

STRICTLY CONFIDENTIAL

**Toi Ohomai | Te Pūkenga
Certificate in Business (Administration and Technology)
(Level 3) delivery in Taupō
Decision Document**

22 May 2025

Distribution:

- Certificate in Business – Taupō Team
- Executive Leadership
- Te Pūkenga National Office
- People and Culture Team
- TEU

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OVERVIEW

Background and rationale for change.

As part of our annual business practice, Toi Ohomai reviews its programmes in regard to their ongoing contribution to the viability and sustainability of Toi Ohomai. This review includes an examination of programmes that are currently not viable or may not be in the future and based on our review, we propose changes to enhance financial viability.

Whilst part of our business-as-usual (BAU) practice, this process also aligns with the concerns raised by the TEC in June 2024 regarding the viability of the ITP business divisions within Te Pūkenga (Regional ITP Viability, RIV), which required it to seek specialist assistance under section 332 of the Education and Training Act 2020.

Regardless of the future of Toi Ohomai, our top priority remains delivering quality education to our learners, industry, and community. Regular reviews of our operations and activities are essential for maintaining financial responsibility.

While this is not a direct result of the RIV programme of work, it will contribute to the overall objective of achieving financial viability for Toi Ohomai.

PRINCIPLES FOR CHANGE

Ā mātou uara | Our values

Our values guide all that we do at Toi Ohomai. We have endeavoured to reflect these within this decision document.



- **Whanaungatanga** - We build and nurture relationships and connections
- **Toitūtanga** - We are courageous and humble in our pursuit of excellence
- **Kotahitanga** - We are united towards our shared purpose
- **Manaakitanga** - We uphold and strengthen the mana of others and our communities

Principles

The following principles were 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 Toi Ohomai | 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.

FEEDBACK

Through consultation we did not receive any feedback from the kaimahi and/or submissions from the Tertiary Education Union (TEU).

DECISIONS

This section describes both the proposed changes and the final decisions to the structure, made in the absence of feedback.

Proposal

The proposal presented to the Business Academic Staff Member aimed to address the ongoing financial viability and decreased enrolments of the Certificate in Business (Administration and Technology) (Level 3) in Taupō.

It was proposed to discontinue the delivery for the Certificate in Business (Administration and Technology) (Level 3) in Taupō, which would result in the disestablishment of 1.0 FTE.

Rationale for Change

The main reasons for this proposal were:

- To assist Toi Ohomai in achieving viable portfolio of provision which enable the financial sustainability of Toi Ohomai into the future.
- The identified decline in student enrolments for the Certificate in Business (Administration and Technology) (Level 3) programme delivered in Taupō.

Maintaining the current staffing levels alongside the declined enrolment figures was not financially sustainable.

Proposed impacts

The proposal included the following impacts.

Table 1: Detail of proposed impacts

Role	Proposed impact	Current FTE	Proposed FTE	Disestablish
Academic Staff Member (Taupō)	Disestablish	1.0	0.0	1.0
Total				1.0

Decision

In the absence of feedback, this section presents the confirmed decision for the Academic Staff Member (ASM) – Certificate in Business – Taupō.

Confirmed structure

It has been determined that the Certificate in Business (Administration and Technology) (Level 3) programme in Taupō will discontinue, resulting in a reduction of 1.0 FTE.

Confirmed impacts

The table below summarises the confirmed impact to positions.

Table 2: Significantly impacted position

Role	FTE	Outcome for role	Decision on what happens to the work the role is doing.
Academic Staff Member (Taupō)	1.0 FTE	Disestablished	All teaching work associated with the Certificate in Business (Administration and Technology) (Level 3) programme in Taupō campus will cease.

DECISION PROCESS

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

Step	Detail
Step 1:	Meet with impacted kaimahi to advise the decision, any impact on positions and to provide the decision document and a letter confirming the impact on their position. Impacted kaimahi will be informed of the meeting via an outlook invite
Step 2:	Where a role is confirmed disestablished, redeployment conversations begin.

Timeline following decisions

The following table summarises the timeline for the decision process and communication:

Action	Date
Structure finalised and decision document prepared including endorsement by Toi Ohomai ELT and notification to Te Pūkenga National Office	Week commencing 29 April 2025
Union advised of decisions and timelines	20 May 2025
Hui with impacted kaimahi including: <ul style="list-style-type: none"> - present decision document and process - individual letters issued 	22 May 2025
Conversations regarding options, in line with the relevant employment agreement of the affected kaimahi, will commence	Ongoing throughout notice period

SUPPORT

Duty of care

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 process.

Employee Assistance Programme (EAP)

Please remember you can access Employee Assistance Service support through your business division's provider (included below).

Please note that we fully respect you sharing your situation with whānau or trusted colleagues.

Toi Ohomai 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.

Appendix one: Frequently asked questions

I need to talk to someone about this – who can I contact?

- Executive Dean – s 9(2)(a)
- Associate Dean – s 9(2)(a)
- Senior Business Partner People & Culture – s 9(2)(a)
- TEU Union – s 9(2)(a)
- EAP (Employee Assistance Programme) Services on phone 0800 327 669 (24/7)

Who can I ask to support/ represent me?

Anyone who you consider is best suited to this. This may be a family member, a friend, a union representative, a colleague, a lawyer/ advocate. The main consideration is that this is someone who you have confidence in being there for you and being another set of ears in the conversations. You might like them to speak for you, but often they are not active in the meetings with management but allow you to have someone to speak to after and in-between meetings.

Do I need to have a support person with me at meetings?

No, you don't. Everyone is different and some people do feel more at ease or confident attending their discussions with management on their own and then liaising with their support people (union, legal, family, friends) independently.

I am feeling overwhelmed/ frustrated/ confused by this whole process. What can I do?

Let management know that this is how you are feeling so they can provide additional support and possibly adjust our approach to allow for you to be more at ease.

You may also find that extending your support group may be helpful; perhaps consider including your union representative, People & Culture Team or even EAP services (ph 0800 327 669) who are very experienced in supporting kaimahi through these change processes.

My colleagues keep asking me about what is happening – what do I say?

Only what you want to. You may prefer to say to them – “please let's not talk about this – I'd rather work through it myself”. Mostly they are talking to you about this because they care for you; or possibly they are worried about their own situation. If it is upsetting or bothering you, let People and Culture or your manager know so we can find a way to give your colleagues more regular updates that settles their anxiety.

No-one has spoken to me for a while – what is going on?

Usually there will be 'silence' because we are still in 'discussions' with no certainty confirmed. We have a number of people to speak to and to avoid confusion we aim to communicate only when we have something substantive to say.

What does Consultation really mean?

Although extensive work has gone into this Change Proposal it is possible that we have not got all the details correct or considered all possibilities. Things can be missed, mis-represented or not fully realised. For this reason, we do want our kaimahi to tell us what they think about the proposed changes from their perspective and particularly if that ensures we avoid a wrong determination that could negatively impact our kaimahi, ākonga and communities.

Do you genuinely consider feedback?

We certainly do. As an experienced leadership group, we have previously managed a number of change proposals and have numerous examples of gaining great insight from kaimahi feedback that has helped us reshape our proposal for a better outcome.

Why do we have a one-month consultation period?

This is currently an agreement within the Collective Agreements. It is intended to allow for all kaimahi needs to be heard and not rushed.

If my position is impacted and I'd like to take redundancy before consultation is complete – what can I do?

Please speak with your manager or People and Culture. Although this can be taken into consideration, it is likely we will not be able to confirm an outcome until the consultation process is fully completed.

If my position is impacted but I think that is a mistake – what can I do?

Share this feedback in either the consultation meetings or in writing to your manager and People and Culture and if you wish, through your support/ union representative as well. Ideally letting us know why you consider this a mistake, and when you review the rationale for the proposed change – what you consider is another option?

The proposal has some gaps/ inclusions/ errors/ inconsistencies/ double-ups etc. – how should I share this feedback?

Please let People and Culture or your manager know ASAP.

I don't want to talk with my manager about my feedback – who can I talk too?

People and Culture or your support/ union representative will be the ideal first point of contact. They can then advise what options there are from there.

Will my feedback remain confidential?

All feedback will be consolidated and when we don't have to identify the author than we won't. Obviously if the feedback is specific for an individual than we'll need to retain identity of that to support the appropriate response, but this will be for the review of managers only, not for general communication.

How are we ensuring we keep absent kaimahi informed and engaged in the consultation process?

For those kaimahi who have been or will be absent during this consultation we will/ have emailed them their relevant communications/ details of the Proposal. We will aim to establish with them how best we can continue communications either during their absence or upon their return; ensuring they get fair and reasonable time for inclusion.

I've been told my position may be disestablished – what does that mean?

The position that you are currently contracted into has been reviewed as part of this Proposal with the consideration of disestablishing the position – therefore, removing the position from our structure. If your position is disestablished then you will be offered redundancy compensation as stipulated in the terms and conditions of your employment contract, and your employment with Toi Ohomai will cease (typically within two months). Please note, that after disestablishment is determined, we will also work closely with you to consider any redeployment/retraining options that could also be available.

This proposal includes disestablishment where there are more of the same roles now than there are proposed to be in the future. If confirmed for those roles disestablished a selection process would apply to first determine as many positions to be redeployed as possible.

I've been told my position may be disestablished – can I still apply for jobs at Toi Ohomai in the future?

Once the proposal is confirmed and if your position is disestablished, we will first work with you regarding any redeployment opportunities.

If you leave Toi Ohomai because your position has been disestablished, you can still apply for positions advertised in the future. If it is within 6 months and you have been paid a redundancy, we will have a conversation with you around that payment made and if any should be paid back. If there is position advertised that is of interest you, please contact the people and culture team to discuss.

What if I want to finalise my process quicker than the one-month consultation period?

You can certainly discuss this with your manager, support/ union representative and People and Culture, and where we consider this is in your wellbeing to progress, we will. However, typically we will ask you to await the final outcome of the consultation review and determination to ensure that all considerations for you and your position have been applied.

My family / I am worried about my future without a job – what can I do?

You can talk to any of the support options listed above (see first question). EAP is the ideal option for you and members of your family to engage with. If you'd like more information about them, please contact People & Culture or review www.eapservices.co.nz

Once the determination is advised and my position is made redundant, can I appeal this decision?

If you consider that the determination is a breach of your employment agreement or employment law then you can advise us of this either informally, by communicating that you dispute the determination and wish to discuss this further; or formally by raising an employment relationship problem or personal grievance. You can find more information on what to do in this situation from your union representative, People and Culture or independent advisor.

If my position is redundant what happens next?

Following communication to you of this outcome (determination) you will be provided with a letter that outlines your compensation, the support options available to you and confirmation of your notice period. Please note that there is a two months' period that you will be required to complete. Consideration for an early cessation may be available if kaimahi can demonstrate that there is coverage of their duties and/or a new employment opportunity is available, or for extenuating circumstances.

How will you communicate my redundancy to other kaimahi?

Kaimahi regularly comment that they would like to know in advance of a colleagues pending finish date so as not to be disturbing you with their questions. Although for some kaimahi that are leaving an organisation, they wish to do this discreetly. We ask that you give serious consideration to allowing us to communicate your finish date to the organisation to support the many people who would appreciate the opportunity to farewell you and acknowledge you before you leave (discreetly if you wish). If you genuinely feel concerned about this – please speak with us and we will review your individual needs.