



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

# **Ngā Whakataunga o Te Pou Ohumahi Mātauranga | Te Pou Ohumahi Mātauranga Decisions**

November 2022

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# He kupu nā te Hautū | Message from the Hautū

*Ehara taku toa i te toa takitahi engari he toa takitini.*

## **Tō whai wāhitanga ki ngā panonitanga kua tāpaetia**

I ngā wiki tata nei, kua nui tā tātou noho tahi ki te tuari i ō tātou whakaaro mō te wāriu o ngā panonitanga ki te hanganga o tō tātou whare. He nui ngā kōrero whakahoki motuhenga kua tukuna mai e koutou, ētahi kei te tautoko, ētahi kei te wero i te tono. I rere te taupatupatu, ā, kua pōhiri ahau i ngā werotanga o ōku whakaaro, he mārama nōku ki te takatūtanga mō ngā panonitanga, me te whakarongo ki ētahi anō whakaaro mō te huarahi e whai hua ai ko tātou, ko ō tātou hoa mahi o te Manatū, me te rāngai whānui. I pūrangiaho ai ahau nā taku whai wāhi ki ō whakaaro, ā, kua noho waiwai ērā i te hāpaitanga o ngā kōrero i tēnei Puka Whakatau. Kua ara ake ētahi panonitanga nā ō kōrero whakahoki.

## **Te mihi i tā koutou whai wāhi mai me tā koutou whakapau kaha**

Tēnā koutou katoa i tā koutou whai wāhi mai ki tēnei wāhanga tōmua, arā, ko ngā whakatau, me te tautoko mai i ahau kia mārama ai ahau ki ō kōrero whakahoki. Waihoki, kia mārama ai ahau ki ētahi māharahara. Mā te kanorau o te whakaaro e tika ai te haurapatanga i te hanganga kei te tāpaetia. Kua pōhiritia e au ngā tirohanga katoa, ā, i tino pērā ki te hunga i māia ki te wero i te tāpaetanga.

Tēnā hoki koutou i tā koutou manaaki i ētahi atu i a tātou ka pōkai i ngā whakatau whakahirahira ka panoni pai nei i tā tātou taera mahi. Kua tino kite ahau i te mārohirohi me te manaakitanga i ngā tīma i ia rā. Ka nui ake te pāngia o ētahi o tātou, tērā i ētahi atu, ā, me mahara ake ki te waiwaitanga o te tūhotanga, o te taukaea tāngata me te tūporetanga i roto i ngā marama e tū mai nei.

Me mihi hoki ngā kaiārahi i tō tātou Rōpū, kua whakamana nei i ā tātou tāngata ki te tuari i ō rātou whakaaro. He tino mihi tēnei i te whakapono e whanake ana i waenganui i a tātou, he tino taonga tērā!

## **Kei te tautoko te nuinga o ngā kaimahi i te moemoeā me te ahunga o te Rōpū, heoi anō, i ara ake ētahi kōrero whakahoki e tohu ana i ētahi tūraru**

Hui katoa, kei te tautoko ā mātou kaimahi i te moemoeā me te ahunga o Te Pou Ohumahi Mātauranga e rārangi mai ana i te tāpaetanga. I pōhiritia te whakawhānuitanga o ngā whakaaro, tae ana ki te ohumahi *whānui*, tērā i ngā kaimahi whakaako noa iho. I pai hoki ngā kōrero whakahoki mō te ara wātea ki te whanake i ā tātou whakamaheretanga ohumahi ā-rautaki me te āheinga hoahoa ratonga, me te whakatōpūtanga hoki o ngā mahi hāngai i ngā tīma motuhake. Kua kīia hoki te āheinga tātari, māramatanga anō hoki te hononga tamō e hanga ai tātou i tētahi papa taunakitanga mārō mō ngā kupu āwhina, ngā whakatau me ngā haumitanga o te anamata.

I mārama aua āhuatanga ki a koutou, heoi anō, i reira hoki ētahi āhuatanga kāore i mārama. Ko ētahi māharahara i whai pānga ki ngā tūranga o ētahi, ki ngā mahi rānei kāore pea e taea te wāwāhi. Waihoki, mō te aukatitanga o tētahi mahi waiwai nā te whakaurunga o ētahi panonitanga. Kua whakaaro ake ahau mēnā me panoni tātou i te tāpaetanga hei whakatika i aua māharahara, me te aha, kua paku rawekehia e au hei whakaata i ā koutou kōrero whakahoki.

Mēnā kāore i panonihia, ka panoni pea ā te anamata i tā tātou Rōpū ka whanake haere. E wātea tonu ana ahau ki te matapaki i ngā whakatau. Māku koutou e whakamōhio i a tātou ka whakatinana mai nei i tō tātou hanganga hou.

Ngā mihi,

Anna Welanyk  
Hautū, Te Pou Ohumahi Mātauranga

*Ehara taku toa i te toa takitahi engari he toa takitini.*

### **Your engagement around the proposed changes**

Over the last few weeks, we have spent a significant amount of time together sharing our collective views of the value of the proposed changes to our organisational structure. A wide range of meaningful feedback has been put forward by many of you, both supporting and challenging the change proposal. There has been some lively team debate and I have welcomed being challenged around my thinking, understanding the readiness for change and hearing alternative views of what will work best for us, our Ministry colleagues and the wider sector. The insights I have gained by being actively engaged in hearing your voice have been key to supporting the content of this Decision Document. There have been changes because of your feedback.

### **Acknowledging your participation and effort**

Thank you all for being respectful in your engagement throughout this initial decision-making phase and for supporting me to understand your feedback and in some cases, concerns. Diversity of thought ensures that we perform the right level of due diligence on the proposed structure, and I have welcomed all views, especially from those who showed courage in challenging the proposal.

Also, thank you for taking care of each other as we navigate making important decisions that will help make a positive shift in the way we work. I have seen great examples of resilience and manaakitanga amongst our teams every day. The changes have more effect on some of us than others and we need to remember that maintaining that level of awareness, connectedness and care will continue to be important over the coming months.

Thanks must also go to the leaders in our Group, who have supported our people so they feel empowered to share their views. This is testament to the trust that is building between us, which is a known superpower!

**Staff largely support the vision and Group direction but there was important feedback pointing out some risks**

Overall, our staff support the vision and direction of Te Pou Ohumahi Mātauranga as set out in the proposal. People welcomed the expansion of thinking including the *whole* workforce rather than only the teaching staff. The opportunity to build our strategic workforce planning and service design capability and the proposed bundling of related functions in dedicated teams also received positive feedback. The analysis and insights function is recognised as the missing link needed for us to build a strong evidence base for future advice, decisions and investments.

Whilst those things made sense to you there were a few things that did not resonate. These concerns mainly related to a few individual roles or tasks that were not easily separated and where implementing changes may disable a critical function. I have considered whether we needed to change the proposal to address these concerns and I have made a few adjustments to reflect your feedback.

Where changes have not been made, future changes may still occur as our Group evolves. I remain available to discuss the decisions. I will continue to keep you informed and involved as we bring our new structure to life.

Ngā mihi,

Anna Welanyk  
Hautū, Te Pou Ohumahi Mātauranga

# Te Tirohanga Whānui o Te Pou Ohumahi Mātauranga | Te Pou Ohumahi Mātauranga Overview

## Why we are changing

Te Pou Ohumahi Mātauranga was created in October 2021 as part of changes to Te Tāhuhu o te Mātauranga driven by the Government's response to the Tomorrow's Schools review. The transformation across Te Tāhuhu is guided by four key shifts – to give priority to local and regional voice, give practical effect to te Tiriti o Waitangi, improve feedback loops and information flows, and deliver greater responsiveness, accessibility, and integrated services and support.

The transformation of Te Tāhuhu began by setting up our key Business Groups at tier 2 in October 2021 and continues now with decisions at tiers 3 and 4. While our Group has performed well since its establishment, we have an opportunity through this next phase to address feedback from our key stakeholders and our people over the past year. In particular, we need to create more dedicated resource for planning and delivering workforce strategy, improve our use of analysis and insights, and improve our accessibility and responsiveness to customers.

I recently consulted with you on proposals for our structure at tiers 3 and 4. My aim has been to establish the key reporting lines needed to best deliver the functions required to shape a strong, culturally competent education workforce.

I proposed a number of changes, including:

- **establishing a new Service Design & Implementation function** to centralise a number of key skillsets and functions
- **reorganising our Teacher Supply function** into an Education Workforce Supply and Leadership function with improved remit to extend our focus to include non-teaching and Māori medium workforces, as well as Education Workforce Strategy
- **flattening our Group structure** to promote integration and collaboration.

Your feedback has helped to inform the design that will be implemented from 31 March 2023. These changes create the critical building blocks for our Group and we will continue to refine the tiers below as we implement the changes to support our teams to deliver for the Ministry and Education Workforce.

**More information on our context for change as an organisation is outlined in Part A of our Decisions Document.**

## High-level feedback themes for Te Pou Ohumahi Mātauranga

Over the three weeks of Te Whakawhiti Kōrero | Consultation, I received feedback and questions from multiple submitters through ConsiderThis. I also held a number of in-person group feedback sessions and one-on-one conversations.

The feedback from the consultation shows that our people agree with the key changes I am suggesting - there is support for the vision and direction, including expanding our remit to the full education workforce and improving our capability including a clear focus on the Māori medium workforce. I did not receive any feedback suggesting substantive changes to the proposed functional structure at tiers 3 and 4.

Submitters largely directed their feedback to:

- the specific scope of some new functions eg. Performance reporting, Service Design, Project Management Office (PMO) seeking clarity on how it would support project deliverables, our Group, the wider Ministry and the sector
- where particular functions or roles should be located (e.g., Contracts and Implementation, Engagement, EPL monitoring)
- the capability and resourcing needed at tiers 5 and below to deliver on the proposed new direction (ie, for Executive Assistants, learning support and early childhood education, and business support), and
- queries and feedback on the process we used to design the structure and evaluate and map roles.

Our Design team has closely considered every piece of feedback. Your input has helped me to understand how our team feels about these changes, the areas you particularly support, and the areas you consider risky or problematic.

The following table outlines the main high-level feedback themes I heard, and my response.

**For information on our organisational high-level feedback themes, please read Part A of our Decisions Document. Additional detail on the key themes of the feedback and responses relating to this business group is [provided here](#).**

Themes	Your feedback, suggestions and questions	Our response
Project Management Office (PMO) and contract management	Feedback queried the scope, responsibilities and accountabilities of the proposed PMO. We also received feedback on the functional placement of the contract management function.	<p>We are confirming that this is a delivery function and not just a monitoring function. We acknowledge the critical function that both contract management and programme management play for the whole Group. To respond to that, we will integrate these functions under one General Manager. Specifically:</p> <ul style="list-style-type: none"> <li>i. The current position of Programme Manager (407292) responsible for delivering education workforce contracts will have a new title of Manager, Education Workforce Contracts reporting to the General Manager, Service Design &amp; Implementation. The team currently reporting to this manager will move and continue to report to their manager in the new structure.</li> <li>ii. The proposed position of Manager, Education Workforce Project Management Office will have a change in title to Manager, Education Workforce Programme Delivery and will not take on responsibility for the above Education Workforce Contracts team- see above.</li> </ul> <p>Our intention is to move progressively towards establishing a fully integrated Programme Delivery function incorporating programme and contract management where services are delivered across the whole Group.</p>



Themes	Your feedback, suggestions and questions	Our response
EPL monitoring	Feedback suggested separating EPL monitoring and operational delivery.	<p>We have determined that in order to maintain the performance monitoring of EPL, there are benefits in retaining the proximity between the Manager, Performance Improvement and General Manager, Education Workforce Payroll. Managing risks in this operational area continues to be a priority for our Group.</p> <p>We have decided:</p> <ul style="list-style-type: none"> <li>i. To not disestablish the position of Manager, Performance Improvement (407694), and instead transfer this position to directly report to the General Manager, Education Workforce Payroll to lead monitoring of EPL.</li> <li>ii. The position of Senior Business Advisor (406226) will continue to report to the Manager, Performance Improvement.</li> <li>iii. To reflect where this work will be performed and balance the financial impact, we will no longer establish the proposed new position of Principal Advisor, Office of the Hautū at this time.</li> </ul>

Themes	Your feedback, suggestions and questions	Our response
Elevating the Education Workforce Leadership programme reflecting the importance of the new function in supporting Te Mahau	This sector leadership role is a critical priority for the sector. It provides leadership for the new leadership advisors that will work with schools and kura across the regions.	<p>In response to the important mahi we are leading in this space, we have decided to change the reporting line of the position of Chief Advisor, Leadership Advisory Programme (410610) (from reporting to the General Manager, Education Workforce Supply and Leadership to directly reporting to the Hautū.) The Chief Advisor will continue to have an important relationship to the General Manager, Education Workforce Supply and Leadership so that the central leadership function, and workforce strategy are informed by the needs of the front line.</p> <p>This change allows the Hautū to directly oversee the work and signals the priority this role requires.</p>
Other reporting line, and title changes	Feedback suggested reporting line changes that functionally align better, different names to better emphasise what the team / role does, and a review consistency of grading	<p>The following changes have been confirmed:</p> <ul style="list-style-type: none"> <li>i. The position of Senior Payroll Data Analyst (410017) will report to Payroll Remediation Lead (408822) in line with the role scope.</li> <li>ii. The new position of Chief Advisor, Governance will be renamed Chief Advisor, Governance &amp; Performance and their responsibilities updated to better reflect the breadth and scope of their role.</li> <li>iii. The banding of the new position of Manager, Te Reo Māori Workforce Supply will increase from the proposed M5 to M6.</li> </ul>

## Our design going forward

### Our general structure will proceed as outlined in the consultation proposal

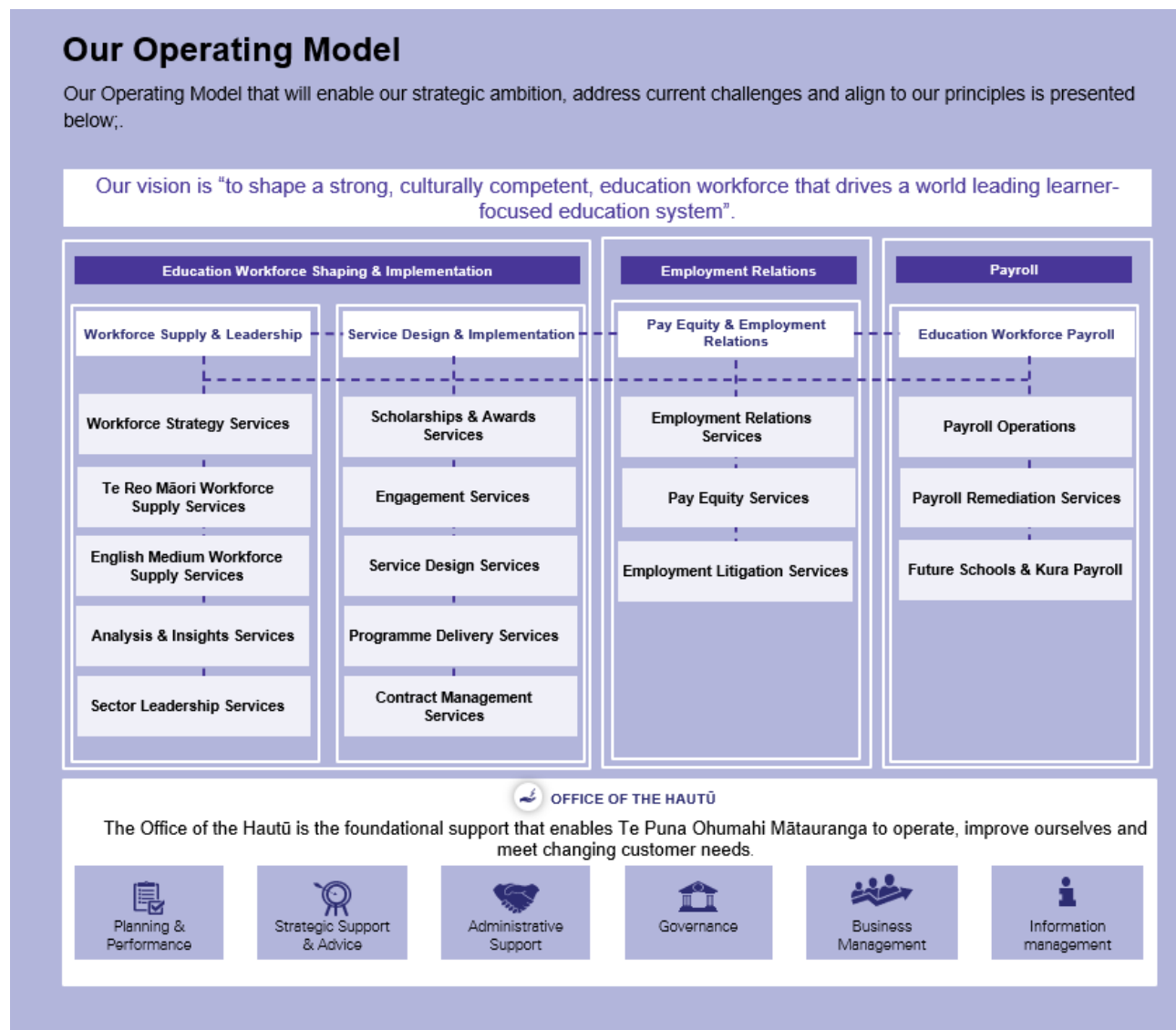
The feedback shows our people support the general direction of change at tiers 3 and 4. We have therefore decided that the direction and functions of the operating model will proceed for implementation as planned. This means:

- **Establishing a new Service Design & Implementation function** so they are centralised within our Group, consolidating our functional skills and capabilities.
- **Reorganising our Teacher Supply function** into an Education Workforce Supply and Leadership function with an explicit remit to extend our focus to include the non-teaching education workforce. A lifting up of the focus on the development of our te reo Māori and Māori medium Workforce addressing the urgent need to build a supply pipeline. A dedicated resource to co-ordinate and map education workforce strategy initiatives.
- **Flattening our Group structure** to promote integration and collaboration and offer our people opportunities to learn and grow from participating in and collaborating on a range of Group and Ministry wide programmes and initiatives.

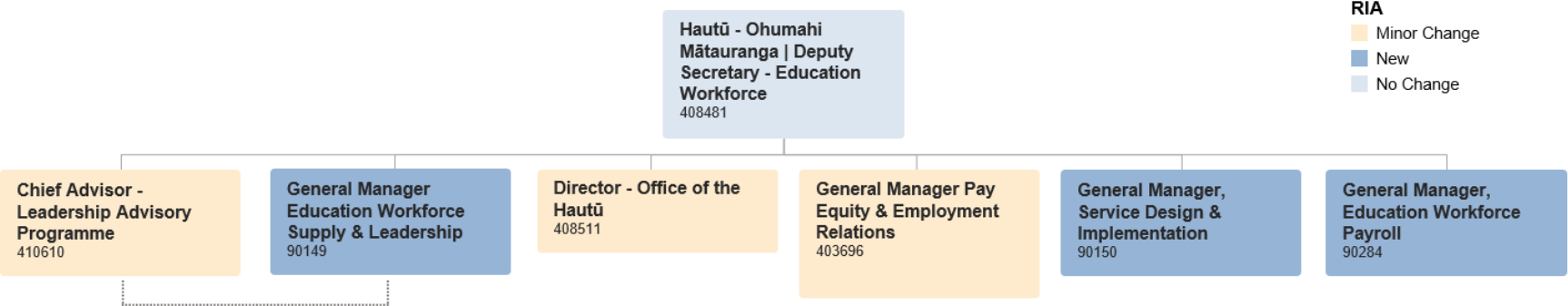
All other decisions are in line with those proposed in the consultation. Making the changes outlined in our high-level feedback and responses table will help us to better deliver on our essential functions, noting that the structural change has been focused on tiers 3 and 4, with plenty of work to be done to ensure the tiers below are structured in a way that is fit for purpose. Thank you again to all who have given feedback. Our design is better with your input.

Our updated operating model is shown below. For more information on connecting our organisational design together across our business groups, please see Part A of our Decisions Document.

Figure 1 – Te Pou Ohumahi Mātauranga operating model



# Te Pou Ohumahi Mātauranga Senior Leadership



## What happens next

### Expressions of Interest

Affected people can submit an expression of interest (EOI) for any vacancies or new positions from 24 November 2022. More information on the EOI process and support for our people is in Part A of our Decisions Document.

### Implementing change

Our people will move to their new structures progressively after roles have been confirmed but with the intention to have the new structure in place by 31 March 2023.

I will work with People Leaders ahead of this time to design a process for detailed transition planning, so we are ready to make the most of the opportunity this change presents once all new leadership roles are filled. You will have further opportunities to have your say as we shape up this plan. Our transition planning will include:

- A group go-forward plan, outlining our key priorities, outcomes, our path for getting there, and how we will measure success
- A stakeholder management plan, guiding how we will work with others across the sector and other parts of the Ministry
- An internal Ministry and Sector wide engagement plan
- A cultural capability plan, outlining how we will improve our ability to serve and interface with a diversity of cultures.

For most people, your work doesn't change but how we work together to realise the vision envisaged in the four shifts will and it will require us to change how we work both inside and outside our organisation. There may be adjustments to how teams collaborate and integrate their work over the coming months as we learn and adjust to changes across Te Tāhuhu o te Mātauranga.

For others, your role or team may be different to what you are used to. I acknowledge that adjustment will take some time to get used to and for the benefits to be experienced by our people and our customers. Our leadership team is committed to giving you the support you need to thrive no matter where you are in our team, and we will put in place some workshops and tools to assist you make the required adjustments on our ways of working in the new year.

One theme I heard consistently through consultation was interest in the capability and capacity we need to deliver on our vision. People leaders will continue to have responsibility as part of business as usual for determining the composition their team needs to deliver their functions most effectively within the budget available. The feedback you have provided to date is helpful for informing our Transition Plan and I will monitor implementation closely to understand how effectively our resource distribution meets our needs.

It will be up to all of us to make the most of the opportunity represented by the four shifts across Te Tāhuhu o te Mātauranga, and the new expansive vision within Te Pou Ohumahi Mātauranga. We look forward to continuing the dialogue with you as we progress.

### **Continuing to evolve how we work**

With our key structural building blocks in place, the next phase will be focused on evolving how we work across the functions to strengthen our strategic and planning focus, give effect to te Titiri o Waitangi and give priority to regional and local voice. We will closely monitor the changes and measure that we are making the impact we want. I look forward to continuing on this journey with you.

## Nā ēnei whakatau ka puta | The confirmed decisions will result in

Note – any changes from what was included in the proposals for consultation are italicised in the following tables.

### Establishment of the following new positions

*\*Note – Role IDs for new roles will be confirmed when the positions are filled.*

Division	Tier	Role ID*	Role title	New or existing role description?	Pay band	Number of positions	Available for EOI?
Education Workforce, Supply & Leadership	3	GL90149	General Manager, Education Workforce, Supply & Leadership	New	GM22	1	Yes
Service Design & Implementation	3	GL90150	General Manager, Service Design & Implementation	New	GM22	1	Yes
Education Workforce Payroll	3	GL90284	General Manager, Education Workforce Payroll	New	GM22	1	No
Education Workforce, Supply & Leadership	4	FM90115	Manager, Analysis & Insights	New	M4	1	Yes
Education Workforce, Supply & Leadership	4	FM90115	Chief Advisor, Education Workforce Strategy	New	B4	1	Yes
Education Workforce, Supply & Leadership	4	FM90116	Manager Te Reo Māori Workforce Supply	New	M6	1	Yes
Education Workforce, Supply & Leadership	4	SE90234	Chief Advisor, Education Workforce Supply	New	B4	1	Yes
Service Design & Implementation	4	FM90116	<i>Manager, Engagement</i>	New	M3	1	Yes
Education Workforce Payroll	4	PM90169	Programme Director, Payroll Remediation	New	M5	1	Yes
Office of the Hautū	4	SP90219	<i>Chief Advisor, Governance &amp; Performance</i>	New	A9	1	Yes



## Disestablishment of the following positions

Division	Position ID	Position title	Pathway for (substantive) employee or if position is currently vacant
Education Payroll	400020	Associate Deputy Secretary Payroll	EOI
Education Workforce	405864	Associate Deputy Secretary Education Workforce	Vacant
Education Payroll	400070	Manager Strategy	EOI
Education Payroll	407371	Group Manager Payroll	Redeployment to General Manager, Education Workforce Payroll
Education Workforce	409911	Chief Advisor – Data	Vacant

## Minor changes for the following positions

Substantive position ID	Substantive position title	Confirmed change	New details
400069	Manager Payroll Operations	Change in reporting line and tier	Reports to Group Manager Education Workforce Payroll and now Tier 4.
400199	Senior Advisor	<i>Change in title</i>	<i>Advisor</i>
400200	Chief Advisor - Payroll	Change in reporting line	Reports to Group Manager Education Workforce Payroll
400201	Principal Advisor	Change in reporting line	Reports to Group Manager Education Workforce Payroll
400203	Stakeholder Engagement Lead Schools Payroll	Change in reporting line and division	<i>Reports to Manager, Engagement in Service Design &amp; Implementation</i>
400205	Programme Manager	Change in reporting line and division	<i>Reports to Manager Education Workforce Programme Delivery</i>
400206	Implementation Lead	Change in reporting line	Reports to Programme Director Payroll Remediation
400210	Payroll Processes Administrator	Change in reporting line	Reports to Payroll Operations Manager

Substantive position ID	Substantive position title	Confirmed change	New details
403696	Senior Manager	<i>Change in reporting line, position title and tier</i>	<i>Reports to Hautū - Ohumahi Mātauranga   Deputy Secretary - Education Workforce; Position title General Manager, Pay Equity &amp; Employment Relations</i>
403709	Communications and Engagement Adviser	Change in reporting line and division	Reports to Manager, Engagement in Service Design and Implementation
406376	Manager, Claims Implementation	Change in reporting line, position title and division	Reports to General Manager Service Design & Implementation; Position title - Manager Service Design; Division - Service Design & Implementation
406916	Senior Communications Advisor	Change in reporting line and division	Reports to Manager, Education Workforce Engagement in Service Design and Implementation
407049	Senior Advisor	Change in reporting line and division	Reports to Manager, Engagement in Service Design and Implementation
407055	Change Adviser	Change in reporting line and division	Reports to Team Lead Service Design; Contracts and Implementation Division
407283	Senior Manager	Change in reporting line and position title	Reports to General Manager Service Design & Implementation; Position title - Manager, Scholarships & Awards
407292	Programme Manager	Change in reporting line, position title and tier	Reports to General Manager Service Design & Implementation; Position title - Manager Education Workforce Contracts; Tier 4
407352	Governance Advisor	Change in reporting line and division	<i>Reports to Director - Office of the Hautū; Division - Office of the Hautū</i>
407694	<i>Manager, Performance Improvement</i>	<i>Change in reporting line and tier</i>	<i>Tier 4 - Reporting to General Manager Education Workforce Payroll.</i>
407813	Senior Manager	Change in reporting line and position title	Reports to General Manager Education Workforce Supply & Leadership; Position title Manager, English Medium Supply

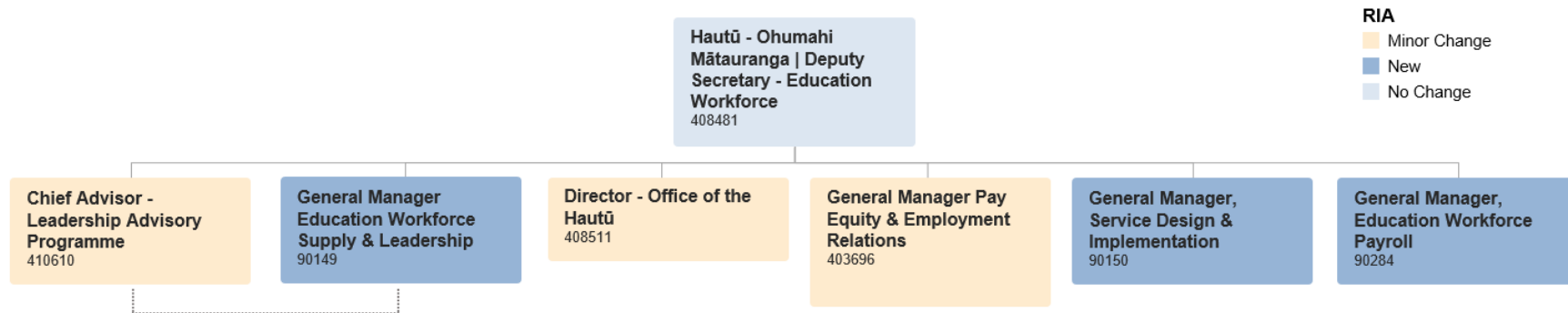
Substantive position ID	Substantive position title	Confirmed change	New details
407871	Delivery Manager	Change in reporting line	Reports to Programme Director Payroll Remediation
408149	Principal Communications Advisor	Change in reporting line and division	Reports to Manager, Education Workforce Engagement in Service Design and Implementation
408150	Senior Communications Advisor	Change in reporting line and division	Reports to Manager, Education Workforce Engagement in Service Design and Implementation
408399	Chair, New Appointments National Panel	Change in reporting line and division	Reports to General Manager Education Workforce Strategy, Leadership & Supply; Division - Workforce Strategy, Leadership & Supply
408511	Director - Office of the Deputy Secretary	Change in title and some additional direct reports	<i>Director - Office of the Hautū</i>
408546	Project Manager	Change in reporting line and division	<i>Reports to Manager Education Workforce Programme Delivery; Division - Service Design &amp; Implementation</i>
408657	Senior Communications Advisor	Change in reporting line and division	Reports to Manager, Education Workforce Engagement in Service Design and Implementation
408673	Strategic Decision Analyst	Change in reporting line	Reports to Programme Director Payroll Remediation
408730	Remediation Technical Lead	Change in reporting line	Reports to Programme Director Payroll Remediation
408822	Payroll Remediation Lead	Change in reporting line	Reports to Programme Director Payroll Remediation
409293	Principal Payroll Advisor	Change in reporting line	Reports to Programme Director Payroll Remediation
409369	Principal Payroll Advisor	Change in reporting line	Reports to Programme Director Payroll Remediation
409456	Team Coordinator	Change in reporting line and division	Reports to Manager Payroll Operations in Education Workforce Payroll

Substantive position ID	Substantive position title	Confirmed change	New details
409558	Delivery Manager	Change in reporting line	Reports to Programme Director Payroll Remediation
409567	Senior Business Analyst	Change in reporting line	Reports to Programme Director Payroll Remediation
409892	Project Manager	Change in reporting line	Reports to Programme Director Payroll Remediation
410017	Senior Payroll Data Analyst	Change in reporting line	<i>Reports to Payroll Remediation Lead</i>
410065	Change Analyst	Change in reporting line and division	<i>Reports to Team Lead Service Design; Division - Service Design &amp; Implementation</i>
410274	Principal Adviser	Change in reporting line and division	<i>Manager, Engagement; Division - Service Design &amp; Implementation</i>
410307	Change Lead	Change in reporting line and division	Reports to Team Lead; Division - Service Design & Implementation
410342	Project Manager	Change in reporting line and division	<i>Report to Manager Education Workforce Programme Delivery; Division - Service Design &amp; Implementation</i>
410392	Programme Business Owner – Future of Schools and Kura Programme	Change in reporting line and position title	Reports to Group Manager Education Workforce Payroll; Position title Manager Future Schools and Kura Payroll
410449	Change Lead	Change in reporting line and division	Reports to Team Lead Service Design; Division - Service Design & Implementation
410453	Senior Data Developer	Change in reporting line	Reports to Programme Director Payroll Remediation
410460	Programme Manager	Change in reporting line, title, division and tier	<i>Reports to General Manager Service Design &amp; Implementation; Title Manager, Education Workforce Programme Delivery in Service Design &amp; Implementation. Tier 4</i>
410480	Senior Data Developer	Change in reporting line	Reports to Programme Director Payroll Remediation

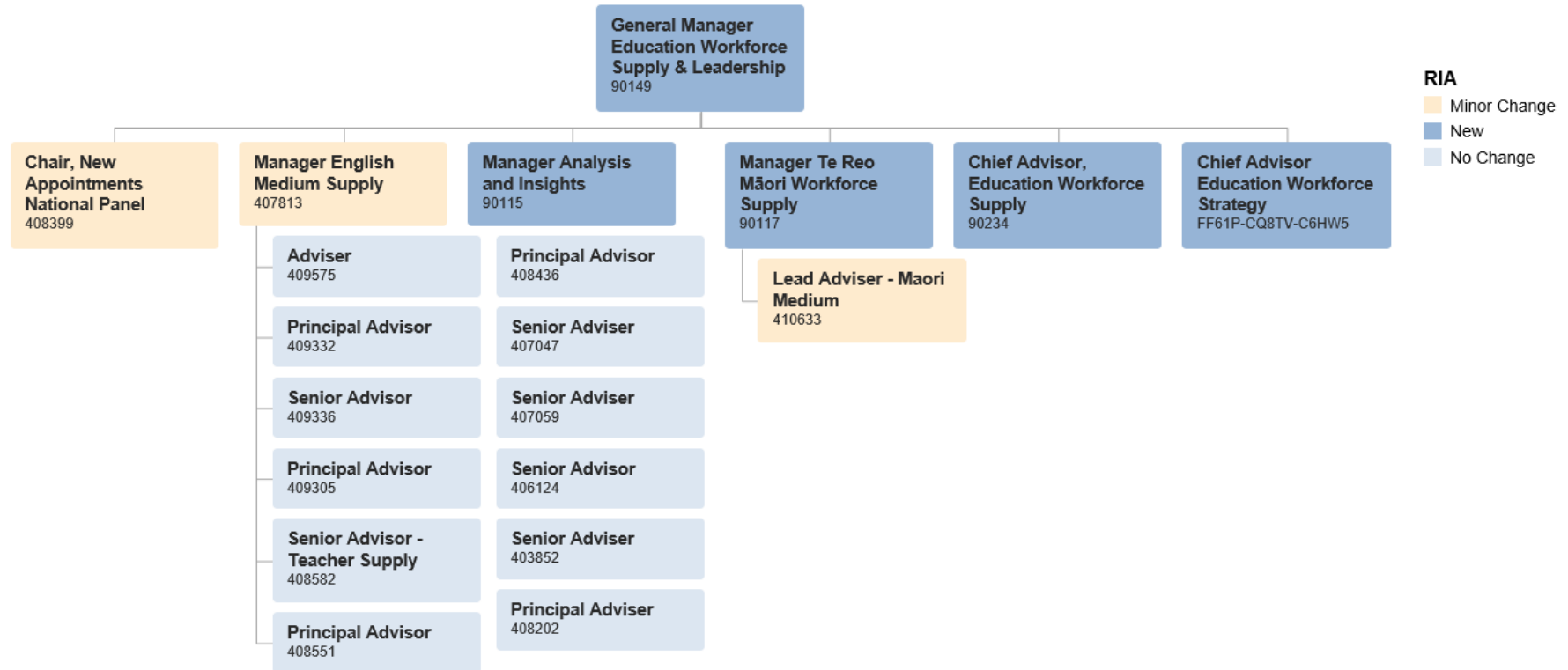
Substantive position ID	Substantive position title	Confirmed change	New details
410535	Senior Test Analyst	Change in reporting line	Reports to Programme Director Payroll Remediation
410610	<i>Chief Advisor, Education Workforce Leadership</i>	<i>Change in reporting line</i>	<i>Hautū - Ohumahi Matauranga, Deputy Secretary Education Workforce with dotted line to General Manager Education Workforce Leadership &amp; Supply</i>
410633	<i>Lead Adviser - Māori Medium</i>	<i>Change in reporting line and division</i>	<i>Manager, Te Reo Māori Workforce Supply in Education Workforce Supply &amp; Leadership</i>
410712	<i>Senior Data Developer</i>	<i>Change in reporting line</i>	<i>Reports to Programme Director Payroll Remediation</i>
410723	<i>Query Management Lead</i>	<i>Change in reporting line</i>	<i>Reports to Programme Director Payroll Remediation</i>

## Confirmed structure for Te Pou Ohumahi Mātauranga

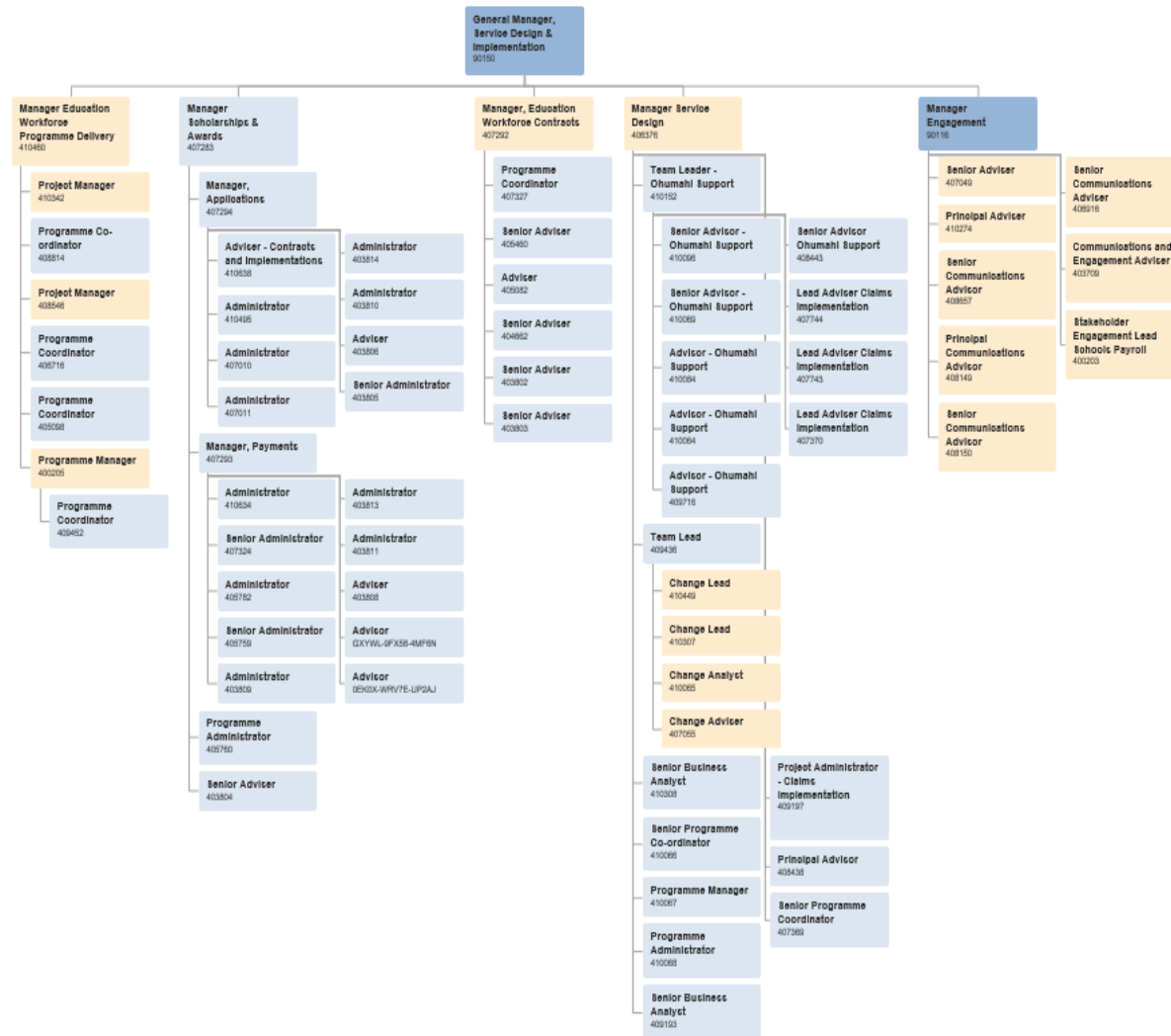
### Senior Leadership structure



## Education Workforce Supply & Leadership



## Service Design & Implementation

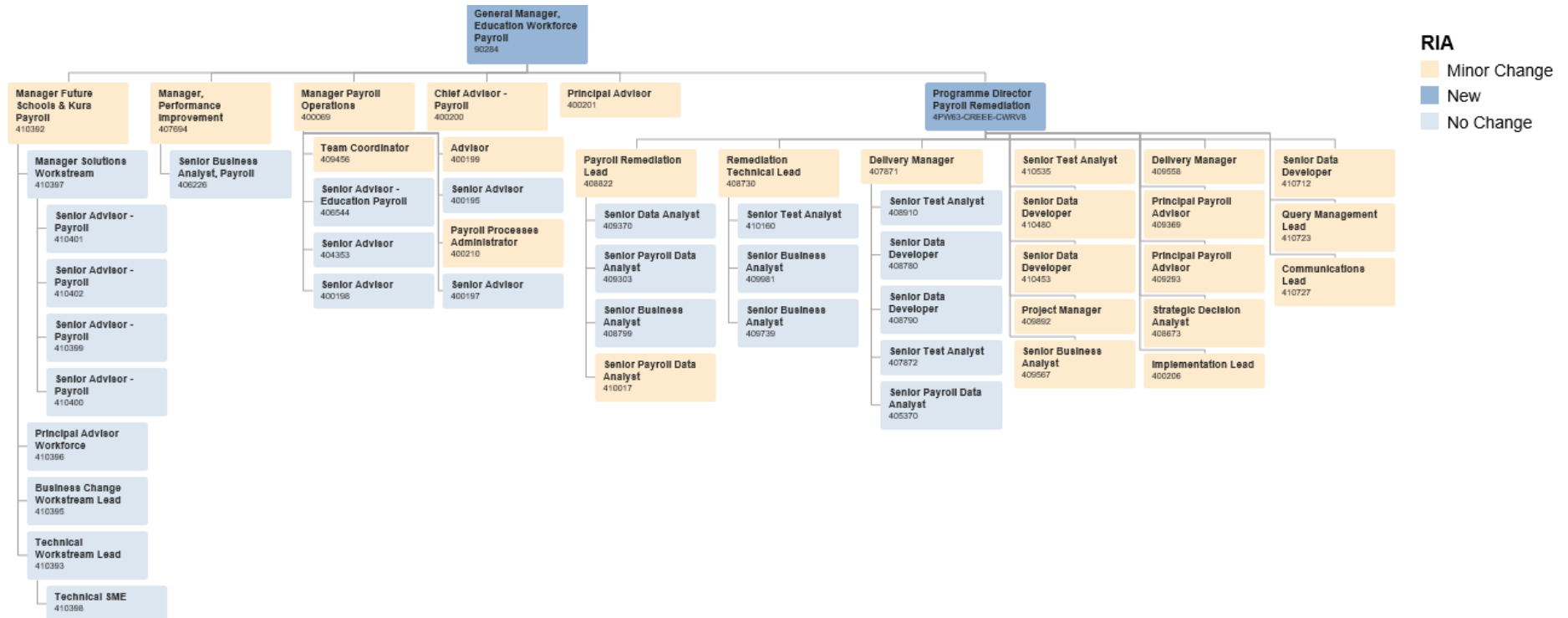


**RIA**

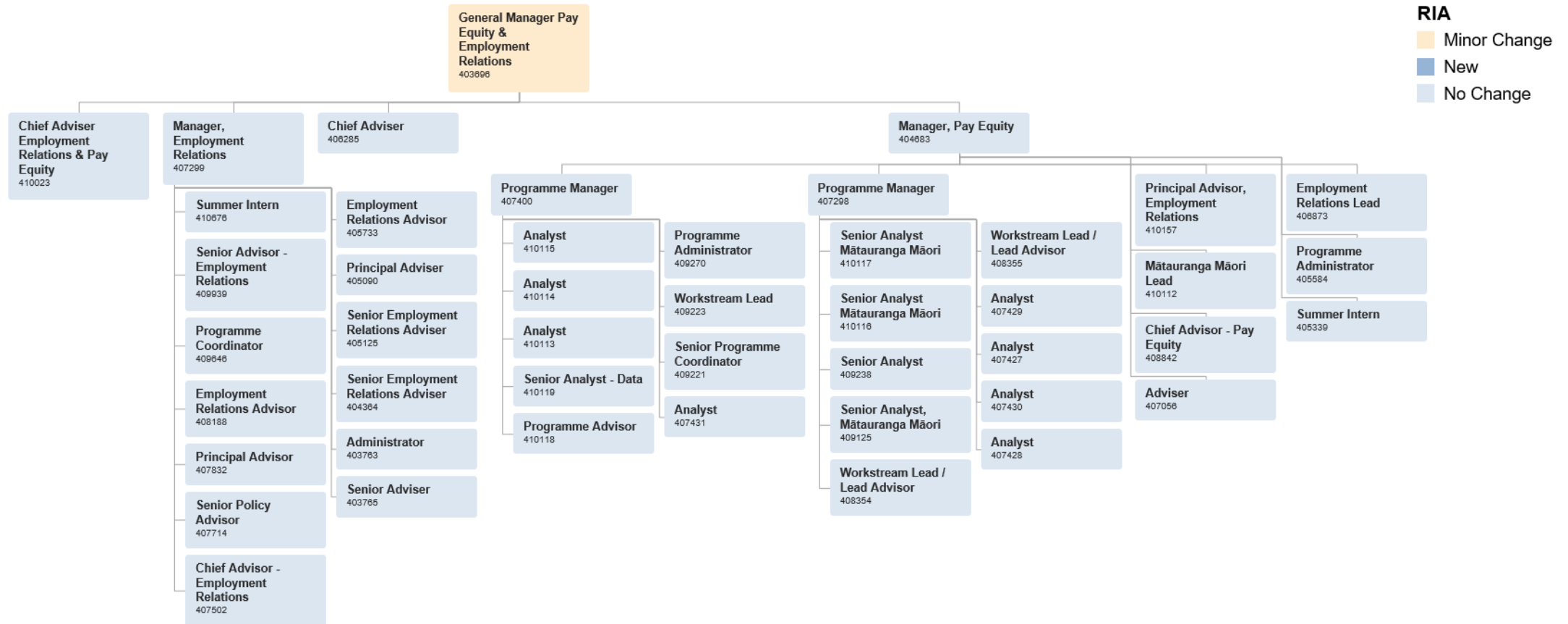
- Minor Change
- New
- No Change



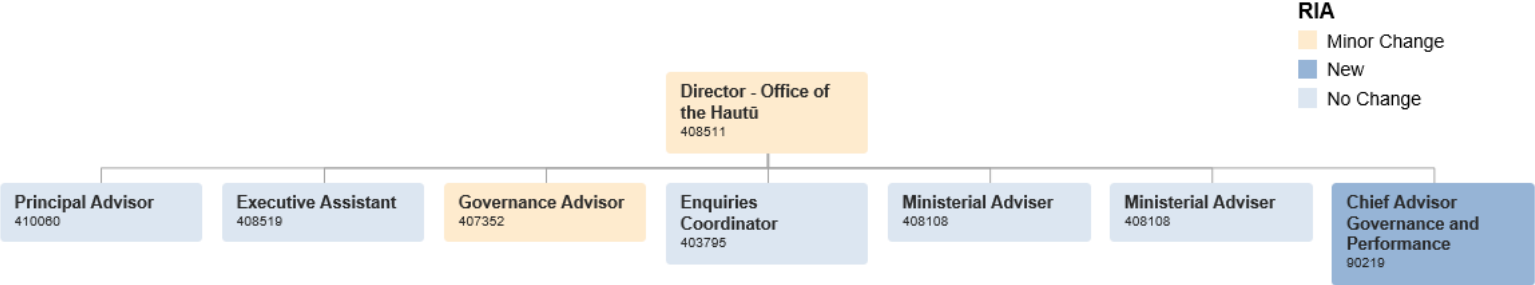
## Education Workforce Payroll



## Pay Equity & Employment Relations



Office of the Hautū



# He āpitihanga | Appendix

## Feedback and responses

Themes	Your feedback, suggestions and questions	Our response
<b>Scope of work</b>	<p>Submitters wanted clarity on the scope of our work.</p> <ul style="list-style-type: none"> <li>- Support for the expansion of scope in the Teacher Supply function to the wider education workforce, including a specific Te Reo Māori workforce supply function</li> <li>- Queried the visibility of early learning and learning support in the proposals</li> <li>- Queried whether the scope of the Pay Equity team would include giving effect to the Pacific Pay Gap Inquiry Report</li> </ul>	<p>We have not made changes in relation to these comments. The issues raised are not best addressed through Tier 3 and 4 structural design.</p>
<b>Functional structure</b>	<p>Comments related to the arrangement of functional structures and ways of working within those new structures:</p> <ul style="list-style-type: none"> <li>- One submitter suggested splitting up parts of the Contracts &amp; Implementation team between the PMO and Workforce Supply functions would create difficulties in delivering the full C&amp;I function and suggested a number of alternatives. This commenter also queried the functions of the PMO.</li> <li>- One submitter queried the functional structure below a single Manager, PMO and whether the proposed change would unfavourably cause a flat structure and disrupt the people and current work being undertaken.</li> <li>- One submitter queried whether the specific work the payroll reporting &amp; strategy teams will shift alongside these functions.</li> <li>- One submitter asked which team would be responsible for EPL monitoring.</li> <li>- One submitter suggested the Engagement function should be housed within the Office of the Hautū rather than Service Design &amp; Implementation. Another sought clarification over whether the engagement function would lead external communications for the group.</li> <li>- One submitter supported the new service design function but suggested it could be broadened in scope to design thinking more</li> </ul>	<p>In response to these comments, we have:</p> <ul style="list-style-type: none"> <li>- Changed the Programme Manager, Education Workforce Contracts become a Manager, Education Workforce Contracts who will work closely with Contracts &amp; Implementation.</li> <li>- Changed the title of the Manager, Education Workforce Project Management Office to Manager, Education Workforce Programme Delivery.</li> </ul> <p>These changes balance the desired future state of an integrated PMO function with our current ways of working. We intend to shift to this future state at a later date when opportunity allows.</p> <p>We did not make any specific design changes in relation to the query around whether payroll reporting &amp; strategy shifts with their managers. All work shifts with managers.</p> <p>EPL monitoring decisions are covered in the section on “placement of particular roles”.</p> <p>We did not accept the suggestion to shift the Engagement function within the Office of the Hautū. This function needs to be</p>

Themes	Your feedback, suggestions and questions	Our response
	<p>widely and could be merged with the engagement function to integrate design, engagement and implementation functions.</p>	<p>close to implementation, and inclusion within the Office of the Hautū would change the nature of the office.</p> <p>We agreed with the service design submitter's conception of a wide remit for the design thinking, and considered the Service Design and Engagement functions can and should work closely together without requiring merging, and that reporting to the same General Manager will promote this.</p>
<b>Placement of particular roles</b>	<p>Four comments on ConsiderThis and two offline conversations related to the placement of particular roles within the organisational structure.</p> <ul style="list-style-type: none"> <li>- Four comments suggested that the Senior Business Advisor responsible for monitoring EPL report directly to the GM, Education Workforce Payroll to preserve independence between operations and monitoring functions.</li> <li>- One comment (a contractor) queried whether her role should move to the new Analysis &amp; Insights function as proposed, as the role is primarily focused on payroll remediation reporting.</li> <li>- One piece of feedback related to the disestablishment of the Manager, Performance Improvement and mapping to Principal Advisor, Governance in the Office of the Hautū.</li> <li>- One request from the Secretary for Education for the Chief Advisor, Education Workforce Leadership to report directly to the Hautū in light of the importance of this programme.</li> <li>- One submitter queried whether all project and programme management roles should eventually sit within the PMO.</li> </ul>	<p>In response to these comments, we have:</p> <ul style="list-style-type: none"> <li>- Not disestablished the Manager, Performance Improvement, and shifted this role to directly report to GM, Education Workforce Payroll, and did not establish the Principal Advisor, Governance in the Office of the Hautū.</li> <li>- Kept the Senior Business Advisor as a direct report to the Manager, Performance Improvement.</li> <li>- Moved contractor position (Senior Payroll Data Analyst \$410017) to report to Payroll Remediation Lead.</li> <li>- Moved the Chief Advisor, Education Workforce Leadership to directly report to the Hautū.</li> </ul>
<b>Specific roles and responsibilities</b>	<p>Six comments related to the resourcing needed within teams to deliver on the functions.</p>	<p>In response to these comments, we have:</p> <ul style="list-style-type: none"> <li>- changed the title of Chief Advisor, Governance to "Chief Advisor, Governance &amp; Performance"</li> </ul>

Themes	Your feedback, suggestions and questions	Our response
	<p>These specifically related to:</p> <ul style="list-style-type: none"> <li>- Retaining a Business Owner separate from the Manager, Future Schools &amp; Kura Payroll</li> <li>- Executive assistance</li> <li>- Business support (within Office of the Hautū)</li> <li>- EPL reporting</li> <li>- The organisation of Tier 5 structures within the Workforce Supply function</li> <li>- The need for business analyst and mātauranga Māori capability within the Service Design function</li> </ul> <p>One request from the Hautū to change the title of the Chief Advisor, Governance in the Office of the Hautū to “Governance &amp; Performance”.</p>	<p>We have not made any changes to resourcing at tiers 5 and below as requested at this time. This change aims to establish the key reporting lines at tiers 3 and 4. People Leaders will have responsibility as part of business as usual for determining the composition their team needs to most effectively deliver their functions within the budget available.</p> <p>The feedback provided provides a helpful input into our monitoring of the transition to the new structure, and we will be looking to understand where the business needs to invest its resource as we go.</p>
<b>Role grading, job analysis and job mapping</b>	<p>Four comments on ConsiderThis and one offline conversation related to role grading, job analysis &amp; job mapping.</p> <ul style="list-style-type: none"> <li>- One queried inconsistencies in job grading for managers.</li> <li>- One requested information on job change analysis.</li> <li>- Two expressed concern about whether the decisions to disestablish roles were made with information beyond formal job descriptions</li> <li>- One expressed a view that the EOI process should not be limited to just affected staff.</li> </ul>	<p>In response to these comments, we have:</p> <ul style="list-style-type: none"> <li>- Reviewed job grading for consistency and updated the grading of the Manager, Te Reo Māori Workforce Supply from M5 to M6.</li> </ul> <p>The other comments mainly relate to process, and we have responded to substantive design issues raised elsewhere.</p>
<b>Requests for further information or querying errors</b>	<p>Four comments were requests for further information, or queried errors in ConsiderThis.</p>	<p>We have not made any design changes in response to these comments as they are not related to design.</p>

Themes	Your feedback, suggestions and questions	Our response
<b>Comments on other business groups</b>	<p>Six comments were primarily focussed on other business groups but had a tangential connection to Te Pou Ohumahi Mātauranga (TPOM).</p> <ul style="list-style-type: none"> <li>- One commenter from our Group suggested that Te Mahau establish 'Integrator' roles to interface with Te Tāhuhu, in order to give greater effect to the key shift around feedback loops</li> <li>- One commenter from Te Pou Hanganga, Matihiko queried the purpose of a product team for EPL in the "Workforce" product grouping in the ICT Business Product and Service Delivery tower</li> <li>- Four comments from the same TPOM submitter related to the establishment of the Highest Needs Review team and the size of teams.</li> <li>- One commenter from our Group mentioned to Te Pou Rangatōpū, a need for heightened awareness of Health and Safety in providing a workplace where people feel safe and well.</li> </ul>	<p>We have not made any design changes in response to these comments; however, we have taken into account where there are interfaces with other Groups.</p>