

IT PROPOSAL FOR CHANGE

Decision Document

November 2024

A note from Aaron Tasker, Chief Information Officer

Kia ora koutou

I am writing to share with you the final decisions following our consultation on the proposed changes to the Information Technology (IT) function. The proposed changes were designed to establish a high-performance, modern IT function that aligns with and enables our Commission's strategic objectives.

I want to sincerely thank everyone who engaged with this proposal during the consultation period. We received 30+ pieces of feedback from across the organisation, including comprehensive input from our IT kaimahi and the broader teams they support. This feedback has been invaluable in shaping our final decisions while maintaining our vision for a sustainable and scalable IT function.

We have carefully considered the insights, concerns, and suggestions raised. This thorough review process has helped inform our final decisions. The detailed decisions changes, and next steps and implementation timeframes, are outlined in the attached document. For background on the process and proposed changes, please refer to the original Consultation Document.

Change can be difficult and comes with challenges. We have a range of support available and encourage you to utilise this support and reach out to the P&C Team, your people leader, or me. Aaron remains available to clarify and answer questions throughout the implementation period.

Ngā mihi,

Aaron

Summary of the process

What we consulted on

In the IT Proposal for Change, we consulted on the following:

- Organisation structure, including the teams' functions, positions and reporting lines.
- Position descriptions, including specific accountabilities, responsibilities and role requirements.
- The selection process and implementation.
- Position and people impact(s).
- Providing alternative solutions to help us achieve our desired outcomes.

We received several feedback submissions, all of which have been reviewed and considered, with our response on page 5 of this Decision Document.

This document sets out the final decisions relating to changes and the timeframe for implementing these. The final decisions have been approved by the Board.

For background on the process and proposed changes, please refer to the Consultation Document. Details of the consultation can be found on ECHO.

We recognise that change is difficult and can create uncertainty and concern. The emotions expressed through this process reflect the dedication and commitment of our IT Team to their work and to the Commission. We are committed to working together to implement these changes in a way that acknowledges your valuable insights and builds on the strong foundation of expertise within our IT function.

Rationale for change

- The review of the IT function was excluded from the November 2022 proposal for change to give time to assess the function.
- We want to ensure the IT Team has the people and capabilities expected to support our services for the Commission Capacity and capability gaps are addressed to support the delivery beyond one electoral event.
- Position descriptions require alignment with the activity performed in the team and sufficient coverage is required for key positions, and our leadership positions require the key responsibilities expected of our leaders.
- The IT operating model for the Commission needs to ensure clarity for the delivery of core capabilities by key suppliers where our people can manage them through a streamlined approach.
- We must build future thinking into our team, with the ability to deliver during, and in-between, electoral events.
- Our IT functions need to deliver and meet current and future business needs.
- We must effectively use our budget to derive cost-effective solutions for a sustainable workforce.

Principles for the change and this proposal:

- We will design a fit for purpose function that effectively utilises our budget.
- Our positions are clearly described, realistic and sustainable.
- We will build on our IT capability to grow us as a high performing function.
- We will align and connect change to the Commission's values, strategic purpose and outcomes.
- Our scope is contained to the IT function.
- Best practice and industry standards will be adhered to.

Key themes from feedback received and our response

Feedback theme and summary	Our response	Changes (if any)
<p>Rationale for change</p> <p>Most feedback acknowledged the need for change and restructuring within the IT Team to better align with organisational goals and address existing challenges. However, there was some perception that the change was motivated by cost-reduction rather than the principals and goals communicated.</p>	<p>We were encouraged by the overall support for the change and the rationale.</p> <p>We can confirm that the principles and rationale communicated for the proposal and have continued to be used through the decision-making process. It is not the intention of this change to achieve any specific cost savings.</p>	<p>No change.</p>
<p>Salaries and Remuneration</p> <p>Positions, particularly those within the Applications Team, were perceived to have expanded responsibilities that were not adequately acknowledged in the proposed position descriptions or reflected in the proposed salary bands.</p> <p>There is concern that the salary bands undervalue the critical institutional knowledge held by existing kaimahi, especially those who have experience with past elections. This knowledge is seen as essential for the successful delivery of future elections and is not easily replaceable.</p> <p>Many felt that the proposed job sizing is a devaluation of their skills and contributions.</p>	<p>We acknowledge the concerns raised regarding position sizing and remuneration bands and can confirm we have followed the Commission's Job Evaluation Policy when undertaking these.</p> <p>It's important to note that the historical sizing of current positions isn't directly comparable to this exercise, as job sizing was completed on new positions.</p> <p>To ensure objectivity and market alignment, we engage Korn Ferry to conduct independent position sizing. As a trusted partner with extensive experience supporting the Electoral Commission across various specialist positions, they have valuable context and understanding of our unique operating environment. This ensures accurate sizing of the positions.</p>	<p>Positions will be resized by Korn Ferry where feedback has led to a meaningful change to the position description or context.</p> <p>Kaimahi who are offered redeployment into a role with a lower salary band will be offered 100% of the grade for that role. Any offer will be subject to a good faith negotiation process, where employees can make submissions as to why they should be placed at a different position in the grade. In accordance with our Remuneration and Reward Policy, the Chief Electoral Officer needs to approve any appointment at over 100% of the grade. The Commission and the Chief Electoral Officer will consider information employees provide in support of their view that they should be appointed at a higher level.</p>

<p>Discrepancies were noted between the proposed salary bands and similar roles within the Commission, such as Senior Business Analysts.</p> <p>There was a perception that kaimahi are being asked to perform the same or similar roles for less remuneration, with flow on consequences, such as leave.</p>	<p>We want to be clear that there was no deliberate intention to reduce the overall sizing or distribution of positions as part of this change. The positions were designed, then externally sized through the job sizing process.</p> <p>While we understand the desire to compare positions across the Commission, it's important to recognise that roles with similar titles often have distinct specialist requirements and accountabilities that influence their sizing. Each functional area has unique technical requirements and specialist skills that need to be evaluated independently.</p>	
<p>Position descriptions</p> <p>Proposed position descriptions are perceived as too generic and don't reflect the specific responsibilities and complexities of the roles, particularly in a small organisation where individuals often work outside of their defined roles.</p> <p>That position descriptions should have clarity on expectations for delivery in electoral events and be clearer on requirements for working outside of business hours during these periods. It was also noted that some functions are currently being performed by SME's outside of IT and currently not aligned with expected responsibilities.</p> <p>Some position descriptions still reference non-existent or incorrect positions.</p>	<p>We appreciate the detailed feedback provided regarding the position descriptions, particularly around electoral event responsibilities and role-specific complexities.</p> <p>In developing these position descriptions, we have deliberately taken a balanced approach. While we understand the desire for highly detailed, task-specific descriptions, our aim is to create adaptive position descriptions that can accommodate the dynamic nature of IT work without requiring constant revision. This flexibility is particularly important in our environment, where roles naturally evolve with technological advancements and changing organisational needs.</p> <p>Feedback received regarding current and future state tasks, activities, skills, and experience requirements has been carefully analysed. Where appropriate, we have incorporated this feedback to better reflect role complexities while maintaining the necessary flexibility.</p>	<p>Please see the Position specific feedback and changes section for a description of the changes made.</p>

	<p>Technical requirements and references to positions have also been reviewed and corrected.</p> <p>We acknowledge that working in a small organisation often requires adaptability and collaboration beyond defined role boundaries. The position descriptions have been designed to support this reality while providing clear accountability and direction for current and future kaimahi.</p>	
<p>The change process</p> <p>Concerns were raised about the limited involvement of existing staff in crafting the new position descriptions. Some believe the process should have been more collaborative, involving the expertise of senior team members to accurately reflect the work being done.</p> <p>There was confusion regarding the criteria used to determine that position descriptions were sufficiently different to warrant disestablishment and the creation of new roles.</p> <p>Some staff felt the lack of upfront communication about potential salary reductions, unclear explanations of the methodology used for job sizing, and a perceived reluctance to address concerns openly have damaged trust and created feelings of hurt and anger among affected staff.</p> <p>While the extension to the consultation period was appreciated, the overall timeframe was still considered too rushed, particularly given the complexity of the changes and the impact on staff.</p>	<p>We acknowledge the concerns raised about the consultation process and communication approach and particularly recognise the strong support for our IT Team's current performance and capabilities.</p> <p>The extended consultation period provided an opportunity for extensive feedback outlined in this document, which has been valuable in shaping our final decisions. We appreciate the detailed insights shared by our kaimahi regarding their roles, responsibilities, and the complexities of our IT environment. Role design was informed by significant work undertaken by leaders in the IT Team, supported by the People & Culture team. The consultation process has allowed us to incorporate significant feedback into the final design.</p> <p>Regarding the assessment of position changes, limited feedback was received comparing current and proposed positions in a way that would alter the impact assessment to existing positions. However, all feedback received has been carefully considered in finalising the design and positions.</p>	No change.

There is support for the functions that the IT Team perform and their performance in undertaking current roles.	Our focus now is on moving forward collaboratively, ensuring we maintain the high level of service delivery that has been consistently demonstrated by our IT Team while building additional capability for the future.	
Risk There is feedback that the proposed salary reductions and this process will damage morale, increase turnover, and ultimately harm the organisation's ability to retain critical talent and institutional knowledge. There is feedback that the proposed changes will introduce risk to the delivery of the 2026 General Election and other electoral events due to the potential loss of key knowledge or reduction in staff morale and contributions.	We recognise that any change brings risk and that mitigations have been considered to this where appropriate. It is our intention to redeploy and find opportunities for as many kaimahi through this change as possible.	No change
Capacity There was feedback that the IT Team doesn't have enough capacity to support the business effectively. Other feedback suggested that positions may be too varied to succeed. Some feedback suggested specific positions to add into the design, including: <ul style="list-style-type: none"> • Additional Project Manager and project administrator • Change Manager • Data Analyst • Test Analyst 	We appreciate the detailed feedback regarding team capacity and role distribution. It's important to acknowledge that historical capacity challenges have been significantly driven by our vacancy rate. A key objective of this change is to create a sustainable design we can effectively recruit into. While we understand the suggestions for additional positions, including Project Manager, Change Manager, Data Analyst, and Test Analyst roles, we need effectively utilise our budget. We have carefully considered all suggestions and balanced these against our operational requirements and financial parameters. The Commission has made recent changes to our ways of	We have replaced a Technical Support Analyst with a Senior Technical Support Analyst position to provide a more appropriate balance of the team when considering the regular temporary workforce during electoral events. More information on this is included in the position specific impacts.

<ul style="list-style-type: none"> • Innovation based role or team <p>There was also specific feedback that the Applications Team does not have sufficient capacity and could include a 4th Senior Systems Analyst and Systems analyst.</p> <p>Other feedback suggested having two Senior Technical Support Analysts would be appropriate.</p>	<p>working regarding project management of general election events. If additional project management capacity is required, this will be engaged as a temporary staff uplift.</p> <p>Change and Release Management responsibilities are included within the new IT Operations Lead position. The Commission's IT function is not of sufficient scale to establish a full-time change manager.</p> <p>The Commission has Data Analysis capabilities within the Strategy, Governance and Delivery group, and the IT Team will continue to work alongside them.</p> <p>Testing responsibilities are included within the Systems Analyst position description and is also conducted by the Commission's suppliers. We will continue to engage additional testing capacity temporarily if required.</p> <p>Innovation for new systems and processes are expected to occur alongside our existing strategic intent and operations rather than separately. The Commission is not seeking transformational change through technology that would mean a dedicated innovation role is required.</p> <p>We will continue to monitor workload and capacity as the new structure is embedded.</p>	
<p>Overall structure and leadership structure</p> <p>The overall organisation design of an Applications Team,</p>	<p>We have made changes to the name of the Infrastructure Team based on the feedback. We consider Technology</p>	<p>We have changed the team's name from the Infrastructure Team to the Infrastructure & Operations</p>

<p>Infrastructure Team & Information and Security team is supported.</p> <p>Standardising how we approach application management is positive.</p> <p>Feedback was given that the Infrastructure Team would be better described as the Technology Services team to better reflect the operational responsibilities of the team.</p>	<p>Services (also known as Information Technology Services) Team. to be not an appropriate team name as Information Technology Services typically encompasses broader responsibilities of software development & delivery.</p>	
<p>Introduction of the Security Operations Centre (SOC)</p> <p>Support was given for the introduction of a SOC as it will be more scalable for events and provide sufficient coverage.</p> <p>Feedback noted the need for careful selection and implementation of a supplier.</p>	<p>We agree that appropriate planning and execution is critical to the success of the implementation of this function. This will take place over the coming months.</p>	<p>No change</p>
<p>Separating the Architecture Team</p> <p>Feedback was received both in support and disagreement for the separation of the architecture function.</p> <p>Support highlighted the benefits of focus of team members into specific domains and better clarity of ownership and improve outcomes.</p> <p>Concerns included the potential introduction of new key-person risk, that architectural activities would be superseded by operational concerns and that it would increase 'silos' within the team.</p>	<p>Having architects supported by senior roles in applications & engineering will provide mitigation to key-person knowledge risk.</p> <p>Manager roles will be accountable for strategic outcomes as well as operational ones, reducing the likelihood for operational concerns to supersede strategic ones.</p> <p>It is unlikely a team of 22 kaimahi would be susceptible to dramatic silo behaviour, and if this behaviour were to occur, the IT leadership would be accountable to correct it.</p> <p>Having architects report directly into the Lead Architect</p>	<p>No change</p>

would create additional manager responsibilities and increase the workload of this role, reducing its focus on the architectural needs of the Commission. So too would adding it into the Manager Information & Security.

Proposed Positions and summary of feedback	Our response	Changes implemented for decisions
<p>Senior Advisor Information Management That the Senior Advisor Information Management role should be included within the change scope, and considerations be made to implementing a 'Records Manager' role for equivalency with the Data and Insights Manager role, or a Principal Advisor role to recognise accountabilities/responsibilities associated with the uplift of records management maturity. Consider changing the Records Administrator to an Information Management Advisor.</p> <p>That the proposed Manager Information & Security would only be operating at a strategic level due to workload & skills/experience.</p>	<p>The Manager, Information & Security will provide clearer accountability for information management and record management, providing a similar level of oversight to that of the Manager Data & Insights.</p> <p>The Manager Information & Security has a small number of direct reports, and therefore will have more capacity for both strategic and operational accountabilities as part of their role.</p>	<p>No change</p>
<p>Manager, Information and Security Feedback was predominantly supportive of this position.</p> <p>There was some feedback of the position only having two direct reports, and whether this needed to be a management position.</p>	<p>Leadership and management is required for the Cyber Security Engineer and Senior Advisor Information Management and it is not suitable to have these roles directly reporting to CIO. No other suitable reporting line would be feasible.</p> <p>The position does have direct responsibilities and is not only a 'people leader' role, therefore a smaller number of directly reporting kaimahi is still appropriate.</p>	<p>No change</p>

<p>Cyber Security Engineer Feedback was provided suggesting the following changes/updates and addition to this position:</p> <ul style="list-style-type: none"> • Add "Penetration Testing" and consider this positions role in vulnerability processes. • Add application security responsibilities • Include SOC vendor selection/management • Add working with vulnerability scanning tools. • Vulnerability management could better describe this than just penetration testing. <p>Feedback raised that Information Management technical skillsets are not adequately reflected in either the Cyber Security Engineer or Infrastructure Engineer positions, and there is value in having a position that reflects these responsibilities.</p>	<p>We have made changes to the Cyber Security Engineer position description based on this feedback.</p> <p>The management of the SOC provider is the responsibility of the Manager Information & Security. While the Cyber Security Engineer is likely to be involved in the SOC vendor selection, selection or assessment is not expected to be a regular duty of this role.</p>	<p>Penetration Testing has been updated to 'Vulnerability Assessment' to align with SFIA skill language, and responsibilities updated to recognise working with scanning tools.</p> <p>Knowledge of information management legislation has been added to this position. Further changes have been made to the Infrastructure Engineer position based on this feedback.</p>
<p>Records Administrator (Fixed Term) Feedback was provided suggesting the following changes/updates and addition to this position:</p> <ul style="list-style-type: none"> • Change title to "Records Officer" • Make this a permanent, part-time role • Add the following technical accountabilities; MS365/Teams/SharePoint expertise, Records disposal experience, Public Records Act knowledge, IM architecture skills, • Remove training responsibilities 	<p>We have made changes to the Records Administrator position description based on this feedback.</p> <p>We do not agree this position should be permanent as the purpose of this role is to address the Commission's capacity for Information Management while it improves maturity. It is unclear if this role will still be required in the future, therefore Fixed Term is a more appropriate treatment.</p> <p>Information Management architecture skills have not been added to this position as these are a part of the Lead Architect responsibilities.</p>	<p>We have changed the title to Records Officer, as it is a more appropriate market definition of the role with the updated responsibilities.</p> <p>Expected skills and knowledge has been added to the position for records disposal, Public Records Act knowledge and SharePoint/Teams experience.</p> <p>We have updated the responsibility to note the supporting of training delivery.</p>

<ul style="list-style-type: none"> • Add responsibility for providing IM advice and implementation of business classification structures/access permission models 		<p>The purpose of the position has been updated and classification has been added to the Information Management responsibilities.</p>
<p>Manager, Applications It was suggested that strategic direction should sit with the Lead Architect rather than this position to focus on delivery.</p>	<p>Strategic accountabilities need to be held alongside delivery accountabilities to ensure appropriate balance between risk, operations and performance. It is not a secondary consideration.</p> <p>The Lead Architect does not hold accountability for strategy. Governance functions are the appropriate means to address potential conflicts.</p> <p>We agree that architects will perform a significant role in development of roadmaps, which therefore supports the reporting lines of an architecture role to the Applications Manager.</p>	<p>Updates were made to clarify the budget responsibilities of this role based on the feedback on the Manager, IT Infrastructure position.</p>
<p>Test & Release Manager Varied feedback was received on the Test & Release Manager role and the testing capability. There was mostly support that testing required improvement at the Commission and appropriate resourcing is required.</p> <p>Positive feedback recognised that independence of test & release functions would bring a greater focus on quality outcomes, and that our focus should be on practice and method. Some feedback noted testing should be wholly separated from application development.</p>	<p>We have made changes to the Test & Release Manager position description based on this feedback.</p> <p>Market engagement and advice, including independent reports has highlighted the value of a Test Manager capability within the Commission. A Test Lead is not appropriate as they undertake test execution on large-scale change – and the feedback broadly supports the responsibilities of the role while being concerned with the title.</p> <p>Responsibilities for Release Management between roles can be addressed through ways of working. Reviews of the position descriptions have not shown significant cross-over in responsibility.</p>	<p>We have updated the purpose and relationships of the position to provide clarity on:</p> <ul style="list-style-type: none"> • Team leadership • Testing responsibilities distribution • Relationship with the System Analyst and Senior System Analyst roles

<p>Feedback against noted that release management would significantly cross-over with product owner/manager responsibilities of Senior Systems Analysts, that Test Leadership (focusing on practice/method) would be more appropriate and that dedicated test analysts should be introduced, and that sufficient testing is already undertaken by the team.</p> <p>There was also feedback that an IT Project Manager could undertake release management activities.</p> <p>It was noted that our applications have different software delivery lifecycles (SDLC) and that a rigid structure for software releases was not appropriate.</p>	<p>Testing responsibilities have been included in the Systems Analyst positions, and feedback has not been received that these positions should not be involved in testing. As the Commission seeks to improve its maturity, additional short-term resource may be required– and our approach would be to engage this from the market where necessary.</p> <p>IT Project Management skills are significantly different to release management.</p> <p>The Test & Release Manager position includes responsibilities for maturity and ways of working improvements.</p> <p>Testing vendors are a part of our operating model with engagement as required. Clarity of engagement with suppliers will be achieved through ways of working and processes.</p> <p>Test & Release Management needs to work closely within our Applications Team, and there is not sufficient capacity within the IT Team to have a separate team dedicated to testing.</p> <p>Having specific resourcing focusing on release management activities does not infer a rigid structure for the SDLC of specific applications. The Commission’s approaches for testing & release of software needs to better align with overall readiness for electoral events and quality assurance activities.</p>	
<p>Solutions Architect Feedback was provided suggesting the following changes/updates and addition to this position:</p> <ul style="list-style-type: none"> • Change the reporting line to Lead Architect 	<p>We have made changes to the Solution Architect position description based on this feedback.</p> <p>Architects have both a strategic role and oversight of implementation activity. Close relationships between architects and practitioners are necessary to ensure architectural integrity of our systems.</p>	<p>The purpose of the Solutions and Infrastructure & Cloud positions have been updated to reflect importance of collaboration to maintain architectural integrity.</p> <p>Responsibilities have been updated to included solution option development and contribution to other strategies.</p>

- Solution architecture should have a wider focus including delivering future proof enterprise solutions across multiple applications and technologies, considering a lot more than just the technology or a single application.
- The responsibility for preparing technical plans has cross-over with a Systems Analyst position.
- Software design should be removed from the position description
- Requirements definition for architects should be focused on non-functional requirements.
- Architects should not be involved in methods or tools, techniques for requirement definition management
- Retitle this role to Technical/System/Application Architect
- Create a separate Solution Architect role with proper enterprise-wide scope
- Clarify the strategic advisory role vs implementation responsibilities
- Define the collaborative responsibilities between the architects.

The following strategic components should be included within the position:

- Enterprise architecture alignment
- Strategy and enterprise vision contribution
- Solution options development (including risks, costs, market analysis)
- Stakeholder management

Stakeholder management responsibilities are not a core responsibility of the role and enterprise vision is the responsibility of the CIO.

Wider solution architecture focus is provided by the Lead Architect role.

Software Design responsibilities for this role are at a senior level which involve evaluation of software designs, creation of policies and impact analysis. More specific software design activity may be required for significantly complex solutions.

Solution architecture responsibilities have been updated to include technology.

Responsibilities for Technical Plans have been updated for this role to oversee planning, recognising that Senior System Analysts would be engaged in preparing plans.

Requirements Management responsibilities have been updated to reflect responsibilities for non-functional requirements.

<p>The following leadership responsibilities should be included:</p> <ul style="list-style-type: none"> • Leading solution delivery to successful outcomes • Project management • Managing tension between delivery timelines and technical sustainability 		
<p>Senior Systems Analyst</p> <p>A significant amount of feedback was received on these positions, particularly regarding the lack of alignment with current responsibilities related to execution of electoral events and administrative tasks.</p> <p>There was also feedback that these roles require more technical skills than are currently described, both in the development of low-code applications and in the modification/management of electoral systems. Feedback highlighted a more in-depth working relationship with technology systems – particularly those that have been created outside of core assets.</p> <p>Technical skills related to data extracts was also highlighted, although not across all systems.</p>	<p>We have made changes to the Senior System Analyst position description based on this feedback.</p> <p>While the internal teams list and external partner list has been updated, we have not listed individual teams within a group as this does not align with best practice.</p> <p>The required experience for this role is described as ‘Extensive’ in some places, reflecting the 3-5 years requested in the feedback.</p> <p>We have added coaching experience but not mentoring, as mentoring is a separate skillset and not typically performed by a team member.</p> <p>The responsibilities of the position of Senior Systems Analyst does not encompass architecture responsibilities, and therefore we do not agree with the proposed title changes.</p>	<p>Responsibilities for electoral event tasks have been included in the position purpose.</p> <p>We have removed product management from the position purpose and updated the product ownership responsibilities to provide clarity with other roles, such as the Manager, Applications.</p> <p>The internal teams list and external partner list for the position have been updated.</p> <p>Security & resilience focus has been added to software design.</p> <p>Data management responsibilities have been included.</p> <p>Skills have been added to the Key technical skills.</p> <p>Coaching experience has been included.</p>

Systems Analyst

A significant amount of feedback was received on these positions, particularly regarding the lack of alignment with current responsibilities related to execution of electoral events and administrative tasks.

There was also feedback that these roles require more technical skills than are currently described, both in the development of low-code applications and in the modification/management of electoral systems. Feedback highlighted a more in-depth working relationship with technology systems – particularly those that have been created outside of core assets.

It was noted that the position should not be responsible for user acceptance testing.

Feedback stated that these roles should include software development to recognise several applications that have been built in-house by the applications team.

It was recommended to change the Senior System Analyst to a new Application/System Architects role and change the System Analysts role to a Senior System Analysts as this more reflected the current state.

Feedback noted that the key relationships, internal teams list and external partners list should be updated.

We have made changes to the System Analyst position description based on this feedback.

We agree that UAT execution is not the responsibility of this role. The responsibility has been updated to 'Software Testing'; however, the role will remain responsible for contributing to the design and execution of UAT.

Low-code software development responsibilities are included in the 'software configuration' responsibilities. Software development is conducted by the Commission's vendors.

We have updated the responsibility of Acceptance Testing to Software Testing.

The internal teams list and external partner list has been updated based on the feedback regarding the Senior System Analyst position.

Responsibilities for electoral event tasks have been included in the position purpose.

<p>Manager, IT Infrastructure Feedback was provided suggesting the following changes/updates and addition to this position:</p> <ul style="list-style-type: none"> • Title change to Manager, Technology Services • To acknowledge and emphasise the fiscal responsibility, IT service management, team effectiveness and relationship management accountabilities. • Changes to the key relationships • Include operating budget and DFA level • Include responsibility for strategic execution • Consider changes to the Technology Service Management responsibility • Supplier management should acknowledge additional responsibilities and complexity of our supplier environment • Consider changes to Stakeholder Relationship Management • Team effectiveness responsibility should be included. • Consider additional key competencies • Consider additional experience & knowledge requirements 	<p>We have made changes to the Manager, IT Infrastructure position description based on this feedback.</p> <p>Technology Services (also known as Information Technology Services) is not an appropriate title as Information Technology Services typically encompasses broader responsibilities of software development & delivery.</p> <p>The changes to relationships suggested are relevant to the role, but not key to achieving the positions responsibilities. Therefore, they have not been included.</p> <p>We have added budget details to the position but have not added the Delegated Financial Authority (DFA) levels as these are described in the delegations document and not position descriptions.</p> <p>Supplier management is already included in the position description. Context regarding the number of suppliers is not described in a position description and therefore has not been updated.</p> <p>The changes recommended to the Stakeholder Relationship Management responsibility were considered to be close to repeating those in the ‘Leadership’ responsibility and have not been changed.</p> <p>Team effectiveness responsibilities have not been included as these are described as part of the ‘Leadership’ responsibility.</p> <p>Key competencies recommended such as integrity & trust are expected from all positions as part of the Commission’s values, and therefore are not specifically noted here.</p>	<p>Change of title to Manager, IT Infrastructure & Operations to reflect the operational responsibilities of the role.</p> <p>Responsibilities for the fiscal responsibility, IT service management, team effectiveness and relationship management accountabilities have been updated.</p> <p>Suggested changes regarding continuous improvement have been included.</p> <p>The operating budget for this position has been included.</p> <p>We have replaced the Strategic Planning responsibility with Product Management responsibility that reflects the responsibility for both strategic definition and execution.</p> <p>We have included oversight of product and service evaluation as a part of the procurement responsibilities.</p> <p>We have updated the Key Competencies to included customer service & experience.</p> <p>We have made changes to the Experience, Knowledge & Qualifications based on feedback provided.</p>
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<p>IT Operations Lead Feedback was received in support of introducing the IT Operations Lead role, recognising it will lead to more consistent application and quality of our IT processes</p> <p>It was recommended through feedback that the role should also include responsibilities for:</p> <ul style="list-style-type: none"> • Knowledge base management • Documentation maintenance • Process standardisation 	<p>We have made changes to the IT Operations Lead position description based on this feedback.</p>	<p>We have added knowledge management responsibilities to this role.</p>
<p>Infrastructure Architect There was limited feedback on the specifics of the Infrastructure Architect position, with much of the feedback focussed on the architecture practice.</p> <p>There was feedback suggesting adding cloud to the position title.</p>	<p>We have made changes to the Infrastructure Architect position description based on this feedback.</p> <p>We agree that Cloud environments form a key part of the Commission's operations.</p>	<p>We have changed the title of this role to Infrastructure & Cloud Architect</p> <p>The position description has been updated to recognise the important collaboration with Lead Architect and Solution Architect based on feedback regarding all architecture roles.</p>
<p>Infrastructure Engineer Feedback was provided suggesting the following changes/updates and addition to this position:</p> <ul style="list-style-type: none"> • Add cloud to title • Consider including Information Management technical skillsets <p>The introduction of the position was supported directly in this feedback.</p>	<p>We have made changes to the Infrastructure Engineer position description based on this feedback.</p> <p>We agree that Cloud environments form a key part of the Commission's operations.</p>	<p>We have changed the title of this role to Infrastructure & Cloud Engineer</p> <p>Responsibilities have been added under IT Infrastructure responsibilities and knowledge areas adjusted to recognise information management.</p>

Senior Technical Support Analyst

Feedback was received that there should be two permanent Senior Technical Support Analysts within the Infrastructure Team.

This provided with clear rationale that covered:

- Balancing the team during electoral events where temporary technical support analysts are engaged.
- The depth of responsibilities within the team
- Reduction to key knowledge risk in a smaller team

Feedback was provided suggesting the following changes/updates and addition to this position:

- Change title: "Infrastructure Administrator" or "Technical Specialist"
- Add emphasis on Engineering and Development
- Appropriately reflect the level of technical qualification needed to execute the job.
- Consider Standard Operating Procedures (SOP) inclusion in infrastructure & application position descriptions.

We have made changes to the Senior Technical Support Analyst position description based on this feedback.

The title 'Technical Specialist' is too broad across the IT sector and does not appropriately describe the role. The title of Infrastructure Administrator is not common in the market. We recognise that the title of Senior Technical Support Analyst does not represent the administrative duties expected of this role.

The title of this role has been changed to 'Senior Systems Administrator' to recognise the administration functions and reflect the common market definition for this role.

The purpose of this role has been updated to include statement on build & deployment as well as operations.

Technical skillsets have been updated to include Microsoft and ITIL certifications.

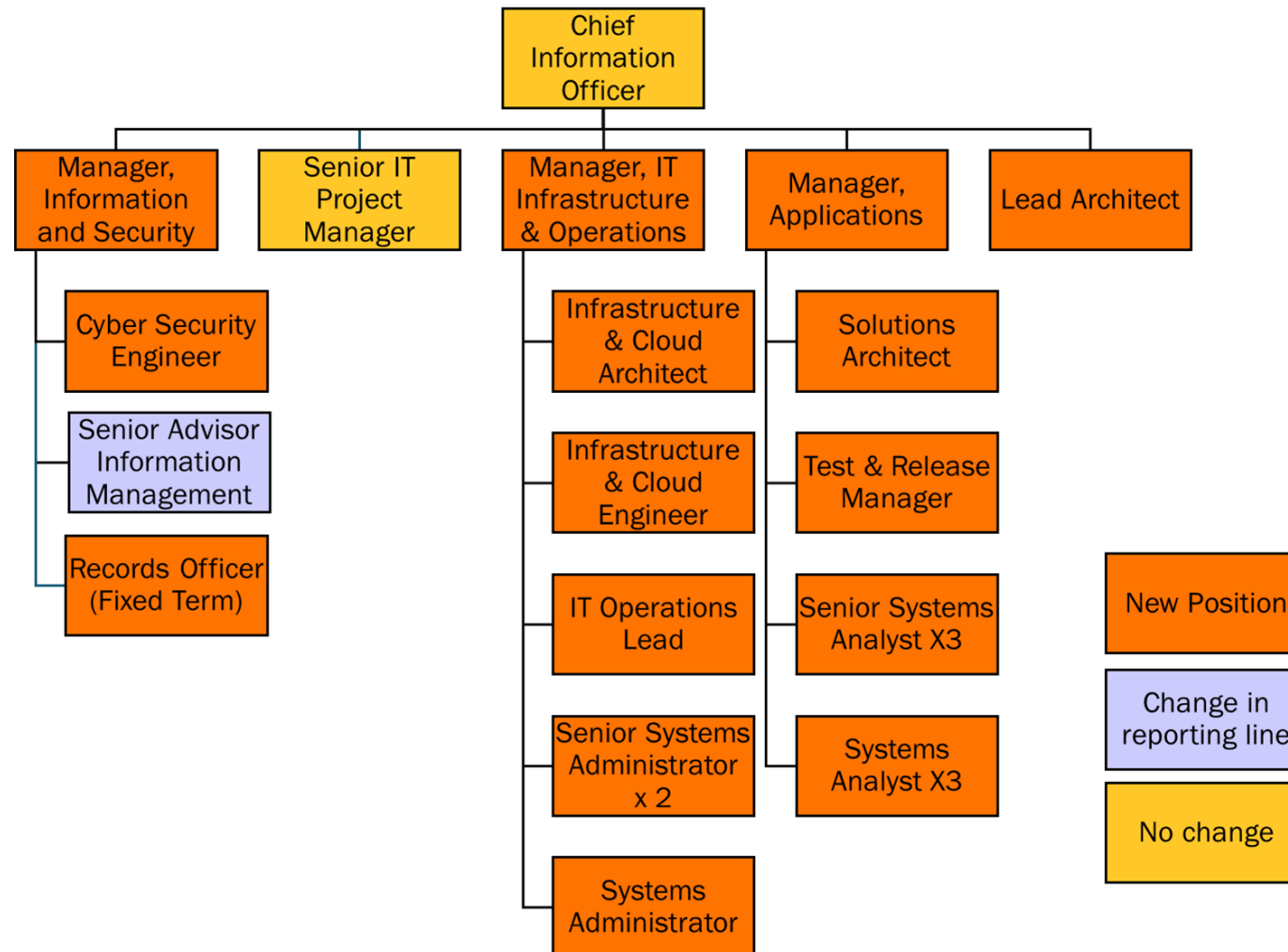
SOP have been included as part of responsibilities for operations.

<p>Technical Support Analyst Feedback was provided suggesting the following changes/updates and addition to this position:</p> <ul style="list-style-type: none"> Consider how SOP can be included in position descriptions for Infrastructure & Applications Accurately reflect the technical skills required for the role, specifying relevant certifications. 	<p>We have made changes to the Technical Support Analyst position description based on this feedback.</p> <p>The title of Infrastructure Administrator is not common in the market. We recognise that the title of Technical Support Analyst does not represent the administrative duties expected of this role as provided in the feedback regarding the Senior Technical Support Analyst.</p> <p>This role would follow described SOP which is broadly covered in the responsibilities regarding following established procedures. Therefore, SOP are not specifically referenced in the position description.</p>	<p>The title of this role has been changed to ‘Systems Administrator’ to recognise the administration functions and reflect the common market definition for this role.</p> <p>We have updated the technical skillsets to include Microsoft and ITIL certifications.</p>
<p>Lead Architect Feedback was provided suggesting the following changes/updates and addition to this position:</p> <ul style="list-style-type: none"> Need to define the ‘Systems capability strategy’ Need to clarify how the ‘Enterprise Architecture’ is achieved 	<p>We have made changes to the Lead Architect position description based on this feedback.</p>	<p>We have updated the position description to recognise that this will be a ‘Technology system capability’. This will be created in collaboration with the Strategy & Governance Development team. It is expected this would be led by the Chief Information Officer, which will be confirmed as the systems modernisation workstream is established.</p> <p>We have clarified that the architecture should align to the Commission’s strategic intent, not an enterprise architecture.</p>

Confirmed new & changed positions

Position	Confirmed PD Link	Confirmed position band
Manager, Information and Security	Manager, Information & Security November 2024.pdf	19
Manager, IT Infrastructure & Operations	Manager, IT Infrastructure & Operations November 2024.pdf	20
Manager, Applications	Manager, Applications November 2024.pdf	19
Lead Architect	Lead Architect November 2024.pdf	19
Cyber Security Engineer	Cyber Security Engineer November 2024.pdf	17
Senior Advisor Information Management	Senior Advisor Information Management November 2024.pdf	17
Records Officer (Fixed Term)	Records Officer November 2024.pdf	13
Infrastructure & Cloud Architect	Infrastructure & Cloud Architect November 2024.pdf	18
Infrastructure & Cloud Engineer	Infrastructure & Cloud Engineer November 2024.pdf	17
IT Operations Lead	IT Operations Lead November 2024.pdf	17
Senior Systems Administrator	Senior Systems Administrator November 2024.pdf	15
Systems Administrator	Systems Administrator November 2024.pdf	14
Solutions Architect	Solutions Architect November 2024.pdf	18
Test & Release Manager	Test and Release Manager November 2024.pdf	17
Senior Systems Analyst	Senior Systems Analyst November 2024.pdf	17
Systems Analyst	Systems Analyst November 2024.pdf	16

Confirmed organisation chart



Confirmed teams and overviews

Organisation design and position changes:

Based on the feedback and changes, the confirmed IT team will be made up of the following functional teams & key specialists:

The **Applications Management Team** oversees the design, development, integration, and delivery of software solutions that align with business objectives. This team is responsible for the software development lifecycle, from planning and testing through to deployment and continuous improvement. They ensure that our applications support the Commission's strategic goals, enhance user experience, and maintain high standards of quality. The teams' key accountabilities will include:

- a. Strategic and operational application leadership
- b. System integration and quality assurance
- c. Application design, implementation and scalability
- d. Test and release management

The **Information and Security Team** oversees the management, protection, and security of the organisation's data and information assets. This team is responsible for maintaining the integrity, confidentiality, and availability of information, ensuring it is securely stored, easily accessible, and resilient against potential threats. They ensure that our information management and security practices align with the Commission's strategic goals, uphold compliance standards, and support informed decision-making. The team's key accountabilities will include:

- a. Strategic and operational leadership in information and security
- b. Information and records management and compliance
- c. Cybersecurity threat prevention and response
- d. Data protection, resilience, and recovery strategies

The **Infrastructure & Operations Team** manages the design, implementation, and operation of IT infrastructure that ensures stable, secure, and scalable services. This team is responsible for maintaining operational stability, managing IT assets, and driving continuous improvement in infrastructure management and automation. They ensure our infrastructure aligns with the Commission's strategic goals and supports business operations. They are also the main point of contact for support for the Commission, ensuring processes for scalable IT support services are in place. The team's key accountabilities will include:

- a. Strategic planning and operational management of IT infrastructure
- b. IT asset management and lifecycle optimisation
- c. Incident management, service desk management, and problem resolution
- d. Automation, scalability, and performance optimisation

The **IT Project Management** function remains unchanged and continues to ensure that expert project management advice and practices are applied across IT projects.

The **Architecture** function will be split across teams to allow for specialisation from architects in their domain (applications or infrastructure) with the Lead Architect maintaining and developing and implementing the overarching architecture and standards. The three architects alongside specialist inputs, such as cyber security and information management, will form a community of practice to ensure the architecture aligns with enterprise architecture and enables good infrastructure and applications design.

Other Confirmed Changes

Alongside the structure and position changes, the following shifts will be implemented:

- We will source a Security Operations Centre (SOC) function to provide 24x7 cybersecurity monitoring & response services.
- Distributing our architects into applications & infrastructure will provide more direct support to these teams, leading their respective domains and maintaining key architectural plans and artefacts. The Lead Architect will work closely with these roles to maintain architectural standards and integrity.
- We will uplift our software testing capabilities through a focused improvement program, and engagement of specialised services as required from the market such as performance testing alongside the introduction of our Test & Release Manager.
- We are prioritising information and records management, both within our Teams & SharePoint environment and to achieve our information management action plan. Establishing a fixed term Records Officer recognises this workload, and our intent is to review whether this is required permanently as we mature.
- We will still engage additional temporary staff and services to support us through electoral events and our general election cycles, including technical support and software testing.
- The SFIA framework is a comprehensive professional skills framework designed specifically for digital teams. We will use this framework to support our people processes such as learning and development, including training, support and career development pathways.

Confirmed selection process

The selection process will

- Offer a robust and transparent process for kaimahi who are confirmed as significantly impacted.
- Ensure high quality and consistent decision making on selection outcomes.
- Set our people and the Commission up for success considering each person's suitability to succeed in the proposed new structure.

The confirmed process

1. Expression of Interest (Eol) will be open for a period of ten days following the decisions being released.
2. To express interest, kaimahi will be required to submit a written response to the following questions:
 - a. Why are you interested in expressing interest in this position?
 - b. Describe how your current skills and experience align with this position.
 - c. What support and development do you think you would need to excel in this position?
3. Expressions of interest will be reviewed by the CIO & a member of P&C. Eol's will be assessed as Suitable, Needs more information or Unsuitable.
 - a. **Suitable:** The kaimahi meets the selection criteria or would meet the criteria with reasonable support and training.
 - b. **Needs more information:** Suitability unable to be confirmed without further information. An interview will be held to confirm suitability.
 - c. **Unsuitable:** The Kaimahi doesn't meet the selection criteria, even with reasonable support and training.
4. If required, an interview will be scheduled. Interviews will only be required if:
 - a. There are more Eol's for a position than roles available.
 - b. More information is required to determine the suitability of the kaimahi for appointment. What further information is required will be based on the Eol and the position, but may include further clarification on skills and experience or discussing kaimahi preferences for multiple positions they have expressed interest in.
5. Interviews will be conducted by the CIO, a member of the P&C team and an independent external SME.
6. Outcomes of the selection process will be communicated and include rationale for the outcomes to kaimahi following the completion of all interviews for the position. We aim for this to be within two weeks of the Eol process closing. Any offers of redeployment into a new position or vacancy would be open for five working days after these outcomes are shared.

Assessment criteria

Eol's and candidates will be considered against the following criteria:

- The qualifications and technical skills required of the position
- Experience and knowledge profile expected of the position
- The ability to deliver on the expected outcomes for each capability/accountability in the position description.

Note, you would be assessed as Suitable if, with reasonable training and time, you could meet the above criteria. Reasonable training could include a mix formal training or on the job training.

The specific criteria can be found in the individual position descriptions.

Additional details

- You are eligible for this process only if your position is significantly impacted and your current role is confirmed Disestablished.
- While we encourage kaimahi to express interest in positions they are interested in, following the Eol process, we may offer positions to affected kaimahi not suitable for the positions they Eol for or who choose not to Eol.
- All vacant positions in the confirmed IT structure will be available to significantly impacted kaimahi to express interest in whose role is significantly impacted.
- Kaimahi can express interest in as many positions as they like.
- Kaimahi would be welcome to request a review of decisions following this process. This review would be completed by the DCE Enterprise Services with the support of the Manager P&C.
- Following finalised outcomes, all remaining vacancies will be recruited following the BAU process and policies.

Support available

Change can be unsettling for everyone, especially if your position is affected. Talk to people, discuss what is happening, and get support that is right for you, whether it is from your manager, work colleagues, whānau, friends or support person.

You are entitled to have a representative or support person (e.g. whānau member) for any meeting(s) during this process. If there are any cultural or individual specific needs that we need to consider to best support you, please do let us know.

Employee Assistance Programme (EAP)

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

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

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

Confirmed timelines & next steps

We are confirming the following timelines for the next steps in our process.

Dates	Key activity
29 November – 8 December	Eol's open for submission
9 – 13 December	Eol selection process and interviews
16 December	Eol outcomes confirmed

More information related to the EOI, selection process and outcomes will follow for kaimahi that are directly impacted by this decision. Once this process is complete, we will share further information regarding transition, timing and moving towards our new structure.



ELECTORAL COMMISSION

Consultation Document
Information Technology
October 2024



A note from Lucy Hickman, Deputy Chief Executive, Enterprise Services

Kia ora koutou,

The Information Technology (IT) team was mostly excluded from the proposal for change in November 2022 with the intention to assess the function at a later stage. We have now completed this assessment and the result of this is this change proposal. ELT, with support from the CIO and P&C, have reviewed the current state and expected future needs of the Commission and have proposed a design that aims to meet these needs.

Our proposed design aims to establish an organisational design that will enable us to have a high performance, highly capable, modern IT team that aligns to enabling the Commission to meet its strategic objectives now and into the future. It is my vision that this change will help us move forward with greater capabilities within a sustainable and scalable IT function.

The proposed changes will have direct and indirect impacts on our current kaimahi in the IT the teams and people that IT support, I encourage you to consider the proposed changes and provide feedback on the proposal. I also encourage you to ask questions throughout the consultation period.

All feedback will be considered carefully before we make any final decisions.

Change is difficult and comes with challenges. We have a range of support available and encourage you to utilise this support and reach out to the P&C team, your people leader, or me.

Aaron and the P&C team are available to clarify and answer questions throughout the consultation period.

Ngā mihi,
Lucy

A note from Aaron Tasker, Chief Information Officer

Kia ora koutou,

The IT function of the Commission is critical in providing an effective and impartial electoral system that New Zealanders can trust. As the Commission has grown and technology evolved, so too has the expectation that we not only continue to build our capabilities but prepare for the future. With these changing needs, our IT team needs to adapt and grow to deliver on these expectations.

Our current team structures reflect our past, with roles and structures inherited and influenced from both the Ministry of Justice and NZ Post, as a result our structure and positions no longer reflect the responsibilities for which many of our team perform. To address this past and achieve our current and future expectations, change is required.

Any change to a function that can result in significant impacts is one I take seriously. I have worked closely with our leaders and supported by our team in people & culture to design an IT team that meets these expectations, following best practices from the sector and to set us on a path to a high performing and resilient team.

I welcome your feedback, thoughts and ideas on this design and how we can reach our aspirations and uplift our capability in IT delivery. I have observed the passion and drive that our team has for our future and to think strategically. I look forward to the positive contribution this feedback can add to our final decisions.

Our future is an exciting one, filled with opportunities for the Commission, our technology and for our team to develop and grow as individuals and I look forward to walking this path with you.

Ngā Mihi Nui,

Aaron

Key considerations & intended outcomes

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

IT at the Electoral Commission

The IT team ensures that the Electoral Commission's IT projects, infrastructure and systems meet current and future business and operational needs. They provide IT advice on long-term strategy, resourcing, implementation, maintenance, architecture and operations that underpin the internal work at the Electoral Commission and positions it well for electoral events.

Rationale for change

- Review of the IT function was excluded from the November 2022 proposal for change to give time to assess the function.
- We want to ensure the Information Technology team has the people and capabilities expected to support our services for the Commission Capacity and capability gaps are addressed to support the delivery beyond one electoral event.
- Position descriptions require alignment with the activity performed in the team and sufficient coverage is required for key positions, and our leadership positions require the key responsibilities expected of our leaders.
- The IT operating model for the Commission needs to ensure clarity for the delivery of core capabilities by key suppliers where our people can manage them through a streamlined approach.
- We must build future thinking into our team, with the ability to deliver during and in-between electoral events.
- Our IT functions need to deliver and meet current and future business needs.
- We must effectively use our budget to derive cost-effective solutions for a sustainable workforce.

Principles for the change and this proposal:

- We will design a fit for purpose function that effectively utilises our budget.
- Our positions are clearly described, realistic and sustainable.
- We will build on our IT capability to grow us as a high performing function.
- We will align and connect change to the Commission's values, strategic purpose and outcomes.
- Our scope is contained to the IT function.
- Best practice and industry standards will be adhered to.

Our proposal

Organisation design and position changes:

We have proposed significant change to both the structure of the IT team and the positions. The IT team will be made up of the following functional teams & key specialists:

- The **Applications Management Team** oversees the design, development, integration, and delivery of software solutions that align with business objectives. This team is responsible for the software development lifecycle, from planning and testing through to deployment and continuous improvement. They ensure that our applications support the Commission's strategic goals, enhance user experience, and maintain high standards of quality. The team's key accountabilities will include:
 - a. Strategic and operational application leadership
 - b. System integration and quality assurance
 - c. Application design, implementation and scalability
 - d. Test and release management
- The **Information and Security Team** oversees the management, protection, and security of the organisation's data and information assets. This team is responsible for maintaining the integrity, confidentiality, and availability of information, ensuring it is securely stored, easily accessible, and resilient against potential threats. They ensure that our information management and security practices align with the Commission's strategic goals, uphold compliance standards, and support informed decision-making. The team's key accountabilities will include:
 - a. Strategic and operational leadership in information and security
 - b. Information and records management and compliance
 - c. Cybersecurity threat prevention and response
 - d. Data protection, resilience, and recovery strategies

- The **Infrastructure Team** manages the design, implementation, and operation of IT infrastructure that ensures stable, secure, and scalable services. This team is responsible for maintaining operational stability, managing IT assets, and driving continuous improvement in infrastructure management and automation. They ensure our infrastructure aligns with the Commission's strategic goals and supports business operations. They are also the main point of contact for support for the commission, ensuring processes for scalable IT support services are in place. The team's key accountabilities will include:
 - a. Strategic planning and operational management of IT infrastructure
 - b. IT asset management and lifecycle optimisation
 - c. Incident management, service desk management, and problem resolution
 - d. Automation, scalability, and performance optimisation
- The **IT Project Management** function remains unchanged in this proposal and continues to ensure that expert project management advice and practices are applied across IT projects.
- The **Architecture** function will be split across teams to allow for specialisation from architects in their domain (applications or infrastructure) with the Lead Architect maintaining and developing and implementing the overarching architecture and standards. The three architects alongside specialist inputs, such as cyber security and information management, will form a community of practice to ensure the architecture aligns with enterprise architecture and enables good infrastructure and applications design.

In summary we are proposing to:

- Disestablish 8 positions, including removing current vacancies.
- Create 15 positions.
- Change the reporting line of 1 position.

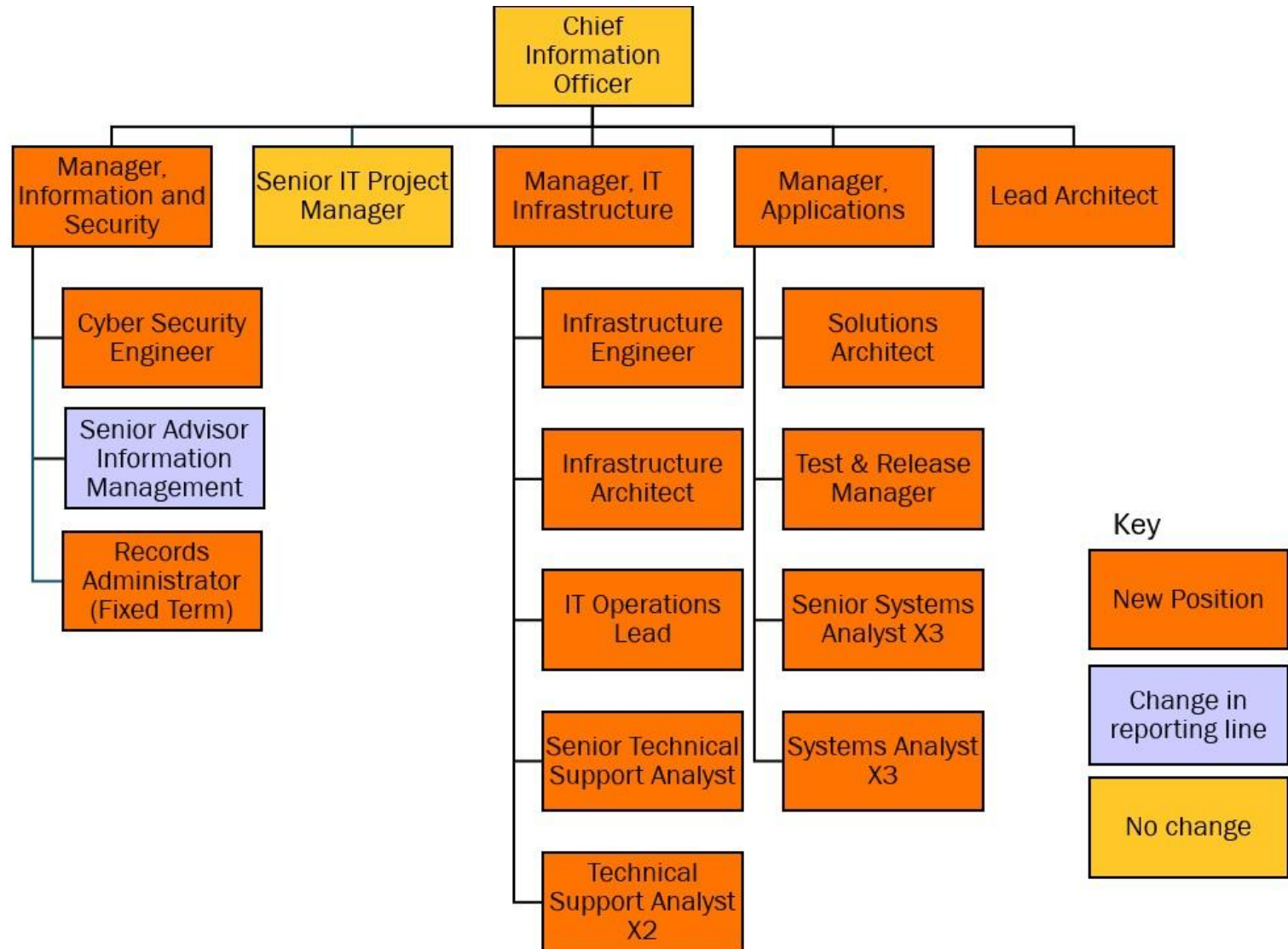
Other proposed changes:

Alongside the structure and position changes, the following shifts will be implemented:

- We will source a Security Operations Centre (SOC) function to provide 24x7 cybersecurity monitoring & response services.
- Distributing our architects into applications & infrastructure will provide more direct support to these teams, leading their respective domains and maintaining key architectural plans and artefacts. The Lead Architect will work closely with these roles to maintain architectural standards and integrity.

- We will uplift our software testing capabilities through a focused improvement program, and engagement of specialised services as required from the market such as performance testing alongside the introduction of our Test & Release Manager.
- We are prioritising information and records management, both within our Teams & SharePoint environment and to achieve our information management action plan. Establishing a fixed term records administrator recognises this workload, and our intent is to review whether this is required permanently as we mature.
- Many roles have a stronger strategic focus to reflect the Commission's intent to plan and work on changes that operate on a longer-term horizon, beyond the three-yearly electoral cycle. This will enable us to deliver on strategic focus areas and sets up the foundations to support the future direction of the Commission.
- We will still engage additional temporary staff and services to support us through electoral events & our general election cycles, including technical support and software testing.
- We've long recognised the importance of retaining critical knowledge of our systems and practices. These proposed changes provide both resilience in our knowledge and delivery capacity and opportunities for planning more effectively together.
- The SFIA framework has been used in the development of the position design process. The SFIA framework is a comprehensive professional skills framework designed specifically for digital teams. We will look to use this framework to support our people processes such as learning and development, including training support and career development pathways.

Proposed Information Technology team structure



Position details – Existing positions

Position	Change/Impact	Summary of Proposed changes
Senior Manager, IT Services	Vacancy removed	This position is proposed to be disestablished.
IT Infrastructure Manager	Vacancy removed	This position is proposed to be disestablished.
Cyber Security Analyst	Disestablished	This position is proposed to be disestablished.
Senior Systems Administrator	Disestablished	This position is proposed to be disestablished.
Systems Administrator	Disestablished	This position is proposed to be disestablished.
Applications Manager	Vacancy removed	This position is proposed to be disestablished.
Senior Systems Analyst	Disestablished	This position is proposed to be disestablished.
Systems Analyst	Disestablished	This position is proposed to be disestablished.
Technical Specialist	Disestablished	This position is proposed to be disestablished.
Senior Systems Specialist	Disestablished	This position is proposed to be disestablished.
Solutions Architect	Disestablished	This position is proposed to be disestablished.
Project Manager	Vacancy removed	This position is proposed to be disestablished.

Position	Change/Impact	Summary of Proposed changes	PD Link
Senior Advisor Information Management	Minor change	Change of reporting line to the Manager, Information and Security.	Senior Advisor Information Management.pdf
Senior IT Project Manager	No Change	No change proposed.	-

Position details – New positions

Position	Change/Impact	Summary of Proposed changes	Indicative Banding	PD Link
Manager, Information and Security	New position	New position established to lead Information and Security function and team, including the SOC function.	19	Manager, Information & Security (ITSM).pdf
Cyber Security Engineer	New position	New position established.	17	Cyber Security Engineer.pdf
Records Administrator (Fixed Term)	New position	New position established on a fixed term basis for an initial period of 12 months.	13	Records Administrator.pdf
Manager, Applications	New position	New position established to lead the Applications function and team.	19	Manager, Applications.pdf
Test & Release Manager	New position	New position established.	17	Test and Release Manager.pdf
Solutions Architect	New position	New position established.	18	Solutions Architect.pdf
Senior Systems Analyst	New position	New position established.	17	Senior Systems Analyst.pdf
Systems Analyst	New position	New position established.	16	Systems Analyst.pdf
Manager, IT Infrastructure	New Position	New position established to lead the infrastructure function and team.	19	Manager, IT Infrastructure.pdf
IT Operations Lead	New position	New position established.	17	IT Operations Lead.pdf
Infrastructure Architect	New position	New position established.	18	Infrastructure Architect.pdf
Infrastructure Engineer	New position	New position established.	17	Infrastructure Engineer.pdf
Senior Technical Support Analyst	New position	New position established.	15	Senior Technical Support Analyst.pdf
Technical Support Analyst	New position	New position established.	14	Technical Support Analyst.pdf
Lead Architect	New position	New position established to lead the Architecture function.	19	Lead Architect.pdf

People impacts

If you are impacted by this change, this will have been communicated with you in writing. Your individual letter will contain the details of the proposed impact on your current role, and the outcome for you if the decisions remain in line with the proposal. Individual kaimahi impacts have been proposed based on your employment agreement, if your current role is required in the proposed future structure, and if it is, to what extent it is changed through the proposal.

The definitions of the people impacts and the proposed outcomes that relate to this change are below:

Impact	Description	Proposed outcome
No Impact	No changes or modifications to your exiting position	No changes or impacts.
Minor Impact	Your current position is in the proposed design, but some changes have been proposed, this is usually one or a combination of: <ul style="list-style-type: none">• Minor updates to the position description and accountabilities and/or• A change in reporting line or team.	Minor changes would be confirmed and a go-live date for the changes to come into effect will be communicated with you.
Significant Impact	Your current position is no longer required in the proposed design. This role/position will be disestablished.	<p>Should this proposal proceed, where we have identified a suitable new position in the proposed structure we would make an offer to you into this position. If this offer is accepted, you would no longer be impacted. Offers would remain open for five working days after individual outcomes of the Expressions of Interest process outlined in the 'Proposed selection process' section of this document.</p> <p>Significantly impacted kaimahi not offered a position, will be encouraged to express interest for a new position. This process is outlined in the 'Proposed selection process' section of this document.</p> <p>You would have preference over non impacted and external candidates for any new positions as well as remaining vacancies in the IT team and the wider Commission.</p> <p>If the above and all other options for redeployment are unsuccessful, kaimahi would be made redundant and notice provided in line with employment agreements.</p>

It is our intention to redeploy and find opportunities for as many kaimahi through this change as possible.

Proposed selection process

Guiding principles

The proposed selection process aims to

- Offer a robust and transparent process for kaimahi who are confirmed as significantly impacted.
- Ensure high quality and consistent decision making on selection outcomes.
- Set our people and the Commission up for success considering each person's suitability to succeed in the proposed new structure.

This selection process forms part of the proposal and therefore feedback is welcome and encouraged through the consultation period.

The proposed process

1. Expression of Interest (Eoi) will be open for a period of ten days following the decisions being released.
2. To express interest, kaimahi will be required to submit a written response to the following questions:
 - a. Why are you interested in expressing interest in this position?
 - b. Describe how your current skills and experience align with this position.
 - c. What support and development do you think you would need to excel in this position?
3. Expressions of interest will be reviewed by the CIO & a member of P&C. Eoi's will be assessed as Suitable, more information required or Unsuitable.
 - a. **Suitable:** The kaimahi meets the selection criteria or would meet the criteria with reasonable support and training.
 - b. **Needs more information:** Suitability unable to be confirmed without further information. An interview will be held to confirm suitability.
 - c. **Unsuitable:** The Kaimahi doesn't meet the selection criteria, even with reasonable support and training.
4. If required, an interview will be scheduled. Interviews will only be required if:
 - a. There are more Eoi's for a position than roles available.
 - b. More information is required to determine the suitability of the kaimahi for appointment. What further information is required will be based on the Eoi and the position, but may include further clarification on skills and experience or discussing kaimahi preferences for multiple positions they have expressed interest in.
5. Interviews will be conducted by the CIO, a member of the P&C team and an independent external SME.
6. Outcomes of the selection process will be communicated and include rationale for the outcomes to kaimahi following the completion of all interviews for the position. We would aim for this to be within two weeks of the Eoi process closing. Any offers of redeployment into a new position or vacancy would be open for five working days after these outcomes are shared.

Assessment criteria

Eol's and candidates will be considered against the following criteria:

- The qualifications and technical skills required of the position
- Experience and knowledge profile expected of the position
- The ability to deliver on the expected outcomes for each capability/accountability in the position description.

Note, you would be assessed as Suitable if, with reasonable training and time, you could meet the above criteria. Reasonable training could include a mix formal training or on the job training.

The specific criteria can be found in the individual position descriptions.

Additional details:

- You will be eligible for this process only if your position is significantly impacted and your current role is confirmed Disestablished
- While we encourage kaimahi to express interest in positions they are interested in, following the Eol process, we may offer positions to affected kaimahi not suitable for the positions they Eol for or who choose not to Eol.
- All vacant positions in the confirmed IT structure will be available to significant impacted kaimahi to express interest in whose role is significantly impacted.
- Kaimahi can express interest in as many positions as they like.
- Kaimahi would be welcome to request a review of decisions following this process. This review would be completed by the DCE Enterprise Services with the support of the manager P&C.
- Following finalised outcomes, all remaining vacancies will be recruited following the BAU process and policies.

Timeline, feedback and support

Below is the high level timeline for this consultation.

Dates	Key activity
16/10/2024	Whole of IT team meeting for CIO to present changes and answer any questions.
16/10/2024 2:00pm	Consultation opens
1/11/2024 5:00PM	Consultation closes
4/11/2024 – 12/11/2024	Analysis, theming and review of all feedback received. Decisions recommended to ELT for approval.
~ 13/11/2024	Final decisions and outcomes announced.
~14/11/2024	Selection process commences for new positions, if confirmed.
27/01/2024	Changes and new structure go-live, if confirmed.

What we are seeking feedback on

Your feedback is essential for our decision-making process and to ensure we set up teams in the best way possible, so please take the opportunity to share your thoughts and ideas. You are welcome to submit feedback on any aspect of this proposal including:

- Organisation structure, including the teams' functions, positions and reporting lines.
- Position descriptions, including specific accountabilities, responsibilities and role requirements.
- The selection process and implementation.
- Position and people impact(s), including if you think this has been wrongly assessed.
- Providing alternative solutions to help us achieve our desired outcomes.

How to provide feedback and ask questions

We have the following options for providing feedback or asking questions

- Complete the [Feedback form](#).
- Speak with Aaron directly.
- Through P&C who is supporting us during our consultation process and will be collating feedback.
- Attend the IT team meeting on 16/10/2024.
- If you have any questions, including how this proposal affects you directly, you can email hr@elections.govt.nz where your email will be responded to as quickly as possible,

Decisions on the proposed changes will not be made about the process or any outcomes until your feedback has been considered.

Support

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

Change can be unsettling for everyone, especially if your position is affected. Talk to people, discuss what is happening, and get support that is right for you, whether it is from your manager, work colleagues, whānau, friends or support person.

You are entitled to have a representative or support person (e.g. whānau member) for any meeting(s) during the consultation process. If there are any cultural or individual specific needs that we need to consider to best support you, please do let us know.

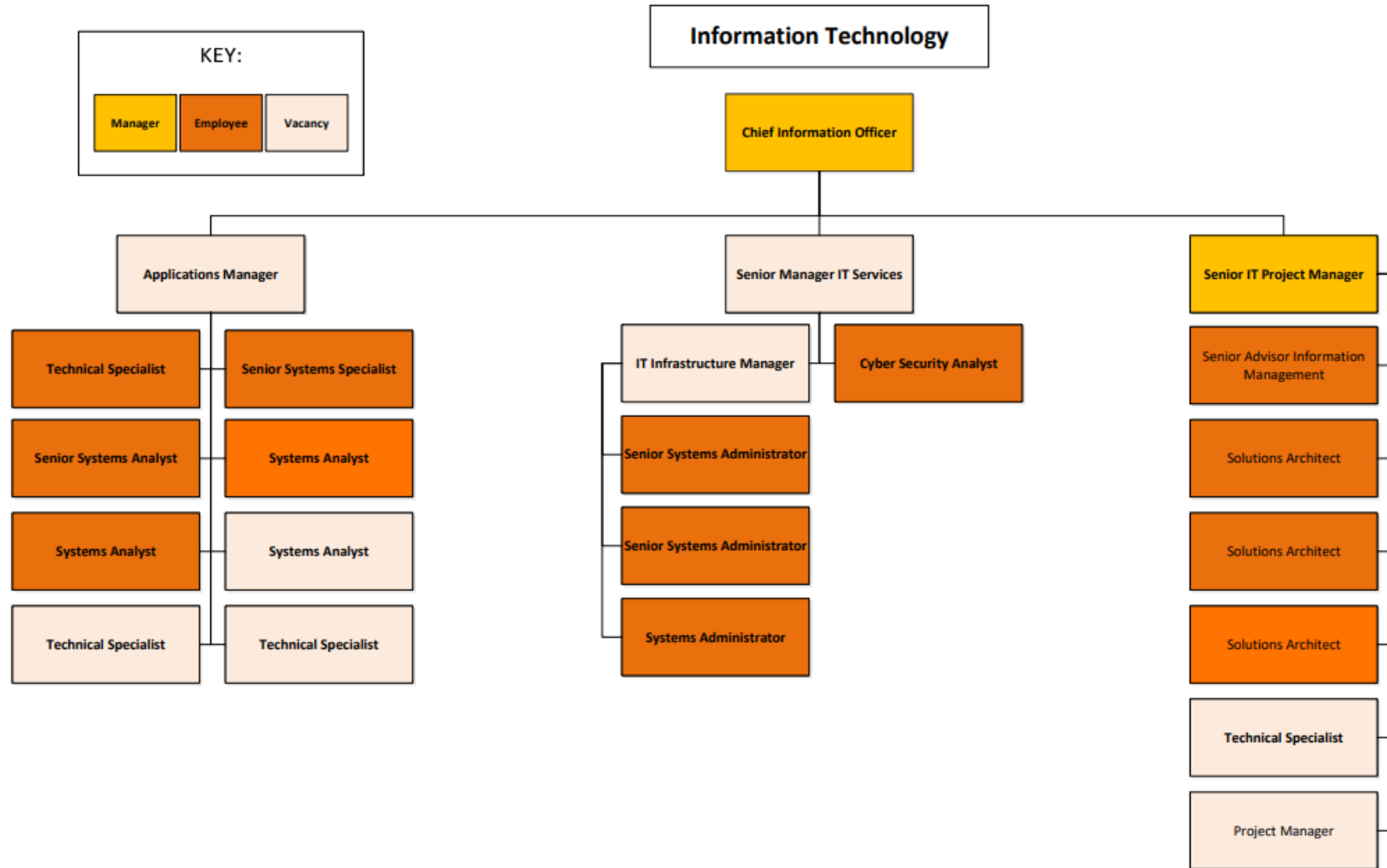
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Information Technology current team structure



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:
 - 16.2.1 The need for greater specificity regarding electoral event responsibilities
 - 16.2.2 Concerns that position descriptions are too generic
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 - 16.3.1 Concerns regarding position sizing and remuneration bands, especially for those being offered lower banded positions.
 - 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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17. 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.

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Changes to position descriptions

Position	Summary of changes
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Infrastructure & Cloud Architect <i>and</i> Infrastructure & Cloud Engineer	Updated responsibilities to better reflect cloud focus and cross-team collaboration
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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
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31. The CIO will begin recruitment for critical vacant roles in early 2025.

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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

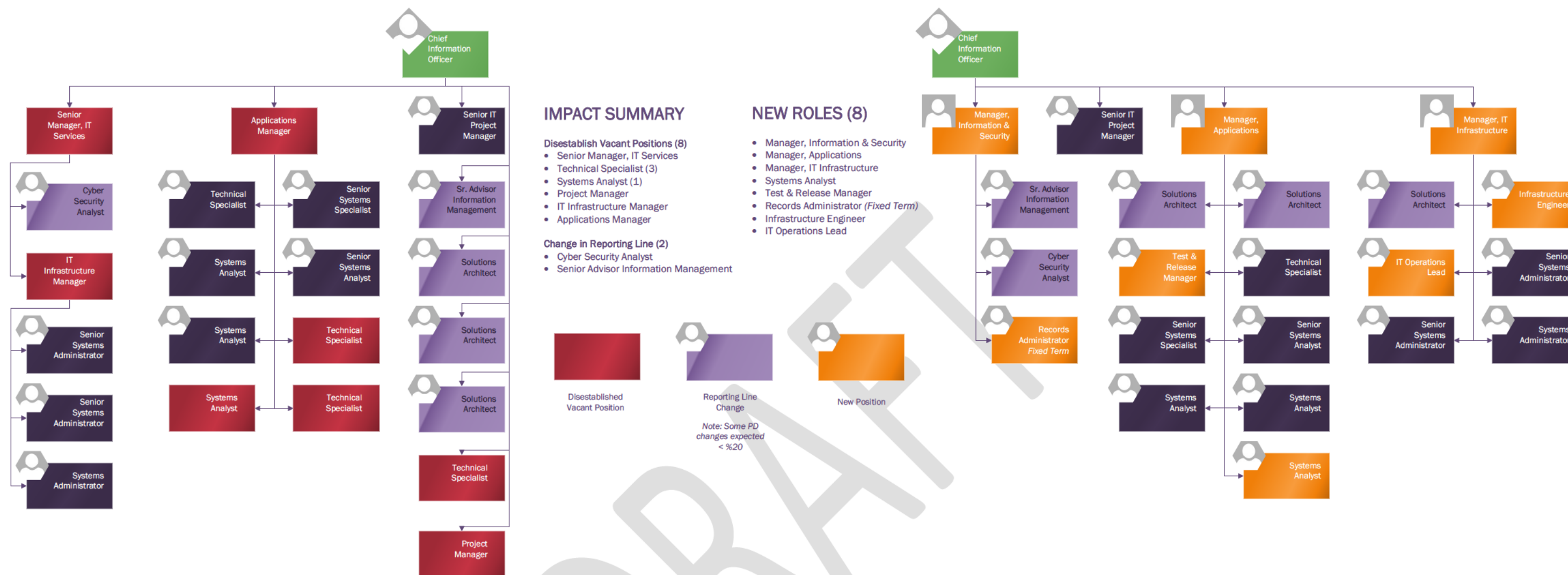
Appendix A: Capability Summary

Appendix B: Model 1 Organisation Chart & Impacts

Appendix C: Model 2 Organisation Chart & Impacts

Appendix A, Capability Summary

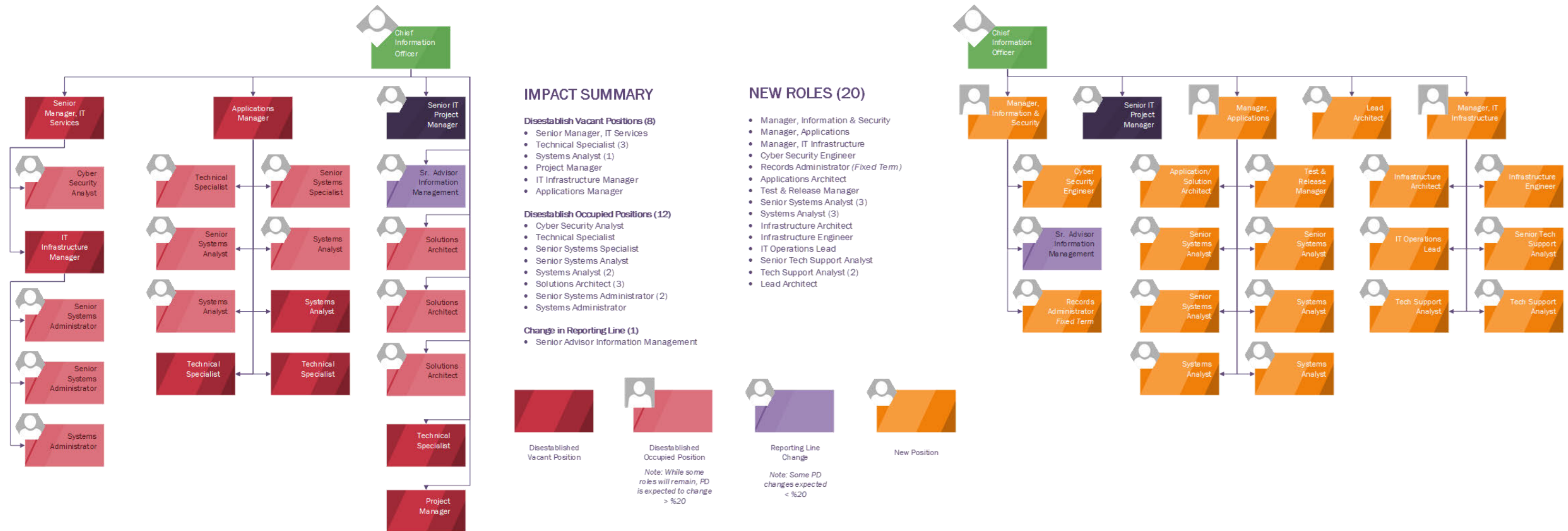
Macro	Capability	Current State	Model 1	Model 2
Application Delivery	Quality Assurance & UAT			
Infrastructure & Operations	Asset Management			
	Network & Infrastructure Management			
Security & Risk	Security Management			
	Security Response & Recovery Management			
Application Delivery	Application Maintenance			
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

