

## STRICTLY CONFIDENTIAL

### **Wintec | Te Pūkenga Corporate Services Decision Document**

21 March 2025

Distribution:

Executive Leadership

Senior Leadership

People and Culture Team

TIASA

TEU

Corporate Services Areas

- Executive office
- Enrolment
- Facilities
- Finance
- Quality Assurance Unit
- Regional Delivery

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## CHANGE PROPOSAL OUTCOMES

### Preface

This Corporate and Support Services decision document provides the outcomes for the following areas:

- Executive office
- Enrolment
- Facilities
- Finance
- Quality Assurance Unit
- Regional Delivery

During the consultation period, we received substantive feedback relating to the proposed structures and function for both the Māori Achievement Unit and Marketing. Following careful consideration of this feedback, the decisions for the final structure for these areas will not be included in this decision pack. Rather, we will provide a further proposal for consultation on these areas. The feedback and subsequent proposed changes for Marketing also require further consultation with the international team.

Further consultation will be managed directly with these teams only moving forward. Therefore, the further proposed changes will not be shared with the wider Corporate and Support Services teams listed in this decision document.

We recognise that everyone reacts differently when facing significant change and further consultation shifts the timeline for decisions for kaimahi in these areas. Some kaimahi may like to talk with their colleagues and peers, while others may prefer to deal with it privately. Please be mindful of this, respect their privacy and take their lead as to how you can best support them.

We appreciate your thoughtfulness and consideration for these kaimahi.



## OVERVIEW

### Background

In June 2024, the Tertiary Education Commission (TEC) raised concerns about the financial viability of the Institutes of Technology and Polytechnic (ITP) business divisions within Te Pūkenga, requiring action under section 332 of the Education and Training Act 2020. Specialist consultants were engaged to assess ITP finances and identify opportunities to improve their sustainability, with a focus on establishing regionally autonomous ITPs where feasible. This work coincides with the Government's consideration of options to disestablish Te Pūkenga. In response, the TEC launched the Regional Institutes of Technology and Polytechnics (RIV) Viability Project in July 2024 to accelerate efforts to enhance financial performance across the network.

As part of this initiative, our corporate services are under review, with associated information provided as part of the decision. These reviews aim to ensure Wintec aligns with government directives, including the Minister's May 2024 Letter of Expectations, which emphasised the importance of achieving financial sustainability across all Te Pūkenga divisions. Regardless of Wintec's future structure, our priority remains delivering value to learners, industry, and communities while maintaining sound financial practices to support long-term success.

The proposal document presented for consultation proposed new structures, changes to positions and FTE for the corporate services areas within Wintec | Te Pūkenga. The proposed changes that were presented are intended to contribute to the overall financial viability of Wintec, realise efficiencies, realign functions (where applicable) to local delivery and decision making, and right size corporate service areas to the size of Wintec in its current state.

### 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 Tāraia te anamata | 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 will support the viability of Wintec and the network overall and will also support Wintec to respond to future changes as they arise.

### Obligations to the Charter of Te Pūkenga and Te Tiriti o Waitangi

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. Te Pūkenga is not required to consult with communities on specific organisational change proposals. Outside of this Wintec will continue to engage with local communities (as appropriate).

### Summary of Confirmed Changes

Impact	FTE
Number of positions confirmed disestablished	11.6
Number of positions confirmed minor change	8
Number of positions confirmed established	4

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

### Rationale for change

The consistent rationale for change across corporate service areas under review are:

- To assist Wintec in achieving financial viability in 2025 and enable the financial sustainability of Wintec into the future.
- To realign regional functions to divisions (e.g. property), consistent with the direction of Te Pūkenga returning to divisional decision making.
- To improve efficiencies and alleviate duplication of work
- To right size the corporate service functions of Wintec to align with income and operational (delivery) size.
  - **Right number.** The right number of roles and realignment of resource to complete business as usual (BAU) responsibilities.
  - **Right roles.** Having the right roles at the right level of the organisation to ensure sustainability of the organisation.
  - **Right capability.** Realignment of capability that enables the delivery of the required business unit functions and ensuring a responsive and adaptive workforce to realise Wintec’s potential and growth as a standalone institute of technology.

## Our values and principles for change

### Ō Tātou uara | Our values

Wintec's values are at the heart of who we are and guide what we do at Wintec. They provide the foundation for how we want to succeed as an organisation; and how we work and communicate with each other, our ākonga and our community. We have endeavoured to reflect these within this change proposal.

- **Kia tika** | Taking ownership
- **Whakamana i te tangata** | Valuing others
- **Manaaki tangata** | Customer focus
- **Mahi Tahi** | Working together
- **Whakaaro whānui** | Challenge and innovation
- **Kia tupu, kia hui** | Improvement and opportunity

### Principles

The following principles will be applied during our change process:

- Uncertainty for kaimahi is minimised by open and transparent communication processes
- We will work closely with our union partners and our kaimahi
- We will honour our commitments to individual and collective employment agreements
- Redeployment of impacted kaimahi is prioritised, redundancy is a last resort
- Kaimahi have access to 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 Wintec | 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 received a high volume of feedback. The table below contains the themed feedback, responses and any decisions made in relation to these. Where the feedback has been specific to an individual and their role or situation, this will be addressed directly with the kaimahi and is not included in this summary of feedback.

**Note.** Feedback for Marketing and Māori Achievement Unit is not included. There was no feedback received for International, Finance or Facilities.

Full SEIC feedback submissions can be viewed in Appendix Two.

### Summary of feedback

Feedback theme	Response
<b>SEIC Enrolment</b>	
<b>Casual staff.</b> Kaimahi feedback signalled the need to recruit ahead of peak times, ensure there is enough lead in time for onboarding casual kaimahi properly and that casual kaimahi are used to cover vacancies that are being recruited for until the vacancy is appointed. There was also feedback that fixed term appointments would be more suitable than casual kaimahi.	<p>Thank you for your feedback. We will review training and timeframes for employing casual kaimahi to ensure we have a sufficiently trained pool of people to support during our peak periods.</p> <p>We do acknowledge that recruitment can take longer in some instances to ensure we have the right candidates, and that they are available when we need them during our peak periods.</p> <p>Fixed term appointments are always considered, however fixed term and casual appointments are not always a popular option for applicants.</p>
<b>Responsibilities and remuneration.</b> Kaimahi feedback asked that if responsibilities were going to be redistributed, or kaimahi asked to take on extra work, that this is recognised with additional compensation.	<p>Thank you for your feedback. As part of our transition into the new structure, our leadership team will review workload and ways of working to ensure we maintain our high standard of service and look after kaimahi wellbeing. Should any of the duties or responsibilities change as a result of the workload review and distribution, we will discuss with those individuals the potential changes before any updates are made to position descriptions.</p> <p>We do not anticipate that there would be any significant changes to position descriptions or that they would need to be re-sized. We value our kaimahi and the mahi that they do and through the workload review and distribution, we hope to address any concerns and answer questions with you directly.</p>

Feedback theme	Response
<p><b>Timing of the consultation.</b> Kaimahi feedback commented that the timing of the proposal was during a busy peak period and consideration should have been given for when this was launched.</p>	<p>Thank you for your feedback. We acknowledge the timing of the consultation was at the busiest time for SEIC, however the need to make changes to ensure our financial viability as a standalone organisation is a key driver for Wintec to set us up for the future.</p> <p>For this reason, it was important that we continue to move through the Corporate and Support Services change proposal in January.</p>
<p><b>Recruitment of additional FTE to manage workload.</b> Kaimahi feedback mentioned workload increasing through vacancy management and reduced SEIC with the recruitment team moving to marketing, that additional staffing is needed.</p>	<p>Thank you for your feedback. Several of the vacancies proposed for disestablishment through the consultation have been vacant for over six months, while recruitment is ongoing for other positions within SEIC. Once the consultation process is complete, we will have an opportunity to review workloads across the team and assess whether position descriptions need updating.</p> <p>We are also exploring ways to automate aspects of the application process, including follow-ups on incomplete applications and offers that haven't progressed. By reducing manual data entry, we aim to streamline administrative tasks and lighten the workload for our team.</p> <p>Additionally, SEIC is in the process of appointing 3FTE to replace kaimahi who have left. While this process has taken longer than anticipated, it has been due to vacancy management and a decline in domestic EFTS.</p> <p>It is important to acknowledge that different areas within SEIC experience fluctuations in workload at various times of the year. During these periods, quieter teams provide support to colleagues in busier areas to ensure operational efficiency.</p> <p>Currently, we are holding a vacancy within the domestic Admissions Team as part of our vacancy management approach. This position will be filled if domestic EFT numbers indicate a need.</p> <p>Finally, we will need to consider how best to support the Frontline team during peak periods</p>



Feedback theme	Response
	and determine what assistance Marketing may require from SEIC with the transition of the Recruitment Team.
<p><b>Rotokauri customer service.</b> Kaimahi feedback had concerns that not having a permanent presence at Rotokauri will impact the student support and customer service that SEIC provides.</p>	<p>Thank you for your feedback. To be financially viable there are some decisions that ultimately mean a reduction in services and a full-time presence at Rotokauri is an example of this. The cost is in the number of staff required to rotate through multiple sites.</p> <p>There will, however, continue to be other kaimahi from support services available at Rotokauri who will be able assist ākongā. The intention is there will always be a full-time SEIC presence at Rotokauri during peak enrolment periods to assist potential ākongā.</p>
<p><b>Event Specialist.</b> Kaimahi feedback suggested a change in the proposed position title change for the Student Recruitment Representatives. 'Event Specialist' is misleading and does accurately reflect the community engagement aspect of what they do.</p>	<p>Taking this feedback into consideration, we have changed the position title to Event and Engagement Specialist to reflect the engagement component of this position with our communities. Thank you for your feedback.</p>
<p><b>Student Recruitment Representatives.</b> The feedback was positive and supportive of the move from SEIC to marketing.</p> <p>There were other comments regarding the representatives:</p> <ul style="list-style-type: none"> <li>- they provide back up to other areas within SEIC</li> <li>- that branding consistency was a challenge as part their role</li> <li>- there will be a loss of dialogue and information between the representatives and admissions</li> </ul>	<p>Thank you for your feedback and support for alignment of the Student Recruitment Representatives to the Marketing team.</p> <p>Our position descriptions do allow for other reasonable tasks to be allocated, and we appreciate the support the recruitment team provides during our busy periods and their contribution to the wider team.</p> <p>We acknowledge branding challenges do occur across Wintec. By moving the Events and Engagement Specialist position, previously known as the Student Recruitment Representative position, to Marketing we see that this move will increase our consistency and identity of branding for Wintec events.</p> <p>We acknowledge that with the movement of the Recruitment Team into Marketing the current means by which natural conversations that occur across the SEIC teams will change. Mechanisms will need to be put in place to ensure the flow of communication is</p>

Feedback theme	Response
	maintained and the depth of knowledge or SEIC's processes is retained.
<b>Disestablishment and reappointment.</b> It is unfair that kaimahi cannot be reappointed to Wintec for 12 months if they are made redundant.	Thank you for your feedback. Our Frequently Asked Questions have been updated and this has been changed. Reappointment can be made 6 months after disestablishment.
<b>Position Description feedback</b>	
<b>Quality Assurance Unit</b>	
<p>I couldn't find any reference within the position descriptions for the Quality Specialists or the Quality Assurance Coordinator regarding the maintenance of the SMS, specifically the ownership of the setup of qualifications and programmes in Arion and the corresponding entry of these and approval on STEO.</p> <p>SEIC relinquished 1 FTE to QAU to carry out these specific functions which are specialised and integral to the SMS set up and our ability to enrol. Please can it be clarified where these functions will sit within the proposed change to the structure and whether this is the opportunity to discuss whether this function should be returned to SEIC with an appropriate level of FTE.</p>	<p>Thank you for your feedback. This was intended for inclusion in the proposed position description for consultation and acknowledge that this FTE was moved to QAU.</p> <p>We have reworded the Quality Assurance Coordinator position description to capture setup of qualifications and programmes in Arion, corresponding entry of these and approval on STEO.</p>
<b>Selection Criteria feedback</b>	
No feedback was received from these areas regarding the proposed selection criteria.	

## DECISIONS

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

### Proposal

Wintec needs to achieve financial viability to ensure Wintec's sustainability to secure its future success for our ākonga, our kaimahi, industry partners and the communities we reach. Wintec has implemented initiatives to reduce deficit, however further changes are required.

This proposal aimed to

- Reduce cost in areas
- Realign regional functions to divisions
- Improve efficiencies and alleviate duplication of work
- Right size the corporate services function to align with the income and operational (delivery) size of the organisation
  - Ensuring the right number of the right roles with the right capability to deliver

### Rationale for Change

The main reasons for the proposal were:

- Wintec needs to become financially viable, and efficiencies are made where possible
- Corporate and Support Service areas are aligned to operational delivery size

### Proposed structure

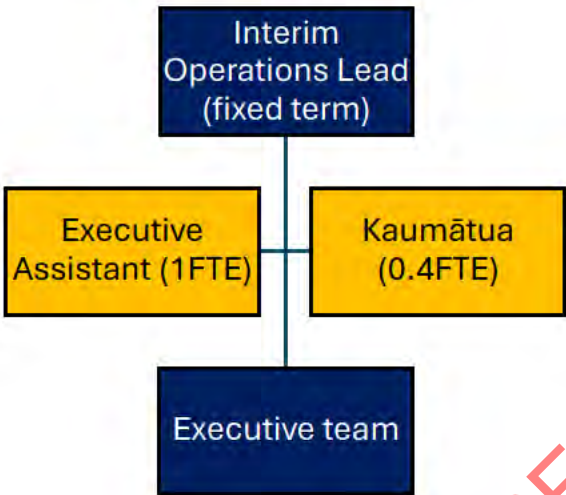
In applying this rationale, it was proposed that:

- The executive office function FTE is reduced to align with divisional delivery
- Positions currently held through vacancy management in impacted areas are disestablished. This applies to: Enrolment, International, Facilities, and Māori Achievement Unit.
- Due to declining EFTS, the Territory Manager role is disestablished as regional delivery is no longer viable.
- With the completion of the International STIGS project, the Lead Contract Manager role is disestablished.
- Realignment of resource to ensure Wintec can maximise its growth for future sustainability by ensuring the right roles with the right capability are created for delivery. This applies to Quality Assurance Unit, Finance, and Enrolment.



Chart one: Proposed structure

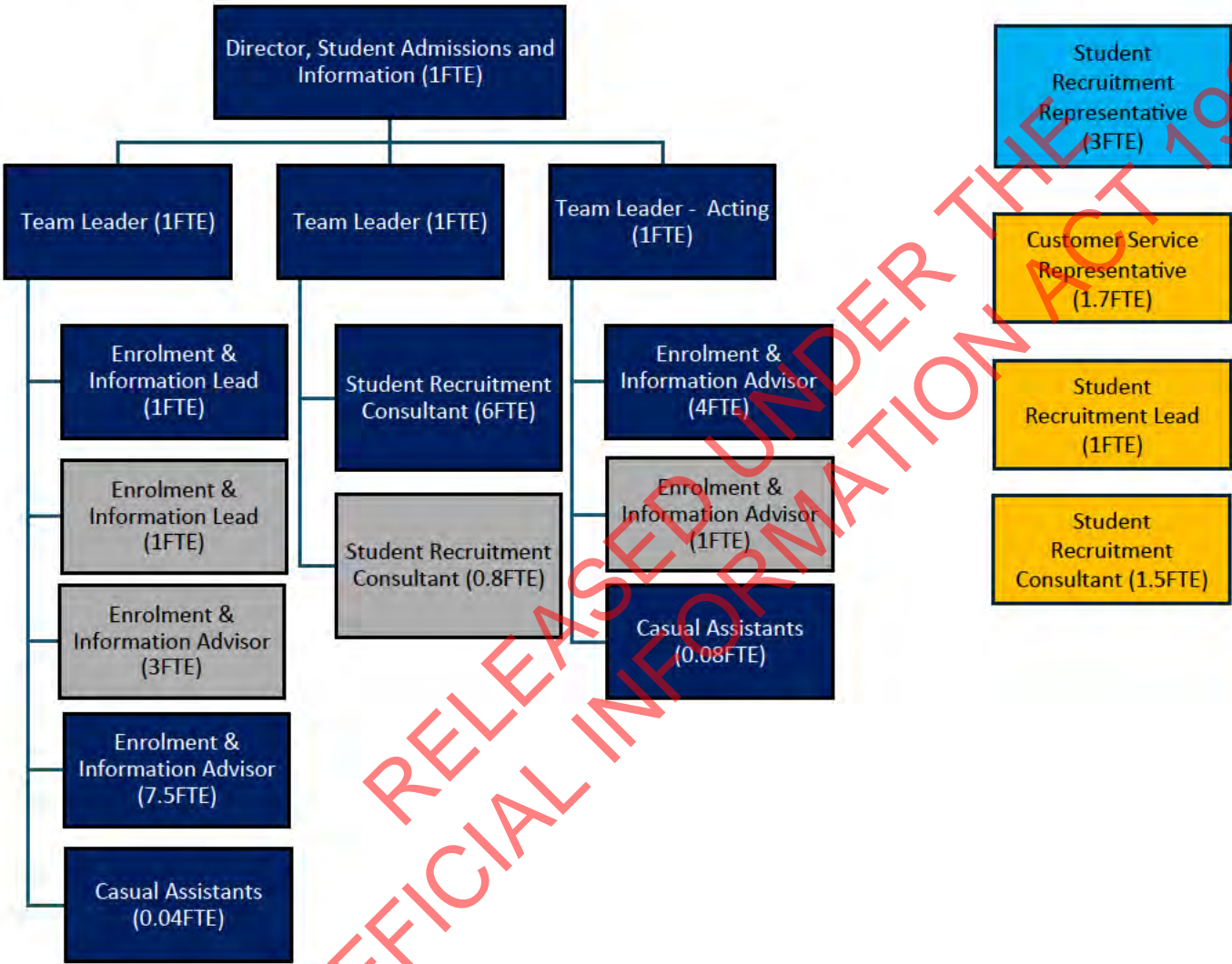
Proposed Executive Office structure



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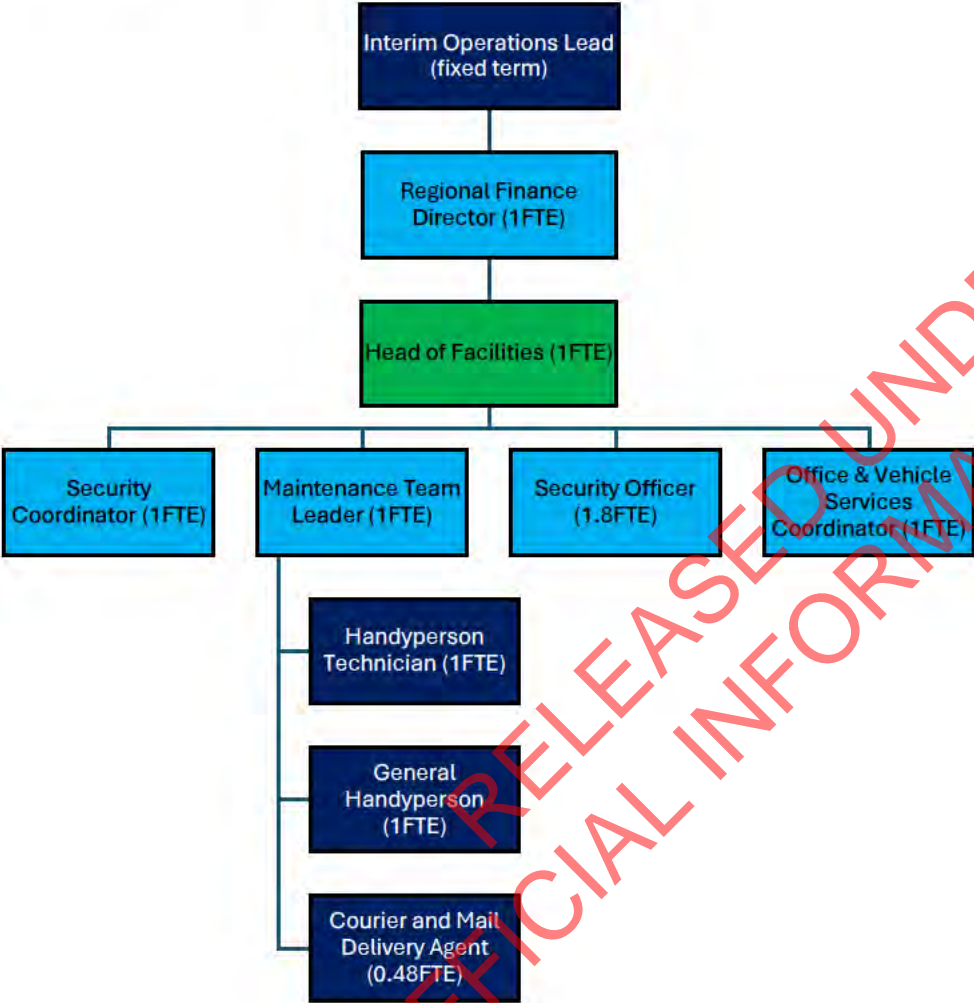
	Significant impact
	Minor impact
	No impact
	Vacant role
	New role

Proposed Enrolment structure



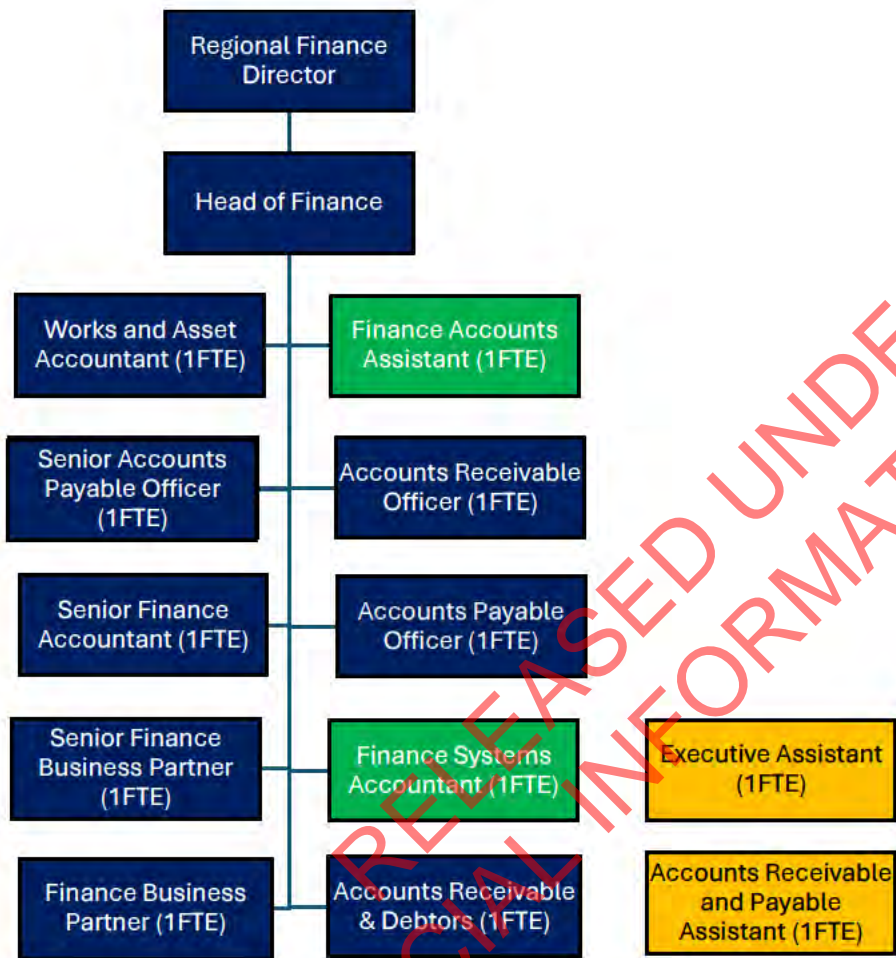
	Significant impact
	Minor impact
	No impact
	Vacant role
	New role

Proposed Facilities structure



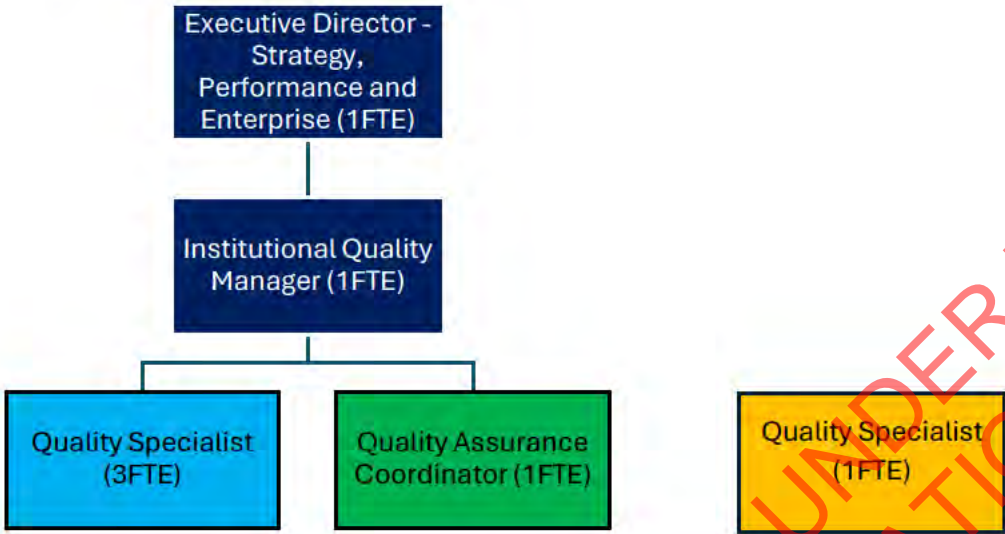
	Significant impact
	Minor impact
	No impact
	Vacant role
	New role

Proposed Finance structure



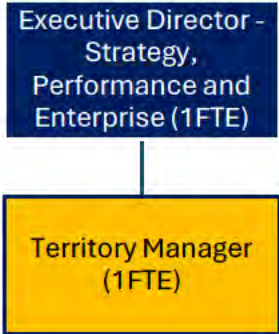
	Significant impact
	Minor impact
	No impact
	Vacant role
	New role

Proposed Quality Assurance Unit structure



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	Significant impact
	Minor impact
	No impact
	Vacant role
	New role



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	Significant impact
	Minor impact
	No impact
	Vacant role
	New role



### Proposed impacts

The proposal included the following impacts.

Table 1: Detail of proposed impacts

Proposed Change	Description
Significant impact	There is a proposed significant change to the position as part of this process. This means that the position is proposed to be Customer disestablished and one or more of the following may apply: <ul style="list-style-type: none"> <li>Proposed disestablishment</li> <li>Proposed disestablishment with direct redeployment into a proposed established position</li> </ul>
Minor impact	There is a proposed minor impact to the position as part of this process. This means that the position is proposed to remain but with one or more of the following changes: <ul style="list-style-type: none"> <li>Change in reporting line</li> <li>Change in responsibilities</li> <li>Change in position title</li> </ul>
No impact	There is no proposed change to the position as part of this process.
Potential redeployment	There are proposed new opportunities represented in the new structure that may present a redeployment for a person in a position currently disestablished and on notice.

### Significant impact

There were originally 18.3FTE positions in proposed to be disestablished as per the table below:

\* we have removed MAU, Marketing and International FTE from the below table

Table 2: Proposed significant impact

Position name	Proposed impact	Current FTE	Proposed FTE	Difference
<b>Executive office</b>				
Executive Assistant	Reduce FTE	2.0	1.0	-1.0
Kaumātua	Reduce FTE	0.8	0.4	-0.4
<b>Enrolment</b>				
Customer Service Representative	Disestablish (vacant)	1.7	1.7	-1.7
Student Recruitment Team Lead	Disestablish (vacant)	1.0	1.0	-1.0
Student Recruitment Consultant Front Facing	Disestablish (vacant roles only)	1.5	1.5	-1.5
<b>Facilities</b>				
Regional Property Manager	Disestablish (vacant)	1.0	0.0	-1.0
Facilities Manager	Disestablish (vacant)	1.0	0.0	-1.0
<b>Finance</b>				
Executive Assistant	Disestablish	1.0	0.0	-1.0
Accounts Receivable and Payable Assistant	Disestablish (vacant)	1.0	0.0	-1.0
<b>Quality Assurance unit (QAU)</b>				

Position name	Proposed impact	Current FTE	Proposed FTE	Difference
Quality Specialist	Reduce FTE (disestablish vacant role only)	4.0	3.0	-1.0
<b>Regional Delivery</b>				
Territorial Manager	Disestablish	1.0	0.0	-1.0
<b>Total</b>				<b>11.6</b>

*Minor impact*

There were 7FTE positions that are proposed to have a minor impact as per Table 3 below.

Table 3: Proposed minor impact

Position name	Proposed impact	Current FTE	Proposed FTE	Difference
<b>Enrolment</b>				
Student Recruitment Representatives	Change in position title, responsibilities and reporting line	3.0	3.0	0.0
<b>Facilities</b>				
Security Coordinator	Change of reporting line	1.0	1.0	0.0
Maintenance Team Leader	Change of reporting line	1.0	1.0	0.0
Security Officer	Minor impact, change in reporting line	2.0	2.0	0.0
Office & Vehicle Services Coordinator	Minor impact, change in reporting line	1.0	1.0	0.0
<b>Total</b>				<b>0.0</b>

*New positions*

There were 4FTE positions proposed to be established.

Table 4: Proposed new positions

Position name	Proposed impact	Current FTE	Proposed FTE	Difference
<b>Facilities</b>				
Head of Facilities	Establish	0.0	1.0	1.0
<b>Finance</b>				
Accounts Assistant	Establish	0.0	1.0	1.0
Finance Systems Accountant	Establish	0.0	1.0	1.0
<b>Quality Assurance Unit (QAU)</b>				
Quality Assurance Coordinator	Establish	0.0	1.0	1.0
<b>Total</b>				<b>4.0</b>



## Decision

Following the consideration of the feedback provided, this section presents the confirmed structure and associated decisions regarding changes made from feedback received.

We thank you for your submissions and consideration of our proposal. Your feedback has provided us with valuable insights and suggestions to inform structure decisions, selection criteria and processes, and position descriptions.

It is important to note that this decision is in no way reflective of the performance or dedication of our kaimahi in the impacted positions. Our decisions have been made with our change principles and values at the forefront and our ability to become a financially viable stand-alone institute.

Overall, the decision has been made to continue with proposal as outlined to you on 31 January 2025. The specific changes confirmed are outlined on the following pages against the

The following changes have been confirmed as original proposed:

- Executive office
- SEIC Enrolment
- Facilities
- Finance
- Quality Assurance Unit
- Regional Delivery

## Changes resulting from feedback

We have a duty to our organisation, stakeholders and partners, learners and taxpayers to manage our finances responsibly in a manner that balances costs and efficiencies.

The following changes have been made as a result of feedback received:

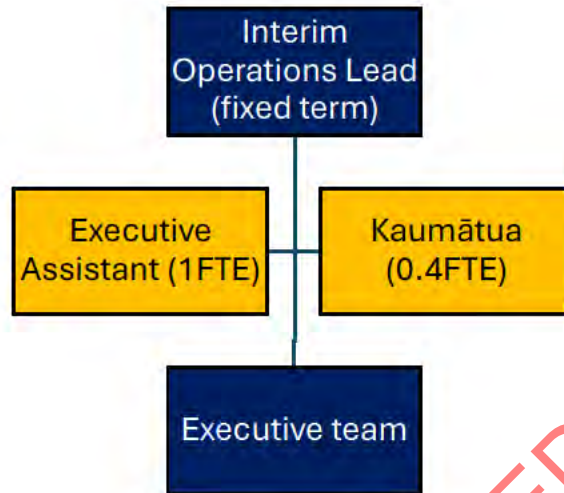
- Quality Assurance Unit: change to the position description
- Marketing: change to the position title for Student Recruitment Representatives to Events and Engagement Specialist with their confirmed reporting line change to Marketing. These kaimahi will be included in the Marketing consultation.
- International: Based on feedback received, further consultation is required.
- Marketing: Based on feedback received, further consultation is required.
- Māori Achievement Unit: Based on feedback received, further consultation is required.

## Confirmed structure

Position descriptions for the new positions and those positions with minor changes can be found in appendix three.

Chart two: Confirmed structure

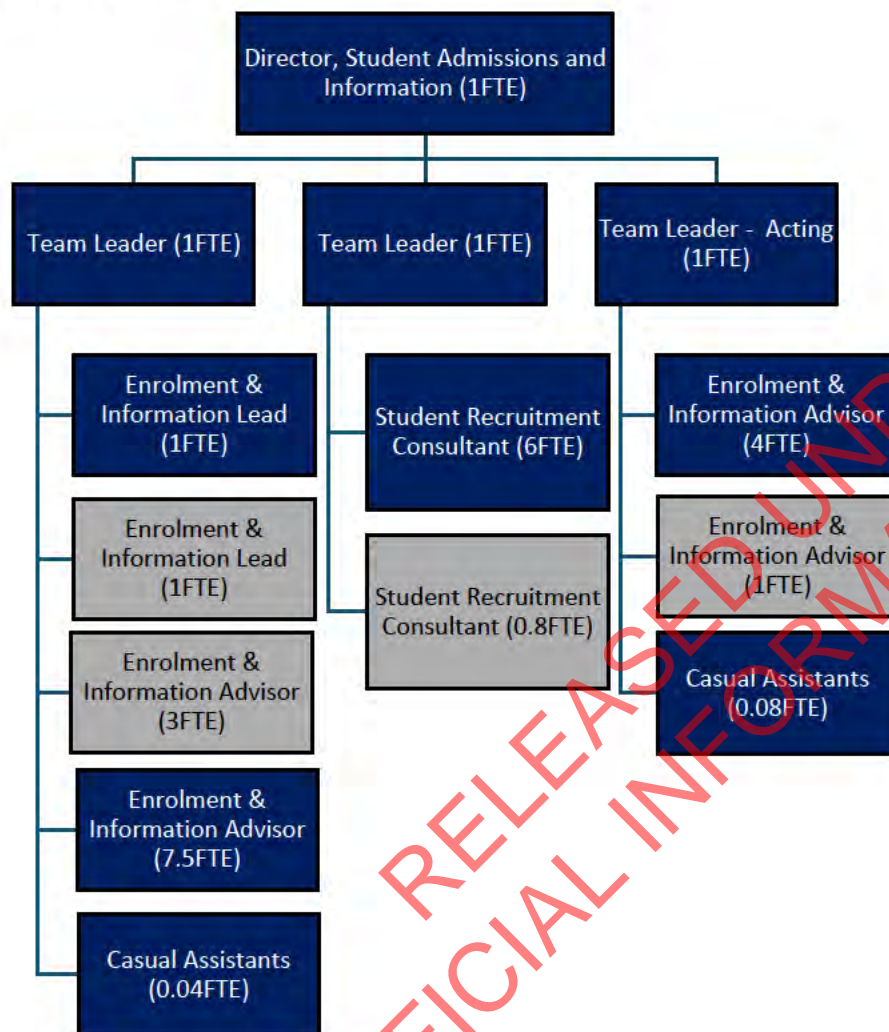
Confirmed Executive Office



\* Confirm the Executive Assistant will reduce from 2FTE to 1FTE

\* Confirm the Kaumātua will reduce from 0.8FTE to 0.4FTE

Confirmed SEIC Enrolment



\* Confirmed disestablishment of Customer Service Representative (1.7FTE)

\* Confirmed disestablishment of Student Recruitment Lead (1FTE)

\* Confirmed disestablishment of Student Recruitment Consultant (1.5FTE)

\* Confirmed Student Recruitment Representative (3FTE) reporting line, change in title and position description to "Event and Engagement Specialist" and sit within Marketing

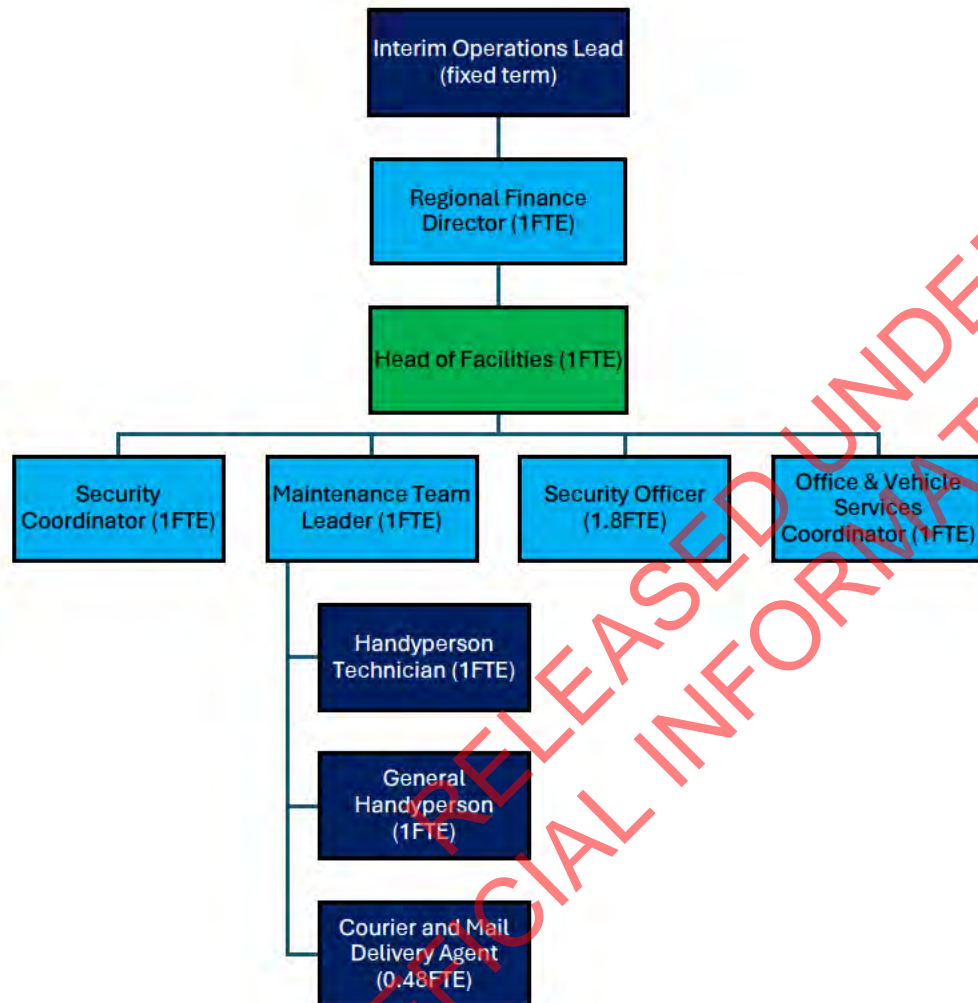
\* Currently recruiting for Enrolment & Information Advisor (3FTE)

\* Enrolment & Information Lead, substantive position for the seconded kaimahi to Team Leader – Acting

\* Student Recruitment Consultant (0.8FTE) holding through vacancy management

\* Enrolment & Information Advisor (1FTE) holding through vacancy management

Confirmed Facilities



\* Confirmed Facilities to report to the Regional Finance Director

\* Confirmed disestablishment of Regional Property Manager

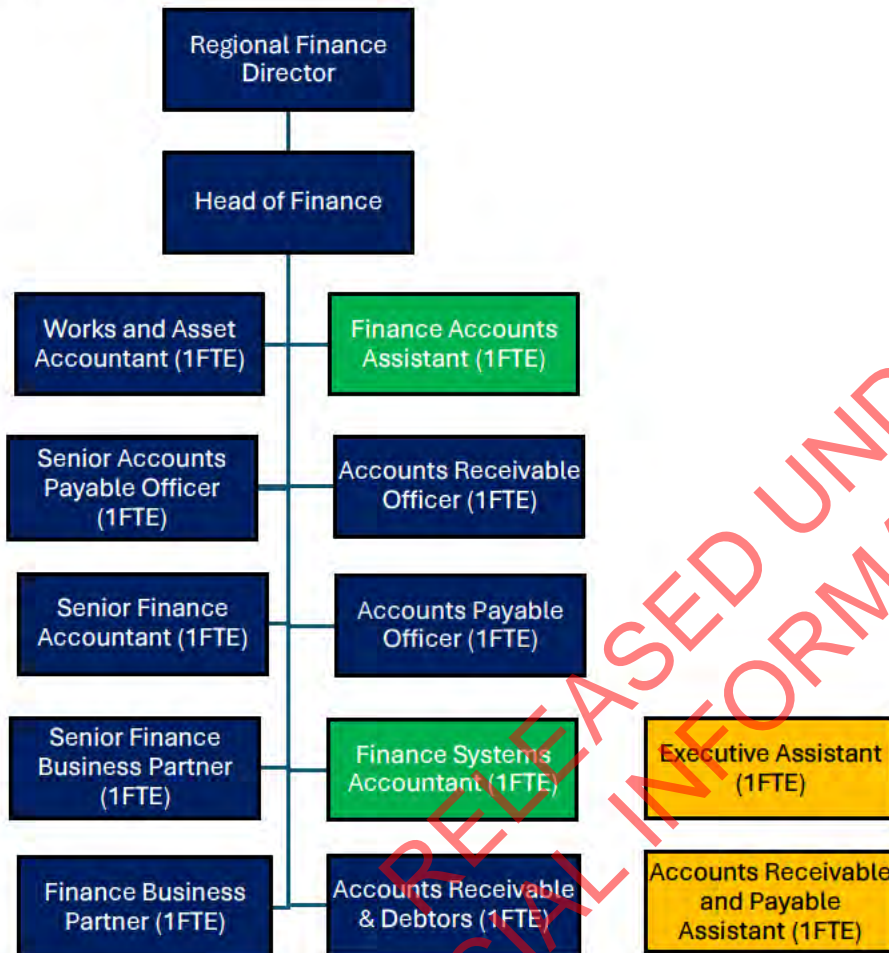
\* Confirmed disestablishment of Facilities Manager

\* Confirmed establishment of new position, Head of Facilities

\* Confirmed minor change in reporting line for the Security Coordinator, Maintenance Team Leaders, Security Officers, Office and Vehicle Services Coordinator to the newly established Head of Facilities position



Confirmed Finance



\* Confirmed disestablishment of the Executive Assistant position (1FTE)

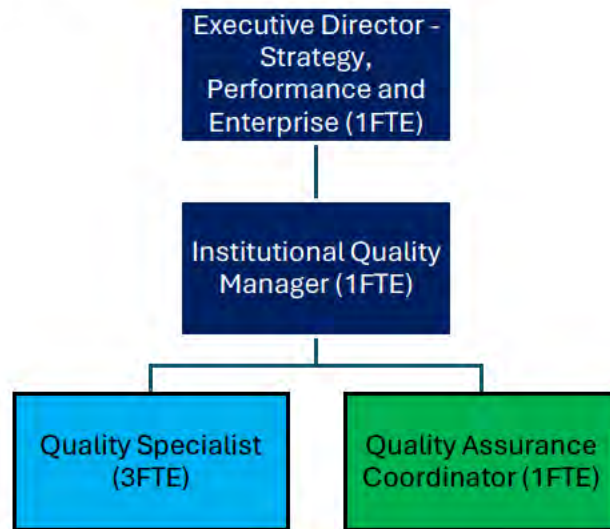
\* Confirmed disestablishment of the Accounts Receivable and Payable Assistant (1FTE)

\* Confirmed establishment of new position, Finance Accounts Assistant (1FTE)

\* Confirmed establishment of new position, Finance Systems Accountant (1FTE)

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Confirmed Quality Assurance Unit

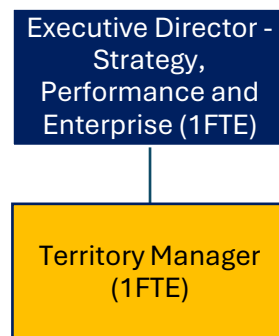


\* Confirmed disestablishment of the Quality Specialist position (1FTE)

\* Confirmed establishment of the new position, Quality Assurance Coordinator (1FTE)

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Confirmed Regional Delivery



\* Confirmed disestablishment of the Territory Manager position (1FTE)

**Marketing, International** and **Māori Achievement Unit** structures cannot be confirmed in the current Corporate and Support Services timeline. As a result of feedback received, further changes are proposed, and further consultation is required. This will be completed directly with these teams due to the nature of the proposed changes we are putting forward.

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## Confirmed impacts

Below is the list of confirmed impacted positions

Table 6: Confirmed impacted positions

Role	Outcome for role	Description	Decision on what happens to the work the role is doing.
<b>Executive Office</b>			
Executive Assistant	Disestablished	Reduction from 2FTE to 1FTE. Both incumbents may apply for the available 1FTE position in structure.	The Toi Ohomai work will move back to that division.  The EA role will be for Wintec only.
Kaumātua	Disestablished	Position is reduced from 0.8FTE to 0.4FTE. Incumbent may apply for the 0.4FTE position in structure.	Some of the responsibilities held by the Kaumātua will be distributed to or be shared with the Māori Achievement Unit.
<b>Enrolment</b>			
Customer Service Representative	Disestablished	Vacancy Management	Workload has been redistributed amongst the current team.
Student Recruitment Team Lead	Disestablished	Vacancy Management	Workload has been redistributed amongst the current team.
Student Recruitment Consultant Front Facing	Disestablished	Vacancy Management	Workload remains distributed across the current team as disestablished positions have been vacant for a number of months.
Student Recruitment Representatives	Minor impact	Change in reporting line to Marketing team, change in job title to Events and Engagement Specialist and change in position description * These kaimahi will be included in the marketing proposal	Moving the roles to the Marketing team will broaden the scope of the position to include support, coordination and organisation of all Wintec events and not just limited to student recruitment events.
<b>Facilities</b>			
Regional Property Manager	Disestablished	Vacant position. Position not included in new structure as we move back to divisional roles.	A small part of this work would move to the newly created Head of Facilities position and other aspects of this role are no longer required under a divisional structure.



Role	Outcome for role	Description	Decision on what happens to the work the role is doing.
Facilities Manager	Disestablished	Vacancy management.	See corresponding position description.
Maintenance Team Leader	Minor impact	Change in reporting line to the new position of Head of Facilities.	No change.
Security Co-ordinator	Minor impact	Change in reporting line to the new position of Head of Facilities.	No change.
Security Officer	Minor impact	Change in reporting line to the new position of Head of Facilities.	No change.
Office & Vehicle Services Coordinator	Minor impact	Change in reporting line to the new position of Head of Facilities.	No change.
Regional Finance Director	Minor impact	Change in responsibilities.	Facilities area will now report through to the Regional Finance Director.
<b>Finance</b>			
Executive Assistant	Disestablished	Position not included in proposed structure. Incumbent may apply for available positions in structure.	Establishment of a new position, Finance Accounts Assistant, that would cover some of the work previously held by the Executive Assistant and work help by the Accounts Payable and Receivable Assistant.  See corresponding position description.
Accounts Payable and Receivable Assistant	Disestablished	Vacant position as a result of internal movement within the team.	Establishment of a new position, Finance Accounts Assistant, that would cover some of the work previously held by the Executive Assistant and work help by the Accounts Payable and Receivable Assistant.  See corresponding position description.
<b>International</b>			
Lead Contract Manager	Disestablished	Position not included in proposed structure. Incumbent may apply for available positions in structure.	Work associated with this project has been completed.

Role	Outcome for role	Description	Decision on what happens to the work the role is doing.
International Business Development Manager	Disestablished	Vacancy management.	Workload has been redistributed amongst the current team.
<b>Quality Assurance Unit</b>			
Quality Specialist	Disestablished	Vacancy management.	Workload will be redistributed within the team.  Establishment of a new position, Quality Assurance Coordinator which will support the Quality Specialists.
<b>Regional Delivery</b>			
Territory Manager	Disestablished	Position not included in proposed structure. Incumbent may apply for available positions in structure.	Regional based programme delivery is no longer financially viable.

Table 7: New positions

Below is a list of the new roles and a description of the accountabilities. Full position descriptions can be found in appendix two. The redeployment and selection process can be found in the *What Happens Next? Decision Process* section below.

New Role	Purpose of new role
<b>Facilities</b>	
Head of Facilities	Leading the Facilities area responsible for the operational management of Wintec's buildings and infrastructure.
<b>Finance</b>	
Finance Accounts Assistant	Supporting the Finance team with a number of functions, including Flexipurchase, CRM, purchase orders, raising invoices and other administrative and finance queries.
Finance Systems Accountant	Provides access and support to the financial system, TechnologyOne, for all Wintec kaimahi.
<b>Quality Assurance Unit</b>	
Quality Assurance Coordinator	Support QAU to manage governance, policy, risk, compliance, and quality frameworks while also providing secretarial support to key committees. Oversee legal and regulatory compliance processes, and assist the team with office management, budgeting, and strategic planning.



## WHAT HAPPENS NEXT?

### Decision Process

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

- Meet with impacted kaimahi to advise the final decision, any impact on positions and to provide the decision in writing.
- Meet with the wider team who may be in scope but not impacted by the change to advise of the outcome of consultation.
- Undertake the redeployment, recruitment, and selection processes.
- Commence redeployment conversations (where positions are confirmed disestablished).

### Timeline following decisions

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

Table 8: Timelines

Date	Action
3 March to 16 March 2025	Structure finalised and decision document prepared
w/c 17 March 2025	Hui with impacted kaimahi including: <ul style="list-style-type: none"> <li>- present decision document and process</li> <li>- individual letters issued</li> <li>- team hui</li> </ul>
w/c 24 March 2025	Selection process for contestable positions conducted (if required)
w/c 7 April 2025	Final decisions post selection process (if required) confirmed and communicated.
w/c 14 April 2025	New structure effective

### Redeployment and selection process for roles

#### New positions

We are committed to an open and transparent recruitment and selection process, additionally, we are committed to ensuring we appoint the best person for the role.

Wintec remains part of Te Pūkenga until it's disestablishment, as such we have an obligation as one employer to make any new positions known and available to all Te Pūkenga kaimahi, such that if there are kaimahi in disestablished positions they are able to express their interest in consideration for suitable redeployment opportunities.

The redeployment and selection process for any new position, or where there is a reduction in roles, following consultation would be:

#### Redeployment and selection process

- New position roles will be open to impacted kaimahi (across Te Pūkenga). Positions will be made available via the Business Division Vacancy list available on Te Whare ([Combined network vacancy list](#)). Advert will be open for 10 days.
- Kaimahi will be asked to submit an expression of interest and CV which demonstrates their suitability for redeployment into the position.

- Assessment for suitability for redeployment and/or selection will be done using the selection criteria consulted onto shortlist, assessing skills, experience, and competency against the requirements of the position. Confirmed selection criteria is below.
- Previous performance will be taken into consideration.
- Assessment will be completed by a selection panel that will include the Executive Director and/or Manager, a people and culture business partner, and a union representative if applicable.
- Where there is more than one suitable candidate for redeployment, a contestable process will be run (including interview and reference checks).
- A shortlist will be completed within 4 days following the final advertising closing period
- The interview will be formal and based off competency-based questions that relate to the position description and selection criteria.
- The interview process is expected to take up to two weeks.

#### Advertised positions

- If the position is unable to be filled through the redeployment of impacted kaimahi then we will move to consider other internal applicants and advertise externally (if applicable)
- Candidates will be required to apply formally with a CV and cover letter
- A full recruitment process will be completed including interviews and pre-employment checks.

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## Confirmed Selection Criteria for new roles and reduction in roles

Criteria	Competencies	Rating
Skills & Knowledge	1. Is eager and positive to grow in their capability for the better of Wintec through learning and acquiring new skills and knowledge.	/ 16
	2. Skills and knowledge are unique and hard to replace.	
	3. Mentors' and/or coaches others willingly and respectfully; openly sharing their learning and experiences.	
	4. Demonstrated commitment and responsiveness to Wintec's Te Tiriti o Waitangi and Equity journey.	
Teamwork	1. Acknowledges, respects, and actively considers the views, opinions, and ideas of others.	/ 12
	2. Is an enthusiastic, respectful, inclusive and collaborative team player who actively contributes to, and promotes, team processes and development.	
	3. Is a committed team member with highly developed interpersonal and relationship skills.	
Performance	1. Demonstrates collaboration with other areas and teams across Wintec, and/or with industry, community groups and Iwi	/ 16
	2. Achieves outcomes and objectives for their role, including a demonstrated commitment and responsiveness to Wintec's Te Tiriti o Waitangi and Equity kaupapa.	
	3. Consistently demonstrates initiative, is self-directed and proactive at identifying improved ways of operating.	
	4. Has personal integrity and high professional standards (e.g. Attendance and timekeeping)	



## Leadership

1. Ability to manage and support a team effectively, while building and maintaining relationships, to ensure the delivery of results are aligned to strategic goals and/or workplan.
2. Skilled in coaching others, decision making and fostering growth and development for others in their care. / 12
3. Promotes and ensures a safe, productive and inclusive team environment.

*\* this section applies only where a role has direct reports*

Each of the competencies is given a score from one (1) to four (4), with each being equally weighted. The rating scale is as follows:

Rating	Description
1	Sometimes demonstrates competency to a satisfactory level, performance is inconsistent and reflects the need for development.
2	Demonstrates competency to a satisfactory level, most of the time.
3	Consistently demonstrates competency at and sometime above expectations.
4	Consistently demonstrates competency above expectations, is a role model for others.

A role without direct report/s will be assessed on the following selection criteria:

- Skills and Knowledge
- Teamwork
- Performance

Total potential rating score available is 44.

A role with direct report/s will be assessed on the following selection criteria:

- Skills and Knowledge
- Teamwork
- Performance
- Leadership

Total potential rating score available is 56.

## Transition Approach

The new structure for Corporate and Support Services will take effect from 14 April 2025.

With a number of disestablished positions currently vacant, managers have needed to assess and redistribute workload among their team members and there should be minimal impact or disruption in these areas.

Where positions have been disestablished, we will work with individuals and teams to transition to the new structure and/or seek redeployment opportunities as noted through this decision document.

With change and a new structure, managers will be expected to:

- Ensure kaimahi feel supported to transition to the new structure
- Identify priorities of work within new teams
- Set clear responsibilities and expectations for new roles and teams
- Allow their kaimahi to settle into new roles and teams
- Spend time together as a team and how you will work together

This is ongoing for our leaders as part of our continuous improvement and assessment of work against our organisational strategy and workplan. Our responsibility will be to continue to work with kaimahi to clarify roles and responsibilities, align our work for increased efficiency, consistency and performance, as well as continued support for our kaimahi wellbeing and organisational culture.

## Where do I get 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 consultation process.

### Employee Assistance Programme (EAP)

We take our duty of care for all kaimahi seriously and recognise that a change process like this may be distressing and unsettling for kaimahi and, for their whānau. If there is any support required or any of your needs not being met, then please do contact your manager, People and Culture, or your union representative so we can consider these.

Wintec has a service agreement with Telushealth to provide free, independent and confidential counselling to all Wintec staff via our employee assistance programme (EAP). You can contact Telushealth on 0800 360 364 or 0800 835 870 or via email: [counsellingsupport@telushealth.com](mailto:counsellingsupport@telushealth.com).

Kaimahi have the choice of contacting Telushealth or Wintec's in-house counselling team. To access Wintec's in-house counselling services, you may contact them directly on ext 8869 to make an appointment. The services are available to you free of charge. You can find further information on the digital workplace here: [Employee Assistance Programme \(EAP\) and Holistic Hauora options](#)

## APPENDICES

### Appendix One: Frequently asked questions

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

Below is a list of people you may contact for support. You may also choose to access support through another senior leader at your division if you feel more comfortable to do so.

- Executive Director for your area –
  - Executive office – Warwick Pitts

s 9(2)(a)



- EAP (Employee Assistance Programme) Services on phone 0800 360 364 (24/7) or email [counsellingsupport@telushealth.com](mailto:counsellingsupport@telushealth.com) to arrange phone-based counselling for you or Visit <https://findacounsellor.telushealth.com/> where you can browse clinicians by location or search for them by name.
- The full range of services can be found on the digital workplace: Employee Assistance Programme (EAP) and Holistic Hauora options

#### **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 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 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 Joy or your direct manager know that this is how you are feeling so we 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 and Culture or EAP who are 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 you, let us or your direct 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, misrepresented 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.

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

Please speak with  or your direct manager. 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.

**Will there be a “Voluntary Redundancy Process”?**

There is no voluntary redundancy process as part of this change proposal.

**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 Joy or your direct manager 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, another senior leader 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 then 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 is 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 Te Pūkenga 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.

**I've been told my position is disestablished – can I still apply for jobs at Wintec 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 Wintec because your position has been disestablished, you can still apply for positions advertised in the future. There are some conditions around returning if your previous position has been made redundant and you have received a redundancy payment in the previous six months. If there is a 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 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, see details listed above.

**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 you can demonstrate that there is coverage of your 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.

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## Appendix two: Full feedback submissions from SEIC

### Submission one

My concerns are the bigger workloads for staff and the longer times to enrol students. With the School and Centres having cutbacks it is taking longer for the MPF's to come through to SEIC. Students have been queuing out the front of SEIC which is the norm for the start of the year, but the queues have been very long, too long, how frustrating for the students and how stressful for the frontline staff.

Not replacing staff when someone leaves isn't helpful, I get why! In SEIC, if there is an option to employ casual staff, please can they be given more time to train, this may reduce the embarrassing rework! Casual staff must feel terrible when this happens. I still appreciate having them. Please consider the Health and Wellbeing of students and staff.

### Submission two

With kaimahi taking on additional responsibilities, it would be logical to provide additional compensation and incentives to encourage appreciation within the department.

### Submission three

Maintaining a strong working relationship with SEIC is essential for ensuring up-to-date product knowledge and achieving positive outcomes for ākonga. However, having the recruitment team stationed in SEIC full-time often results in us serving as a default backup for other teams. This includes responsibilities such as assisting with front desk queues, assessing student applications, and managing additional email inquiries. As a result, the recruitment team is frequently engaged in tasks outside our core focus, which not only diverts attention from recruitment objectives but also distorts data on SEIC's actual capacity, as recruitment staff are consistently filling in operational gaps.

Additionally, being positioned within SEIC presents challenges in accessing up-to-date branding guidelines and ensuring Wintec is represented consistently across all recruitment touchpoints. For instance, all our current faculty and course-specific pull-up banners are outdated, damaged, and no longer align with the latest branding. Transitioning the recruitment team under the marketing department would help ensure that all promotional materials are current, cohesive, and aligned with Wintec's brand identity while maintaining a high standard of service delivery.

The role title of 'Events Specialist' is misleading and doesn't align with similar roles in the industry. Having 'events' as the key term in this title is what will cause community and industry confusion. The title of "Events Co-ordinator" is already used by the Events and Venues team at Wintec. Across different institutions the key terms of 'student', 'advisor' and 'future students' is extremely prevalent. As we are highly involved in secondary schools and the wider community it is important that our title can be easily recognised and understood. As the proposed role change now includes a shift towards not only potential but current students, I believe that the

title of Student Recruitment Representative should be changed to: Student Engagement Specialist.

I believe that the student recruitment representatives changing from the enrolment centre and moving into the marketing team would be an advantageous decision that will result in major improvements for recruiting, events and the marketing of Wintec. Being able to focus solely on events, engagement activities and maintaining stakeholder relationships (ie. Secondary schools, community groups) will be a much better use of the recruitment team's time. I therefore find the changes to the roles and responsibilities extremely positive as they now better align with the duties of a recruitment team member.

The events that Marketing organise align with the goals and outcomes that recruitment has, with the recruitment team already assisting with Open Day, Orientation Day and Graduation. This is similar for Marketing as they continually assist with not only the marketing and promotion of recruitment events but also supporting at the events, such as Information Sessions and Career Choices Day. Therefore, as both Marketing and Recruitment want the same outcomes from the goals and events, they coordinate it makes the most sense to consolidate these two groups and combine budget and management.

The recruitment team maintains not only strong relationships with external stakeholders but most importantly all other internal teams within Wintec. The connection we have to Faculty, Support Services, SEIC and International is an integral part of the role as these connections result in the best outcomes for ākonga. Therefore, recruitment bringing their connection to Wintec teams, external stakeholders, School's and community groups will exponentially help with Marketing's goals for recruiting, sponsorship, community recognition and the enhancement of Wintec's brand visibility and engagement.

The current student recruitment team is a powerhouse of product knowledge, strong community connection, and well-established relationships with secondary schools. Our passion for creating a positive and seamless experience for all potential and current ākonga is at the core of our work. Each team member brings a unique combination of expertise, personality, and commitment to the strategic planning and execution of events, presentations, and engagement opportunities. It is essential to preserve and build upon the strengths of this team by positioning us where we can thrive. Keeping the recruitment team within SEIC risks limiting our ability to maximize our impact. Instead, transitioning us to the Marketing team would provide opportunities for growth, collaboration, and greater alignment with Wintec's strategic goals. In conclusion, I see significant benefits—and no disadvantages—in moving the recruitment team into our proposed roles within Marketing. This shift will ultimately enhance outcomes for ākonga, strengthen community engagement, and contribute positively to Wintec's overall success.

#### **Submission four**

I acknowledge the importance of maintaining financial viability; however, the proposed changes will not enable us to continue conducting business as usual. The SEIC already faces a high turnover rate due to the excessive workload and salaries that fall below those offered by many other tertiary institutions. In Admissions and Academic Services, there is no period throughout the year where we experience a low workload where staff can recuperate and avoid burnout.

The Easy Admission Portal requires significant improvements if it is to be relied upon to reduce the need for staff in admissions. It does not request the correct documents, and some of these documents do not ask for all the information required which increases the number of times students need to be contacted and prolongs the enrolment process.

In order to retain students and encourage them to proceed with their enrolments, it is critical to maintain open communication and ensure that students are kept informed about the status of their applications. We have observed that many students seek alternative tertiary providers due to lack of or incorrect communication from Wintec within weeks of their application submission. To address this, it is essential to replace fully trained staff in frontline and add an admissions team member to reduce undue pressure and avoid mistakes, rather than fewer staff. This will help to ensure that students are consistently and accurately updated on the status of their applications.

Less staff contributes to errors that have a direct and detrimental impact on students. Incorrect processing of applications and enrolments leads to student frustration, diminished trust in the institution, and, in many cases, cancellations or withdrawals from courses. To mitigate this, I strongly recommend the addition of one full-time staff member who possesses a comprehensive understanding of data entry and supporting documents for both domestic and international students. This would allow the remaining team members to focus on application assessment, thereby enabling us to meet the 24–48-hour turnaround time. Unfortunately, this target has not been met, particularly for capped programmes, where students sometimes do not receive a response for up to a month due to the heavy workload.

While we understand that casual staff are intended to be brought in during peak times, our experience has shown that these staff members are often not recruited early enough to receive adequate training. Furthermore, many of them lack sufficient attention to detail, and there are no established repercussions if their work is not completed correctly as they are not at Wintec long enough. Should casual staff be utilized in the future, it is vital that they be hired well in advance of peak periods to allow for proper training, with their work subject to thorough audits to ensure accuracy and quality.

Addressing these issues is crucial not only for improving operational efficiency but also for enhancing the student experience and trust in our services. Without these necessary adjustments, there is a substantial risk that students will continue to look elsewhere for their education, further exacerbating the financial challenges we face.

The current hiring processes are overly time-consuming, which places additional stress on existing staff, contributing to burnout and an increased likelihood of mistakes. These errors and time constraints negatively impact student enrolments, hinder the updating of training materials, and impede the development of process documentation.

I have received feedback from current staff members who are actively seeking roles elsewhere due to the high workloads, insufficient pay, and lack of training and development opportunities. In order to retain and expand essential knowledge within the team, it is imperative that improvements be made in these areas, rather than exacerbating the workload by failing to replace full-time equivalents (FTEs).



I am grateful this process is not being dragged out further. I understand that it can be challenging to find a suitable time that accommodates multiple departments; however, this could have been more effectively managed through a series of consultations tailored to specific areas. While I sincerely hope there will not be another consultation in the near future, I urge you to consider the timing of feedback periods, particularly during peak periods. Many staff members in SEIC have found it difficult to allocate time to review and provide feedback on the proposed changes, as this coincides with our busiest time of the year.

#### **Submission five**

*\*\* this submission from a SEIC kaimahi will be provided to the Marketing team, as it was specific to their structure*

#### **Submission six**

Under this proposal, there will be a significant impact on SEIC capacity - both admissions and enrolment.

Staff in SEIC will be expected to undertake a higher workload to compensate for the vacancies that will not be filled. Staff in SEIC are already undervalued in terms of their salary (for example, stark difference in salary offered at University of Waikato for same roles, and also from government agencies). If staff are required to do more, then that should be reflected through salary increases. Without appropriate remuneration, there will be even higher levels of staff turnover, which will cost Wintec in terms of loss of experience and skills, and subsequent cost to recruit and train replacement staff. SEIC staff have specialist knowledge, and this should be recognised.

This proposal risks reducing the level of customer service provided and reputation of Wintec. For example, if there is not a frontline staff presence at Rotokauri Campus each day. Also, if with fewer staff we cannot respond to enquiries and process data as promptly then this may mean fewer applications become enrolled students.

The proposal to move Student Recruitment Representatives to Marketing will have an additional reduction in SEIC capacity. For example, when SEIC frontline is busy at peak times, these staff are able to assist. Currently there is a good dialogue and flow of information between Student Recruitment and Admissions, for example, if they have a conversation with a particular student, they are able to support the admission process and conversely, the admission staff can inform recruitment of relevant information regarding entry criteria. Moving the team to Marketing may negatively affect this communication and their ability to be well informed in their roles.

Reduced staff in International may have flow-on affect to SEIC Admissions (International).

The timing of this consultation has been poor as it is the busiest time of year for admissions and enrolment. We have been so busy getting as many students in as possible, that there has not been time to review the consultation proposal without being rushed - this contradicts page 43. When SEIC held meetings about the consultation, staff did not have questions as I suspect the majority had not had time to review the consultation during the busy February period.

It is difficult to compare the current and proposed structure visuals.



Page 44 - It seems unfair to not permit disestablished staff to be reappointed for 12 months.

### **Submission seven**

I have a range of issues and concerns I have with the upcoming/current proposal - I will outline these below.

1. Staffing: I truly believe that our SEIC team is being starved of success with the proposed changes, thus impacting our akonga, and also the well-being of our hardworking staff. With the disestablishment of the vacant roles, this ultimately places more work onto those of us who are already inundated; thus creating an unhealthy, less-productive, and impractical work environment where profit is placed on a higher pedestal than people - the purpose of our hard work. Our team have experienced burnout in the last few weeks post-peak, meaning that we often had 3 people to attend to 400+ students a day - how are we meant to provide top-quality service to our students when some of us are too exhausted to make it to work?

2. Pay and Duties: I believe that if we are going to be assigned more responsibilities in our roles, we should be fairly compensated as a result. Our frontline team, who work incredibly hard, are required to have and provide extensive knowledge and information about each and every programme, centre, discipline, team, and enrolment/admissions process, yet we are among the least paid staff members at Wintec. If we are gunning to stand alone, invest in our staff first so we can continue to provide quality service to our akonga, and support to one another.

3. Rotokauri - Staffing Changes: This, to me, is problematic. Not only are we not saving any extra money by only staffing the desk one day a week (we get paid the same, no matter where we're working), we are also stripping our students of an essential service. If this change were to be approved, we're ultimately telling our Rotokauri students that they don't matter and that our City students are more important and deserving of support than they are.

### **Submission eight**

I agree with the motion for the Student Recruitment team to be under Marketing rather than SEIC. I feel that there is a lot of knowledge that is absorbed by the team through working alongside and assisting within SEIC and would recommend that these ties be kept strong to ensure the correct information is being shared with potential students.

It will take getting used to for all teams to not have the Recruitment reps available to assist, especially with Frontline, however, this will also be the case for the Recruitment team where seeking assistance will look different for them also.

I do have some concern to the workload of those in SEIC as an impact of the vacancy management, though, this may be resolved through the onboarding in positions that are currently being filled. I feel that the loss of staff is noticeable and affecting others in their work.

### **Submission nine**

The consultation period and timing came out in the Student Information and Enrolments peak period, allowing an inadequate amount of time to read and propose feedback on the

consultation itself. As we have already been shorted staffed and picking up workloads from vacant roles, we have had a large amount of stress throughout the peak period already. I personally, felt I had no time to read and create a well thought out opinion on the consultation for the proposed changes and have had to do this outside of my working hours, potentially due to the already larger workload taken on, due to a vacancy.

The disestablishment of the current roles that are vacant within SEIC will bring on larger workloads for current staff, more stress and longer turn around times for students. We have evidence of this already within SEIC, due to many roles not being filled when staff members leave. For example, within the Admissions Team losing 1FTE that was not replaced around September 2024, which was a role that solely focussed on our Data Entry and uploading of documents. This was then taken on by the rest of the team, adding more to their current roles and larger workloads. The team was also not compensated for the larger workloads they took on permanently. If the role within Domestic Admissions (Data Entry) is being disestablished, there should be a 1FTE to join the Domestic Admissions Team, to cover the loss of the role, and help take on the tasks of Data Entry split between 4FTE (split the data entry into 25% between the 4FTE on top of assessing applications).

It could also be proposed that there is a 1FTE that should be hired to cover both the Domestic and International Admissions Team Data Entry. This would take stress and workloads down for the current staff who feel they are doing more than they signed up for, which has been an ongoing ask. Domestic Admissions have had a Casual Assistant working full-time to help cover the extra workloads of the Data Entry role that was not replaced.

I believe Casual Assistance are not the answer within peak periods to help manage the workloads. The process of hiring a Casual Assistant, to my understanding, is an informal conversation about what types of tasks will need to be done and how often a Casual will be required, along with the hours this person will be able to work. There is no formal questions asked regarding their skill levels, no formal questions regarding their goals or intentions, meaning some Casual Assistance do not have the drive or attention to detail required for the tasks being carried out. For example, while training a Casual Assistant I was told "They just get us [Casuals] doing the jobs nobody else wants to do, so they probably aren't important", which was shocking to hear. If Casual Assistance are going to continue within SEIC, they should have some data entry tasks to carry out (for example writing an email, basic data entry and a questionnaire of some sort) before being hired. This could establish the amount of work that can be completed in certain periods of time, but also their attention to detail and skills required to carry out the role/tasks well.

I have been one of the current staff members training casuals for various tasks, and personally have felt there is not enough time to train them well in as much detail as I would like, as I already have a large amount of work to complete myself. The Admissions Team have had to go back and correct multiple mistakes, due to a lack of knowledge the Casual Assistance may have. This may be due to carrying out multiple different tasks that require different training, or Casuals not raising their hand and asking when they are unsure.

I feel the Casual Assistant roles should be replaced by Fixed Term Roles, with a set time period specially for peak season over the end of the year and the beginning of each year. These Fixed Term roles should be interviewed and trained before the Centre gets too busy, around October. And should be aske *(this feedback ends here)*

### Submission ten

I feel the Casual Assistant roles should be replaced by Fixed Term Roles, with a set time period specially for peak season over the end of the year and the beginning of each year. These Fixed Term roles should be interviewed and trained before the Centre gets too busy, around October. And should be asked to carry out only a handful of tasks that they are trained on, so they are able to be trained well in a few areas that need the support. Casual Assistance tend to be asked to carry out multiple tasks that they are not properly trained in, due to the time available and the large workloads of current staff who feel they have too much on their plates.

With the vacancies that were not filled around the second half of 2024, this meant many Student Recruitment/Frontline Staff have been asked to take on tasks from different teams within the Centre. While I understand job descriptions often say “any other tasks required”, I feel this has been unfair on many of our current staff who have had to train and continuously train these Student Recruitment roles, who only are doing these tasks on a rotation of all Student Recruitment Consultants “to help out”, however, I feel it should not be their job to take on tasks from the Admissions Team.

I do believe that the Student Recruitment team does sit better under the Marketing Team, due to the different roles and tasks/work they carry out. However, I do worry that it has not been thought through for the peak seasons, where the Recruitment and Frontline roles both support each other. This also goes for the peak periods of Recruitment within school and events, where the Frontline roles support the Recruitment Team. The teams work hand in hand to help each other through their peak periods as both teams share very similar skills required for each role. Potentially this would mean a lack of support or Frontline in the peak seasons, especially January to the end of February where there is an increase of students needing support. This may need to be reconsidered as to how this will work and whether the two roles will still be supporting each other through these periods.

The proposed idea of only having Kaimahi out at Rotokauri Campus every Wednesday does not reflect the values of Wintec of Manaaki Tangata. I feel it is sending a message to Akongā who are located at the Rotokauri Campus, that they are not as important as Akongā who study on the City Campus. While I understand the Rotokauri Campus may have less students overall, there is still a need to support and help students who may need help during the year on another day other than Wednesday. Is this going to be something that is carried out all year round, or will the Student Recruitment Consultants cover the Rotokauri Student Information and Enrolment Centre Desk all week during peak periods? I believe there will still be a need for this Role to be carried out all week at Rotokauri, not just for Students but for any visitors who may need help when coming onto campus.

While I understand our Student Information and Enrolment Centre have peak periods and quieter periods due to the influx of applications, this has not been the case for the past year due to vacancies within certain teams (Admissions). I feel this can be managed better with Fixed Term roles for around 6 months covering the end and start of the years. Disestablishing the roles that have been proposed poses the question of whether staff will be compensated for the larger workloads they have/will be taking on.

## Appendix three: Position descriptions

### Head of Facilities

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#### Kaupapa | Purpose

The Facilities Team is responsible for the operational management of Wintec's buildings and infrastructure. This team ensures that all facilities are safe, healthy, sustainable and fit-for-purpose. Their duties include overseeing building maintenance, supplier engagement, ensuring compliance with health and safety regulations, and managing the sustainable use of energy and water resources. The Facilities Team also plays a key role in business continuity planning, asset management and project management, including the construction, engineering, workspace design and landscaping.

In addition to these responsibilities, the Facilities Team includes a fleet management function, which oversees the maintenance and operations of Wintec's vehicles. The team also includes a security function responsible for maintaining a safe and secure environment for akonga, kaimahi and visitors.

The Head of Facilities is responsible for leading and managing the Facility Team.

**Reports to:** Regional Finance Director

**Team:** Wintec | Te Pūkenga Facilities

**Remuneration:** \$131,300 - \$172,300 (Band 8)

**Date:** 1 March 2025

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#### Ngā mahi | Do

The Head of Facilities will be responsible for:

- Leadership:
  - Leading the Facilities Team to provide innovative solutions which are customer-focused, with outputs that are efficient, effective, and financial sustainable.
  - Providing mentorship and professional development opportunities for team members.
  - Creating and sustaining a culture that embeds a safe, dynamic, and productive environment for akonga, kaimahi and other stakeholders.
  - Member of the Senior Leadership team.

- Facilities Management:
  - Managing the delivery of property, infrastructure, and services in conjunction with Wintec kaimahi, external contractors and consultants.
  - Maintaining asset management plans (AMP), including annual maintenance and future requirements workplans.
  - Manage the building condition surveys and ensure the reporting updates the building management plan and capital works plan.
  - Identifying emerging property and infrastructure problems and managing the related risk.
  - Delivering a responsive and service orientated fault and incident responsive management.
  - Providing strategic advice through ongoing reporting to the Executive Leadership Team on property assets, infrastructure, and services.
  - Ensuring the operations and functions of the Facilities Team minimise environmental impact.
  - Negotiating contracts for projects, services, and leases with third parties, ensuring the best financial outcomes for Wintec, recommending the preferred options for approval under the Delegated Authority Policy.
  - Develop and update a 10-year capital works plan and ensure the capital costs are recognised in the appropriate financial year capital expenditure budget.
  - Developing Business Cases for approval under the Delegated Authority Policy, for capital projects under the capital works plan and major service contracts.
  - Overseeing the delivery of projects and service contracts ensuring compliance with contracts, ensuring benefits are realised and risks are managed and mitigated.
  - Communicating and training kaimahi on asset information frameworks, policies, standards, and utilising facility management systems and technology.
- Security Management
  - Manage the security of the Wintec Campuses, ensuring a safe and secure environment for kaimahi, akonga and visitors.
- Fleet and Parking Management
  - Manage the Wintec fleet vehicles and related systems, processes and compliance requirements, ensuring ongoing maintenance and repairs.
  - Review leases and negotiate new terms.
  - Ensure insurance is adequate for the fleet.

- Manage the car parking at the City and Rotokauri campuses and work with the external provider on car parking fees.
- Emergence Management:
  - Developing and maintaining emergency plans and procedures, including evacuation plans and disaster recovery strategies.
- Financial management:
  - Authorising purchases in accordance with the budget policy and Delegated Authority Policy.
  - Work with Finance to developing the operating budget and forecasts.
  - Monitor operational and capital project spend with Finance.
  - Present monthly reporting on Facilities operational and capital financial spend to the Executive Leadership Team.

### **Health, Safety and Wellbeing**

- Work in conjunction with the Health and Safety Team to ensure the campus facilities are safe and secure for Kaimahi and Akonga.
- Ensure significant hazards in Facilities are identified, documented, and reviewed annually or as new hazards emerge.
- Ensure significant hazards are eliminated, isolated and/or risk minimized.
- Ensure staff in Facilities are involved in the hazard management process.
- Ensure relevant health and safety training is identified and completed for key staff and those with specific job/training requirements.
- Ensure work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed, and recommendations considered.

### **Wintec Culture**

- Observes Wintec's mission, strategies, priorities, and values in all activities.
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations.
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO).
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values.
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner.



- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### Other Duties

- Performs other duties as may be reasonably required from time to time.

Demonstrate commitment to:

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

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

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

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

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## Pūkenga | Have

- Ability to research, gather, analyse, and present information in formal business Postgraduate level qualification in property or asset management or a related field or the equivalent body of knowledge gained through experience.
- Experience in managing and leading facility/property teams in large and complex organisations.
- Experience in motivating and developing team members to maximise the quality and contribution of the Facilities Team.
- Demonstrating significant experience in planning and managing significant property and infrastructure projects.
- Excellent communication skills and proven ability in developing relationships across a business, and the ability to influence at senior levels and a diverse range of stakeholders.
- Proven customer service focus.
- Proven experience in identifying emerging property and infrastructure problems and managing the related risk.
- Experience in developing property framework, policies, standards and delivering these from design to implementation.
- documents and forums including Business Cases.

- Excellent knowledge of strategic asset management and forward planning of a large asset portfolio and delivery of complex and extensive asset related projects and work programmes.
- Experience in managing capital and operational budgets, and key performance indicators for property and infrastructure, reporting regularly to the Executive Leadership Team.
- Comprehensive knowledge of and a high-level ability to interpret and apply relevant New Zealand Standards, legislation, regulations, design guidelines and codes of practices relevant to the position.
- Experience in advocating and leading the inclusion and application of Te Tiriti o Waitangi practices in a workplace setting.
- Experience in leading and advocating the use of te reo, tikanga and mātauranga Māori in the workplace.

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## Waiaro | Be

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

**Ako:** Hold lifelong learning as vital in connection, hauora, and continuous improvement both personally and professionally. No matter your role, recognise your mahi contributes to making a

positive difference for our ākonga and their whānau, and their ability to create thriving communities. Recognise Te Tiriti o Waitangi as a powerful mechanism for taking positive action in Aotearoa, and a pathway to achieve equity for all.

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

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## Ngā Hononga Mahi | Working relationships

### Internal:

- Executive Leadership Team.
- Senior Leadership Team.
- Managers.
- All kaimahi.
- Ākonga.

### External:

- Industry Representatives.
- Government Departments.
- Other IPTs, training providers, universities.
- Strategic partners.
- Local Government.
- Iwi.
- Contractors and consultants.
- WorkSafe.

### Resource delegations and responsibilities:

**Financial:** As per the Financial Delegations Policy

**People:** Five direct reports

## Quality Assurance Coordinator

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### Kaupapa | Purpose

1. To operate as an effective member of the Quality and Academic Unit team with particular emphasis on the management of the governance framework, policy framework, institutional risk, compliance and quality.
2. To provide secretarial support to Komiti Akoranga – Academic Committee and the Finance, Risk and Audit Committee
3. To manage the legal and regulatory compliance survey process, analysis and reporting requirements, ensuring that new requirements are transitioned into Wintec core business.
4. To provide support to the Quality and Academic Unit in the redevelopment and maintenance of the Wintec Quality Management System (QMS).
5. To support the Executive Director Strategy, Performance and Enterprise and Institutional Quality Manager in office management activities including budgeting, financial forecasting, operational and strategic planning. Problem solve administrative difficulties as they arise.

**Reports to:** Institutional Quality Manager

**Team:** Wintec | Te Pūkenga Quality and Academic Unit (QAU)

**Remuneration:** \$65,000 - \$85,400 (Band 4)

**Date:** March 2025

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### Ngā mahi | Do

- Provides the Institutional Quality Manager with current and relevant information related to the workflow and workload of the QAU team.
- Provides efficient administration support to ensure data integrity of changes to modules and programmes consistently meets required quality, expectations and outcomes in Wintec's Student Management System, curriculum documents, SharePoint and in the Tertiary Education Commission (TEC) data platforms.
- Collate committee agendas, record committee minutes and provide secretarial support to committees within the Wintec governance framework as required, including Komiti Akoranga – Academic Committee, the Policy Sub-Committee and Financial, Risk and Audit Committee (FRAC).
- Contributes to the development of 'Best Practise' guides on SharePoint relating to risk, compliance and policy frameworks.



- Advises the Institutional Quality Manager and Executive Director Strategy, Performance and Enterprise of ways to improve institutional and QAU processes and systems.
- Provides support in collating and updating risk items on the Wintec risk register as required.
- Reviews and updates the Wintec suite of compliance surveys in a timely manner, and ensures Wintec are aligned to and operating under the latest legislation.
- Monitors NZQA and any other regulatory bodies for changes to existing, or new, rules that will impact on Wintec, and ensures the dissemination and feedback process for changed or new rules during the external body's consultation period.
- Maintains the schedule of policy review dates ensuring policy managers are alerted to review dates, and tracks progress once the review is triggered; ensuring reviews are completed within an appropriate timeframe and follows due process.
- Supports the development and redevelopment of academic policies.
- Develops and maintains the Policy library, ensuring accuracy and currency.
- Provides support to the Institutional Quality Manager and Quality Specialists in the maintenance and review of the Wintec Quality Management System (QMS) framework.
- Problems solve administrative challenges as they arise.
- Support the Institutional Quality Manager and Executive Director Strategy, Performance and Enterprise to raise Purchase Orders, pay invoices and track monthly spending.
- Support the Executive Director Strategy, Performance and Enterprise and Institutional Quality Manager in operational and strategic planning activities and events.
- Undertakes other projects/initiatives delegated by the Institutional Quality Manager or Executive Director Strategy, Performance and Enterprise as may arise from time to time.

#### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### Other duties

- Performs other duties as may be reasonably required from time to time.

Demonstrate commitment to:

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

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

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

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

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## Pūkenga | Have

- National Diploma and at least 4 years' experience in an administrative role
- Experience in collating agendas, minute taking and servicing formal meetings
- Understanding of internal and external approval and accreditation processes an advantage
- Experience in the tertiary education environment
- Experience in applying treaty-based practice within a working environment
- Experience in project management
- Knowledge of a computer-based student management system
- Group facilitation skills

- Organisational and time management skills
- Able to exercise judgement in problem solving.
- Ability to be innovative, to question the status quo and to adapt to changing circumstances.
- Ability to use initiative.
- Highly developed interpersonal and relationship skills.
- Demonstrated ability to work with colleagues to resolve issues and meet agreed outcomes.
- Microsoft Word and Outlook – intermediate level.
- Powerpoint – beginner-intermediate level.
- Ability to identify and adapt new and emerging technologies to enable and support problem-solving and innovation.
- Demonstrates knowledge of health and safety requirements and responsibilities relevant to the position.

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## Waiaro | Be

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

**Connected:** Integrate waiaro-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

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

**Mana tāngata:** Contribute to a connected, creative, compassionate workplace, where teams are committed to growth, learning and achieving our shared purpose. Create a safe environment for

learning and development, in all you do, including Te Tiriti, equity, academic and professional excellence. Recognise kaimahi and whānau wellbeing are interconnected, when we support personal and professional growth we contribute to Te Oranga/participation in society.

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## Ngā Hononga Mahi | Working relationships

### Internal

- Executive Directors
- Group Directors
- Department managers
- Team Leaders, Co-ordinators
- Advisors/consultants
- Administration staff
- Academic staff

### External:

- Students
- Business / industry / community
- Government agencies, including NZQA and TEC

### Resource delegations and responsibilities:

**Financial:** Nil

**People:** Nil

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## Quality Specialist

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### Kaupapa | Purpose

1. To ensure QAU's timely and proportionate input into product design, (re)development and approval to promote the achievement of consistency with NZQA, TEC, Wintec and professional body requirements and standards, as appropriate.
2. To ensure all Wintec approved products proactively engage with and utilise the outcomes of internal and external monitoring practices as part of a demonstrable commitment to continuous quality improvement and quality assurance.
3. To ensure that key internal and external stakeholders have the ability to engaged with and inform continuous quality improvement, quality assurance and evidence-based decision making processes within Wintec.
4. To ensure risk, quality and compliance frameworks within Wintec influence and are informed by continuous quality improvement and evidence based decision making in Wintec to ensure a high quality service is provided to all stakeholders.

**Reports to:** QAU Director

**Team:** Wintec | Te Pūkenga Quality and Academic Unit (QAU)

**Remuneration:** \$87,600 - \$115,000 (Band 6)

**Date:** March 2025

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### Ngā mahi | Do

- Meet each of its business plan delivery goals to ensure QAU operates as an efficient and effective team
- Regularly review, refresh and report on the effectiveness of policies, procedures and guidelines related to area of responsibility to ensure fitness for purpose
- Regularly assess risks and compliance requirements of areas of responsibility with actions and concerns identified and escalated as required
- Effectively and efficiently manage external and internal quality assurance and improvement events and activities, including self-assessment "health checks" on Wintec products and services
- Help inform decisions made within the Wintec Committee structure and the Wintec Executive Leadership team by collecting, analysing and reporting on qualitative and quantitative data and critical self-assessment

- Ensure all Wintec programmes and modules are aligned with internal and external requirements and standards and have data integrity controls regularly applied  
Ensure published documents including the Wintec Quality Management System (QMS), Wintec's Academic Regulations, and other QAU core materials are accurate, complete and accessible
- Data and information owned and maintained by on the Wintec intranet, Sharepoint, Website and external websites is accurate, complete and accessible
- Establish and maintain effective relationships with internal and external stakeholders at all levels
- Be recognised as a trusted critical friend by internal stakeholders, ensuring they understand and proactively engage with internal and external quality assurance and improvement processes
- Demonstrate knowledge of and apply Mātauranga Māori to quality assurance activities including self-assessment evaluative conversations
- Contribute towards a positive team culture that enables the high performance of the immediate team, Directorate, and organisation
- Participate in identification of work priorities, seeking the feedback of the wider team
- Actively support team members to deliver on work aligned to the Wintec strategic priorities within agreed time frames and quality standards, and provides information to assist when needed
- Share knowledge, time and expertise to assist other members of the team
- Provide constructive feedback to team members and be receptive to receiving feedback

#### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### Other duties

- Performs other duties as may be reasonably required from time to time.

Demonstrate commitment to:

**Te Tiriti o Waitangi.** Through our commitment to Tōia Mai competencies and developing understanding of our obligations and our connection with Te Tiriti o Waitangi as both individuals and as an organisation.

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

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

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

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## Pūkenga | Have

- A bachelor's degree or at least 8 years' experience in quality assurance and/or academic administration within an academic environment
- Demonstrated experience engaging with quality assurance and quality improvement activities
- Experienced in reviewing the fitness for purpose of policies, procedures and strategies
- Experience in user feedback and complaints processes
- Experience in corporate governance roles, including committee servicing
- Experience of writing committee papers, reports and briefing notes
- Experience in writing policies, procedures and strategic plans

- Ability to analyse, interpret and report on qualitative and quantitative data
- Able to undertake risk management
- Able to complete work priorities within agreed timeframes
- Demonstrated ability to recognise problems or issues, and to take appropriate action Highly developed interpersonal and relationship skills
- Demonstrated ability to build and maintain productive relationships across and beyond the institution
- Demonstrated ability to communicate effectively with all stakeholders at all levels
- Demonstrated ability to utilise a wide range of communication channels to communicate accurate and complete information in an accessible way
- Experienced in preparing and publishing a wide range of documents for a variety of internal and external stakeholders
- Able to use a wide range of software including Sharepoint, Microsoft Word, Excel and PowerPoint to intermediate level
- Experience in website development or publishing
- Ability to adapt new and emerging technologies to enable and support problem solving and innovation
- Able to exercise judgement in problem solving
- Ability to be innovative, to question the status quo and to adapt to changing circumstances
- Ability to use initiative. Highly developed interpersonal and relationship skills
- Demonstrated ability to work with colleagues to resolve issues and meet agreed outcomes

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## Waiaro | Be

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

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

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

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## Ngā Hononga Mahi | Working relationships

### Internal:

- Executive Directors
- Executive Leaders (as and when required)
- Group Directors
- Department managers
- Team Leaders, Co-ordinators
- Advisors/consultants
- Administration staff
- Academic staff

### External:

- Consultants
- Business / industry / community
- Government agencies, including NZQA and TEC
- ITOs
- SAWIT
- Students

### Resource delegations and responsibilities:

**Financial:** N/A

**People:** N/A



## Finance Accounts Assistant

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### Kaupapa | Purpose

The Finance Accounts Assistant is responsible for:

- Supporting the finance team with the Flexipurchase system.
- Providing administration support for the contracts system (CRM).
- Raising Purchase Orders for the Head of Finance.
- Providing support to the Accounts Receivable team with raising invoices for customers.
- Ensuring all queries from staff are handled effectively, efficiently and remain confidential.

### Reports to: Head of Finance

**Team:** Wintec | Te Pūkenga Finance

**Remuneration:** \$57,300 to \$75,200 (Band 3)

**Date:** March 2025

---

### Ngā mahi | Do

#### Flexipurchase

- Provide support and guidance to employees who hold a Wintec credit card and are accessing the Flexipurchase system.
- Maintain the Flexipurchase system ensuring all changes, including adding new credit card holders and updating cost centre information, are made on a timely basis.
- Review the hard copies of all receipts to ensure they comply Wintec policies.
- Report any non-compliance to the Head of Finance.

#### CRM and contracts

- Provide administrative support for contracts, enter details into CRM and attach contracts that have been created and approved.

#### Purchase Orders

- Raise purchase orders for the Head of Finance and the Finance team, when required.

#### Accounts Receivable

- Assist the Accounts Receivable team with the raising of customer invoices.

#### Health, Safety and Wellbeing

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### **Other duties**

- Performs other duties as may be reasonably required from time to time.

Demonstrate commitment to:

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

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

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

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

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## Pūkenga | Have

- 3 plus years' work experience in a similar role.
- Experience working with finance software/technology e.g. TechOne, Kofax, Flexipurchase.
- Demonstrate time management and good organisational skills.
- Have a good understanding of GST rules.
- A relevant undergraduate tertiary qualification or equivalent work experience.
- Able to exercise judgement in problem solving.
- Demonstrate the ability to be innovative, to question the status quo and to adapt to changing circumstances.
- Demonstrate the ability to use initiative.
- Demonstrate highly developed interpersonal and relationship skills.
- Demonstrated the ability to work with colleagues to resolve issues and meet agreed outcomes.

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## Waiaro | Be

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

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**Mana tāngata:** Contribute to a connected, creative, compassionate workplace, where teams are committed to growth, learning and achieving our shared purpose. Create a safe environment for learning and development, in all you do, including Te Tiriti, equity, academic and professional

excellence. Recognise kaimahi and whānau wellbeing are interconnected, when we support personal and professional growth we contribute to Te Oranga/participation in society.

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## Ngā Hononga Mahi | Working relationships

**Internal:** All staff

**External:** Suppliers, ITP's, ITO's, All Government Agencies, International Suppliers and Commission Agents.

**Resource delegations and responsibilities:**

**Financial:** Nil

**People:** None

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## Appendix four: Glossary

Term	Definition
Impacted / affected kaimahi	Kaimahi are considered impacted / 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 impacted / 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.
Reduction in roles	A closed process for positions where incumbents of same or similar roles are the affected kaimahi.  A selection process is involved in this case as opposed to a full recruitment process.
Surplus staffing	A situation where, following a consultation process, Wintec has identified a need to reduce the number of kaimahi, or where kaimahi can no longer be employed in their current position or grade
Te Pae Tawhiti: Te Tiriti o Waitangi Excellence Framework	Te Tiriti o Waitangi Excellence Framework, developed by Te Pūkenga, is a self-reflective tool to monitor and assess how well the Network is tracking towards Te Tiriti o Waitangi excellence and achievement of their objectives of demonstrable Te Tiriti o Waitangi partnerships and inclusivity and equity for Māori.

**STRICTLY CONFIDENTIAL**

**Wintec | Te Pūkenga  
Marketing and International  
Decision Document**

May 2025

Distribution:  
Executive Leadership  
Senior Leadership  
People and Culture Team  
TIASA  
TEU  
Marketing  
International

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## Overview

### Background and rationale for change.

Financial viability for our ITPs is critical to supporting the Government's plans for the future of the sector. The sector has experienced financial challenges for some time. 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 have been reviewing the finances of the ITP divisions and exploring opportunities for sustainable viability, with the goal of establishing regionally autonomous ITPs where possible. This work has helped shape the rationale for some of the changes outlined within this document which highlights concerns around the need for change to ensure that we are financially viable.

In response, the TEC launched the Regional Institutes of Technology and Polytechnics (RIV) Viability Project in July 2024 to accelerate efforts to enhance financial performance across the network.

As part of this initiative, our corporate services are under review, with associated information provided in a further proposal on 26 March 2025. This review aims to ensure Wintec aligns with government directives, including the Minister's May 2024 Letter of Expectations, which emphasised the importance of achieving financial sustainability across all Te Pūkenga divisions. Regardless of Wintec's future structure, our priority remains delivering value to learners, industry, and communities while maintaining sound financial practices to support long-term success.

During the consultation period for the Corporate and Support Services proposal, of which Marketing and International were included, we received substantive feedback relating to the proposed structure and function for the Marketing team. Following careful consideration of this feedback, a further proposal was presented for consultation. The feedback and subsequent proposed changes for Marketing involved further consultation with the International team. Feedback from that additional consultation has been considered as part of making the final decisions outlined in this decision document.

This proposal and second phase of consultation was managed directly with Marketing and International and was not intended to be shared with the wider Corporate and Support Services teams. The distribution of this decision document is only to be provided to those listed in the distribution list at the start of this document.

### Period of Ongoing Change

We acknowledge that Wintec and Te Pūkenga have undergone a range of changes and formal consultation processes in recent years due to the creation and then reversal of Tāraia te anamata | 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 Wintec.

While the future is uncertain, we believe the changes proposed as part of this consultation will support the viability of Wintec and the network overall and will also support Wintec to respond to future changes and reviews as they arise.

### Obligations to the Charter of Te Pūkenga and Te Tiriti o Waitangi

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



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. Outside of this Wintec will continue to engage with local communities (as appropriate).

#### Summary of Confirmed Changes

Impact	FTE
Number of positions confirmed disestablished	4.7
Number of positions confirmed minor change	2
Number of confirmed new roles	4.5

Further details of individual role impacts can be found in this decision pack.

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## Principles for Change

### Ō Tātou uara | Our values

Wintec's values are at the heart of who we are and guide what we do at Wintec. They provide the foundation for how we want to succeed as an organisation; and how we work and communicate with each other, our ākonga and our community. We have endeavoured to reflect these within this change proposal.

- **Manawa nui** | We reach out and welcome in
- **Manawa roa** | We learn and achieve together
- **Manawa ora** | We strengthen and grow the whole person

### Principles

The following principles will be applied during our change process:

- Uncertainty for kaimahi is minimised by open and transparent communication processes
- We will work closely with our union partners and our kaimahi
- We will honour our commitments to individual and collective employment agreements
- Redeployment of impacted kaimahi is prioritised, redundancy is a last resort
- Kaimahi have access to 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 Wintec | 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.

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## Feedback

Through the Marketing and International consultation, we received eight feedback submissions. The table below contains the themed feedback which has been summarised, responses and any decisions made in relation to these. Where specific individual feedback has been provided, this has been responded to directly and is not included in the summary table below.

### Feedback

#### Submission One.

The feedback does not favour the removal of the International Marketing Advisor from the international team, emphasising the critical role this position plays in achieving the goal of increasing international student numbers by 30% annually. The advisor's deep engagement with International Market Managers, understanding of offshore campuses, and collaboration with the short courses team are highlighted as essential for effective international marketing. The advisor's industry knowledge and contributions have become invaluable, supporting the dynamic and fast-paced nature of international education.

The feedback argues that while marketing principles can be broadly applied, intimate knowledge of international education is crucial for effective strategy and execution. The domestic marketing team, already busy with domestic recruitment, do not have the capacity to adequately support international marketing. The feedback stresses the need to retain specialist knowledge within the international team to meet ambitious growth targets.

Concerns are raised about downgrading the role from Advisor to Coordinator, which would reduce the role to an administrative function, resulting in the loss of valuable expertise. An alternative solution proposed is to adjust reporting lines while keeping the advisor embedded within the international team. This would allow the domestic marketing team to build its understanding of international education without losing the specialist resource. The feedback concludes by recommending the creation of a separate Coordinator role for administrative support, rather than repurposing the specialist role, to ensure the retention of the dedicated international marketing resource.

#### Submission Two.

The feedback on the proposed reassignment of the International Marketing Advisor role to the Marketing team and its conversion into a Marketing Coordinator position raises significant concerns. The primary issue is that this change could hinder the institution's ability to meet its ambitious goal of increasing international student enrolments by 30%. The International Marketing Advisor plays a crucial role in promoting international services, enhancing visibility, and organising events that support student retention and overall experience. Removing this role from the International team could slow progress and create challenges in reaching enrolment targets.

Additionally, the feedback highlights the importance of keeping the role within the International team to ensure timely access to critical information and alignment with the international business strategy. The proximity to key stakeholders and daily interactions are essential for making informed marketing decisions. Moving the role to the Marketing team could lead to misalignment and reduced focus on international recruitment efforts. The feedback suggests that structured collaboration between the International Marketing Advisor and the Marketing team, rather than relocation, would be a more effective approach to maintain consistency in branding and marketing processes while retaining the specialist expertise within the International team.

#### Submission Three.

The feedback does not support reassigning the International Marketing Advisor role to a Marketing Coordinator position, emphasising that this change could hinder the international



department's ability to achieve its 30% growth target. The role's continuous engagement in international conversations and its integration into day-to-day operations are crucial for staying responsive and adaptive to the dynamic nature of international education. The advisor's contributions, particularly in designing marketing materials that resonate with international students, are invaluable and should be fully utilised within the international team.

The feedback suggests that collaboration with the Marketing team can be achieved through regular meetings, without relocating the role, to maintain alignment with international priorities and support the institution's growth objectives.

#### **Submission Four.**

The feedback on the proposed change to the International Marketing Advisor position highlights significant concerns about reclassifying this role to a Marketing Coordinator position outside the international team. It is believed that such a change would reduce the role's effectiveness and negatively impact the ability to meet strategic goals, particularly the targeted 30% international growth. The International Marketing Advisor is considered an essential member of the international team, deeply involved in international conversations, student engagement, and team strategy. Their proximity ensures that marketing content is timely and informed by cultural nuances and real student experiences, which cannot be easily replicated by someone outside the team.

The advisor's background and lived experience as an international professional add significant value, producing marketing content in clear, accessible English that resonates with international audiences. This tailored communication directly impacts recruitment outcomes, student engagement, and overall satisfaction. Achieving the 30% growth target requires strategic focus, agility, and streamlined operations, which are best supported by having a dedicated marketing specialist within the international team. Past experiences with centralised marketing support have shown delays that cannot be afforded in the competitive international recruitment space. Therefore, maintaining the advisor's current role within the international team is deemed crucial for meeting ambitious goals and generating increased economic value for Wintec.

#### **Submission Five.**

The feedback emphasises the critical need for strong, strategic, and comprehensive day-to-day support within the International team to meet the demands of its various subareas. The fast-paced nature of the global education market requires quick turnarounds and immediate action, making it essential for the International Marketing Advisor to remain embedded within the team. This role has been instrumental in developing a clear and targeted brand strategy that aligns with the institution's corporate guidelines while being adapted to suit global audiences. The advisor's deep understanding of international consumer behaviour and ability to translate insights into effective communication strategies are crucial for the institution's global positioning.

The feedback also highlights the importance of maintaining consistent support and the ability to respond swiftly to last-minute demands, as some projects have very tight deadlines. The role must continue to offer internal support that fully understands the specific needs of each subarea within the International department. Additionally, clear planning around audiovisual support for various commissions and activities is essential. The feedback suggests considering whether the International Marketing Advisor role should remain within the International Centre or move to the Marketing team while maintaining its international focus to ensure the continuity and deepening of the strategic vision.

#### **Submission Six.**

Thank you for sharing the proposed international change proposal. There are concerns about how this change might impact the workflow and efficiency of the international team. The Marketing Advisor has been instrumental in creating marketing materials that align with the team's needs.

9(2)(a) expertise in design and understanding of international markets has been a valuable asset. Having a dedicated marketing advisor within the team is critical to the success of student recruitment, short courses, international student retention, and transnational education areas, which generate revenue supporting Wintec's financial sustainability.

Moving the Advisor to the Marketing Team, particularly one focused on domestic marketing, risks creating a disconnection between international marketing strategies and the resources needed to execute them effectively. This structural change could lead to delays and a potential decline in the quality of materials essential for engaging international stakeholders. The team faces fierce competition in student recruitment across key markets, and achieving success requires a targeted and dedicated marketing approach. It is strongly recommended to maintain the dedicated marketing advisor within the team to ensure alignment with strategic goals.

#### **Submission Seven.**

The proposed change from International Advisor to Marketing Coordinator represents a significant shift in responsibilities and scope, yet it is being indicated as a minor change. Clarification is needed on why this is considered minor.

Regarding the marketing scope extending to the point of application, there is uncertainty about how internal and Student Support deliverables will fit in. Questions arise about whether pre-application work will be prioritised over internal/student-led requests or if contractors will be used to manage timeline expectations.

There is a lack of clarity on content creation responsibilities, such as writing guidelines across various channels. It is unclear whether this will be addressed later or if it will involve collaboration with the Communications team. It is also unclear whether the Communications team will continue to lead Graduation and success stories or if the marketing team will support or take over these deliverables.

#### **Submission Eight.**

While there is broad support for aligning efforts under a wider marketing umbrella, there are reflections and questions to ensure successful implementation. Integrating international marketing presents an opportunity to leverage specialist expertise across the board, but it is crucial to address key areas such as sourcing market insights, defining strategy, and ensuring the individual in the new role is adequately supported given the expanded scope and workload. Additionally, it is important to streamline internal processes to ensure efficiency.

Clarifying support boundaries and prioritisation processes will be essential, understanding the implications for the newly formed Events and Engagement team and ensuring the international marketing strategy is included in the annual marketing strategy are also critical for a smooth transition and continued success in international recruitment efforts.



Given that a large volume of the feedback has similar themes, we have themed our responses into the following headings:

- Marketing structure and function
- Right number of roles and the right capability
- Proposed Marketing Coordinator position
- Collaboration between International and Marketing

### Marketing structure and function

The proposed structure is designed for the marketing function, for both domestic and international, to sit wholly within Marketing. This is intentional and strategic for the organisation to solidify our identity and brand centrally, while we move through this next phase of the disestablishment of Te Pūkenga and work towards being a stand-alone ITP. Consistency and developing strong branding and marketing campaigns for Wintec is essential and a key strategy to support recruitment of potential ākonga - both domestically and internationally.

We appreciate this may seem like a loss of a resource and expertise within the International team, however this position and the expertise are still retained in the organisation and moving to a team that specialises in marketing. The structure provides room to be flexible to the needs and requirements of the organisation, with the different skillsets and capability reflected in the positions confirmed, as well as allowing for growth alongside the business in future years.

### Right number of roles and the right capability

The marketing team will be responsible for domestic, international and internal services. The role of the marketing team is to understand the areas of our organisation and learn how to best support them and their needs. While we know the marketing team is busy with domestic work, we have several new and specialised positions in this structure and this team has been operating under-resourced for a period due to resignations which has impacted capacity. This structure ensures we can support areas effectively and prioritise work accordingly, utilising the different skillsets, knowledge and expertise within marketing.

There will be planning sessions for the marketing team to review ways of working, processes and efficiencies which we hope will address some of the feedback and allow for further input from the team on how we shape our work.

### Proposed Marketing Coordinator position

After reviewing the feedback, we have made some amendments to the position description. These are listed below:

- Updates to the purpose of the role to put more emphasis on the relationship between the role and in the International team.
- An update to the “Ngā māhi | Do” section to provide more clarity around the relationship of this role with the International team
- An update to the relevant experience required to reflect the specialist nature of the role

This role will continue to support international as it currently does with a workload allocation of 70% of their time. The other 30% of the role will be coordinating the marketing requests and ensuring these are directed to the correct internal resource within the team. Given that a lot of the responsibilities will continue, this position is not considered a significant impact and is a minor change only.

We understand that relationship between international and marketing are key to ensure we meet our deliverables, and we encourage the Marketing to continue to attend international team meetings where appropriate as it relates to international marketing needs.

There will be clear responsibilities and lead-in times in place to ensure workload is managed and delivering to both international needs and those of the marketing team, as well as the rest of the organisation.

The position title will change to **Marketing Liaison** based on feedback received. We heard your concerns about the title of 'Marketing Coordinator' and this change to Marketing Liaison is a better reflection of the combined function of the role for both international support and internal marketing responsibilities.

We want to reiterate, the rationale for this structure is about the marketing function being centralised and has a strategic focus on our brand and identity while we transition out of Te Pūkenga and towards being a stand-alone organisation. For this reason, we confirm the reporting line will change to the Head of Marketing and Engagement within the Marketing team.

#### **Collaboration between International and Marketing**

There has been some concern about turnaround times and the capacity of the marketing team. Once appointments have been made into the new structure - we do see turnaround times reducing and we will prioritise the work based on need. To support International, the Marketing team will work with them to create some specific templates and processes that can increase turnaround times for some of your marketing materials.

There is also a commitment for both marketing and international to work together to look at planning, efficiencies and processes as we move forward under the new structure.

## Final Decisions

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

### Proposal

Consultation occurred on a proposed new structure and changes to positions and FTE for Marketing and International as a result of feedback received through the recent Corporate and Support Services change review. The proposed changes were intended to contribute to the overall financial viability of Wintec, realise efficiencies, and realign functions to effectively deliver on our strategy and workplan.

### Rationale for Change

The consistent rationale for change across the recent corporate service areas review, of which Marketing and International were originally included, and the current review for further consultation are:

- To assist Wintec in achieving financial viability in 2025 and enable the financial sustainability of Wintec into the future.
- To realign regional functions to divisions (e.g. property), consistent with the direction of Te Pūkenga returning to divisional decision making.
- To improve efficiencies and alleviate duplication of work
- To right size the corporate service functions of Wintec to align with income and operational (delivery) size.
  - **Right number.** The right number of roles and realignment of resource to complete business as usual (BAU) responsibilities.
  - **Right roles.** Having the right roles at the right level of the organisation to ensure sustainability of the organisation.
  - **Right capability.** Realignment of capability that enables the delivery of the required business unit functions and ensuring a responsive and adaptive workforce to realise Wintec's potential and growth as a standalone institute of technology.

### Change and financial initiatives to date

Steps taken over the last few years to support Wintec's overall financial viability and right sizing of the organisation have included a number of initiatives:

- **Corporate and Support Services review 2025.** Following the faculty staff review, corporate and support services underwent a review to align our support services with the operational (delivery) size. The outcome of this proposal confirmed the disestablishment of 11.6 FTE, of which 8.2FTE are vacant positions.
- **Staff vacancy management.** Where kaimahi have left our organisation, we have a stringent process in place to ensure that only key and/or necessary roles are approved by ELT to be replaced, and other vacancies are held to reduce cost to the organisation through attrition.
- **Faculty staff review in 2024.** With the year-on-year decline of domestic and international equivalent full-time students (EFTS) post-COVID we have recently reviewed the viability of our programmes and the academic kaimahi needed to support the delivery of those programmes. The outcome of this proposal confirmed 15.7FTE as disestablished, 5.6FTE of those were vacant positions and 3.7FTE are fixed term agreements that will end on their cessation date. The actual impact in terms of current kaimahi is 6.4FTE.



- **Financial initiatives to reduce cost.** We have sought several financial efficiencies across the organisation. Previous initiatives include:
  - Changes to parking
  - Room utilisation projects, for example the closure of C Block
  - Leave management
  - Reduction of kaimahi in areas impacted by reduced international numbers post COVID
  - Two programme closures, with 2024 being the last year of delivery

### Detail of proposed impacts

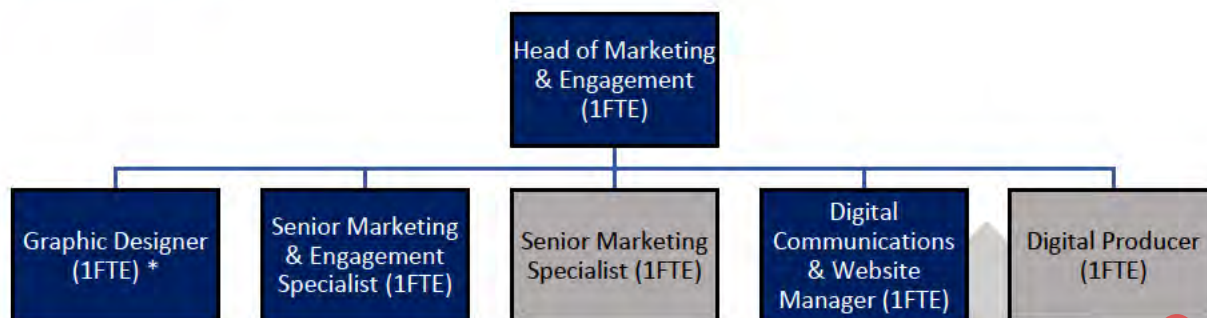
The following table outlines the terminology of the proposed change used.

*Table 1: Detail of proposed impacts*

Proposed Change	Description
Significant impact	<p>There is a proposed significant change to the position as part of this process. This means that the position is proposed to be disestablished and one or more of the following may apply:</p> <ul style="list-style-type: none"> <li>• Proposed disestablishment</li> <li>• Proposed disestablishment with ability to be considered for potential redeployment into available positions</li> <li>• Proposed disestablishment due to a reduction in number of positions, which if confirmed would require a selection process to determine which kaimahi are redeployed into the remaining positions</li> </ul>
Minor impact	<p>There is a proposed minor impact to the position as part of this process. This means that the position is proposed to remain but with one or more of the following minor changes:</p> <ul style="list-style-type: none"> <li>• Change in reporting line</li> <li>• Change in responsibilities</li> <li>• Change in position title</li> </ul>
No impact	There is no proposed change to the position as part of this process.
Vacant position	Position within current Wintec structure that is vacant
New position / potential redeployment	There are proposed new opportunities represented in the new structure that may present a redeployment for a person in a position currently disestablished and on notice.

# Marketing

## Current structure



## Proposed Structure Organisation Chart/s

In applying our rationale for change, it was proposed to:

- Change, with minor impact, the Digital Communications and Website Manager position. Change in position title to Digital and Web Lead to lead the digital and web function, also change in responsibilities - enabling outsourced functions to transition to internal functions as capability grows
- Disestablish the Senior Marketing and Engagement Specialist position
- Disestablish the Senior Marketing Specialist
- Disestablish the Digital Producer position
- Reduce the FTE from full time to 0.5FTE for the Graphic Designer position
- Change the reporting line, position title and position description for the Marketing Advisor to move from International to Marketing

The Engagement and Event Specialist positions are confirmed through the recent Corporate and Support Services review to move from SEIC to Marketing and are shown in the proposed structure below.

The following new positions are proposed:

- Establishment of an Engagement and Events Lead, to lead the Engagement and Events team and lead out sponsorship and events for the institute
- Establishment of a Creative Lead, to lead the graphic design team and install senior skillset to enable the reestablishment of the Wintec brand and associated sub-brands to reposition Wintec in market
- Establishment of Marketing and Campaign Lead, to lead the marketing and campaign function and enable robust campaign delivery
- Establishment of a Marketing Specialist, to coordinate all internal and faculty requirements and support campaign delivery.

The proposal increases FTE by 1.5FTE but realises the financial savings required. It maintains and enables capacity within the team. The proposal also provides a structure that can flex with the needs and requirements of the business and grow alongside the business in future years.

Following feedback and further consideration of the scope of the Marketing team it is proposed that a minor impact change is made within the International team that would see the International Marketing Advisor role move to a Marketing Coordinator role reporting to Head of Marketing and Engagement.



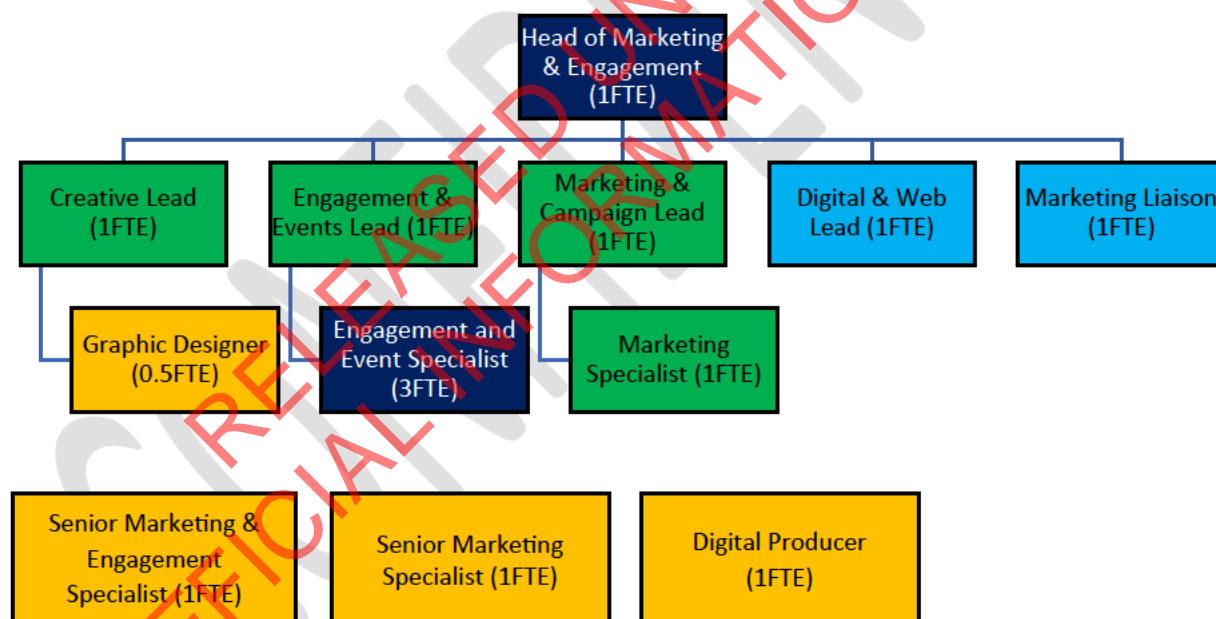
The Marketing Coordinator role will act as a conduit for the whole business, managing workflow requests based on priority through the Marketing team – enabling an end-to-end service.

Like all other proposed roles within the Marketing team, it will reflect the amendment that the scope of Marketing will include domestic, international and internal services. By incorporating international and internal services into the scope of the team, the level of expertise that can contribute to the requirements of International and internal services will increase.

If this proposed structure is confirmed the marketing team will need to establish contractor relationships to provide support where resource is reduced i.e. videography, as well as bringing some currently outsourced contracts i.e. digital advertising back in house.

A draft position description for the below positions can be found in Appendix Four.

- Engagement and Events Specialist
- Engagement and Events Lead
- Digital and Web Lead
- Creative Lead
- Marketing and Campaign Lead
- Marketing Specialist
- Marketing Coordinator



	Significant impact	
	Minor impact	
	No impact	
	Vacant role	
	New role	

\* The Engagement and Event Specialist positions are confirmed to move from SEIC to Marketing through the recent Corporate and Support Services review.

\* The Digital Communications & Website Manager position proposed title change to Digital & Web Lead and proposed new responsibilities

## Proposed Impacts

The proposal included the following impacts. There were originally 3.5FTE positions proposed to be disestablished. There were 4FTE positions proposed to be established. The below table outlines the proposed changes.

Table 2: Proposed changes

Position	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Senior Marketing Specialist (Engagement) – 1FTE	Disestablished	Position not included in proposed structure.  Incumbent may apply for available positions in structure.	This FTE has been re-purposed into a new position that aligns with our rationale to ensure we have the right role with the right capability for delivery.  Some functions and responsibilities of this role are to be included in the proposed position of Engagement and Events Lead.  Some functions and responsibilities of this role are to be included in the proposed position of Marketing and Campaign lead.
Senior Marketing Specialist (Faculty) – 1FTE	Disestablished (vacant)	Position not included in proposed structure.  Incumbent has left the organisation	This FTE has been re-purposed into a new position that aligns with our rationale to ensure we have the right role with the right capability for delivery.  The functions and responsibilities of this role are proposed to be split between the proposed Marketing and Campaign Lead and the Marketing Specialist roles.
Digital Communications & Website Manager – 1FTE	Minor impact	Position has minor changes in responsibilities and title to Digital and Web Lead.  Lead and oversight of our digital and web advertising and online presence.  Execute our digital marketing strategies.	This FTE has been re-purposed into a new position that aligns with our rationale to ensure we have the right role with the right capability for delivery.  The functions / responsibilities will be included in the proposed new position of Digital and Web Lead as well as a broadening of scope.  The administrative tasks would move to the Marketing Liaison position



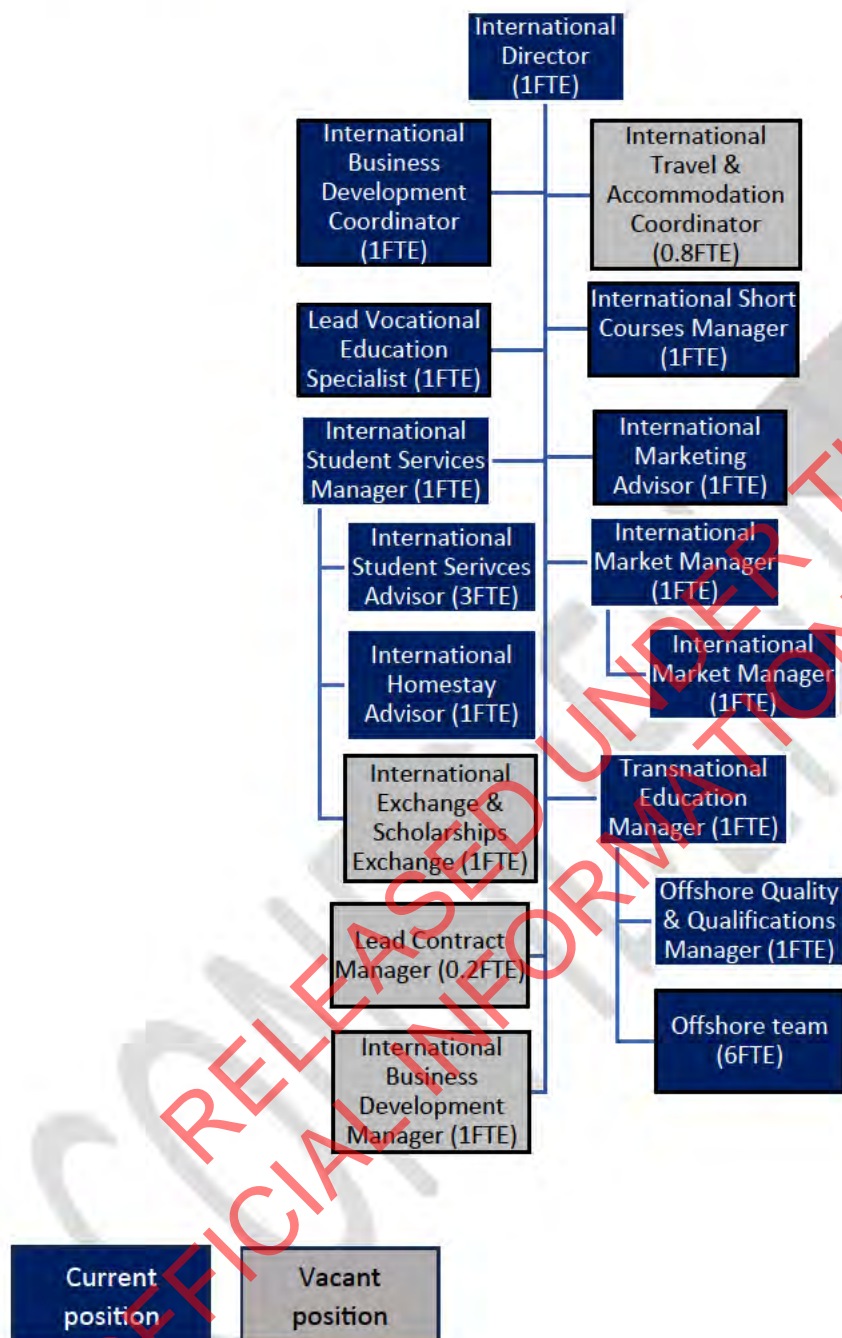
Position	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Digital Producer – 1FTE	Disestablished (vacant)	Position not included in proposed structure.  Incumbent has left the organisation	This work will be outsourced as originally proposed.
Graphic Designer – 1FTE	Significant impact, reduction in FTE	Position not included in proposed structure.  Incumbent is fixed term and may apply for available positions in structure.	This FTE has been reduced from 1FTE to 0.5FTE with the creation of a Creative Lead to which this role reports. This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally if this proposal is confirmed.
International Marketing Advisor – 1FTE	Change in reporting line, title and position description	Position moves from the International team to the Marketing team.	The proposed title change to Marketing Coordinator proposes that this role will act as a conduit for the whole business, managing workflow requests based on priority through the Marketing team – enabling an end-to-end service.  This role will maintain an international focus, and the scope of the role and function is to also include domestic and internal services.
Engagement and Events Lead – 1FTE	New position	Lead and oversight of a team to support engagement and Wintec events	This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.  This role will pick up some of the functions and responsibilities from the Senior Marketing Specialist (Engagement).
Creative Lead – 1FTE	New position	Lead and oversight of our graphic design function and creative direction.	This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.

Position	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
			This role will pick up some of the functions and responsibilities of the Graphic Designer role.
Marketing and Campaign Lead – 1FTE	New position	Responsible for leading the Marketing and Campaign team and execution of strategic marketing initiatives.	<p>This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.</p> <p>This role will pick up some of the functions and responsibilities from the Senior Marketing Specialist (Engagement) and Senior Marketing Specialist (Faculty).</p>
Marketing Specialist – 1FTE	New position	Support marketing and campaign lead with delivery of initiatives and the wider team in executing the annual marketing strategy.	<p>This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.</p> <p>This role will pick up some of the functions and responsibilities from the Senior Marketing Specialist (Engagement) and Senior Marketing Specialist (Faculty).</p>



## International

### Current structure



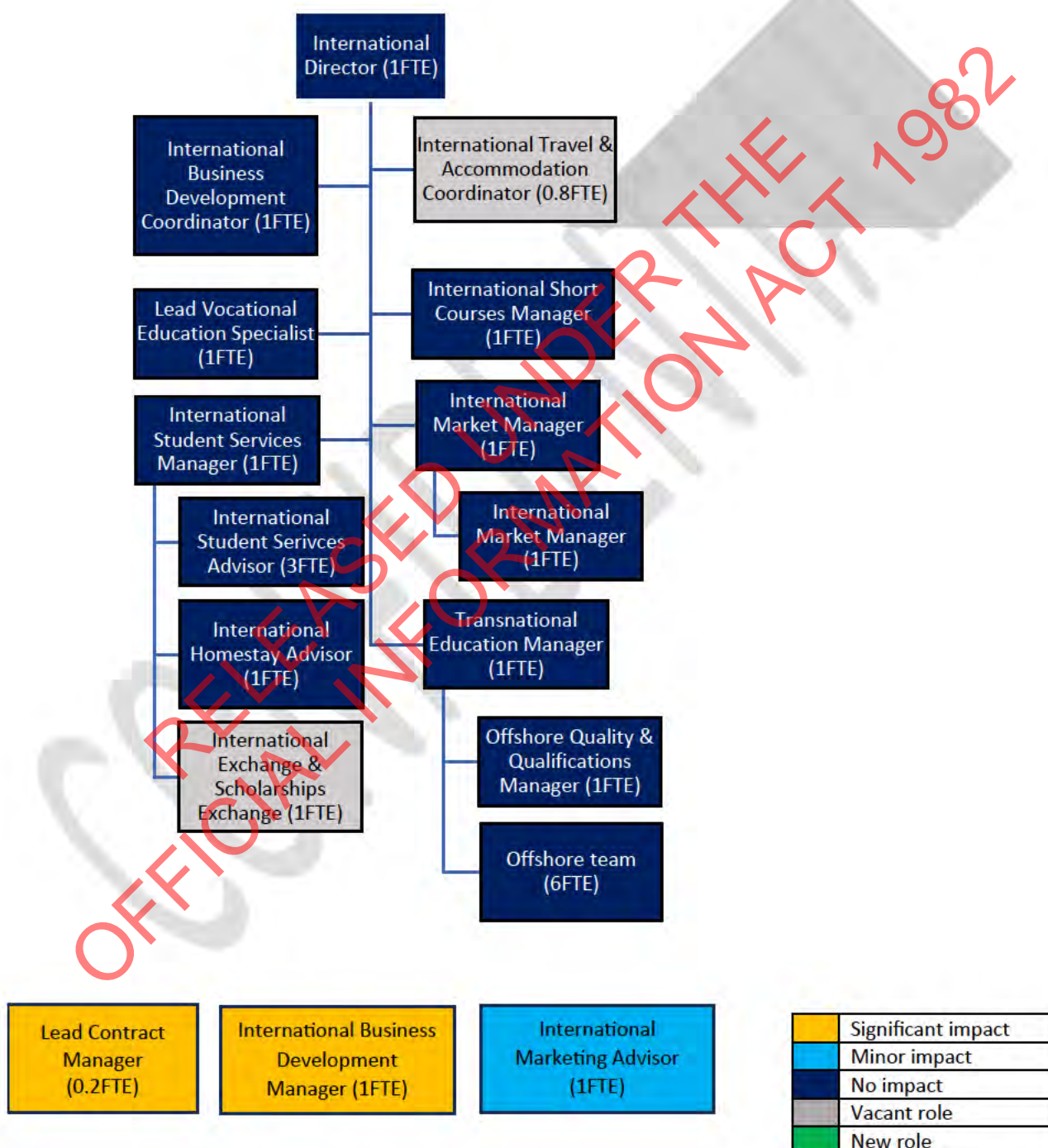
\* Resignations were received for the International Travel and Accommodation Coordinator position and the International Exchange and Scholarships Exchange position. These roles have both become vacant through the consultation.



## Proposed Structure Organisation Chart/s

In applying our rationale for change, it was proposed to:

- Disestablish the Lead Contract Manager position
- Disestablish the International Business Development Manager position
- Change the reporting line, position title and responsibilities of the International Marketing Advisor to Marketing Coordinator within the Marketing team



## Proposed Impacts

The proposal included the following impacts. There were originally 1.2FTE positions proposed to be disestablished. There was 1FTE positions proposed to have a minor impact. The below table outlines the proposed changes.

*Table 3: Impact of proposed changes*

Position	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Lead Contract Manager (0.2FTE)	Disestablished (vacant)	Position not included in proposed structure.  Incumbent has left the organisation	The work associated with this contract has been completed.
International Business Development Manager (1FTE)	Disestablished (vacant)	Position not included in proposed structure.  Incumbent has left the organisation	This role has been vacant since April 2024 and the review and redistribution of workload having been completed with the team at the time.
International Marketing Advisor (1FTE)	Change in reporting line, change in position title, change in position description	Position to move from the International to the Marketing team	The international marketing function would move to the marketing team for consistency in brand identity and marketing. All positions within the marketing team are proposed to service both domestic and international marketing as well as internal services.

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## Decision

Following the consideration of the feedback provided, this section presents the confirmed structure and associated decisions regarding changes made from feedback received.

We thank you for your submissions and consideration of our proposal. Your feedback has provided us with valuable insights and suggestions to inform structure decisions, selection criteria and processes, and position descriptions.

It is important to note that this decision is in no way reflective of the performance or dedication of our kaimahi in the impacted position/s. Our decisions have been made with our change principles and values at the forefront and our ability to become a financially viable stand-alone institute.

Overall, the decision has been made to continue with the proposal as outlined to you on 27 March 2025. The following changes have been confirmed as originally proposed:

- Disestablishment of Senior Marketing & Engagement Specialist
- Disestablishment of Senior Marketing Specialist
- Disestablishment of Digital Producer
- Minor change from Digital Communication and Website Manager to Digital and Web Lead
- Reduction in FTE from full time to 0.5FTE for the Graphic Designer position
- Establishment of Creative Lead position
- Establishment of Engagement & Events Lead position
- Establishment of Marketing & Campaign Lead position
- Establishment of Marketing Specialist position
- Disestablishment of the Lead Contract Manager position
- Disestablishment of the International Business Development Manager position
- Change in reporting line, title and responsibilities for the International Marketing Advisor to Marketing Liaison

While consultation occurred, a new position was identified and approved for International by our Executive Leadership Team. This role is critical following a structure change in the management of agent agreements from Te Pūkenga which were previously managed centrally. Divisions are now responsible for managing agent agreements specific to their own operations and requires dedicated support as well as managing associated commission payments.

- Establishment of International Operations Coordinator position

### Changes resulting from feedback

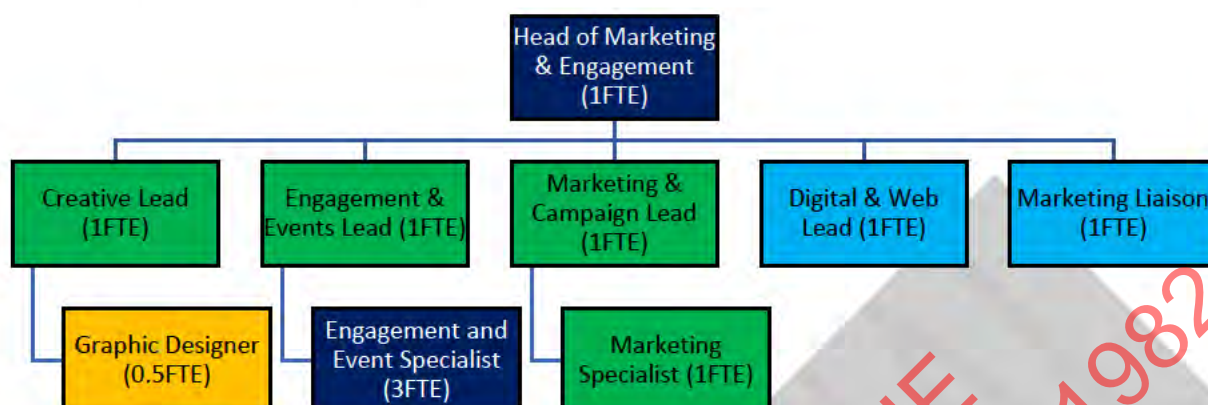
The following changes have been made as a result of feedback received:

- There has been a position title change from the proposed Marketing Coordinator to Marketing Liaison
- Minor changes have been made to the position descriptions for the Marketing Liaison



## Confirmed structure organisation chart/s

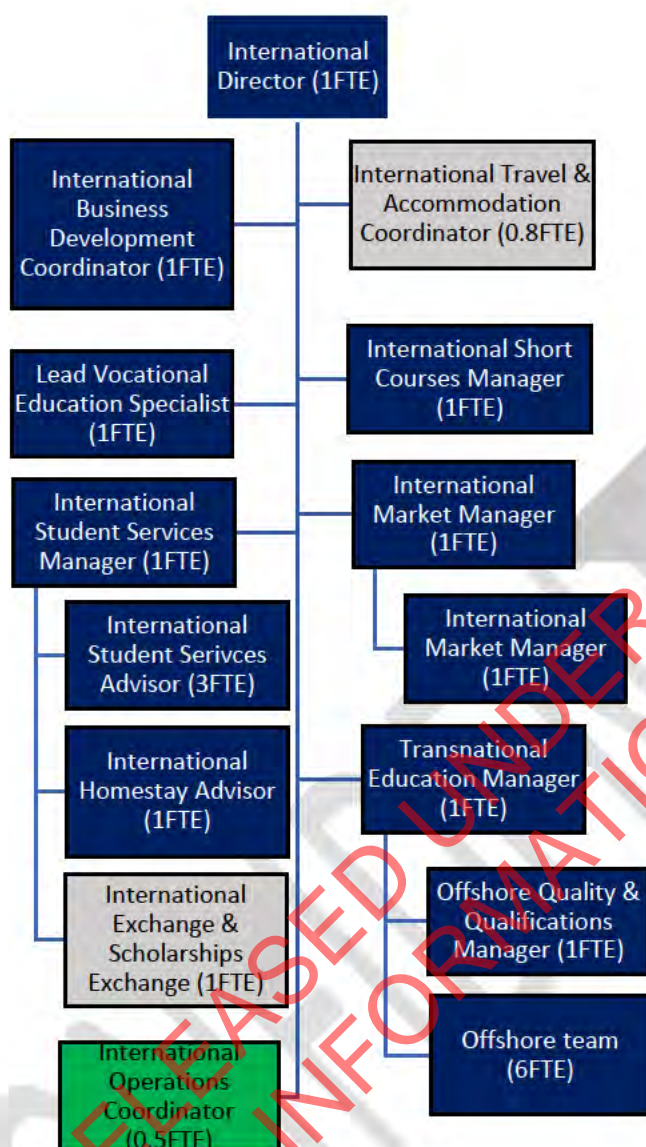
### Marketing confirmed structure



	Significant impact
	Minor impact
	No impact
	Vacant role
	New role

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## International confirmed structure



	Significant impact
	Minor impact
	No impact
	Vacant role
	New role

\* International Travel and Accommodation Coordinator has been approved to recruit for a 0.5FTE, the other 0.3FTE will be held through vacancy management

\* International Exchange & Scholarships Exchange position is currently being held through vacancy management



## Confirmed impacts of change

Below is the list of confirmed impacted positions for both marketing and international

Table 4: Confirmed impacts of change

Position	FTE	Outcome for role	Description	Rationale and what happens to the work the role is doing.
Lead Contract Manager	0.2	Disestablished (vacant)	Position not included in confirmed structure.  Incumbent has left the organisation	The work associated with this contract has been completed.
International Business Development Manager	1.0	Disestablished (vacant)	Position not included in confirmed structure.  Incumbent has left the organisation	This role has been vacant since April 2024 and the review and redistribution of workload having been completed with the team at the time.
International Marketing Advisor	1.0	Change in reporting line, change in position title to Marketing Liaison, change in position description	Position to move from the International to the Marketing team	The international marketing function moves to the marketing team for consistency in brand identity and marketing. All positions within the marketing team will service both domestic and international marketing as well as internal services.
International Operations Coordinator	0.5	New position	Support international in the management of agent agreements	This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.  This function was centrally managed by Te Pūkenga national office and has recently been moved back to divisions to manage. This additional FTE is to support the additional work required.
Senior Marketing	1.0	Disestablished	Position not included in	This FTE has been re-purposed into a new position that aligns with our rationale to ensure we have the

Position	FTE	Outcome for role	Description	Rationale and what happens to the work the role is doing.
Specialist (Engagement)			<p>confirmed structure.</p> <p>Incumbent may apply for available positions in structure.</p>	<p>right role with the right capability for delivery.</p> <p>Some functions and responsibilities of this role are to be included in the position of Engagement and Events Lead.</p> <p>Some functions and responsibilities of this role are to be included in the position of Marketing and Campaign lead.</p> <p>See appendix for drafted position descriptions</p>
Senior Marketing Specialist (Faculty)	1.0	Disestablished (vacant)	<p>Position not included in confirmed structure.</p> <p>Incumbent has left the organisation</p>	<p>This FTE has been re-purposed into a new position that aligns with our rationale to ensure we have the right role with the right capability for delivery.</p> <p>The functions and responsibilities of this role are split between the Marketing and Campaign Lead and the Marketing Specialist roles.</p> <p>See appendix for drafted position descriptions</p>
Digital Communications & Website Manager	1.0	Minor impact	<p>Position has minor changes in responsibilities and title to Digital and Web Lead.</p> <p>Lead and oversight of our digital and web advertising and online presence.</p> <p>Execute our digital marketing strategies.</p>	<p>This role has been reviewed and updated and aligns with our rationale to ensure we have the right role with the right capability for delivery.</p> <p>The large number of functions / responsibilities of the current role will be included in the role of Digital and Web Lead as well as a broadening of scope.</p> <p>The administrative tasks would move to the Marketing Liaison position</p> <p>See appendix for drafted position descriptions</p>



Position	FTE	Outcome for role	Description	Rationale and what happens to the work the role is doing.
Digital Producer	1.0	Disestablished (vacant)	Position not included in confirmed structure.  Incumbent has left the organisation	This work will be outsourced as originally proposed.
Graphic Designer	0.5	Significant impact, reduction in FTE	Position not included in confirmed structure.  Incumbent is fixed term and may apply for available positions in structure.	This FTE has been reduced from 1FTE to 0.5FTE with the creation of a Creative Lead to which this role reports. This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.
Engagement and Events Lead	1.0	New position	Lead and oversight of a team to support engagement and Wintec events	This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.  This role will pick up some of the functions and responsibilities from the Senior Marketing Specialist (Engagement).  See appendix for drafted position descriptions.
Creative Lead	1.0	New position	Lead and oversight of our graphic design function and creative direction.	This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.  This role will pick up some of the functions and responsibilities of the Graphic Designer role.  See appendix for drafted position descriptions.

Position	FTE	Outcome for role	Description	Rationale and what happens to the work the role is doing.
Marketing and Campaign Lead	1.0	New position	Responsible for leading the Marketing and Campaign team and execution of strategic marketing initiatives.	<p>This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.</p> <p>This role will pick up some of the functions and responsibilities from the Senior Marketing Specialist (Engagement) and Senior Marketing Specialist (Faculty).</p> <p>See appendix for drafted position descriptions.</p>
Marketing Specialist	1.0	New position	Support marketing and campaign lead with delivery of initiatives and the wider team in executing the annual marketing strategy.	<p>This aligns with our rationale to ensure we have the right role with the right capability to deliver and service marketing domestically, internationally and internally.</p> <p>This role will pick up some of the functions and responsibilities from the Senior Marketing Specialist (Engagement) and Senior Marketing Specialist (Faculty).</p> <p>See appendix for drafted position descriptions.</p>

### Confirmed new roles

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

Table 5: Confirmed new roles in Marketing and International

New Position	FTE	Description of new role
Creative Lead	1FTE	Lead the Graphic Design function for the institute. The Creative Lead is responsible for overseeing the creative direction and ensuring all design projects align with the organisation's brand and strategic goals. By staying informed of industry trends and collaborating across teams, the Creative Lead will drive innovation and contribute to the organisation's marketing success.
Marketing and Campaign Lead	1FTE	The Marketing and Campaign Lead is responsible for leading the Marketing and Campaign team through the execution of strategic marketing initiatives to promote



New Position	FTE	Description of new role
		Wintec's areas of study and meet organisational KPIs. This role involves collaborating with internal teams and external suppliers to develop and optimise campaigns, champion the Wintec brand, and drive engagement with potential ākonga.
Marketing Specialist	1FTE	Support marketing and campaign delivery. A Marketing Specialist supports the Marketing and Campaign Lead and the wider team in executing the annual marketing strategy to achieve organisational KPIs and objectives. This role involves championing the Wintec brand, collaborating with key suppliers, and providing administrative support to ensure the smooth operation of marketing team activities.
Engagement and Events Lead	1FTE	The Engagement and Events Lead is responsible for leading the events team through the delivery of recruitment, events, community engagement, and sponsorship activities at Wintec. This role is pivotal to ensuring that Wintec continues to attract ākonga (students), build meaningful community relationships, and maintain a strong brand presence within Kirikiriroa and the wider Waikato region. The role will work closely with the Head of Marketing and Engagement to ensure that all events and activities are strategically aligned and on-brand.
International Operations Coordinator	0.5	<p>This role is responsible for managing agent agreements specific to Wintec operations. This role will oversee a large volume of agent agreements alongside the complex task of managing associated commission payments.</p> <p><i>Note: This position description is still to be confirmed and job sized. The PD will be available when the role is advertised.</i></p>



## What happens next?

### Decision Process

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

- Meet with impacted kaimahi to advise the final decision, any impact on positions and to provide the decision in writing
- Meet with the wider team who may be in scope but not impacted by the change to advise of the outcome of consultation
- Undertake the redeployment, recruitment, and selection processes
- Commence redeployment conversations where positions are confirmed disestablished

### Timeline following decisions

The following table summarised high level timeline for the decision process and communication.

Table 6: Timelines

Date	Action
28 April to 11 May	Structure finalised and decision document prepared
9 May	Union notified of decision document
w/c 12 May	Hui with impacted kaimahi including: <ul style="list-style-type: none"><li>- present decision document and process</li><li>- individual letters issued</li><li>- team hui</li></ul>
w/c 19 May	Selection process for contestable positions conducted (if required)
w/c 2 June	Final decisions post selection process (if required) confirmed and communicated.
9 June 2025	New structure effective

### Redeployment and Selection Process

#### New positions

We are committed to an open and transparent recruitment and selection process, additionally, we are committed to ensuring we appoint the best person for the role.

Wintec remains part of Te Pūkenga until it's disestablishment, and as such we have an obligation as one employer to make any new positions known and available to all Te Pūkenga kaimahi, such that if there are kaimahi in disestablished positions they are able to express their interest in consideration for suitable redeployment opportunities.

The redeployment and selection process for any new position, or where there is a reduction in roles, following consultation would be:

#### Redeployment and selection process

- New position roles will be open to impacted kaimahi (across Te Pūkenga). Positions will be made available via the Business Division Vacancy list available on Te Whare ([Combined network vacancy list](#)). Priority is given to permanent kaimahi that are impacted. The advert will be open for 10 days.

- Kaimahi will be asked to submit an expression of interest and CV which demonstrates their suitability for redeployment into the position.
- Assessment for suitability for redeployment and/or selection will be done using the selection criteria consulted onto shortlist, assessing skills, experience, and competency against the requirements of the position. Confirmed selection criteria is below.
- Previous performance will be taken into consideration.
- Assessment will be completed by a selection panel that will include the Executive Director and/or Manager, a people and culture business partner, and a union representative if applicable.
- Where there is more than one suitable candidate for redeployment, a contestable process will be run (including interview and reference checks).
- A shortlist will be completed within 4 days following the final advertising closing period
- The interview will be formal and based off competency-based questions that relate to the position description and selection criteria.
- The interview process is expected to take up to two weeks.

#### Advertised positions

- If the position is unable to be filled through the redeployment of impacted kaimahi then we will move to consider other internal applicants and advertise externally (if applicable)
- Candidates will be required to apply formally with a CV and cover letter
- A full recruitment process will be completed including interviews and pre-employment checks.



## Confirmed Selection Criteria for new roles and reduction in roles

There are no changes to the proposed selection criteria and this is confirmed below.

Criteria	Competencies	Rating
Skills & Knowledge	<ol style="list-style-type: none"> <li>1. Is eager and positive to grow in their capability for the better of Wintec through learning and acquiring new skills and knowledge.</li> <li>2. Skills and knowledge are unique and hard to replace.</li> <li>3. Mentors' and/or coaches others willingly and respectfully; openly sharing their learning and experiences.</li> <li>4. Demonstrated commitment and responsiveness to Wintec's Te Tiriti o Waitangi and Equity journey.</li> </ol>	/ 16
Teamwork	<ol style="list-style-type: none"> <li>1. Acknowledges, respects, and actively considers the views, opinions, and ideas of others.</li> <li>2. Is an enthusiastic, respectful, inclusive and collaborative team player who actively contributes to, and promotes, team processes and development.</li> <li>3. Is a committed team member with highly developed interpersonal and relationship skills.</li> </ol>	/ 12
Performance	<ol style="list-style-type: none"> <li>1. Demonstrates collaboration with other areas and teams across Wintec, and/or with industry, community groups and Iwi</li> <li>2. Achieves outcomes and objectives for their role, including a demonstrated commitment and responsiveness to Wintec's Te Tiriti o Waitangi and Equity kaupapa.</li> <li>3. Consistently demonstrates initiative, is self-directed and proactive at identifying improved ways of operating.</li> <li>4. Has personal integrity and high professional standards (e.g. Attendance and timekeeping)</li> </ol>	/ 16

Leadership

1. Ability to manage and support a team effectively, while building and maintaining relationships, to ensure the delivery of results are aligned to strategic goals and/or workplan.
2. Skilled in coaching others, decision making and fostering growth and development for others in their care. / 12
3. Promotes and ensures a safe, productive and inclusive team environment.

*\* this section applies where a role has direct reports*

Each of the competencies is given a score from one (1) to four (4), with each being equally weighted. The rating scale is as follows:

Rating	Description
1	Sometimes demonstrates competency to a satisfactory level, performance is inconsistent and reflects the need for development.
2	Demonstrates competency to a satisfactory level, most of the time.
3	Consistently demonstrates competency at and sometime above expectations.
4	Consistently demonstrates competency above expectations, is a role model for others.

A role without direct report/s will be assessed on the following selection criteria:

- Skills and Knowledge
- Teamwork
- Performance

Total potential rating score available is 44.

A role with direct report/s will be assessed on the following selection criteria:

- Skills and Knowledge
- Teamwork
- Performance
- Leadership

Total potential rating score available is 56.



## Voluntary redundancy

In situations where a kaimahi role is confirmed disestablished, we are open to have 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.

Should we have more people request voluntary redundancy than roles confirmed disestablished in the situation where it has been confirmed as many too few roles, then voluntary redundancy will not be agreed to and all kaimahi will go through the selection process. Where we have less applications than confirmed disestablished roles, we will access on a case by case basis.

Voluntary redundancy applications are not guaranteed. We will ensure we meet our legal and employment agreement (including Collective Employment Agreement) requirements as well as our business operational requirements

## Transition Approach

The new structure for Marketing and International will take effect from 9 June 2025.

Where positions have been disestablished, we will work with individuals and teams to transition to the new structure and/or seek redeployment opportunities as noted through this decision document.

With change and a new structure, managers will be expected to:

- Ensure kaimahi feel supported to transition to the new structure
- Identify priorities of work within new teams
- Set clear responsibilities and expectations for new roles and teams
- Allow their kaimahi to settle into new roles and teams
- Spend time together as a team and how you will work together

This is ongoing for our leaders as part of our continuous improvement and assessment of work against our organisational strategy and workplan. Our responsibility will be to continue to work with kaimahi to clarify roles and responsibilities, align our work for increased efficiency, consistency and performance, as well as continued support for our kaimahi wellbeing and organisational culture.

We will ensure that kaimahi in the marketing team, who have a completely new structure, are welcomed and supported through their onboarding journey. This includes newcomers to the organisation, kaimahi that may move into new roles and kaimahi that are moving into a new team and area of the organisation.

Marketing and International will review how we work together, recognising that our approach may need to adapt and evolve over time to meet the changing needs of both teams. Marketing and International will collaborate closely on planning, improving efficiencies, and refining processes related to international marketing. For example, creating design templates ready to use to ensure turnaround times are in line with market needs. By aligning our efforts, we can more effectively support and accelerate the organisation's strategic goals in global markets.

## Where do I get support?

We acknowledge that change can be disruptive and unsettling for people. We encourage you to speak to your leader, your support network, your union representative, People and Culture or Wellbeing and Safety team and to support each other through this change. You are also welcome to seek independent advice.

### Confidentiality and Wintec Conduct

This document is confidential. The professional responsibilities for kaimahi under the Principles of Professional Practice apply.

### Duty of care

We take our duty of care for all kaimahi seriously and recognise that change may be distressing and unsettling for kaimahi and for their whānau. If there is any support required or any of your needs not being met, then please do contact your manager, People and Culture, or your union representative so we can consider these. We are open to looking at how we meet individual needs in this organisational process.

### Employee Assistance Programme (EAP) and Hauora Services

Wintec has a service agreement with Telushealth to provide free, independent and confidential counselling to all Wintec staff via our employee assistance programme (EAP). You can contact Telushealth on 0800 360 364 or 0800 835 870 or via email: [counsellingsupport@telushealth.com](mailto:counsellingsupport@telushealth.com).

Kaimahi have the choice of contacting Telushealth or Wintec's in-house counselling team. To access Wintec's in-house counselling services, you may contact them directly on ext 8869 to make an appointment. The services are available to you free of charge. You can find further information on the digital workplace here: Employee Assistance Programme (EAP) and Holistic Hauora options

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 and empathetic in how you convey your message.

If you have questions, please discuss these with your manager or people and culture representative.



## APPENDICES

### Appendix One: Frequently Asked Questions

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

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- EAP (Employee Assistance Programme) Services on phone 0800 360 364 (24/7) or email [counsellingsupport@telushealth.com](mailto:counsellingsupport@telushealth.com) to arrange phone-based counselling for you or Visit <https://findacounsellor.telushealth.com/> where you can browse clinicians by location or search for them by name.
- The full range of services can be found on the digital workplace: Employee Assistance Programme (EAP) and Holistic Hauora options

#### 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 and Culture or even TelusHealth (formerly known as Benestar) by phoning 0800 360 364 or 0800 835 870 or via their website: <https://findacounsellor.telushealth.com/>, who are very experienced in supporting kaimahi through these change processes. Please review the full range of services available to you on the Wintec digital workplace: [Employee Assistance Programme \(EAP\) and Holistic Hauora options](#)

#### 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.

**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). Tellushealth 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 and Culture or review.

**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.



## Appendix Two: Glossary

Term	Definition
Impacted / Affected kaimahi	Kaimahi are considered impacted/affected when a proposal is made to disestablish a position. This does not automatically mean someone's employment ends through redundancy. Our priority is to place impacted/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 may be proposed to be disestablished 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

Term	Definition
	<p>specialist assistance under section 332 of the Education and Training Act 2020.</p> <p>These consultants reviewed the financial information for the ITP Business Divisions.</p>
Ring-fenced/Many too few/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>
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>
Voluntary redundancy	<p>The ability to ask for voluntary redundancy is provided for in some employment agreements in certain circumstances.</p> <p>It enables affected kaimahi to indicate a preference to take voluntary redundancy in a surplus staffing situation and when they have been confirmed as having their positions disestablished.</p>



## Marketing Liaison

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### Kaupapa | Purpose

Provide support to the wider Marketing and Engagement team to help deliver marketing and implementation plans to support the Wintec brand. This role provides administrative and marketing support across a range of functions within the team and will act as the main point of contact for the rest of Wintec through the management of the marketing inbox. This role is also the main conduit between International and Marketing, as well as other internal departments, and will work closely with the International team to provide marketing expertise to help deliver their international marketing strategy.

**Reports to:** Head of Marketing and Engagement

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA Band 4 (\$65,000 - \$85,400)

**Date:** May 2025

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### Ngā mahi | Do

- **Be an active member of the Marketing and Engagement team:** Contribute to team discussions, collaborate on projects, and support the overall goals and initiatives of the Marketing and Engagement team.
- **Play a key part in assisting with the delivery of the International marketing strategy.** This role will play a vital part in working with the International team to provide marketing expertise and advice to aid them in delivering their offshore marketing strategy. The Marketing Liaison will act as the main conduit between International and the Marketing teams, working closely with key International team members to deliver marketing collateral as required.
- **Manage the Marketing inbox:** Ensure the Marketing inbox is managed effectively and all work delegated accordingly.

- **Assist Marketing and Campaign Lead and Marketing Specialist with Centre and Business Unit marketing:** Attend Centre meetings alongside other key team members to take and action minutes and follow up on outstanding actions.
- **Take ownership of non-centre related marketing briefs:** Manage end-to-end workflow of jobs briefed by other internal services (e.g. Health Centre, WTA, etc.)
- **Manage merchandise orders and brand event resources:** in collaboration with relevant Marketing and Engagement team members.
- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments as required.
- **Ensure Brand Consistency:** Work with the rest of the Marketing and Engagement team to champion the Wintec brand, ensuring all creative outputs across channels adhere to established brand guidelines and maintain a consistent tone, look, and feel.
- **Provide general marketing support:** Offer administrative support for marketing activities, including scheduling, coordinating resources, working with the design team to coordinate printed collateral, content creation, digital marketing support, managing documentation, financial administration, and assisting with day-to-day marketing operations.

#### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;



- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### **Other duties**

- Performs other duties as may be reasonably required from time to time

#### **Demonstrate commitment to:**

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

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

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

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

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### **Pūkenga | Have**

- A marketing or relevant tertiary qualification and/or 1-2 years' experience in a marketing environment
- Experience in supporting the delivery of marketing plans including briefing designers, working with media buying agencies, and some understanding of digital marketing is desired
- Excellent organisation skills and financial acumen
- Excellent communication and interpersonal skills

- The ability to meet deadlines and produce high quality work
- The ability to take a values-based approach to mahi and team engagement

## Waiaro | Be

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

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

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

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## Ngā Hononga Mahi | Working relationships

**Internal:** All internal departments

**External:** Suppliers, stakeholders

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** [NIL]

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# Creative Lead

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## Kaupapa | Purpose

Lead the Graphic Design function for the institute. The Creative Lead is responsible for overseeing the creative direction and ensuring all design projects align with the organisation's brand and strategic goals. By staying informed of industry trends and collaborating across teams, the Creative Lead will drive innovation and contribute to the organisation's marketing success.

**Reports to:** Head of Marketing and Engagement

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA Band 6 (87,600 - \$115,000)

**Date:** May 2025

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## Ngā mahi | Do

- **Lead the Creative Team:** Provide leadership, strategy, guidance, and mentorship, fostering a collaborative and innovative working environment.
- **Manage Workflow and Deadlines:** Coordinate and prioritise design team tasks to ensure all projects are delivered on time and meet quality standards, while managing resources effectively.
- **Ensure Brand Guidelines Are Current:** Regularly review and update brand guidelines to reflect the organisation's evolving identity, ensuring they remain relevant and actionable.
- **Oversee All Design Projects, From Conception to Delivery:** Collaborate with stakeholders to develop creative briefs, oversee the creative process, and ensure all deliverables meet project objectives and align with the brand vision. The scope of design work includes, but is not limited to paid advertising elements, digital campaigns, promotional flyers and resources, website layout and design, sponsorships, international resources, and key events including induction, orientation and graduation.



- **Ensure Brand Consistency:** Act as the custodian of the brand and sub-brands, ensuring all creative outputs across channels adhere to established brand guidelines and maintain a consistent tone, look, and feel.
- **Production supervision and contract management:** Develop and maintain relationships with key production partners to ensure the best possible design, production and cost outcomes.
- **Design planning and liaison, photographers and illustrators:** Work with the Head of Marketing and Engagement to deliver structured creative briefs to contractors to ensure imagery is produced to meet communication and brand objectives.
- **Stay Up to Date with Industry and Audience Developments:** Monitor trends, tools, and best practices in design, marketing, and audience engagement, integrating insights to keep the team's work innovative and effective.
- **Be a Proactive Part of the Marketing Team:** Contribute to team strategy and planning, actively participate in cross-departmental initiatives, and support the overall goals of the marketing team and organisation.
- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments (e.g. International, support services) as required.
- **Customer Relationship Management and Stakeholder Engagement:** Build strong relationships with internal and external stakeholders to promote the Wintec brand and support collaborative marketing efforts.

#### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;

- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### **Other duties**

- Performs other duties as may be reasonably required from time to time.

#### **Demonstrate commitment to:**

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

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

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

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

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## **Pūkenga | Have**

- Tertiary qualification in Graphic Design, or relevant experience

- Minimum 4-5 years in a Graphic Designer role – minimum 2 years in a senior capacity
- People leadership experience
- Extensive knowledge of Adobe Creative Suite
- Print production and pre-press knowledge
- Hands on experience with image editing software
- An understanding of, and willingness to embrace, future technologies, including animation
- Ability to nurture creativity while maintaining a cohesive brand presence
- Strong aesthetic skills
- High attention to detail and excellent problem-solving skills
- Excellent communication skills (oral and written)
- The ability to develop a strong creative direction and translate it into actionable strategies.
- The ability to take a values-based approach to mahi and team engagement
- Able to manage win-win relationships with suppliers to maximise productivity.

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## Waiaro | Be

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

**Connected:** Integrate waiaro-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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



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

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

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

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## Ngā Hononga Mahi | Working relationships

**Internal:** All internal departments

**External:** [None]

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** 1 direct report



# Digital and Web Lead

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## Kaupapa | Purpose

Lead the digital and web function for the institute. The Digital and Web Lead is responsible for managing Wintec's digital advertising presence, including the website, to deliver a seamless and engaging experience for all users. Collaborating across teams, they will develop and execute digital marketing strategies that support ākonga recruitment, and a consistent, impactful brand presence.

**Reports to:** Head of Marketing and Engagement

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA band 6 (\$87,600 - \$115,000)

**Date:** May 2025

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## Ngā mahi | Do

- **Lead the digital and web presence for Wintec.** Oversee the direction and management of the digital advertising and web portfolio to ensure they effectively represent the organisation and supports Wintec strategy.
- **Develop and maintain all aspects of the Wintec website.** Maintain and optimise the website, ensuring it is user-friendly, up-to-date and aligned with best practices in web design, functionality, and accessibility
- **Develop and implement a digital growth strategy:** Work with key stakeholders to deliver a growth strategy that incorporates Wintec organisational goals, priorities and best practice SEO and UX. Where relevant, develop ROI benchmarking, conversion tracking and user testing.
- **Collaborate on the Digital Marketing Strategy.** Work with the Head of Marketing and Engagement and the Marketing and Campaign Lead to develop and execute the Wintec digital marketing strategy
- **Streamline Social Media Strategy.** Work closely with the Head of Communications to contribute to a streamlined paid and organic social media strategy.

- **Create Digital Campaign Experiences:** Plan and execute campaign landing pages and digital experiences for potential ākonga
- **Analysis and reporting:** Provide overall website performance tracking and digital campaign results to the wider Marketing and Engagement team to help improve customer loyalty and increase engagement rates.
- **Customer Relationship Management:** Work with relevant internal stakeholders to optimise user funnels by planning, executing, and measuring experiments and conversion tests, evaluating emerging technologies, and providing strategic insights. Manage customer communications through EDM, CRM, segment audiences, contribute to CRM development and processes, and provide training and support to users.
- **Ensure Seamless Cross-Departmental Collaboration:** Work closely with other corporate services teams to ensure a seamless digital experience for potential and existing ākonga (e.g. SEIC, IT, etc.)
- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments (e.g. International, support services) as required.
- **Ensure Brand Consistency:** Work with the rest of the Marketing and Engagement team to champion the Wintec brand, ensuring all creative outputs across channels adhere to established brand guidelines and maintain a consistent tone, look, and feel.
- **Deliver a Unified Brand Presence.** Work with other team members (e.g. Events and Engagement Lead, Senior Graphic Designer) to ensure a seamless brand presence and exceptional digital experience for all website visitors
- **Customer Relationship Management and Stakeholder Engagement:** Build strong relationships with internal and external stakeholders to promote the Wintec brand and support collaborative marketing efforts.
- **Be a Proactive Part of the Marketing Team:** Contribute to team strategy and planning, actively participate in cross-departmental initiatives, and support the overall goals of the marketing team and organisation.

### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;

- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### **Other duties**

- Performs other duties as may be reasonably required from time to time.

#### **Demonstrate commitment to:**

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

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

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

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

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## Pūkenga | Have

- Bachelor's degree qualification in marketing, business, communications, or relevant experience
- Minimum 3+ years in a web and digital marketing role in a sole or senior capacity
- Digital marketing experience, including up-to-date knowledge of digital marketing platforms including Google Ads and Meta Ads
- Experience in UX and CRM management with extensive knowledge in customer segmentation, customer journeys, insights and data for reporting and implementation in a marketing capacity
- Experience in SEO and writing for the web
- High attention to detail
- Excellent communication skills (oral and written)
- Strategically minded
- The ability to take a values-based approach to mahi and team engagement

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## Waiaro | Be

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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



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

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

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

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## Ngā Hononga Mahi | Working relationships

**Internal:** All internal departments

**External:** Suppliers

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** [NIL]

# Engagement and Events Lead

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## Kaupapa | Purpose

The Engagement and Events Lead is responsible for leading the events team through the delivery of recruitment, events, community engagement, and sponsorship activities at Wintec. This role is pivotal to ensuring that Wintec continues to attract ākonga (students), build meaningful community relationships, and maintain a strong brand presence within Kirikiriroa and the wider Waikato region. The role will work closely with the Head of Marketing and Engagement to ensure that all events and activities are strategically aligned and on-brand.

**Reports to:** Head of Marketing and Engagement

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA Band 6 (\$87,600 – 115,000)

**Date:** May 2025

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## Ngā mahi | Do

- **Lead the Engagement and Events Team:** Provide leadership to the Engagement and Events team by setting clear goals, determining strategic direction, fostering collaboration, and ensuring high-quality delivery of all projects.
- **High School and Community Group Engagement:** Support the team to ensure Wintec is well-represented in regional high schools and community groups throughout the wider Waikato region.
- **Wintec Recruitment Events:** Plan, coordinate, and deliver recruitment events such as open days, expos, and career expos, ensuring they run smoothly and effectively attract prospective ākonga. Oversee budgets, logistics, and post-event evaluations to continuously improve outcomes.

- **Other Institution Events:** Support key institutional events like graduations and corporate functions, ensuring they align with Wintec's brand and strategic goals. Collaborate with teams to provide seamless operational and logistical support.
- **Sponsorship Portfolio:** Work with the Head of Marketing and Engagement to ensure existing partnerships are nurtured and deliver value. Identify and pursue new sponsorship opportunities to enhance Wintec's presence in the community.
- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments (e.g. International, support services) as required.
- **Ensure Brand Consistency:** Work with the rest of the Marketing and Engagement team to champion the Wintec brand, ensuring all creative outputs across channels adhere to established brand guidelines and maintain a consistent tone, look, and feel.
- **Customer Relationship Management and Stakeholder Engagement:** Build strong relationships with internal and external stakeholders to promote the Wintec brand, support collaborative marketing efforts, and deliver seamless event execution
- **Be a Proactive Part of the Marketing Team:** Contribute to team strategy and planning, actively participate in cross-departmental initiatives, and support the overall goals of the marketing team and organisation.

#### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.



## **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

## **Other duties**

- Performs other duties as may be reasonably required from time to time.

## **Demonstrate commitment to:**

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

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

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

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

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## **Pūkenga | Have**

- Tertiary qualification in Event Management and/or Marketing, or relevant experience
- Minimum 2+ years in a senior engagement or events role



- People leadership experience
- Event management experience and a working knowledge of corporate sponsorships
- Highly organised and calm under pressure
- Proven experience in building strong working relationships
- Great attention to detail with excellent problem solving skills
- Ability to meet deadlines and produce high quality work
- The ability to take a values-based approach to mahi and team engagement

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## Waiaro | Be

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

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

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

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## **Ngā Hononga Mahi | Working relationships**

**Internal:** All internal departments, Senior Leadership Team, Executive Leadership Team

**External:** Suppliers, Stakeholders

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** 3 direct reports

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# Engagement and Events Specialist

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## Kaupapa | Purpose

Support event delivery. An Engagement and Events Specialist plays a pivotal role in recruitment, events and sponsorship activities at Wintec. This role will be responsible for planning, coordinating, and delivering high-quality events that attract ākonga (students), build meaningful relationships and enhance the institution's brand visibility and engagement.

**Reports to:** Engagement and Events Lead

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA Band 4 (\$65,000 - \$85,400)

**Date:** May 2025

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## Ngā mahi | Do

- **Active Team Member:** Collaborate as an integral member of the Marketing Team, contributing to the strategic and operational goals of the department. Offer fresh ideas and support recruitment.
- **Community Engagement:** Act as a liaison between Wintec and regional high schools as well as community groups to enhance brand visibility and engagement. Develop relationships with educators and students to position Wintec as a leading tertiary education provider.
- **Recruitment Event Coordination:** Organise and oversee all aspects of Wintec recruitment events, including open days, campus tours, expos, and secondary school activity.
- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments (e.g. International, support services) as required.
- **Ensure Brand Consistency:** Work with the rest of the Marketing and Engagement team to champion the Wintec brand, ensuring all creative outputs across channels



adhere to established brand guidelines and maintain a consistent tone, look, and feel.

- **Event Support:** Provide support for institution-wide events, ensuring alignment with Wintec's brand identity and strategic goals. This includes events like graduations, corporate functions, and internal staff events.
- **Sponsorship Delivery:** Support the execution of sponsorship commitments by supporting events and engagements.
- **Onboarding and induction:** Supporting onboarding and induction of new ākonga to the institute.
- **Product knowledge:** Maintain product knowledge, as well as entry and application requirements.

#### Health, Safety and Wellbeing

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### Wintec culture

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;



- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### Other duties

- Performs other duties as may be reasonably required from time to time.

#### Demonstrate commitment to:

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

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

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

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

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#### Pūkenga | Have

- Tertiary qualification or relevant experience
  - Event and or recruitment experience
  - Ability to meet deadlines and produce high quality work
  - Highly organised and calm under pressure
  - Excellent communication skills (oral and written)
  - Experience in delivering presentations and/or confident in public speaking
  - Great attention to detail and excellent problem-solving skills
  - The ability to take a values-based approach to mahi and team engagement
- 

#### Waiaro | Be

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

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

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

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## Ngā Hononga Mahi | Working relationships

**Internal:** All internal departments, Senior Leadership Team, Executive Leadership Team

**External:** Suppliers, Stakeholders

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** [NIL]

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# Marketing and Campaign Lead

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## Kaupapa | Purpose

The Marketing and Campaign Lead is responsible for leading the Marketing and Campaign team through the execution of strategic marketing initiatives to promote Wintec's areas of study and meet organisational KPIs. This role involves collaborating with internal teams and external suppliers to develop and optimise campaigns, champion the Wintec brand, and drive engagement with potential ākonga.

**Reports to:** Head of Marketing and Engagement

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA Band 6 (\$87,600 - \$115,000)

**Date:** May 2025

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## Ngā mahi | Do

- **Lead the Marketing and Campaign Team:** Provide leadership, guidance, and support to ensure the successful execution of marketing initiatives and campaigns.
- **Execute the Annual Marketing Strategy:** Assist the Head of Marketing and Engagement in implementing the marketing strategy to achieve organisational KPIs and strategic goals.
- **Develop Marketing Plans:** Create targeted marketing plans to promote specific areas of study, driving engagement and recruitment of potential ākonga.
- **Manage Campaign Delivery:** Collaborate with key suppliers, such as media placement agencies, to ensure the timely and effective delivery of marketing campaigns.
- **Champion the Wintec Brand:** Act as an advocate for the Wintec brand, ensuring consistency and alignment across all marketing initiatives.
- **Collaborate on Digital Campaigns:** Work with the Digital and Web Lead to design and implement effective digital campaigns and web assets that align with overall marketing goals.



- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments (e.g. International, support services) as required.
- **Ensure Brand Consistency:** Work with the rest of the Marketing and Engagement team to champion the Wintec brand, ensuring all creative outputs across channels adhere to established brand guidelines and maintain a consistent tone, look, and feel.
- **Create Campaign Collateral:** Partner with the Head of Marketing and Engagement and the Creative Lead to develop compelling and visually engaging campaign materials.
- **Optimise Campaigns Through Data:** Partner with the Head of Marketing and Engagement and the Digital and Web Lead to leverage data insights to monitor, analyse, and optimise the performance of marketing campaigns, ensuring continuous improvement.
- **Customer Relationship Management and Stakeholder Engagement:** Build strong relationships with internal and external stakeholders to promote the Wintec brand and support collaborative marketing efforts.

#### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

#### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);

- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

#### **Other duties**

- Performs other duties as may be reasonably required from time to time.

#### **Demonstrate commitment to:**

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

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

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

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

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#### **Pūkenga | Have**

- Tertiary qualification in Marketing, Business and/or Communications, or relevant experience
- Minimum 2+ years' experience in a senior marketing role
- People leadership experience and excellent project management skills
- Experience developing comprehensive marketing plans and media schedules
- An understanding of consumer needs and market trends and how to apply them strategically
- Experience in providing full-service marketing support

- Strong experience in digital marketing
- Excellent communication and interpersonal skills
- The ability to meet deadlines and produce high quality work
- Analytical and critical thinking skills
- A flare for creative and innovative marketing messaging and the ability to translate ideas into creative briefs
- The ability to take a values-based approach to mahi and team engagement

## Waiaro | Be

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

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

**Mana tāngata:** Contribute to a connected, creative, compassionate workplace, where teams are committed to growth, learning and achieving our shared purpose. Create a safe

environment for learning and development, in all you do, including Te Tiriti, equity, academic and professional excellence. Recognise kaimahi and whānau wellbeing are interconnected, when we support personal and professional growth we contribute to Te Oranga/participation in society.

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## **Ngā Hononga Mahi | Working relationships**

**Internal:** All internal departments, Senior Leadership Team, Executive Leadership Team

**External:** Suppliers, Stakeholders

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** 1 direct report

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# Marketing Specialist

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## Kaupapa | Purpose

Support marketing and campaign delivery. A Marketing Specialist supports the Marketing and Campaign Lead and the wider team in executing the annual marketing strategy to achieve organisational KPIs and objectives. This role involves championing the Wintec brand, collaborating with key suppliers, and providing administrative support to ensure the smooth operation of marketing team activities.

**Reports to:** Marketing and Campaign Lead

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA Band 4 (\$65,000 - \$85,400)

**Date:** May 2025

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## Ngā mahi | Do

- **Be an active member of the marketing team:** Contribute to team discussions, collaborate on projects, and support the overall goals and initiatives of the marketing team.
- **Assist in executing the marketing strategy:** Support the Marketing and Campaign Lead and wider team in implementing the annual marketing strategy to achieve organisational KPIs and objectives. Including providing specialised Digital marketing support to the wider business
- **Champion the Wintec brand:** Act as an advocate for the Wintec brand, ensuring all marketing activities reflect the organisation's values and maintain brand consistency.
- **Work with key suppliers:** Collaborate with external suppliers and partners to support the delivery of marketing initiatives and campaigns effectively.
- **Provide general marketing support:** Where required, offer administrative support for marketing activities, including scheduling, coordinating resources, managing documentation, and assisting with day-to-day marketing operations.

- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments (e.g. International, support services) as required.
- **Ensure Brand Consistency:** Work with the rest of the Marketing and Engagement team to champion the Wintec brand, ensuring all creative outputs across channels adhere to established brand guidelines and maintain a consistent tone, look, and feel.

### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

### **Other duties**

- Performs other duties as may be reasonably required from time to time.

## **Demonstrate commitment to:**

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

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

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

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

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## **Pūkenga | Have**

- Tertiary qualification in marketing, communications and/or business, or relevant experience
- 2-3+ years' experience in a marketing environment
- Experience in planning and supporting the delivery of marketing plans
- An understanding of and experience in digital marketing, including Meta and Google Ads
- An understanding of consumer needs and market trends and how to apply them to marketing strategies
- A flare for creative and innovative marketing messaging and the ability to translate them into seamless creative brief
- Excellent communication and interpersonal skills
- The ability to meet deadlines and produce high quality work
- The ability to take a values-based approach to mahi and team engagement

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## **Waiaro | Be**

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

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

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

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

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

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## Ngā Hononga Mahi | Working relationships

**Internal:** All internal departments

**External:** Suppliers, stakeholders

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** [NIL]



# Graphic Designer

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## Kaupapa | Purpose

The Graphic Designer is responsible for creating high-quality visual materials that align with design briefs and maintain brand consistency across all outputs. Reporting to the Creative Lead, this role contributes to the development of creative concepts and ensures designs reflect current industry trends and audience preferences.

**Reports to:** Creative Lead

**Team:** Wintec | Te Pūkenga Marketing & Engagement Team

**Remuneration:** IEA Band 4 (\$65,000 - \$85,400)

**Date:** May 2025

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## Ngā mahi | Do

- **Be an active member of the Marketing team.** Contribute to discussions, collaborate on projects, and support the overall deliverables of the Marketing team.
- **Create a Range of Brand Collateral:** Design high-quality visual materials that align with provided briefs and meet the needs of various stakeholders across the institute, including domestic and international recruitment, and support services.
- **Internal departments:** Work with key Marketing and Engagement team members to provide expert support and marketing advice to internal departments (e.g. International, support services) as required.
- **Collaborate on Creative Concepts.** Work closely with the Creative Lead to develop and refine design concepts that align with strategic objectives and enhance the brand
- **Ensure Brand Consistency:** In collaboration with the Creative Lead, act as custodians of the Wintec brand and sub-brands, ensuring all creative outputs across channels adhere to established brand guidelines and maintain a consistent tone, look, and feel.
- **Contribute to content gathering projects:** Where required, work closely with the Creative Lead to support photo shoots and other outsourced work.

- **Stay Current with Industry Trends:** Keep up to date with design tools, trends, and audience preferences, incorporating new ideas and techniques into your work to keep designs fresh and relevant.

### **Health, Safety and Wellbeing**

- Significant hazards in the area of responsibility are identified, documented and reviewed annually or as new hazards emerge;
- Significant hazards are eliminated, isolated and/or risk minimised;
- Staff in the area of responsibility are involved in the hazard management process;
- Relevant health and safety training is identified and completed for key staff and those with specific job/training requirements;
- Work accidents and incidents are reported as soon as possible after occurrence; investigation reports are completed and recommendations considered.

### **Wintec culture**

- Observes Wintec's mission, strategies, priorities and values in all activities;
- Follows all Wintec and Te Pūkenga's policies and procedures and legislative obligations;
- Demonstrates an understanding and commitment to the principles of the Treaty of Waitangi and Equal Employment Opportunities (EEO);
- Demonstrates an understanding of and commitment to Wintec | Te Pūkenga mission, strategies, priorities and values;
- Promotes equity and diversity in the workplace; builds mutual trust; and treats kaimahi equitably, transparently, fairly and in a culturally appropriate manner;
- Undertakes continuous improvement and development of systems, procedures and service to ensure Wintec maintains and develops its position as a leading provider of vocational education and training.

### **Other duties**

- Performs other duties as may be reasonably required from time to time.

### **Demonstrate commitment to:**

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

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

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

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

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## **Pūkenga | Have**

- Tertiary qualification in Graphic Design, or relevant experience
- Minimum 2+ years Graphic Design experience
- Extensive knowledge of Adobe Creative Suite
- Print production and pre-press knowledge
- Hands on experience with image editing software
- Strong aesthetic skills
- High attention to detail
- The ability to take a values-based approach to mahi and team engagement

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## **Waiaro | Be**

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

**Connected:** Integrate waiora-sustainable thinking into your everyday mahi, meeting the needs of the present, without compromising our ability to meet our needs for the future. Embrace the interconnectedness of environmental, social, economic and cultural wellbeing.

**Collective:** Seek progress over perfection, moving forward with aroha, empathy and persistence. Maintain a focus on results and delivery to build a sustainable, world class, vocational education and training network. Lean into transformation, challenge the status



quo and choose courage over comfort to create better results for Wintec | Te Pūkenga, employers, ākonga and their whānau.

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

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

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

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## Ngā Hononga Mahi | Working relationships

**Internal:** All internal departments

**External:** [None]

**Resource delegations and responsibilities:**

**Financial:** [NIL]

**People:** [NIL]