

EC TECHNOLOGY ASSETS CURRENT STATE

Aaron Tasker, Chief Information Officer

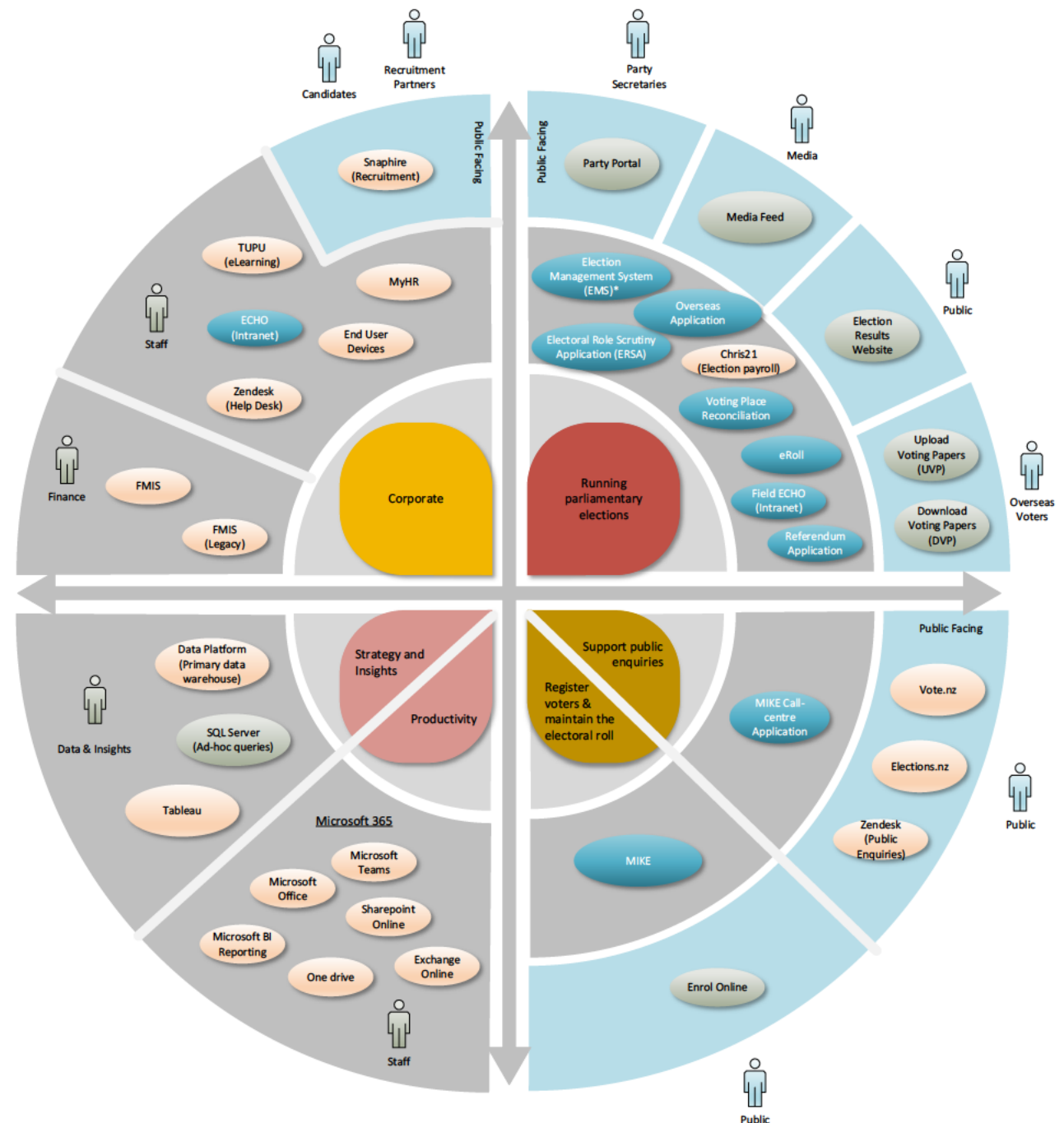


OUR SOFTWARE ASSETS

- The Commission primarily engages two suppliers for the development of custom software – Catalyst NZ & Pikselen



- The Election Management System (EMS) holds multiple modules such as nominations, results, supplies, staff & finance



QUALITY ASSESSMENT

The assessment was self-conducted by the IT Architecture team utilising the 'TIME' framework and included

- Definition of the 'technical' and 'business quality' measures
- Interviews with technical & business stakeholders
- Reviews of key documentation including security risk assessments (SRA)
- Analysis of technology components
- Moderation of results

ASSESSMENT AREAS

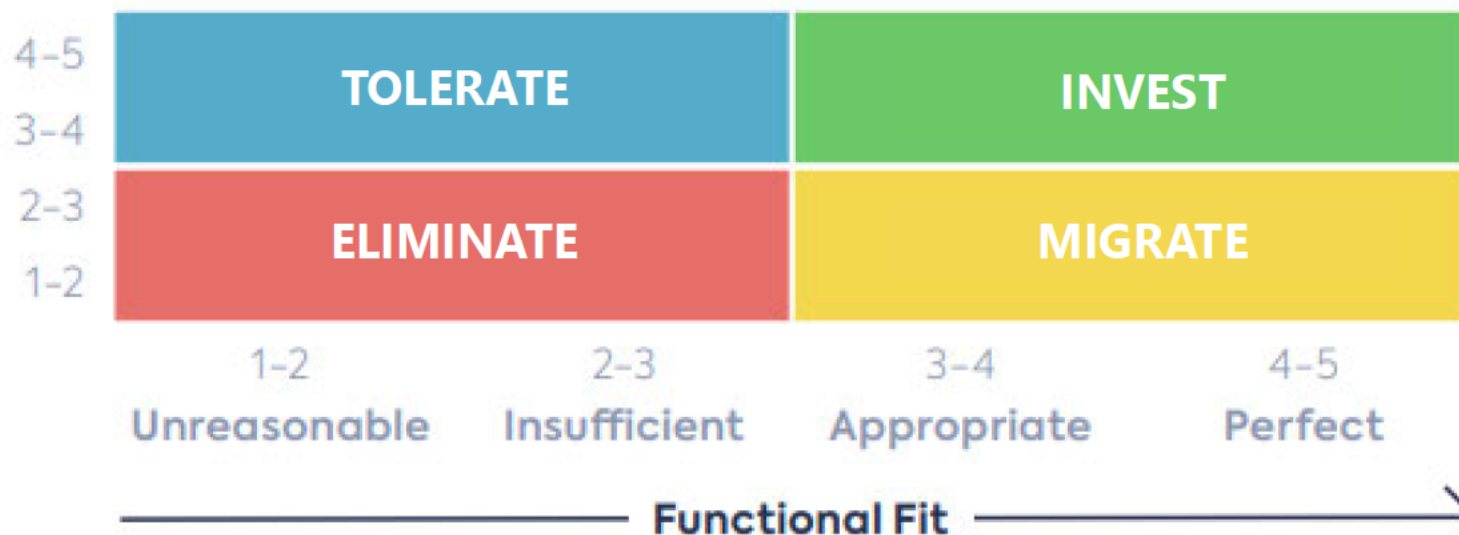
Technical Quality	Business Quality
Architecture Alignment	Value for Money
Security	Usability / Experience
Maintanability	Functionality
Reliability	Strategic Alignment
Commercial Viability	Adoption

Each criteria is scored on a scale of 1-5

'TIME' MODEL

Technical Fit

Fully Appropriate
Adequate
Unreasonable
Inappropriate

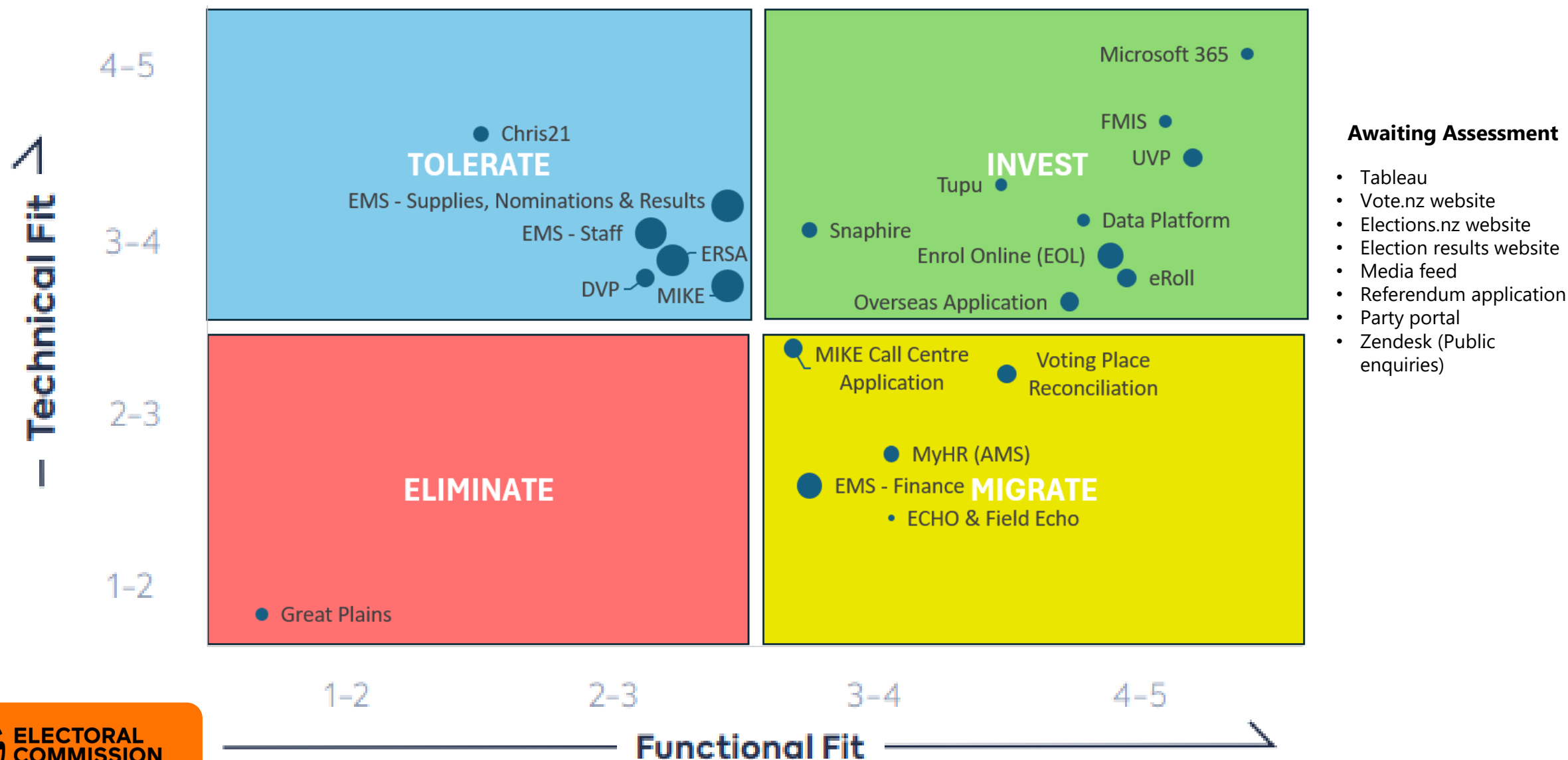


Source: [Gartner® TIME Model: Effective Application Portfolio Mgmt | LeanIX](#)

KEY FINDINGS & OBSERVATIONS

- The Commission's core software applications are in sufficient technical condition to support its current needs; however, the lack of a clear software application or product strategy is limiting its understanding of its business fit.
- The core infrastructure software of the Commission is in good condition, and well placed to serve both current and future needs.
- Key assets require further review to determine treatment in the short-term.
 - Reconciliation application
 - MIKE Call centre application
 - Overseas Application
- Investment in corporate software should be extended where appropriate, as these new assets are well placed to support future needs.
- Focus should remain on addressing assets that are currently being assessed for remediation or replacement, including ECHO and the EMS Finance Modules.

SOFTWARE ASSETS ASSESSMENT SUMMARY

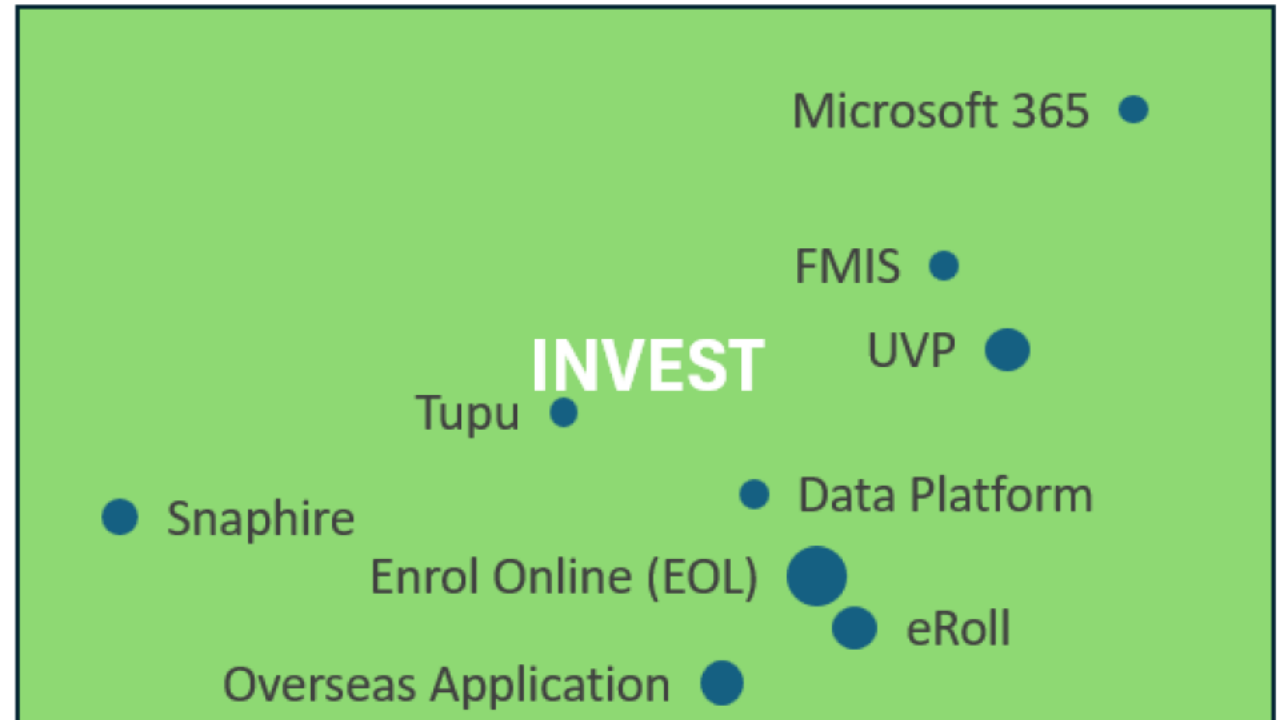


INVEST

"Applications in this category typically offer substantial business value or provide a competitive advantage. Organisations should prioritise gaining the maximum value they can from these assets."

The Commission has made several recent investments in these assets and continues to realise their capability.

Opportunities may exist to leverage these assets further, particularly the digital interfaces with electors.



TOLERATE

"These are applications that might not be perfect but do the job well enough. It may not be cost-effective or strategic to change them right now. They might have legacy issues or be outdated, but the cost of change might outweigh the benefits. These applications are typically maintained as they are until a significant event necessitates change."

Most of the Commission's core software assets are in this category.

Development of a clear strategy for these capabilities would better inform the appropriate time for their investment and/or transformation

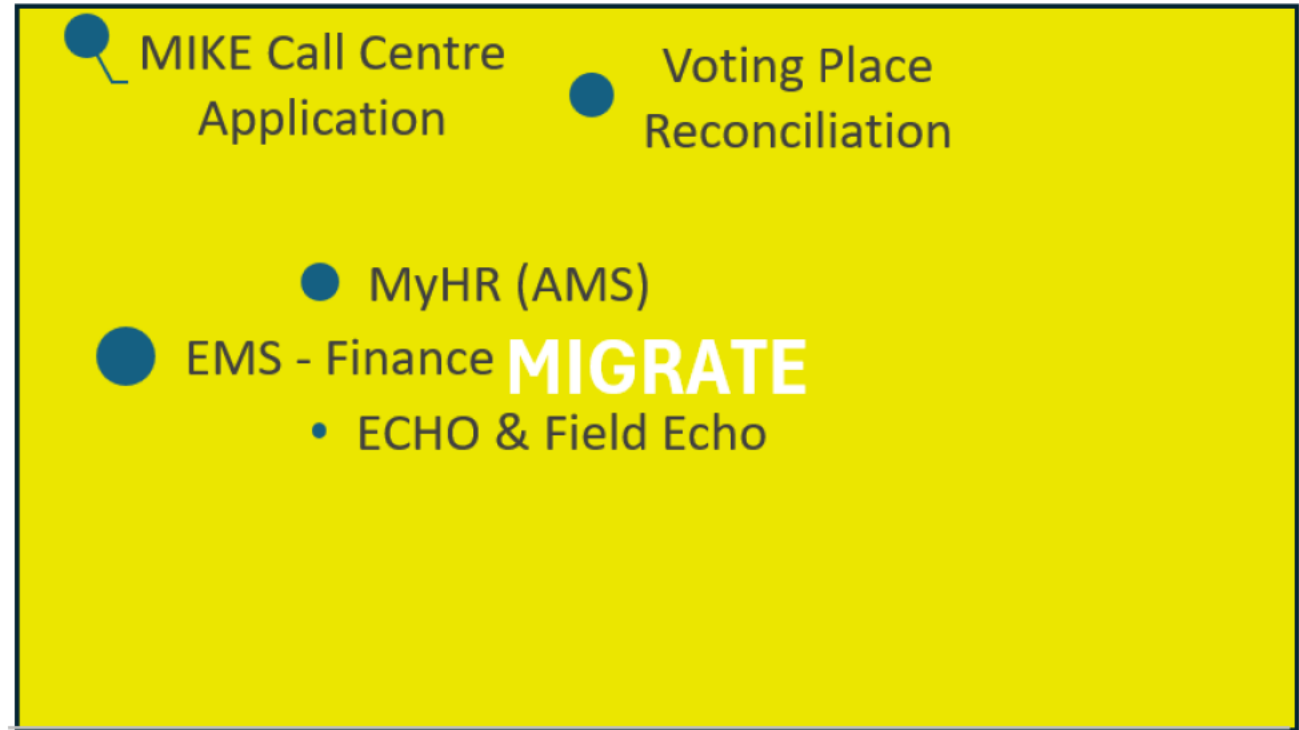


MIGRATE

"Applications that fall into this category require change. It could be due to technological obsolescence, changes in business processes, or new market requirements. Migrating might involve moving to a newer version, shifting to a different platform, or adopting a modern solution that offers similar functionality."

Remediation review or replacement planning is already underway for ECHO, MyHR and the EMS Finance module.

The MIKE Call Centre Application and Voting Place Reconciliation applications should be assessed soon for investment and care should be placed in their risk management.



ELIMINATE

"These are applications that have outlived their usefulness. They might be redundant, seldom used, or not delivering adequate business value relative to their maintenance cost. Eliminating such applications can free up resources and reduce complexity."

The Great Plains software supported our previous FMIS capabilities and is due for archiving & decommission in this financial year.

ELIMINATE

● Great Plains

INFRASTRUCTURE ASSETS

The Commission holds several infrastructure assets that support and protect the delivery of software applications & technology experiences

These assets are a mixture of commercial products, service arrangements and physical components.

The TIME assessment has been undertaken on the commercial software & services related to infrastructure.

Network Connectivity	6(c), 9(2)(k)	
Application & Experience Delivery		
Integration & Software Management		
Information Security		
Platforms, Backup & Management Tools		

KEY INFRASTRUCTURE

6(c), 9(2)(k)

NEXT STEPS

- A software application strategy will be required to support the treatment plans of key software assets with a 'Tolerate' investment treatment.
- The IT team, in conjunction with business owners, will develop a plan of action related to each category of the TIME model and the software assets included. Some short-term plans may be included in GE 2023 workstream project briefs.
- This work will be included as part of the proposed Systems Modernisation & Foundations Workstream in the GE 2026 programme.
- Periodically undertaking this assessment as part of the Commission's triennial cycles in year one as part of the Commission's regular quality assurance activities.
- Completing the assessment and categorisation for the remaining assets.

6(c), 9(2)(k)

MODERATED SCORES

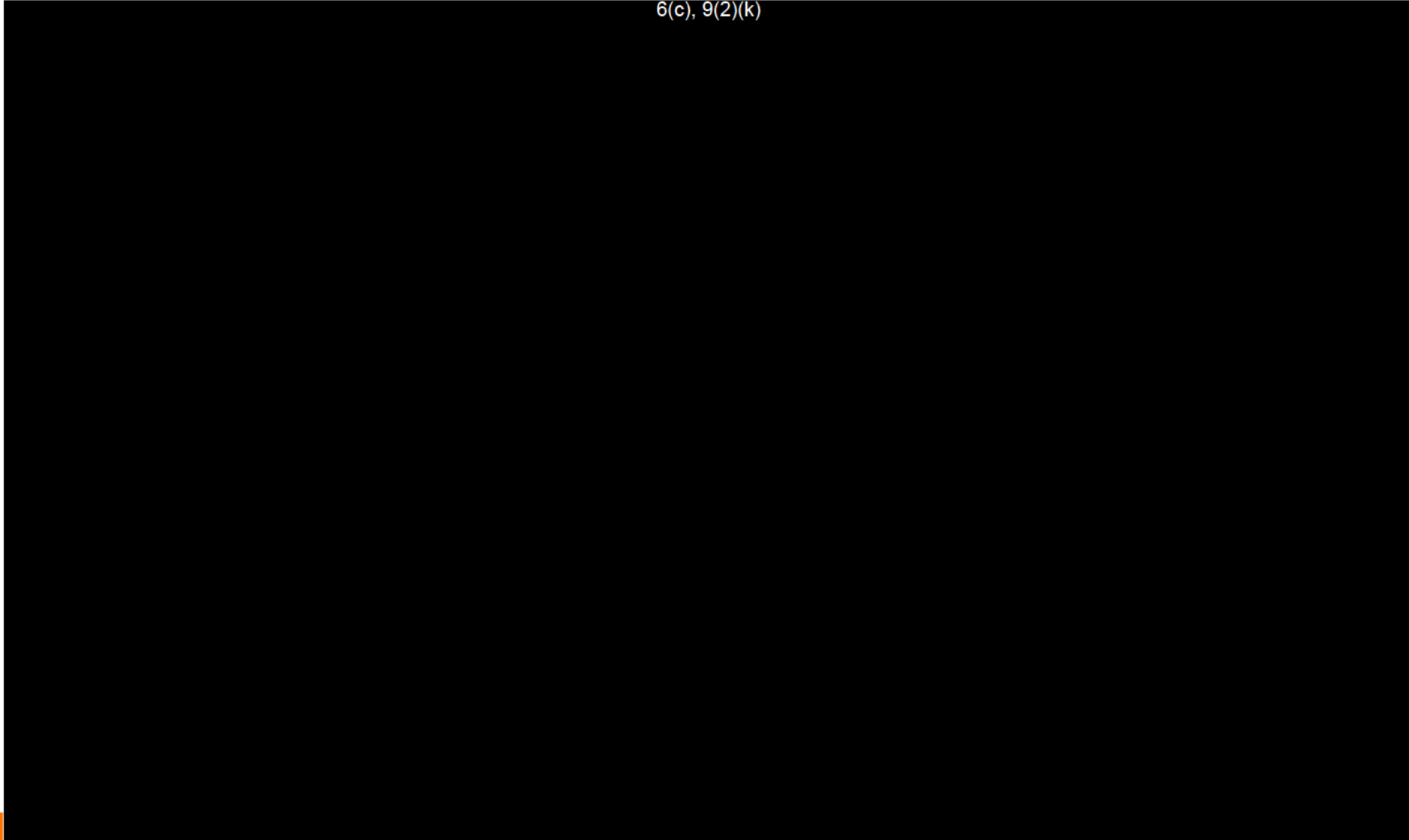
6(c), 9(2)(k)

INITIAL ASSESSMENTS

6(c), 9(2)(k)

INITIAL ASSESSMENTS

6(c), 9(2)(k)



Item: IT Organisation Design – Decisions from Consultation

To: ELT

For: ELT meeting 19 NOV 2024

Prepared by: Aaron Tasker, Chief Information Officer

Recommendations

It is recommended that ELT:

1. **note** the IT Change Proposal Decision Document
2. **agree** the disestablishment of 20 positions within the IT team.
3. **agree** the establishment of 20 positions within the IT team and their associated position descriptions.
4. **note** the risks and mitigations related to the change.
5. **endorse** the implementation of the final decisions and impacts following consultation on the IT Organisation Design to Board approval.
6. **agree** the recommended approach to salary offers for disestablished staff being offered new positions.

Purpose

7. The purpose of this paper is to seek ELT approval and endorsement of final decisions following consultation on the IT organisational design.

Background

8. The Commission's board agreed on 11 September that we proceed to consultation on proposed changes to the IT team
9. The ELT agreed on 1 October that the CIO, supported by People & Culture release the consultation on changes to the IT team, positions and processes for change.
10. The IT consultation for change was distributed as a proposal on 16 October and feedback submissions closed on 1 November after an extension to initial feedback timelines.
11. The changes proposed disestablishing 20 positions, including vacant positions, and significantly impacting 12 staff.
12. The changes proposed establishing 20 new positions, and processes for significantly impacted staff to be redeployed into appropriate positions.

Discussion

Feedback on the Consultation

13. Staff across the Commission provided more than 30 pieces of feedback during the consultation period.
14. With support from P&C, we identified these key themes.
 - 14.1 Overall rationale and need for change

- 14.1.1 Support for the proposal recognising IT team needed review and change
- 14.1.2 Agreement on need to address current capability gaps
- 14.1.3 Support for utilisation of temporary staff to uplift capacity for electoral events
- 14.2 Position descriptions and responsibilities
 - 14.2.1 The need for greater specificity regarding electoral event responsibilities
 - 14.2.2 Concerns that position descriptions are too generic
- 14.3 Salaries and remuneration
 - 14.3.1 Concerns regarding position sizing and remuneration bands, especially for those being offered lower banded positions.
 - 14.3.2 Perceived undervaluing of institutional knowledge
 - 14.3.3 Discrepancies perceived between proposed salary bands and similar roles within the Commission
- 14.4 Team structure and capacity
- 14.5 Support for the overall management and team structure
- 14.6 Support for introduction of Security Operations Centre (SOC)
- 14.7 Feedback on requirements for specific positions
- 14.8 Suggestions for additional capacity in specific areas

Changes made from consultation feedback

15. We modified the proposed changes based on the feedback received. These have been included in the IT Change Proposal Decision Document in Appendix A and outlined below.

Changes to position titles

Original title	New title
Manager, IT Infrastructure	Manager, IT Infrastructure & Operations
Records Administrator	Records Officer
Infrastructure Architect	Infrastructure & Cloud Architect
Infrastructure Engineer	Infrastructure & Cloud Engineer
Technical Support Analyst	Systems Administrator
Senior Technical Support Analyst	Senior Systems Administrator

Changes to position descriptions

Position	Summary of changes
Records Officer	Minor updates to position description to incorporate feedback, including additional knowledge and experience requirements
Cyber Security Engineer	Updated terminology, added information management and changes to security-related responsibilities
Manager, Applications	Detail provided regarding the position's budget responsibilities
Test & Release Manager	Clarified position scope regarding leadership, testing responsibilities and team relationships

Solutions Architect	Changes to role to focus on oversight rather than preparation of technical plans, clarified strategic planning and collaboration responsibilities
Infrastructure & Cloud Architect <i>and</i> Infrastructure & Cloud Engineer	Updated responsibilities to better reflect cloud focus and cross-team collaboration
Senior Systems Analyst <i>and</i> Systems Analyst	Clarified responsibilities regarding electoral events and product ownership and updated technical requirements and role scope
Manager, IT Infrastructure & Operations	Detail provided regarding the positions' budget responsibilities and replaced strategic planning with product management, and made changes to experience, knowledge & qualification requirements.
IT Operations Lead	Added knowledge management responsibilities.
Lead Architect	Minor clarifications & terminology
Senior Systems Administrator <i>and</i> Systems Administrator	Additional technical skillsets added to experience and qualifications, and changes to the role purpose to include build & deployment

16. Final position descriptions for all roles to be established have been included in Appendix B.
17. Position descriptions with significant changes have been submitted for sizing by Korn Ferry and have not yet returned.

Changes to structure

Area	Summary of changes
Senior Systems Administrator & Systems Administrator	Replaced one of the proposed Systems Administrator positions (2) with a Senior Systems Administrator.
IT Infrastructure Team	Renamed to the IT Infrastructure & Operations team.

Risks

18. We identified medium inherent risk associated with this change to the capacity & capability of the IT team and knowledge retention for key person risk.
19. With planned mitigations, one risk remains at a medium rating to the knowledge retention of the IT architecture team. This risk has already been realised, due to recent resignations and limited tenure in this area.
20. Salary impacts to kaimahi temporarily increases the current key person risk. The likelihood of this has increased from the change proposal you approved. This is most significant in the Applications Team, where the most tenure and IP currently resides.
21. While the risk is temporarily increased, the changes to the IT organisation will mitigate the risk in time by improving the structured approaches to knowledge retention and capacity.
22. Detail of the risk analysis is included in Appendix C – Change risk analysis.

Salary offers approach

23. Kaimahi are significantly concerned about the proposal to offer at 100% of the grade where an offered position was sized at a lower than current grade than their current position.

24. Their feedback highlighted that this would encourage kaimahi to leave the organisation and this would realise known single point of failure risks and impact the Commission's ability to undertake election events.
25. The Manager People & Culture and Chief Information Officer considered multiple options for salary offers that could mitigate these risks.
26. The approach taken for salary offers to the IT team may impact other proposed and future changes within the Commission, as consistency would be expected from the Commission in how it applies these decisions.

Approach	Description	Benefits	Risks	Manager P&C Comments
Continue with proposed approach	Appoint at max of 100% of the new position band when a lower salary band is offered.	Salary bands are correct for positions. Pay equality across new positions for current and incoming kaimahi. Aligns with the Commission's remuneration policy. Remains within FY24/25 budget.	Potential Increased turnover, increasing the likelihood of realising key person risk. Productivity impact to remaining kaimahi. Potential increase in financial risk due to redundancy.	Supports continuing with this approach, subject to risk mitigation of knowledge IP transfer
Allow for salary offers above 100% appointment of new range (recommended)	Allow for more than 100% point in range (PIR) in new positions for existing kaimahi. This could be based on a measurable input(s) such as tenure in similar position and/or competency	Potentially decreased impact of change on current kaimahi Pay equality across new positions for current and incoming kaimahi. Aligns with the Commission's remuneration policy.	Ongoing limitations on pay increases for existing staff if at higher PIR.	Supports appointment above 100% (up to 110%) if applying consistent measurement rationale.
Apply equalisation - indefinitely	Apply an equalisation payment on an ongoing basis until the new band intersects with current salary. No pay increases until new band and current salary aligns.	Highest alignment for current kaimahi requests and does not decrease current salaries. Reduces the likelihood of impacts caused by turnover.	Creates a discrepancy between current and new kaimahi, and potential gender pay gaps. Long term and unknown budget implications. Ongoing limitations of PIR. Overinflation of roles.	Does not support equalisation indefinitely
Apply equalisation - time bound	Apply an equalisation payment for an agreed period (3/6/12 months) or until the new band intersects with current salary. No pay increases until new band and current salary aligns.	Moderate alignment with feedback from Kaimahi Provides some reduction in the likelihood of impacts caused by turnover.	Creates a short-term discrepancy between current and new kaimahi, and potential gender pay gaps. Increased financial expenditure for FY24/25.	Supports time-bound salary equalisation up to six months. Would require acknowledgement of impact on other change proposals, requirement for consistency, and recognition of risk elsewhere

Approach	Description	Benefits	Risks	Manager P&C Comments
Apply equalisation - one off payment	Offer new salary bands but make a one-off payment equivalent to the difference in current and new salary over a given time period (e.g. 3/6/12 months). No pay increases until new band and current salary aligns.	Provides some reduction in the likelihood of impacts caused by turnover. Reduced likelihood of financial risk of redundancy.	Increased financial expenditure for FY24/25. Unlikely to encourage retention of staff over time. Not requested specifically in feedback and complex to implement.	Does not support without further evidence to suggest it would appropriately mitigate risk.
Maintain current bands and salaries for new positions and current Kaimahi	Discard Korn Ferry sizing and apply a slotted or other band to the position.	Aligns with feedback and requests from Kaimahi, highest likelihood of mitigating turnover risk. No discrepancy between current and future people in the team.	Maintains potential historic incorrect sizing and misalignment with the market. Does not follow the Commissions Job Evaluation policy, decreases consistency and undermines the remuneration framework. Ongoing financial/budget impact.	Does not support maintaining bands and salaries - negates benefits of change
Maintain current band for kaimahi only	Discard Korn Ferry sizing and apply a slotted or other band to the position for existing people. Korn Ferry sizing applies to new appointments and as soon as positions become vacant.	Aligns with feedback and requests from Kaimahi Increased likelihood of mitigating turnover risk.	Discrepancy between current and new kaimahi. Does not follow the Commissions Job Evaluation policy, decreases consistency and undermines the remuneration framework. Ongoing financial/budget impact.	Does not support maintaining bands and salaries - negates benefits of change
Apply salary changes over an extended implementation period	New salaries applied at differing time periods based on implementation milestones or other outcomes, e.g. New managers or teams being set up once recruitment takes place.	No change from proposal in approach. Salary changes are aligned with other changes to responsibilities. Management of this can be applied on a per team/position basis in alignment with risk.	Financial impact if implementation periods are extended Increases dependency on other activity being successful.	Manager P&C supports maintenance of salary through transition and implementation for a finite term

27. We recommend that you agree to allowing appointment above 100% of the new position grade, utilising the provision in the remuneration and reward policy for this to occur with the Chief Electoral Officers approval.
28. We would initially offer staff the position at 100% of the grade, subject to a good faith negotiation process where kaimahi can make submissions as to why they should be placed at a different level.
29. The CEO would consider this information and make decisions based on the skills, experience, knowledge and performance of the kaimahi.

Budget

30. The IT personnel budget is not expected be impacted by the changes to positions.
31. If the recommendation for considering offers above 100% to kaimahi who are offered positions at lower bands, this is forecast to be an additional \$53,650 with the assumption that we would not offer above 110% of bands.
32. Changes to bandings of positions that are currently being reassessed may further increase the budget impacts.

Next steps

If approved and endorsed by the ELT, the CIO will undertake the following next steps.

Date	Activity
27 NOV	Board approval sought
28 NOV	Communication of decision
29 NOV – 13 DEC	EOI & redeployment processes
16 DEC	Communication of outcomes
27 JAN	Change implementation date

The CIO will begin recruitment for critical vacant roles in early 2025.

Appendices

- A. IT Change Proposal Decision Document - [IT Change Proposal Decision Document - November 2024.docx](#)
- B. Final position descriptions – IT Change Final Position Descriptions.zip
- C. Change risk analysis - [Change Risk Analysis.xlsx](#)

Risk Details			Inherent Risk			Mitigations	Residual Risk		
Risk Title	Risk Summary	Risk Area	Likelihood	Impact	Rating		Likelihood	Impact	Rating
IT Capacity & Capability	<p>If the decision to disestablish roles is confirmed and kaimahi are offered new positions at a lower salary, this may result in increasing the likelihood of key person risks eventuating due to a greater reduction of internal capacity than normal attrition.</p> <p>This could impact the Commission's ability to undertake changes in its operational systems such as MIKE, ERSa, EMS & eRoll as part of GE2026 preparation and also limit its ability to execute by-election events.</p>	Architecture	Feasible	Significant	Medium	- Engagement of short-term contractor resources to supplement targeted design activities	Feasible	Minor	Low
		Cybersecurity	Very unlikely	Significant	Low	- Extension of in-place contracted resource - Acceleration of market engagement for Security Operations Centre	Very unlikely	Minor	Low
		Applications	Feasible	Major	Medium	- Engage further support from Catalyst - Temporarily extend roles in Operations to support software activities (explore secondment opportunities) - Extend transition timeframes for a longer period at current salaries. - Adjust proposed approach to allow for offers to be made above 100% of the new position based on a review of the competency, performance, and tenure subject to CE approval.	Slight	Significant	Low
		Infrastructure	Very unlikely	Significant	Low	- Engagement of support from infrastructure suppliers (CCL, Spark) - Engagement of short-term contractor resources to supplement support needs.	Very unlikely	Minor	Low
IT Knowledge Retention	<p>If the decision to disestablish roles is confirmed and kaimahi are offered new positions at a lower salary, this may result in increasing the likelihood of key person risks eventuating, resulting in a loss of IP and knowledge within the IT team through resignation or redundancy and impact service delivery.</p> <p>This could impact the Commission's ability to undertake changes in its operational systems such as MIKE, ERSa, EMS & eRoll as part of GE2026 preparation and also limit its ability to execute by-election events.</p>	Architecture	Feasible	Significant	Medium	- Architectural maturity is currently low and limited IP remains within the team already due to current staff both <1yr tenure. - Priority would be given to recruitment of architecture roles after EOI outcomes are confirmed.	Feasible	Significant	Medium
		Cybersecurity	Very unlikely	Minor	Low	- Extension of in-place contractor positions (Infrastructure Engineer) - The Commission's cybersecurity systems are well documented and utilise industry standard approaches	Very unlikely	Minor	Low
		Applications	Feasible	Significant	Medium	- Activities for GE2026 readiness will need to be executed earlier in 2025 to provide opportunities for new staff to engage & learn key operational tasks in GE2026 delivery. - By-election delivery will rely more heavily on Catalyst for support - Adjust proposed approach to allow for offers to be made above 100% of the new position based on a review of the competency, performance, and tenure subject to CE approval. - Priority would be given to recruitment of application roles after EOI outcomes are confirmed. - Extend transition timeframes for a longer period at current salaries, including prioritise handover documentation.	Slight	Significant	Low
		Infrastructure	Very unlikely	Minor	Low	- The Commission's standard use of infrastructure technologies and mature systems will contribute to a more straight-forward knowledge transfer if existing knowledge is not retained.	Very unlikely	Insignificant	Low
	If the consultation timeline is delayed					- Engage out-of-cycle approval processes from ELT & Board			

Consultation timeline - Staff impacts	this will create a prolonged change period for staff members, resulting in continued impacts to morale and productivity.	All IT staff	Feasible	Significant	Medium	- Continue with external support for P&C resourcing to support IT change	Slight	Significant	Low
Consultation timeline - Capacity & Capability	If the change timeline is extended, this may result in delays in filling critical roles in the IT team and a continued limitation of IT service delivery.	All IT staff	Feasible	Significant	Medium	- Extension of in-place contractor positions (Infrastructure Engineer & Infrastructure Manager) - Engagement of short-term contractor resources to supplement GE2026 workstream activities	Slight	Significant	Low
Financial - Redundancy	If all significantly impacted kaimahi (8) do not accept new positions this may result in the Commission funding redundancy payouts of up to a maximum of \$289k	Finance	Slight	Minor	Low	- Adjust proposed approach to allow for offers to be made above 100% of the new position for high risk roles subject to CE approval. - Some redundancy financial risk is accepted and accounted for in the enterprise services budget.	Slight	Minor	Low

Item: IT Organisation Design – Decisions from Consultation

To: Electoral Commission

For: Special Board meeting 27 NOV 2024

Prepared by: Aaron Tasker, Chief Information Officer

Recommendations

It is recommended that the Board:

1. **note** the Information Technology (IT) Change Proposal Decision Document
2. **agree** the disestablishment of 20 positions within the IT team.
3. **agree** the establishment of 20 positions within the IT team and their associated position descriptions.
4. **note** the risks and mitigations related to the change.
5. **agree** the implementation of the final decisions
6. **note** the recommended approach to salary offers will be presented to the Board.

Purpose

7. The purpose of this paper is to seek Board approval and endorsement of final decisions following consultation on the IT organisational design.

Background

8. The Commission's Board agreed on 11 September that we proceed to consultation on proposed changes to the IT team
9. The ELT agreed on 1 October that the CIO, supported by People & Culture release the consultation on changes to the IT team, positions and processes for change.
10. The IT consultation for change was distributed as a proposal on 16 October and feedback submissions closed on 1 November after an extension to initial feedback timelines.
11. The changes proposed disestablishing 20 positions, including vacant positions, and significantly impacting 12 staff.
12. The changes proposed establishing 20 new positions, and processes for significantly impacted staff to be redeployed into appropriate positions.
13. On 19 November, ELT endorsed the overall change decisions and impacts to progress to the Board for approval.
14. On 19 November ELT also discussed the merits of different approaches to salary options for both the IT and People and Culture change proposals. Given the decision would become the prevailing approach for current and future change processes, it was agreed to present options to the Board for consideration.

Discussion

Feedback on the Consultation

15. Staff across the Commission provided more than 30 pieces of feedback during the consultation period.
16. With support from P&C, we identified these key themes:
 - 16.1 Overall rationale and need for change:
 - 16.1.1 Support for the proposal recognising that the IT team needed review and change
 - 16.1.2 Agreement on the need to address current capability gaps
 - 16.1.3 Support for utilisation of temporary staff to uplift capacity for electoral events
 - 16.2 Position descriptions and responsibilities:
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 - 16.3 Salaries and remuneration:
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 - 16.3.2 Perceived undervaluing of institutional knowledge
 - 16.3.3 Discrepancies perceived between proposed salary bands and similar roles within the Commission
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Changes made from consultation feedback

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Changes to position descriptions

Position	Summary of changes
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Records Officer	Minor updates to position description to incorporate feedback, including additional knowledge and experience requirements
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Solutions Architect	Changes to role to focus on oversight rather than preparation of technical plans, clarified strategic planning and collaboration responsibilities
Infrastructure & Cloud Architect <i>and</i> Infrastructure & Cloud Engineer	Updated responsibilities to better reflect cloud focus and cross-team collaboration
Senior Systems Analyst <i>and</i> Systems Analyst	Clarified responsibilities regarding electoral events and product ownership and updated technical requirements and role scope
Manager, IT Infrastructure & Operations	Detail provided regarding the positions' budget responsibilities and replaced strategic planning with product management, and made changes to experience, knowledge & qualification requirements.
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Lead Architect	Minor clarifications & terminology
Senior Systems Administrator <i>and</i> Systems Administrator	Additional technical skillsets added to experience and qualifications, and changes to the role purpose to include build & deployment

18. Final position descriptions for all roles to be established have been included in Appendix B.
19. Position descriptions with significant changes have been submitted for sizing by Korn Ferry and have not yet returned.

Changes to structure

Area	Summary of changes
Senior Systems Administrator & Systems Administrator	Replaced one of the proposed Systems Administrator positions (2) with a Senior Systems Administrator.
IT Infrastructure Team	Renamed to the IT Infrastructure & Operations team.

Risks

20. We identified medium inherent risk associated with this change to the capacity & capability of the IT team and knowledge retention for key person risk.
21. With planned mitigations, one risk remains at a medium rating to the knowledge retention of the IT architecture team. This risk has already been realised, due to recent resignations and limited tenure in this area.
22. Salary impacts to kaimahi temporarily increases the current key person risk. The likelihood of this has increased from the change proposal ELT approved. This is most significant in the Applications Team where the most tenure and IP currently resides.

23. While the risk is temporarily increased, the changes to the IT organisation will mitigate the risk in time by improving the structured approaches to knowledge retention and capacity.
24. Detail of the risk analysis is included in Appendix C – Change risk analysis.

Salary offers approach

25. Options for salary approaches have been provided in a separate paper for consideration by the Board.
26. The outcome of the Board decision will be the approach that is implemented for current and future change processes

Budget

27. The IT personnel budget is not expected be impacted by the changes to positions.
28. If the recommendation for considering offers above 100% to kaimahi who are offered positions at lower bands, this is forecast to be an additional \$53,650 with the assumption that we would not offer above 110% of bands.
29. Changes to bandings of positions that are currently being reassessed may further increase the budget impacts.

Next steps

30. If approved, the CIO will undertake the following next steps.

Date	Activity
28 NOV	Communication of decision
29 NOV – 13 DEC	EOI & redeployment processes
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27 JAN	Change implementation date

31. The CIO will begin recruitment for critical vacant roles in early 2025.

Appendices

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Item #: [Reference number assigned by Board Secretary]
Item: IT Organisational Design – Proposal
To: Electoral Commission
For: Board meeting X date
Prepared by: Aaron Tasker, Chief Information Officer

Recommendations

It is recommended that the Board:

1. **note** the capabilities expected to be uplifted by the recommended and endorsed design for the Information Technology (IT) function.
2. **note** the short-term change related risk of moral reduction and increased turnover in current kaimahi and planned mitigations through the change process.
3. **note** the budget risks associated with potential redundancies if suitable new roles are not in place for impacted kaimahi.
4. **note** the ELT approval for engagement of cybersecurity monitoring & response services (Security Operating Centre) from the market, following the Commission's procurement policies and procedures.
5. **agree** the CIO and People & Culture (P&C) team progress Model 2 to the development of consultation.
6. **agree** the proposed consultation and change approach and timing.

Purpose

1. The purpose of this paper is to seek endorsement from the Board on the proposed design for the IT function of the Commission and approach to implementation & consultation.

Background

2. The IT function of the Commission currently comprises of a headcount of 22 with expenditure for resourcing of \$2.81M in FY25. Held within the total IT budget of \$10.8M is \$3.1M expenditure on outsourced arrangements for services that together form the operating model for IT delivery.
3. The IT people expenditure in FY23 & 24 was \$3.3M and \$3M respectively. Several contractor related costs were also accounted for in consultant and outsourced expenditure, estimated to be as high as \$1.5M in FY23 & FY24. While some of this cost is associated with temporary uplifts of capacity for delivery of general election events, long standing arrangements were in place to address core capabilities.
4. In November 2022, a proposal for change across the Commission was released for consultation. The Information Technology function was mostly excluded from the proposal for change with the intention to assess the model at a later stage.
5. All leadership positions within IT except for the CIO have become vacant since the proposal in 2022, and in total the IT function has 8 current vacancies. These vacancies have not been filled while an assessment was done on whether the roles are fit for purpose.
6. The IT Leadership supported by P&C reviewed the current IT capability and identified that critical capabilities are not currently present in the IT function, position descriptions are not aligned with activity

performed, there is insufficient coverage for many key roles, and leadership roles are missing key responsibilities.

7. If we were to fill the existing vacancies of the current design, critical capabilities such as quality assurance and testing, security response & management and infrastructure management would not be met as they rely on contracted resourcing.
8. The ELT paper 'IT Organisational Design – Decisions' presented on 28 August outlined the proposed models for a new design for the IT function of the Commission and described the approach to implementation & consultation.
9. The ELT endorsed the recommended Model 2 that would best meet the capability needs of the Commission for an IT function aligned with the design principles agreed by the ELT on 13 August.
10. We applied these principles when designing the new IT organisation.
 - a. Use our budget effectively to design an IT function fit for purpose.
 - b. Roles are designed with sustainability, clarity, and reality in mind.
 - c. Build on our IT capability to grow as a high performing function.
 - d. Align and connect change to the Commission's values, strategic purpose and outcomes.
 - e. Contain the scope to focus on IT as a function.
 - f. Follow best practice and industry standards.

Discussion

11. We developed two models as part the design activity.

7.1 Model 1 – This design was undertaken with an approach of minimal change to existing position descriptions, reducing the impact on existing kaimahi wherever possible, combined with lessons learned and desired improvements.

7.1 Model 2 (Recommended) – This design was undertaken with an approach of designing roles based on the capability requirements of the IT function.

12. The following table summarises the key measures and impacts of each proposed model

Model	Alignment with outcomes	% of capabilities met or partially met	Impact of change on current kaimahi	Future change required	Predicted annualised salary costs
Current State	Low	52.8%	None	Significant	\$2.81M
Model 1	Medium	75.0%	Some	Significant	\$2.84M
Model 2	High	94.4%	Significant	Minimal	\$2.85M

Table 1 – Model Summary

Capabilities

13. The outcomes sought by this design were to both meet current and future capability requirements and provide the sufficient capabilities needed to deliver on strategic focus areas to support the future direction of the Commission.

14. The IT Leadership team together with the P&C team have assessed these models against the 38 capabilities identified as required by the Commission.

Capability Assessment	Not Met	Partially Met	Fully Met
Current State (<i>incl. vacancies</i>)	17	17	2
Model One	9	16	11
Model Two (<i>Recommended</i>)	2	9	25

Table 2 – Capability Assessment Summary

15. A full summary of the capability assessment is included in Appendix A.
16. Model 2 has notable improvements such as; resilience in roles and responsibilities for knowledge retention, introduction of capabilities in software testing and change management and a more robust security operations model.

Scaling for general election events

17. The outcomes sought by this design were to develop a robust structure that will address requirements of the general election programme and will be adaptable to support the scaling requirements of the 2026 General Election
18. Both models have reduced the reliance on contractors used in previous cycles, however, would still require uplift by temporary resources or services in Years 2 & 3 of the GE cycle to meet appropriate service levels.
19. Both Model 1 and Model 2 provide sufficient leadership capacity to support this scaling, and the maturation of our capabilities and processes will improve the effectiveness of this scaling.

Outsourced Services

20. The outcomes sought by this design were to assess whether it is appropriate and viable to bring specific capability in-house.
21. The Commission has already disengaged with several providers such as BlueHex (formerly known as 80Eighty) in preparation and expectation for this design activity.

9(2)(b)(ii)

22. The ELT agreed that the Commission engage a supplier to provide monitoring & response of cybersecurity services, also known as a security operating centre (SOC), to meet the 24x7 capabilities expected of this function. This was deemed more appropriate and cost effective than introducing multiple kaimahi to provide sufficient capacity for this function.
23. The IT team will develop requirements for these services alongside the implementation of the consultation and will include discussion with the Commission's existing government partners in cybersecurity to ensure the services engaged are compatible with their support.

Budget Impacts

24. Both models' salary costs are predicted to be with 2% of the current people budget of \$2.81M for IT. The people expenditure for IT in FY23 & 24 was \$3.3M \$3.03M respectively.

25. The cybersecurity monitoring services expenditure are estimated at approximately \$200K per year.
26. There is a budget risk with the implementation of Model 2 related to potential redundancies if suitable new roles are not in place for impacted kaimahi.

Personnel Impacts

27. All models are considered proposed, and any impacts will be progressed through an appropriate consultation and change processes.
28. Both models take advantage of significantly changing and updating current vacancies.
29. We have conducted a provisional impact assessment and included a summary in this document to support the decision. Detailed design of the positions will produce a formal impact analysis, and this will occur once the design has been approved.

Personnel Impacts	New Positions	Repurposed Vacancies	Disestablished Kaimahi	Minimal Change	No Change
Model 1	8	8	0	5	9
Model 2	20	8	12	1	1

Table 3 – Personnel Impacts

30. Detailed information regarding personnel impacts for Models 1 and 2 are included in Appendix B and Appendix C

Change & Consultation Approach

31. We developed the change & consultation to mitigate the impacts on existing kaimahi, focusing on the uplift of the Commission's IT function and the skills necessary to deliver on its purpose.
32. The ELT noted a short-term risk introduced of moral reduction and increased turnover in current kaimahi with the significant change proposed in Model 2. The mitigation for this is to run an efficient change process ensuring outcomes are communicated as quickly as possible, with strong support offered.
33. Our change approach is that following final decisions on the organisation structure that
- All positions remaining vacant after final decisions would be open for expressions of interest (Eoi) to those impacted by the change.
 - Preference would be given to appoint any confirmed disestablished kaimahi to vacant positions.
 - The Eoi and interview process would be a streamlined appointment process, only seeking the information required to inform the decision-making process.
 - Any remaining vacant positions would be recruited through normal process and following relevant policies.
34. Our current timeline of activity for the consultation is

Date	Activity
25 Sep	Position & people impact assessment
26 Sep	External & internal communications plan developed
8 Oct	Impacted staff individually communicated by CIO supported by P&C
8 Oct	Consultation communicated
9 Oct to 23 Oct	Consultation period

Date	Activity
29 Oct	Final decision to be made based on feedback received (noting if feedback received significantly changes the proposal, this will need to come back to the Board and further consultation may be required).
1 Nov	Final decision communicated
4 Nov to 13 Nov	EOI Process for impacted kaimahi
18 Nov to 20 Nov	Interviews for impacted kaimahi
25 Nov	Outcomes communicated
2 Dec	Recruitment begins for vacant positions

35. The ELT noted the following risks & mitigations associated with the implementation of Model 2.

- a. Significant change proposed, therefore risk introduced of moral reduction and increased turnover in current kaimahi.
- b. The mitigation for this is to run an efficient change process ensuring outcomes are communicated as quickly as possible, with strong support offered. This is a short-term risk.

ELT Endorsement

36. This ELT endorsed progressing Model 2 and the approach to the change & consultation. The degree of change related to Model 2 was noted as higher than other approaches, however the capability uplift, future proof nature of the design outweighed the short-term risks.

Next steps

37. The CIO with P&C support would complete the required preparation for consultation, including:

- c. Finalising of position descriptions.
- d. Sizing of positions
- e. Confirming proposed position and people impacts
- f. Confirming cost implications of change
- g. Drafting a consultation document and supporting processes for approval
- h. Present the consultation document and supporting material to ELT for approval

38. Our provisional date for consultation would be 9 October, this allows for the change process to be completed before the Christmas period, to ensure kaimahi have certainty over outcomes through this time.

Appendices

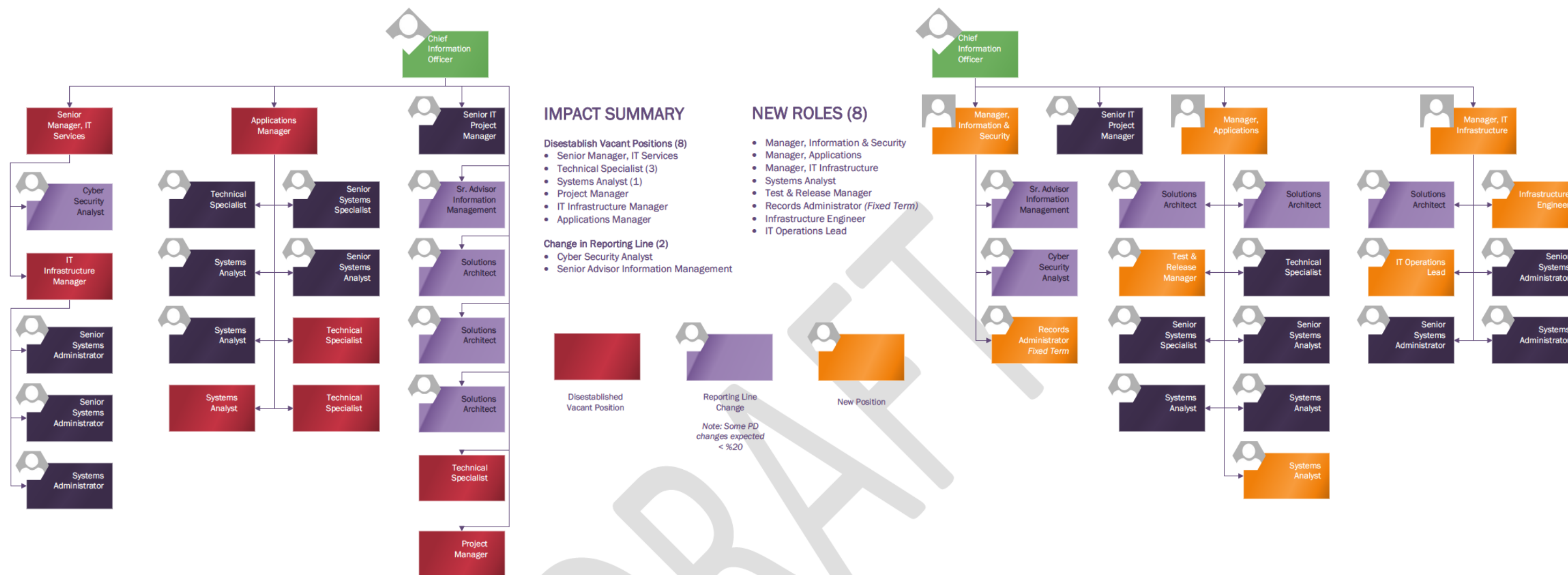
Appendix A: Capability Summary

Appendix B: Model 1 Organisation Chart & Impacts

Appendix C: Model 2 Organisation Chart & Impacts

Appendix A, Capability Summary

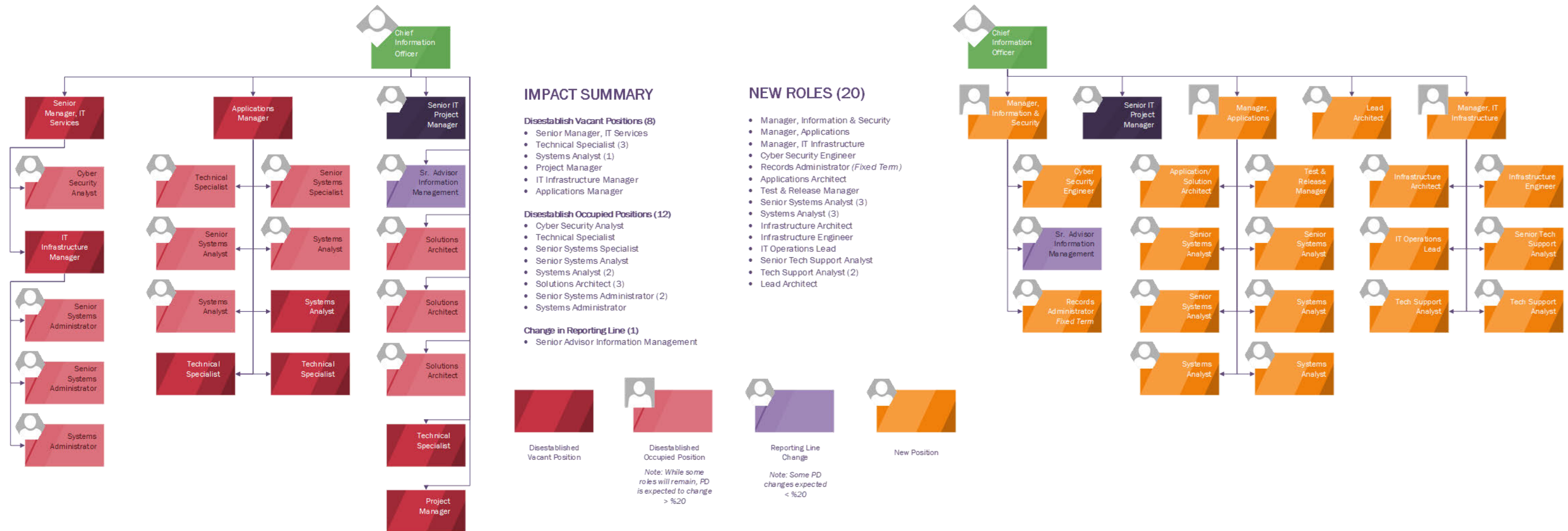
Macro	Capability	Current State	Model 1	Model 2
Application Delivery	Quality Assurance & UAT			
Infrastructure & Operations	Asset Management			
	Network & Infrastructure Management			
Security & Risk	Security Management			
	Security Response & Recovery Management			
Application Delivery	Application Maintenance			
Project Management	Project Management			
Data & BI	Enterprise Content Management			
Service Delivery	Service Desk Management			
	Incident Management			
	Operational Change Enablement			
	Release Management			
	Operations Management			
Infrastructure & Operations	Availability & Capacity Management			
	Configuration Management			
Product & Service Planning	Product or Service Performance Measurement			
Application Delivery	Systems Integration			
Security & Risk	Security Administration			
Architecture & Integration	Technology Architecture			
	Security Architecture			
	Solution Architecture			
	Data Architecture			
Data & BI	Data Management			
Service Delivery	Automation Management			
	Problem Management			
Application Delivery	Application Development			
	Low-Code Development			
Product & Service Planning	Product or Service Management			
	Product or Service Strategy and Roadmap			
	Product or Service Design and Planning			
Service Delivery	Service Enhancements			
Architecture & Integration	Integration Planning			
Data & BI	Data Integration			
Application Delivery	User Experience			
Data & BI	AI/ML Management			
People & Resources	Adoption & Training			



Model 1 in detail

- The benefits expected of model one are:
 - Partial alignment with our principles with the repurposing of the vacant positions.
 - Predicted uplift of nine capabilities to meet our current and predicted future needs, with 75% of the identified capabilities being met or somewhat met.
 - Disruption to current kaimahi is reduced with minimal changes proposed to currently occupied positions.
- The risks of progressing with model one are:
 - Risks to the current state caused by out-of-date and inconsistent position descriptions remains.
 - To meet our principles, ongoing minor change would be required to improve towards a fit for purpose team, including updating position descriptions as roles become vacant through natural attrition.
 - Continued reliance on external resources to mitigate risks in capability gaps.

Appendix C – Model 2 Organisation Chart, Details & Impacts



Model 2 (Recommended) in detail

- While similar job titles appear in the new positions, these reflect that a significant change in responsibilities is proposed and would therefore result in a new position with the same job title. This is a result of the current position descriptions being no longer aligned with the activity of the title in the market.
- The benefits expected of model two are:
 - Strong alignment to our expected outcomes with updates to or repurposing of the majority of positions in the IT function.
 - Minimal predicted change required for the future.
 - Predicted uplift 23 capabilities to meet our current and predicted future needs, with 94% of the identified capabilities being met or somewhat met.
 - Reduced reliance on external suppliers to meet capability gaps.
- The risks and proposed mitigations of this model are:
 - Significant change proposed, therefore risk introduced of moral reduction and increased turnover in current kaimahi.
 - The mitigation for this is to run an efficient change process ensuring outcomes are communicated as quickly as possible, with strong support offered. This is a short-term risk.
 - Budget risk related to potential redundancies if suitable new roles are not in place for impacted kaimahi.

Item #: [Reference number assigned by Board Secretary]
Item: Information Technology – Organisational Overview
To: Electoral Commission
For: Board meeting 18 September 2024
Prepared by: Aaron Tasker, Chief Information Officer

Recommendations

It is recommended that the Board:

1. **note** there is a separate paper on the IT Organisation Design activity for approval that has been endorsed by the Commission's ELT.
1. **note** the improvement activities to the Commission's IT software suppliers, and recent disengagement of long-term contracted staff from BlueHex.
2. **note** that if the Commission requires a 24x7 monitoring and response capability for cybersecurity that additional services and investment are likely to be required.
3. **note** the current state of the Commission's software assets and that a lack of a clear software application or product strategy is limiting the understanding of their suitability to support the Commission's business operations.
4. **note** the progress on the information management improvements action plan, and the concerns regarding the poor state of the Commission's enterprise information management system.
5. **note** the completed and planned improvements to the Commission's cyber security environment.

Purpose

1. This paper provides the Board with an overview of the current state of the Electoral Commission from the perspective of the Information Technology (IT) team.

Background

2. Since starting in February 2024, as the CIO I have undertaken review and observation of the Commission's IT capabilities, organisation design and assets to understand the key focus areas required to ensure the Commission's IT team is fit for purpose.
3. The current infrastructure capabilities and assets of the Commission are performing reasonably, and the team members of IT are committed to the services they provide. Deficiencies have been observed in multiple areas.
 - The IT organisation design & operating model
 - Software delivery lifecycle management (incl. software testing)
 - Software strategy
 - Information management & record keeping
 - Cyber security coverage

Some of these deficiencies are known to the Commission and already have work plans in place.

Discussion

IT Organisation Design

4. Since the 2022 proposal for change which only included a minor change in the IT team (the introduction of a Senior Advisor Information Management), several key leadership positions within the IT leadership team have become vacant along with other vacancies across the team.
5. A review of the current IT capability has identified critical capabilities are not currently present in the IT team, position descriptions are not aligned with activity performed, there is insufficient coverage for many key roles, and leadership roles are missing key responsibilities.
6. On 6 August 2024 the Commission's ELT approved the principles, scope & approach to design an IT organisation that meets the current and future IT capabilities necessary to support the Commission and delivery of 2026 General Election.
7. This work is expected to be completed in late 2024 and will likely involve the disestablishment of several positions within the team and potentially involve engagement with new suppliers for critical services.
8. The draft design work has assumed that certain capabilities will be better sourced from the market rather than met with internal labour. These include the 24x7 monitoring and response of cybersecurity events and software performance testing.

Operating Model & Capability

2. Analysis of FY24 expenditure with Catalyst identified that approximately [REDACTED] of annual expenditure [REDACTED] related to enhancement of its core software assets. After the delivery of the 2023 General Election, the work programme related to this expenditure was unclear and focused on immediate lessons learned from the event.
9. Improvements have since been made to the work management with Catalyst and the IT team, with quarterly planning and prioritisation introduced that will support minor remediations and significant initiatives, such as the project briefs from the GE2026 programme. An example of the FY25 Q1 commitments are included in *Appendix 1, FY25 Q1 IT Commitments*.
10. A review into the software testing capabilities of the Commission was conducted by Planit with support from Catalyst in July and August 2024. The outcomes of this report are being reviewed by the Catalyst & IT leadership and expect to be presented to the ELT by October 2024.
11. Single points of knowledge risk exist across IT, particularly in the software applications team. These will take time to remediate and are being considered as part of the IT Organisation Design activity.

Suppliers

12. The resignation of the Senior Manager, IT Services highlighted a critical capability gap in cyber security for out-of-hours monitoring and response. While a short-term contractor has been engaged to provide sufficient coverage, additional external services are likely to be required if the Commission expects a 24x7 monitoring and response of its security environment.
13. On 31 May 2024, the IT team ceased engagements with BlueHex who provided a long-term contracted consultant for IT architecture and cyber security services. A permanent capability was not established to replace these functions, with the scope now included as part of the IT Organisation Design.
14. Account management focus with Catalyst has been on several areas, including compliance of billing and cost-controls with the contract, re-instigating regular reviews of critical documents and management of

work programs. As mentioned in the August 2024 Finance update to the Board, we have worked closely with Catalyst to determine the amount of spend that relates to improvements of our systems that we have capitalised in our balance sheet at 30 June 2024.

15. We will continue to use the Frontier chris²¹ software for the management of payroll services for the temporary workforce related to GE events while we focus on the uplift of payroll services & capabilities for permanent employees. We will reassess this as part of our planning for GE2029.
16. Engagement with Deloitte for the support & management of the Data Platform was extended for another 12 months while the capabilities needed were reviewed as part of the IT Organisation Design activity.

Assets - Software

17. In FY24 Q1, the IT team undertook an internal assessment of its software assets to understand their current quality condition and recommend investment treatments utilising the Gartner® 'TIME' framework – *Appendix 2, IT asset quality assessment summary*.
18. It found that most of the Commission's core software applications that support enrolment & election management are in sufficient technical condition to support its current needs; however, the lack of a clear software application or product strategy is limiting its understanding of their suitability to support the Commission's business operations.
19. It also noted that several assets require further review to determine their treatment in the short term, and planned remediation activities continue for software assets at risk of technical or compliance failure.
20. The infrastructure software of the Commission is in good condition, and well placed to serve both current and future needs, and investment in corporate software should be extended where appropriate as these assets are also well placed to support future needs.
3. On 27 August 2024 the Commission's ELT agreed that regular assessment of the Commission's IT assets is included as part of the year-one quality assurance activities.
21. The GE2026 Programme Board has approved the creation of a 'Systems Modernisation & Foundations' workstream that will develop the treatment plans and a software application strategy & roadmap for the Commission's core technology assets.

Assets - Hardware

22. Work has completed for the selling of GE2023 related hardware and disposal of aged physical assets from GE2023 and previous GE events. This involved the sale of 4,320 mobile phones, 1,030 laptops, 246 tables and 2,798 peripherals.
23. The sale of these assets exceeded the amount budgeted as part of the GE2023 General Election Technology Project (GETP), however this activity required significant administrative overhead from both the Commission staff and suppliers to achieve the positive outcome. The sell back of mobile phones, laptops, docks and keyboards generated \$1.188m vs the budget of \$0.802m, an excess of \$386k.
24. Future approaches to hardware sourcing for General Election events is expected to be discussed with lead government agencies for procurement and market suppliers to determine if future approaches can provide a better return for the government sector.

Information Management

25. Work continues for the information management improvements action plan with the development of the information management 'Managers Essentials' module (IM roles & responsibilities) and completion of the M365 Teams SharePoint Assessment (Integrity of information).
26. Progress has been delayed on several action plan items due to bereavement leave. Work remaining for 2024 includes updates to the Data and Information Management Policy (IM policy & process) and development of further induction & training material (IM roles & responsibilities).
27. In April 2024 it was found that information held within a previously used cloud service known as LOOMIO was at risk due to a leak of encrypted usernames and passwords. While the risks of compromise of this information is low, remediation activity has been underway to classify, transfer and dispose of the information held within LOOMIO and is expected to be completed with the decommission of the LOOMIO service in September 2024.
28. The interruptions introduced by the COVID-19 epidemic that corresponded with the Commission's deployment of a new Enterprise Information Management System (EIMS) – Microsoft Teams, has resulted in a significant sprawl of information across the Commission's operating environment. Significant focus and acceleration of aspects of the information management improvements action plan are being considered to address this.

Cyber Security

29. As part of the development of the 'IT Acceptable Use Policy', vulnerabilities were found in the way the Commission manages access to its environment from non-managed systems. Work on the policy was delayed while these vulnerabilities were remediated, and it is expected that the new draft policy will be completed in September 2024.
30. In the recent phishing simulation that tests the Commission's staffs' risk to compromise by email-based scam activity, 11.3% of users would have been compromised by this attack. Subsequently all users have completed follow-up training and were successful in identifying a follow up simulation. Regular phishing simulations will continue as part of ongoing education and monitoring.
31. Recertification and accreditation of the Financial Management Information System (FMIS) – Microsoft Dynamics is being completed as part of the phase-3 implementation of the solution.
32. Work is planned to recertify the Application Recruitment Tracking System (ARTS) – SnapHire in early 2025 as part of upcoming changes associated with the GE2026 program. The accreditation for use of this solution expires in November 2024, and the CIO intends to approach the CE for an extension of the current accreditation for this period.
33. Improvements to cyber security within the Catalyst managed environment are progressing, with the intention to implement Endpoint Detection & Response (EDR) capabilities to enrolment systems by the end of 2024. These capabilities improve the ability to detect and automatically respond to cyber security threats such as virus' and malware.

Appendices

APPENDIX 1, FY25 Q1 IT commitments

APPENDIX 2, IT asset quality assessment summary

FY25 Q1 - COMMITMENTS

- Make changes to the MIKE system so that all enrolment e-mails will use elections.govt.nz or vote.govt.nz domains rather than elections.org.nz
- Improve our dictation voting papers so that they will be pre-populated with the correct information and avoid manual completion by CPT staff
- Introduce a streamlined digital process for approving remote voter applications.
- Enhance our material tracking capabilities in EMS including new reports to identify all material receipts and returns at a national level, and tracking additional and more granular data.
- Deliver an enhanced User Interface (UI) for the MIKE system for all staff, involving light-touch style changes and a modern look & feel.
- Build additional security protections into our enrolment systems hosted by Catalyst through deploying endpoint detection & response (EDR) capabilities.
- Undertake a detailed assessment of our Teams/SharePoint environment and develop a plan to change and improve it to enhance our Information Management capabilities.
- Revamp our End User Device (e.g. Laptops & Mobile Phones) lifecycle management and build processes to take advantage of new industry capabilities.
- Update our ZENDESK ITSM platform and create better ECHO IT forms for onboarding and offboarding staff.
- Produce an updated 'IT Acceptable Use' policy that will better support staff with a clear and safe way to use Commission technology

APPENDIX 2, IT asset quality assessment summary

