

STRICTLY CONFIDENTIAL

**Wintec | Te Pūkenga
Māori Achievement Unit
Decision Document**

June 2025

Distribution:
Executive Leadership
Senior Leadership
People and Culture Team
TIASA
TEU
Māori Achievement Unit

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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 Māori Achievement Unit (MAU) was included, we received substantive feedback relating to the proposed structure for the MAU. Following careful consideration of this feedback, a further proposal for consultation was presented.

The proposal and second phase of consultation was managed directly with the Māori Achievement Unit (MAU) and was not intended to be shared with the wider Corporate and Support Services teams. The distribution of the decision document is only 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 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	Numbers
Number of positions confirmed disestablished	1
Number of positions confirmed minor change	7
Number of confirmed new roles	0

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

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 Māori Achievement Unit consultation, we received seven feedback submissions. The table below contains the themed feedback; 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.

Summary of feedback	Response
Kaimahi supports the proposed changes for MAU regarding the disestablishment of Director of MAU position and retaining the Kaihautū position.	Thank you for the support and we appreciate the time taken to put through your submission.
Kaimahi expressed they were not in full support of the structure as it pertained to MPTT, however understood the current environment of Wintec.	Thank you for the support and we appreciate the time taken to put in your submission and understanding in relation to the MPTT structure remaining as it currently is.
<p>Kaimahi supports the proposed changes for MAU regarding the disestablishment of Director of MAU and retaining the Kaihautū position. This structure will enable the directorate to align easier to the new strategic pillars and strategic direction of Wintec over the next 5-10 years.</p> <p>There is scope to better align our projects to internationalisation while also rethinking the mahi that we offer across other Pou. With the Kaihautū functions having a dedicated purpose to focus on strategic initiatives across Wintec, these are better suited within our current climate.</p> <p>Having an equal number of Kaiārahi across each of our Kaihautū, will enable easier access to project completion. Would there be a mapping exercise that is strengths based, to ensure we have the right Kaiārahi across projects, whilst also ensuring room for growth and development?</p>	<p>Thank you for your feedback and we appreciate the time and effort you have put into your submission.</p> <p>We will ensure that the strengths of individuals are considered when allocating projects to Kaiārahi as part of the work planning process and ongoing conversations within the team. These conversations will continue beyond the release of this decision document to ensure we have alignment and clarity across the team. During these conversations we can also look at 'if' or 'how' we align our projects to internationalisation.</p>
Kaimahi agrees and supports the new proposal for MAU - being the retainment of the vacant Kaihautū and disestablishment of the Director Māori Achievement. The new proposed structure will result in an increase in work planning and delivery efficiency, an increase in flexibility and responsiveness- the new proposed structure should allow for the team to respond more effectively to changes in	Thank you for your feedback, we appreciate the time and effort you have put into your submission and support for the structure.

Summary of feedback	Response
workload and priorities, an increase in clarity regarding roles and responsibilities within the MAU, and a new structure that is easy to understand for kaimahi in the wider organisation.	
Kaimahi supports the Māori Achievement Unit change proposal to disestablish the director of Māori achievement and taking direction from our current Kaihautū. Kaimahi has concerns regarding the timeline that this process will take. Anything that can be proposed for this change to be actioned not delayed, will help provide a more secure safe space.	Thank you for sharing your feedback openly and honestly. We are mindful of change on the team and we have provided a timeline within the decision document for your reference. We intend to follow this timeline as closely as possible; however, should any adjustments be necessary, we will keep you informed accordingly.
<p>Kaimahi supports the proposal but also suggests other alternative structures.</p> <p>Option 1: All Kaiārahi to report to 1 member of SLT, that SLT member responsible for supporting Kaiārahi to align key tasks to the strategic pou, based on strengths, and then secondary tasks, based on opportunities for growth and new pathways.</p> <p>Option 2: One Kaihautū responsible for the strategic direction of the Pouārahi Directorate (reporting, EER equivalent data and evidence collection and engagement with SPE and Pouārahi SLT (as an example)). No direct reports to this specific Kaihautū, all Kaiārahi evenly spread between the other two Kaihautū.</p> <p>An alternative structure could be the following: Disestablish both the Director MAU and Kaihautū (vacant) roles and replace with another Kaiārahi. This would be both a cost-saving exercise and enable greater use of day-to-day implementation of Māori Achievement initiatives and Tiriti partnership goals (a responsibility of Kaiārahi).</p>	<p>Thank you for your feedback. We appreciate the time, thought and effort you have invested in your submission.</p> <p>While we acknowledge the alternative structures proposed, our decision is based on our ability to build leadership capability across our structure, a focus on collective leadership, strengthened partnerships across the organisation and a shared strategic direction. This is best supported by the structure outlined in this decision document.</p>
<p>Proposed Structure in Change Document:</p> <ul style="list-style-type: none"> Kaiārahi are split across business streams and report to different Kaihautū. <p>Kaiārahi Proposed Structure:</p> <ul style="list-style-type: none"> All Kaiārahi report directly to the Pouārahi Māori. <p>Rationale for the proposed reporting line change:</p>	<p>Thank you for your feedback. We appreciate the time, thought and effort you have invested in your submission.</p> <p>While we acknowledge the alternative structures proposed, our decision is based on our ability to build leadership capability across our structure, a focus on collective leadership, strengthened partnerships across the organisation and a shared strategic direction. This is best supported by the structure outlined in this decision document.</p>

Summary of feedback	Response
<ul style="list-style-type: none"> • Personal growth, working to strengths and future opportunities as aspiring Māori Leaders • Leveraging strengths across the team for facilitation, planning, governance, and relationship building • Responsiveness and continuity across the organisation with increased mobilisation and support • Enhanced organisational visibility and relationship building across the organisation and collaboration with leadership, external stakeholders and other directorates <p>This feedback is submitted to align with their hopes for long term goals of leadership development, agility and collective contribution.</p>	

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Final Decisions

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

Proposal

The proposal provided for consultation proposed a new structure and changes to positions and FTE for MAU as a result of feedback received through the recent Corporate and Support Services change review. The proposed changes are intended to contribute to the overall financial viability of Wintec, realise efficiencies, realign functions, and create collective leadership across MAU to effectively deliver locally on our strategy and workplan.

Rationale for Change

The consistent rationale for change across the recent corporate service areas review, of which MAU 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.

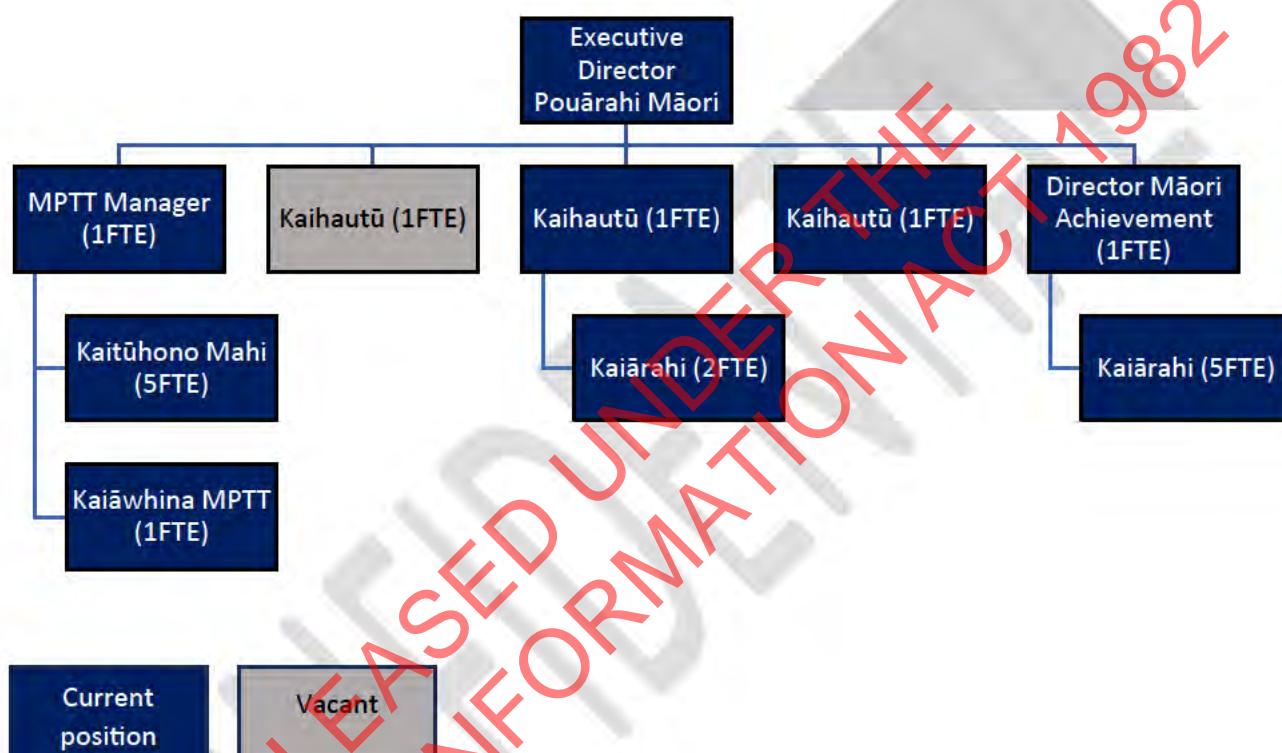
Change and financial initiatives to date

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

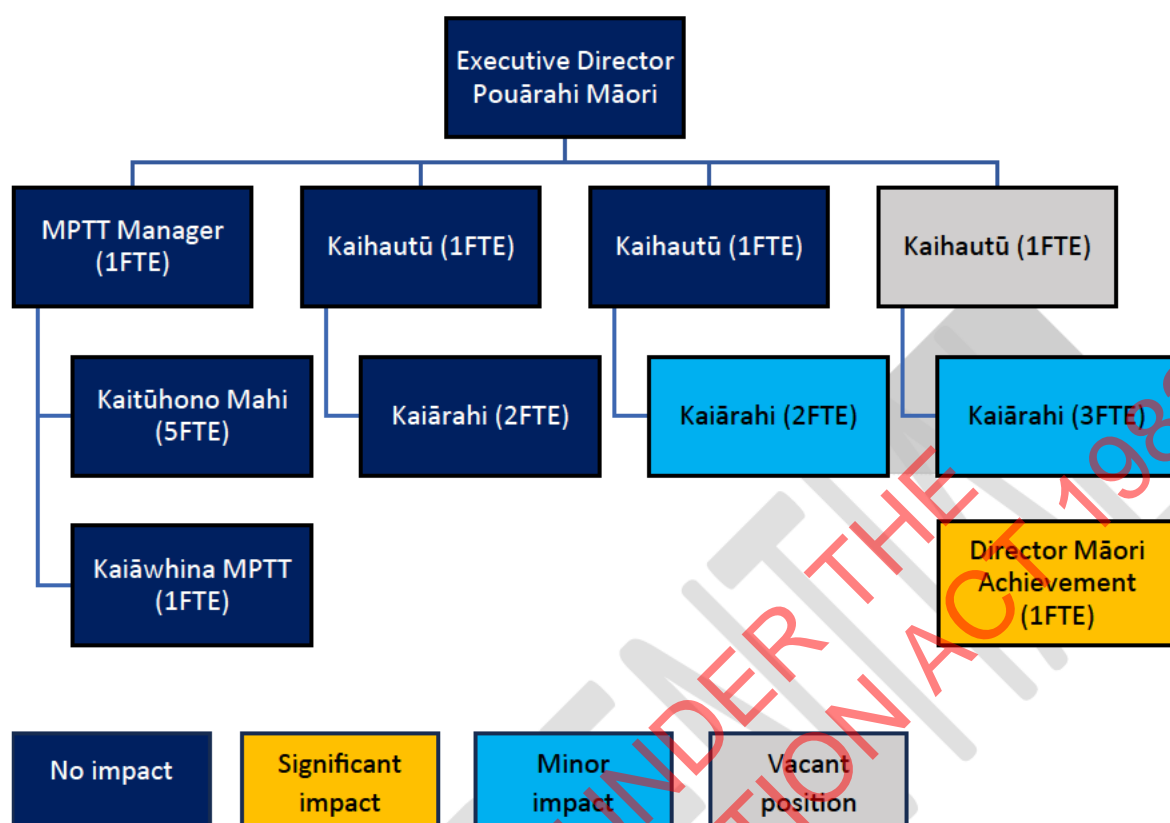
Current structure



In applying this rationale, it was proposed to:

- Disestablish the Director of Māori Achievement position
- Retain the Kaihautū position that is currently vacant
- Reporting line changes for Kaiārahi
- Responsibility change for Kaihautū

Proposed Structure Organisation Chart



While there has been a redistribution of the work undertaken by the vacant Kaihautū role, feedback received through the Corporate and Support Services proposal provided a different way for us to structure our team, provide collective leadership across a number of roles while partnering with the organisation and providing strategic direction for MAU.

The Director Māori Achievement role was established to position the Māori Achievement Unit (MAU) for alignment with potential shared services at a regional or national level. Through *Tāraia te Anamata / Creating Our Futures*, Wintec was included in a regional directorate, and two senior Māori leaders from the MAU were successful in securing regional roles within that structure.

With the shift towards becoming a standalone institution, the need for the Director of Māori Achievement role has been reassessed to ensure better strategic alignment, an enabling structure for collaboration across the team and organisation, and financial sustainability. Feedback received through the Corporate and Support Services proposal has provided an opportunity to structure the team differently focusing on collective leadership, strengthened partnerships, and shared strategic direction rather than a single senior leadership appointment.

It is proposed to disestablish the Director Māori Achievement role and retain the Kaihautū position, which holds the same strategic and operational responsibilities. Keeping this role and proceeding to fill this vacancy provides the opportunity to better align strategic and operational support to the organisation's strategic pou and direction, while also strengthening specialist skills, knowledge, and collaboration across the team and organisation.

In this context, splitting the responsibilities of the Director Māori Achievement role creates opportunities for the Kaihautū to have a small team of Kaiārahi that enables them to focus on specific strategic initiatives and enables Kaiārahi to lead implementation efforts. This proposal aligns

initiatives with specific portfolios and reinforces our commitment to Māori achievement and Te Tiriti, while incorporating other strategic areas previously aligned with Tōia mai portfolios.

Additionally, this proposed structure develops leadership capability across our structure and moving towards a collective leadership model demonstrates the trust and mana we place in these positions as role models for our team, kaimahi and ākonga.

Proposed Impacts

The following table outlines the terminology of the proposed change.

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 disestablished and one or more of the following may apply: <ul style="list-style-type: none"> Proposed disestablishment Proposed disestablishment with ability to be considered for potential redeployment into available positions 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
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 minor changes: <ul style="list-style-type: none"> Change in reporting line Change in responsibilities Change in position title
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.

The proposal included the following impacts. There were originally 1FTE positions proposed to be disestablished. The below table outlines the proposed changes.

Table 2: Proposed changes

Position	FTE	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Director of Māori Achievement	1.0	Disestablished	Position not included in proposed structure. Incumbent may apply for available positions in structure.	Responsibilities of this position and the Kaiārahi direct reports will be split between the three Kaihautū positions to align strategic and operational support, as well as resource, to the organisation's strategic pou.

Position	FTE	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Kaiārahi	5.0	Minor change	Change in reporting line to a Kaihautū position	Each Kaihautū would have a small team of Kaiārahi to support the strategy and portfolio of work assigned to each team.
Kaihautū	2.0	Minor change	Position to have direct reports	Kaihautū would have two or three Kaiārahi reporting to them.

Decision

Following the consideration of the feedback provided, this section presents the confirmed structure and associated decisions regarding any 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:

- Disestablish the Director Māori Achievement position
- Retain the vacant Kaihautū position
- Change in reporting line for Kaiārahi to report across three Kaihautū
- Kaiārahi reporting lines to be distributed across Kaihautū positions

The decision to disestablish the Director Māori Achievement role and retain the Kaihautū position will create stronger alignment with the organisation's strategic pou and direction. It also enhances specialist skills, knowledge, and collaboration across the team and wider organisation. By splitting the responsibilities, the Kaihautū will be supported by a small team of Kaiārahi, enabling greater focus on key strategic initiatives while empowering Kaiārahi to lead the implementation of actions within specific portfolios. This strengthens our commitment to Māori achievement, Te Tiriti o Waitangi, and the alignment of work across the organisation.

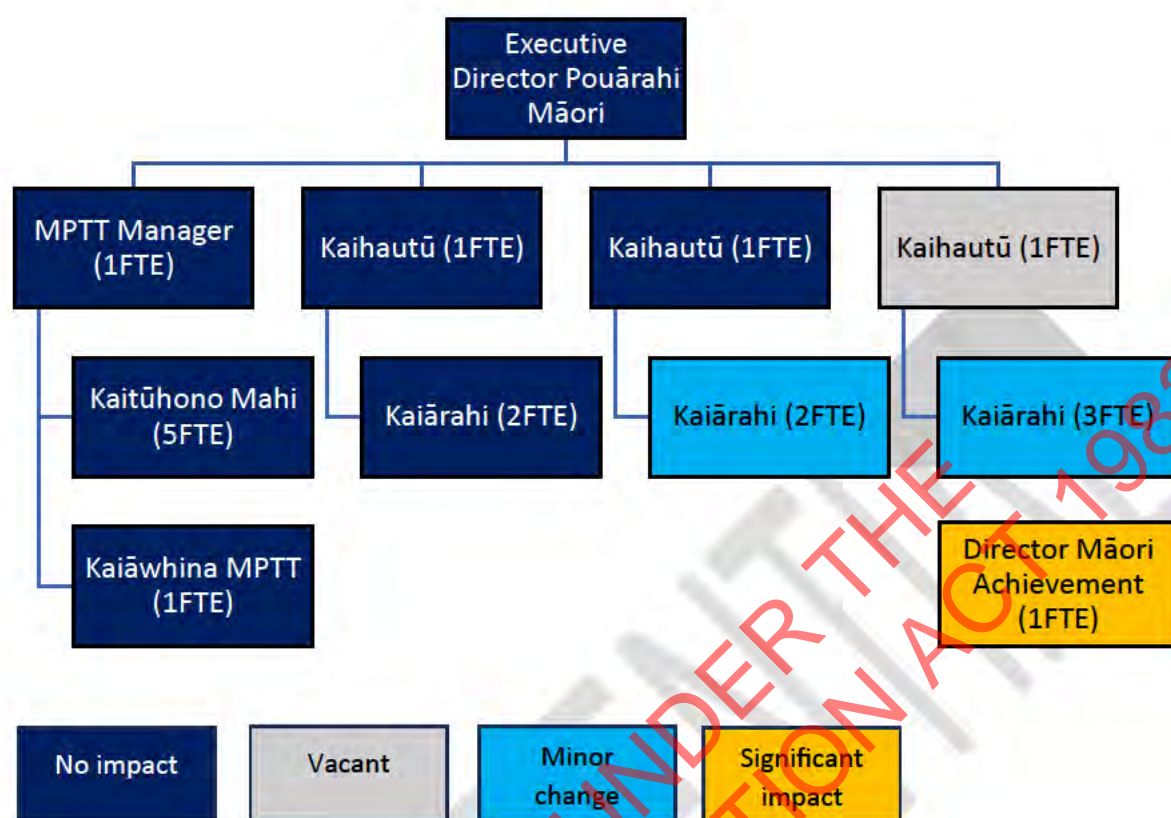
The confirmed structure also develops leadership capability and moves MAU towards a collective leadership model that reflects the trust and mana placed in these roles. Through this approach, the Kaihautū and Kaiārahi are positioned as role models for both kaimahi and ākonga, fostering stronger outcomes, deeper collaboration, and a shared commitment to excellence. Ultimately, these changes also support Wintec's broader journey towards financial sustainability.

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.

There have been no changes following feedback. Overall, the feedback received has been supportive of the proposed structure and the direction for the area.

Confirmed structure organisation chart/s



Confirmed impacts of change

Below is the list of confirmed impacted positions

Table 4: Confirmed impacts of change

Position	FTE	Outcome for role	Description	Rationale and what happens to the work the role is doing.
Director Māori Achievement	1.0	Disestablished	Incumbent may apply for the vacant Kaihautū position in structure	Responsibilities of this position, and the Kaiārahi direct reports, will be split between the three Kaihautū positions to align strategic and operational support, as well as resource, to the organisation's strategic pou.
Kaihautū	1.0	Retain vacant position	Advertise to fill this vacancy as outlined in the selection process	Position retained and will absorb some of the responsibilities of the Director Māori Achievement position, along with the other Kaihautū positions.
Kaihautū	2.0	Minor change	Change in responsibility to have direct reports	Kaihautū would have two or three Kaiārahi reporting to them.

Position	FTE	Outcome for role	Description	Rationale and what happens to the work the role is doing.
				This role will absorb some of the responsibilities of the Director Māori Achievement position.
Kaiārahi	5.0	Minor change	Change in reporting line for the Kaiārahi to report to a Kaihautū	Each Kaihautū would have a small team of Kaiārahi to support the strategy and portfolio of work assigned to each team.

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
	Hui with impacted kaimahi including:
w/c 23 June	<ul style="list-style-type: none"> - present decision document and process - individual letters issued - team hui
w/c 30 June	Selection process for contestable positions conducted (if required)
w/c 14 July	Final decisions post selection process (if required) confirmed and communicated.
30 July 2025	New structure effective

Redeployment and Selection Process

Vacant position

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](#)). 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 on to shortlist, assess 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

The feedback was supportive of the proposed selection criteria and no changes to the confirmed criteria below.

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 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 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 MAU 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.

Once we have appointed to the Kaihautū position, our commitment to our MAU team is to have a planning session to discuss the portfolios of work and strategy for MAU moving forward in line with the new structure. This will be an opportunity for kaimahi to speak to their strengths and areas they would like to develop alongside each of the portfolio areas. This will help to determine the specific portfolio for each Kaihautū and the Kaiārahi that would report to them.

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.

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.

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 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>

STRICTLY CONFIDENTIAL

**Wintec | Te Pūkenga
Centre for Business and Enterprise
School of Media Arts
Decision Document**

July 2025

Distribution:
Executive Leadership
Senior Leadership
People and Culture Team
TIASA
TEU
Centre for Business and Enterprise
School of Media Arts

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Introduction

The decisions outlined in this document have been approved by the Wintec Executive Leadership Team.

Ngā mihi

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Executive Director – Teaching and Learning

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Overview

Background and rationale for change.

Financial viability for 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 required it 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. More detail is outlined below as we go through the individual rationale for change.

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.

The following areas are included in this proposal:

- Centre for Business and Enterprise (CBE)
- School of Media Arts (SoMA)

The list above does not include all areas under the Group Director – Creative, Foundation, Education, Business and IT. The specified areas within this Group Directorate that have been selected to undergo a review at this time are for the following reasons:

- There has been a reduction in the number of kaiako in the Centre for Business and Enterprise as part of the 2024 change programme
- The Built Environment team is proposed to move to SoMA
- Alignment of people and resource for both SoMA and CBE

We anticipate there may be further reviews, and other areas may be included in those reviews as we work towards being a stand-alone organisation. Any further review will align with the financial viability and sustainability objectives for Wintec, as per our government directives.

Summary of Confirmed Changes

Impact	Numbers
Number of positions confirmed disestablished	1
Number of positions confirmed minor change	50
Number of confirmed new roles	0

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

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.

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 business division and decisions are made on stand-alone entities and the federation.

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 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. Business divisions will continue to demonstrate they have continued to engage sufficiently with local communities so that they are empowered to make informed decisions.

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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.

Feedback

Through the CBE and SoMA consultation, we received 18 feedback submissions. The table below contains the themed feedback, responses and any decisions made in relation to these.

Feedback themes	Response
Kaimahi wellbeing and change fatigue <ul style="list-style-type: none"> Kaimahi are experiencing stress due to repeated changes, communication they feel is unclear, and timing that they felt clashed with other organisational requirements. Many expressed emotional exhaustion and concern for their colleagues, especially those facing role disestablishment. Due to the aforementioned change fatigue, it was recommended that actions which resulted in the least changes in reporting lines and other departures from the current status quo were prioritised. 	<p>We acknowledge the challenges that kaimahi have faced over the past several years with ongoing changes. We have attempted to communicate as clearly as possible the process and proposed changes, while also respecting the privacy of those who are directly involved in the process. Supports are available through the EAP programme, and via managers and PCW, if kaimahi wish to access them.</p> <p>Considering feedback about prioritising approaches which reduced reporting line changes, the final outcome aims to maintain as many of the current reporting lines as possible.</p>
Equity and sustainability of Team Manager (TM) roles <ul style="list-style-type: none"> The proposed reduction in TM roles was seen by some as unsustainable. Full Time Equivalent staffing (FTE) of direct reports alone was not seen as a sufficient measure of TM workload: headcount, the complexity of managing part-time staff, diversity and numbers of programmes, and compliance responsibilities should be considered too. TMs were described as essential to team cohesion, academic support, and operational continuity. 	<p>We agree that TM roles are essential to the teams they work with.</p> <p>We have revised the TM portfolio changes to reflect a greater focus on headcount and programme numbers. We acknowledge that the TMs are managing inequal numbers of programmes, but we note that due to the subject groupings of many of these - it is not possible to achieve similar numbers of programmes for each TM.</p>
Placement of Built Environment <ul style="list-style-type: none"> Much of the feedback relating to Built Environment suggested that it belongs with Trades at Rotokauri, not Business or SoMA. Frequent changes in management have disrupted team stability, ākongā experience, and programme identity. Facilities, pedagogy, and professional expectations were seen as aligning better with Trades. 	<p>We have investigated the potential of moving Built Environment programmes to the Rotokauri Campus and including them in the Trades, Engineering, Primary Industries, Sport Science & WTA Group. Due to computer lab space constraints on the Rotokauri Campus, and the high cost of implementing additional labs on that campus, it is not feasible to move these programmes off the City Campus.</p> <p>We acknowledge that multiple changes of managers over the past several years has not been ideal for the Built Environment team.</p>

<p>Continuity and programme-specific expertise</p> <ul style="list-style-type: none"> • Kaimahi value managers who understand their specific programmes and teaching contexts. • Management continuity is seen as vital for maintaining trust, supporting development, and ensuring quality delivery. • Frequent management changes were seen as having negatively impacted team cohesion and progress. 	<p>We acknowledge that managers being familiar with programmes and industry sectors is advantageous. Due to current ākonga numbers and the financial constraints we are facing, we are not in a position to have TMs who only manage areas for which they hold subject matter expertise.</p> <p>When making decisions about team allocations to managers we have worked to maintain as many of the previous programmes under the same managers as possible, thus retaining expertise and continuity.</p> <p>We also note that with the support of subject matter experts, particularly PASMs, managers can rapidly develop a working understanding of new sectors.</p>
<p>Communication and consultation</p> <ul style="list-style-type: none"> • The change proposal process was viewed by some as rushed, top-down, and lacking transparency. • Some managers felt excluded from early planning stages and believe their expertise could have led to better outcomes. • There were calls for a more collaborative, co-designed approach to change management. 	<p>We have used a formal change process to ensure we are consulting with impacted kaimahi before any final decisions are made. This includes providing the proposal with detail including our rationale for the change, sharing of information, selection criteria, recruitment and selection processes, and allowing time for feedback.</p> <p>In this case, we provided a two-week consultation period and a mechanism for feedback through MS Forms.</p> <p>We understand some felt the timeframe was short and we will take the feedback on board for any future reviews.</p> <p>Our change process follows employment legislation and case law best practice and while we appreciate some kaimahi wish to be included earlier in the planning stages, the organisation was not in a position to do this with our Team Managers due to the significant impact that was proposed.</p>
<p>Organisational identity, trust, and morale</p> <ul style="list-style-type: none"> • Some kaimahi indicated feeling undervalued and disconnected from leadership. 	<p>We acknowledge that any change process provides challenges to connection and senses of institutional valuing of those who are</p>

<ul style="list-style-type: none"> Some feedback indicated a perception that TMs are not trusted or empowered to lead strategically. Morale is at risk, and there are fears of further staff attrition if trust is not rebuilt. 	<p>involved. In addition to this, we are very aware that Wintec kaimahi have been through multiple changes over the past several years, and that this has ongoing impacts on morale and trust.</p> <p>We value the operational and strategic contributions our TMs make however; Wintec's approach is not to include those people who are impacted by a change proposal in the development of that proposal. For this reason, the TMs were not included in its development.</p> <p>Based on feedback, we have gone with the groupings of programmes that is the least disruptive for kaimahi and TMs.</p> <p>Our TMs will be vital to ensure the transition of our kaimahi into new areas or reporting lines is completed with compassion, care and thoughtfulness. We will meet with the TMs to discuss how we best do this moving forward. The Group Director and PCBP will support the teams to do this.</p>
<p>Impact on ākonga and programme quality</p> <ul style="list-style-type: none"> Reduced TM support and management changes are seen by some as threats to teaching quality, student engagement, and programme delivery. There were concerns about potential class cancellations, compliance delays, and diminished support for international recruitment as a result of reductions from two to one TM in CBE. 	<p>The focus of this change process is on bringing about equitable workloads for the TMs in the impacted areas. Mitigations for any specific TM workload elements that are considered to be at risk because of this change decision can be discussed with the Group Director.</p> <p>We reviewed equitable workloads of those in our impacted areas. The managers within this directorate, who were not part of the proposal, have a FTE range from 9.6 – 14. What we have taken into consideration for TMs are:</p> <ul style="list-style-type: none"> - some have proportional roles - complexity of the programmes - high W&S / compliance programme factors - large ākonga numbers
<p>Constructive alternatives and solutions</p> <ul style="list-style-type: none"> There were multiple suggestions of alternative ways of achieving an equitable distribution of workload that would be less disruptive than that which had been proposed. These included: <ul style="list-style-type: none"> ○ Reuniting Built Environment with Trades. 	<p>We thank kaimahi for these suggestions, and have, where practicable, included these in the decision document.</p> <p>Redeployment options will be discussed with impacted kaimahi following the</p>

<ul style="list-style-type: none"> ○ Redistributing responsibilities based on programme complexity (rather than FTE). ○ Delaying implementation to align with academic cycles (ie. Implementing at the end of the year). ○ Including redeployment pathways and verbal feedback options. 	<p>implementation of a selection process, if required.</p> <p>While delaying implementation of changes would reduce disruption, delays also reduce the cost savings we are able to achieve.</p> <p>The Group Director was available to meet with impacted parties throughout, particularly during the 1:1 hui with TMs. We offered a scheduled meeting midway through consultation for kaimahi to attend in person, as well as the MS feedback form.</p>
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Proposals presented during consultation and rationale

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.

The rationale for change across both the SoMA and CBE areas are:

- To assist Wintec in achieving financial viability in 2025 and enable the financial sustainability of Wintec into the future.
- To improve efficiencies while maintaining an equitable workload for Team Managers across the Group Directorate, this includes the number of direct reports for each Team Manager.
- To right size 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.

Steps taken over the last few years to support Wintec's overall financial viability and right sizing of the organisation have included several initiatives which are outlined in the proposal document.

Centre for Business and Enterprise proposal

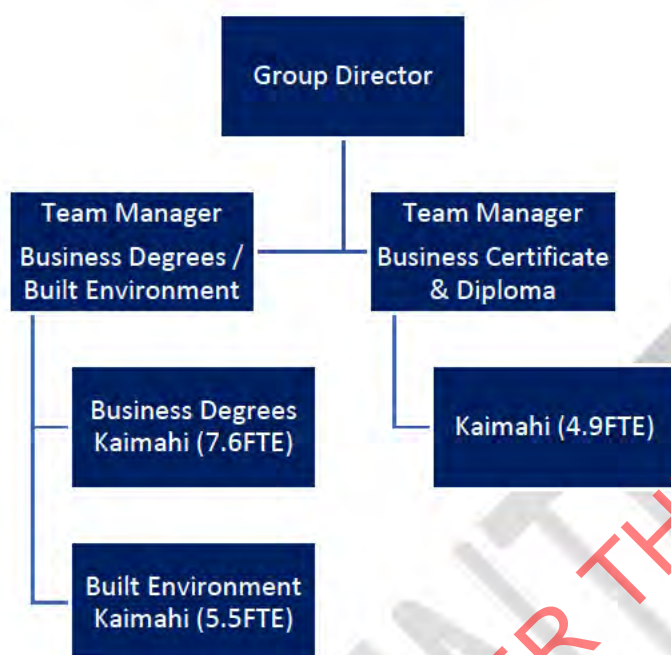
Background and context

Team Managers in CBE manage a range of programmes from Level 3 to Level 9, covering fields related to business administration, accounting, management, architectural technology and quantity surveying. They have responsibility for management and performance of kaimahi, quality and delivery of academic programmes, relationships with stakeholders, and management of budgets.

2024 Programme Viability Review Change Processes for the programmes offered by CBE resulted in a reduction of the number of occurrences of modules offered, enabling more cost-effective delivery of all existing qualifications. One of the outcomes of this was a reduction of nine kaiako (8.0 FTE).

As a result of this, the two CBE Team Managers are now together responsible for 20 kaiako (18 FTE). This includes an additional six Built Environment kaiako (5.5 FTE) that were not involved in the 2024 Programme Viability Change Process.

Current structure



- Business Degrees Kaimahi includes 1.0 FTE vacant as of 11 July

Table 1: Current teams and FTE

Team	Manager	FTE	Headcount
Built Environment	1FTE	5.5	6
Business Degrees, Graduate and Postgraduate Diplomas		7.6	9
Business Certificate and Diploma	1FTE	4.9	5

Development of additional programme offerings is currently underway by both Team Managers. Key activities include a proposal with ELT for consideration for a Level 4 Small Business programme, and the addition of a Supply Chain and Logistics pathway for the Master of Applied Management.

Management of delivery of STAR courses for CBE is shared across the Team Managers.

Proposed changes

Due to the reduction in the number of kaiako in CBE as part of the Programme Viability Review Change Processes 2024:

1. It is proposed that Built Environment is moved into SoMA.
2. It is proposed that we disestablish a Team Manager role, reducing the Team Managers from 2FTE to 1FTE in CBE.
3. It is proposed that the 1FTE Team Manager for CBE is responsible for:

- Both the *Business Certificate and Diploma*, and *Business Degrees, Graduate and Postgraduate Diplomas, and Masters kaimahi*
- This TM would manage NZ2452, NZ2459, TP4775, BI1401, BI1501, BI1502, BI1504, BI1506, BI1801, HB4036, HB4037, HB4041, and HB4082

Table 2: Proposed teams and FTE for one Team Manager

Team	Team Manager	FTE	Headcount
Business Degrees, Graduate and Postgraduate Diplomas	1FTE	7.6	9
Business Certificate and Diploma		4.9	5
Proposed Total		12.5	14

This would achieve an equitable workload for Team Managers across the Group and supports the organisation's journey towards financial sustainability.

Proposed structure



Orange box	Significant impact
Light blue box	Minor impact
Dark blue box	No impact
Grey box	HPA fixed

- The above Kaimahi includes 1.0 FTE kaiako teaching degree and postgraduate programmes that will be vacant as of 11 July.

School of Media Arts

Background and context

Team Managers in SoMA manage a range of programmes from Level 3 to Level 9, covering fields related to hairdressing, beauty therapy, communication, contemporary art, design, music and performing arts. They have responsibility for management and performance of kaimahi, quality and delivery of academic programmes, relationships with stakeholders, and management of budgets.

Programme Viability Review Change Processes for the programmes offered by SoMA resulted in a reduction of the number of modules offered, along with a reduction in the teaching hours and student support in some areas, enabling more cost-effective delivery of all existing qualifications. One of the outcomes of this was a reduction of nine kaiako (6.2 FTE).

As a result of this, SoMA Team Managers are now together responsible for thirty-eight kaimahi (32.9 FTE). These figures include seven Hair and Beauty kaiako (6.2 FTE) who were not involved in the 2024 Programme Viability Review Change Processes.

Current structure

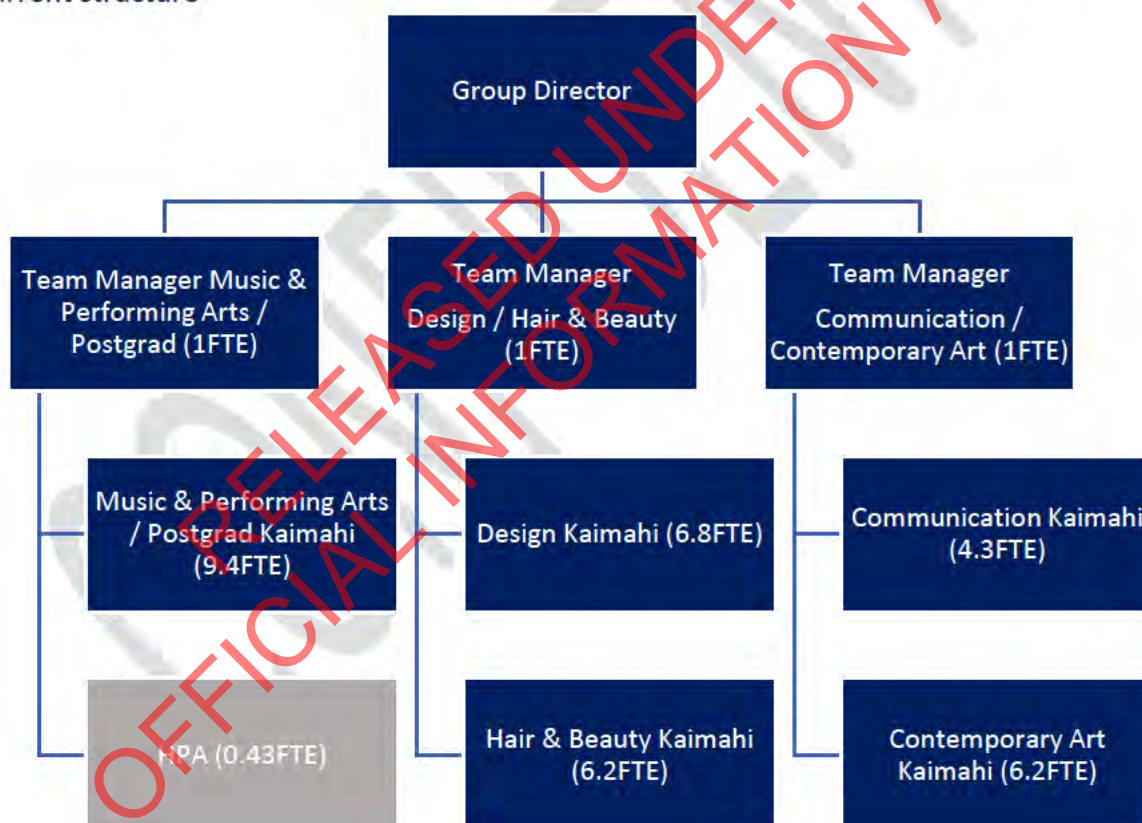


Table 3: Current team and FTE

Team	Team Manager	FTE	Headcount
Music and Performing Arts / Postgrad	1FTE	9.4	12
Design	1FTE	6.8	7
Hair and Beauty		6.2	7
Contemporary Art	1FTE	6.2	7
Communication		4.3	5

The Team Manager Music & Performing Arts / Postgrad has an additional four (0.43 FTE) HPA specialist teachers for instrumental, vocal and dance lessons.

Currently the Team Manager for Communication and Contemporary Art is the liaison for the Creative Industries stream of Te Ara Pūtake (EF1804), managed by CEFP.

Management of delivery of STAR courses for SoMA is shared across the Team Managers depending on the area of study for each course.

The Team Manager for Hair & Beauty also manages delivery of off-job training contracts for HITO, including the provision of staffing for this contract.

Proposed changes

Due to the reduction in the number of kaiako in SoMA as part of the 2024 Programme Viability Review Change Processes:

1. It is proposed that Built Environment is moved into SoMA.
2. With the proposed addition of Built Environment, it is proposed that the workload and responsibilities of the Team Managers in SoMA are redistributed and allocated as follows:
 - a) TM for Music & Performing Arts, SoMA Postgrad, and Communication would:
 - i) Manage kaimahi currently reporting to the Team Manager for Music & Performing Arts and SoMA Postgrad, and the Team Manager for Communication.
 - ii) Manage BM0001, BM0501, BM1801, BM1901, BM1903, CO0005.
 - iii) Have 13.0FTE direct reports
 - b) TM for Design and Built Environment would:
 - i) Manage kaimahi currently reporting to the Team Manager for Design and the Team Manager for Built Environment.
 - ii) Manage BM1802, NZ2416, NZ2420.
 - iii) Have 12.3FTE direct reports
 - c) TM Hair & Beauty and Contemporary Art would:
 - i) Manage kaimahi currently reporting to the Team Manager for Hair & Beauty and the Team Manager for Contemporary Art.
 - ii) Manage BM1902, NZ2411, SI1901, WT1003 and WT1020.
 - iii) Have 12.5FTE direct reports

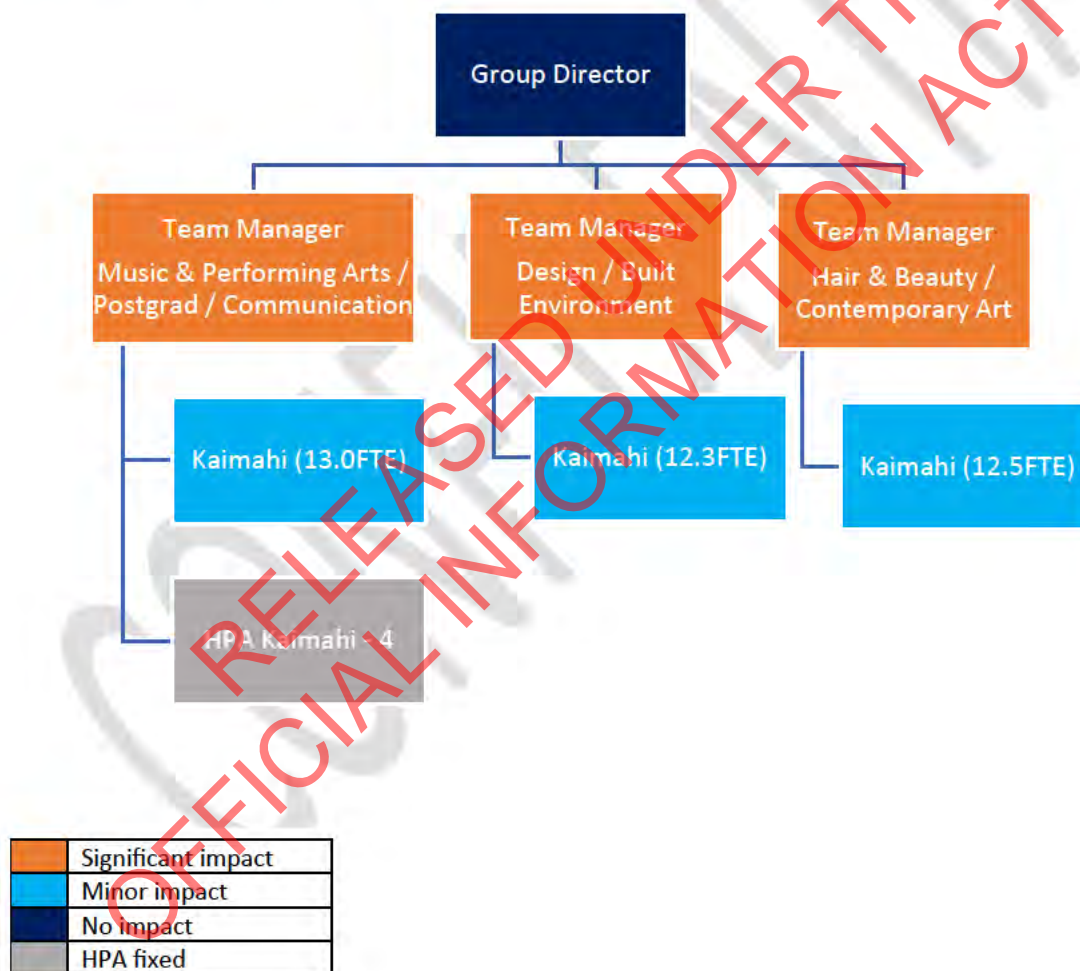
Proposed groupings for Team Manager positions

This would achieve an equitable workload for Team Managers across the Group Directorate and supports the organisation's journey towards financial sustainability. This proposed change is to reshuffle teams and is not a reduction in Team Manager FTE in SoMA.

Table 4: Proposed team and FTE

Team	Team Manager	FTE	Headcount
Music and Performing Arts / Postgrad / Communication	1FTE	13.0	17 (+ 4HPA)
Design / Built Environment	1FTE	12.3	13
Hair and Beauty / Contemporary Art	1FTE	12.5	14

Proposed structure – SoMA



Final Decisions

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 journey towards becoming a financially viable stand-alone institute.

Overall, the decision has been made to continue with some of the proposed changes as outlined to you on 16 June 2025. The specific changes confirmed are outlined on the following pages.

The following changes have been confirmed as originally proposed:

- The reduction of 2FTE to 1FTE Team Managers in the Centre for Business and Enterprise
- The selection process will commence following the decision as originally proposed
- The selection criteria are confirmed as originally proposed
- There will be minor reporting line changes for those in CBE, dependent on selection process outcome
- Built Environment will move into the School of Media Arts and there will be a reporting line change for the team to a new Team Manager.

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:

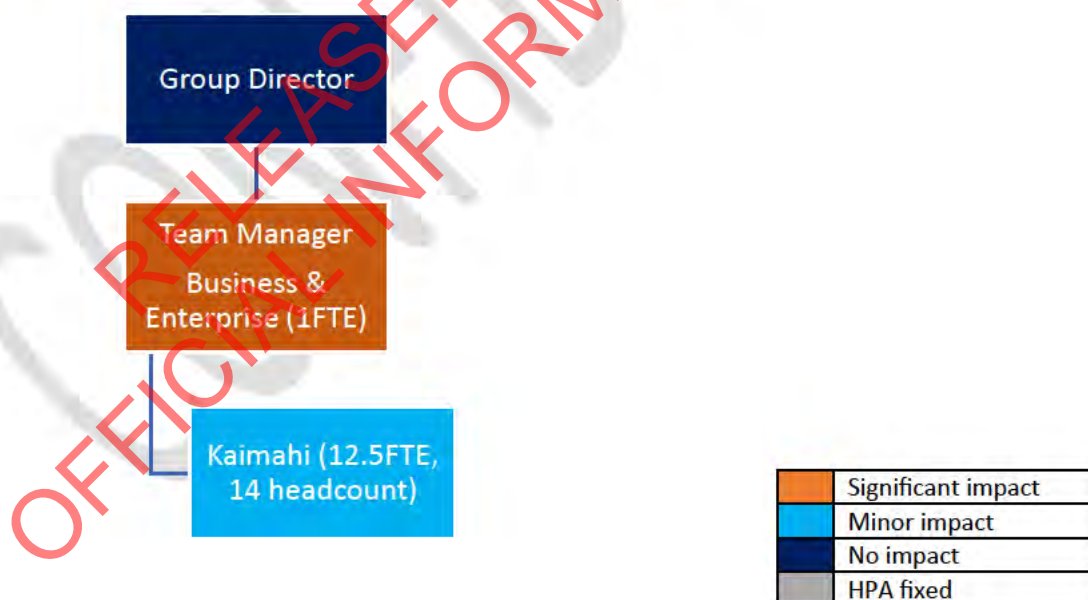
- The SoMA groupings has been changed to minimise impact on Team Managers and teams. This is outlined in the confirmed structure below.

Confirmed structure organisation chart/s

The following table outlines the terminology for the decisions made.

Change made	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 disestablished and one or more of the following may apply: <ul style="list-style-type: none"> Proposed disestablishment Proposed disestablishment with ability to be considered for potential redeployment into available positions 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
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 minor changes: <ul style="list-style-type: none"> Change in reporting line Change in responsibilities Change in position title
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.

Centre for Business and Enterprise – confirmed structure



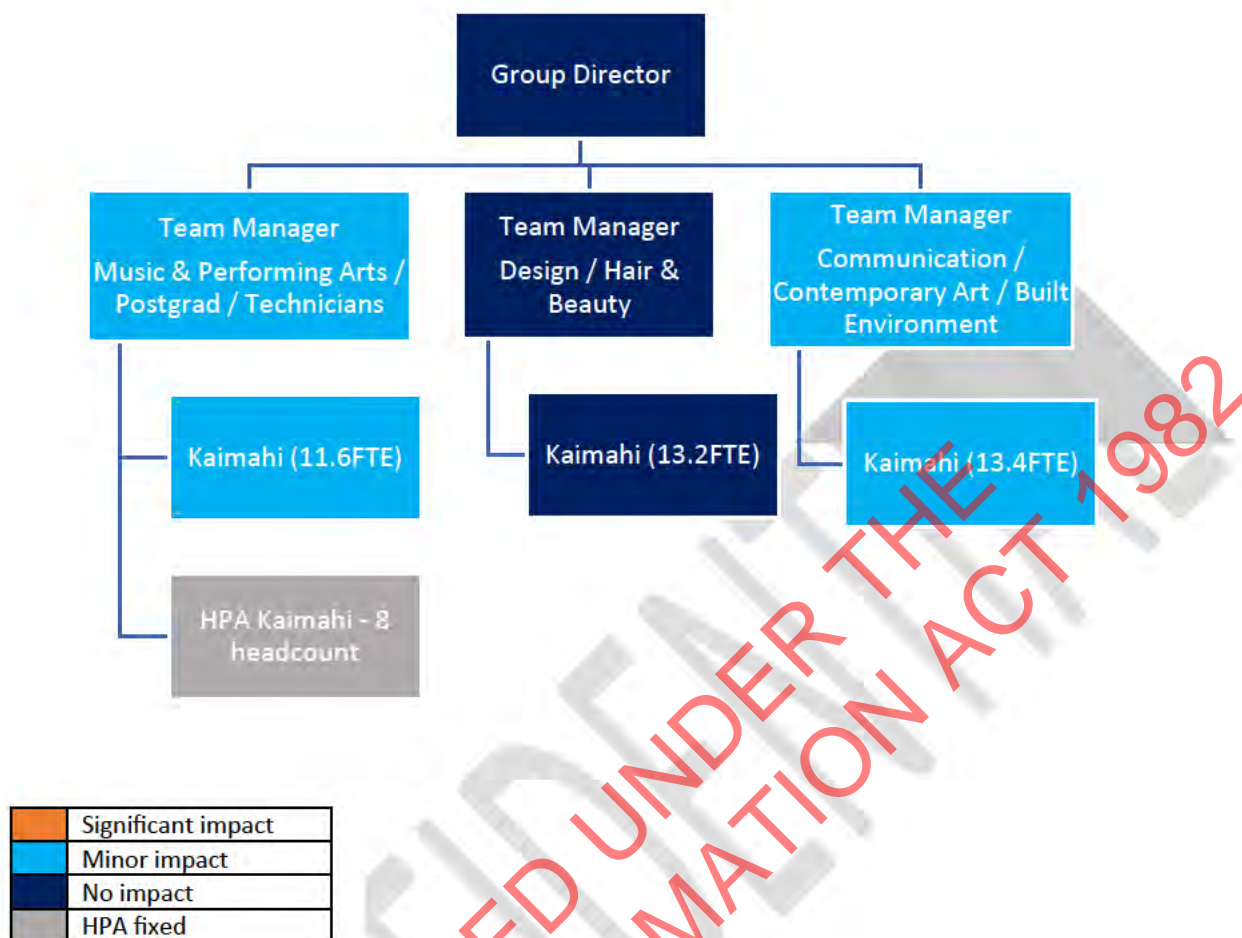
- The above Kaimahi total FTE includes 1.0FTE kaiako teaching degree and postgraduate programmes that is back-filled on a fixed term basis, pending the outcome of this change process (to offer a potential redeployment opportunity).

Confirmed impact of decision

Position	FTE	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Team Manager	1FTE	Disestablished	<p>Reduction from 2FTE to 1FTE Team Manager positions.</p> <p>The two Team Managers will go through a selection process to reduce FTE to one Team Manager.</p>	<p>Due to the reduction in kaimahi across the CBE teams there has been a corresponding reduction in the Team Management work required in this area.</p> <p>Built Environment is moving from CBE to SoMA.</p>

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School of Media Arts – confirmed structure



Confirmed groupings for Team Manager positions

This would achieve an equitable workload for Team Managers across the Group Directorate and supports the organisation's journey towards financial sustainability. This change will be the redistribution of one team to a different manager, along with changing the reporting lines of two technicians, and is not a reduction in Team Manager FTE in SoMA.

Table 4: Confirmed team and FTE

Team	Team Manager	FTE	Headcount
Music and Performing Arts / Postgrad / Technicians	1FTE	11.6	14 (+ 8HPA)
Design / Hair and Beauty	1FTE	13.2	14
Communication / Contemporary Art / Built Environment	1FTE	13.4	14

The groupings for the new teams and Team Managers is as follows:

1. TM for Music & Performing Arts, SoMA Postgrad, and Technicians would:

- Manage kaimahi currently reporting to the Team Manager for Music & Performing Arts and SoMA Postgrad, and the technicians currently reporting to Communication and Contemporary Art.
- Manage BM0001, BM0501, BM1901.
- Have 11.6FTE direct reports.

2. TM for Design and Hair and Beauty:

- There would be no changes for the Team Manager and reporting lines for the kaimahi remain as they currently are.
- Have 13.2FTE direct reports.

3. TM for Communication, Contemporary Art, and Built Environment would:

- In addition to those currently reporting to this manager, also have the Built Environment team added to their portfolio.
- The technicians currently reporting to this Team Manager would move to the Team Manager for Music and Performing Arts / Post Grad.
- Manage BM1902, BM1801, BM1903, CO0005, NZ2416, NZ2420.
- Have 13.4FTE direct reports

Confirmed impact of decision

Position	FTE	Proposed Impact	Description	Rationale and what happens to the work the role is doing.
Team Manager	3FTE	Minor impact	Reallocation and redistribution of areas in SoMA	Due to the reduction in kaimahi as a result of the 2024 Programme Viability Review Change Processes, and the addition of Built Environment to SoMA, there are minor changes in area groupings to ensure an equitable workload and direct report distribution across the Team Managers within the Group Directorate.
Kaimahi	32.9FTE	Minor impact	Reporting line change	No change in work for these roles, only a change in reporting manager for a small number of kaimahi.

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. A voluntary redundancy process may be actioned

Timeline following decisions

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

Table 6: Timelines

Date	Action
30 June – 13 July	Structure finalised and decision document prepared
w/c 14 July	Decisions communicated with impacted kaimahi including: <ul style="list-style-type: none">- present decision document and process- individual letters issued- team hui
21 July 2025	Recruitment and selection process commences
11 August 2025	Final decisions post selection process (if required) confirmed and communicated
25 August 2025	New structure effective

Redeployment and Selection Process

Reduction in roles

As we have now confirmed the areas where there is a reduction in roles, we will be ring-fencing the impacted kaimahi as outlined in individual letters and the impact tables above.

A selection process will be followed and kaimahi who fall within this process will be assessed by a panel against selection criteria to determine the best fit for the reduced number of positions.

The selection criteria will be based on the requirements of the position description and is outlined in the table below.

Kaimahi will not need to express an interest under the selection process, as noted those identified within the ring-fenced process have been informed. The process for selection is:

- Impacted kaimahi will complete a selection form against the criteria set for this process*.
- The panel will also complete the selection form. The panel for this process will consist of an Executive Leader, Group Director, a People and Culture representative and union representative/s (if applicable).

Kaimahi will have an opportunity to review their selection form and provide feedback for further consideration.

For kaimahi who choose not to submit a selection form, we will meet with you, however it is likely that the panel will still complete the assessment for their part of the process and only one set of scores will be considered.

The selection process may take up to 2 weeks and the complete process is expected to take no more than 4 weeks from receiving the forms to providing feedback and a confirmed decision.

A link to all vacancies within the network is provided within individual letters for roles confirmed as disestablished.

** Note: the selection form will be provided directly to the impacted kaimahi. The form is the confirmed selection criteria below, with an added column for comments.*

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Confirmed Selection Criteria for 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.

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.

The role 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's role is confirmed disestablished, or where there is a reduction in roles confirmed, we are open to have a voluntary redundancy (VR) conversation with those that have been significantly impacted through this decision. However, voluntary redundancy is not guaranteed.

A kaimahi will need to make an application. Applications will be treated on a case-by-case basis. The criteria that we will apply to the process for VR applications is:

- The impacted kaimahi can submit a request for VR to their manager by completing the VR form. This will need to be provided to the Group Director no later than Wednesday 23 July.
- The VR form will be assessed against the confirmed selection criteria by the selection panel
- Next steps will be communicated with the individual

Should we have more people request voluntary redundancy than roles confirmed needed in the new structure, 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 assess the applications against the criteria above on a case-by-case basis. Please note that even in this instance voluntary redundancy is not a certainty.

As noted, 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.

Note: the VR application form will be provided directly to significantly impacted kaimahi.

Transition Approach

The new structure for CBE and SoMA areas will take effect from 25 August 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 decisions document.

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

- Ensure kaimahi feel supported to transition to the new structure
- Strong communications planning
- 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.

Managing transition for our leaders is 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?

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.

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?

- Executive Director for Teaching and Learning
 - s 9(2)(a)
- Group Director for your area
 - s 9(2)(a)

s 9(2)(a)

- EAP (Employee Assistance Programme) Services on phone 0800 360 364 (24/7) or email 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.

Term	Definition
	<p>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.</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>

Appendix Three: Position Description

There are no proposed changes to the Team Manager position description. The current Team Manager PD is attached for reference only as part of this decision.

Kaiwhakahaere Rōpū | Team Manager

Kaupapa | Purpose

The Team Manager will guide the strategic direction and currency of their team through industry connections and leadership skills. A quality learning environment for ākonga will be provided by managing the day-to-day academic and business activities of the team of academic staff/kaimahi, and ensuring all resources are in place. A strong team environment will be provided by coaching, supporting and guiding kaimahi to achieve and to develop their professional capability. It is imperative that productive working relationships within the Group and across Wintec are created to ensure productivity is maximised.

Reports to: Group Director

Team: Wintec

Remuneration: IEA Band 7 (\$105,400 - \$138,400 per annum)

Date: July 2024

Ngā mahi | Do

- Effectively lead staff to ensure an engaged, high performing and flexible team.
- Deliver successful ākonga outcomes by providing leadership and management in teaching quality, research (if appropriate) and effective programme management.
- Effectively manage budgets, quality and risk within areas of responsibility.
- Successfully building and maintaining relationships with all key stakeholders.

Effective Team Management

- Creates a positive environment in which staff are motivated, innovative, and contribute to effective change;
- Promotes a customer service culture and secures kaimahi commitment to the process;

- Provides the team with a clear sense of direction by communicating goals, directions, and strategies for Wintec and for the Group regularly;
- Ensures Group Director receives regular feedback on team and programme performance;
- Establishes performance and/or development goals for all kaimahi;
- Effectively manages kaimahi and team performance;
- Actively seeks to improve skills and talents of kaimahi;
- Manages recruitment, selection and induction processes to ensure the development of a high performing team;
- Staff understand the relationship between the programmes and the Groups business plan and Wintec's strategic priorities;
- Objectives are clearly defined, and key goals are cascaded effectively into the team's My Plans;
- Performance is monitored against goals to achieve specified outcomes;
- Performance is evaluated as part of the My Plan process;
- Capability development needs are identified, and the required development opportunities are provided;
- Coaching, training and constructive feedback is provided to address performance concerns;
- Kaimahi are mentored in teaching delivery in a collegial and supportive way;
- Expectations are established for new staff and mentoring is provided;
- Wintec's requirements for new staff are completed, including ATP5, onboarding programme, Group induction.

Leadership

- Ensures programmes are aligned with Wintec's strategic priorities and delivery meets required quality and outcomes;
- Ensures effective delivery of the Groups responsibilities for cross organisational academic and related administrative activities;
- Ensures responsiveness to and congruence with organisational requirements;
- Ensures programme related Group processes are effective, efficient and responsive to ākonga needs;
- Serves as a role model and mentor for kaimahi, demonstrating Wintec values;
- Provides sound advice, encouragement, guidance and support for kaimahi;
- Continually drives to achieve high levels of performance for self and others;
- Clear priorities are established, timetables and activities are scheduled, and performance is monitored against goals;

- Organisational requirements are met for key activities, e.g. completions, results;
- Academic and administrative student processes (e.g. complaints student forums, appeals, results etc.) are effective, timely and accurate.

Teaching Quality and Research

- Leads the teaching team to ensure the quality of teaching on all programmes meets Wintec and TEC expectations;
- Models quality teaching practices when teaching;
- Teaches in specific circumstance to meet Group needs such as teaching in specialist disciplines, relief teaching or other special circumstances;
- Works collegially to enable and support ākonga to achieve successful outcomes. Leads and develops kaimahi to ensure teaching quality;
- Leads the overall research plan for the programme/s (if this is not done by a Research Leader or other role);
- If there is a Research Leader: Assists the Research Leader with supporting staff undertaking research;
- Teaching quality is monitored and feedback from students and kaimahi is reflected in the delivery of the programme;
- Kaimahi are aware of and competent in meeting ākonga learning support/academic advisory needs;
- Teaching skills are modelled and teaching technologies, subject knowledge, industry experience and supportive and inspirational behaviours are used in the teaching quality framework to ensure teaching outcomes are met;
- Teaching is undertaken where required on appropriate programmes;
- Kaimahi are mentored and supported in research;
- Research activities are monitored against goals;
- Research priorities are aligned with teaching requirements.

Allocation of Resources

- Ensures appropriate resources are available and used effectively and efficiently, including kaimahi time, rooms, skills etc;
- Effectively manages the budget for the programme's cost centre;

- Resources (including kaimahi) are available and allocated effectively and outcomes are monitored.

Building and Maintaining Relationships

- Establishes and maintains relationships with internal and external stakeholders at all levels;
- Ensures effective and supportive relationships with ākonga;
- Relationships with employers enable opportunities for kaimahi secondments in industry and ākonga work placements;
- Learning requirements are monitored and support is provided where required;
- Regular feedback is requested from ākonga and reflected in the delivery of the programmes.

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.

Pūkenga | Have

Education/training

- Relevant tertiary qualification in subject related discipline/s;
- Position-specific industry or professional body qualification/certification;
- Current certification, license or registration applicable to the position.
- Demonstrated relevant experience in the industry field or sector;
- Experience in developing and leading others generally and specifically in relation to quality teaching practices, and/or research, and teaching technologies.
- Leadership
- Ability to be innovative, to question the status quo and to adapt to changing circumstances;
- Ability to provide the team with a clear sense of direction (interpreting Wintec mission, values and strategic priorities into meaningful school/centre context and objectives);
- Highly developed coaching and feedback skills;
- Managing Ability to set clearly defined goals that link from school/centre business plans down to individual performance plans;
- Demonstrated ability to monitor performance against goals and take correct action where required;

- Knowledge, awareness and skill in a range of academic and administrative functions, including financial and HR; takes into account all different functions in managing their area of responsibility;
- Proactive and self-starting; takes actions to achieve favourable outcomes for the organisation, seeks opportunities to take action, and actively influences events;
- Delegation Demonstrated ability to delegate responsibility to appropriate staff; giving others latitude to exercise their own initiative;
- Able to exercise judgement in problem solving. Demonstrated ability to recognise problems or issues, and to take appropriate action;
- Communication Highly developed interpersonal and relationship skills;
- Demonstrated ability to build and maintain productive relationships;
- Demonstrated ability to work with colleagues and direct reports to resolve issues and meet agreed outcomes;
- Demonstrated ability to communicate effectively with all stakeholders at all levels;
- Technologies Able to use Microsoft Outlook, intranet and other communication tools confidently;
- Microsoft Word, Excel and PowerPoint to intermediate level. Ability to adapt new and emerging technologies to enable and support problem-solving and innovation;
- Health & Safety Demonstrates knowledge of health and safety requirements and responsibilities relevant to the position.

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.

Ngā Hononga Mahi | Working relationships

Internal: Academic Staff, Administration Staff, Advisors/Consultants, Dean of Faculty, Department Managers, Directors, Heads of School/Centre Directors, Team Managers/Team Leaders/Coordinators

External: Business/Industry/Community, Employers and employer groups, Government agencies, ITOs, SAWIT, Students

Resource delegations and responsibilities:

Financial: As per policy

People: Academic staff, including casuals