about alignment of teams, culture, and the integration of teams that comprise Operations.

Proposals 3.0 - 3.4		
Proposal 3.0	Create an Operations Group	No change to the original proposal.
Proposal 3.1	Establish a new Deputy Chief Executive (DCE) Operations role	The Position Description for this role has been updated following feedback.
All other proposals relating to Operations have been accepted.		

Confirmed Changes to Positions:

Confirmed Established Position

- DCE Operations

Confirmed Minor changes

- Change the reporting line of the Manager Communication & Education to the DCE Operations
- Change the reporting line of the National Manager Voting Services to the DCE Operations
- Change the reporting line of the National Manager Enrolment & Community Engagement to the DCE Operations

9. Confirmed Change impacts on Individual Positions

This section outlines the final impacts of the structural changes on affected roles at the Electoral Commission

Corporate Services

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
Corporate Services	Manager Corporate Services	Chief Electoral Officer	Disestablish position	Affected person	Able to be considered for other available positions.
Corporate Services	Principal Advisor vacancy	Manager Corporate Services	Disestablish vacancy	NA	Confirm that this role is repurposed for the Manager Planning, Risk & Assurance role.
Corporate Services	Advisor Accountability	Manager Corporate Services	Minor change	Affected and reconfirmed	Reconfirmation to position of Advisor Accountability reporting to the Manager Planning, Risk & Assurance.
Corporate Services	Manager Finance, Procurement & Property	Manager Corporate Services	Minor change	Affected and reconfirmed	Reconfirmation to position of Manager Finance, Procurement & Property reporting to the DCE Enterprise Services.
Corporate Services	Manager People & Culture	Manager Corporate Services	Minor change	Affected and reconfirmed	Reconfirmation to position of Manager People & Culture reporting to the DCE Enterprise Services.
Corporate Services	Team Leader Administration	Manager Corporate Services	Minor change	Affected and reconfirmed	Reconfirmation to position of Team Leader Administration reporting to the DCE Enterprise Services.
Corporate Services	Executive Assistant	Manager Corporate Services	Minor change	Affected and reconfirmed	Reconfirmation to position of Executive Assistant reporting to the Chief Executive/Chief Electoral Officer.

Information Technology

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
Information Technology	Chief Information Officer	Chief Electoral Officer	Minor change	Affected and reconfirmed	Reconfirmation to position of Chief Information Officer (CIO) reporting to the DCE Enterprise Services.

Office of the Chief Electoral Officer (OCEO)

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
Office of the CEO	Chief of Staff	Chief Electoral Officer	Disestablish position	Affected person	Able to be considered for other available positions.
Office of the CEO	Senior Advisor Office of the CEO	Chief of Staff	Minor change	Position is vacant so no impact.	No action required

Strategy

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
Strategy	Manager Strategy	Chief Electoral Officer	Minor change	Affected and reconfirmed	Reconfirmation to position of Chief Electoral Advisor reporting to the CEO.
Strategy	Principal Advisor Data Insights	Manager Strategy	Minor change	Affected and reconfirmed	Reconfirmation to position of Principal Advisor Data Insights reporting to the DCE SG&D.

International

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
International	Manager International	Chief Electoral Officer	Minor change	Affected and reconfirmed	Reconfirmation to position of Manager International reporting to the DCE SG&D.

Communications & Education

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
Communications & Education	Manager Communications & Education	Chief Electoral Officer	Minor change	Affected and reconfirmed	Reconfirmation to position of Manager Communications & Education reporting to the DCE Operations.

Enrolment & Community Engagement

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
Enrolment & Community Engagement	National Manager Enrolment & Community Engagement	Chief Electoral Officer	Minor change	Affected and reconfirmed	Reconfirmation to position of National Manager Enrolment & Community Engagement reporting to the DCE Operations.

Voting Services

Team	Position Title	Manager	Confirmed Impact on Position	Confirmed Impact on Person	Action
Voting Services	National Manager Voting Services	Chief Electoral Officer	Minor change	Affected and reconfirmed	Reconfirmation to position of National Manager Voting Services reporting to the DCE Operations.

10. Confirmed new Positions

The following table is a summary of the new positions that will be established as part of this change.

Team	Position Title	Reports to	Method of advertising and appointment
Enterprise Services	Deputy Chief Executive (DCE) Enterprise Services	Chief Electoral Officer	External Market. Internal candidates are also able to apply for this role.
Strategy, Governance & Development (SG&D)	Deputy Chief Executive (DCE) Strategy, Governance & Development (SG&D)	Chief Electoral Officer	External Market. Internal candidates are also able to apply for this role.
Strategy, Governance & Development (SG&D)	Manager Planning, Risk & Assurance	DCE Strategy, Governance & Development	External Market. Internal candidates are also able to apply for this role.
Operations	Deputy Chief Executive (DCE) Operations	Chief Electoral Officer	External Market. Internal candidates are also able to apply for this role.

11. Timelines for Selection

Our timelines for selection have taken into consideration the appointment process for the incoming Chief Electoral Officer/Chief Executive. An appointment to this role may be made by March 2022. The new CEO is expected to be part of the recruitment panel and to make decisions about any new appointments. You will be advised if changing circumstances require any major change to the timeline below.

Activity	Date
Decision announced	26 January 2022
Advertise new roles internally and externally	February/March 2022
Commence interviews for new roles	March/April 2022
Date the Commission's new structure is effective from	25 April 2022
Finalise offers of appointment	May 2022
New appointments commence with the Commission	May/June 2022

12. Selection Process

The method for filling each of our new roles is in accordance with our selection principles outlined below.

Selection Principles

The following selection principles apply in respect of this change decision. In an attempt to get the most suitable candidate for a role we will:

- Apply fair and transparent assessment and selection processes
- Comply with the rights and obligations contained in employment agreements
- Minimise uncertainty during change by directly reconfirming and redeploying staff members to roles in the new structure where appropriate

Assessment methods and criteria

For newly established roles, selection decisions will be based on a combination of CV, interviews with a panel and satisfactory references. Additional assessments including presentations may be required but this would be specified at the time candidates were shortlisted.

The following criteria will be assessed through the process:

- Specific skills and experience required for the role as set out in the Position Description.
- Specific leadership competencies as set out in the Position Description.
- Alignment with the Commission's values and competencies as set out in each Position Description.
- Performance in current role (relevant for internal staff members).

Candidates will be interviewed by a diverse panel comprising Electoral Commission staff, Board members and other subject matter experts. The panel composition for each role will be advised at shortlisting stage.

The Commission's People & Culture team will coordinate the advertising, recruitment and selection process including informing candidates of who is on the panel.

13. Getting Support through Change

We are aware that this decision may have an impact on people at the Commission.

We are committed to giving you appropriate support to enable you to have the time and opportunity to consider all the information we have provided to you.

We encourage you to seek support any time you need it.

A number of support options are available including your manager, your colleagues and the Employee Assistance programme (EAP) Vitae is available to you. If you think you need assistance or support, please seek out one or more of these options.

Please also be aware of your colleagues at this time as they may be potentially affected as a result of this change and may still be working through this.

Employee Assistance Programme (EAP)

Our people have access to our EAP programme on www.vitae.co.nz or 0508 664 981. Vitae offer a free and confidential service if you feel this would be of benefit to you at this time.

Stay informed

Please make time to read through this decision document. Being informed can help you feel more in control of what's happening. If you need to, please talk to your Manager or the Manager People & Culture about finding time to balance this alongside your work.

