



Te Pūkenga

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23 June 2025

By email: [REDACTED]

Tēnā koe [REDACTED]

Request under the Official Information Act 1982

I refer to your email of 22 May 2025, requesting employment-related information under the Privacy Act 2020 from UCOL | Te Pūkenga.

While the acknowledgement of your request from UCOL set out two of the points from within your email falling under the Official Information Act 1982 (OIA), we have considered three of your points under the OIA.

For clarity, the following points from within your email have been considered under the OIA:

2. Internal Communications

Internal communications including but not limited to Microsoft Teams - chat and Future Ready group communication, authored or received by People & Culture, senior leadership, or legal representatives (excluding general team correspondence) that reference:

- *The 4–5 June timeline and its publication*

3. Consultation and Decision-Making Documentation

- *Internal records or advice relating to decision timelines or consultation outcomes*
- *Any relevant correspondence or documentation submitted to or received from Te Pūkenga, MBIE, or TEC involving support services, restructure consultation, or disestablishment criteria*

This letter provides a formal decision on these three points under the OIA.

The decision

Question 2 Internal Communications

- *The 4–5 June timeline and its publication*

Five documents that fall within scope of this question are listed in the table below, with copies attached as **Document One**. These documents provide communication to kaimahi (staff) and UCOL management in relation to the publication of timelines to communicate the initial decisions.

While three of these documents do not specifically mention the 4-5 June timeline - those dated 14 February, 20 March, and 2 April - we have included them for completeness, to help provide a more detailed overview.

Document One	
14 February 2025	Getting UCOL Future-Ready – Managers’ Communications
20 March 2025	Getting UCOL Future-Ready email - Update (All Kaimahi)
2 April 2025	Getting UCOL Future-Ready - Update (All Kaimahi)
8 April 2025	Getting UCOL Future-Ready - Update (All Kaimahi)
16 April 2025	Getting UCOL Future-Ready - UCOL Operations Lead presentation – online meeting with UCOL kaimahi

Question 3 Consultation and Decision-Making Documentation

- *Internal records or advice relating to decision timelines or consultation outcomes*

This query is partially addressed within the documentation provided in our reply to question 2 above (refer Document One).

Decision Timelines

The change process timeline was set by the project team along with other important milestones.

As you will now be aware, the 4-5 June “initial decision” timeline has changed - as have the rest of the onward milestones – the indicative date for this is now 26-27 June for the General Proposal. Kaimahi were notified on 5 June of this change.

Consultation Outcomes

UCOL kaimahi have access to information under the FAQ section of the Getting Future-Ready SharePoint site. We refer particularly to two pages from the addendum to the Change Proposal and provide it for ease of reference here as **Document Two**. It details the principles for considering feedback and decision-making.

Document Two	
Undated	Supplementary document: Consideration of feedback and decision-making

While we appreciate you will likely have this detail already, we have withheld one name from within the documents, under section 9(2)(a) of the OIA.

- *Any relevant correspondence or documentation submitted to or received from Te Pūkenga, MBIE, or TEC involving support services, restructure consultation, or disestablishment criteria*

We have interpreted this query to be in relation to material provided specifically in relation to how restructure consultation processes must be carried out and who must be consulted, and any specific criteria used to determine proposed disestablished positions.

The process that should be followed during a consultation was provided to UCOL by Te Pūkenga national office along with a timeline template.

Please find attached relevant pages within scope of our interpretation above, from two documents provided by national office to assist business divisions with process and sign offs when drafting their change proposals, as **Document Three**.

Document Three	
February 2025	People and Culture Toolkit Regional ITP Viability Project (pages 4,5, 7 and 10)
February 2025	Consultation Document Principles and Templates (pages 8 and 9)

We have withheld kaimahi names from within these documents, under section 9(2)(a) of the OIA.

Te Pūkenga national office did not provide business divisions with disestablishment criteria. The documents provided were guidance for the development of the UCOL Change Proposal document, including the process framework and approval process for change documents. Please note that these pages are from documents that were provided to UCOL at the time of developing their change process documents. The approval process has since been amended slightly.

The UCOL Change Proposal (pages 59 – 63) also provides this information. The Background and Rationale for Change section of the Change Proposal (pages 4 - 7) also details the reasons and main criteria for change, along with reasoning for the changes to Student Success Manawatu (pages 18 – 24). We have not reproduced these pages here, but please don't hesitate to reach out if you need another copy of them.

With reference to section 18(d) of the OIA - *the information requested is or will soon be publicly available* - correspondence that relates to the resulting need for restructures, between the Minister for Vocational Education, Te Pūkenga and the Tertiary Education Commission are listed below.

Letter: Date	Letter: Sender and Title
20 May 2024	Minister for Tertiary Education and Skills [now Minister for Vocational Education] Clarification of Letter of Expectations – Progressing financial sustainability initiatives www.tepukenga.ac.nz/assets/Publications/Letter-of-expectations-Dec-2023/Letter-to-Te-Pukenga-clarifying-aspects-of-Letter-of-Expectations.pdf
14 June 2024	Tertiary Education Commission Requirement for Te Pūkenga to obtain specialist help www.tepukenga.ac.nz/assets/Publications/2024.06.14-Notice-requiring-Te-Pukenga-to-obtain-specialist-help.pdf
26 June 2024	Te Pūkenga Requirement for Te Pūkenga to obtain specialist help www.tepukenga.ac.nz/assets/Publications/20240626-Letter-to-TEC-re-requirement-for-Te-Pukenga-to-obtain-specialist-help.pdf
9 July 2024	Tertiary Education Commission Te Pūkenga to obtain specialist help www.tepukenga.ac.nz/assets/Publications/2024.07.09-Letter-to-Sue-McCormack-Te-Pukenga-re-specialist-help.pdf

In relation to the information withheld under section 9 of the OIA, we do not consider the need to withhold this information is outweighed by the public interest in its release at this time.

You have the right to make a complaint to the Ombudsman under section 28(3) of the OIA if you are not happy with this response. Information about how to do this is available at www.ombudsman.parliament.nz or by calling 0800 802 602.

We may publish our OIA responses and the information contained in our reply to you on our website. Before publishing we will remove any personal or identifiable information.

Ngā mihi



Acting Chief Executive

Getting UCOL Future-Ready

Managers' communications 14 February 2025

Tēnā koutou,

At the recent Kaimahi Welcome Day and Managers' Hui, I talked about 2025 being a big year of change as we work towards a financially sustainable UCOL for 2026.

While this change may feel daunting for some, we need to make difficult decisions to get UCOL future ready.

As part of delivering on the Minister of Vocational Education's instruction for financial viability, a project team is now working to define the mahi that needs to happen to get UCOL future-ready as a viable standalone entity. This project team is made up of a small number of senior UCOL managers representing the academic, people and culture, and quality functions, with support from a small number of internal and external advisors. I am the Project Sponsor.

We know from other change processes in the last couple of years that this process can be challenging for many people and that often speculation fills the void where no decision or determination has yet happened. I am committed to providing as much information as we can, when we can, and in the meantime, please assure your people that no changes have been determined, and information will be shared as soon as it can.

What's the timeline?

As we get UCOL future-ready we will be in regular communication with you all. We will be holding a [Managers' online Teams hui](#) this Tuesday at 12pm.

Please send your questions through beforehand, to future-ready@ucol.ac.nz.

Wider communication across UCOL is soon to be scheduled.

We have created a new sharepoint site, Getting UCOL Future-Ready, which will be maintained with the latest updates as well as FAQs for all staff. As soon as this is ready to share, I will update you all with the link on our UCOL Managers Teams Channel for easy reference.

Ngā mihi maioha,



Operations Lead

20 March 2025

Getting UCOL Future-Ready email - 20 March 2025

Kia ora koutou,

I know many of you are eager for an update regarding the Getting UCOL Future-Ready project, and I want to thank you for your patience.

The project group is working hard and as quickly as possible, but there are various complexities we must address carefully before we can confirm timelines and next steps.

While we anticipate changes ahead, our main goal is to ensure UCOL becomes financially viable, and remains academically rigorous institution, with strong industry engagement and meaningful connections within our local community.

The path to a viable and sustainable UCOL involves multiple focus areas that need to be addressed thoughtfully. These include property, programmes, structures, and the way in which we operate. We must ensure UCOL can move to becoming a financially viable and then a sustainable organisation with a long-term view of becoming resilient to external challenges.

UCOL is still part of Te Pūkenga, therefore we need to work through that layer of governance and feedback before we can share the proposal with you all.

We are currently on track for consultation to begin in April. Closer to the time, an outline of the process and timings will be shared with all kaimahi, so everyone is clear of what will happen, when, and how they can feedback on the proposal during the consultation period. I encourage everyone to actively engage and provide feedback when consultation opens.

Please remember that everything you see when the proposal comes out, is just that – a proposal. We are committed to considering all feedback before making any

final decisions.

In the meantime, if you have any questions or hear anything you'd like clarified, please don't hesitate to send them to future-ready@ucol.ac.nz. As we know, sometimes when all information is not yet available people fill a void with speculation.

Thank you again for your patience and commitment as we move forward with this important project.

Ngā mihi, 

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2 April 2025

Getting UCOL Future-Ready - 2 April 2025

Kia ora koutou,

Thank you all for your patience as the project team works through the wide-ranging complexities required before we can begin consultation to get UCOL future-ready.

I appreciate that the waiting is not easy, please continue to look after yourselves and your colleagues through this time of pending change. If you would like to talk to someone confidentially, [please book in free with EAP](#).

The path to a viable and sustainable UCOL involves multiple focus areas that need to be addressed thoughtfully. These include property, programmes, structures, and the way in which we operate. We must ensure UCOL can move to becoming a financially viable and then a sustainable organisation with a long-term view of becoming resilient to external challenges.

We are on track for consultation to begin this month. We have had initial contact with our unions, TEU and TIASA, with further positive engagement to come so they are best prepared to support to their members.

Next week, we will be holding a UCOL-wide Manager Hui. At that forum I will be walking managers through an outline of the consultation process and timings, they will not be given insight or see the planned upcoming consultation documents. This session is to give them an understanding of process and proposed timeline. Managers will also be taken through a session on understanding the impact of change for individuals and teams, to help prepare them in supporting kaimahi.

UCOL is still part of Te Pūkenga, therefore we need to work through that layer of governance and feedback before we can share the proposal with you all.

Once that has happened, an outline of the process and timings will be shared with all kaimahi, so everyone is clear of what will happen, when, and how they can feedback on the proposal during the consultation period. I encourage everyone to actively engage and provide feedback when consultation opens.

Please remember that everything you see when the proposal comes out, is just that – a proposal. We are committed to considering all feedback before making any final decisions.

In the meantime, if you have any questions or hear anything you'd like clarified, please don't hesitate to send them to future-ready@ucol.ac.nz. As we know, sometimes when all information is not yet available people fill a void with speculation.

Thank you again for your patience and commitment as we move forward with this important project.

E mihi ana, 

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8 April 2025

Getting UCOL Future-Ready - 8 April 2025

Kia ora koutou,

Yesterday we held the UCOL Managers Hui, where I shared with them the timeline and consultation process for Getting UCOL Future-Ready.

I am now sharing this with you, to ensure we all have the same information, and so we can all be mindful and caring of our colleagues and wider UCOL whānau as we move into this next step together. This email covers the intended timeline, and information on where everything will be housed.

Tomorrow, our kaimahi who are considered impacted will receive meeting requests to discuss the impacts to their current roles.

Following this email, all kaimahi will receive an online meeting request for midday next Wednesday, where I will take you through the timeline and process, before consultation opens. If you have questions about the process, please send them to future-ready@ucol.ac.nz. I'll answer as much as I can in the online hui, as well as ensuring Q+As are comprehensive and cover off aspects others may also be thinking about.

I realise a number of kaimahi may be on leave, and it is important to take a break. There will be many opportunities to hear and engage throughout the consultation period, including in person, and online.

Getting UCOL Future-Ready Timeline

Milestone	Date
Invites to meetings go out for impacted kaimahi	This Wednesday
Group/individual meetings with impacted kaimahi	14/15 April 2025
Other kaimahi are informed who may not be impacted (All staff online)	16 April 2025

Consultation commences	16 April 2025
Consultation closes	19 May 2025
Feedback reviewed	20 - 27 May 2025
Initial decisions communicated	4/5 June 2025
Appeal period	6 – 19 June 2025
Appeals reviewed	20 - 22 June 2025
Final decisions communicated	23 June 2025
Recruitment and selection commence	26 June 2025
New structure effective	From July 2025

Once consultation begins, I will share a link to a **SharePoint site, Getting UCOL Future-Ready**, which will be the hub for this process. The site will have:

1. Consultation Proposal Documents
2. Questions and Answers (please send through any unanswered questions here)
3. The high-level timeline
4. All staff/campus meeting details
5. All updates

I am conscious that this process is unsettling for most of us, please continue to lean on each other and be mindful as we all work through this next step in getting UCOL future ready. If you have any questions or concerns, please email future-ready@ucol.ac.nz. If you need to talk, please reach out to your manager, our P+C team, or EAP (0800 327 669)

Ngā mihi maioha, [REDACTED]

Getting UCOL Future-Ready

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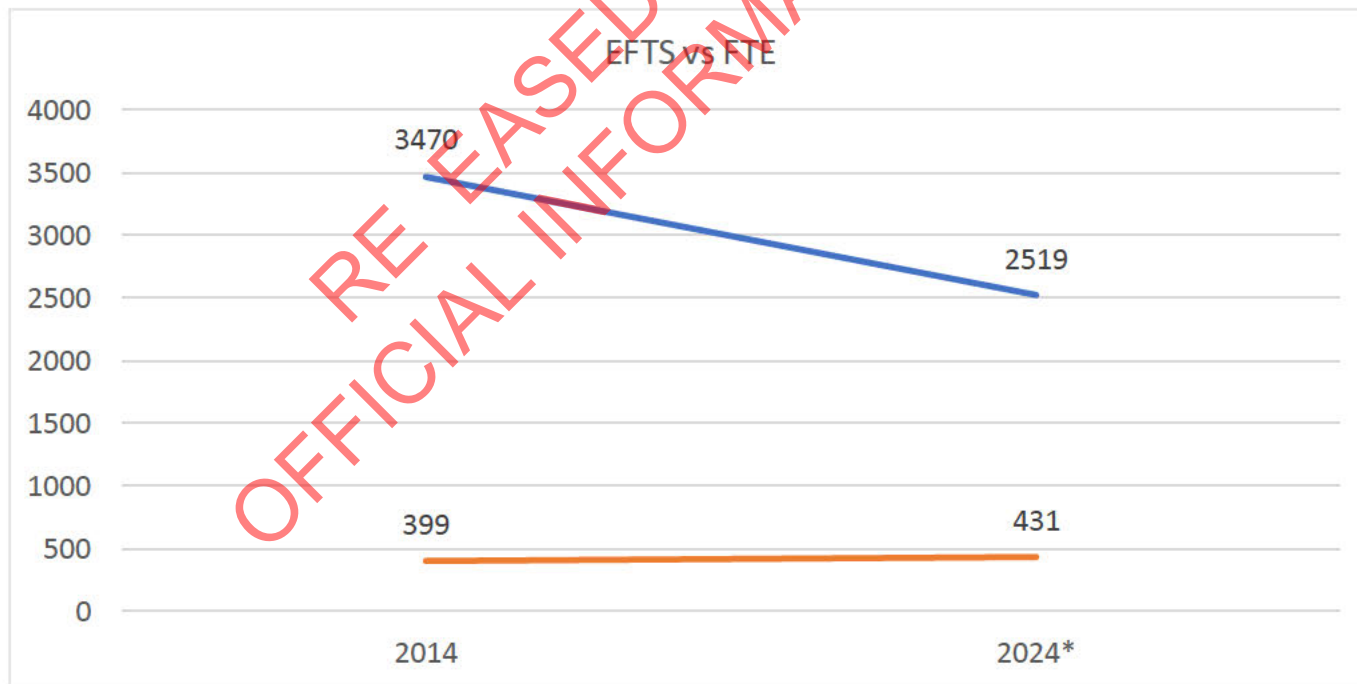
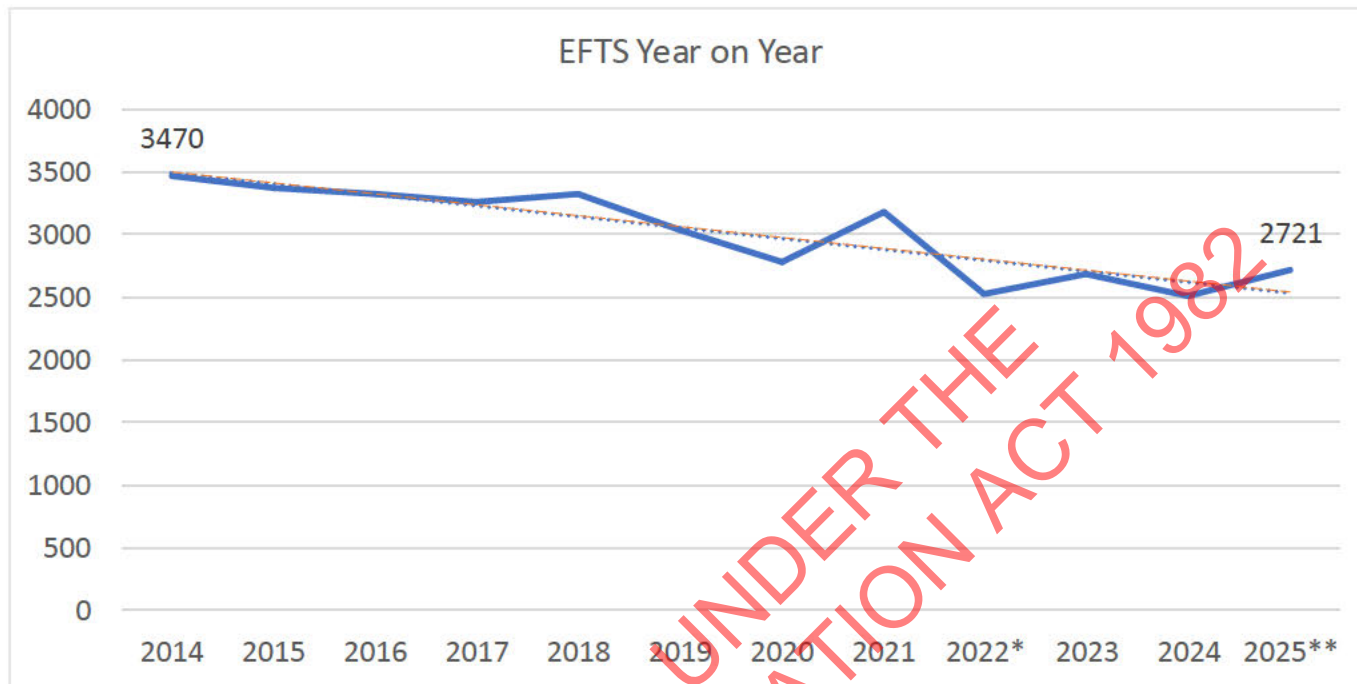
The situation for UCOL

- UCOL worked hard in 2024 to reduce its deficit, and we entered 2025 with a budgeted operating deficit of \$5.6M.
- However, based on February's actual expenditure, the situation is worse than budgeted, with the forecasted deficit now at \$7.1M for 2025.
- This increase is driven by revenue falling short of expectations and expenditure exceeding budget.
- Unless UCOL consolidates and realigns its costs, revenue, and structure there will be a forecasted deficit in 2026.

Over the past 10 years, the staffing levels at UCOL have increased while ākonga (student) numbers have decreased. At its height in 2014, UCOL had just under 6,500 ākonga (3,470 EFTS), and 390 kaimahi.

In 2024, UCOL had 3,365 ākonga (2,519 EFTS) and 431 kaimahi FTE, this represents a 27% reduction in EFTS and the applicable funding for each EFTS, while increasing kaimahi by 10.5%.

Our EFTS numbers for 2025 are tracking towards 2,552 domestic EFTs and 169 international EFTS.



2018 was the last time UCOL ended a financial year with a surplus, at which time there were 3,330 EFTS.

Since then, there has been an 18% reduction in EFTS, leading to a corresponding drop in funding and revenue.

However, there has been no reduction in FTEs to align with this decrease.

As a result, the deficit has been growing year on year, and if no action is taken, it will continue to increase.

Year vs Financial Result



Structure | Programmes | Property | Operating Model

- Reduced learners (EFTS)
- High cost of delivery resulting from small class sizes
- Reduction of international enrolments following COVID-19
- Recent funding model
- Current forecast for deficit for 2025
- Large property footprint across multiple sites
- Significant operating deficits since 2019

Consultation Timeline

Milestone	Date
Kaimahi briefing online	16 April 2025
Email letters to kamahi with minor change	16 April 2025
Consultation commences	16 April 2025
Position descriptions for new roles released on share point	This week
FAQs and Share Point Live and regularly updated	16 April 2025
Consultation closes	19 May 2025
Feedback reviewed	20 - 27 May 2025
Initial decisions communicated	4/5 June 2025
Appeal period	6 – 19 June 2025
Appeals reviewed	20 - 22 June 2025
Final decisions communicated	23 June 2025
Recruitment and selection commence	26 June 2025
New structure effective	July onwards

Kaimahi hui dates and times

More dates will be added and will appear on
Getting UCOL Future-Ready – Home and invitations will be sent

Campus	Time	Date	Where
Kaimahi Online Session	12-1pm	28 April 2025	Teams
Manawatū Campus hui	3-4pm	28 April 2025	Room 6.1.14
Whanganui Campus hui	1-2pm	29 April 2025	Room E.2.15
Whanganui Campus (available to speak to groups or individuals)	2-3pm	29 April 2025	Room E.2.15
Manawatū Campus Hui	9-10am	30 April 2025	Room 6.1.14
Manawatu Campus (available to speak to groups or individuals)	10-11am	30 April 2025	Room 6.1.14
Horowhenua Campus hui	1pm	30 April 2025	Meeting room
Wairarapa Campus hui	11-12pm	1 May 2025	Wharenui
Wairarapa Campus (available to speak to groups or individuals)	1-2pm	1 May 2025	Boardroom (G Block)
Kaimahi Online Session	12-1pm	7 May 2025	Teams

Ākonga, community and partners

Once consultation commences, due to the importance of UCOL to our ākonga and region, I will actively engage with ākonga, local government, industry, iwi, communities, and other key stakeholders.

While we are not consulting them directly, their perspectives are crucial given the complexities we need to address, as well as the partnerships and connections we maintain.

If you have suggestions in relation to who else I could be talking with, please email future-ready@ucol.ac.nz.

Consultation Process

The following steps set out at a high level, the process we propose to follow. Should we need to adapt the process or extend the timeframes, we will communicate this with you. We also acknowledge different employment agreements will apply to individual kaimahi, and while the terminology may vary across agreements, the consultation process is designed to address all situations, and we are committed to ensuring your employment agreement is adhered to.

- **Step 1:** Meetings with kaimahi who are impacted by the change are held to discuss the proposed changes, timelines and the proposed impacts on positions. You will be informed of the meetings via an invite.
- **Step 2:** All impacted kaimahi are provided with a letter and the change proposal.
- **Step 3:** All other kaimahi will be advised of the consultation proposal.
- **Step 4:** Throughout consultation your manager will check in with you to see if you have questions around the proposal. Kaimahi can also engage with our People & Culture team, union representatives and employee assistance provider (EAP) throughout this period.
- **Step 5:** Feedback is provided and consultation closes.
- **Step 6:** All submissions and feedback are thoroughly reviewed and considered. As a result of this, initial decisions are made whether to proceed with some or all the proposed changes, and whether any aspects of the structural proposal and/or process need to be changed as an outcome of the feedback received.

Where there are significant changes to the proposal because of the feedback received, we will carefully assess whether further consultation may be required.

If the initial decision is made to proceed with this proposal, either in its current form or with some alterations:

- **Step 7:** Individual and/or group meetings will be held with impacted kaimahi to advise the initial decision, any impact on positions and to provide the initial decision letter.
- **Step 8:** An appeal process is available for kaimahi to appeal the initial decision
- **Step 9:** Appeals are considered. As a result, final decisions are made whether to proceed with some or all the initial decisions and whether any aspects of the structural proposal and/or process need to be changed as an outcome of the appeal process.
- **Step 10:** All other kaimahi are advised of the final outcomes of consultation.
- **Step 11:** Where roles are confirmed disestablished, redeployment conversations begin. A voluntary redundancy process may be actioned (if applicable).
- **Step 12:** Recruitment and selection commence (if applicable).

Providing Feedback

UCOL is committed to seeking your feedback and taking this into account before making its final decision about whether to proceed with the proposal.

- All feedback must be in writing and will be thoroughly considered before any final decisions are made. Feedback can be emailed to consultation@ucol.ac.nz.
- Submissions close on 19 May 2025. You can provide feedback on:
 - The proposal in its entirety, including the specific proposals, the proposed selection criteria and change management process
 - The impact of the proposal on you personally, including any circumstances you wish to be considered
 - The proposed recruitment or selection process (for 'many to few' remaining positions)
 - Any alternatives to the proposed changes you would like considered
 - The position descriptions for new roles

Where to find information

Once consultation begins all kaimahi will be emailed link to a **SharePoint site** which will have

- The Proposal Documents for Consultation
- Questions and Answers
 - These will be added to as questions are received to future-ready@ucol.ac.nz
- High Level Timeline
- Latest Updates

Please send questions or clarification requests to future-ready@ucol.ac.nz

I'm being asked questions – what do I do?

Kaimahi – if staff or you have a general question in relation to the proposal send them to future-ready@ucol.ac.nz

Kaimahi – if staff or you have a questions in relation to employment matters send them to peopleandculture@ucol.ac.nz

Ākonga – if ākonga raise a questions, and they would like to be further engaged, and they consent you to do so send details to future-ready@ucol.ac.nz

Interest outside of UCOL – while we are not consulting those outside of UCOL, if someone raises a questions, and they would like to be further engaged, and they consent you to do so send details to future-ready@ucol.ac.nz

Media – if media have questions send them to communications@ucol.ac.nz

Where to get support

We acknowledge that change can be disruptive and unsettling for our kaimahi.

We encourage you to speak to your leader, your support network, your union representative, or our People & Culture team and to support each other through this consultation process.

Please remember you can access EAP on 0800 327 669 or book online. This is free and anonymous.

Questions

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Supplementary document: Consideration of feedback and decision-making

Principles:

- All feedback will be available to the feedback panel
- All feedback will be reviewed
- Key themes will be collated for inclusion in Initial Decision document
- Discussion will be encouraged amongst panel members
- Decisions can be deferred or further investigated if agreed
- Consideration of feedback will take as long as necessary to fully understand and evaluate the feedback.

During Consultation:

Feedback will be compiled and themed by the P&C team for consideration by the panel. Feedback is not anonymous, unless specifically requested. If you wish to make anonymous feedback please liaise with s 9(2)(a) (for TEU members) or Te Kahui Kaimahi/Staff Council. Submitters may be asked for clarification by the feedback panel if required.

Consideration of feedback:

Once consultation has closed, the feedback panel will convene and work through information across a series of group meetings.

The Panel will consist of:

- Members of the SLT
- Operations Lead
- P&C Manager
- P&C Regional Director

Managing Conflicts of Interest

Where feedback is directly related to the roles held by members of the feedback panel those panel members will excuse themselves from discussion. Where feedback and decision making involves the Operations Lead substantive position, decisions and consideration will be undertaken by the Te Pūkenga Chief Executive.

Recording of Decisions

The Panel will keep a log of the feedback received, decisions made and any commentary from the discussions. Initial decisions are made whether to proceed with some or all of the proposed changes, and whether any aspects of the proposals need to be changed as an outcome of the feedback received.

If feedback results in a variation to the proposal, the variation will be first communicated to impacted kaimahi, then described within the initial decision document (subject to appeal). If there are significant changes to the proposal because of the feedback received, we will carefully assess whether further consultation may be required.

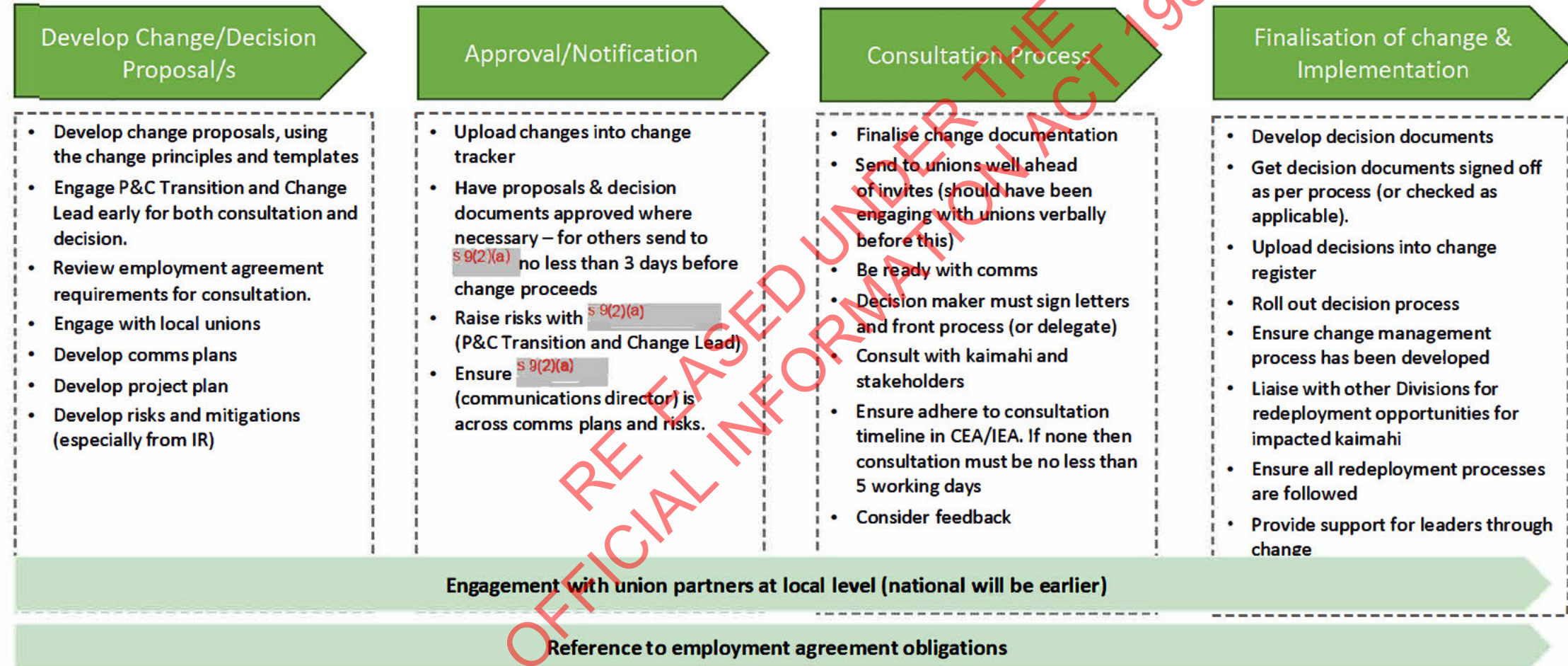
Communication of outcomes

Feedback themes will be collated within the Initial Decision document. Feedback themes will be anonymised and may be paraphrased to ensure anonymity. Responses to themes will be included along with any variation to the proposal.

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Change Process – Key Steps

The following outlines the key steps for Executive Directors and local PCW teams. They apply to all parts of consultation (proposal and decision)



Principles – Te Tiriti and Charter Commitments

CEA Te Tiriti commitments

We adhere to the following Te Tiriti commitments as outlined in our CEAs:

- Te Pūkenga is committed to ensuring its governance, management and operations give effect to Te Tiriti o Waitangi
- In relation to organisational change, Te Pūkenga Māori advisory committee will continue to operate in a manner that represents learners, their whanau, hapu and iwi, Māori employers, and Māori communities
- Proposed changes to organisational structure will be informed by the learnings from the Māori advisory committee as well as insights from the Tiriti Regional Executive Directors who partner regionally as part of their responsibilities

Commitments to Charter

We adhere to our Charter commitments in the following way:

- 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.
- Te Pūkenga is not required to consult with communities on specific organisational change proposals, but Divisions must demonstrate they have continued to engage sufficiently with local communities so that they are empowered to make informed decisions
- Where significant decisions are proposed (such as programme or site closure), Divisions must demonstrate that the needs of the community are considered and the insights gained through partnerships with communities are used to inform their decisions

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Principles – voluntary redundancy, redeployment, union engagement

Union Engagement

We adhere to the following engagement principles with all our union partners:

- We engage with our union partners in the early stages of developing a proposal and take on board their feedback prior to the proposal being finalised
- We provide advance notice to our union partners of the timing, impact and process of any proposed changes
- We invite our union partners to attend presentations to kaimahi regarding proposed changes
- We meet with our union partners to address any concerns that they raise
- We encourage kaimahi to engage with their union throughout the change process
- Following consultation, once a final decision has been made, we provide a briefing to our union partners prior to notifying kaimahi
- Following the decision, we engage our union partners throughout the implementation process

Redeployment Principles

We adhere to the following redeployment principles:

- All business divisions will follow the same redeployment processes.
- There is NO direct redeployment into substantively different roles (e.g. new roles). Commonly known as no ring fencing.
- ALL new roles are to be advertised across the network to impacted kaimahi in the first instance (no less than 5 working days)
- Business divisions are responsible for their own recruitment processes

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Change Approval Process

Business Division	Is National Office P&C Approval Required
North Tech	Yes
MIT/Unitec	No
Wintec	No
Toi Ohomai	No
EIT	Yes
WITT	Yes
UCOL	Yes
W&W	Yes
NMIT	Yes
Ara	No
SIT	Yes
Otago	Yes
TPP	No
Open Poly	No
ALL WBL's	Yes

- For those Business Divisions listed below with YES in the table must seek sign off with the P&C Transition and Change Lead before proceeding with the change. They will provide a go/no-go status.
- For those not requiring sign off, change and decision documents are still required to be sent to the P&C Transition and Change Lead.
- For both of the above the SLA is 3 days –
 - For approval – they are not to commence the change process pre the decision
 - For those not requiring approval – they are to be sent 3 days before consultation begins for any feedback.
- For those not requiring feedback -
 - any IR risks provided as feedback to the change packs must be amended to accommodate that feedback.
 - A P&C Director must sign off the change packs.
- ALL business divisions must complete the change process sheet and use the relevant principles guides as the templates for change documents.
- P&C Transition and Change Lead (or delegate) is to be engaged at the beginning of each change project, prior to the creation of change documentation.
- Any piece of feedback that may be deemed of national interest must be escalated up to the P&C Transition and Change Lead and the Communications Director to ensure that a National response is provided.
- For the WBL's this applies to all change processes.

All feedback must be in writing and will be considered before any final decisions are made. Feedback can be emailed to XXX. Submissions close on XXX. You can provide feedback on:

- The proposal in its entirety, including the specific proposals, the proposed selection criteria and change management process
- The impact of the proposal on you personally, including any circumstances you wish us to take into account
- The proposed recruitment or selection process
- Any alternatives to the proposed changes you would like us to consider

We will theme the feedback that is provided to us and share a summary of this in the decision document. We will not share feedback which is identifiable or specific to a particular individual.

You are entitled to seek independent support and advice throughout any part of this change process. We encourage union members to reach out to their union delegate.

We are happy to meet with you individually should you have any questions. If you require further relevant information to provide meaningful feedback, please send specific requests to name and email.

If you have questions about your terms and conditions of employment, please email name and email.

Consultation Process

The following steps set out, at a high level, the process we propose to follow. Should we need to adapt the process or extend the timeframes, we will communicate this with you. We also acknowledge different employment agreements will apply to individual kaimahi, and while the terminology may vary across agreements, the consultation process is designed to address all situations, and we are committed to ensuring your employment agreement is adhered to.

- **Step 1:** Meetings with kaimahi who are impacted by the change are held to discuss the proposed changes, timelines and the proposed impacts on positions. You will be informed of the meetings via an invite.
- **Step 2:** All impacted kaimahi are provided with the change proposal and a letter.
- **Step 3:** If necessary other kaimahi who may be in scope but not impacted by the change will be advised of the outcome of consultation.
- **Step 4:** Throughout consultation your manager will check in with you to see if you have questions around the proposal. Kaimahi can also engage with their local People, Culture and Wellbeing team, union representatives and employee assistance provider through this period.
- **Step 5:** Feedback is provided and consultation closes.
- **Step 6:** All submissions and feedback are thoroughly reviewed and considered. As a result of this, decisions are made whether to proceed with some or all the proposed changes, and whether any aspects of the structural proposal and/or process need to be changed as an outcome of the feedback received.

Where there are significant changes to the proposal because of the feedback received, we will carefully assess whether further consultation may be required.

If the decision is made to proceed with this proposal, either in its current form or with some alterations:

- **Step 7:** Individual and/or group 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 8:** If necessary other kaimahi who may be in scope but not impacted by the change will be advised of the outcome of consultation.

- **Step 9:** Recruitment and selection commence.
- **Step 10:** Where roles are confirmed disestablished, redeployment conversations begin. A voluntary redundancy process may be actioned.

Timeline

The following sets out a high-level timeline of the change process. The timeline following the closure of consultation is tentative at this point as these steps will depend on the decisions that are made following the review of feedback we receive and what we learn through this process.

Confirmed dates will be set out in the decision document.

Our timeline includes a four-week consultation period to ensure we provide kaimahi with enough time to review the information, ask any pātai (questions), and share their whakaaro.

Milestone	Date
Group/individual meetings with impacted kaimahi	
Other kaimahi are informed who may not be impacted	
Consultation commences	
Consultation closes	
Feedback reviewed	
Decisions communicated	
Recruitment and selection commence	
New structure effective	

What happens should the proposal proceed?

Recruitment and Selection Processes for roles

Reduction in roles

Where there is a reduction in roles, these will be ringfenced 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. Kaimahi will not need to express an interest under the selection process.

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.

In this process, it is proposed that:

- Impacted kaimahi will complete a selection form.
- A subject matter expert (likely the manager or one up manager) will complete the selection form.
- Each kaimahi's completed selection form will be reviewed against the competency criteria set for this process.

Kaimahi will have an opportunity to review the selection forms

For any staff who select not to submit a selection sheet, the people leader 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 providing feedback.