



# Proposed change to Operating Model and Organisational Structure for Arms Act Service Delivery Group (AASDG)

Consultation Document

*29 January 2019*

Team,

This consultation document gives you a chance to examine the proposed new structure for the Arms Act Service Delivery Group (AASDG) and have your say about the proposed changes.

I would like to take this opportunity to thank you again for your participation and contribution to the Firearms Modernisation programme to date, your professionalism during this period of uncertainty, and your ongoing commitment and support. I am confident the change process we're undertaking will help us become a stronger and more effective function in supporting the continued success of Police.

My focus in developing this proposal has been on getting the right structure in place to support the future strategic direction and ensure our focus and resources are focussed in the right areas, and to the right level, to support NZ Police into the future.

Please examine this consultation document carefully and send me your constructive feedback. I trust you will see the benefits of the proposed changes and use your knowledge and expertise to suggest where further improvements can be made on vital issues. No decisions will be made until I have considered all of your submissions.

You can send your questions and submissions to [FirearmsConsultationFeedback@police.govt.nz](mailto:FirearmsConsultationFeedback@police.govt.nz). We will answer your questions as quickly as possible.

I invite your participation in shaping our group and look forward to working with you to realise the opportunities we have.

**Mike McIlraith**  
**Office in Charge**  
**Arms Act Service Delivery Group**

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# INTRODUCTION

## Purpose and scope

- 1 The purpose of this document is to seek your feedback on the proposal to move firearms administration and oversight to a national service centre, with field-based firearms staff undertaking high value-add, face to face firearms activity in-district towards improving the efficiency and effectiveness of the management and administration of the Arms Act.
- 2 The consultation period will close at 5pm on Friday 8 March 2019. The resulting decision document will be released in April. Once the decision has been communicated, implementation will commence with a view to having a structure in place by August 2019.
- 3 The consultation document sets out the:
  - context for the proposed change
  - the proposed new organisational structure
  - the benefits of different aspects of the proposed model
  - the implications of changes on existing functions and positions
  - the change process and timelines, and
  - the process for providing feedback on the proposals in this document.
- 4 All materials related to this consultation are available on TenOne at: <https://tenone.police.govt.nz/page/firearms-administration-modernisation-programme>. Materials include:
  - the consultation opening video
  - this consultation document
  - position descriptions for all new positions within the proposed structure, and
  - Frequently Asked Questions (FAQs).



## Background and Context for Proposed Change

- 5 Although minor ongoing changes have been implemented in relation to the management and administration of the Arms Act (the Act) since mid-2014, the systems, processes and structures in place are relatively unchanged since the introduction of the Act in 1983.
- 6 As identified in a comprehensive review undertaken in 2014, current administration of the Act remains largely manual and paper-based, resulting in significant manual handling and duplication of effort across Police's 12 districts nationwide. The process has also had no central leadership, requiring district-specific interpretation which, over the years, has resulted in inconsistency of process and advice provided to the firearms community and wider public. In effect, the administration of firearms is currently a 1970's process and fee structure, wrapped in 1980's legislation.
- 7 Fuelled by feedback from the firearms community, the Minister has provided Police with a very clear mandate to 1) modernise and improve administration of the Act, and 2) improve Police's relationship with the firearms community towards improved trust and confidence.
- 8 Since its establishment in June 2017, the Arms Act Service Delivery Group (AASDG) has been implementing changes towards these outcomes. To date, this has included establishing a permitting hub to reduce district Arms Officer workloads so that they can focus on other areas of service delivery under the Arms Act; and improving firearms safety by providing an online firearms safety module, delivering a new firearms safety theory test and practical assessment to improve safety outcomes, and working to simplify the Arms Code.
- 9 Looking at broader improvement opportunities, AASDG has committed to and progressed an approach that sees those most involved in, and impacted by, the current firearms administration processes actively engaged in identifying where and how improvement effort and investment is best focussed, and in providing feedback on solutions as they are built.
- 10 Since June 2018 the project team has met with District staff, the firearms community and iwi members across all 12 Policing districts several times to identify and better understand the pain points and opportunities in current processes from an end user perspective, and start work on how we might address those. Over 1,100 staff and community members have participated and contributed.
- 11 As identified by both staff, and the firearms community, the three key areas of opportunity and focus are:

1. **Consistency:** Need for consistency in how firearms administration is undertaken within and across districts, including staff training and development of national standards.
  2. **Trust and confidence:** Better and more frequent communication and engagement between Police and the firearms community.
  3. **Modernisation:** Introduction of digital options and automation to reflect an increasingly digital community, while retaining paper-based options for those who cannot, or prefer not to, use digital channels.
- 12 Police recognises that automation and simplification of firearms administration processes is one of several enablers of all three areas of opportunity identified by the community, and of the Ministerial mandate.
- 13 In modernising its service delivery Police also acknowledges opportunity for AASDG to reconsider how it structures its positions and functions to ensure best focus is delivered where, when and how it delivers most value to administration of the Act, and to the New Zealand public.

## Design Principles

- 14 Towards a structure that aligns with and supports delivery of Our Business and PHPF Policing Excellence, the design principles that have been used to develop the proposals in this document are set out in the following table:

**Table 1 : Design Principles**

Criteria	Description
Group functions together	Ensuring the breadth of functions is appropriate and manageable  Grouping like functions and skill sets  Ensuring integrated, end-to-end service delivery
Span of management control	Ratio of staff to management is appropriate and manageable
Clear positions and responsibility	Lines of accountability are clear  Role and functions at all levels are clear  Structure supports good cross-communication across Police work groups
Efficiency and effectiveness	Minimum duplications  Support flexible use of resources  Structure aligns to Policing Excellence and organisational strategy  Balanced organisation e.g. not top heavy
Human factors	Capacity to deliver to work volumes, proactively monitored and managed to iteratively remediate as appropriate

Criteria	Description
	Enabling career development and horizontal promotion between roles to prevent single points of failure

## Summary of Proposed Changes

15 In summary, the changes proposed in this document are:

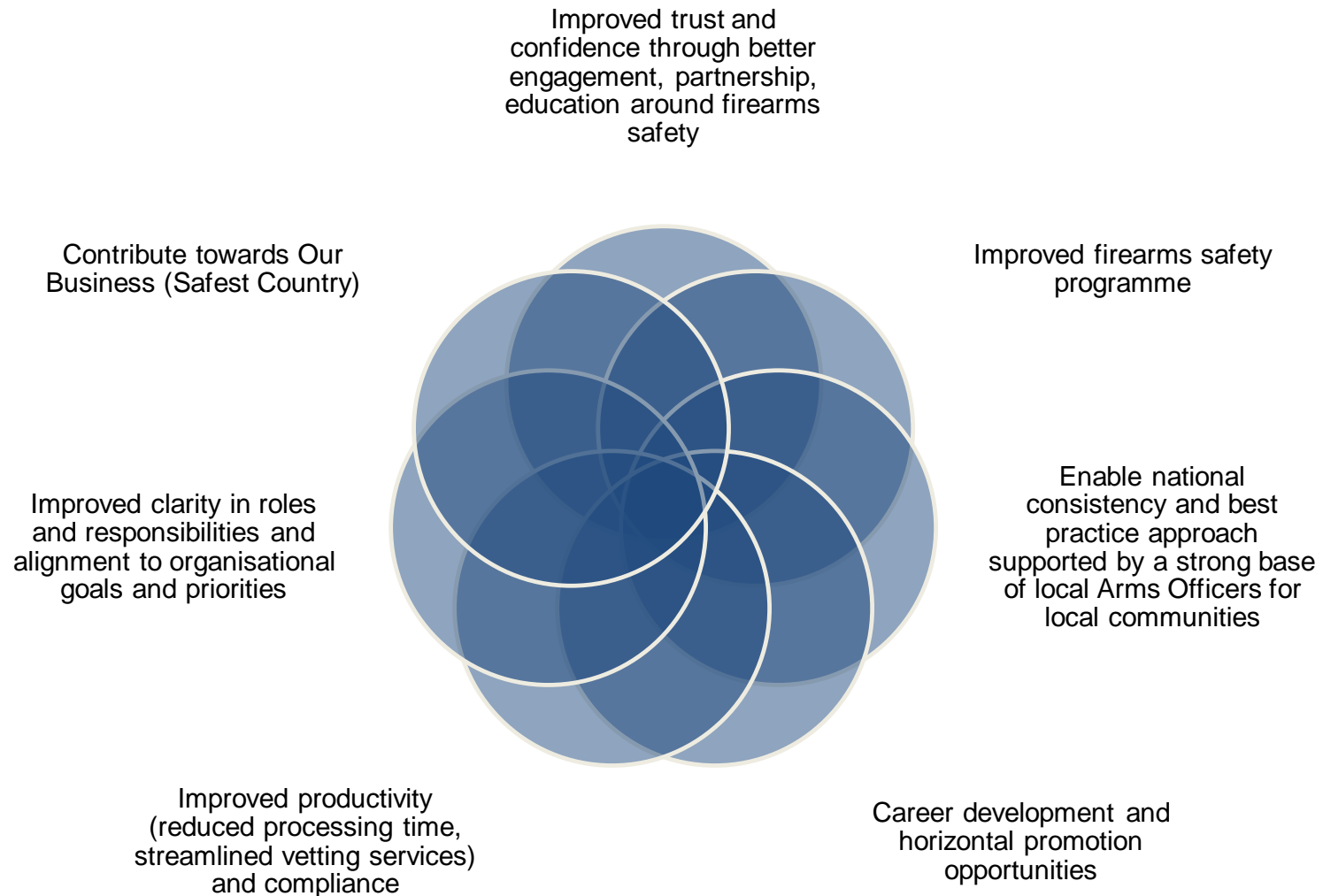
- 1) All firearms activity and personnel will be managed by, and report to the Arms Act Service Delivery Group (AASDG or 'the Group').
- 2) Firearms administration tasks will be moved from districts, enabling field-based staff to spend more of their time in the field, undertaking higher value-add firearms activity within the community.
- 3) A national Service Centre, based in Kapiti, will be established to manage end-to-end firearms administration, including liaison with field-based Arms Officers.
- 4) Field-based positions will perform both different functions, and a different balance of functions, to the existing district-based Arms Officer position.

## Arms Act Service Delivery Group Goal, Purpose and Focuses

- 16 The goal of the Arms Act Service Delivery Group is for New Zealand to be a world leader in firearms safety. Towards this, the purpose of the Group is to contribute to Our Business by being the safest country: one in which people are safe and feel safe by ensuring the safe use and control of firearms.
- 17 The Group takes every opportunity to prevent harm through the transparent, consistent, timely and efficient administration, education and promotion of compliance with the provisions of the Arms Act. It earns trust and confidence by working together, in partnership with other Policing groups, the firearms community, wider New Zealand public and other agencies and organisations to achieve collective impact.
- 18 The key priority areas for the Group are:
- **Safe use and control of firearms:** Efficiency and rigour in the administration of the Act and Regulations to ensure that firearms licence(s) are only granted to and retained by fit and proper persons.
  - **Consistent and efficient service delivery:** Consistency in application of the Arms Act and Arms Regulations and how firearms services are delivered nationwide. Specifically, this includes process consistency and improved training of our people so that we all fully understand our role within the Group.
  - **Community focus:** Building trust and confidence through improved engagement and collaboration between Police, the firearms community, other Government agencies, and the wider New Zealand public.
  - **Continuous improvement:** Leveraging and continuously improving technology, ways of working, data and analytics and best practice to support the changing needs of the community and our people while ensuring consistent, efficient and effective delivery of firearms services, and administration of the Act and Regulations.

## Benefits of the Proposed Change

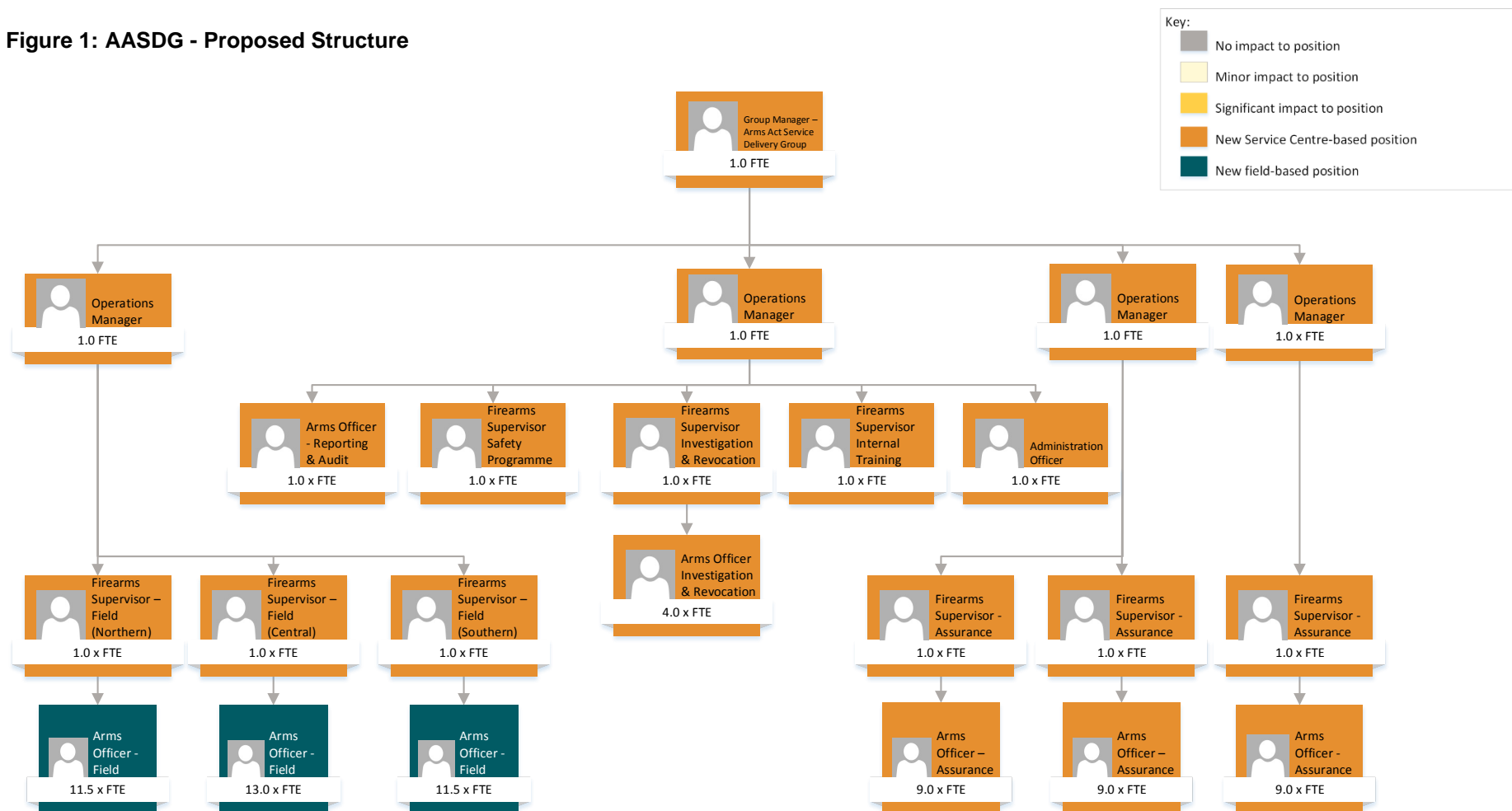
The proposed changes in the management and administration of firearms delivers a clear and demonstrable contribution to the realisation of Our Business.



## Proposed structure

The structure for AASDG is proposed in Figure 1 below. It is a hybrid model, comprising a national service centre, based in Kapiti, and field-based Arms Officers to deliver, and support delivery of in-district arms services.

**Figure 1: AASDG - Proposed Structure**





## New Service Centre positions

It is proposed that 47 new positions will be created within the Service Centre, located in Kapiti, as detailed in below. Position descriptions are available online at <https://tenone.police.govt.nz/page/firearms-administration-modernisation-programme>.

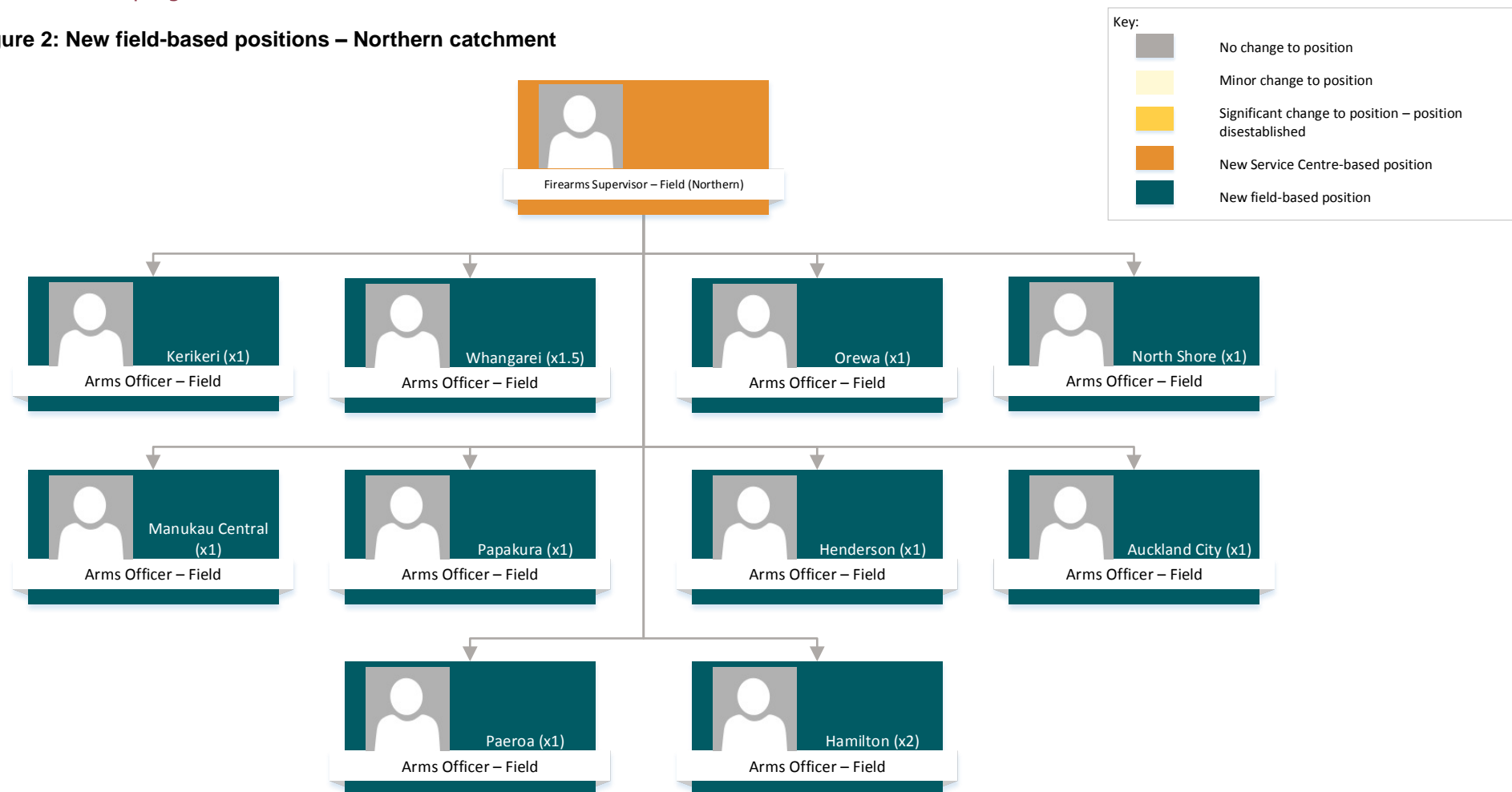
**Table 2 : New Service Centre-based positions**

Position(s)/Teams	#	Proposed Impact	Indicative Grade / Band	Comment
Group Manager – Arms Act Service Delivery Group	1	New position – Service Centre (Kapiti) based	Grade 22	
Operations Manager	4	New position – Service Centre (Kapiti) based	Grade 20	Position is portfolio-based, and on rotation
Firearms Supervisor	9	New position – Service Centre (Kapiti) based	Band I	Position is portfolio-based, and on rotation
Arms Officer – Reporting & Audit	1	New position – Service Centre (Kapiti) based	Band E	
Arms Officer - Investigation & Revocation	4	New position – Service Centre (Kapiti) based	Band E	
Administration Officer	1	New position – Service Centre (Kapiti) based	Band B	
Arms Officer - Assurance	27	New position – Service Centre Kapiti) based	Band C	

## New Field-based positions

It is proposed that 36 new field-based positions will be created, and geographically dispersed. The position title will be Arms Officer – Field. Positions report to a Service Centre-based Supervisor for the Northern, Central or Southern catchment as detailed in the figures and tables below. A position description for the new position is available online at <https://tenone.police.govt.nz/page/firearms-administration-modernisation-programme>.

**Figure 2: New field-based positions – Northern catchment**



**Table 3 : New field-based positions – Northern catchment**

Position(s)/Teams	#	Proposed Impact	Indicative Band	Comment
Arms Officer – Field	1	New position	Band F	Based in Kerikeri. Reports to Firearms Supervisor - Northern
Arms Officer – Field	1.5	New position	Band F	Based in Whangarei. Reports to Firearms Supervisor - Northern
Arms Officer – Field	1	New position	Band F	Based in North Shore Reports to Firearms Supervisor - Northern
Arms Officer – Field	1	New position	Band F	Based in Orewa. Reports to Firearms Supervisor - Northern
Arms Officer – Field	1	New position	Band F	Based in Henderson. Reports to Firearms Supervisor - Northern
Arms Officer – Field	1	New position	Band F	Based in Auckland City. Reports to Firearms Supervisor - Northern
Arms Officer – Field	1	New position	Band F	Based in Manukau Central. Reports to Firearms Supervisor - Northern
Arms Officer – Field	1	New position	Band F	Based in Papakura. Reports to Firearms Supervisor - Northern
Arms Officer – Field	2	New position	Band F	Based in Hamilton. Reports to Firearms Supervisor - Northern
Arms Officer – Field	1	New position	Band F	Based in Paeroa. Reports to Firearms Supervisor - Northern

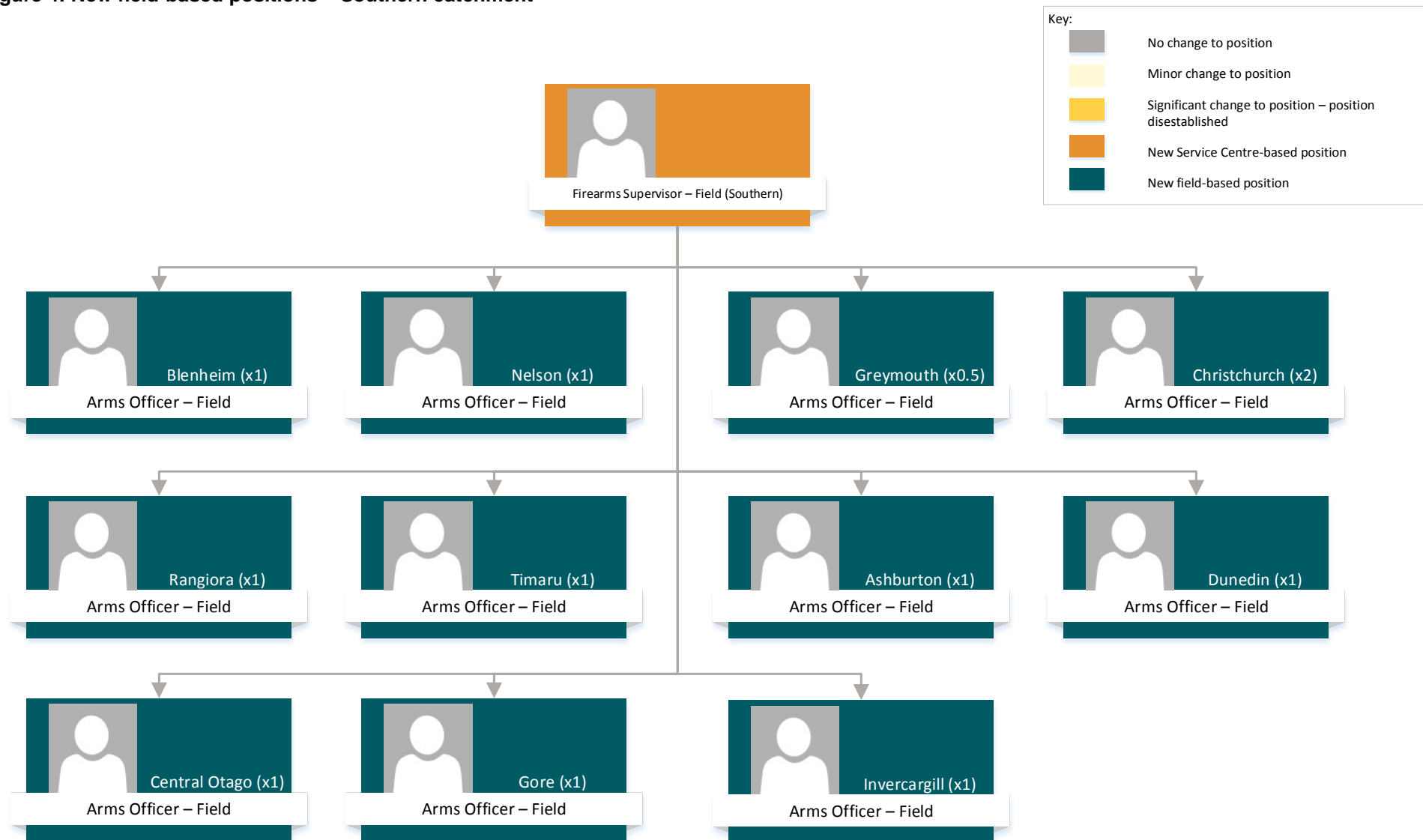
**Figure 3: New field-based positions – Central catchment**



**Table 4 : New field-based positions – Central catchment**

Position(s)/Teams	#	Proposed Impact	Indicative Band	Comment
Arms Officer – Field	1	New position	Band F	Based in Whakatane. Reports to Firearms Supervisor - Central
Arms Officer – Field	1	New position	Band F	Based in Rotorua. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Taupo. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Tauranga. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Hawke's Bay. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Gisborne. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Palmerston North. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in New Plymouth. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Whanganui. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Upper Hutt. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Porirua. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Wairarapa. Reports to Firearms Supervisor - Central
Arms Officer - Field	1	New position	Band F	Based in Wellington. Reports to Firearms Supervisor - Central

**Figure 4: New field-based positions – Southern catchment**



**Table 5 : New field-based positions – Southern catchment**

Position(s)/Teams	#	Proposed Impact	Indicative Band	Comment
Arms Officer - Field	1	New position	Band F	Based in Blenheim. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Nelson. Reports to Firearms Supervisor - Southern
Arms Officer - Field	0.5	New position	Band F	Based in Greymouth. Reports to Firearms Supervisor - Southern
Arms Officer - Field	2	New position	Band F	Based in Christchurch. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Rangiora. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Timaru. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Ashburton. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Dunedin. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Central Otago. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Invercargill. Reports to Firearms Supervisor - Southern
Arms Officer - Field	1	New position	Band F	Based in Gore. Reports to Firearms Supervisor - Southern

## **IMPACT OF PROPOSED CHANGES**

### **Existing positions impacted by the proposal**

Existing hub-based (Permitting Team) and district-based positions impacted by the proposal are indicated by district or group over the following pages.

### **Opportunities for impacted staff to transfer to the proposed Service Centre**

Impacted staff whose positions are disestablished within Districts are invited and encouraged to apply for the newly created Field-based positions, and/or positions located in the Service Centre in Kapiti.

Police will consider providing relocation assistance for impacted employees who are successful in applying for these positions, and their families in-line with the provisions of our Collective Agreement.



# Northland

## Positions affected by review

- 19 This section identifies those positions within the Northland district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.
- 20 The table sets out the proposed impacts to positions.

**Figure 5: Current Positions and Impact - Northland**



**Table 6 : Impact of Changes on Positions – Northland**

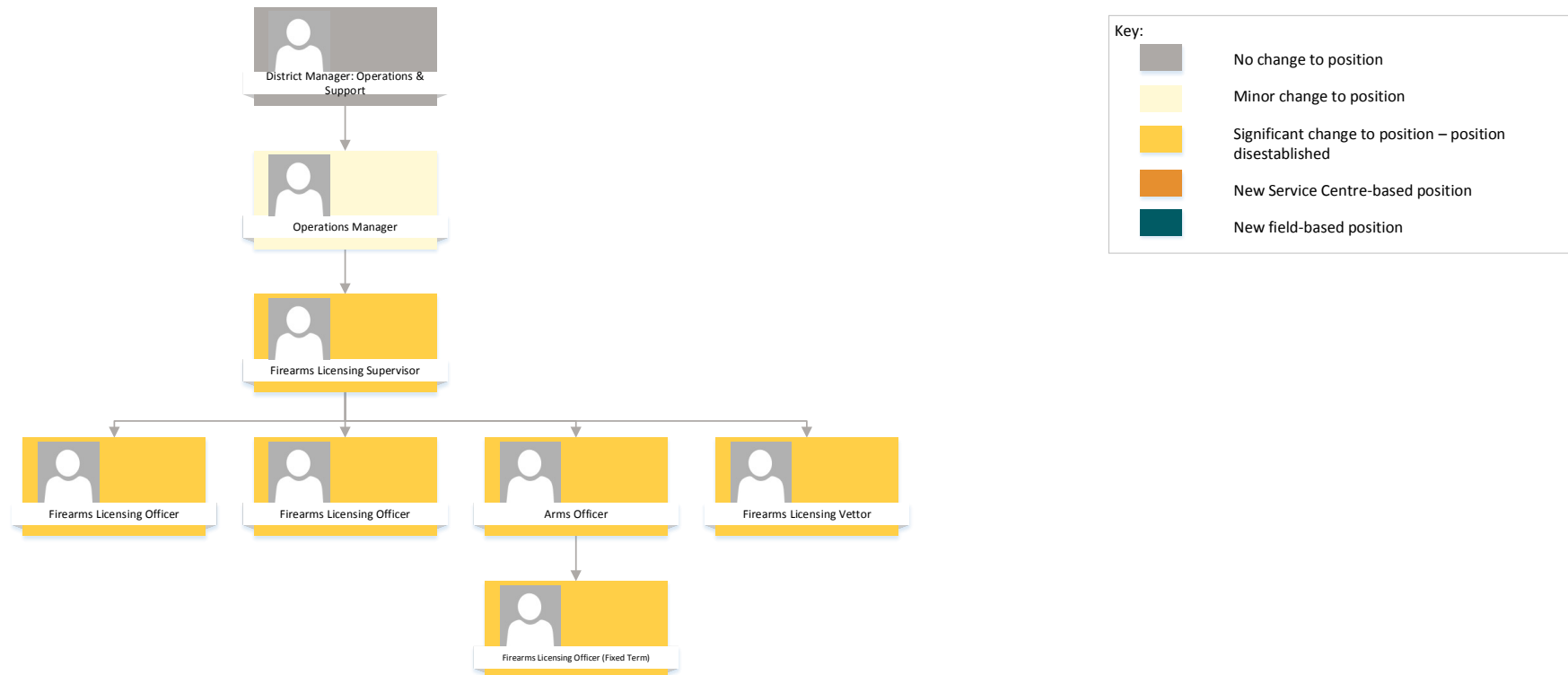
Position(s)/Teams	#	Proposed Impact	Comment
District Operations Manager	1	No change	
Deployment & Planning Supervisor	1	Minor change	Number of direct reports decreases
District Licensing Co-ordinator	1	Significant change – position disestablished	
Arms Officer	1	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	

# Waitemata

## Positions affected by review

- 21 This section identifies those positions within the Waitemata district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.
- 22 The table sets out the proposed impacts to positions.

**Figure 6: Current Positions and Impact - Waitemata**



**Table 7 : Impact of Changes on Positions - Waitemata**

Position(s)/Teams	#	Proposed Impact	Comment
District Manager – Operations & Support	1	No change	
Operations Manager	1	Minor change	Number of direct reports decreases
Firearms Licensing Supervisor	1	Significant change – position disestablished	
Arms Officer	1	Significant change – position disestablished	
Firearms Licensing Officer	3	Significant change – position disestablished	Including one Fixed term
Firearms Licensing Vettor	All	Significant change – position disestablished	

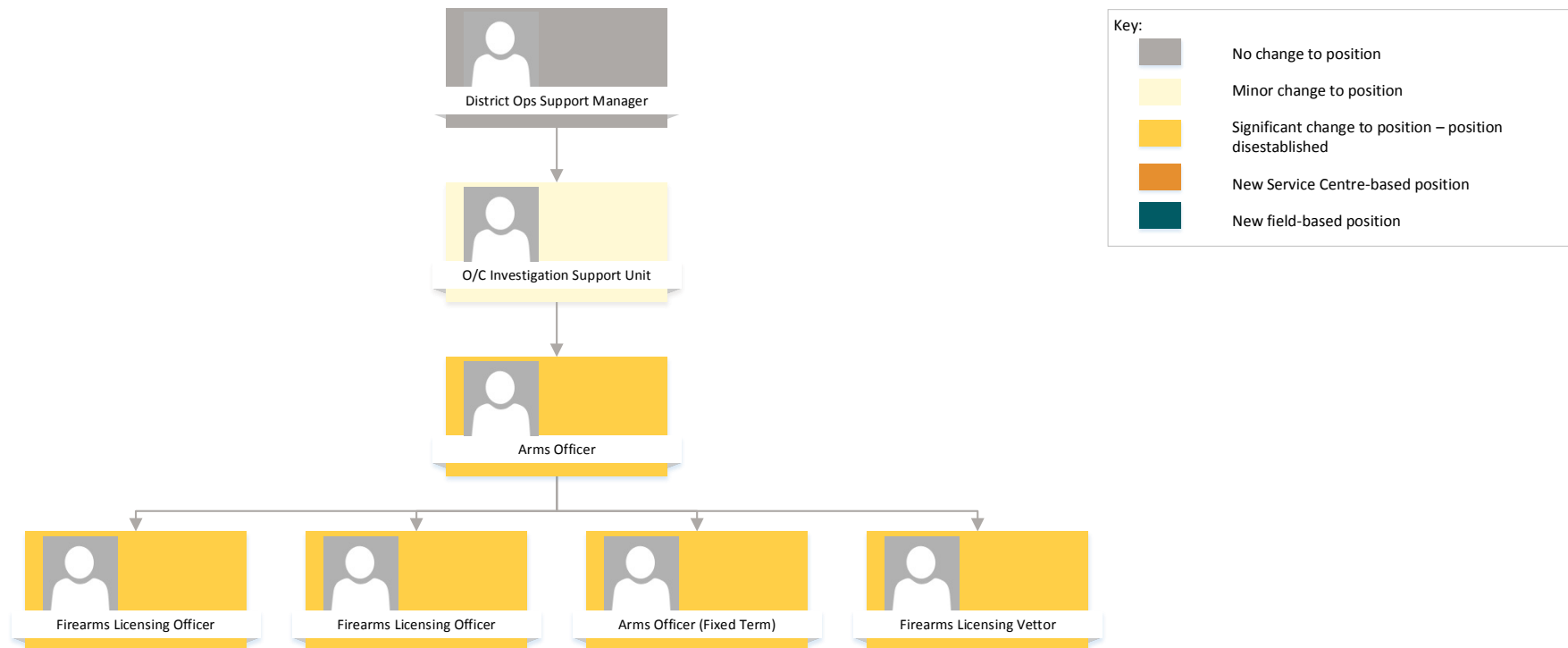
## Auckland City

### Positions affected by review

23 This section identifies those positions within the Auckland City district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

24 The table sets out the proposed impacts to positions.

**Figure 7: Current Positions and Impact – Auckland City**



**Table 8 : Impact of Changes on Positions – Auckland City**

Position(s)/Teams	#	Proposed Impact	Comment
District Operations Support Manager	1	No change	
O/C Investigations Support Unit	1	Minor change	Number of direct reports decreases
Arms Officer	2	Significant change – position disestablished	Including one Fixed term
Firearms Licensing Officer	2	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	

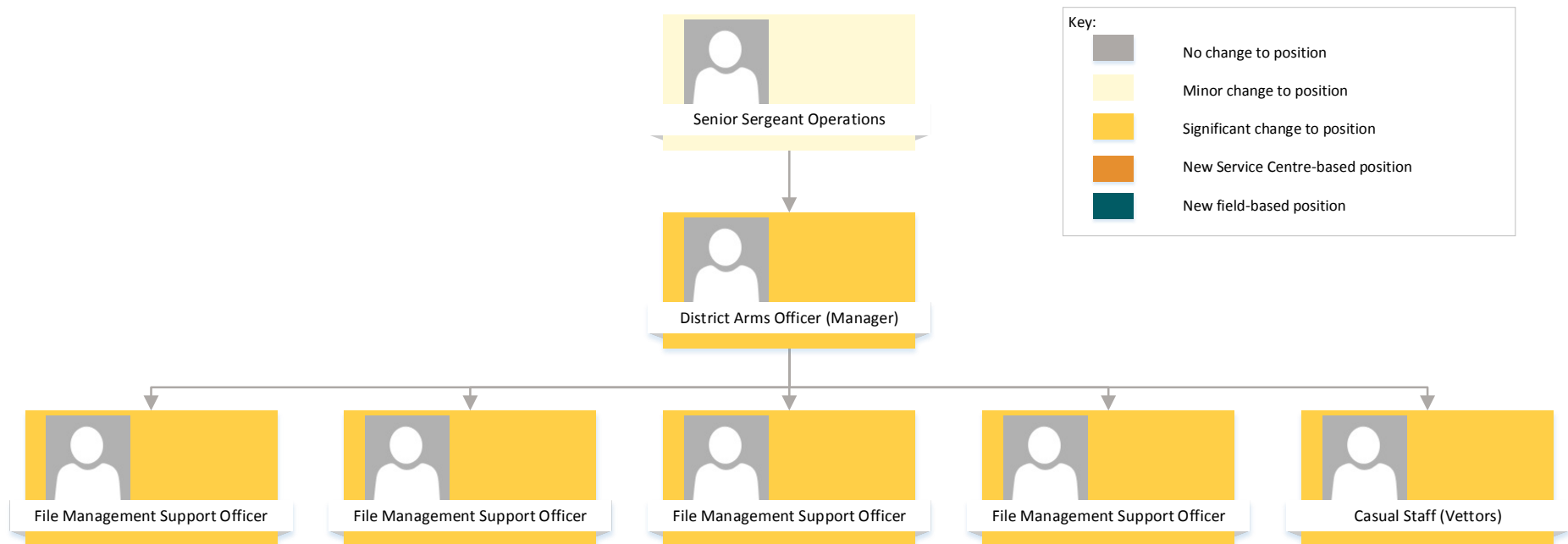
## Counties Manukau

### Positions affected by review

25 This section identifies those positions within the Counties Manukau district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

26 The table sets out the proposed impacts to positions.

**Figure 8: Current Positions and Impact – Counties Manukau**



**Table 9 : Impact of Changes on Positions – Counties Manukau**

Position(s)/Teams	#	Proposed Impact	Comment
Senior Sergeant Operations	1	Minor change	Number of direct reports decreases
District Arms Officer (Manager)	1	Significant change – position disestablished	
File Management Support Officers	4	Significant change	Based on anecdotal feedback, existing positions are dedicated at 0.75 FTE to firearms activity. Firearms activity is removed from roles.
Casual Staff	All	Significant change – position disestablished	Firearms Licensing Vettors



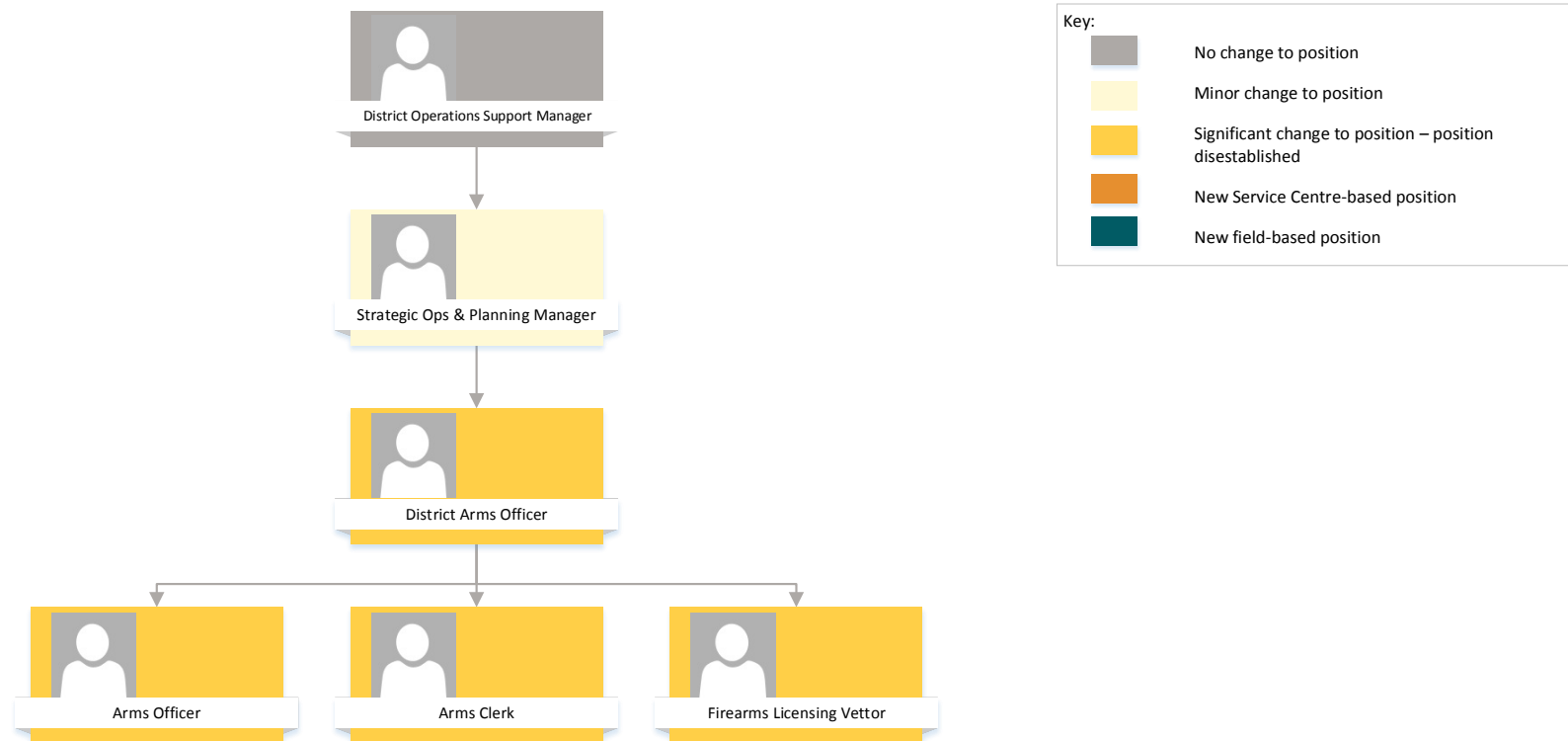
# Waikato

## Positions affected by review

27 This section identifies those positions within the Waikato district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

28 The table sets out the proposed impacts to positions.

**Figure 9: Current Positions and Impact - Waikato**



**Table 10 : Impact of Changes on Positions - Waikato**

Position(s)/Teams	#	Proposed Impact	Comment
District Operations and Support Manager	1	No change	
Strategic Ops & Planning Manager	1	Minor change	Number of direct reports decreases
District Arms Officer	1	Significant change – position disestablished	
Arms Officer	1	Significant change – position disestablished	
Arms Clerk	1	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	

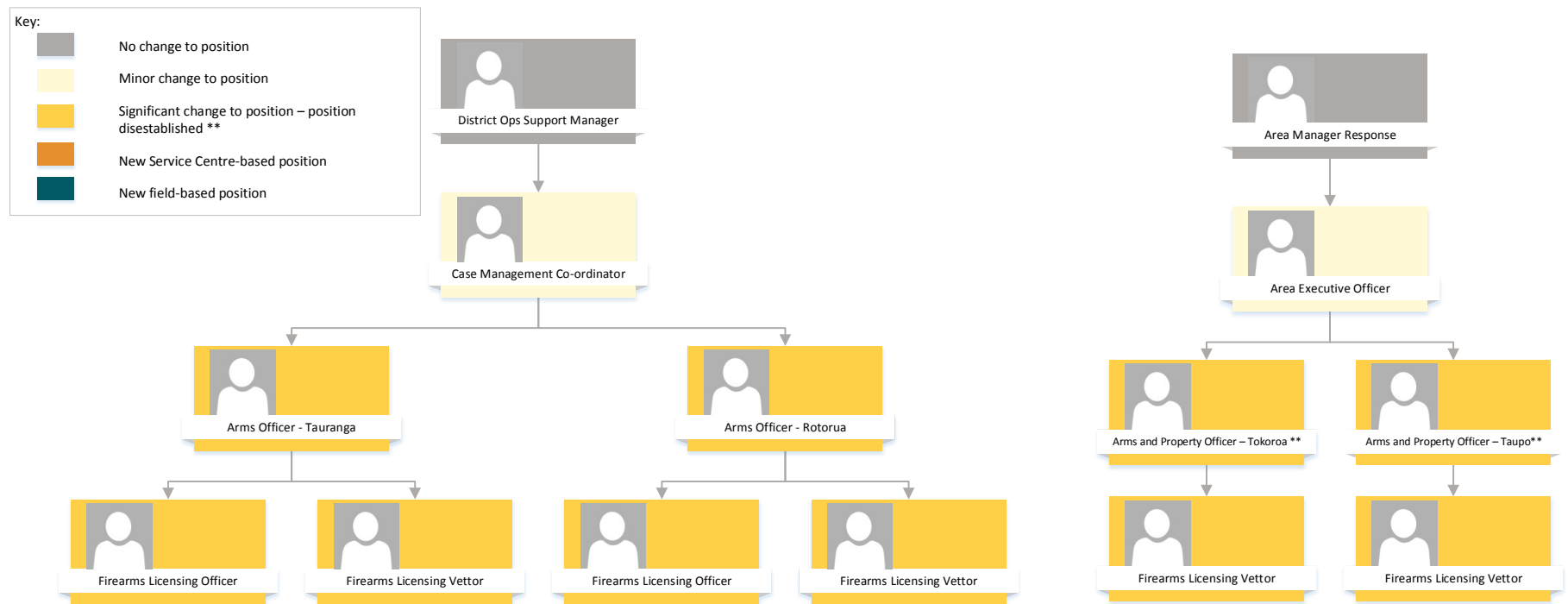
# Bay of Plenty

## Positions affected by review

29 This section identifies those positions within the Bay of Plenty district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

30 The table sets out the proposed impacts to positions.

**Figure 10: Current Positions and Impact – Bay of Plenty**



\*\* Note Arms and Property Officer roles are significant change to position - refer over

**Table 11 : Impact of Changes on Positions – Bay of Plenty**

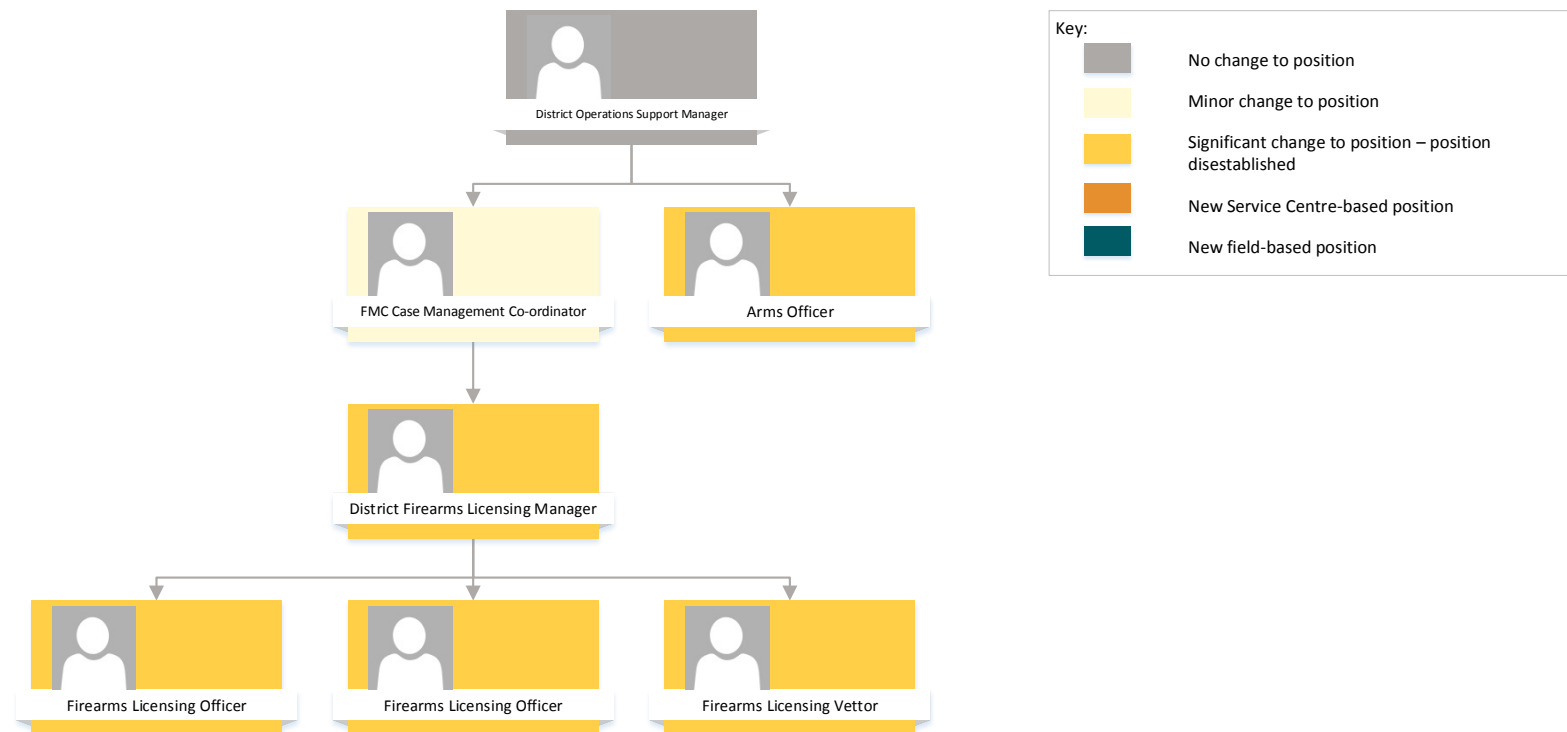
Position(s)/Teams	#	Proposed Impact	Comment
District Ops Support Manager	1	No change	
Case Management Co-ordinator	1	Minor change	Number of direct reports decreases
Arms Officer	2	Significant change – position disestablished	
Firearms Licensing Officer	2	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	
Area Manager Response	1	No change	
Area Executive Officer	1	Minor change	Number of direct reports decreases
Arms and Property Officer	2	Significant change to position **	Based on anecdotal feedback, existing Arms and Property Officer positions are dedicated at 0.5 FTE to firearms activity. Firearms activity will be removed from roles.

## Eastern

### Positions affected by review

- 31 This section identifies those positions within the Eastern district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.
- 32 The table sets out the proposed impacts to positions.

**Figure 11: Current Positions and Impact - Eastern**



**Table 12 : Impact of Changes on Positions - Eastern**

Position(s)/Teams	#	Proposed Impact	Comment
District Operations Support Manager	1	No change	
FMC Case Management Co-ordinator	1	Minor change	Number of direct reports decreases
Arms Officer	1	Significant change – position disestablished	
District Firearms Licensing Manager	1	Significant change – position disestablished	
Firearms Licensing Officer	2	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	

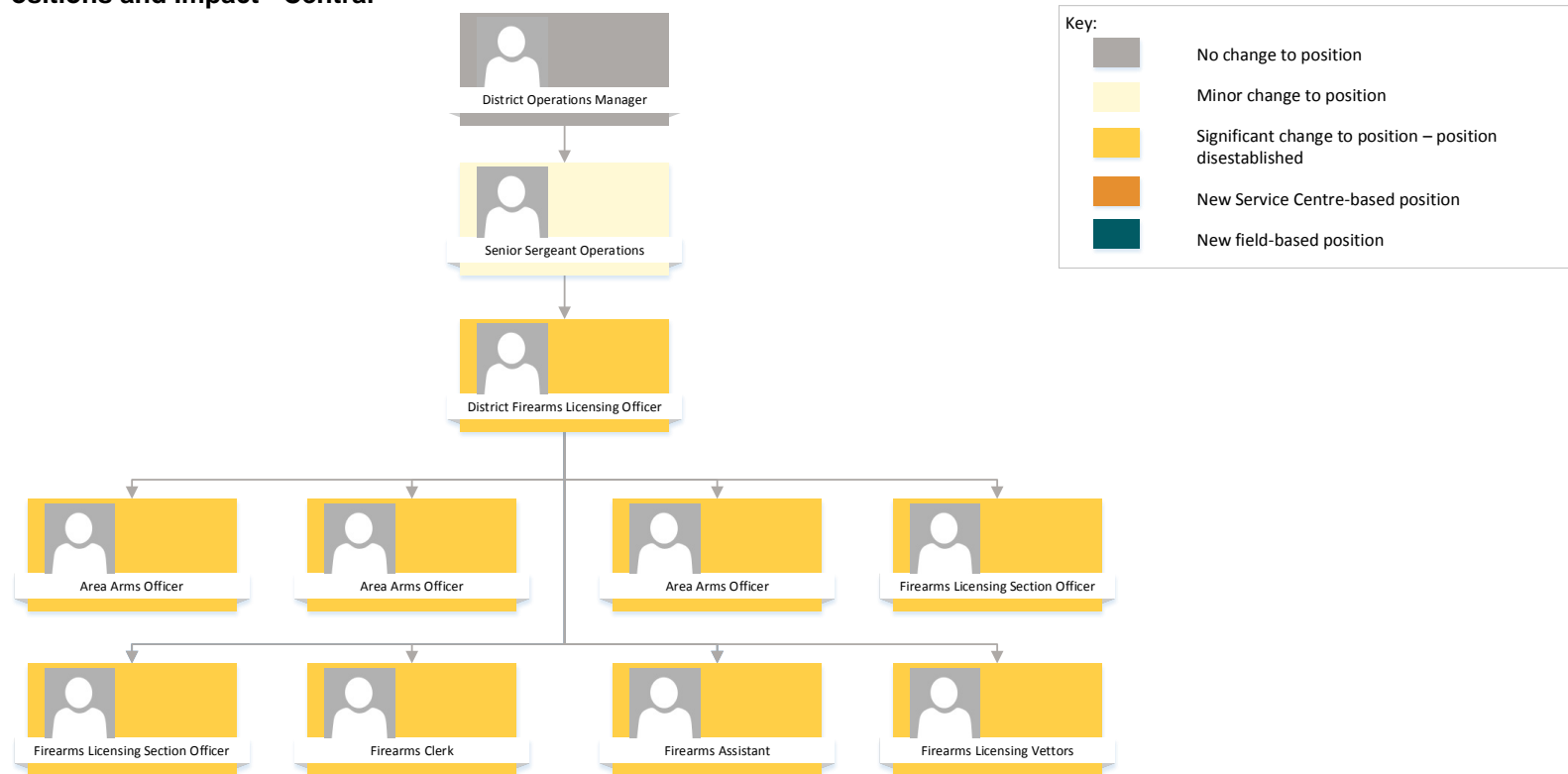
## Central

### Positions affected by review

33 This section identifies those positions within the Central district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

34 The table sets out the proposed impacts to positions.

**Figure 12: Current Positions and Impact - Central**



**Table 13 : Impact of Changes on Positions - Central**

Position(s)/Teams	#	Proposed Impact	Comment
District Operations Manager	1	No change	
Senior Sergeant Operations	1	Minor change	Number of direct reports decreases
District Firearms Licensing Officer	1	Significant change – position disestablished	
Area Arms Officer	3	Significant change – position disestablished	
Firearms Licensing Section Officer	2	Significant change – position disestablished	
Firearms Clerk	1	Significant change – position disestablished	
Firearms Assistant	1	Significant change – position disestablished	
Firearms Licensing Vettors	All	Significant change – position disestablished	



# Wellington

## Positions affected by review

35 This section identifies those positions within the Wellington district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

36 The table sets out the proposed impacts to positions.

**Figure 13: Current Positions and Impact - Wellington**



**Table 14 : Impact of Changes on Positions - Wellington**

Position(s)/Teams	#	Proposed Impact	Comment
District Operations Support Manager	1	No change	
Operations Manager	1	Minor change	Number of direct reports decreases
District Arms Manager	1	Significant change – position disestablished	
Arms Officer	4	Significant change – position disestablished	
Firearms Licensing Clerk	1	Significant change – position disestablished	
Arms Clerk	1	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	

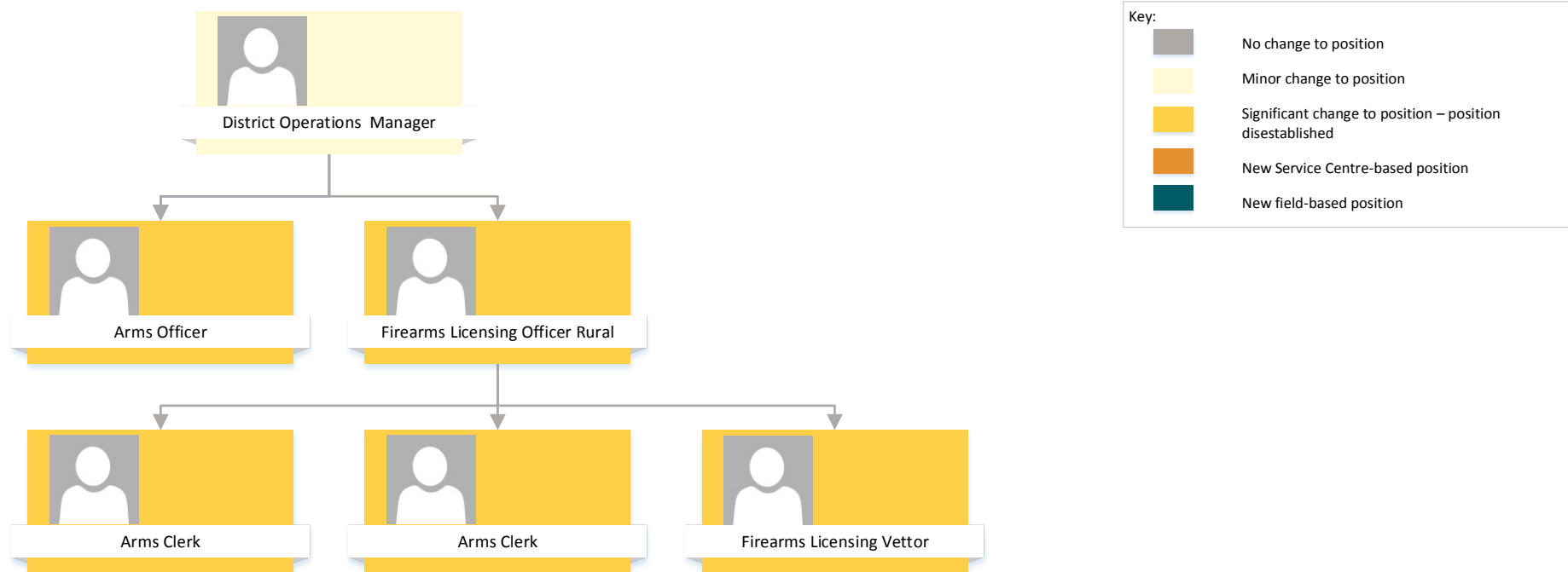
# Tasman

## Positions affected by review

37 This section identifies those positions within the Tasman district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

38 The table sets out the proposed impacts to positions.

**Figure 14: Current Positions and Impact - Tasman**



**Table 15 : Impact of Changes on Positions - Tasman**

Position(s)/Teams	#	Proposed Impact	Comment
District Operations Manager	1	Minor change	Number of direct reports decreases
Arms Officer	1	Significant change – position disestablished	
Firearms Licensing Officer Rural	1	Significant change – position disestablished	
Arms Clerk	2	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	

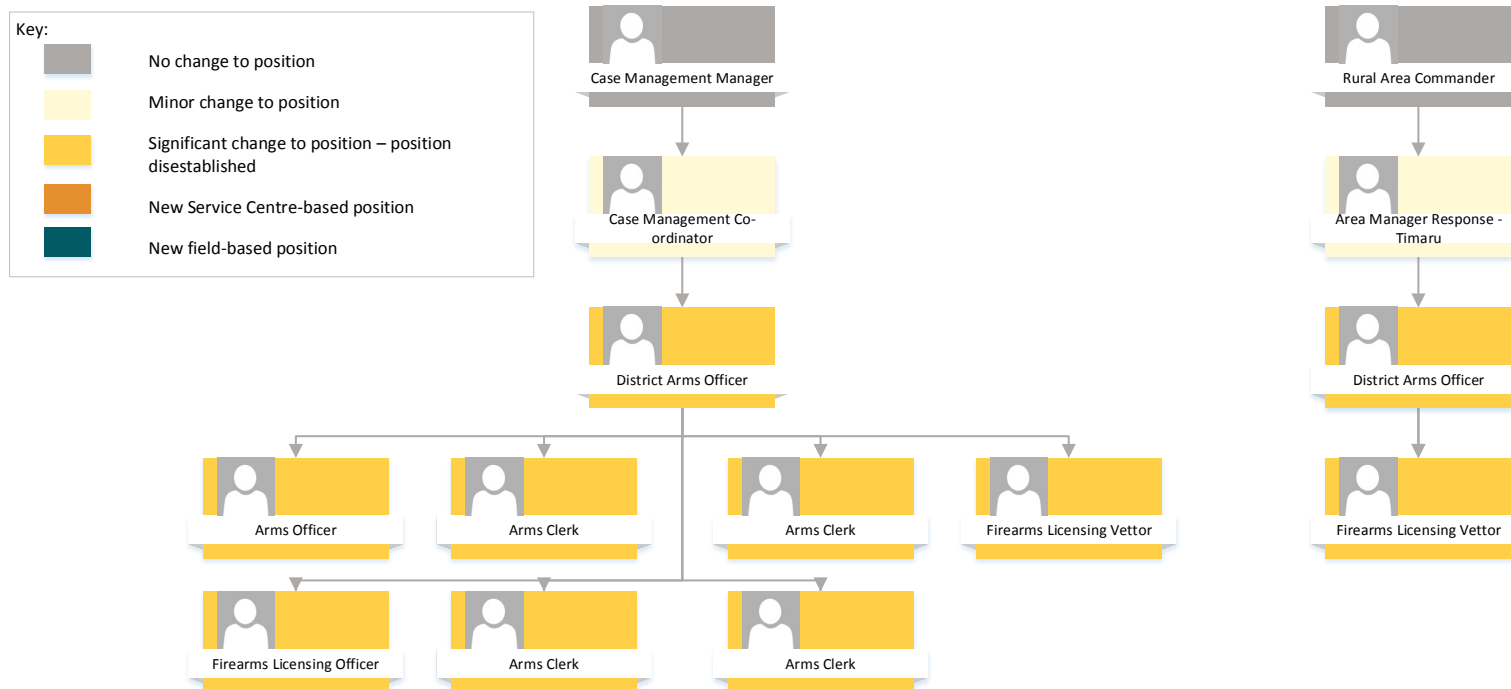
# Canterbury

## Positions affected by review

39 This section identifies those positions within the Canterbury district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

40 The table sets out the proposed impacts to positions.

**Figure 15: Current Positions and Impact - Canterbury**



**Table 16 : Impact of Changes on Positions - Canterbury**

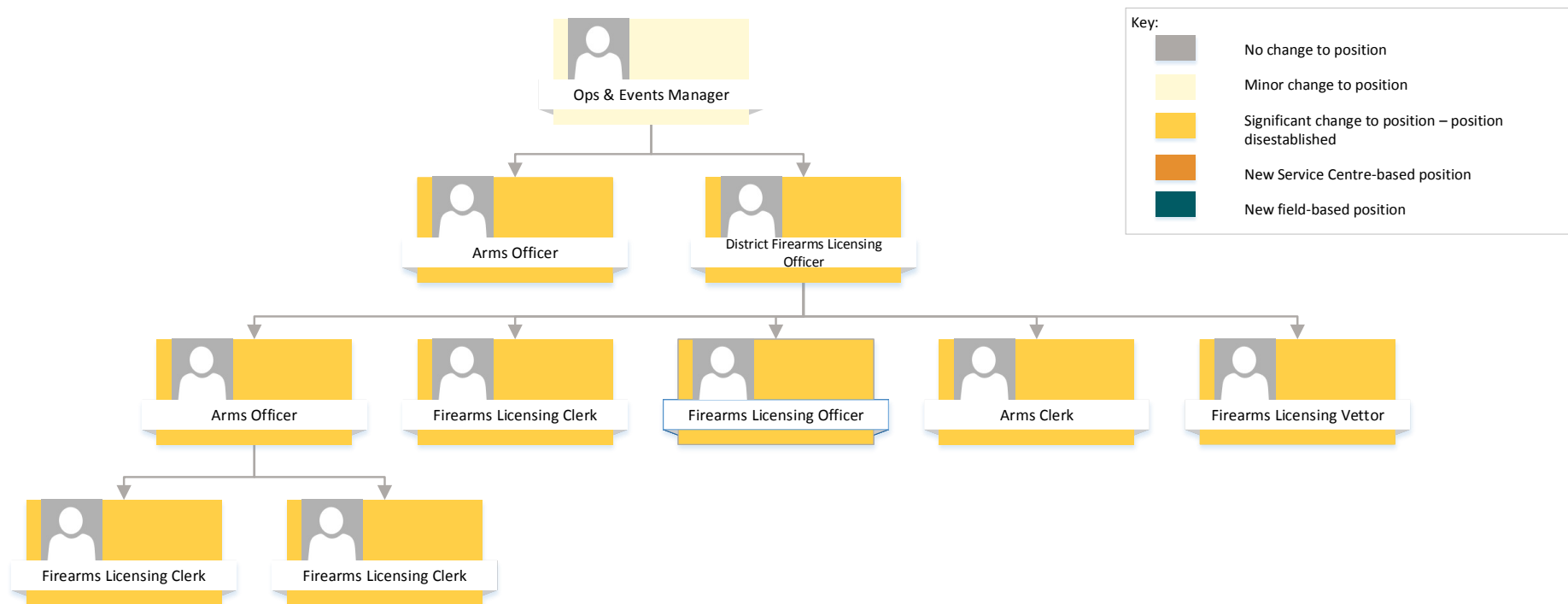
Position(s)/Teams	#	Proposed Impact	Comment
Case Management Manager	1	No change	
Case Management Co-ordinator	1	Minor change	Number of direct reports decreases
District Arms Officer	2	Significant change – position disestablished	
Arms Officer	1	Significant change – position disestablished	
Arms Clerk	4	Significant change – position disestablished	
Firearms Licensing Officer	1	Significant change – position disestablished	
Rural Area Commander	1	No change	
Area Manager Response - Timaru	1	Minor change	Number of direct reports decreases
Firearms Licensing Vettor	All	Significant change – position disestablished	

## Southern

### Positions affected by review

- 41 This section identifies those positions within the Southern district that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.
- 42 The table sets out the proposed impacts to positions.

**Figure 16: Current Positions and Impact - Southern**



**Table 17 : Impact of Changes on Positions - Southern**

Position(s)/Teams	#	Proposed Impact	Comment
Ops and Events Manager	1	Minor change	Number of direct reports decreases
Arms Officer	2	Significant change – position disestablished	
District Firearms Licensing Officer	1	Significant change – position disestablished	
Firearms Licensing Clerk	3	Significant change – position disestablished	
Firearms Licensing Officer	1	Significant change – position disestablished	
Arms Clerk	1	Significant change – position disestablished	
Firearms Licensing Vettor	All	Significant change – position disestablished	



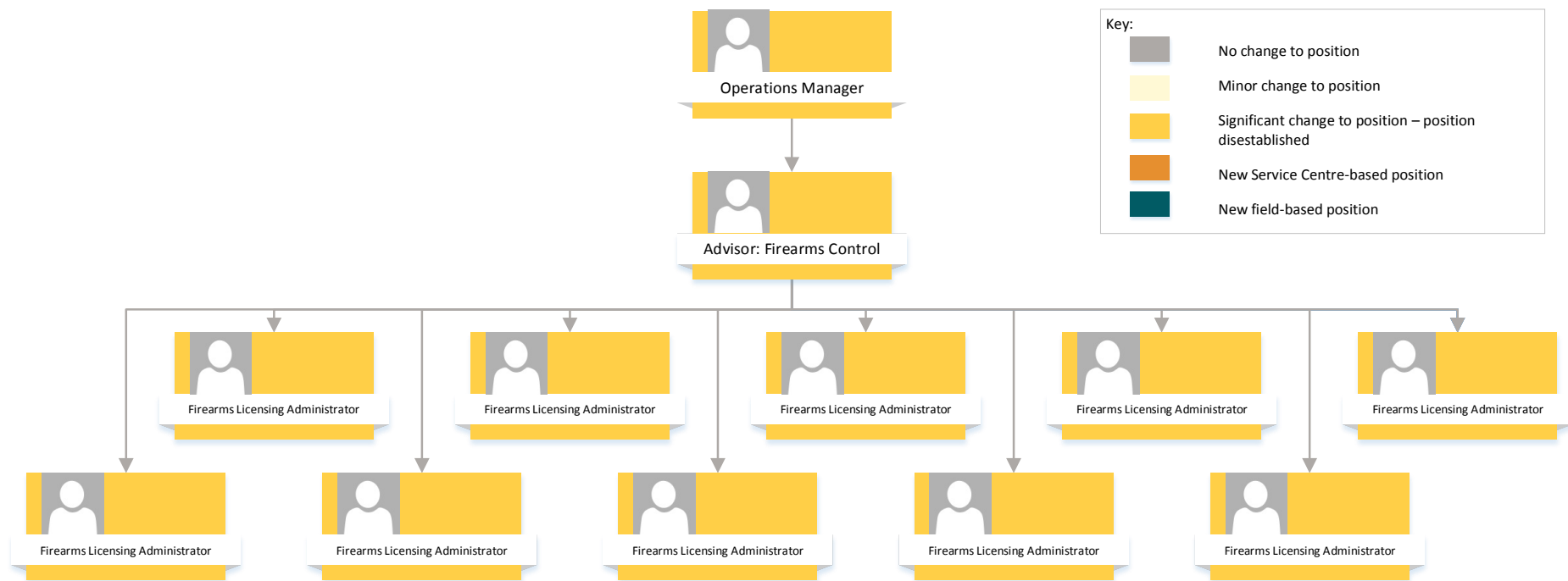
## Permitting Team

### Positions affected by review

43 This section identifies those positions within the Permitting Team that are affected by the proposals in this document. If a position is not listed, then it is not affected by this review at this time although that may change subject to the consultation process.

44 The table sets out the proposed impacts to positions.

**Figure 17: Current Positions and Impact – Permitting Team**



**Table 18 : Impact of Changes on Positions – Permitting Team**

Position(s)/Teams	#	Proposed Impact	Comment
Operations Manager	1	Significant change – position disestablished	
Advisor: Firearms Control	1	Significant change – position disestablished	
Firearms Licensing Administrator (Permanent)	1	Significant change – position disestablished	
Firearms Licensing Administrator (Fixed Term)	9	Significant change – position disestablished	

# CHANGE PROTOCOL

## Introduction

- 45 This protocol sets out the overall approach to managing the people transition processes. This protocol is consistent with the individual and collective employment agreements. This protocol provides an overall context for how change will be managed. It does not supersede Police employment agreements and policies and should be read in conjunction with these.

## Principles

- 46 The change process is designed to:
- ensure a fair and transparent process
  - maximise the placement of employees into available positions
  - ensure minimum disruption to 'business as usual'
  - observe the restructuring provisions contained in the relevant employment agreements and policy, and
  - minimise uncertainty for employees.

## Who does this Protocol apply to?

- 47 The Protocol applies to all permanent employees of NZ Police including:
- Permanent fulltime and part-time employees,
  - Employees currently on all forms of leave including leave without pay and parental leave.
- 48 For employees currently seconded to other positions, this process shall apply to their permanent substantive position.
- 49 Fixed term (temporary) or casual staff are not covered by the Protocol even though their position may be affected by any restructure. In this case the relevant provision of their employment agreement will apply.

## The Transition Processes

- 50 The following processes will be followed to facilitate the transition of employees, as far as possible into the new organisation structure.

### ***Step One: Announcement of New Structure and Positions***

- 51 At the announcement of the final decision employees will be given an organisational chart of the new structure. All staff whose current position is affected will be formally notified by letter of their situation.

### ***Step Two: Reconfirmation***

- 52 If the duties of a position in the new structure are the same, or nearly the same, as a current position, the person filling that current position will be reconfirmed in their position on their current terms and conditions. The criteria for reconfirmation are the:
- the job profile of the position in the new structure is the same (or nearly the same) as what the employee currently does
  - salary for the position in the new structure is the same
  - position has terms and conditions of employment (including career prospects) which are no less favourable, and
  - location is the same. (Note: this need not be the same building and/or the same street)

### ***Step Three: Reassignment***

- 53 Any staff member not reconfirmed will be considered for reassignment, which aims to place affected employees into suitable positions. Reassignment involves matching the skills, knowledge and experience of the non-confirmed employee, with the skills knowledge and experience required for vacant positions.
- 54 Positions not filled by reconfirmation will be notified to affected staff that have not been reconfirmed. Those staff may register an interest in the new position(s). Reassignment can involve some on the job training and/or formal training. Such training needs will be identified prior to the individual being reassigned. Where an employee does not register an interest in a position, or positions, the Reassignment Panel may still consider the employee for re-assignable positions and recommend an offer be made to the employee.
- 55 Reassignments will be determined by a Reassignment Panel who will recommend reassignments to the Chief Executive. The Chief Executive will then make a decision on appropriate reassignments.
- 56 For all other staff their applicable employment agreements will apply when a reassignment is offered.

### ***Step Four: Declaration of Staff not Reconfirmed or Reassigned***

- 57 Any affected staff member who has not been reconfirmed or reassigned will be declared surplus. Staff in this situation will receive this advice in writing and the notice provisions of their employment agreement will apply.

- 58 Options in the relevant employment agreements will be discussed on an individual case-by-case basis between the employer and the affected staff member.
- 59 Affected staff will have the opportunity to involve their representatives or support people at this stage, or at any stage throughout this process. There may be opportunity to apply for other positions in the new organisation. This will be discussed with the individual.

### **Remaining Positions and New Positions**

Any positions that are still vacant after the reconfirmation and reassignment processes are complete will be advertised. Appointment to these positions will be made in accordance with standard Police policy and practice.

## TIMELINE AND FEEDBACK

60 The proposed timeline for the change process is set out below:

Date	Stage
29 January 2019	Consultation document released
8 March 2019	Consultation closes
19 March 2019	Feedback consolidated, considered and evaluated
22 March 2019	Final decision made
Week commencing 1 April 2019	Final decision communicated to affected staff
Week commencing 8 April 2019	Decision released to all staff
Week commencing 8 April 2019	Confirmation of process and timelines for implementation of future state

## Support for staff

61 Change is a difficult time and can be unsettling. Your wellbeing is of primary importance and we want to ensure all staff have the support they need throughout the entire change process. Whether you have a question about the change or require support in dealing with the impact the change may have on your position, one of the following people or groups will be able to support you or ensure you get the appropriate support:

- Manager
- EAP – 0800 327669 (EAP NOW)
- HR representative or Welfare Officer
- Police Association Delegate: Claire Nickalls, Senior Industrial Officer New Zealand Police Association, DDI: 64 4 496 6802, Email: Claire.Nickalls@Policeassn.org.nz

## Process for providing feedback

62 The closing date for feedback will be Friday 8 March 2019. All feedback should be sent to [FirearmsConsultationFeedback@police.govt.nz](mailto:FirearmsConsultationFeedback@police.govt.nz) . All submissions will be acknowledged on receipt.

63 You are encouraged to provide feedback on any aspects of the proposals in this document

64 Should you have any questions, please also send these to [FirearmsConsultationFeedback@police.govt.nz](mailto:FirearmsConsultationFeedback@police.govt.nz) whereby a response will be arranged.

65 Your contribution to the consultation phase is welcomed and you are encouraged to provide feedback on the proposed changes.