



2025 NZNO Board Election

# Candidate Handbook

# Contents

Introduction	3
About NZNO	4
The Structure of NZNO and Constitutional Requirements	5
Board Members' Duties	8
Governance	8
Nominations	12
Candidate Profile Statements	13
Code of Conduct and Campaigning Guidelines by Candidates	14
Scrutineers	19
Remuneration and Board Meetings	20

Relevant key dates for your diary are:

2025 Board Election	
Nominations open	Thursday 19 June 2025
Nominations close	12, noon Friday 18 July 2025
Voting opens	Wednesday 6 August 2025
Voting closes	5pm, Thursday 11 September 2025



# Introduction

This booklet outlines information which will be of interest to you as a prospective candidate in the 2025 Board Election.

Prospective candidates or other persons requiring more detailed information should contact the Returning Officer, or refer to the NZNO constitution which is available from the Returning Officer, or the NZNO website [https://www.nzno.org.nz/resources/nzno\\_publications](https://www.nzno.org.nz/resources/nzno_publications) (under Core Documents section).

## Returning Officer

NZNO has appointed Warwick Lampp from electionz.com as Returning Officer for the 2025 election. This means that Warwick will be handling all matters pertaining to the election. Warwick is based in Tauranga and electionz.com is based in Christchurch, from where most of the election administration will be carried out.

The role of the Returning Officer is to conduct the elections in accordance with the presiding regulations, namely the NZNO Constitution, as well as in accordance with accepted standard election management practices.

Subject to those Rules, the Returning Officer has complete and final control over how the election is carried out. The Returning Officer is engaged by NZNO and is responsible to the NZNO CE, but does not take direction from the CE or the existing Board. The Returning Officer is responsible for all staff, systems, resources, policies, procedures and actions to ensure that the democratic process is carried out with utmost integrity, security and fairness for all parties. The Returning Officer's decisions in respect to all matters pertaining to the elections are final.

Queries regarding the actions or performance of the Returning Officer should be directed to Paul Goulter, [paul.goulter@nzno.org.nz](mailto:paul.goulter@nzno.org.nz).

For further information please phone the Returning Officer, Warwick Lampp, or the Deputy Returning Officer, Michele Day at [electionz.com](http://electionz.com), toll free on the Election Helpline on 0800 666 044.

## Voting Method

The election for the NZNO Board will be conducted by online voting only, with election day being **Thursday 11 September 2025**, using the First Past the Post system.

The 2025 election is being conducted under the provisions contained in the 2023-2024 Constitution.

## Voting Process

All correspondence about the election will occur electronically, i.e. by email or through the NZNO website. NZNO and *electionz.com*'s focus is on electronic communication with members, promoting the use of online voting. There are considerable cost savings for NZNO if voting information is sent to members by email, which is the default method of communication.

The Notice of Election with all the information about the upcoming elections will be sent to all financial members on Thursday 19 June 2025, followed by an email on Wednesday 6 August containing voting information for the position of Board member.

The Notice of Election will also appear in the online *Kaitiaki Nursing New Zealand* magazine.

Members are encouraged to update their contact details via email **[Membership@nzno.org.nz](mailto:Membership@nzno.org.nz)** using the subject header "Update Member Details for VOTING".

All candidates and their nominator and seconder must be current financial members throughout the election process.

## Election Results

The election results will be calculated and checked and then advised to NZNO on Friday 12 September 2025. The Returning Officer will then personally advise all candidates by email on the same day.

The results will be published on the NZNO website and circulated to members via *Kaitiaki Nursing New Zealand Online*.

# About NZNO

The New Zealand Nurses Organisation Tōpūtanga Tapuhi Kaitiaki o Aotearoa (NZNO) is the lead professional union for nurses and other healthcare workers. We represent more than 60,000 nurses, midwives, students, kaimahi hauora and health workers, of which 4,500 are Māori members, in Aotearoa New Zealand. We represent the interests of nurses and healthcare workers on professional and employment related matters. We are affiliated to the International Council of Nurses (ICN) and the New Zealand Council of Trade Unions (NZCTU). NZNO embraces Te Tiriti o Waitangi and works to improve the health status of all people of Aotearoa/New Zealand through participation in health and social policy development.

## Purpose of NZNO

The objects of NZNO as defined in section 6 of the Constitution outline the purpose of NZNO.

## Board Values

The Board of NZNO is there to provide leadership and governance to NZNO.

- **Whakawhirinaki/Trust:** As a Board we create and maintain a place of safety welcoming diversity, respecting others views as we strive toward a common purpose.
- **Pono/Integrity:** To be sincere, honest, open and respectful of the uniqueness of each other and our views.
- **Tika/Fairness:** Respect individual and group rights whilst striving to achieve a collective outcome.
- **Waharua/Commitment:** To act in good faith and complete work with due diligence. We are committed to Board decisions, processes and outcomes and values to achieve "good governance".
- **Whanaungatanga/Relationships:** Finding the connections to enable trust; working together constructively and respectfully to achieve agreed goals.
- **Kindness/Atawhai:** To be kind to each other, without any specific reason. Doing good for others, having the ability to speak with love/truth, listen with patience and act with compassion.

*Endorsed by the Board: February 2020*

## Our Vision

Freed to care, proud to nurse

## Our Mission

NZNO is committed to the representation of members and the promotion of nursing and midwifery. NZNO embraces te Tiriti o Waitangi and works to improve the health status of all peoples of Aotearoa New Zealand through participation in health and social policy development.

## Areas of focus

We have identified 11 areas of focus that will support us to actualise te Tiriti o Waitangi; build political power; organise on the-ground, widespread action; win public support; and leverage health and safety. These will be our priorities over the three years 2023-2025.

1. Te Tino Rangatiratanga
2. Building member power
3. Workforce
4. Education
5. Registration
6. Health and safety
7. Bargaining
8. Political
9. Immigration
10. Allies
11. Te Tai Ao

# The Structure of NZNO and Constitutional Requirements

The full Constitution can be found at [https://www.nzno.org.nz/resources/nzno\\_publications](https://www.nzno.org.nz/resources/nzno_publications) under 'Core Documents'.

## NZNO Constitution states:

### 16. Appointment of Officers

#### 16.1 The officers of NZNO are:

	Role	How elected/appointed
1	President	Ballot of financial members
2	Vice President	Ballot of financial members
3	Kaiwhakahaere	Elected at Hui ā-Tau
4	Tumu Whakarae	Elected at Hui ā-Tau
5	Chief Executive Officer	Appointed by the Board

16.2 The process for electing the officers, except for the Chief Executive, and their term is set out in Schedule Three.

## Schedule Three: Election of Board Members

### 1. Table showing election processes

	Role	Voting
1	President	Ballot of financial members
2	Vice President	Ballot of financial members
3	Kaiwhakahaere	Elected at Hui a Tau
4	Tumu Whakarae	Elected at Hui a Tau
5	Other Member	Ballot of financial members
6	Other Member	Ballot of financial members
7	Other Member	Ballot of financial members
8	Other Member	Ballot of financial members
9	Other Member	Ballot of financial members
10	Other Member	Ballot of financial members
11	Other Member	Ballot of financial members

### 2. President and Vice President:

2.1 These positions shall be elected by a ballot held of all financial members every three years.

### 3. Kaiwhakahaere and Tumu Whakarae

3.1 These positions shall be elected by majority vote at the Hui ā-Tau every three years.

### 4. Seven non-officer Directors

4.1 The seven non-officer directors shall be elected by a ballot of all financial members every three years

4.2 The result of the ballot will be determined by the highest polling candidates winning election to the Board.

### 5. Nomination process for all directors

5.1 All candidates for the eleven director positions (namely President, Vice President, Kaiwhakahaere, Tumu Whakarae and the seven general seats) must be nominated by two financial NZNO members and their involvement in NZNO activities must be confirmed by their Regional Council or Te Poari or national college or section.

5.2 Nominations shall be called for twelve weeks prior to election closing date and close not less than eight weeks prior to election closing date.

5.3 All candidates must submit a statement against the criteria in Schedule Four. This document shall be provided to the membership for the purpose of election for the Board.

## Clause 10

### 6. Board

10.1 The Board shall consist of eleven elected member directors. This number includes the positions of President, Vice President, Kaiwhakahaere and Tumu Whakarae. Elections for Board positions shall occur in accordance with the provisions of Schedule Three. The Chief Executive shall sit with the Board ex officio.

10.2 Each director shall contribute to the knowledge and skill set required of NZNO directors.

- 10.3 The term of all directors, except the Kaiwhakahaere and Tumu Whakarae, shall be three years, with a right of re-election for a further consecutive three years in any one position. A director may serve up to two terms as a Board member, up to two terms as a President and up to two terms as a Vice-President. The maximum consecutive terms on the Board in any combination of positions is four terms. Following two terms in any one position or four terms in a combination of positions, a director may be eligible to stand for office again after a break of two years.
- 10.3.1 the term of the Kaiwhakahaere and Tumu Whakarae directors shall be three years, with a right of re-election for a further consecutive three years, and may be eligible to stand for office again every three years thereafter.
- 10.4 The President and Kaiwhakahaere are Co-Chairpersons ("Co-Chairs") of the Board and may alternate the chairing of Board meetings. A decision shall be made and announced at the start of each meeting at the latest, which of the Co-Chairs will chair the particular meeting. In the event that the Co-Chairs are unable to be present at a meeting, or the Co-Chairs are unable to agree on who will chair a meeting, the Board shall choose an acting chair to lead the meeting.
- 10.5 Where a position on the Board becomes vacant for any reason other than the expiry of the term of office, that vacancy shall be filled in the following manner:
- 10.5.1 where a vacancy occurs within the last 12 months of any elective period, the Board may appoint a person to fill that vacancy after consulting with the Membership and Te Poari committees for suggestions for a suitable person.
- 10.5.2 where a vacancy occurs more than twelve months from the end of any elective period, an election ballot shall be conducted in accordance with Schedule Five.
- 10.6 The quorum for all Board meetings shall be six directors.
- 10.7 Directors are expected to attend every meeting or lodge an apology for non-attendance. If a director is not present for three consecutive meeting the Co-Chairs shall meet with the director to discuss the ability of the director to participate on the Board.
- 10.8 Board effectiveness shall be evaluated annually. The evaluation process shall be agreed by the Board at the beginning of each calendar year.

#### **Schedule Four: Criteria for Board of Directors**

The skills and attributes that NZNO seeks in a director of the Board are outlined below.

1. Desired Qualities
  - 1.1 Honesty and integrity
  - 1.2 Carefulness and diligence
  - 1.3 Values closely aligned with those of NZNO
  - 1.4 Good communication skills
  - 1.5 Ability to think strategically
  - 1.6 Understanding of and experience in good governance
2. The nominating member should consider that the nominee
  - 2.1 has the ability to be able to complete all tasks expected of a director
  - 2.2 has an adequate amount of available time to complete the expected tasks
  - 2.3 knows and understands the NZNO structures and how the director's role relates to that of the Board
  - 2.4 is able to identify and manage conflicts of interest
  - 2.5 demonstrates an understanding that they do not have to be the expert at everything but are required to seek the knowledge and expert advice elsewhere
  - 2.6 demonstrate that they will act in good faith and display reasonable care, diligence and skill.
  - 2.7 has skill and experience in all of the required areas.
3. Experience and knowledge requirements
 

The candidate's statement must outline the level of experience and knowledge they have in each of the following areas:

  - 3.1 engagement within NZNO and commitment to NZNO Vision
  - 3.2 understanding of nursing and the wider health sector
  - 3.3 business and commercial acumen
  - 3.4 governance
  - 3.5 finance and legal compliance
  - 3.6 NZNO's commitment to te Tiriti o Waitangi, Tikanga Māori, Mātauranga Māori and NZNO's commitment to the bicultural values and the role of Te Rūnanga o Aotearoa.

4. A person shall be precluded from holding office as a director if any one of the following situations applies, namely that they are:
  - 4.1 under the age of 18 years old;
  - 4.2 an un-discharged bankrupt;
  - 4.3 a person who is disqualified from being a director of a company registered under the Companies Act 1955 or the Companies Act 1993;
  - 4.4 a person who is mentally disordered within the meaning of the Mental Health (Compulsory Assessment and Treatment) Act 1992; or
  - 4.5 a person who is subject to a property order made under section 30 or section 31 of the Protection of Personal and Property Rights Act 1988.

#### **Schedule Five: Elections and Other Ballots**

1. Election Ballots
  - 1.1 When an election ballot is required to be held, the Board, Annual General Meeting, Special General Meeting, National Section, NZNO College, Regional Sections, Regional Council as the case may be, shall:
    - 1.1.1 appoint a returning officer who shall be responsible for the conduct of the ballot provided that the officer shall not be a potential candidate for office; and
    - 1.1.2 in the case of Board elections, shall be an external independent person.
  - 1.2 The Board or the group commissioning the ballot as the case may be, and any financial member directly concerned with the result of any ballot, may each appoint a scrutineer to oversee the conduct of the ballot and the counting of votes at their own cost, and the returning officer shall afford each scrutineer all reasonable opportunity to carry out such function.
  - 1.3 Every financial member (as at the date when ballots are dispatched to members) shall be entitled to exercise one vote only in each election and shall be given a voting paper by the Returning Officer with instruction on the voting process.

- 1.4 The Returning Officer shall ensure that the ballot paper clearly shows:
  - 1.4.1 the names of the candidates for election
  - 1.4.2 instructions on the manner in which a vote is to be recorded
  - 1.4.3 the date and manner by which such ballot papers have to be returned to the Returning Officer.
- 1.5 Ballot papers for elections of Board members including the President and Vice President must be dispatched or available at least four weeks before the ballot closes. For all other elections ballot papers shall be dispatched or available at least four (4) weeks before the ballot closes.
- 1.6 The Returning Officer shall set aside any invalid votes and count the remaining votes.
- 1.7 The candidate with the highest number of valid votes cast in her/his favour shall be declared elected.
- 1.8 Where any two or more candidates receive the highest number of valid votes the Returning Officer shall determine by lot which of the candidates will be elected.



# Board Members' Duties

## Duties of Board and Members

Collective and individual responsibility and accountability are fundamental to the integrity of the Board. It is important that Board members are clear about, and understand, the collective and individual duties that come with election and appointment to the NZNO Board.

Board duties are often referred to as directors' "fiduciary duties". Board members should be made aware of their duties immediately upon taking office. Collective and individual duties should be covered as part of a Board members orientation and on-going governance training.

Board member duties are constant and relevant to all actions undertaken by the Board or individual members; a Board and its members must always act in a manner consistent with these duties.

## Collective Duties

The collective duties of the Board are the duties which reflect that the Board and NZNO as an entity act in accordance with the objects and within the powers set out in the Constitution.

The collective duties of the Board are to:

- a) act consistently with the objects, powers set out in the Constitution (Clause 6, 7 and 11), the Strategic Plan 2021-2025, and Annual Plan for each financial year
- b) perform its role efficiently and effectively and consistently with the spirit of services to the members as set out in the Constitution
- c) operate in a financially responsible manner as per the Constitution (Clause 11.2.1)
- d) ensure that NZNO complies with all relevant legislation

## Individual Duties

NZNO is not a company, but these are increasingly accepted as threshold duties and requirements as per the Companies Act 1993.

- a) To act with honesty and integrity
- b) To act in good faith and in what the Board member believes to be in the interests of NZNO
- c) Not to permit 'reckless' trading
- d) To exercise reasonable care, diligence and skill
- e) Not disclose information, except as agreed to by the Board.

## Breach of Duty

The 1993 Companies Act imposed duties and rules on directors. Directors have a duty to act in good faith and in the best interests of the company. They must exercise their powers for a proper purpose and are required to comply with the Companies Act and the company's Constitution. There are penalties for reckless trading by the company and the company's directors have a duty of care when exercising the powers or performing their duties as directors. The liability of company directors is unlimited and as a consequence they may be found personally liable for any negligent actions performed by them. Legal compliance is a fundamental role of a director. Ensuring proper adherence to law is part of being an effective director, and liability is imposed on director under various acts. For example Health and Safety in Employment Act 1992, Health and Safety at Work Act 2015, Financial Reporting Act 2013 etc.

If a Board member does not act with good faith, or with reasonable care, NZNO may bring action against that Board member for a breach of an individual duty as set out in the Constitution - (Schedule Six: Removal of officers and other position holders, Clause 1.2).

## Governance

To be an effective board member requires good understanding of duties and effective governance. The NZNO Growing nurses into governance: A governance toolkit provides a competence and confidence pathway for nurses either in, or planning to be in, governance roles. Nurses and other members can use the toolkit to: begin thinking about contributing through governance; assess their own suitability for Board member duties and governance; grow their governance abilities; support others to grow into governance; and discover/follow pathways to governance. This can be accessed on the NZNO website [https://www.nzno.org.nz/resources/governance\\_toolkit](https://www.nzno.org.nz/resources/governance_toolkit)



## The Role of the President and Kaiwhakahaere (Role of Chair)

NZNO operates a bicultural partnership model in the leadership roles of President and Kaiwhakahaere.

An effective President and Kaiwhakahaere are vital to the effective governance and performance of NZNO as an organisation or entity. The President and Kaiwhakahaere are elected and appointed from various backgrounds and they need to understand the requirements of the role. The role has many similarities to that of a chair of a not for profit organisation but with some different elements which come from legislation and being a member-based organisation.

The President and Kaiwhakahaere roles include:

- providing effective leadership and direction to the Board, consistent with the Constitution
- ensuring effective accountability and governance of NZNO consistent with requirements of relevant legislation
- developing and maintaining sound relationships with key stakeholders
- acting as leaders of NZNO including presenting its objectives and strategies to members and key stakeholders
- chairing Board meetings including, setting meeting agendas, etc.
- where necessary dealing with the performance of Board members
- providing guidance and support to the Chief Executive to ensure that NZNO is managed effectively
- overseeing the employment of the Chief Executive, including succession planning
- ensuring that conflicts of interest policies, including disclosure provision are in place that members conflicts of interests (including those of the President and Kaiwhakahaere) are dealt with appropriately.

It is expected that the President, Kaiwhakahaere and **all Board members** will:

<b>Honesty, integrity and transparency</b>	<ul style="list-style-type: none"> <li>• Act with honesty and integrity in approaching their roles and responsibilities</li> <li>• Undertake Board responsibilities in a manner that respects other Board members and the employees of NZNO</li> <li>• Ensure that actions taken in the performance of Board duties do not discredit yourself, any other Board member, or any employee of NZNO</li> </ul>
<b>Act in the best interests of NZNO</b>	<ul style="list-style-type: none"> <li>• Diligently prepare for and attend Board meetings</li> <li>• Maintain a good level of competence and knowledge including remaining familiar with the NZNO activities and its operating environment</li> <li>• Apply their knowledge, skill and experience with reasonable care and diligence</li> <li>• Not engage in activities which could affect their judgement or objectivity as a Board member nor engage in any activities that could damage the integrity and reputation of NZNO</li> </ul>
<b>Act fairly and impartially</b>	<ul style="list-style-type: none"> <li>• Observe independence and objectivity in carrying out responsibilities of the Board</li> <li>• Avoid business connections, affiliations and personal connections that could impact negatively on involvement in Board discussions and decisions</li> </ul>
<b>Use Board information and Board position appropriately</b>	<ul style="list-style-type: none"> <li>• Respect the confidentiality of information received as a Board member and use it only for proper purposes</li> <li>• Decline gifts, benefits and positions that may compromise independence or create perceived obligations</li> <li>• Accept responsibility for the decisions and actions of the Board even if they are contrary to personal view</li> </ul>
<b>Exercise due care and diligence</b>	<ul style="list-style-type: none"> <li>• Work to improve the performance and efficiency of NZNO and use its resources carefully and only for intended purposes</li> <li>• Exercise due care and diligence when considering issues and making decisions by understanding the educational, financial and strategic implications</li> <li>• Understand and robustly enquire into the financial and other information provided to the Board</li> </ul>

## Sub-Delegations

Clause 12 of the NZNO Constitution authorises the Board to delegate any of its powers to (with exceptions noted in paragraph 12 of the NZNO Constitution):

- a) Any specified officers of NZNO (for example, President, Kaiwhakahaere, Tumu Whakarae, Vice President and Chief Executive), or
- b) Sub-Committee appointed by the Board.

Sub-delegations agreed at a Board meeting will be recorded in the minutes of the meeting at which they are approved and reported against to the Board in respect to the specific activity for which the sub-delegations have been approved.

## Code of Conduct

A code of conduct is a set of principles that should guide the behaviour of Board members in relation to carrying out their governance roles and enable the Board to set a tone from the top for NZNO. The table shown on page 12 summarises the key principles in a code of conduct.

## Conflicts of Interest Policy – Policy and Procedure for Managing Conflicts of Interest

### 1.0 Policy

- a. It is a fundamental obligation of all elected officials of NZNO to act in the best interests of NZNO.
- b. Conflicts of interest arise when personal interests or a duty to another person or organisation conflicts with that obligation to NZNO.
- c. A conflict of interest may arise whenever an elected official;
  - is employed by NZNO
  - is employed by or in any way has an obligation to, or an interest in an organisation with which NZNO transacts business\* (e.g. an employee of a Te Whatu Ora)
  - is a parent, child or partner to someone who has an obligation to or an interest in an organisation with which NZNO transacts business
  - is a director, officer or trustee in an organisation with which NZNO transacts business (e.g. a director of a Primary Health Centre)

- provides services to NZNO or receives any material benefit from NZNO (e.g. a person contracted to undertake research)

\* *An NZNO business transaction includes negotiating or advocating on behalf of members and the purchase or provision of services on behalf of members.*

- d. The existence of a conflict of interest is not in itself a reason why an elected official may not be eligible to hold office or to engage in discussion about the matter involving the conflict. The issue is whether or not the conflict is managed so that it has no material effect on the exercise of the official's obligation to NZNO.
- e. Management of conflicts of interest should take place at several points in the election and actions of elected officials.

### 1.1 Before Election

- a. When an NZNO member is considering whether to accept nomination for NZNO office they should first determine whether their circumstances are such that accepting office would place them in a position of conflict and the significance of any such conflict on their ability to fulfil their obligations as an NZNO office holder.
- b. They should then declare any conflicts to electors so that members may evaluate the relevance and significance of the conflict in deciding whether or not to give their vote to that individual.

### 1.2 In Office

- a. As soon as a conflict becomes known to an NZNO office holder, either as a result of changed personal circumstances or due to the nature of the business being decided, they should declare the conflict and its nature to fellow office holders at the meeting. The Board or committee then should decide if there is a material conflict and how it should be handled.
- b. Every such declaration should be recorded in the minutes at the time it is declared.
- c. A register of declared conflicts of interest should be maintained and the office holder concerned should remind the board or committee of the conflict whenever it is relevant.

- d. Mechanisms for managing the conflict include:
- simply noting the conflict.
  - the office holder abstaining from voting.
  - the office holder not being permitted to vote.
  - the office holder not participating in discussion.
  - the office holder withdrawing while the matter is discussed.
  - the office holder not receiving any information on the matter or being present when it is dealt with by the board.
- e. Conflicts of interest are matters of ethical conduct.

## 2.0 Register

This Register of Interest is established as required by the NZNO Conflict of Interest Policy. The policy requires that any business or personal matter which could lead to a conflict of interest of a material nature involving a Board member and their role and relationship with NZNO, must be declared and registered in the Register of Interest. Entries in the Register shall be presented to the Board and minuted at the first meeting following entry in the Register. All Board members should be continually on the alert for any conflict, or potential conflict of interest they may have and notify the board or committee as soon as it occurs. If a Board member is uncertain regarding a potential conflict of interest it should be discussed with the Chair, and if necessary legal advice should be taken.

Board Members	Interests
Name	Employee of XYZ Healthcare, Board Member ABC

## 3.0 Procedure

NZNO maintains a Register of Interests and all Board members are asked to declare any interests in connection with their NZNO role, by completing and submitting the Declaration of Interests form annually and amending it at any time when changes occur. This Register of Interests will be publicly available.

Where an item is being discussed at a meeting, Board members are asked to declare their interest at the beginning of the item, or when a conflict of interest becomes apparent during the course of a discussion. Such a declaration will be recorded in the minutes. Where there is a material interest, the member will be asked to withdraw from the meeting and take no part in either the discussion or the decision, and the withdrawal shall be recorded in the minutes.

NZNO requires that any office holder must resign their elected office within NZNO before accepting an offer of employment within NZNO. This protects both the organisation and office holders against breach of trust and the perception of influence or wrongdoing.

*Endorsed by the Board of Directors February 2019*

# Nominations

## Key Dates

- Nominations open Thursday 19 June 2025
- Nominations close 12, noon Friday 18 July 2025
- Voting opens Wednesday 6 August 2025
- Voting closes 5pm, Thursday 11 September 2025

An electronic Notice of Election will be sent to financial members on the opening of nominations for each of the leadership groups above.

The Notice of Election will also appear in Kaitiaki Nursing New Zealand online.

## Nomination Papers

Each candidate nomination must be made on the official **nomination paper**.

Nomination papers can be downloaded from the NZNO website [https://www.nzno.org.nz/get\\_involved/nzno\\_board\\_leadership\\_elections](https://www.nzno.org.nz/get_involved/nzno_board_leadership_elections) or are available from the Returning Officer, Warwick Lampp, or the Deputy Returning Officer, Michele Day, [electionz.com](mailto:electionz.com) Ltd by:

Phone: **0800 666 044** Email: **iro@electionz.com**

Each candidate must be endorsed by a nominator and a seconder (must be two different people). The candidate's involvement in NZNO activities must also be confirmed by their Regional Council/Te Rūnanga, Te Poari, or national college or section. Both the candidate and the nominator and seconder must be current financial members of NZNO.

Candidates are required to submit a completed **Statement of Attestation of Fitness to Stand as a Director**, the **Statement of experience/skills against criteria in schedule 4 of the Constitution**, and a **candidate profile** (for sending out with the voting documents).

The format of the profile statement is set out in Section 5 of the nomination paper. Candidates are also required to provide a photo (jpeg) to accompany the profile with their Nomination Paper.

These profiles and photos are collated by the Returning Officer into a profile sheet and forwarded to financial members with their voting documents.

## Lodgement of Nomination Papers

Nominations for the Board close 12 noon on Friday 18 July 2025.

Nomination papers must be received by the Returning Officer, Warwick Lampp, no later than the dates and times specified above.

Completed nomination papers must be scanned and emailed to **[nominations@electionz.com](mailto:nominations@electionz.com)**. Should they be received by the Returning Officer after the close of nominations, the nomination is invalid. It is candidate's responsibility to ensure that their nomination is received by the Returning Officer on time.

If it is not an option for a candidate to scan and email their nomination documents then they must contact the Returning Officer on 0800 666 044 to discuss an alternative.

Nomination papers downloaded from the NZNO website must be printed out. All nomination papers must be completed, signed by the candidate, the nominator and seconder and, emailed to the Returning Officer.

All nomination documents, including the candidate profile statement and photo, **must** be submitted at the same time as the nomination paper.

Once lodged, nomination papers are checked to ensure the nominator and seconder are financial members and that all details are correct and all requirements have been met, including validity of endorsement by their regional council, or Te Poari or national college or section.

The lodgement of nomination papers should **not** be left to the last minute. Should a nomination paper be lodged late on the morning nominations close, and be incorrectly completed or refer to an ineligible nominator or seconder, there may be insufficient time to correct the situation and the nomination paper could be invalidated.

Confirmation by email of an accepted nomination will be given to each candidate as soon as the nomination documents are verified.

**Please lodge your nomination as early as possible.**

## Processes after the Close of Nominations

Once nominations have closed, a full list of all candidates will be published on the NZNO website and sent via email to all candidates.

If an election is required, (i.e. more than seven valid nominations are received), candidate names will appear in random order on the voting paper.

They will appear with Surname first, followed by their Christian names, i.e. LAMPP Warwick

Voting details will be distributed by email to financial members on Wednesday 6 August 2025 with voting closing at 5pm, Thursday 11 September 2025.

# Candidate Profile Statements

The NZNO Constitution requires each candidate to provide a candidate profile statement and photo with their Nomination Paper. These are collated by the Returning Officer and forwarded to NZNO member in a candidate profile document with the voting papers, and included on the e-voting site.

## Candidate Profile Statements

- **Must be set out in the format provided** in Section 5 of the Nomination Paper, also set out below.

Section heading:	Word limit:
Name:	None
Professional Qualifications:	None
Candidate Statement:	Maximum 150 words. Outlining skill, experience and suitability for the position.
Previous relevant experience:	Maximum 50 words.
Declaration of Conflicts of Interest:	None
Method of campaigning or contact:	Maximum 20 words.

- Profile statements **must not exceed 150 words** (excluding the candidate's name) for the Candidate Statement section. The 150 word limit will be strictly enforced.
- Information **must** be in a Word document in plain black and white text, but special formatting (bold, italics, quote marks) is permitted, however underlining is not permitted. Candidates may include an email address or website address, but these will each be counted as one word as part of the 150 word limit.
- Profile statements **must** be confined to information concerning the candidate, and the candidate's policies and intentions if elected to NZNO (i.e. must not refer to any other candidate).
- Information supplied **must** be a Word document attachment to an email that has been spell checked and word counted) and emailed to nominations@electionz.com.
- A recent (i.e. less than one year old) photograph of the candidate **only**, i.e. a head and shoulders shot, passport style, **must** be included. Photos must be in an electronic format (scanned as a jpg at a minimum of 300 dpi and emailed to the Returning Officer).

- Candidates are encouraged to provide information about how they will campaign (if applicable), such as via a website, Facebook page, YouTube channel etc. At the least they should provide a means of contact, such as an email address, through which members may contact them about their views and intentions should they be elected. NZNO will not assist candidates with their campaigns but will publish submitted campaign/ contact information on its website. The 20 word limit will be strictly enforced.
- Candidates' email address, cellphone number and URLs for campaigning platforms (if applicable) will also be included at the beginning of each candidates profile statement and are excluded from the candidate statement word limit.

## Returning Officer Review of Candidate Profiles

If the Returning Officer is not satisfied that a candidate profile statement complies with the requirements as specified, the Returning Officer will, as soon as practicable, return the statement to the candidate and specify his concerns and the reasons therefore. The candidate will have three business days to submit an amended candidate profile statement to the Returning Officer.

The Returning Officer is not required to verify or investigate any information included in a candidate profile statement. The Returning Officer will take **no responsibility for the accuracy** of the content, and a disclaimer concerning the accuracy of the information contained in the statements will be published in the profile statement booklet.

## Statement of experience/skills against criteria in schedule 4, NZNO Constitution

This information will appear on the NZNO website for members' review.

## Information for Kaitiaki Nursing New Zealand candidate profile

This information will also appear in *Kaitiaki Nursing New Zealand Online* where it may be subject to editing.



# Code of Conduct and Campaigning Guidelines by Candidates

## The New Zealand Nurses Organisation Tōpūtanga Tapuhi Kaitiaki o Aotearoa (NZNO) Code

This document incorporates a code of conduct, policies and guidelines including election rules for candidates during NZNO elections.

### Purpose of this document

- A One of the fundamental principles governing NZNO is that governance of NZNO is exercised by members who have the right to participate in NZNO elections.
- B To give effect to this principle, the whole Board must do its best to ensure that elections are conducted in a fair and impartial way and that all NZNO members have the opportunity to exercise their voting right free from improper influences.
- C The purpose of this document is to set out some commonsense principles and standards to assist with maintaining the highest level of integrity in relation to the Board elections (which are inclusive of all members of the Board).
- D The objective of this Code of Conduct is to allow candidates to vigorously put their views to members of NZNO with a minimum of restriction while still:
  - (a) ensuring that campaigning by candidates for the NZNO Board is carried out in an honest and fair way
  - (b) protecting the interests of NZNO and its ability to achieve its purpose defined in the Constitution, section 6, as Objects.<sup>1</sup>
- E This Code of Conduct is intended to encourage (and not discourage) fair and truthful comment and debate.
- F If a candidate breaches the Code of Conduct, depending on the circumstances or the severity of the breach, the Returning Officer may, after consultation with the Chief Executive:
  - issue the candidate with a verbal warning
  - issue the candidate with a written warning, advising that any further breach will allow the Returning Officer to remove the candidate from the election
  - remove the candidate from the election.
- G The Returning Officer's decision in relation to breaches of the Code of Conduct are final.

## Terms of the Code of Conduct

### Candidate Responsibility

- 1 In meeting the above objective, the following represent minimum standards which must be adhered to by candidates during the period beginning from the time a candidate declares themselves publicly as a candidate or the candidates' nomination is sent to the Returning Officer and ending on completion of the relevant election.
- 2 Generally candidates must provide NZNO members with truthful and fair campaigns, and conduct themselves in a manner conducive to a civil, issue-orientated exchange with their fellow candidates.
- 3 Candidates must act in good faith in what they honestly believe to be in the best interests of NZNO.
- 4 Generally candidates are expected to focus on:
  - 4.1 issues affecting the ability of NZNO to carry out its stated purpose and objectives<sup>1</sup>
  - 4.2 the expertise and attributes they will bring to the position of Board member rather than on the personalities of other candidates or existing Board members.
- 5 Each candidate must:
  - 5.1 have their involvement in NZNO activities confirmed by either their regional council/ Te Rūnanga, Te Poari or national college or section
  - 5.2 be respectful of other candidates and not make any statements relating to other candidates that are defamatory
  - 5.3 keep all of NZNO's confidential information confidential
  - 5.4 promote compliance, and comply in all respects, with the Election Rules set out in the NZNO Constitution
  - 5.5 report to the Returning Officer any breaches known to them of the Election Rules or this document
  - 5.6 refer all media enquiries about the election to the Returning Officer.

<sup>1</sup> NZNO Constitution, section 6 Objects, page 5

6 Candidates must not:

- 6.1 make any statements that undermine the integrity of the election process
- 6.2 make any media statement about the Returning Officer or the conduct of the election
- 6.3 carry out or participate in any action, or make any statement that might cause harm or loss to NZNO
- 6.4 carry out or participate in any action, or make any statement that might bring NZNO, or any Board member, employee or NZNO member into disrepute (including other candidates)
- 6.5 except as expressly permitted by NZNO, use any property or resources of NZNO for campaign purposes. This includes using images of premises, logos, brands, social media (refer to Social Media Policy), photos and other intellectual property.
- 6.6 misrepresent, or mislead NZNO members or nursing colleagues as to his/her qualifications, position or experience
- 6.7 misrepresent, or mislead NZNO members or nursing colleagues as to the qualifications, position or experience of other candidates
- 6.8 offer or imply any inducement to any NZNO member or nursing colleagues in exchange for their vote.

## Campaigning Policy

- Election campaigning can commence either when nominations close, or when a member declares themselves to be a candidate publicly.
- No election material can contain any untrue statement or be defamatory of any candidate.
- No election material may contain an imitation voting paper, which has the names of the candidates with any direction or indication as to the candidate a person should vote for, or in any way contain such direction or indication likely to influence the voter. However, campaign material showing just the individual candidate's name with a tick beside their name is permitted.
- Any acts committed by candidates that constitute criminal offences will be referred to the Police for their action.
- Except as expressly permitted by NZNO, candidates must not use the NZNO logo or branding material in any campaigning material.
- Candidates seeking election will be offered general support only. NZNO will publicise the election and candidates for election via the NZNO website, Facebook and *Kaitiaki Nursing New Zealand Online*. Notification of election will also be sent via the NZNO e-newsletter. This information mostly will be of a general nature but will also include information about individual candidates developed and set out in a standardised way.
- Candidates will not receive any financial support from NZNO to campaign. Candidates are responsible for their own campaigning costs.
- Candidates official profile statements may include a declaration of the endorsement of their nomination by a regional council/Te Rūnanga, Te Poari, or a national college or section.
- Staff may not support individual candidates and will be instructed not to undertake any work or to deploy NZNO resources in respect of any individual candidate. In the event staff are reported to support individual candidates this will be reported to the Returning Officer. An operational investigation into the conduct of that staff member may be pursued by the Chief Executive.
- No candidate nor staff member may assert any undue influence or pressure on any member during the act of voting.
- NZNO sanctioned email lists must not be accessed by candidates or their supporters for use in the promotion of individual candidates.



- In the event a current NZNO office holder is standing for election they may not participate in making any decision or take any official action that is outside the normal expectations of their role and may be perceived to give them prominence amongst the general membership and to give them advantage over other candidates for the period from the date of their nomination until the date the election ballot closes.
- Candidates intending to undertake campaign activity are encouraged to discuss plans with the Chief Executive and Returning Officer in advance to ensure they are consistent with this policy.

## Philosophy

Kaua e takahia Te Mana o te Tāngata. Do not trample on the mana of the people.

The Kaiwhakahaere and Tumu Whakarae will uphold Tikanga values throughout the campaign process.

Where the Kaiwhakahaere and Tumu Whakarae are standing for re-election as rangatira for Te Rūnanga members, these responsibilities in accordance with their current role still applies.

The principles of Whanaungatanga, manaakitanga, whakawhirinaki and tika pono, aroha must be upheld by the candidate and the process.

## Social Media Policy

- No candidate may access or use any officially sanctioned NZNO social media channels (Facebook, email lists, blog sites). This includes “liking” the NZNO facebook page during the election period.
- No candidate is permitted to speak officially on NZNO business or could be reasonably assumed to be speaking officially on NZNO business via NZNO social media channels unless prior approval is obtained from the Chief Executive and the Returning Officer.
- Candidates must not link their own social media channels to any NZNO sanctioned social media channel during the election period. Any existing links from candidate social media channels must be removed by the candidate prior to the election period.
- For the sake of clarity, social media channels include Facebook, Twitter, LinkedIn, YouTube, Snapchat, Pinterest, Yammer, Instagram, Blogs (created by tools like Wordpress, Tumblr), personal websites when they allow visitor comments and feedback, wikis such as Wikipedia.
- If candidates are using their personal social media channels for campaigning purposes, they need to advise the Returning Officer.
- Candidates must not use any NZNO logos or branding in their own social media channels.

- For the sake of clarity, the following are official NZNO social media channels:

- Facebook: New Zealand Nurses Organisation, Kaitiaki Nursing NZ, NZNO/HNZ Te Whatu Ora CA, NZNO-HNZ Te Whatu Ora Delegates, NZNO PHC MECA.
- Instagram: nznursesorganisation

Candidates are required to advise the Returning Officer on the nomination paper if they are using their personal Facebook page for campaigning purposes.

## Participation in NZNO meetings and ‘Business as Usual’ considerations for candidates with current roles in NZNO

- Candidates cannot attend any collective employment ratification meetings as an observer unless they are an employee and covered by the collective agreement. However, candidates are not to use the ratification meeting for the purpose of campaigning or promoting themselves.
- Paid meetings which are held during the ratification process are only for employees covered by the respective agreement for the purposes of considering the employer’s offer to settle the negotiations. Any member who is not covered by the collective agreement should not be at the paid meeting in any capacity, as an observer or otherwise.
- If the candidate is an employee covered by the collective agreement they can attend, but cannot use the meeting to promote their candidacy, they may only vote at one meeting, and must pay their own costs with respect to attendance at a meeting not at their place of work.
- Candidates cannot campaign or promote themselves nor provide any information in writing or verbally in relation to their campaign or candidacy for the election. Candidates can discharge their business as usual (BAU) duties and obligations in respect to governance activities planned before the opening and closing of the nomination process. However these must not be linked to their campaign or promotional activity.
- Candidates can attend conventions around the country as an observer, with the permission of the relevant regional council chair, provided they pay for their own travel and do so on annual leave.
- Candidates may participate and speak at college and section conferences, if they would normally do so were an election not being held. Conference organising committees are reminded of this business as usual consideration, and that care should be taken that they do not provide an inappropriate high profile for any candidate. Candidates are not to use the conference for the purpose of campaigning or promoting themselves.

- Current elected position holders cannot request regional chairs to assist them with ward walks in their hospitals or places of work to assist their campaign. However, if the request has been made by the regional chairs, before the opening of nomination and election period, then, yes those visits are permissible, but are not to be used for campaigning or promotional activity.
- The current elected incumbents must only engage in activity to discharge their duties and obligations from a governance perspective. Incumbents need to declare a conflict of interest to the Board in respect to this for which the Board will then decide how best to manage it in respect to governance and decisions of the Board, i.e. President and Kaiwhakahaere, as they are co-chairs of the Board.
- Candidates can approach regional council chairs in respect to their campaign but they cannot use regional council meeting, forums, or email contact lists to seek support for their campaigns and promotional activity. Regional council meetings are NZNO resources.
- Delegates who are on the NZNO Te Whatu Ora negotiating team cannot attend ratification meetings across all regions. However, a delegate on the collective agreement negotiating team can choose at their own cost to attend a ratification meeting in another Te Whatu Ora region and cast their vote at that meeting, if it happens that they are away from their own workplace setting on the day of ratification meeting. This should only be in exceptional circumstances and in that event the delegate will meet their own travel costs.
- NZNO staff are not to support individual candidates in any way written or verbal in respect to their campaigns or candidacy.
- Any NZNO staff who have concerns or queries regarding collective agreement conventions or meetings should raise their concerns with the Returning Officer in the first instance.

## Guidelines for Staff During an NZNO Election

These protocols apply to the employees and contractors engaged by NZNO.

The principles have general application at any time but are more relevant during an NZNO election period. They are based on the guidelines issued by the State Services Commissioner for use during parliamentary elections.

## Impartiality

Employees must maintain political neutrality.

In the lead up to an NZNO election there can be increased sensitivity in the relationships, expectations and interactions amongst employees, elected members and potential elected members. Employees must be able to effectively serve and maintain the trust of any future Board.

The ordinary business of the Board must continue and the heightened awareness of political neutrality in an NZNO election period does not mean that normal Board work is disrupted. What is required is that additional care is taken to ensure that activities, including media relations, advertising campaigns, responding to information requests, interactions with elected members and candidates, public speaking engagements, appointments processes, programme promotions and the release of discussion documents are not seen, in any way, as other than politically neutral.

## Public Communications by Local Authorities

The Office of the Controller and Auditor General has published a best practice guide for managing public communications by local authorities. Set out below are the relevant extracts from the guidelines relating to NZNO communication during the pre-election period.

There are two principles involved:

*"Principle 12:*

*A local authority must not promote, nor be perceived to promote, the re-election prospects of a sitting member. Therefore, the use of Council resources for re-election purposes is unacceptable and possibly unlawful.*

*Principle 13*

*A Council's communication policy should also recognise the risk that communications by or about Members, in their capacities as spokespersons for Council, during a pre-election period could result in the Member achieving electoral advantage at the ratepayers' expense. The Chief Executive (or his delegate) should actively manage the risk in accordance with the relevant electoral law."*

## Protocols for NZNO Staff – Political Neutrality

NZNO employees have the same political rights and freedoms as other New Zealanders, but must maintain political neutrality required to work with the current and any future NZNO Board. Employees taking part in political activities need to exercise judgment about what is appropriate.

NZNO staff must not play a lead role in any of the following activities during an NZNO election:

- campaign planning and meetings
- writing letters, media releases or speeches that could be linked to a candidate's campaign
- sending or forwarding emails seeking support for a candidate
- using a staff meeting as a platform for encouraging such support.

Any action that leaves a staff member open to an allegation of bias which may result in an investigation, could potentially cause serious problems for both themselves personally and for NZNO as an organisation.

## Breaches of Protocol

Any breaches of these Protocols may result in an investigation into an alleged breach of policy, which if upheld could lead to disciplinary action.

## Contact

If any staff member is unsure whether particular requests or activities are in breach of the protocols set out above, they should contact their manager or the CE.

## NZNO Resources and Campaigning Purposes

- NZNO resources including time, computers, email, cell phones, stationery, photocopiers, stamps, business cards and NZNO venues must not be used for campaigning purposes.
- NZNO arranged or supported forums of meetings (e.g. NZNO seminars, staff meetings or public meetings arranged by NZNO) must not be used for campaigning purposes.
- Staff must not send or forward emails around the organisation seeking support for a particular candidate of candidates, or use a staff meeting as a platform for encouraging support.

## Supply of NZNO Information

Where information is supplied by NZNO to a candidate for campaign purposes, the information should also be made available to other candidates on request.

## Use of NZNO Publications

- The information giving details of present elected members as provided on the websites of NZNO will remain as current information
- Care should be taken that NZNO publications do not provide an inappropriate high profile for any candidate. It is a matter of judgment as to what is inappropriate taking into account the spokesperson roles of elected Board members and the ongoing activities of NZNO. Guidance should be sought from the CE or the Returning Officer.
- All candidates should have access to the same communication avenues and photo/publicity opportunities and these should relate to NZNO's regular pattern of activities.
- All candidates, including elected members who are candidates, will be advised that individual profiles or news releases in the names of individual members will be discontinued as from the commencement of the election period.

# Scrutineers

The Constitution allow candidates to appoint scrutineers to oversee certain parts of the vote processing. For this election, “progressive processing” of voting papers will be used so that votes are processed as they are received by the Returning Officer.

Votes are expected to be received by internet voting as voting information will be sent to members by email where possible.

*electionz.com*’s election processing system has dual passwords and time locks on the processing software so that no access to the results can be obtained prior to the close of voting.

Scrutineers are welcome to attend the processing of voting papers **after** the close of voting for the Board election i.e. **after 5pm, Thursday 11 September 2025.**

Any candidate who wishes to appoint a scrutineer to review the election process should contact the Returning Officer for further details.

Scrutineers are required to make their own travel arrangements in attending the vote processing in Christchurch. NZNO and the Returning Officer will not cover any travel costs or expenses associated with scrutineers visiting the premises.

# Remuneration and Board Meetings

## Board Members' Expenses

Each Board member is entitled to be reimbursed for all actual and reasonable expenses incurred by the Board member in connection with his/her attendance at meetings.

The role of President and Kaiwhakahaere are full time positions as set down in clauses 32.11, 32.12 and 32.13 of the NZNO Constitution.

- 32.11 Other than the President and Kaiwhakahaere, no salary shall be payable by NZNO to the elected positions of Vice-President, Tumu Whakarae, member of the Board, standing committee members and officers, and committee members of a regional council or regional council committee Te Rūnanga, an NZNO college or section, National Student Unit or student committee, in respect of that position. However, the Board or AGM may authorise the payment of an honorarium.
- 32.12 The President and Kaiwhakahaere shall take a leave of absence from their current employment, shall undertake NZNO duties on a full time basis and be paid an annual payment equal to step 18 on the NZNO staff employment agreement.
- 32.13 Notwithstanding any provision in this Constitution, the Board may approve reimbursement of travel expenses and/or a per diem allowance, or meet any actual and reasonable expenses incurred by any member of an NZNO Committee, or any NZNO nominee or representative where such expenses are not provided for from any other source.

## Board Meetings

Board meetings are held over 2 days bi-monthly, in person. Generally they commence at 8.30am and usually finish at 5.00pm.

Meeting agenda and papers are distributed at least one week prior to meetings.

## Other Committees and Meetings

Some Board members also sit on other committees, including the Audit and Risk Committee, Chief Executive's Employment Committees and any other committee established by the Board.

## When do new elected Board members come into office?

Board members will come into office at the first Board meeting in 2025 after the elections or after the Annual General Meeting.



