Te Pūkenga

EIT

International Centre Decision Document

May 2025

STRICTLY CONFIDENTIAL TO KAIMAHI (STAFF) OF EIT

Contents

Overview

Background and rationale for change.

The EIT International Centre (the Centre) is responsible for international marketing communications, international lead generation, international recruitment, international business development, international partnerships development, international student support and retention, community engagement and management of third-party suppliers. The Centre also manages compliance with NZ government regulatory frameworks for international education activities related to marketing, immigration and international student experience.

There is a need to review the Centre's resourcing. Key factors that have driven the need for this review are:

- **The Te Pūkenga model is not proceeding, and we can rebuild**. The size of the Centre, and subsequent capacity, has significantly reduced from 12 full time equivalent (FTE) in 2019 to 7 FTE in 2024. In an effort to support natural attrition, we have not been replacing roles as they became vacant. This was in anticipation of the Te Pūkenga organisation review and reduce potential redundancies. We now have vacancies that allow us to get back to full capacity but would like to use this as an opportunity to think differently about the skills needed.
- **We are not able to support international lead generation and conversion activities** over and above our minimum core service. Nor can we deliver an excellent international student experience to a level of quality that we want due to capacity issues.
- **Faculties are demanding more support with offshore delivery in China.** As an example of volume, under the Joint Education Agreement with Zhejiang Yuexiu University (ZYU), one of the two Chinese Universities where EIT does offshore delivery, our student numbers continue to grow. Current enrolments for 2025 sit at 240 across three different 4-year long degree programmes. In addition, discussions are underway about adding three more programmes at ZYU. A key function in our team is to support this partnership and Faculty delivery and development of the offshore aspect. s 9(2)(b)(ii), s 9(2)(g)(i), s 9(2)(j)
- The requirement to deliver other aspects of the **NZ International Education Strategy 2022 – 2030** and EIT's alignment with it.

Period of Ongoing Change

We acknowledge that Te Pūkenga has undergone a range of changes and formal consultation processes in recent years due to the creation and then reversal of Creating our Futures. We also appreciate that a time of uncertainty continues while we wait for clarity on what the disestablishment of Te Pūkenga will mean for each Division.

While the future is uncertain, we believe the changes as part of this decision will support the viability of EIT and also support EIT to respond to future changes as they arise.

Obligations to the Charter and Te Tiriti

Te Pūkenga is committed to ensuring its governance, management and operations give effect to Te Tiriti o Waitangi. Te Pūkenga remains committed to its charter obligations as outlined in Schedule 13 of the Education and Training Act 2020. In relation to proposed organisational changes, this includes 3(b) to

> "*operate in a manner that ensures its regional representatives are empowered to make decisions about delivery and operations that are informed by local relationships and to make decisions that meet the needs of their communities.*"

Through its national and local relationships, Te Pūkenga will continue to engage with and remain informed by local communities, iwi and industry on an ongoing basis.

Summary of Confirmed Changes

Impact	**Numbers (headcount)**	**FTE**
Number of positions confirmed disestablished (1 currently vacant)	2	2
Number of positions confirmed minor change	7	6.7
Number of confirmed new roles	3	3

Further details of individual role impacts can be found in the impacts table and the organisation charts

Benefits of the change

There is a need to re-build the capacity of the International Centre at EIT to help us deliver to EIT's institutional strategy and growth targets.

By way of example EIT international tuition fee income forecast is:

By way of example EIT international tuition fee income forecast is:

2025	2026	2027	2028	2029
$15.5m	$17m	$17.6m	$18.4m	$19m

This growth is not achievable with the current resource and capability.

The size of the team is currently significantly smaller than in 2019. This is a result of the effects of Covid on international enrolments and the Te Pūkenga establishment proposal and associated impacts on any ability to replace vacancies. Due to the pending Te Pūkenga structure, positions vacated were not replaced.

Since 2019, the business of international education and the way we choose to participate in it for our institutional, regional and national international and broader strategic goals has also shifted and we need to plan resources and structure to be in a position to succeed in an altered international education global market framework.

With the pending disestablishment of Te Pūkenga, EIT growth targets, a changed evolved external market environment and tools that can be utilized to support recruitment, practices and opportunities therefore present us with an opportunity to look at what roles and skills are needed to succeed and whilst being mindful of resource. This has led to the need for the changes proposed.

The benefits of the changes will be a step change in our ability to undertake a fuller range of activities, support our ability to diversify our markets, support our ability to deliver a quality international student experience and work towards meeting EIT's targets and the needs of our stakeholders.

Our values/principles for change

Our EIT values guide all that we do, and we have endeavoured to reflect these within this change proposal and processes that follow.

1. Inspire success
2. Be committed
3. Nurture whānaungatanga
4. Act with integrity

The following principles will be applied during our change process:

- Uncertainty for kaimahi is minimised by open and transparent communication processes
- We will work closely with our union partners and our kaimahi
- We will honour our commitments to individual and collective employment agreements
- Redeployment of impacted kaimahi is prioritised, redundancy is a last resort
- Kaimahi have access to a paid confidential assistance programme/s and services throughout the change process
- Alongside our values, our commitment to Te Tiriti o Waitangi and equity are fundamental to our tuakiri (identity) as EIT Te Pūkenga.

Feedback

Feedback theme	Specific feedback	Decisions from feedback
Supportive	I see the proposed change as positive. I fully support and agree with it. I would like to express my full support for the initiative. This is a change I am excited for.	Aligns with the proposal
Creates more opportunity and better practice and acknowledges workload pressures that create barriers to growth	Enhance efficiency and communication across the team by bringing full functions of international marcomm and international applications team together. Will bring clear benefits to the organisation. In particular, focuses on enhancing the functions of improved partnerships, recruitment and service delivery within the international team. There are two reasons why I feel that the proposed structure is correct for our team. It shows the immense pressure and workload that our team has been dealing with for an extended period of time and it shows where we need to act on these changes s 9(2)(ba)(i) I can also see how this structure will allow even more growth in the future as we build back better.	Aligns with the proposal
Working Environment	Additional feedback requested that the international admissions team within the international team are co-located in a much closer working space. This would benefit the team working closely together as a mutually supporting service as well as the change transition.	Discuss with appropriate parties the options.

Final Decisions

This section describes both the proposed changes and the final decisions to structures made following review of feedback.

Proposals presented during consultation and rationale

This proposal aimed to establish a structure that will be scalable and incorporate the following:

- International marketing communications which are performed in the Centre rather than by the domestic communications team.
- International business operations and services such as compliance and policy management, liaison with programmes, financial administration
- International student recruitment such as sales
- Processing of international student applications which has recently moved to the Centre
- International partnership development in order to support offshore delivery by the faculties.

The current structure is made up of a team of 7 (including 1 vacancy) reporting through to the Executive Director, International. The team is based in various locations, Hawkes Bay and Auckland Campus and India. Responsibilities of the team include:

- Strategic direction, management of team and international business development - undertaken by the Executive Director, International.
- International marketing communications – undertaken by the recently appointed International Marketing Communications Manager.
- International Student Support – Pastoral care of the Hawkes Bay based international students is undertaken by the International Student Support Officer
- Community engagement and management of third-party suppliers – undertaken by the International Market Development Managers (2FTE) who travel regularly to agent countries. In addition, the team has an International Marketing Manager who engages with Auckland based agents.
- International Applications Registry team - Recently moved from Registry to International Centre following a trial. Currently reporting through to the International Recruitment Administrator.

Proposed Structure and Impacts

The proposal was to establish a structure that enables EIT to achieve international market diversification, depth of expertise and quality of service. This aimed to be achieved through:

- Improved partnerships with respect to the China market
- Changes in positions related to recruitment and service delivery.

Improved Partnerships:

EIT must invest in the right partnership with Chinese Universities and have strong liaison relationships between the two parties. To date the International Market Development Manager position, which supports both the Chinese and South Korean markets, has been supporting this work. The scope has grown beyond its original job design and now includes other markets including Philippines, Vietnam and Canada. The original role International Market Development Manager position was largely a sales role, but has now pivoted to become more of a business development role given EIT have built two significant offshore delivery sites in China. This provides opportunities for onshore recruitment also. The role is now responsible for ensuring the EIT brand is represented at both institutions in China.

The new structure proposes rescoping the International Market Development Manager position which supports the Chinese and South Korean markets. Tasks are proposed to include increased partnership responsibilities associated with the Chinese market and off-shore delivery in other markets including in the Philippines.

The need for this level of partnership responsibility is not required in the Indian market as EIT does not do off-shore delivery in India. For that reason, the same rescoping is not proposed for the International Market Development Manager which supports India.

Recruitment and service delivery positions:

There are two roles in the current team that are proposed to be disestablished, the International Recruitment Administrator and the International Business Operations Senior Administrator (currently vacant). The proposal is that this would make way for three new roles to be established.

Duties from the Senior International Business Operations Senior Administrator role are proposed to be distributed across the International Business Operations Manager and Executive Director, International roles. The Senior International Recruitment Administrator would also pick up some of the administrative duties from this role.

The current responsibilities of the International Recruitment Administrator have grown to a point that they are too large to maintain with one role. Due to the significant reduction in the international team over recent years, this role has absorbed other duties from other roles that have been vacated and not replaced (e.g. Business Operations Senior Administrator). It is proposed the responsibilities of the existing role will be distributed across three new positions as described below:

1. **International Business Operations Manager**

Purpose of role: To provide business operations service support such as recruitment, admissions, compliance activities and business activities with a focus on the delivery of a positive experience throughout for prospective international students.

It is proposed that the International Applications Registry team would report through to this role. This would be a minor impact, change in reporting line. It is proposed the new Senior International Recruitment Administrator – Global Mobility and Agent Management would also report through to the Operations Manager.

2. **Senior International Recruitment Administrator**

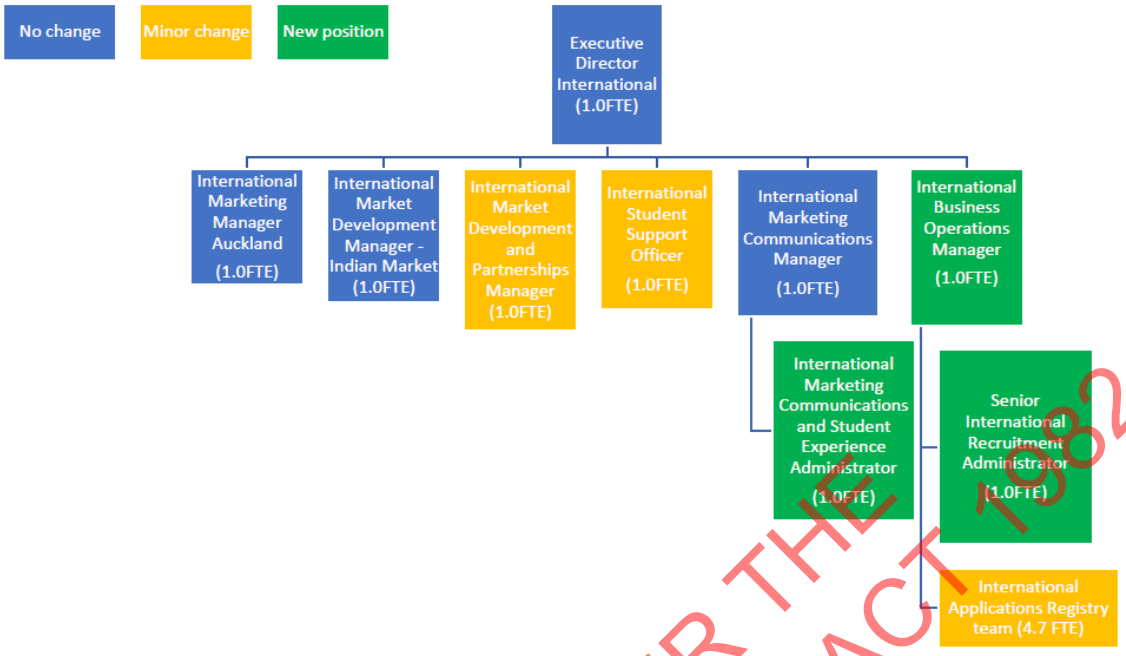
Purpose of role: To provide operational service delivery for EIT's international partner exchange and study abroad institutions including aspect of inbound and outbound global mobility. Other tasks would include Recruitment Agent operations management administration and administration support for all other international partnerships

3. **International Student Experience Administrator**

Purpose of role: To support the wider marketing communication activities of the International Centre. To deliver an enquiries management service to prospective International students support and delivering a quality enquiry to enrolment experience. To undertake administrative organisation for a range of international team generated events and activities.

The responsibilities within these roles new positions are either; not currently being done due to resourcing constraints, impacting service delivery, or are currently being undertaken by the Executive Director International and are outside the scope of this position.

The proposed structure is presented in chart two below.



Confirmed Team Structures

New confirmed structure

Confirmed impacts of change

Below is the list of confirmed impacted positions

Role	Outcome for role	Description	Decision on what happens to the work the role is doing.
International Recruitment Administrator	Disestablishment	Position not included in proposed structure. Incumbent may apply for available positions in structure	Some of the work undertaken in this role will shift to the International Business Operations Manager and the Senior International Recruitment Administrator
International Business Operations Senior Administrator (Vacant)	Disestablishment	Position not included in proposed structure. Currently Vacant.	Some of the work undertaken in this role will shift to the International Business Operations Manager, the Executive Director International and the Senior International Recruitment Administrator
International Market Development Manager	Minor Change	Change in job title to **International Market Development and Partnerships Manager** and responsibilities	Continues with additional duties as outlined in position description (page 28)
International Student Support Officer	Minor change	Change in reporting line	Other than change in reporting line, there are currently no other changes to the duties of this role
International Student Admissions Advisor (5)	Minor Change	Change in reporting line to International Business Operations Manager	Other than change in reporting line, there is no other changes to the duties of this role.
International Marketing Manager Auckland	No impact		
International Market Development Manager	No impact		
International Marketing Communications Manager	No impact		

Confirmed new roles

Below is a list of the new roles and a descriptive of the accountabilities. Job descriptions can be found in the appendices and the recruitment process is below.

New Role	Description of new role
International Business Operations Manager	**Service Delivery Operations** • Ongoing delivery of services to support the international recruitment and business operations, compliance and admissions services to enable the effective and efficient recruitment of quality international students to EIT. • Maximize effectiveness and efficiency by continuous improvement and updates to those processes that support the international enquiry to enrolment experience. • Undertake and deliver (as appropriate) recruitment administration and induction programmes and operational set up of new staff in the International Centre • Undertake a range of finance administration operations tasks that support the International Centre activities e.g. oversight of recruitment agent commission, checking monthly transactions reports etc. **Policy development international admissions** • Reporting Manager and day to day operations of the international admissions support team. • Develop policy and guidelines on international recruitment issues related to international admissions and enrolment with the Executive Director and other appropriate stakeholders. • Provide expert advice on legislative frameworks and industry developments to ensure compliance and eliminate fraud. • Take responsibility for the development, documentation and communication of policies and guidelines relating to country specific education qualifications, admission requirements and programme specific entry criteria in consultation with appropriate colleagues and ensure approval through appropriate academic committees. • Manage the transition, from an international student and recruitment marketing experience perspective, of new programmes to international admissions and applications processing policies as appropriate • Contribute to the EIT consultation process, as required, to assess international foundation,

pathway and pre-masters programmes offered by other institutions and determine their appropriateness as entry qualifications in consultation with Faculty staff responsible for admissions decisions to support international recruitment growth.

- Contribute to consultations on English language or academic entry requirements as required, in discussion with colleagues in the Faculties and the International Centre,
- Overall responsibility for the development and maintenance of an up to date international equivalencies database for international education qualifications to ensure that admission decisions can be made quickly and accurately in line with tertiary sector best practice.
- Manage the relationship with UK ENIC

Programme and Services Information Management

- Ongoing Liaison with Programme Coordinators, Faculty Administrators and other EIT staff to collate accurate and up to date information on all aspects of EIT academic programmes.
- Support colleagues across the institution by providing international student experience focussed input to the development of services and systems that support our international students e.g. roll-out of Revive, Artena
- Analyse and present this information in appropriate report formats to:
  - inform international recruitment planning including the development of programme discussions between International Centre and other stakeholders
  - support the development of international marketing materials updating and development
  - act as International Centre representative for international recruitment administration and procedures liaison with Registry Enrolments team

Compliance

- Support the Executive Director International with the annual review of internal EIT procedures for recruitment and marketing compliance and pastoral care services delivery against the Code of Practice guidelines and maintain evidence records of our international recruitment and pastoral care service delivery

	• Organize the collaborative development and introduction of delivery of service and international compliance improvements from the annual reviews and communicate changes to appropriate EIT stakeholders. • Ensure compliance with INZ, NZQA and other regulations that affect the international student experience, proactively providing guidance and recommendations to the Registry international admissions function and other EIT stakeholders arising from EIT policy implementation decisions and external and internal enquiries. • Embed Health and Safety into our international recruitment and international student support operations activities to give students and other stakeholders confidence that their health and safety needs are being met whilst studying at EIT **Reporting Analysis** • Undertake analysis of data reports provided to the International Centre through EIT's Student Management System and any other relevant information databases and present the information in an appropriate way to inform the Executive International Director (and other stakeholders) of recruitment performance at all stages of the recruitment cycle. **International Enquiries Administration Management** • Overall operational responsibility for the international enquiries inbox management and the operational management of the international student CRM system • Anticipate and research answers to questions which may be raised by the external enquiries and the international enquiries administrator or as required • Contribute to the development of content for the templates supporting the international student CRM system for international enquiries handling **Recruitment Administration** • Undertake collaborative activities with International Marketing Communications Officer in regard to CRM Implementation and development of the CRM functionality to support service delivery. • Support the annual international tuition fees setting project and maintain and update international tuition fees documents and prepare for Council

	• Maintain and update international student benefits documents • Run reports from various EIT systems on international recruitment performance as required • Provide ad hoc administrative support as required by Executive Director International
Senior International Recruitment Administrator	**International Partnerships : Global Mobility, Exchange and Study Abroad** • Manage the relationships with EIT's international partner exchange and study abroad partner institutions • Manage all aspects of global mobility opportunities for inbound and outbound students, individuals and groups. • Implement the transition of international inter-institutional partnerships to integrate with EIT processes. • Handle enquiries and applications from EIT domestic students to study abroad at an EIT partner institution • Undertake liaison with Faculty on Study Abroad students inbound and outbound • Develop and undertake marketing communications activities to promote the opportunities for EIT students to study abroad through our international partnerships and other opportunities including EIT webpage updates. • Act as first point of contact for our Inbound partner institution exchange and study abroad students including when enrolled at EIT **International Partnerships : Administration** • Compile and update information on partnerships admissions requirements and information on features that will be incorporated into a letter of offer i.e. disseminate information to international admissions and marketing team and other stakeholders. • Develop content for the International Enquiries administrator specific to international inter-institutional partnerships • Develop processes, marketing tools and information documentation for our inter international partner institutions outlining opportunities for students to continue their studies at EIT and to deliver a quality student experience.

	• Maintain updated data capture, records and provide reports on international partnerships. • Liaison with Faculty on administrative aspects of international partnerships • Undertake administrative support for Faculty members travelling overseas to teach at EIT's partner institutions including visa applications processing. **Scholarship Administration and Sponsoring Bodies Liaison** • Liaison and administration for EIT's operational relationship with funding bodies for inbound international students e.g. VAB (USA). • Liaison and administration for EIT's operational relationships with funding bodies for outbound domestic students to study overseas. • Promote and support applications for opportunities for overseas study by domestic students or Faculty groups funded by NZ government agencies e.g. Prime Minister's Scholarships for Asia and Latin America opportunities **Recruitment Agent Management Administration** • First point of contact for EIT staff enquiries on the operations management of international recruitment agents • Contractual administration including drafting appropriate documents, for recruitment agent selection and appointment • Maintain up to date knowledge of all contractual requirements for agents. • Assess and process commission invoices and payments from recruitment agents. • Any other recruitment agent related responsibilities as determined by the Executive Director, International **Recruitment Administration** • Undertake collaborative activities with the International Marketing Communications Manager in regard to CRM Implementation • Provide ad hoc administrative support as required by Manager.
International Marketing Communications and Student Experience Administrator	**<u>International Recruitment Marketing Communications</u>** • Provide support to the International Marketing Communications Manager in the production of all EIT international marketing collateral and content including photo shoots and video production.

	• Undertake updates to EIT international social media and international web pages as appropriate • Provide support for the content, production and distribution of periodic newsletters to our stakeholders • Undertake design and content updates for EIT international programme information marketing materials. • Review and update content and design of CRM templates. • Produce web advertisements and banners (primarily using Adobe InDesign and Photoshop) • Manage storage and updates to the EIT international photo library, videos, student profiles and other digital marketing materials. • Manage the purchase and production of exhibition materials, banners, gifts, giveaways, Christmas cards. • To maintain supplies of international marketing materials and their distribution overseas and onshore. **Enquiries Communications** • To distribute the emails received to the International mailbox. • To reply to all prospective international student enquiries arising from a wide range of international recruitment and marketing lead generating activities utilizing the appropriate protocols and tools developed to deliver a quality efficient and customer centric service. • To undertake active follow up to enquiries following first response including sending of updates to support application conversion. • To be the first point of contact (Reception) for International Centre visitors and to field enquiries from all visitors as appropriate. **Events Organization** • Provide support to international team members for overseas and onshore events participation. • Organization for international visitor hospitality to EIT campuses to include maintaining a Visitor Register. • Onshore international team events administration organization e.g. workshops and agent seminars • Provide organizational and delivery support for Hawkes Bay international student orientation programmes

	General Administration • To provide administrative support to the International Centre (Meeting organisation and minutes, maintaining equipment and office supplies etc.). • To provide financial administration support to international team

What happens next?

Decision Process

As the decisions have now been made, we intend to:

- **Step 1**: Individual and/or group meetings will be held within impacted kaimahi to advise the final decision, any impact on positions and to provide the final decision document and a letter.
- **Step 2**: If necessary other kaimahi who may be in scope but not impacted by the change will be advised of the outcome of consultation.
- **Step 3:** Recruitment and selection commence.
- **Step 4:** Where roles are confirmed disestablished, redeployment conversations begin. A voluntary redundancy process may be actioned.

Timeline following decisions

The following sets out a high-level timeline following the decisions that have been announced today.

Milestone	Date
Decisions communicated to impacted kaimahi	Week beginning 12 May 2025
Decisions communicated to other kaimahi (if necessary)	Week beginning 12 May 2025
Recruitment and selection commence	Week beginning 12 May 2025
New structure effective	2 June 2025

Recruitment and Selection Processes for roles

New roles

We are committed to an open and transparent contestable recruitment process based off the selection process below. In addition, we are committed to ensuring we appoint the best person for the role. The recruitment process for any new position following consultation would be:

- In the first instance, new roles would be open to impacted kaimahi from within Te Pukenga. Advert open for 10 days.
- If this does not fill the roles, we would then look to open the process to all kaimahi from within Te Pukenga. Advert open for 10 days.
- Vacancies will be advertised at both the above stages on Te Whare
- All potential internal candidates will be required to apply formally with a CV

- The People and Culture team and the hiring manager will shortlist both internal and external candidates against suitability for the role against the position description and the selection criteria that is finalised following consultation (confirmed selection criteria is below).
- Previous performance will be taken into consideration
- A shortlist will be completed within 4 days concluding the final advertising period closing
- The interview will be formal and based off competency-based questions that relate to the JD and the final selection criteria
- The interview process is expected to take around 2 weeks
- Should the position not be filled internally, we will then look to advertise externally.

Confirmed Selection Criteria for new roles and reduction in roles

Description	Selection criteria	Weighting
Experience and Qualifications	Relevant qualifications required for the position (and/or where relevant, the equivalent body of knowledge gained through experience)	10
	Currency, relevance, and extent of industry, professional or community-related experience in relevant field/s	10
Tertiary International Education Experience	Experience of working within an international education related business area preferably at tertiary level. International marketing techniques and tools and international customer service delivery.	20
Technical skills	Evidence of specific technical skills/knowledge of position (see below bullet points related to each role)	10
Te Tiriti o Waitangi and Equity	Experience, understanding / supporting / advocating / leading the inclusion of Te Tiriti o Waitangi practices in a workplace setting	10
	Experience in supporting / advocating / leading approaches that promote equity and prioritise the needs of our priority groups	10
Values	Evidence of clear behavioural examples which demonstrate EIT values alongside EIT leadership mindset	10
Performance	Experienced performing across a broad range of deliverables within position scope	10
	Examples of recent performance deliverables	10

Technical Experience Required

International Business Operations Manager

- Experience of international recruitment practices and partnership management
- Understanding of international qualifications assessment and NZ equivalence
- Student Management Systems management, use and data manipulation
- Customer Relationship Managment (CRM) systems management, use and data manipulation
- Data analytics: Excel and other report formats
- Financial reconciliation management
- Staff management

Senior International Recruitment Administrator

Data analytics: excel and other report formats

International Marketing Communications and Student Experience Administrator

- Adobe InDesign and Photoshop experience essential
- Experience in creating marketing or promotional content
- Experience with digital marketing tools and platforms

Transition Approach

Transition to the new structure will be managed through a range of activities sometimes collective, sometimes individual such as:

- Clear and timely communications on what is happening and when
- Clarification of the international team and individual workplans for 2025 and development of our plan for 2026
- Appropriate induction and on the job training delivery for new posts led by line manager
- Ongoing and phased one to one check-ins: individual and group

Where do I get support?

We acknowledge that change can be disruptive and unsettling for people. We encourage you to speak to your manager, your support network, your union representative or your People, Culture and Wellbeing team and to support each other through this consultation process.

EIT has service agreements with EAP Services to provide free, independent and confidential counselling to all kaimahi via our employee assistance programme (EAP). You can contact EAP Services on 0800 327 669 or at www.eapservices.co.nz.

Please note that we fully respect you sharing your situation with whānau or trusted colleagues. It is important to please give consideration of others when you do this. Be mindful of the different impacts and situations, and if your kōrero needs to highlight concerns, please be constructive to not unnecessarily cause further anxiety.

In addition, if you consider that the support options are not suitable for you, please speak with your local People, Culture and Wellbeing team. We are open to looking at how we meet individual needs in this large, organisational process.

If you have questions about this proposal, please discuss these with your people leader or people and culture representative.

Appendices.

Appendix One: Position Descriptions for Proposed Roles

- International Business Operations Manager
- International Recruitment Administrator – Global Mobility and Recruitment Agent Management
- International Marketing Communications, Events and Enquiries Administrator

International Business Operations Manager

Kaupapa | Purpose

To provide a business operations service to support international centre recruitment and business activities. With a focus on the delivery of a positive experience throughout for our prospective international students.

Ongoing delivery of services to support the international recruitment and business operations, compliance and admissions services to enable the effective and efficient recruitment of quality international students to EIT.

Reports to: Executive Director International

Team: International Team

Remuneration: Manager IEA

Date: January 2025

Ngā Hononga Mahi | Working relationships

Internal: Executive Director International
International Centre colleagues
EIT Institutional Partners
Faculty Deans and Heads of School
EIT Recruitment Agents
International Students
EIT Registry
EIT Auckland Campus Manager

External: External Stakeholders and regulatory bodies
Campus Visitors
General Public

Resource delegations and responsibilities:

Financial: TBC

People: 1 direct report

Ngā mahi | Do

Service Delivery Operations

- Ongoing delivery of services to support the international recruitment and business operations, compliance and admissions services to enable the effective and efficient recruitment of quality international students to EIT.
- Maximize effectiveness and efficiency by continuous improvement and updates to those processes that support the international enquiry to enrolment experience.
- Undertake and deliver (as appropriate) recruitment administration and induction programmes and operational set up of new staff in the International Centre
- Undertake a range of finance administration operations tasks that support the International Centre activities e.g. oversight of recruitment agent commission, checking monthly transactions reports etc.

Policy development international admissions

- Reporting Manager and day to day operations of the international admissions support team.
- Develop policy and guidelines on international recruitment issues related to international admissions and enrolment with the Executive Director and other appropriate stakeholders.
- Provide expert advice on legislative frameworks and industry developments to ensure compliance and eliminate fraud.
- Take responsibility for the development, documentation and communication of policies and guidelines relating to country specific education qualifications, admission requirements and programme specific entry criteria in consultation with appropriate colleagues and ensure approval through appropriate academic committees.
- Manage the transition, from an international student and recruitment marketing experience perspective, of new programmes to international admissions and applications processing policies as appropriate
- Contribute to the EIT consultation process, as required, to assess international foundation, pathway and pre-masters programmes offered by other institutions and determine their appropriateness as entry qualifications in consultation with Faculty staff responsible for admissions decisions to support international recruitment growth.
- Contribute to consultations on English language or academic entry requirements as required, in discussion with colleagues in the Faculties and the International Centre,
- Overall responsibility for the development and maintenance of an up to date international equivalencies database for international education qualifications to ensure that admission decisions can be made quickly and accurately in line with tertiary sector best practice.
- Manage the relationship with UK ENIC

Programme and Services Information Management

- Ongoing Liaison with Programme Coordinators, Faculty Administrators and other EIT staff to collate accurate and up to date information on all aspects of EIT academic programmes.
- Support colleagues across the institution by providing international student experience focussed input to the development of services and systems that support our international students e.g. roll-out of Revive, Artena
- Analyse and present this information in appropriate report formats to:
  - inform international recruitment planning including the development of programme discussions between International Centre and other stakeholders
  - support the development of international marketing materials updating and development
  - act as International Centre representative for international recruitment administration and procedures liaison with Registry Enrolments team

Compliance

- Support the Executive Director International with the annual review of internal EIT procedures for recruitment and marketing compliance and pastoral care services delivery against the Code of Practice guidelines and maintain evidence records of our international recruitment and pastoral care service delivery
- Organize the collaborative development and introduction of delivery of service and international compliance improvements from the annual reviews and communicate changes to appropriate EIT stakeholders.
- Ensure compliance with INZ, NZQA and other regulations that affect the international student experience, proactively providing guidance and recommendations to the Registry international admissions function and other EIT stakeholders arising from EIT policy implementation decisions and external and internal enquiries.
- Embed Health and Safety into our international recruitment and international student support operations activities to give students and other stakeholders confidence that their health and safety needs are being met whilst studying at EIT

Reporting Analysis

- Undertake analysis of data reports provided to the International Centre through EIT's Student Management System and any other relevant information databases and present the information in an appropriate way to inform the Executive International Director (and other stakeholders) of recruitment performance at all stages of the recruitment cycle.

International Enquiries Administration Management

- Overall operational responsibility for the international enquiries inbox management and the operational management of the international student CRM system
- Anticipate and research answers to questions which may be raised by the external enquiries and the international enquiries administrator or as required
- Contribute to the development of content for the templates supporting the international student CRM system for international enquiries handling

Recruitment Administration

- Undertake collaborative activities with International Marketing Communications Officer in regard to CRM Implementation and development of the CRM functionality to support service delivery.
- Support the annual international tuition fees setting project and maintain and update international tuition fees documents and prepare for Council
- Maintain and update international student benefits documents
- Run reports from various EIT systems on international recruitment performance as required
- Provide ad hoc administrative support as required by Executive Director International

Demonstrate commitment to:

Te Tiriti o Waitangi. Through our developing understanding of our obligations and our connection with Te Tiriti o Waitangi as both individuals and as an organisation.

Ākonga at the Centre. Through prioritising the experience, wellbeing, and success of our ākonga in our decision-making process.

Equity. Through recognition, empowerment, and inclusion we can give greater acknowledgement of the unmet needs of Māori, Pacific and disabled ākonga and their whānau.

Vocational Education and Training Excellence. Through quality provision for all ākonga, meeting the regional needs of employers and communities.

Pūkenga | Have

- Experience of working in a tertiary education institution (5 years plus)
- Experience of international recruitment practices and partnership management
- Understanding of international qualifications assessment
- Understanding of education systems in other countries
- Policy drafting – excellent drafting skills
- Data analysis and interpretation
- Staff management experience preferred
- Experience in dealing with people from other countries and cultures desired

Waiaro | Be

Authentic and Inclusive: Promote an environment of inclusion and authenticity, where all contributions are valued. Be courageous to disrupt inequities for all, including Māori, Pacific and disabled peoples. Hold the conviction that meaningful partnerships with Māori/iwi will contribute to progress for all.

Connected: Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future.

Collective: Seek progress over perfection, moving forward with aroha, empathy and persistence. Maintain a focus on results and delivery to build a sustainable, world class, vocational education and training network. Lean into transformation, challenge the status quo and choose courage over comfort to create better results for EIT | Te Pūkenga, employers, ākonga and their whānau.

Self-awareness: Navigate yourself, and lead others through change with confidence, understanding how to create the conditions you and others need to thrive. Demonstrate humility, be reflective and self-aware, always seeking to grow personally and as a leader.

Ako: Hold lifelong learning as vital in connection, hauora, and continuous improvement both personally and professionally. No matter your role, recognise your mahi contributes to making a positive difference for our ākonga and their whānau, and their ability to create thriving communities. Recognise Te Tiriti o Waitangi as a powerful mechanism for taking positive action in Aotearoa, and a pathway to achieve equity for all.

Mana tāngata: Contribute to a connected, creative, compassionate workplace, where teams are committed to growth, learning and achieving our shared purpose. Create a safe environment for learning and development, in all you do, including Te Tiriti, equity, academic and professional excellence. Recognise kaimahi and whānau wellbeing are interconnected, when we support personal and professional growth we contribute to Te Oranga/participation in society.

Senior International Recruitment Administrator

Kaupapa | Purpose

Operational service delivery for EIT's international partner exchange and study abroad institutions including all aspects of inbound and outbound global mobility. Recruitment Agent operations management administration. Administration support for all other international partnerships including administration to support academics travelling to teach at EIT's partner institutions offshore.

Reports to: International Business Operations Manager

Team: EIT International Team

Remuneration:

Date: January 2025

Ngā Hononga Mahi | Working relationships

Internal:
Executive Director International
International Centre colleagues
International Students
Registry and Faculty Staff

External:
EIT Recruitment Agents
Third Party External Providers
Recruitment Agents
External Enquirers
Campus Visitors
General Public

Resource delegations and responsibilities:

Financial: Not Applicable

People: Not Applicable

Achievement Areas:
Agent Management Administration
International marketing recruitment
Administration Functions
Public Relations
Professional Development

Ngā mahi | Do

International Partnerships : Global Mobility, Exchange and Study Abroad

- Manage the relationships with EIT's international partner exchange and study abroad partner institutions
- Manage all aspects of global mobility opportunities for inbound and outbound students, individuals and groups.
- Implement the transition of international inter-institutional partnerships to integrate with EIT processes.
- Handle enquiries and applications from EIT domestic students to study abroad at an EIT partner institution
- Undertake liaison with Faculty on Study Abroad students inbound and outbound
- Develop and undertake marketing communications activities to promote the opportunities for EIT students to study abroad through our international partnerships and other opportunities including EIT webpage updates.
- Act as first point of contact for our Inbound partner institution exchange and study abroad students including when enrolled at EIT

International Partnerships : Administration

- Compile and update information on partnerships admissions requirements and information on features that will be incorporated into a letter of offer i.e. disseminate information to international admissions and marketing team and other stakeholders.
- Develop content for the International Enquiries administrator specific to international inter-institutional partnerships
- Develop processes, marketing tools and information documentation for our inter international partner institutions outlining opportunities for students to continue their studies at EIT and to deliver a quality student experience.
- Maintain updated data capture, records and provide reports on international partnerships.
- Liaison with Faculty on administrative aspects of international partnerships
- Undertake administrative support for Faculty members travelling overseas to teach at EIT's partner institutions including visa applications processing.

Scholarship Administration and Sponsoring Bodies Liaison

- Liaison and administration for EIT's operational relationship with funding bodies for inbound international students e.g. VAB (USA).
- Liaison and administration for EIT's operational relationships with funding bodies for outbound domestic students to study overseas.
- Promote and support applications for opportunities for overseas study by domestic students or Faculty groups funded by NZ government agencies e.g. Prime Minister's Scholarships for Asia and Latin America opportunities

Recruitment Agent Management Administration

- First point of contact for EIT staff enquiries on the operations management of international recruitment agents
- Contractual administration including drafting appropriate documents, for recruitment agent selection and appointment
- Maintain up to date knowledge of all contractual requirements for agents.
- Assess and process commission invoices and payments from recruitment agents.
- Any other recruitment agent related responsibilities as determined by the Executive Director, International

Recruitment Administration

- Undertake collaborative activities with the International Marketing Communications Manager in regard to CRM Implementation
- Provide ad hoc administrative support as required by Manager.

Code of Practice compliance

- Be aware of and assist in ensuring EIT is compliant with the Education (Pastoral Care of Tertiary and International Learners)Code of Practice 2021 and specifically in relation to marketing to international students and working with recruitment agents.

Professional Development:

- Negotiate own training and professional development plan with your Manager arising out of annual appraisal process.
- Attend general EIT training opportunities as identified by your Manager

Demonstrate commitment to:

Te Tiriti o Waitangi. Through our developing understanding of our obligations and our connection with Te Tiriti o Waitangi as both individuals and as an organisation.

Ākonga at the Centre. Through prioritising the experience, wellbeing, and success of our ākonga in our decision-making process.

Equity. Through recognition, empowerment, and inclusion we can give greater acknowledgement of the unmet needs of Māori, Pacific and disabled ākonga and their whānau.

Vocational Education and Training Excellence. Through quality provision for all ākonga, meeting the regional needs of employers and communities.

Pūkenga | Have

- Knowledge, Experience and Skills:
- Bachelor Degree or studying towards a Bachelor degree qualification ideal
- Previous experience and understanding of international student recruitment marketing within tertiary education in New Zealand essential
- Ability to speak Spanish or Portuguese ideal
- Excellent customer service skills essential
- Well-developed administration, interpersonal, oral and written skills essential
- Excellent telephone manner essential
- Excellent organisational skills and a methodical approach essential
- Ability to work on own and as part of a wider team on and offshore essential
- Ability to multi task, identify solutions and think through implications of decisions essential

Waiaro | Be

Authentic and Inclusive: Promote an environment of inclusion and authenticity, where all contributions are valued. Be courageous disrupt inequities for all, including Māori, Pacific and disabled peoples. Hold the conviction that meaningful partnerships with Māori/iwi will contribute to progress for all.

Connected: Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future.

Collective: Maintain a focus on results and delivery to build a sustainable, world class, vocational education and training network. Lean into transformation, challenge the status quo and choose courage over comfort to create better results for EIT Te Pūkenga, employers, ākonga and their whānau.

Self-Awareness: Accept change with confidence, understanding how to create the conditions you and others need to thrive. Demonstrate humility, be reflective and self-aware, always seeking to grow personally.

Ako: Hold lifelong learning as vital in connection, hauora, and continuous improvement both personally and professionally. No matter your role, recognise your mahi contributes to making a positive difference for our ākonga and their whānau, and their ability to create thriving communities. Recognise Te Tiriti o Waitangi as a powerful mechanism for taking positive action in Aotearoa, and a pathway to achieve equity for all.

Mana tāngata: Contribute to a connected, creative, compassionate workplace, where teams are committed to growth, learning and achieving our shared purpose. Contribute to maintaining a safe environment for learning and development, in all you do, including Te Tiriti, equity, academic and professional excellence. Recognise kaimahi and whānau wellbeing are interconnected, when we support personal and professional growth we contribute to Te Oranga/participation in society.

International Marketing Communications and Student Experience Administrator

Kaupapa | Purpose

To support the wider marketing communications activities of the International Centre. To deliver an enquiries management service to prospective international students supporting and delivering a quality enquiry to enrolment experience. To undertake administrative organization for a range of international team generated events and activities.

Reports to: International Marketing and Communications Manager

Team: EIT International Team

Remuneration:

Date: January 2025

Ngā Hononga Mahi | Working relationships

Internal:
International Director International Centre colleagues
International Students
Registry and Faculty Staff

External:
EIT Recruitment Agents
Third Party External Providers
Campus Visitors
General Public

Resource delegations and responsibilities:

Financial: Not applicable

People: N/A

Ngā mahi | Do

International Recruitment Marketing Communications

- Provide support to the International Marketing Communications Manager in the production of all EIT international marketing collateral and content including photo shoots and video production.
- Undertake updates to EIT international social media and international web pages as appropriate
- Provide support for the content, production and distribution of periodic newsletters to our stakeholders
- Undertake design and content updates for EIT international programme information marketing materials.
- Review and update content and design of CRM templates.
- Produce web advertisements and banners (primarily using Adobe InDesign and Photoshop)
- Manage storage and updates to the EIT international photo library, videos, student profiles and other digital marketing materials.
- Manage the purchase and production of exhibition materials, banners, gifts, giveaways, Christmas cards.
- To maintain supplies of international marketing materials and their distribution overseas and onshore.

Enquiries Communications

- To distribute the emails received to the International mailbox.
- To reply to all prospective international student enquiries arising from a wide range of international recruitment and marketing lead generating activities utilizing the appropriate protocols and tools developed to deliver a quality efficient and customer centric service.
- To undertake active follow up to enquiries following first response including sending of updates to support application conversion.
- To be the first point of contact (Reception) for International Centre visitors and to field enquiries from all visitors as appropriate.

Events Organization

- Provide support to international team members for overseas and onshore events participation.
- Organization for international visitor hospitality to EIT campuses to include maintaining a Visitor Register.
- Onshore international team events administration organization e.g. workshops and agent seminars
- Provide organizational and delivery support for Hawkes Bay international student orientation programmes

General Administration

- To provide administrative support to the International Centre (Meeting organisation and minutes, maintaining equipment and office supplies etc.).
- To provide financial administration support to international team

Code of Practice compliancy

- Be aware of and assist in ensuring EIT is compliant with the Education (Pastoral Care of tertiary and International Students) Code of Practice 2021 and specifically in relation to marketing to international students and working with recruitment agents.

Professional Development:

- Negotiate own training and professional development plan with your Manager arising out of annual appraisal process.
- Attend general EIT training opportunities as identified by your Manager

General:

- Maintain and operate Institute administration policies and procedures as appropriate
- Ensure all activities reflect QMS philosophy and practices
- Promote a safe work environment through compliance with the Institute's Health and Safety policy and procedures
- Ensure the guidelines of the Privacy Act are complied with in all dealings with staff and students
- Develop positive and constructive working relationships with colleagues across all campuses
- Undertake other activities as agreed with Manager.

Demonstrate commitment to:

Te Tiriti o Waitangi. Through our developing understanding of our obligations and our connection with Te Tiriti o Waitangi as both individuals and as an organisation.

Ākonga at the Centre. Through prioritising the experience, wellbeing, and success of our ākonga in our decision-making process.

Equity. Through recognition, empowerment, and inclusion we can give greater acknowledgement of the unmet needs of Māori, Pacific and disabled ākonga and their whānau.

Vocational Education and Training Excellence. Through quality provision for all ākonga, meeting the regional needs of employers and communities.

Pūkenga | Have

Knowledge, Experience and Skills:

- Experience in creating marketing or promotional content
- Experience with digital marketing tools and platforms
- Excellent customer service skills essential
- Proven experience in use of technology (phone, web, and database) to communicate with customers essential
- Proven experience of Outlook Office applications
- Well-developed administration, interpersonal, oral and written skills essential
- Excellent telephone manner essential
- Excellent organisational skills and a methodical approach essential
- First-hand experience of tertiary student lifestyle/study preferred
- Ability to multi task and think through implications of decisions
- Experience in dealing with people from other countries and cultures desired

Special Aptitudes:

- An understanding and appreciation of other cultures
- A genuine desire to enhance the New Zealand tertiary experience for our international students
- Ability to be a proactive team member and use initiative

Qualifications:

- Adobe InDesign and Photoshop experience essential
- Computer and Word Processing experience essential
- Undergraduate degree preferable

Waiaro | Be

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Connected: Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future.

Collective: Maintain a focus on results and delivery to build a sustainable, world class, vocational education and training network. Lean into transformation, challenge the status quo and choose courage over comfort to create better results for EIT Te Pūkenga, employers, ākonga and their whānau.

Self-Awareness: Accept change with confidence, understanding how to create the conditions you and others need to thrive. Demonstrate humility, be reflective and self-aware, always seeking to grow personally.

Ako: Hold lifelong learning as vital in connection, hauora, and continuous improvement both personally and professionally. No matter your role, recognise your mahi contributes to making a positive difference for our ākonga and their whānau, and their ability to create thriving communities. Recognise Te Tiriti o Waitangi as a powerful mechanism for taking positive action in Aotearoa, and a pathway to achieve equity for all.

Mana tāngata: Contribute to a connected, creative, compassionate workplace, where teams are committed to growth, learning and achieving our shared purpose. Contribute to maintaining a safe environment for learning and development, in all you do, including Te Tiriti, equity, academic and professional excellence. Recognise kaimahi and whānau wellbeing are interconnected, when we support personal and professional growth we contribute to Te Oranga/participation in society.

International Market Development and Partnerships Manager

Kaupapa | Purpose

To lead development and implement recruitment and marketing strategies for designated international markets to deliver on the agreed recruitment targets for those markets
To drive the strategic international partnership and transnational education development opportunities from initial scoping through to project implementation and first delivery to support our international strategy

Reports to: Executive Director International

Team: EIT International Centre

Remuneration:

Date: January 2025

Ngā Hononga Mahi | Working relationships

Internal: Executive Director International
International Centre colleagues
EIT Institutional Partners
Faculty Deans and Heads of School
EIT Recruitment Agents
International Students
EIT Registry
EIT Auckland Campus Manager

External: External Stakeholders and regulatory bodies
Campus Visitors
General Public

Resource delegations and responsibilities:

Financial: Not Applicable

People: Not applicable

Ngā mahi | Do

Recruitment and Marketing

- Drive growth in international student enrolments and other international activities from allocated recruitment markets to support EIT's international strategy for all three EIT Campuses.
- Lead on recruitment from China supported by the EIT Auckland International Marketing Manager
- Develop and manage relationships, in collaboration with the International Marketing Manager Auckland, with recruitment agents from a range of markets for the recruitment of international students to all EIT campuses
- Represent EIT at overseas recruitment and sector engagement events as appropriate
- Handle enquiries from prospective Chinese students, both onshore and offshore and other China market stakeholders as appropriate.
- Develop and manage a strategy and tools for in-country marketing communications including, print materials, social media, digital marketing, alumni events etc
- Undertake day to day liaison with International Admissions officers in relation to applications from a range of markets, supporting the conversion process.

Reporting

- Monitor and provide regular reports on applications and recruitment performance in all markets covered under this role
- Collate and provide regular reports on competitive market intelligence in all markets covered by this role.

International Partnerships

- Negotiate and manage institutional partnership contracts in China and a range of other markets in conjunction with the International Director and Faculties
- Work with senior leadership team to develop the overarching strategy, expert advice and support to the Executive Director International focused on meeting the needs of EIT internationalisation
- Develop a deep understanding of assigned international markets and create business development plans to identify new opportunities and enhance existing partnership relationships
- Oversee the development and implementation of strategies for delivery of programmes offshore, in collaboration with our key institutional partners, ensure they are resourced and enabled to establish pathways for credit transfers and offshore delivery of New Zealand qualifications at international institutions
- Develop and maintain strategic relationships with key stakeholders internally and externally to support the delivery of transnational education services
- Oversee the development and delivery of inbound and outbound mobility programmes, Study Abroad, Group Study, and professional training programmes for partnership
- Conducts due diligence, risk assessment and feasibility of new opportunities that result in commercial and reputational outcomes for EIT
- Develop and manages business case proposals that include strategic, academic, financial and other factors to create evidenced-based and coherent arguments for investment in new opportunities offshore and obtain approval following EIT's internal approval processes
- Ensure compliance with relevant legislation and onshore/offshore regulations across all TNE activities

- Build and maintain a strong network including education agents, government agencies, and partner institutes, ensuring a strong awareness and understanding of the international markets within role.

Other

- Manage schedules for visitors from China to EIT and EIT to China as appropriate.
- Contribute to the development of overall service section international marketing and recruitment strategy and plans
- Maintain financial records and monitor the performance of international marketing against financial objectives within own budget allocation.
- Build relationships with appropriate Hawke's Bay based community groups
- Contribute to the wider activities of the International Marketing Service Section as requested by the International Director

Code of Practice Compliance

- Ensure compliance with the Education (pastoral care of tertiary and international learners) Code of Practice 2021

General

- Maintain and operate Institute administration policies and procedures as appropriate
- Ensure all activities reflect QMS philosophy and practices
- Promote a safe work environment through compliance with the Institute's Health and Safety policy and procedures
- Ensure the guidelines of the Privacy Act are complied with in all dealings with staff and students
- Develop positive and constructive working relationships with colleagues across all campuses

Demonstrate commitment to:

Te Tiriti o Waitangi. Through our developing understanding of our obligations and our connection with Te Tiriti o Waitangi as both individuals and as an organisation.

Ākonga at the Centre. Through prioritising the experience, wellbeing, and success of our ākonga in our decision-making process.

Equity. Through recognition, empowerment, and inclusion we can give greater acknowledgement of the unmet needs of Māori, Pacific and disabled ākonga and their whānau.

Vocational Education and Training Excellence. Through quality provision for all ākonga, meeting the regional needs of employers and communities.

Pūkenga | Have

Knowledge, Experience and Skills:

- 5- 10 years' experience of international recruitment from China gained in the tertiary education sector essential
- Chinese language skills essential
- Marketing experience essential
- Strong customer service skills essential.
- Knowledge of the tertiary education sector essential
- Strong oral and written communication skills essential.
- Proven ability to work effectively with people from a range of different cultural backgrounds essential.
- Proven experience in word processing, database, internet and other computer programmes essential
- Excellent organisational skills and a methodical approach essential

Special Aptitudes:

- An understanding and appreciation of other cultures
- A genuine desire to enhance the New Zealand tertiary experience for our international students
- Ability to be a proactive team member

Qualifications:

- Undergraduate degree essential
- Marketing qualification desirable
- Computer and Word Processing experience essential

Glossary

Term	Definition
Affected kaimahi	Kaimahi are considered affected when a decision is made that their position is to be disestablished. This does not automatically mean someone's employment ends through redundancy. Our priority is to place affected kaimahi into the new positions in the structure through redeployment.
Application	An application process is where you can signal your interest in a position (or a number of positions) and outline your skills and experience.
Comparable	Positions are identified as comparable if the required skills, qualifications, and experience are comparable to the current positions of significantly affected kaimahi. This may result in either direct appointment to a position or selection process in many to few situations.
Contestable	A competitive recruitment process (open to more than one applicant).
Disestablished position	If a position is disestablished, this means that it will not exist in the new structure. A position that is confirmed disestablished is because we no longer need it, the responsibilities of the role are distributed differently between new roles in the structure, or because the work of the position has changed so significantly the position is no longer the same position.
Business Divisions	The former Institutes of Technology and Polytechnics (ITPs) and Industry Training Organisations (ITOs) that are part of Te Pūkenga.
ITO and WBL	The 9 Industry Training Organisations, often referred to as work-based learning (WBL). Are referred to as Business Divisions.
ITP	The 16 Institutes of Technology and Polytechnics. Are referred to as Business Divisions
Reconfirmed	Where there is no change to a position or a minor change (title change, group change, reporting line change, minor changes to a job title or position description), kaimahi will be reconfirmed into their position. This is also sometimes called 'mapped in' or 'lifted and shifted' to the new structure.
Recruitment process	The process used to appoint suitable candidates to a position. This usually includes advertising, shortlisting, interview, reference check and offer.
Redeployment	Redeployment is a term used to describe the process of identifying suitable alternative positions for the appointment of affected kaimahi.
Reporting line	The relationship between a worker and their direct supervisor.
RIV	Regional ITP Vocational Programme. TEC wrote to Te Pūkenga in June 2024 regarding the viability of the ITP business divisions within Te Pūkenga. Te Pūkenga were required to seek specialist assistance under section 332 of the Education and Training Act 2020.

	These consultants reviewed the financial information for the ITP Business Divisions.
Ring-fenced/Many too few/Reduction in roles	A closed process for positions where incumbents of same or similar roles are the affected kaimahi. A selection process is involved in this case as opposed to a full recruitment process.
Surplus staffing	A situation where, following a consultation process, Te Pūkenga has identified a need to reduce the number of kaimahi, or where kaimahi can no longer be employed in their current position or grade
Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework	Te Tiriti o Waitangi Excellence Framework, developed by Te Pūkenga, is a self-reflective tool to monitor and assess how well the Network is tracking towards Te Tiriti o Waitangi excellence and achievement of their objectives of demonstrable Te Tiriti o Waitangi partnerships and inclusivity and equity for Māori.
Voluntary redundancy	The ability to ask for voluntary redundancy is provided for in some employment agreements in certain circumstances. It enables affected kaimahi to indicate a preference to take voluntary redundancy in a surplus staffing situation and when they have been confirmed as having their positions disestablished.

Te Pūkenga

Te Pūkenga