



# Te Pūkenga

**NorthTec**  
**Academic Leadership**  
**Decision Document**

**April 2025**

**STRICTLY CONFIDENTIAL TO KAIMAHI (STAFF) OF NORTHTEC**

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# Overview and Background

## Document Purpose and Scope

This decision document is intended for kaimahi in scope of the Academic Leadership Proposal February/March 2025. Any confirmed change to your role will be clearly set out in the individual letter you will receive, and this decision document should be read in conjunction with that letter.

The decision document follows recent consultation with impacted kaimahi and careful consideration of feedback. It presents the decisions made in response to that feedback and confirms the process to support kaimahi as we enter the next steps for moving into the new Academic Leadership structure. The feedback that we received and our response to the points made is summarised in this document.

The full consultation document is available in the Appendices for your convenience should you wish to review it.

## Background

Outlined within the Consultation document was the background to the proposal presented to kaimahi in February 2025.

We noted the change process that was withdrawn in late 2024. We also highlighted the development of strategic objectives which were included in the appendices and along with the other information within the pack formed some of the rationale for change. We also outlined in this document that in December 2024, the Government confirmed that it was their intention to disestablish Te Pūkenga. They indicated that some Institutes within the ITP's will be stand-alone from January 2026 and that others will form part of a federated model. Whilst we are still waiting on more detail, NorthTec needs to do whatever it can to ensure that we are looking at our financial viability. Within this decision we reiterate that this will not be easy but financial viability for NorthTec is critical to supporting the Government's plans for the future of the sector. The sector has experienced financial challenges for some time. We know that concerns were raised with Te Pūkenga by the TEC in June 2024 regarding the viability of the ITP business divisions within Te Pūkenga and were required to seek specialist assistance under section 332 of the Education and Training Act 2020. Consultants reviewed the finances of the ITP divisions and explored opportunities for sustainable viability, with the goal of establishing regionally autonomous ITPs where possible. As we noted in the consultation document, this work has helped shape the rationale for some of the changes outlined within that document which highlights concerns around the need for change to ensure that we are financially viable.

We also know that whilst we were looking to stand up Te Pūkenga, work on reviewing programmes within NorthTec was not done. But with the current Government's decision to no longer have a centralised vocational education and training organisation, we can review both our programmes and the structures we need at NorthTec for the future and consult with our kaimahi. We are very aware that we have had an ongoing decline in ākonga numbers. A number of factors have contributed to this including COVID, the economic environment and the cost-of-living crisis. We have also not been able to grow our international numbers back to where they were pre-COVID. Additionally, changes to the unified fee structure meant that learners were now facing a higher cost rendering programmes that were previously subsidised more expensive. Enrolments of new EFTS (Equivalent Full-Time Students) in NorthTec programmes have decreased from 2891 in 2018, to 1735 in 2024 leading to consistent annual operating losses. The projected financial loss for 2024 is approximately \$7.4 million.

I would like to remind kaimahi that the two recent change proposals, this one and the Academic Programme one is phase one of the changes we need to make within NorthTec. We need to set ourselves up for the future.

As a reminder, some Academic leadership positions are out of scope for this phase, this included International Campus Lead, Whangārei, and International Campus Lead, Auckland.

#### 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 proposed as part of this consultation and decision will support NorthTec to respond to future changes as they arise.

## Rationale for Change – Pathway Managers

NorthTec has had an extended period of interim leadership arrangements in place within our Ākonga Success team. This interim structure was a necessity whilst we were looking to setup the Ako Delivery Structure under Creating our Futures for Te Pūkenga. As we have now been given the directive that it is no longer the Government's intention to have a centralised vocational education and training organisation, Te Pūkenga has been taking steps to undo the structures that were set up under Creating our Futures and has also commenced returning a lot of the delegations and decision making to the regions/business divisions.

This has allowed NorthTec to review the senior Academic Leadership roles that sit under the Director – Ākonga Success. The Pathway Manager structure is proposed to be designed to:

- Be focused and aligned to the Strategic Objectives for NorthTec.
- Be lean and nimble and able to make decisions quickly.
- Have a revised combination of programmes and portfolios that create collaboration between teams.

Any reference to Pathway Managers also includes and covers the Curriculum Leads who form part of this process.

With the proposed goals of this change in mind, we have reviewed the Pathway Manager positions and taken the opportunity to consider the design of our current portfolio allocation under each Manager. This has enabled us to consider and propose options for grouping programmes so that we can streamline the number of Managers within the organisation.

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

## 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.

## Our values/principles for change

Our Te Pūkenga values guide all that we do at NorthTec. We have endeavoured to reflect these within this change proposal.

### Ō tātou Uara | Our values

Together we are led by Te Pūkenga values to define how we work together.



We endeavour to reflect these values in how we design and consult on the future of NorthTec, and we will continue to have our values guide us in our recruitment, selection, and transition process.

- Manawa nui describes the behaviour of a person or group that embodies manaakitanga (kindness), humility, patience, respect, tolerance, and compassion.
- Manawa roa describes the behaviour of a person or group that embodies staying power, resilience, fortitude, grit and doing what needs to be done to achieve the collective goal.
- Manawa ora describes the behaviour of a person or group that embodies the act of breathing life into all aspects of another life form.

Our values, along with our commitment to Te Tiriti o Waitangi and equity, are fundamental to our identity (tuakiri) as Te Pūkenga. These principles form the foundation of everything we do.

The following principles will be applied during our change processes:

- 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 Te Pūkenga.
- No decisions will be made until we have taken the time to review all feedback, and that feedback will be given serious and thoughtful consideration.

## Benefits of the Change

NorthTec's priority is to continue meeting the needs of our learners, industry, and other partners across our region. We don't doubt that our kaimahi share this priority, driven by their passion and commitment to supporting our region, but this dedication cannot come at the expense of our financial viability as an organisation.

We feel the confirmed changes to the leadership structure within the Ākonga Success team will help achieve this by:

- Right-sizing the leadership structure to deliver a reduced and fiscally viable portfolio of programmes.
- Provide for cost savings by being able to combine programmes under a condensed structure of portfolios and add to our financial sustainability.
- Providing stability and standardisation to leadership structures that currently include multiple acting and split roles and a range of component duties, including full, partial or no teaching responsibilities.
- Promoting collaboration between teams through combining portfolios and leadership.
- Removing barriers to efficient decision making that comes from being a smaller and nimble structure.

## Feedback

Thank you to everyone who took the time to give us your feedback. We know a large amount of work and thought went into the submissions we received.

We received much feedback on our proposed Academic Leadership structure, all of which we have considered. Some consistent themes came through, which we have responded to in detail later in this document. While we couldn't include every piece of feedback in this final decision document, we have discussed the key themes and how they influenced our final decision.

The passion and dedication our kaimahi have for vocational education and training really shone through. It is humbling to hear how much NorthTec's future means to our people who are out there every day, working for ākonga and their whānau, employers, our industry partners, and our communities.

A summary of the feedback is below:



## Feedback Themes

Feedback theme	Specific feedback	Decisions from feedback
<b>Wellbeing</b>	We received feedback about wellbeing, managing workload and distribution and how there has been a lack of equitable distribution across the pathways for some time, which might have led to more stress and fatigue.	We recognise that the Managers will need support from the structure sitting below them, and we are working on options to be able to support them and our kaimahi through change. We appreciate how unsettling change can be for our kaimahi, especially when the Tertiary Education sector has been in a state of change for a number of years. We are looking at options as noted above to support kaimahi through change, including our EAP service provider.
<b>Change management process and engagement</b>	Through your feedback on the consultation process we heard that you would have liked a more collaborative approach, both in terms of creating our proposed structure and engagement around the change. You also felt the Senior Leadership Team (SLT) was not visible enough during consultation.	In terms of how kaimahi were and are engaged through change, it's important to offer and maintain privacy for everyone receiving the news that their role might be impacted.  The consultation process enabled participation by way of feedback. We committed to not making any decisions until we have reviewed all the feedback from impacted kaimahi. We appreciate the time you took to join us at our roadshow sessions across the region, where the SLT were able to respond to your questions and hear your thoughts. Questions have been responded to as they have come into People Culture and Wellbeing (PCW) and with the input and follow up of the relevant SLT member throughout the consultation period.
<b>Transparency and accuracy of information</b>	Your diligent review of the consultation pack highlighted there were a few errors or omissions in the structure.	We apologise for any inaccuracies and can confirm that any errors were acknowledged at the roadshows. Also, where errors related to the current structure, that these were corrected in the change summary packs that have since been shared with all kaimahi on the portal.
<b>Te Tiriti o Waitangi</b>	We received a range of feedback relating to Te Tiriti o Waitangi obligations and specifically in relation to consultation and participation of Māori and concerns that the proposed structure	We are of the view that NorthTec is doing everything reasonable to uphold our obligations to Te Tiriti o Waitangi and Māori.

	<p>did not reflect NorthTec's commitment to Te Tiriti and /or Māori Iwi, Hapū and communities.</p> <p>Some feedback offered alternative views on where Mātauranga Māori programmes such as Toi Māori, Toitu Te Reo and Puawānanga Tapuhi Māori should sit in the structure and preferences for Māori leadership over these programme areas.</p>	<p>The strategic leadership and voice for Māori is held in our Senior Leadership team and led by our Te Amorangi, s 9(2)(a). Our Te Amorangi has been consulted with throughout the formal consideration process.</p> <p>We thank you for the alternative options;</p> <ul style="list-style-type: none"> <li>• At this stage it is not possible to have a standalone Manager role.</li> <li>• We have also considered that any programmes with Mātauranga Māori content are brought together under the same pathway. In light of the drive to stabilise our delivery as much as possible we do not feel the timing is right to undertake what would be a significant change, reorganising pathways based on papers, rather than core discipline areas. However, we have considered a range of options and determined that Toitu Te Reo as a programme area is best placed under the direct management and oversight of our Te Amorangi who among other things, has the academic background in addition to the depth and breadth of Mātauranga mō te Reo me ona Tikanga. This placement also recognises the interconnected nature of how we support both Te Puna o te Mātauranga and the Toitu Te Reo programme offerings.</li> <li>• We have considered the placement of the Arts areas (including Creative Writing and Toi Māori) and reviewed the placement in the proposed Ako networks under Te Pūkenga that did not go ahead. We also considered a relationship with Social Services under the concept of orange. With consideration to all things including the cumulative allocations under each Manager, we have decided that Creative (Creative Writing and Toi Māori) is best placed in the Creative and Services portfolio.</li> </ul>
<b>Programme Portfolio, Size and Distribution</b>	<p>The feedback submitted in relation to programme, portfolio size and distribution asked whether the structure was future-proofed, how it aligned to industry sectors, and raised concerns about the proposed portfolio realignment under each role.</p>	<p>We have taken your feedback into consideration and have since further cross referenced against the industry sector grouping that sits within the Workforce Development Councils and have made some changes to the proposal. Structural decisions are detailed below in this document.</p> <p>In terms of futureproofing, we believe this is a robust pathway structure that will enable NorthTec to be ready and to adapt to the further changes. At this stage, it is highly unlikely that NorthTec will be in a financial position to be able to 'stand alone' by 1 January 2026.</p>



<b>Support Structure/Roles</b>	In your feedback you asked about what the support structure would look like below these lead roles, and you felt that the proposed structure would require more support beneath them, based on the proposed portfolio sizes and numbers of EFTS.	We are currently considering the structure of the Academic delivery at the next layer down from the Managers. Any future proposal will take the variable size of portfolios into account and could look to ensure support is available to respond to the peaks and troughs of activity in each portfolio. Naturally, we have not finalised any proposal/s until we have reached a decision on the current Academic Leadership consultation given the direct dependency between leadership, delivery and support and the need to finalise any design following these decisions.
<b>Recruitment Process and Selection Criteria</b>	We have received a range of questions and feedback with relation to the selection process for the appointment to the roles.	<p>We acknowledge that the proposed process may differ from what has been previous practice at NorthTec and as such is not familiar to everyone.</p> <p>Please refer to page 18 (section titled 'What happens next') in this document that covers 'next steps'. The outlined selection process will apply to those kaimahi who have received confirmation that their roles are disestablished and that they are entitled to be part of a closed selection pool.</p> <p>You will receive a selection matrix and instructions on rating. This will be taken into consideration alongside an interview that will be scheduled with you.</p> <p>We have attached the Job Description of the Manager role. The remuneration range has been determined under the Te Pūkenga remuneration framework. The <b>total remuneration</b> range for the Manager role is <b>\$119,000 – \$154,289</b>.</p>
<b>Revenue Protecting /Expanding</b>	You provided your thoughts on future growth for NorthTec.	<p>The Government and Minister's expectation is that NorthTec undertakes the change processes necessary to ensure our financial viability for 2025 and beyond.</p> <p>We appreciate that some feedback given relates to future growth opportunity for NorthTec. We recognise that growth is critical, but our first priority and our current directive is to act now based on the 2025 budget, and to stabilise our foundation, allowing NorthTec to grow in the future. The decisions reached reflect that directive.</p>

# Final Decisions

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

We thank all kaimahi who presented their ideas. Some of the thinking has been responded to as set out in the table above. We have reviewed the options presented and considered what can be adopted.

## Proposals Presented During Consultation and Rationale

Enrolments of EFTS (Equivalent Full-Time Students) in NorthTec programmes have decreased from 2891 in 2018, to 1735 in 2024 leading to consistent annual operating losses. The projected financial loss for 2024 at the time of the proposal was approximately \$7.4 million.

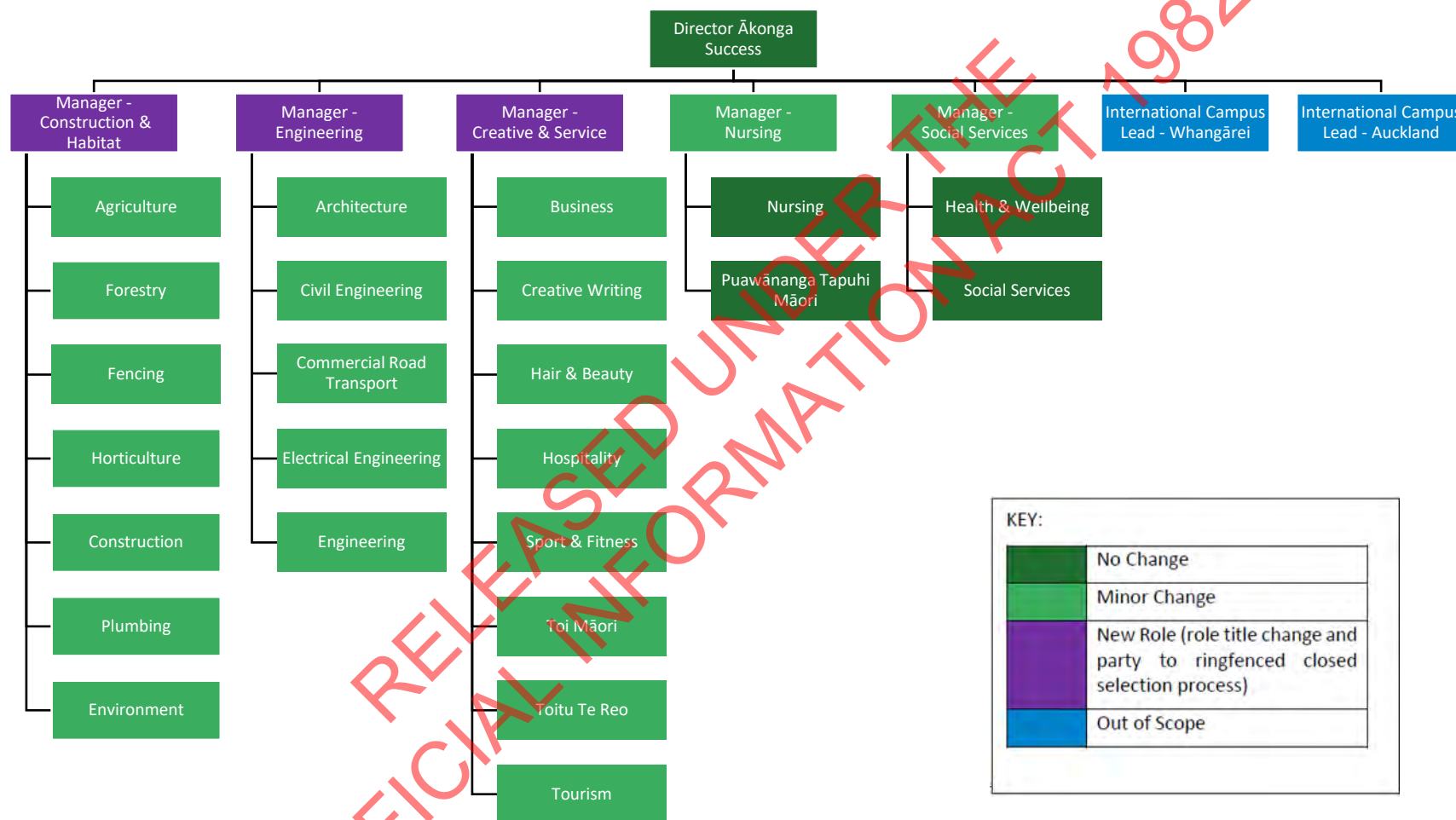
### Proposed Changes

Although student numbers have steadily decreased over recent years, we have not rationalised the Pathway Managers and their associated portfolios of programmes during this decline. This means that the academic structure at NorthTec is now disproportionate to the way that our portfolios of programmes are currently aligned.

The current mix of positions is a result of a necessity to backfill roles and stabilise academic delivery for NorthTec whilst we were looking to setup the Ako Delivery Structure under Creating our Futures for Te Pūkenga. The consultation proposed to:

- Have five leadership roles established which would replace the current mix of permanent, acting, and split positions.
- Ringfence the five roles. For kaimahi that have been acting in Academic Leadership roles, we proposed to include them in the closed ringfenced process for the proposed Manager roles.
- Exclude the review of the two International Campus Leads deeming them out of scope of this phase of change.

## Proposed Structure



## Confirmed Team Structures

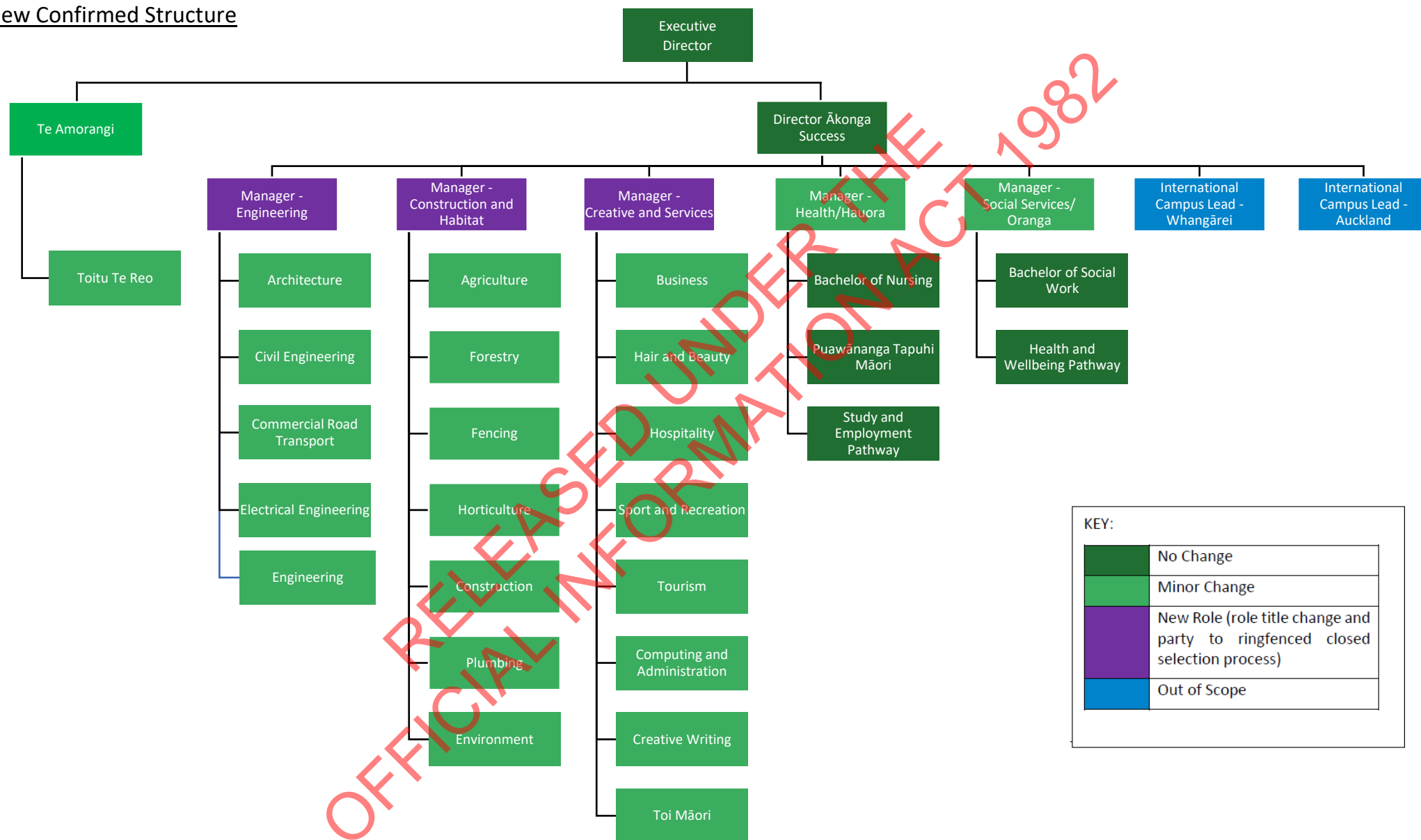
### Summary of Decisions made following feedback

1. To confirm the five proposed Manager roles and create the new Academic Leadership team.
2. To run a closed selection process and only kaimahi who are in impacted Pathway Manager roles will be included.
3. To change the role title from Manager – Nursing, to Manager, Health/Hauora.
4. To change the role title from Manager – Social Services to Manager, Social Services/Oranga.
5. To specifically reference the Study and Employment Pathway under the Manager, Health/Hauora.
6. To specifically reference the Health and Wellbeing Pathway under the Manager, Social Services/Oranga.
7. Corrected the omission of Computing and Administration beneath the Manager, Creative and Services.
8. Corrected the title of the grouping of Sport and Fitness to Sport and Recreation.
9. To reflect TOPNZ as a mode of delivery rather than a programme in its own right.

In addition we have one structural change to the consultation pack as follows:

1. To change the proposed placement of Toitu Te Reo to sit under the direct management and oversight of our Te Amorangi. We acknowledge that alternatives relating to the placement of Toi Māori and Toitu Te Reo and were presented. As set out above, and as a result of this feedback we determined that Toitu Te Reo as a programme area is best placed under the direct management and oversight of our Te Amorangi who among other things, has the academic background in addition to the depth and breadth of Mātauranga mō te Reo me ona Tikanga. This placement also recognises the interconnected nature of how we support both Te Puna o te Mātauranga and the Toitu Te Reo programme offerings.

## New Confirmed Structure



## Confirmed Impacts of Change

Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
Pathway Manager – Architecture, Civil & Electrical Engineering	Significant	<p>Role disestablished.</p> <p>Current incumbent is part of a ring-fenced closed selection pool.</p>	<p>The portfolios of Architecture and Civil Engineering will be combined with Engineering &amp; Commercial Road Transport. The portfolio becomes “Engineering”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Engineering role.</p>
Pathway Manager – Engineering & Commercial Road Transport	Significant	<p>Role disestablished.</p> <p>Current incumbent is part of a ringfenced closed selection pool.</p>	<p>The portfolios of Engineering &amp; Commercial Road Transport will be combined with Architecture and Civil Engineering. The portfolio becomes “Engineering”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Engineering role.</p>
Pathway Manager – Service Industries	Significant	<p>Role disestablished.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p>	<p>The portfolios of Service Industries will be combined with Creative (Creative Writing and Toi Māori). The portfolio becomes “Creative and Services”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Creative and Services role.</p>
Pathway Manager – Toitu Te Reo	Significant	<p>Role disestablished.</p>	<p>The portfolio of Toitu Te Reo will fall under the Amorangi.</p> <p>The work that this role did within the programmes would move to be absorbed by Te Amorangi.</p>
Pathway Manager – Primary Industries / Environmental (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent’s secondment into ‘Acting’ role to end.</p>	<p>The portfolios of Primary Industries and Environmental will be combined with Construction, Painting and Plumbing. The portfolio becomes “Construction and Habitat”.</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Construction and Habitat role.</p>



Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
		<p>Current incumbent is part of a closed ringfenced selection pool.</p> <p>Should the incumbent be unsuccessful for the role they would return to their substantive position.</p>	
Pathway Manager – Creative (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent secondment into 'Acting' role to end.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p> <p>Should the incumbent be unsuccessful for the role they would return to their substantive position.</p>	<p>The portfolios of Creative (Creative Writing and Toi Māori) will be combined with Services Industries. The portfolio becomes "Creative and Services".</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Creative and Services role.</p>
Curriculum Lead – Construction and Painting (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent secondment into 'Acting' role to end.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p>	<p>The portfolios of Construction and Painting will be combined with Primary Industries, Environmental, Construction and Plumbing. The portfolio becomes "Construction and Habitat".</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Construction and Habitat role.</p>

Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
		Should the incumbent be unsuccessful for the role they would return to their substantive position.	
Curriculum Lead – Construction and Plumbing (Acting)	Significant	<p>Role disestablished.</p> <p>Incumbent secondment into 'Acting' role to end.</p> <p>Current incumbent is part of a closed ringfenced selection pool.</p> <p>Should the incumbent be unsuccessful for the role they would return to their substantive position.</p>	<p>The portfolios of Construction and Plumbing will be combined with Primary Industries, Environmental, Construction and Painting. The portfolio becomes "Construction and Habitat".</p> <p>The work that this role did within the programmes would move to be absorbed into the Manager – Construction and Habitat role.</p>
Pathway Manager – Nursing	Minor	Title Change – Role retitled to Manager – Health /Hauora.	No change.
Pathway Manager – Social Services (Acting)	Minor	<p>Title Change – Role retitled to Manager – Social Services/ Oranga.</p> <p>As this is an Acting role, we will invite the current incumbent to be part of the ringfenced</p>	The Social Services portfolio that this Acting role has managed will be undertaken by the permanent Manager – Social Services/Oranga.

Role	Confirmed Impact	Description	Rationale and what happens to the work the role is doing
		<p>closed selection process. This is due to the strict requirements of this role and the fact that the portfolios remain for this role with only a title change.</p> <p>Should the incumbent choose not to be party to the process, they would return to their substantive position.</p>	
Academic Kaimahi (excluding Nursing & Social Services programmes)	Minor	Change in reporting line.	Change in reporting line required to align to new programme portfolios and Managers.

### Confirmed New Roles

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

New Role	Description of new role
Manager	<p>Manage and provide leadership to the assigned programme portfolio area and relevant teams ensuring programmes / courses are sustainable and meet the needs of stakeholder/s.</p> <p>The position description for this role is attached in the appendix of this decision document.</p>

# What happens next?

## Decision Process

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

- **Step 1:** Individual meetings will be held with impacted kaimahi to advise the final decision, any impact on positions and to provide the final decision document and a letter.
- **Step 2:** All kaimahi 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 (1:1)	From 16 April 2025
Decisions communicated to any kaimahi in scope but not impacted.	From 17 April 2025
Recruitment and selection commence	From 28 April 2025
New structure effective	Prior to commencement of Semester 2

## Recruitment and Selection Processes for Roles

### Reduction in Roles

Where there is a reduction in roles, these will be ring-fenced and impacted kaimahi will be assessed by a panel against selection criteria to determine the best fit for the reduced number of positions. The selection criteria will be based on the requirements of the position description and include the table below.

This will be a closed process and only kaimahi who are in impacted roles identified for the selection process will be included. This will be clearly outlined in your Decision letter.

It is confirmed that:

- Impacted kaimahi will complete a selection form.
- Each completed selection form will be sent to s 9(2)(a) (Director, Ākonga Success) who will review against the criteria set out for this process.
- Following the completion of the selection form, you will be invited to a panel interview that will be held by s 9(2)(a) (Director, Ākonga Success) and s 9(2)(a) (Director, People, Partnerships and Culture).

For any staff who select not to submit a selection sheet, the Director, Ākonga Success will still complete the assessment for their part of the process and only one set of scores will be considered.

The selection process will take around 2 weeks and the complete process is expected to take no more than 4 weeks from receiving the forms to confirming outcomes.

## Confirmed Selection Criteria for New Roles and Reduction in Roles

Description	Selection criteria	Weighting
<b>Education and Qualifications</b>	Relevant qualifications required for the position (and/or where relevant, the equivalent body of knowledge gained through experience) This includes current registration with relevant Professional Bodies where required.	10
<b>Experience / Technical skills</b>	Currency, relevance, and extent of industry, professional or community-related experience in relevant field/s.	30
	Demonstrated leadership experience in one or more of the programme areas within the assigned portfolio area.	
	Demonstrated financial acumen.	
	Evidence of specific technical skills/knowledge of position.	
	Demonstrated experience in responding to student needs, and putting ākonga at the centre of everything we do	
	Ability to build relationships and work alongside other departments and teams to ensure the best outcomes are met.	
<b>Business Development</b>	Demonstrated business development capability. Industry network development and ability to identify and grow new revenue streams.	15
<b>Te Tiriti o Waitangi and Equity</b>	Experience in supporting / advocating / leading approaches that promote equity and prioritise the needs of our priority groups.	15
	Experienced performing across a broad range of deliverables within position scope – this may include ākonga feedback.	
	Experience, understanding / supporting / advocating / leading the inclusion of Te Tiriti o Waitangi practices in a workplace setting.	
<b>Performance</b>	Past performance consistently meets or exceeds expectations.	30
	Examples of recent performance deliverables.	

## Voluntary Redundancy

We are now able to receive any expressions of interest kaimahi have with relation to voluntary redundancy.

In situations where a kamahi's role is confirmed disestablished, we are open to having a voluntary redundancy conversation. In this situation, voluntary redundancy is not guaranteed. A kaimahi will need to make an application. Applications will be treated on a case-by-case basis for individual redundancies. If you would like to submit an expression for voluntary redundancy, please email [changefeedback@northtec.ac.nz](mailto:changefeedback@northtec.ac.nz)

We will ensure we meet our legal and employment agreement (including Collective Employment Agreement) requirements as well as our business operational requirements.

## Transition Approach

It is our goal to have the structure in place prior to the commencement of Semester 2, 2025.

Part of setting people up to succeed in their new roles will be key to this new phase, even where changes are small. To assist in the transition, we would hope to:

1. Undertake the selection process.
2. Establish clear expectations of the role and what success look like.
3. Agree priorities for the first 90 days.
4. Discuss development opportunities for operating in the new role.
5. Set up a series of weekly meetings to support operating within the new role.
6. Establish what future support looks like.
7. Agree stakeholder engagement and expectations.

## 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.

Please remember you can access Employee Assistance Service support through your business division's provider. You can also access Vitae by visiting their website: <https://www.vitae.co.nz> or by phone: 0508 664 981. Please remember you can also access NorthTec's Employee Assistance Program provider, EAP, either directly via their website <https://www.eapservices.co.nz> or by phone on 0800 327 669.

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, Culture and Wellbeing representative.

## Appendices.

- Academic Leadership Consultation pack
- NorthTec Strategic Context
- Job Description
- Selection matrix



## Glossary

Term	Definition
Impacted 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/Reduction in roles	<p>A closed process for positions where incumbents of same or similar roles are the affected kaimahi.</p> <p>A selection process is involved in this case as opposed to a full recruitment process.</p>
Pathway Manager/Curriculum Leads	<p>These senior Academic Leadership roles are part of the Ākonga Success Team and have responsibilities over teaching portfolios/programmes and teaching kaimahi. For the change pack process, this also includes Curriculum Leads who we deem to hold the same responsibilities as a Pathway Manager.</p>
Surplus staffing	<p>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.</p>
Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework	<p>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.</p>
Total Remuneration	<p>The overall compensation kaimahi receives, including base salary, additional leave, and any other benefits agreed upon with Te Pūkenga.</p>

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