



**Te Tāhuhu o
te Mātauranga**
Ministry of Education

Ngā Whakataunga | Decisions Document

Part A: Introduction to decisions

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Ka Hikitia! Ka hikitia! Hiki, hikitia!
Whakarewa ki runga rawa
Herea kia kore e hoki whakamuri mai
Poua atu Te Pūmanawa Māori
He Mana Tikanga
Me Te Uri o Māia Poipoia ngā mokopuna
Ngā rangatira mo āpōpō
Ka tihei!
Tihei mauriora!

Encourage and support!
And raise it to its highest level!
Ensure that high achievement is maintained
Hold fast to our Māori potential
Our cultural advantage and our inherent capability
Nurture our young generation the leaders of the future
Behold, we move onwards and upwards!

He kupu nā Te Tuma Whakarae mō te Mātauranga | A message from the Secretary for Education

Tēnā koutou i ngā kōrero whakahoki ki ngā tāpaetanga hukihuki mō te huringa o te whare nei; e whakaatu ana te nui o ngā whakautu i te ngākau titikaha ki tā Te Tāhuhu me Te Mahau whai ki te panoni i te pūnaha.

Kua whakaaroaro Te Pou Tokomanawa ki ngā kōrero whakahoki, ā, ko ngā whakataunga whakamutunga ka whakaatuhia i konei, i Ngā Whakataunga | Decisions Document. E whai ana te whakahoutanga ki te tautoko i ngā panonitanga ki te āhua o ā tātou mahi, hei whakatutuki i ngā huringa e whā - he rite tonu taku kī atu, e kore e kapi anake i te hanganga te āheinga, te ahurea, te pai rānei o ngā mahi, te whai hua rānei. Engari kē, ko tā tātou mahi tahi ki a tātou anō, ki te rāngai, otirā ki te iwi Māori.

Hei āpiti atu ki ngā tāpaetanga mō te hanganga o te whare, i whiriwhiri hoki mātou i ō tātou uaratanga me ngā tauākī ā-whanonga, otirā ngā ingoa o ngā rōpū pakihi. Kua whakatārewahia e mātou ngā panonitanga ki ngā tauākī ā-uaratanga, kei te whakawhitiwhiti tonutia ērā. Heoi anō, ka panoni mātou i ngā ingoa o ngā rōpū pakihi i te 'puna' ki te 'pou', kia hāngai kē atu ki te whakaritenga ki te whare, e whakaatu atu nei i tā ō tātou rōpū mahi tahi. Ka kite koe i ēnei panonitanga ki ngā ingoa i roto i tēnei puka.

Ko tētahi āhuetanga matua me whakatika i roto i te āhuanoho ko te nui rawa o te whakaaro ki ngā paparanga, tae ana ki te awenga, ki ngā whakatau me te ārahitanga. Nā reira kua whakatau mātou kia turakina te rōpū 'paparanga tuatoru', Te Ohu Taki, me te whakawātea ara e whai wāhi ai ngā taumata katoa ki Te Pou Tokomanawa. Ka tīmata mātou i ngā whakawhitinga rite tonu ki ngā kaimahi Māori. Ka mahi tahi mātou ki ngā Pou Ārahi me ngā kaimahi Māori hei whakatau i te wairua me te kiko o ēnei arawātea i roto i ngā marama e tū mai nei.

Kei te hia mihi ahau i a koutou, he mōhio nōku he taumaha ngā panonitanga mō ētahi. Tēnā, kia āta tiaki i a koutou, ā, kia tūpore.

*Poipoia ngā mokopuna
Ngā Rangatira mō āpōpō*

Ngā mihi,
Iona

Tēnā koutou katoa

Thank you all for the feedback on the draft proposals for organisational change; the level of response reflects the high degree of commitment you have to Te Tāhuhu and Te Mahau being effective at achieving change in the system.

Te Pou Tokomanawa has reflected on the feedback and final decisions are presented here in Ngā Whakataunga | Decisions Document. The redesign is intended to support changes to how we work, to achieve the four key shifts – as I have said before, structure will not on its own address capability, culture, performance or effectiveness, which will come with how we work together, with the sector, and Iwi Māori.

As well as the organisation structure proposals, we also consulted on our values and behaviours statements and business group names. We have decided to defer any changes to our values statements pending more engagement on those. However, we will change the business group names that currently include “puna” to “pou”, which better reflects our organisation structure metaphor of the whare which demonstrates how our groups work together. You will see these name changes reflected in this document.

A core aspect of the culture that we need to address is the over valuing of hierarchy, especially in terms of influence, decision making and leadership. We have, therefore decided to disband the ‘third tier’ group Te Ohu Taki and create opportunities for people at all levels to engage with Te Pou Tokomanawa. We will begin with regular engagement with kaimahi Māori. We will work with Pou Ārahi and with kaimahi Māori to establish the nature and content of these opportunities over the next few months.

I want to acknowledge that for most people, change is challenging. Please take time to look after yourself and care for others.

*Poipoia ngā mokopuna
Ngā Rangatira mo āpōpō
Nurture our young generation
The leaders of our future.*

Ngā mihi,
Iona

He kupu whakataki | Introduction

Purpose of Ngā Whakataunga | Decisions Document

This document provides the confirmed decisions on the changes to our organisation, its structure and roles within our groups which were proposed in consultation from 12 October-7 November 2022.

These decisions have been made by Te Tumu Whakarae mō to Mātauranga | the Secretary for Education and Te Pou Tokomanawa ¹ | The Leadership Team in full consideration of the valuable, expansive and heartfelt feedback that you have provided on the proposals.

What is in this document

The document is presented in three main parts.

This introduction (Part A) contains the information that applies across the whole organisation – the context for change, how we are changing to deliver our purpose, a summary of the key feedback themes, how the design connects up, and the work ahead.

This part also provides decisions on:

- our Māori names
- our values and behaviours
- our leadership role architecture
- the expressions of interest process for people confirmed as affected by decisions.

Parts B is where you will find the confirmed decisions for affected and impacted staff. These parts also provide the confirmed design of each business group with proposed changes, outlined by each Hautū, and their responses to the feedback they have received. They provide confirmed decisions for structure and positions at a group, team and individual level.

Appendices – Appendices to several sections include more details on feedback and responses.

Consultation process and engagement

Te Whakawhiti Kōrero | Consultation was held over three and a half weeks, with consultation opening with affected and impacted kaimahi on Wednesday 12 October 2022, and to all kaimahi on Friday 14 October 2022, closing at 5pm on Monday 7 November 2022. During this period, we sought feedback from more than 5,300 people, with around half of these using the ConsiderThis platform.

There were 2,487 comments posted on ConsiderThis, made by 806 submitters. Public posts garnered 15,108 votes across 1,761 comments, voted by 1,253 people. We also received 103 submissions through email, often on behalf of a group.

¹ Changes to our Māori names have been confirmed and are outlined further in this document, including the change from Te Ohu Poutoko to Te Pou Tokomanawa.

Engagement on ConsiderThis – where an individual posted a comment on the platform – ranged across business groups, from 24% in Te Pou Tuarongo and 37% in Te Mahau | Te Tai Whenua, through to 67% for Te Pou Rangatōpū.

Hautū, Pou Ārahi and other senior leaders also engaged with people in their business groups directly, in almost every office location, with teams, groups of kaimahi and with individuals.

Context for change

These decisions are another important step on our path as we continue to embed the organisational design for Te Tāhuhu o te Mātauranga | Ministry of Education and Te Mahau. It builds on the foundations outlined in my [Decision Document](#) of June last year which created Te Mahau and redesigned Te Tāhuhu o te Mātauranga, providing our new overarching structure and leadership.

The Ministry's purpose

We shape an education system that delivers equitable and excellent outcomes. We fulfil this purpose through two distinct roles:

- Our shaping role is where we work on the policy, settings, and performance of the education system so that it is well placed to deliver outcomes for ākonga and their whānau, from early learning through schooling and tertiary education.
- Our operational role is where we deliver services and support nationally, regionally, and locally. This includes our regulatory role and some important services that we provide directly to ākonga and whānau, such as specialist learning support, although most of our services are delivered through the education sector workforce and others that work with them.

The strength of our system depends on us working closely with our national partners (the Tertiary Education Commission [TEC], the New Zealand Qualifications Authority [NZQA], Education New Zealand, the Teaching Council and the Education Review Office [ERO]), other government and education agencies, and with the sector (early learning, compulsory and tertiary). It also depends on our relationships we all have with others in the community including iwi, employers and non-government organisations.

A mandate for change

The Government's *Supporting All Schools To Succeed* decisions following the independent review of Tomorrow's Schools gave us a clear mandate for change. It found that there was a wide variability in outcomes for ākonga² with Māori, Pacific, disabled and disadvantaged ākonga and whānau being systemically underserved. The review found that schools and kura are often under pressure, operating on their own, and with limited access to knowledge, skills, and best practice. There was also a need to rebuild trust throughout the system, with relationships between schools, kura and central government being highly variable.

² SWC-19- MIN-0153

In response, the [Government signalled changes](#) to the design of Te Tāhuhu o te Mātauranga and to the work we do. These included:

- Establishing a more responsive, accessible, and integrated local support function for early learning services and schools by substantially rebalancing the Ministry of Education towards more regional and local support, through the establishment of a separately branded business unit, the Education Service Agency (now established as Te Mahau).
- Stronger arrangements to underpin principal leadership of the schooling system.
- A better balance between local and national responsibilities for the network of schooling property and provision.
- Establishment of a nationally based Curriculum Centre (as part of the Education Service Agency) to provide curriculum leadership and expertise.

The focus of these changes

These changes are the first time we have had the opportunity to step back and design Te Tāhuhu o te Mātauranga in detail. These changes put the leadership structure and roles within our groups in place to support how we work to provide locally, regionally, and nationally integrated services, and support and challenge to improve the overall system.

They are deliberately focused on leadership and management roles so that the scope of significant change and number of affected people was limited. It is not an end point, and I expect there will be iterative changes and improvements as we evolve Te Tāhuhu and Te Mahau to meet the changing needs of the system

Structure is an enabler. These changes are about how we organise ourselves to do our job, how we work together internally and externally to design, deliver, and evaluate pedagogy, policy and practice.

Ngā kaupapa matua i ngā kōrero whakahoki | High-level feedback themes

This section reflects what we have heard; it does not respond to the feedback – responses are outlined in the section [‘Connecting it all together’](#).

Structures within and between groups

A lot of feedback commented on structures within groups and the proposed reconfigurations of teams and allocation of individual roles to particular teams. The diversity and specificity of this feedback means we can’t include it all here in this summary but can be found in group sections that follow. Major areas are covered below:

- Feedback was varied on integrated teams in Te Mahau takiwā with support for bringing our frontline disciplines together and having teams that have the variety of capabilities together that are needed to support schools and early learning services with a location focus. Positive feedback on this issue highlighted that this integration step was overdue for learning support and education but noted that it would need significant ongoing support to work – it would not just happen with a structural change.
- There were a number of concerns raised about the possible impacts on learning support from disestablishing the Learning Support Manager position and Education Manager positions and establishing a Manager Integrated Services roles. These concerns included the views that learning support would lose visibility and be subsumed into pressing education issues of the day, and that generalist managers would not have the expertise or background to advise learning support teams, support professional supervision nor be able to champion learning support at the regional leadership team table. These concerns were often based around an assumption that learning support services to ākonga and whānau would decline as a result of the integration, along with questions about how many additional frontline learning support roles were being created to reduce waiting lists.
- There was feedback that change to learning support was needed, that we are not delivering what is required, and that this has been a long-standing issue for te Tāhuhu o te Mātauranga.
- There was feedback that early learning was not sufficiently visible across groups’ proposals, including that early learning needed more specific focus and expertise, and proposals seemed to be combining early learning with other functions where the demands of those functions would likely subsume early learning.
- Feedback highlighted that there still appeared to be duplication between business groups of some functions. This included finance and procurement as well as communications, and project management and change management/implementation roles. Clarity was sought about what each separate function was and, if similar, why it had not been consolidated.

Seniority in the hierarchical structure is often seen as the only way to influence and be heard

Feedback often placed an emphasis on hierarchy when expressing significant concerns when larger functional groupings were proposed with a smaller number of leaders, and where positions were proposed to report to a different leader at a lower structural tier, either through redesign of groups

or through application of the common role architecture. This included concerns about loss of visibility, access to decision makers and reduced importance of a critical function if it no longer reported directly to Hautū or tier 3 leader, and/or was no longer at leadership team level. Networks and regular leadership forums were all seen to be based on seniority only, with few alternative opportunities to join in leadership discussion or for the organisation to have the benefit of the talent and diversity of perspectives, kaupapa and expertise of our people.

Similar concerns were raised in the feedback from kaimahi Māori and Pacific leadership perspectives. Some submitters considered that many business group proposals appeared, as an unintended consequence, to disproportionately propose drops in tier for Māori and Pacific roles. Feedback was direct, with submitters' views being that any reduction in tier, and especially disproportionate reduction, was contrary to the stated intentions of the change to build cultural capability, take practical action to give effect to te Tiriti o Waitangi, and the organisation's obligations under the Public Service Act.

The leadership and management scope of the changes proposed was often perceived as a top-down hierarchical-driven change focused on adding management layers rather than considering frontline resource needs. It was not always understood that this was due to a limitation of the scope to broadly focus change at the tiers 3 and 4 levels. Some feedback indicated that this showed that leadership and management was the only thing that matters, and that insufficient attention or discussion and engagement had occurred with teams and individuals at all levels of the organisation, especially at the front line.

Visibility on how Te Tāhuhu o te Mātauranga will take practical action to give effect to te Tiriti o Waitangi

Feedback was supportive of the intent expressed in shift one – taking practical action to give effect to te Tiriti o Waitangi and its prominence as the first of the four shifts. Feedback recognised the importance of this structure stage of change as one critical component of many that are required for shift one and the other shifts.

We heard that kaimahi Māori should also be included as a group of people for whom shift one is intended. This feedback was expressed as:

- shift one, and changes in ways of working should address Māori staff experience of workplace racism and power imbalance
- that te Tiriti o Waitangi applies to the workplace experience of Māori staff as citizens, and in the context of the specific provisions in the Public Service Act 2020
- that a te Tiriti o Waitangi obligation is owed to ākonga and whānau.

However, collectively, feedback considered whether there was enough visible change that positioned Te Tāhuhu o te Mātauranga to take practical action to give effect to te Tiriti o Waitangi, and in fact pointed to areas of negative change.

Negative changes highlighted in the feedback include those covered in other themes such as impacts on Māori roles, as well as concerns that key roles are isolated in the proposals (e.g., data stewardship, Strategic Advisors Māori) without sufficient roles or professional networks to support them.

Feedback highlighted that despite the intent of shift one, there is no visibility of Māori leadership capability building (or a deliberate plan to), including any steps to alleviate the ‘cultural’ responsibilities and burdens that Māori staff carry in addition to their roles (referred to as cultural taxation which includes, but isn’t limited to, expectations to provide te reo and tikanga support).

Some feedback felt that the organisational changes should have undertaken consultation with ākonga, hapū and/or Iwi as Tiriti o Waitangi partners, disagreeing that these changes are for the agency to arrange itself from a kāwanatanga (governing) perspective. These submitters raised or supported concerns that the voice of ākonga, hapū and Iwi is not visible in the proposed changes.

Local and regional responsiveness and consistency

Feedback was supportive about the intent of the designs in shifting resource and decision-making to the front line and shaping Te Mahau takiwā for growth.

Feedback was varied on functions that were proposed to shift from national leadership with both benefits welcomed and concerns raised. An example of this is the shift for Te Kahu Tōi (Intensive Wraparound Service/IWS) where feedback was received that welcomed the alignment with other learning support, but with concerns also raised about fidelity of practice and consistency of access to services regionally.

There were questions in the feedback about regional distinctiveness and whether the aim of consistent structures across regions was necessary. This was balanced by feedback that could see benefits in easier navigation, movement of resources and people, and reduction in time involved in supporting bespoke and complicated arrangements.

The arrangement of frontline teams so that integrated teams can work more locally received positive feedback. However, there was also feedback from people who were concerned about the concentration of expertise in their function being lost.

This was an often-raised concern from those concerned about Māori and Pacific expertise being distributed across multiple teams and regions. This raised issues about losing support of a Māori or Pacific manager and close team, being the sole ‘voice’, assimilation, and cultural safety. A number of submitters called for the establishment of Māori and/or Pacific integrated teams with various configurations (e.g., for Māori teams – kaimahi Māori, Māori functions or Māori expertise). This feedback was also raised for other groups in Te Tāhuhu o te Mātauranga. Whether supportive of Māori and/or Pacific teams or not, submitters asked how the organisation can provide the day-to-day whanaungatanga so kaimahi Māori and Pacific can bring their whole selves to their work and be effective.

Criticism of the change process

Concerns included questions about where this change had come from, who had been talked to and what information or evidence had been used. The lack of consultation within this process with people external to Te Tāhuhu o te Mātauranga was raised, including questions about whether te Tiriti partners, sector representatives and parents should have been included.

Submitters felt that the process of change was monocultural, concerned that the timeframe was too short for proper engagement, and noted that the consultation period included part of the school holidays. The timeframe was also cited as being too short to arrange hui or fono, meaning that the

opportunity to discuss proposals collectively was limited, and the feedback tool not supportive of collective responses. There were also questions on how kaimahi who were on parental leave or external secondments could participate in the consultation (these kaimahi were provided with links and logins).

Feedback highlighted difficulties some submitters had in seeing the big picture because the ConsiderThis tool segmented the proposals into business group and function sections. In addition, the sheer breadth of information relating to all the change and how it was presented on the ConsiderThis platform meant some commenters found it hard to gain a full understanding of what was being proposed. There were also concerns raised in the feedback about the length of time it took for questions posted on ConsiderThis to be answered.

Support for the proposal to change some of the Māori names

Feedback was mostly supportive of the proposals to change some of our business group Māori names so that they fit better with our Te Whare o te Mātauranga metaphor. There was a small amount of feedback that preferred the existing 'puna' names for groups over the proposed 'pou' names.

The proposed values and behaviours need further engagement

Feedback on the specific proposals to change our organisation values and behaviours was largely but not exclusively positive. In general, people liked having fewer and felt that this made it more likely that the values and behaviours could be sharply communicated and embedded in change. Some feedback referenced the extensive process used to establish the existing values and behaviours and wanted this repeated for any changes to them.

The predominant feedback was that further engagement and discussion was required and that, even though this consultation process had good reach, it did not allow for the type of conversation that provided people with a chance to really engage and own them. There was support to do more and make our values and behaviours more visible and influential in our day-to-day work.

Role architecture and Expression of Interest and Selection Process feedback

In general, we received supportive feedback from kaimahi on the intent of the role architecture, and in taking a more consistent approach to roles and role titles across Te Tāhuhu, with many seeking more information on specific proposed new roles. There were some concerns raised through feedback on how this new approach may be implemented in practical terms, with only new roles using the new role architecture and queries on whether the new architecture might be applied to other role types over time.

There was also a lot of feedback and concern where an existing role was changing tier and what this meant for delegations and involvement in decision making. Similarly, we received feedback on role sizing, including where proposed sizing did not meet expectations, how it was applied to groups of roles, and relativities of proposed sizing against other similar roles. There was also feedback on whether the new naming conventions would carry sufficient mana and comparability across the public service and with the external recruitment market.

We received feedback sharing concerns that selection panels would not have adequate knowledge of affected employees' previous work history and employment if they were not able to submit a CV along with their EOI information. We were also asked by a number of kaimahi to make the EOI and

Selection Process available to impacted employees, and/or employees who are on long-term secondments or acting arrangements.

People are keen to know what happens next

Feedback recognised that structure is only one part of the picture, and that significant work is needed on training, skill development and change implementation. This included questions about the measures that will be used to determine whether this change is a success.

People also sought clarity about further change, whether there were further change processes coming next year, when will this occur and what will it look like.

Te tuitui kia kotahi | Connecting it all together

Feedback indicated that it was often difficult to see how everything fitted together. That's understandable with the breadth of the proposed changes across multiple business groups and with differing scopes of change.

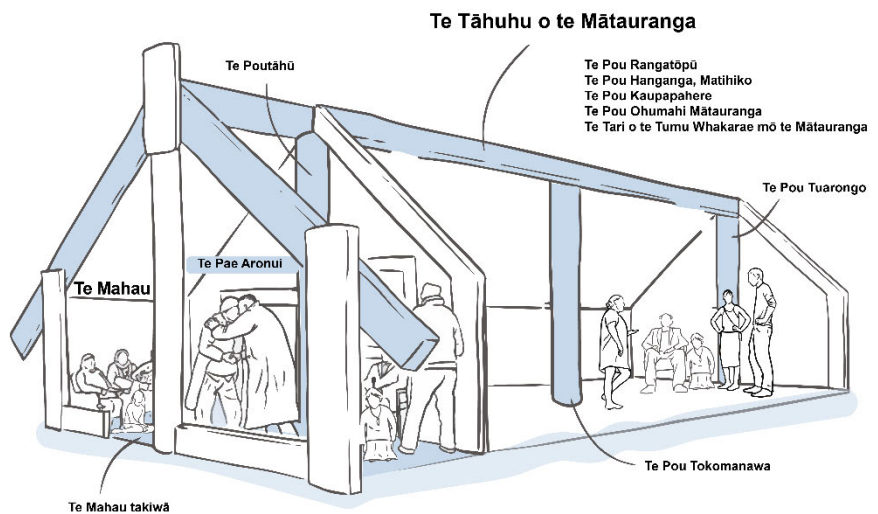
The following threads underpin the integrated design and weave these changes together:

- Ākonga will attend, engage, and progress in their learning when there are educationally powerful relationships between educators and others around them, with family and whānau and their daily lived experience reflecting and respecting their identity, language and culture.
- We support the people who are closest to, and directly serve, ākonga and whānau (and sometimes challenge them to do better). We do this through Te Mahau where we connect with the sector, working collaboratively to identify priorities and design local solutions. Te Mahau takiwā are the main connection with the sector and with ākonga and whānau, and are directly supported by Te Poutāhū | Curriculum Centre and Te Pae Aronui | Operations and Integration as centres of expertise, and where it makes sense to have these at a national level.
- Te Mahau can do their job because they, in turn, have the support of, and the connection with, the rest of Te Tāhuhu o te Mātauranga. Often this is through using the same centre of expertise model, for example, Te Pou Hanganga, Matihiko | Infrastructure and Digital for infrastructure, digital and transport, and Te Pou Ohumahi Mātauranga | Education Workforce for the sector workforce. The enabling groups have a key role in shaping the system using the insight and experience of Te Mahau to ensure that it works at the front line, for example Te Pou Kaupapahere | Policy for policy advice to Ministers and Te Pou Tuarongo for lifting the capability across Te Tāhuhu to take practical action to give effect to te Tiriti o Waitangi. Standing with us all is Te Pou Rangatōpū | Corporate who provide the corporate services to enable all our parts to function effectively, and Te Tumu Whakarae mō te Mātauranga | Office of the Secretary for Education directly supporting the Secretary for Education.
- Our integrated structure will sustain an ongoing focus on growth in our frontline resources by addressing spans of “support” to best support our people in the takiwā and their important mahi.

Te Whare o te Mātauranga

The metaphor of Te Whare o te Mātauranga, which is the central theme for our organisation design, represents this connection. Te Tāhuhu o te Mātauranga is the central ridgepole connecting the whare, Te Mahau is the porch and entryway, and our enabling groups support the whare from within.

Figure 1 - Te Whare o te Mātauranga



Te Whare o te Mātauranga

Strengthening the change

The June 2021 Decision Document identified four substantive areas – the ‘four shifts’ – that were needed to support us to change our structure and how we work.

- Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te Tiriti o Waitangi
- Mātua ko te reo o te rohe me te haukāinga | Giving priority to regional and local voice
- Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū | Delivering greater responsiveness, accessibility and integrated services and support
- Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki | Improving feedback loops and information flows

Hautū have been working individually and collectively as Te Pou Tokomanawa on the proposals in the light of your feedback. They have been identifying the changes required, the areas where proposals will go ahead unchanged, and where changes are required to what was proposed so that their teams can achieve the four shifts and provide the collective support to Te Mahau, the sector and through them and others to ākonga and whānau.

The detail of decisions in and across groups is outlined by Hautū in their respective Part B section. The rest of this section provides direction and decisions that apply across the organisation as a whole.

Recognising and supporting kaimahi Māori

Decisions outlined on the following pages make a number of changes that respond to the feedback on impacts on Māori roles and Māori leadership. Te Pou Tokomanawa agrees with the feedback on

the importance of the visibility, capacity, and capability of Māori leadership. Some changes to design have been made to better support this, particularly where there was the appearance of a disproportionate impact on Māori leadership in some business groups. This does not mean that all kaimahi Māori roles are unaffected but that the decisions have placed a stronger emphasis on this aspect.

Kaimahi Māori and Pacific staff raised concerns about being shifted from teams based on concentrating Māori or Pacific expertise together to being integrated into wider teams. The approach that Te Pou Tokomanawa has decided to take is:

- We will concentrate Māori expertise where this is needed for specialism of the team to achieve a specific purpose, or to develop a specific kaupapa as a centre of expertise, such as Māori policy team in Te Pou Kaupapahere, and Te Uepū Reo Māori in Te Poutāhū.
- We will integrate expertise where this is needed to better support education services to perform for ākonga.

Concrete actions are required to build capacity and capability so that being part of an integrated team is not isolating but culturally sustaining and rewarding. Shift one is huge – it means new ground every day; we are going to try new things and adapt if they don't work.

- Hautū will create the space for hui in their groups for all kaimahi Māori to join in ongoing leadership kōrero underpinned by the kaupapa '*Poipoia ngā mokopuna, ngā rangatira mo āpōpō*'. The hui will be by a mix of kanohi-ki-te-kanohi and other means, and will be held at least quarterly. These hui recognise kaimahi Māori as tangata whenua, and the importance of whanaungatanga in nurturing and strengthening kaimahi Māori leadership at all levels in our large and often widely distributed organisation.
- Te Pou Tokomanawa will establish a plan by June 2023 to address shift one and support Māori leadership across Te Tāhuhu o te Mātauranga. The plan will build on and extend beyond current programmes offered and include leadership training, secondments and placements, with deliberate recruitment and career development pathways. The plan will be developed with kaimahi Māori, to develop the actions needed for Māori leaders to be visible at all levels and able to strengthen our ability to deliver on our purpose for all ākonga and whānau.

We have taken some steps already to 'bake in' changes that strengthen our capability and capacity to:

- improve our ability to provide advice to the Crown (i.e., Ministers) on how to give effect to te Tiriti o Waitangi and its partnership with iwi, hapū and Māori
- strengthen our capability and capacity as public servants so we can enable Māori to participate in decisions, and delivery of services and support that reflect or respond to Māori perspectives, tikanga and mātauranga Māori or kaupapa Māori approaches.

This includes the establishment and appointment of nine Pou Ārahi, the earlier redesign and capability build in Te Pou Tuarongo, the use of treaty analysis in all policy papers, and budget processes that identify specific spend for kaupapa Māori.

We know there is much more to do, and we will work with kaimahi Māori to continue to make sustainable change. Your feedback on the impacts of these changes has been heard and has adapted our design where we could, as well as decisions about new and different ways of hearing the voice of kaimahi Māori and others.

Change must focus our capability to support the sector to achieve improvements for all ākonga and whānau

Te Pou Tokomanawa agrees with the substantive feedback on the need to stay focused on all ākonga and whānau. While this change process is about organising ourselves to do our job at a leadership level, the point and effort of this change must ultimately flow to better and more inclusive support and services to all ākonga and whānau, whether indirectly through educators and others, or to ākonga and whānau directly.

We also recognise that Aotearoa New Zealand is home to the largest population of Pacific peoples. The scale and diversity of our communities of Pacific ākonga and whānau means that more engagement is needed with Pacific staff to plan ways to build Pacific staff leadership and have it visible at senior levels. We must also put in place the connections and networks so that integrated teams' approaches can work for Pacific staff and have the understanding and knowledge to serve Pacific communities.

Much of the feedback from learning support kaimahi was focused on the need to deliver more resource on the ground. We are continuing to fill learning support vacancies as fast as supply will allow us, and resources will continue to shift to the front line to work with tamariki, rangatahi and the profession as they are freed up.

Te Tāhuhu o te Mātauranga is over-reliant on hierarchy

Feedback in relation to changes in tier and concerns about functions no longer counting if they are not on a particular leadership team sends a clear message. The message is that someone can only be an influential leader if they also achieve seniority in the hierarchy. Te Pou Tokomanawa recognises that this can under-value and under-utilise the potential of our people and unnecessarily control the information and idea flows and feedback loops we need to improve what we do.

We intend to make changes in how we and other leaders work, along with deliberate changes to our operating structures such as Te Ohu Taki (the quarterly meeting of tier 2 and 3 leaders). Te Pou Tokomanawa has decided to disestablish this and replace it with more inclusive arrangements, leading with the hui outlined above, and expanding with other networks that can help create more opportunities for open dialogue and influence in the organisation. Te Pou Tokomanawa also recognises that reducing hierarchical behaviour will need different kinds of leadership and will be emphasising leadership development and capability building as part of the new ways of working to support the change.

Further reducing duplication

Your feedback highlighted several areas that continued duplication in functions or where there were names or teams that made it seem like they were duplicating. Hautū have worked jointly to make decisions to address a number of these areas including in procurement and finance, communications, and change and implementation. There are several areas where once similar

functions were looked at together and resource allocation was recognised as overdone and have been reduced.

Hautū also noted that in some instances, duplication may be reduced over time, rather than through this change process. This would likely happen where a new team or function has only just been stood up and needs to be more fully realised, or where there are processes or programmes underway that need to be completed first.

As we continue to develop our organisation structure and strengthen our front line, leaders will have an ongoing focus on how we integrate to provide better support for Te Mahau takiwā as our front porch and respond to sector feedback on the need for reduced points of contact and seamless service delivery.

Looking forward

Further change, in different forms, is going to be needed. For example, Te Mahau takiwā Hautū have heard the feedback about needing time to configure which roles sit where in the integrated teams. That is going to need engagement and discussion, and well-planned decisions and transition management. In a number of other areas, decisions have been made to join teams up in principle, but that the leader will engage with the team members to assign the work and confirm reporting line changes and team work programmes. We also remain committed to the shifting of resources, people and decision making to the front line to build our integrated, accessible, and responsive support to the sector and others through Te Mahau takiwā. We can and will do this in ways that do not always require a major restructuring.

While these decisions have, on the whole, deliberately focused on tiers 3 and 4 leadership as the next key driver of our ongoing change, we have heard the feedback that more engagement needs to happen at all levels as we continue to embed our change and new ways of working, and we are committed to making this happen.

Some of this work can be done in the lead up to 31 March 2023 (the effective date for the new structures and roles), while much of it, though, will be best undertaken through 2023. In all cases, whether formal change or evolutions as groups and teams try new things, changes will be undertaken with the people involved.

Please see [‘The Work Ahead’](#) section below for information on the upcoming next steps.

Ō mātou ingoa, uaratanga, whanonga Māori | Our Māori names, values and behaviours

During Te Whakawhiti Kōrero | Consultation, we sought your feedback on proposed changes to our Māori names of some of our business groups, and on our values and behaviours.

Our reo Māori names

Following feedback that supported the proposals, we have decided to progress with the changes to our reo Māori names for some business groups so we can confidently embed the metaphor of Te Whare o te Mātauranga and build the narrative over time.

The new names are outlined in the following table.

Current Name	New Name
Te Puna Rangatōpū	Te Pou Rangatōpū
Te Puna Hanganga, Matihiko	Te Pou Hanganga, Matihiko
Te Puna Kaupapahere	Te Pou Kaupapahere
Te Puna Ohumahi Mātauranga	Te Pou Ohumahi Mātauranga
Te Tuarongo	Te Pou Tuarongo
Te Ohu Poutoko	Te Pou Tokomanawa
The following names are retained	
Te Pae Aronui	
Te Poutāhū	
Te Tai Raro Te Tai Whenua Te Tai Runga (collectively: Te Mahau takiwā)	
Te Tari o te Tumu Whakarae mō te Mātaraunga	

The reo Māori names that begin with puna were recommended and gratefully received from Te Taura Whiri i te reo Māori. However, these were not done in consultation with the group who developed the whare narrative, and do not relate to a whare metaphor but rather to springs of water.

We are already using the central pou of Te Whare o te Mātauranga in some of our names i.e., Te Poutāhū, Te Tuarongo (which is the pou on the back wall) and Te Pou Tokomanawa (a shortened version of Te Pou Tokomanawa). There are also pou (ancestors) represented around the inside walls of a whare and by adding the prefix 'Pou' to the existing business unit groups' reo Māori names, this gives us a coherent way for these groups to be represented within Te Whare. It also aligns with other names in the organisation, e.g., Pou Ārahi and Tātai Pou.

You can start using these names now and we will be updating our systems to reflect this over the coming months.

In changing these names, we reinforce following messages about the whare metaphor:

- Te Whare o te Mātauranga recognises that not every whare is the same, and naming, tikanga and elements of design will vary for the many whare across education and beyond.
- A wealth of mātauranga belongs to our images and kōrero about whare, and the full wealth of this kōrero belongs to whānau, hapū and iwi.
- Te Whare o te Mātauranga provides shelter, a space for purposeful, positive engagement; the values that inform how we are engage with each other and with our partners are important.

The use of our reo Māori names promotes the use of te reo Māori. Protocols for proper use of the names can be [found here](#).

Our values and behaviours

Having considered the feedback on the proposal to change our values and behaviours, Te Pou Tokomanawa has decided to take some time for more engagement and discussion, so that there is more opportunity for everyone to understand and contribute to what is developed and adopted. The current values and behaviours will continue until that time.

Tā mātou rautaki whakahaere i ngā panonitanga ki ngā tāngata me ngā tūranga | Our approach for how the changes for people and roles will be managed

Expression of Interest and pathways for affected staff

Based on the feedback received during the consultation process, our decision is to keep the Expression of Interest (EOI) and Selection Process as it was described in the Te Whakawhiti Kōrero | Consultation proposal.

We acknowledge that there was a significant amount of feedback about making the EOI and Selection Process available to impacted employees, and/or employees who are on secondments or acting arrangements. We carefully considered this feedback and sought legal advice to confirm our obligations to affected people.

Te Tāhuhu o te Mātauranga aims to maximise the number of people who will secure ongoing employment, and our employment agreements set out the Ministry's obligations to consider all options for the continued employment of affected employees. People who are impacted by the changes still retain a job.

We have therefore decided that this part of the process will remain as originally proposed in the consultation, i.e., only employees who are affected by this change will be eligible to participate in the EOI process. The only exception to this is where an employee is currently seconded to a position which is disestablished and has previously relinquished their substantive position, as the Ministry has an obligation to find them a suitable alternative position where possible.

We acknowledge that there was also feedback relating to being able to submit a CV to provide more detail on previous work history and employment information to selection panels. Te Pou Tokomanawa has considered this but wants to continue with an EOI process that focuses on people explaining their interest, skills, and experience in specific relation to the position and the four selection criteria. Therefore, there will be no provision to attach CVs to expressions of interest.

Te Pou Tokomanawa has also decided that the EOI and Selection Process will enable affected employees to submit expressions of interest for positions that are newly created and for existing, funded positions that are vacant within the agreed structure. Information on the full list of positions available for EOI will be provided on Te Tāhuhu and will be shared with affected staff directly.

In summary, the final EOI and Selection Process is as follows:

1. The EOI and Selection Process will happen over two phases. Phase 1 (tier 3 and 4 leadership roles and current vacancies) begins on 24 November and will be completed on 26 December. Phase 2 (all remaining roles) begins on 1 February 2023 and will be completed by 31 March. The following steps apply to each phase of the process.
2. Affected employees will be emailed information that includes available positions and how to submit their expressions of interest, or, during Phase 1, notify the EOI and Selection Process team of their intention to participate in the Phase 2 EOI process.

3. Affected employees submit their expression of interest, outlining which positions they are interest in, and in what order.
4. A selection panel will consider all expressions of interest for each position and determine if they meet the selection criteria. The panel can make that decision on the basis of what the employee shares in the EOI.
5. In some cases, the selection panel may choose to also invite an employee to a selection interview. This may be because there is more than one EOI that meets the selection criteria, or if the panel feels they need more information before making their decision.
6. Each affected employee is provided with confirmation of panel decisions about their EOI. Depending on the circumstances, employees may be:
 - offered a suitable alternative position, or offered an alternative position, in accordance with their employment agreement; *or*
 - advised that that are not being offered a position.

If, following the expression of interest process, an employee remains affected and without a new role, the redundancy provision of their employment agreement will apply.

More detail on the EOI and Selection Process, and selection criteria is provided in [Part A: Appendix 1](#).

Role architecture and new role design

As noted above, in general, we received supportive feedback from kaimahi on the intent of the role architecture, and in taking a more consistent approach to roles and role titles across Te Tāhuhu. As such, we have largely confirmed the role architecture and new role design as proposed.

We have made the following changes in response to feedback:

- All roles previously proposed to be called ‘Team Leader’ will now be called ‘Team Manager’ (this applies to all proposed ‘Team Leader’ roles across all the pay bands – M1 to M4).
- The Common Accountability and Capability statements have been updated to better reflect the greater accountability of a ‘Team Manager’.
- Job descriptions have been drafted for all new positions and include common accountability and capability statements relating to each role type, which have been reviewed and updated by Te Pou Tokomanawa. The job descriptions for new roles will be shared as part of the EOI process.
- Te Pou Tokomanawa has committed to changing existing role titles to align with the new role architecture as soon as practicable within each business group. This will likely take place in the first half of 2023.
- The sizing of new roles has been reviewed in light of feedback on specific roles. Some changes were made to proposed role sizing as a result of this consultation process, including confirming final pay bands for new positions. These are included in the appendix to this part.

More detail on what we heard in feedback relating to role architecture and new role design is provided in the [Part A: Appendix 2](#).

Ngā mahi kei mua i te aroaro | The work ahead

Next steps

Timeline

Date	EOI & Selection Process Activity
23 November 2022	Ngā Whakataunga Decisions Document is released to all Te Tāhuhu people
From 23 November 2022	Confirmation emails for impacted people sent
24 November 2022	(Phase 1) EOI and Selection Process for tiers 3 and 4 leadership positions begins
<u>5pm</u> , 30 November 2022	EOI submissions close for Phase 1
7 December 2022	Verbal offers will be made on a rolling basis from today until 16 December
12-16 December 2022	Interview process, if required. Final feedback and outcomes shared by 16 December
1 February 2023	(Phase 2) EOI and selection process for tiers 3 and 4 non-leadership positions and tiers 5 and 6 positions begins
<u>5pm</u> , 15 February 2023	EOI submissions close for Phase 2
From 16 February 2023	Selection panels review all expressions of interest
22 February 2023	Verbal offers will be made on a rolling basis from today until 24 March
13-24 March 2023	Interview process, if required. Final feedback and outcomes shared by 24 March
Friday, 31 March 2023	Effective date of new structure

Changes to the timeline

Changes were made during the consultation to extend the period for providing feedback which in turn has led to some changes in the timeline for activities relating to the release of this decision document, and the start of the EOI process for tiers 3 and 4 leadership positions.

The following changes were made:

Activity	Original timeline	New timeline
Consultation closes	5pm, Wednesday 2 November 2022	5pm, Monday 7 November 2022
Final decisions confirmed and communicated to all kaimahi	Monday 21 November 2022	Wednesday 23 November
EOI process for tiers 3 and 4 leadership roles commences	Tuesday 22 November 2022	Thursday 24 November 2022
Period to submit expression of interest for tiers 3 and 4 leadership roles closes	Monday 28 November 2022	Wednesday 30 November 2022

Support through change

Te Tāhuhu provides support to employees going through change in a number of ways. When faced with change and uncertainty, the support you need to maintain your hauora | wellbeing and to help you respond to change will be particular to you. There is a range of support available to you as we work through the process of change.

Use your current support network

If you have access to appropriate support through existing relationships, then we encourage you to continue to use these. For example, you may have an existing kaiārahi, mentor or coach that you already work with. You may also be comfortable accessing support through friends, whānau, your hapori | community or your professional networks. You can also reach out to your unions, who have been briefed on the consultation process and invited to provide feedback on the proposed changes.

Employee Assistance Programme (EAP)

Our EAP services are available for counselling and support throughout this period. EAP provides a free, confidential, and independent service. You can visit the [EAP website](#) or call them on **0800 327 669** for more information.

Navigating change training opportunities

There are also a range of training opportunities available for our people leaders and kaimahi to provide you with the tools needed to lead and navigate through change.

For queries around access to training or EAP, please contact 9(2)(a) 9(2)(a) @education.govt.nz), Manager Specialist Capability or visit Te Tāhuhu or Ako for a list of upcoming training opportunities.

Union support

If you're a union member, your union is also available to provide support and advice during the change process. Their contact details can be found here:

[The Public Service Association - Te Tāhuhu](#)

[The New Zealand Educational Institute \(NZEI\) - Te Tāhuhu](#)

He āpitihanga | Appendices

Appendix 1. Expression of Interest and Selection Process

Outcomes for affected people whose positions are to be disestablished

The Expression of Interest (EOI) and Selection Process

The aim of the EOI and Selection process is to achieve a match between people's preferences and the business needs of Te Tāhuhu o te Mātuaranga, when appointing affected people (based on their substantive role) who have not been otherwise placed to positions in the new structure.

Te Tāhuhu o te Mātuaranga wants to maximise as many people securing ongoing employment in the organisation as possible, and therefore newly designed positions and existing vacancies within the new structure will be available to affected employees through the EOI and Selection Process.

The process consists of four steps:

1. Affected employee submits their expression of interest, outlining which positions they are interest in, and in what order.
2. A selection panel will consider all expressions of interest for each position and determine if they meet the selection criteria. The panel can make that decision on the basis of what the employee shares in the EOI form.
3. In some cases, the selection panel may choose to also invite the employee to a selection interview. This may be because there is more than one EOI that meets the selection criteria, or if the panel feels they need more information before making their decision.
4. Each affected employee is provided with confirmation of panel decisions about their EOI. Depending on the circumstances, employees may be:
 - offered a suitable alternative position, or offered an alternative position, in accordance with their employment agreement
 - advised that they are not being offered a position.

If, following the expression of interest process, an employee remains affected and without a new role, the redundancy provision of their employment agreement will apply.

Timeline

The EOI and selection process will be managed in two phases:

Phase 1: 24 November-16 December 2022

- Expressions of interest and selection panel assessments for leadership positions at tiers 3 and 4

Phase 2: 1 February-31 March 2023

- Expressions of interest and selection panel assessments for all other positions.

Detailed Expression of Interest and Selection Process

How to express an interest in one or more positions

Once the EOI and Selection process opens, affected people who are eligible to take part will receive an email that includes an EOI form. Using this form, they will let us know which positions(s) they are interested in and share with us information about relevant capabilities and experience.

The EOI and Selection process will ask people to:

- indicate the positions that they are interested in, in order of preference
- share information about their capability and experience relevant to those positions, based on the selection criteria.

A CV will not be required.

There is no limit to the number of positions people can express interest in, however they will be asked to rank their EOI in order of preference.

How selection decisions will be made

The information provided through the EOI form will be assessed against the selection criteria for each position, by a position-specific selection panel.

The selection panel will take into consideration:

- the information shared through the expression of interest process
- what we already know about the employee as their employer
- Te Tāhuhu business needs
- whether, with a reasonable amount of training and support, they could acquire the relevant capability to carry out the position.

Wherever possible, the information provided through the EOI form will be used to make a selection decision, based on the selection criteria for each position.

Where it is not possible to make a selection decision based solely on the information provided through the EOI form, the panel will run structured selection interviews. This will happen when not enough information has been provided for the panel to make a clear assessment, or where multiple people have expressed an interest in a position and appear to meet the selection criteria.

Interviews will be based on the same selection criteria for the position, and the purpose of the interview will be to gain further information and evidence of capability and experience.

Where employees are invited to attend an interview, an interview time will be sent to them. The interviews will be designed to facilitate the gathering of additional information in a consistent way, to help inform outstanding selection decisions.

Employees will be able to choose to conduct their interview in te reo and/or in tikanga-responsive ways, including bringing whānau support to the interview.

Internal references may be taken at this stage if the selection panel requires any additional information.

Where people have expressed an interest in more than one position, their EOIs will be considered in order of the preference shown in the EOI form. Wherever possible, people will only be interviewed once, for more than one position if necessary.

Selection panels

The selection panel for each position will review and make selection decisions based on the information provided in the EOI form, and they will also be the people who will conduct interviews if required.

Selection panels for each position will be made up of two senior leaders, Pou Ārahi or Strategic Advisor Māori, and a recruitment advisor (who will support the selection panels and formally record the outcomes of each stage of the selection process in support of selection decisions).

Selection criteria

Selection criteria have been developed for each position available through the EOI and Selection process, and are based on the following framework:

Motivation	Tātai Pou Capability	Leadership	Functional Expertise
<ul style="list-style-type: none"> Tell us why you are interested in this particular position, and How do your skills and experience/work history align with this position? 	Review the Tātai Pou competencies, and share: <ul style="list-style-type: none"> your assessment of your current Kaupapa Māori capability your key development focus for the coming 12-months in this area 	For leadership positions: <ul style="list-style-type: none"> Tell us about your leadership strengths in relation to this position, and how you have demonstrated them For all other positions: <ul style="list-style-type: none"> Tell us how you have used your collaboration and influencing skills to achieve great outcomes 	One question specifically about the technical/functional experience required for each individual position. <i>Exact questions are available in the EOI System for Phase 1 and Phase 2 positions</i>

All questions will be answered for each position an employee expresses interest in, and each question is equally weighted.

The functional expertise selection criteria will be available through the EOI process. They have been developed to be consistent with the capabilities, skills and requirements of each position as described in the job summary.

Selection panels will consistently use the following rating scale when assessing the information shared through the EOI form and selection interview (if required):

1	2	3	4
Very little or no evidence of competency Candidate's response contained very few indicators of competency	Some evidence of competency Candidate's response showed some evidence of competency	Competent Candidate's response showed competence	Exceeds Candidate's response showed good skills in the competency

Selection Decisions and Feedback

By 16 December 2022, selection decisions and feedback for tier 3 and tier 4 leadership positions will be communicated verbally to everyone who expresses interest in those positions. Formal written confirmation (i.e., offers of employment) may be sent to people after the Christmas break.

Selection decisions and feedback for all other available positions will be communicated to everyone who expresses interest in these positions through Phase 2 of the EOI process as soon as practicable in March 2023, both verbally and in writing.

New positions will be offered at the confirmed salary band for the new position. Where the salary band is lower than that of their current position, then the relevant provisions of the person's employment agreement will apply.

EOI & Selection Process timeline (Phase 1 and Phase 2)

Date	EOI & Selection Process Activity
Wed, 23 Nov 2022	Ngā Whakataunga Decisions Document is released to all Te Tāhuhu people
Thu, 24 Nov	(Phase 1) EOI and Selection Process for tiers 3 and 4 leadership positions begins
<u>5:00pm</u> Wed, 30 Nov	EOI submissions close for Phase 1
From Thu, 1 Dec	Selection panels review all expressions of interest
Wed, 7 Dec	Verbal offers will be made on a rolling basis from today until 16 December
Thu, 8 – Fri, 9 Dec	Interview invitations are sent, if required
From Mon, 12 Dec	Interview process begins, if required
Fri, 16 Dec	Interviews complete. Final feedback provided and outcomes communicated
Wed, 1 Feb 2023	(Phase 2) EOI and selection process for tiers 3 and 4 non-leadership positions and tiers 5 and 6 positions begins
<u>5:00pm</u> Wed, 15 Feb	EOI submissions close for Phase 2
From Thu, 16 Feb	Selection panels review all expressions of interest
Wed, 22 Feb	Verbal offers will be made on a rolling basis from today until 24 March
Thu, 23-Fri, 24 Feb	Interview invitations are sent, if required
From Mon, 27 Feb	Interview process begins, if required

Date	EOI & Selection Process Activity
Fri, 10 Mar	Interviews complete
Mon, 13-Fri, 24 Mar	Final feedback provided and outcomes communicated
Fri, 31 Mar 2023	Effective date of new structure

Internal and External Recruitment

Any positions remaining vacant following the conclusion Phase 1 and Phase 2 of the EOI and Selection process will be advertised internally and externally through normal recruitment processes.

This will be open to anyone in Te Tāhuhu, including fixed term employees, contractors and those on secondment. Throughout this change process, employees will also be able to apply for any 'business as usual' vacancies that exist across the organisation, although affected employees have preferential right of appointment.

Appendix 2. Feedback themes and responses

Expression of Interest (EOI) and Selection Process

Themes	Your feedback, suggestions and questions	Our response
EOI process availability for impacted staff	<ul style="list-style-type: none"> - There was a significant amount of feedback about making the EOI and Selection Process available to impacted employees and/or employees who are on secondments or acting arrangements. - Some feedback questioned whether a change to the tier of a position should make it 'affected' as opposed to 'impacted', and thus be included in EOI. 	<ul style="list-style-type: none"> - We carefully considered this feedback and sought legal advice to confirm our obligations to affected people. A key factor in making this decision was the Ministry's obligations to consider all options for the continued employment of affected employees whose roles were being disestablished, while noting that people who are impacted by the changes still retain a job. This part of the process will remain as originally proposed, i.e., only employees who are affected by this change will be eligible to participate in the EOI process. The exception to this is where an employee is currently seconded to a position which is disestablished and has previously relinquished their substantive position, as the Ministry has an obligation to find them a suitable alternative position where possible. - We also considered whether a change in tier should be reassessed as 'affected', however it was determined this did not meet the requirement of a 'substantive change'. We recognise that there is a great deal of status and mana placed on a tier position and that, for many kaimahi, a change in tier may have a more personal impact than others. However, in this change process we determined to continue with the definitions of 'affected' and 'impacted' as set out in the consultation information. We also noted that a change in tier will not automatically affect delegations – this will depend on the nature of the change and the delegations already linked to a position.
Submitting a CV with an EOI	<ul style="list-style-type: none"> - There was feedback relating to being able to submit a CV to provide more detail on previous work history and employment information to selection panels. 	<ul style="list-style-type: none"> - The EOI process focuses on people explaining their interest, skills and experience in specific relation to the position and the four selection criteria. It was decided that these criteria will provide sufficient opportunity for kaimahi to

Themes	Your feedback, suggestions and questions	Our response
		share applicable experience information as part of this process.
Requests for full role descriptions	<ul style="list-style-type: none"> - Some feedback requested full role descriptions for new positions that will be available in the EOI process. 	<ul style="list-style-type: none"> - Full role descriptions were not created for the consultation due to these still being proposed roles, subject to change, as part of the final decision-making process. <p>With decisions and new roles now confirmed, full role descriptions will be made available as part of the EOI process.</p>
Job change analysis (JCA) process	<ul style="list-style-type: none"> - Related to the EOI process, we received some requests to clarify the job change analysis that determined how kaimahi were 'affected'. 	<ul style="list-style-type: none"> - We confirmed that a JCA was completed for all positions that were proposed to be disestablished. This process determined whether there was a proposed new position to which the employee could be reconfirmed or redeployed/reassigned, or if they would use the EOI process.

Role architecture and new role design

Themes	Your feedback, suggestions and questions	Our response
New structure and jobs	<ul style="list-style-type: none"> - Concern about existing 'unchanged' roles dropping tiers and what that means for individuals' status, their delegations and involvement in decision making. - Comments on gaps in information provided about the proposed new roles, e.g., requests to view full position descriptions to provide informed feedback or looking for information about how Tātai Pou features in the roles. - Queries about 'what's next' and whether role architecture might be applied to other tiers and role types across the organisation further down the track. 	<ul style="list-style-type: none"> - We recognise some people may feel that a change in tier will impact on their status in the organisation and impact on their decision-making influence. This is not our intention. <p>In general, we have aggregated more functions under a single leadership/people support role, and this has led to the redesignation of positions within the structure – that is not about devaluing those positions but to make it easier for people inside and outside the organisation to navigate and get things done. This is part of a shift to value distributed leadership, not just hierarchical, and also addresses span of control issues under former structures. A change in tier will not automatically affect delegations – this will depend on the nature of the change and the delegations already linked to a position.</p> <p>As signalled in the four shifts, we are designing structures, teams, roles and connections within and across business groups to create greater influence of regional and local voices with clear and effective feedback loops. Included in the operating</p>

Themes	Your feedback, suggestions and questions	Our response
		<p>model shifts that led to the structure proposals are expectations that this will create over time a more inclusive organisation, where everyone is listened to and has influence, regardless of which role they sit in and whether they are in a frontline role or national office.</p> <ul style="list-style-type: none"> - Job descriptions have been developed for final decisions to bring together elements of the roles into a more refined set of information. - We also confirm that role-related elements like delegations will be worked through over time, as signalled through consultation.
Role sizing	<ul style="list-style-type: none"> - Comments about smaller than expected proposed sizing for some roles given the accountability or context of the role. - Concern around proposed sizing for some groups of roles, e.g., in Te Pou Hanganga, Matihiko. - Relativities of proposed sizing for similar roles across the model. 	<ul style="list-style-type: none"> - A number of roles were identified by design teams and Hautū for job sizing reconsideration, based on consultation feedback. - We conducted a second round of job sizing with external expertise. The job sizing outcomes were then reviewed with Hautū and confirmed as part of the decision-making process.
Role architecture and naming conventions	<ul style="list-style-type: none"> - Feedback was received about the 'messiness' created by applying the role architecture to new roles only, and how this plays out, e.g., 'Team Leader' reporting to 'Team Leader' or existing 'Manager' role reporting to new 'Manager' in some areas; and some suggestions were received that all roles should move to the role architecture naming conventions now for consistency. - Queries about whether the proposed roles are the right match for the role type in the role architecture. - Feedback about naming conventions for some new roles and whether they carry enough mana across the public service and in the external recruitment 	<ul style="list-style-type: none"> - A refined set of common role statements and capability statements were developed for review and approval by Te Pou Tokomanawa. - Overall, we have reflected on the role architecture, and we believe it remains fit for purpose across the majority of the model. However, we agreed that the role title of 'Team Leader' did not necessarily convey the intended level of responsibility for these roles and have amended this title to 'Team Manager'. - We acknowledge there will be inconsistencies for a while as the new role architecture is rolled out. Each Hautū will move their existing role titles to the new naming conventions in the role architecture for their business group as soon as practicable for that group. This will be completed during the first half of 2023.

Themes	Your feedback, suggestions and questions	Our response
	market, e.g., 'Manager' or 'Team Leader' in some areas.	

Consultation process feedback or question themes

Themes	Your feedback, suggestions and questions	Our response
Questions about positions or teams out of scope	<ul style="list-style-type: none"> - We received some questions relating to positions in teams or tiers that were out of scope, and also why Te Pou Tuarongo did not have any proposed changes. 	<ul style="list-style-type: none"> - Questions relating to specific business group teams or positions were addressed by the design teams for that group. - Te Pou Tuarongo developed their organisational design changes early. This was approved by Te Pou Tokomanawa because it was a priority to have the new Pou Ārahi roles in place to give effect to te Tiriti o Waitangi while the Ministry embarked on its wider change programme. Te Pou Tuarongo presented their proposed structure to Te Pou Tokomanawa in April, which included nine Pou Ārahi roles. Te Pou Tokomanawa agreed to the proposal on the basis that Te Pou Tuarongo adjusts their structure and ways of working if necessary, once the final organisation design is confirmed.
Questions on roles incorrectly referenced or missing from impact tables	<ul style="list-style-type: none"> - We were alerted to errors in impact information or structure charts during the consultation period. 	<ul style="list-style-type: none"> - We investigated each error as it was raised. - As the consultation information had been released, where an error was confirmed, errors to impact tables or structure charts were noted on the ConsiderThis 'Updates and Errors' page and shared with design teams to ensure they were corrected in final decision information (pending any final decisions), or forwarded to leaders so that they could arrange for He Putunga Pūmanawa HRIS to be updated.
Structure charts missing lower tiers	<ul style="list-style-type: none"> - There were a number of requests for structure charts to include all roles, not just those at the tiers under consultation. There were also requests for original structure charts to be provided as well as proposed structures. 	<ul style="list-style-type: none"> - We were unable to provide 'current state' organisation structure charts as part of the consultation process. - Due to the scale of the organisation, we will not be able to provide entire organisation charts in this decision documentation. However, we are endeavouring to provide full team structures where there is a change being confirmed.

Themes	Your feedback, suggestions and questions	Our response
Feedback on the ConsiderThis tool	<ul style="list-style-type: none"> - We heard that the ConsiderThis platform was challenging to use for this consultation, that the volume of content and organising framework made it difficult to follow and understand all the changes being proposed. - Staff also noted better search and notifications within the platform would have made it easier to find comments. - We also heard that this tool did not meet accessibility standards regarding the use of images, meaning screen readers could not work on the site. 	<ul style="list-style-type: none"> - We acknowledge that the volume of content shared through the ConsiderThis platform was significant, and navigating this information was difficult for many users. We apologise for this poor experience. - Efforts were made to simplify navigation, such as including key links on every business group page to structure charts and impact tables; however the scope to change navigation was limited, particularly once consultation had started, and staff became familiar with the site layout. - Feedback on site usability tools will be shared with the platform owner to help provide a better experience for any future users. - We are ensuring that the decision content is provided in a format that will support screen readers.