

Te Puna Ohumahi Mātauranga

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He kupu nā te Hautū

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!

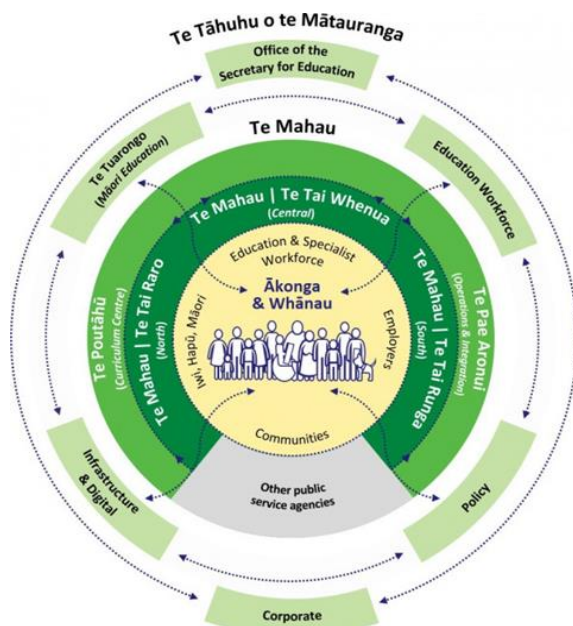
Tihei mauriora!

Te whanaketanga o Te Puna Ohumahi Mātauranga

He whakahirahira te anga, engari ko tā tātou mahi tahi, ki roto, ki waho hoki i te wāhi mahi, te ānga nui katoa e huri ai te tai. Ko te whakatinanatanga o te wawata i whakakitea i Te Mahau me Te Tāhuhu, nā ō koutou whakapaunga kaha, ā, me whakahīhī tātou i ngā ekenga nō te whakatūnga o Te Puna Ohumahi Mātauranga i te Ōketopa 2021. Nā tō ngākau hihiko me tō mārohirohi te rāngai i tautoko ki te tūhura i ngā wero nui i te tau kua hori, ā, kua whakakotahi mai tātou hei rōpū, me te aha, e mōhio ana ki te pūtake; he whakamaharatanga kāore i kō atu i te mahi tahi.

E manahau ana ahau ki te tuari i tēnei whāinga anamata mō tō tātou rōpū, mō Te Puna Ohumahi Mātauranga.

Te moimoi



Ko tō mātou moemoeā kia “whakairo i tētahi ohumahi, matatau ki te ahurea hei ā i tētahi pūnaha mātauranga, aro-ākonga, pai katoa i te ao”. Ko ngā panonitanga ā-pūnaha te mea matua.

E kitea ana i te whakaahua, he wāhanga tātou o Te Tāhuhu; he kaituitui, he kaiwhakamārama, he kaihoahoa i ngā whanaketanga i te pūnaha, e arotahi ana ki te ohumahi mātauranga.

Ka whaiwhakaaro mātou ki te pūnaha mātauranga whānui, tae ana ki ngā kaiako, ngā tautoko ohumahi, ngā ture, ngā kaupapa here me ngā taputapu. Ka mahi tahi mātou ki ō mātou hoa matua i te rāngai hei whakapakari i te āheinga ohumahi, kia rawaka ai te wātea, ā, hei whanake

hoki i te whai wāhitanga ki ngā tautoko ohumahi hāngai.

Ka rite tonu tā mātou aroturuki i te pānga o ā mātou kōkūhanga, ā, ka noho tāwariwari tonu hei whanake i ngā ratonga, hei tāmau hoki i ngā mahi pai ake.

Tā mātou tāera mahi

Ka whakapūmau ana i te anga whakahaere hou, he mea nui kia koke tonu i ngā mahi kua tīmata kē hei panoni i te tāera mahi. Ka whakakake tātou mā ngā hua kua whai kē tātou i te rāngai, ka whakawhānui i te rautaki 'whakarongo me te urupare', ā, ka hanga i ngā urupare me ngā ratonga tōpū hei pīkau i ngā wero ohumahi kua roa e pā mai ana. Me kimi tonu tātou i ētahi rautaki mahi tahi ki ētahi atu, puta noa i tō tātou wāhi mahi, otirā, i te rāngai.

Ko ēnei tāera mahi matua - te mahi tahi, te whakakapi, te whakarongo me te urupare - ka kitea i ngā huringa e whā, i whakatakotohia rā i te Puka Whakatau o Mei 2021, i ārahi nei i a tātou i ngā marama 12 nei.

- Ngā tū mahi hei whakamana i te Tiriti o Waitangi
- Mātua ko te reo o te rohe me te haukāinga
- Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū
- Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki

Ā mātou mahi matua

Ko te iho o ā tātou mahi ko te tuku i ngā urupare me ngā ratonga ohumahi waiwai, toitū, kounga anō hoki i te wā me te wāhi e hiahia ana. Ka tautoko ēnei i te whanake tonutanga o tō tātou pūnaha mātauranga hei painga mō ngā ākonga huri noa i Aotearoa. E tāpaetia ana kia tū tonu ō tātou tīma motuhake, arā, te [Rārangitū], te [Utu Tautika & Te Taukaea Kaimahi], te [Puna Ohumahi] me te Tari Hautū, heoi anō, ka paku rawekehia. Waihoki, e tāpae ana mātou kia whakatūhia tētahi tīma [Hoahoa Ratonga & Uruhi] hou hei whakahaere i te kōrahi o ō tātou haepapa hou.

Te tūhono tika atu ki te aroākapa

Kua tūhonotia atu mātou ki te aroākapa mā Te Mahau me ō mātou hoa rāngai. Whakamahia ai e tō tātou tīma ngā pūkenga, ngā mōhiotanga, me ngā taputapu ki te whanake, ki te whakataurite hoki i te pūnaha me te tautoko i te ohumahi kia eke ai ia. E whai hua ai, me mahi tahi tātou ki te rāngai, ki Te Kaunihera Kaiako, ki Te Tari Arotake Mātauranga, ki ngā kaiwhakarato Initial Teacher Education, ki ngā Uniana, ki ngā kāhui rāngai, ki a NZSTA me ētahi atu tari kāwanatanga. Ko ō rātou whakaaro ka āwhina i tō tātou aronga, i ā tātou hōtaka mahi me ngā haumitanga, waihoki i tōna tikanga ka hāngai ā rātou ratonga me ā rātou kaupapa ki ā tātou. Hui katoa, ka whai mātou ki te whakatairanga i te wāriu o te mahi kaiako, waihoki te tō mai, te whakangungu, me te pupuri i ngā kaiako ngaio ki te pūnaha.

Mā ō tātou hononga rirā ki Te Mahau me Te Tāhuhu e mārama ake ai ngā wero ohumahi o te takiwā, ā, e āhei ai tātou te āta whakarite i tētahi rautaki tōpū hei whakatika i ngā aronga tōmua o te ohumahi, waihoki ngā taumahatanga me ngā wero.

Te āhua o te anga kua tāpaetia

E whakaatu mai ana te hoahoatanga ā-anga i te whai ki te whakapakari i ō tātou aronga ā-rautaki, ā-mahere anō hoki hei hāpai i tō tātou āheinga ā-urupare, ā-whakahaere anō hoki. Kei tēnei

hoahoatanga ngā mahi matua, ā, ka mihia hoki ō tātou haepapa hou mō te ruruku i te ārahitanga ohumahi puta noa i Te Tāhuhu me ngā whakamaheretanga ā-rautaki mō te ohumahi tautoko ako.

Ka tutuki te wāhi ki te whakamahi i ngā raraunga nō ngā puna maha hei whakamōhio i ngā whakamaheretanga ohumahi i te whakatūnga o tētahi rōpū tātari, mōhiotanga ki roto i te tīma [Puna Ohumahi, Kaiārahi]. Ka whakatōpūhia ngā rōpū ratonga me te uruhi hei tīma hou hei hāpai i ngā mahi a ō tātou rōpū, e pai ai tā tātou hoahoa me te uruhi i ngā urupare whai hua mō te rāngai. Kei te mōhio mātou me papanga mātou, ā, me tika hoki tā mātou ine i te pai o ngā mahi, waihoki me tika te tū, e whakakaha ai mātou i te āheinga kāwana rōpū. Hei whakakapi, kua takapapa mātou i te anga kia tōpū ake ai ā tātou mahi hei rōpū, ā, kia whakatū hoki i tētahi tīma kaiārahi e tūhono ana ki te wāhi mahi whānui, ā, ki a rātou anō.

E hiamō ana ahau ki te rongo i ō whakahokinga kōrero mō te anga kua tāpaetia.

Nāku noa, nā,

Anna Welanyk

Hautū, Te Puna Ohumahi Mātauranga

Message from the Hautū

Ka Hikitia! Ka hikitia! Hiki, hikitia!

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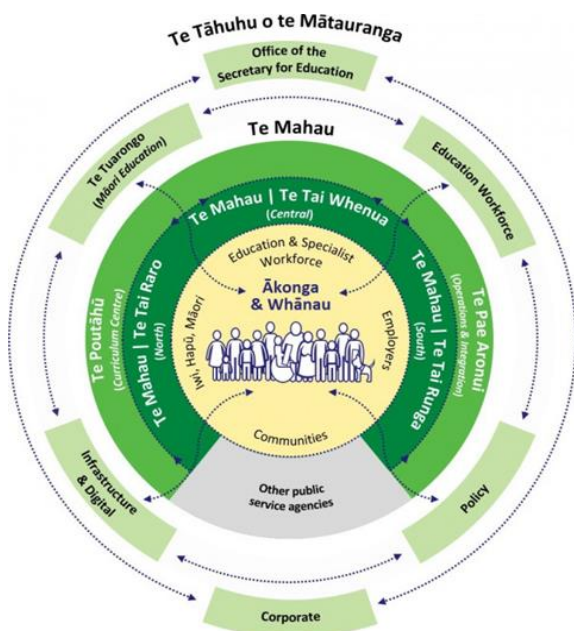
Tihei mauriora!

The evolution of Te Puna Ohumahi Mātauranga

Structure is important but how we work together, inside and outside our organisation is the most powerful driver of change. The realisation of the ambition envisaged in Te Mahau and Te Tāhuhu relies on the hard work and efforts of each of you and we can be proud of our achievements since Te Puna Ohumahi Mātauranga was established in October 2021. Your passion and commitment have

supported the sector to navigate exceptional challenges over the last year and we have united as a group with a real sense of purpose; we are reminded that we are stronger together.

I am pleased to share with you a future vision for our group, Te Puna Ohumahi Mātauranga.



The vision

Our vision is “to shape a strong, culturally competent, education workforce that drives a world leading learner-focused education system”. System change is the key.

As the graphic shows, we are part of Te Tāhuhu; we are a connector, an interpreter and a designer of improvements in the system, maintaining a relentless focus on the education workforce.

We consider the whole education system, including teachers, workforce support, legislation, policy and tools. We work closely with our key sector partners to lift workforce capability, create sufficient capacity and improve access to fit-for-purpose workforce support.

We will continuously monitor the impact of our interventions, remaining flexible so we evolve services and embed better practice.

The way we work

As our new organisational structure is implemented, it is imperative that we continue to build on the work already started to shift how we work. We will build on gains made with the sector, expand our ‘listen and respond’ approach, and jointly design more streamlined services and solutions to address long-standing workforce challenges. We must continue to look for ways to collaborate and partner more effectively with each other, across our organisation and the sector.

These core ways of working — work with, work across, listen and respond are reflected in the four shifts, laid out in the May 2021 Decision Document, we have been using to guide our work over the last 12 months.

- 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

Our core functions

The core of our role remains providing essential, sustainable, quality workforce responses and services where and when they are needed, underpinning the continuous improvement of our

education system, for the benefit of all ākonga across Aotearoa. Our core teams of Payroll, Pay Equity & Employment Relations, Workforce Supply and Office of the Hautū are proposed to remain, with some reorganisation, and we propose establishing a new Service Design & Implementation team to address the scope of our new responsibilities.

Connecting our work directly to the front line

We are directly connected to the front line through Te Mahau and our sector partners. Our team uses skills, knowledge, and tools to improve and rebalance the system and support the workforce to perform at its best. To be effective, we need to work in partnership with the sector, Teaching Council, Education Review Office, Initial Teacher Education providers, Unions, peak bodies, NZSTA and other government agencies. Their inputs inform our focus, work programmes and investments, and their services and initiatives should work in harmony with ours. Collectively, we aim to promote the value of the teaching profession and attract, train, and retain teaching professionals in the system.

Our strong, collaborative relationships with Te Mahau and Te Tāhuhu provide real time visibility of workforce challenges at a local level and enable us to take a co-ordinated, planned approach to addressing workforce priorities, pressures and challenges.

Our proposed structural design

The new structural design for our group signals an intention to strengthen our strategic and planning focus to complement our responsive, operational capability. The design contains our core functions and acknowledges our new responsibilities for co-ordinating workforce leadership across Te Tāhuhu and strategic planning for the learning support workforce.

The importance of using data drawn from different sources to inform our workforce planning is recognised by establishing an analysis and insights function within our newly organised Workforce Supply and Leadership team. Our service and implementation capability will be centralised and established as a new team to support our group functions, so we design and implement solutions that work for the sector. We recognise the importance of holding ourselves accountable, measuring performance and acting appropriately, so we are strengthening our group governance function. Lastly, we have flattened the structure to promote closer integration of our work as a group and establish a leadership team that are connected to the wider organisation and to each other.

I look forward to your feedback on the proposed structure.

Nāku noa, nā,

Anna Welanyk

Hautū, Te Puna Ohumahi Mātauranga

Ngā huringa i ā tātou mahi me tō tātou tāera mahi | Shifts in what we do and how we work

Why I am proposing this change

Te Puna Ohumahi Mātauranga enables Te Mahau to deliver equitable and excellent outcomes for akōnga and whānau by shaping a strong, culturally competent and learner-focused education workforce. We shape the system settings for the whole education workforce and provide support to schools, kura and early learning services by delivering high quality payroll services, employment relations and initiatives to improve the supply and retention of high-quality teachers, leaders and support staff.

Along with a high-quality curriculum, a highly capable and diverse teacher workforce is essential to achieve equity and excellence in the system. The primary interaction that ākonga have is with teachers, and education is relational – therefore the people in the system are its most important feature.

Our current structure and ways of working reflect the coming together of two groups within Te Tāhuhu in October 2021. Overall, our Group has been operating well in its initial form. Te Tāhuhu's ongoing transformation offers an opportunity to further refine our operating model to improve on how we work through expanding our listen and respond approach and streamlining our design and service delivery.

Over the past year, we have engaged with key internal customers, stakeholders, and staff to find out what is working, and what could be improved. We have heard that the services Te Puna Ohumahi Mātauranga provides are highly valued. Our people are respected strategic advisors who take our customers on a journey with them to solve shared problems.

We also know there are areas where we can improve the way we work to equip our people to deliver their best, partner and work collaboratively. We need to create more space for forward planning and delivering workforce strategy independent of our day-to-day pressures, as well as continuing to build our use of analysis and insights.

We are proposing to clearly articulate that our remit covers the entire education workforce, including teachers, support staff, leaders, and specialists, including learning support specialists employed in Te Mahau, whilst also sharpening our focus on the Te Reo Māori workforce, to reflect the needs of akōnga and whānau. We also propose driving improved end-to-end customer experience of our products and services, through centralising our capability in service design, engagement, and project management oversight.

In considering where we focus our attention, we have been guided by the four key shifts at the heart of Te Tāhuhu's transformation programme.

Ngā tū mahi hei whakamana i te Tiriti o Waitangi | Taking practical action to give effect to te Tiriti o Waitangi

Giving practical effect to te Tiriti o Waitangi underpins our work. In particular, we are charged with growing the supply of Te Reo Māori Kaiako and specialists to give effect to the New Zealand Curriculum and Te Marautanga o Aotearoa. We will work closely with Te Mahau so that we understand the needs of the sector. We know that new ways of bringing teachers into our system, including Māori medium and Kaupapa Māori, will be required and we will work in partnership with

others, particularly with Iwi and Kaupapa Māori/Māori Medium education peak bodies, to develop these.

Realising our commitment to te Tiriti o Waitangi requires us to practice reasonable and honourable kāwanatanga, as set out in the Te Arawhiti Māori Crown Relationship framework. This is demonstrated primarily through our ways of working, but also in our structure, in particular by:

- Pou Ārahi being an important investment in our relationships with iwi, hapū and the way we work, providing strategic advice and thought leadership from their position as part of the puna leadership team
- Developing a specialist Te Reo Māori workforce supply function
- Strengthening Tiriti partnership practices for the whole puna within the new Service Design and Implementation function.

Mātua ko te reo o te rohe me te haukāinga | Giving priority to regional and local voice

Our Group supports Te Mahau to achieve its strategy and objectives, and to maintain deep sectoral relationships. We support Te Mahau's kanohi-ki-te-kanohi relationships through contributing subject matter knowledge, co-designing and delivering a suite of integrated improvement plans. We lead on relationships with peak bodies and unions to preserve the nature of the relationship Te Mahau takiwā have with the workforce.

Our group will collaborate with Te Mahau takiwā, Te Pae Aronui, and the sector to develop and implement education workforce strategy, workforce supply initiatives, and other essential employment relations and payroll services and products. The new structure allows us to be more regionally responsive by working at local levels to understand workforce insights and trends and develop tailored interventions alongside sector and Te Mahau takiwā partners.

Te whai kia kaha ake te uruparenga, te whai wāhitanga, me te tautoko tōpū | Delivering greater responsiveness, accessibility and integrated services and support

Our customers value the support we provide, but we know there is more we can do to provide a better end-to-end experience for them. We propose using a service-design led approach across the work we do to improve the integration and responsiveness of our services, designed and delivered with the customer in mind.

We will continue to engage diverse groups to inform our actions (e.g. peak bodies, education subject matter experts, ākongā, whānau, communities and employers), and strengthen our commitment to designing and implementing improved ways to access information, give feedback and communicate with the sector, integrating user groups into our decision-making, informing and advising on building strategies to tackle the challenges the sector faces.

Te whai kia pai ake te tukanga whakahoki kōrero, tuku kōrero hoki | Improving feedback loops and information flows

We propose to seek feedback via multiple channels, proactively share information and seek engagement on a local, national and international level to inform our mahi and use a 'listen and respond' approach to grow trust and jointly resolve the enduring system-wide challenges.

As part of this, we propose to:

- Improve our technology to support the capturing and analysis of feedback

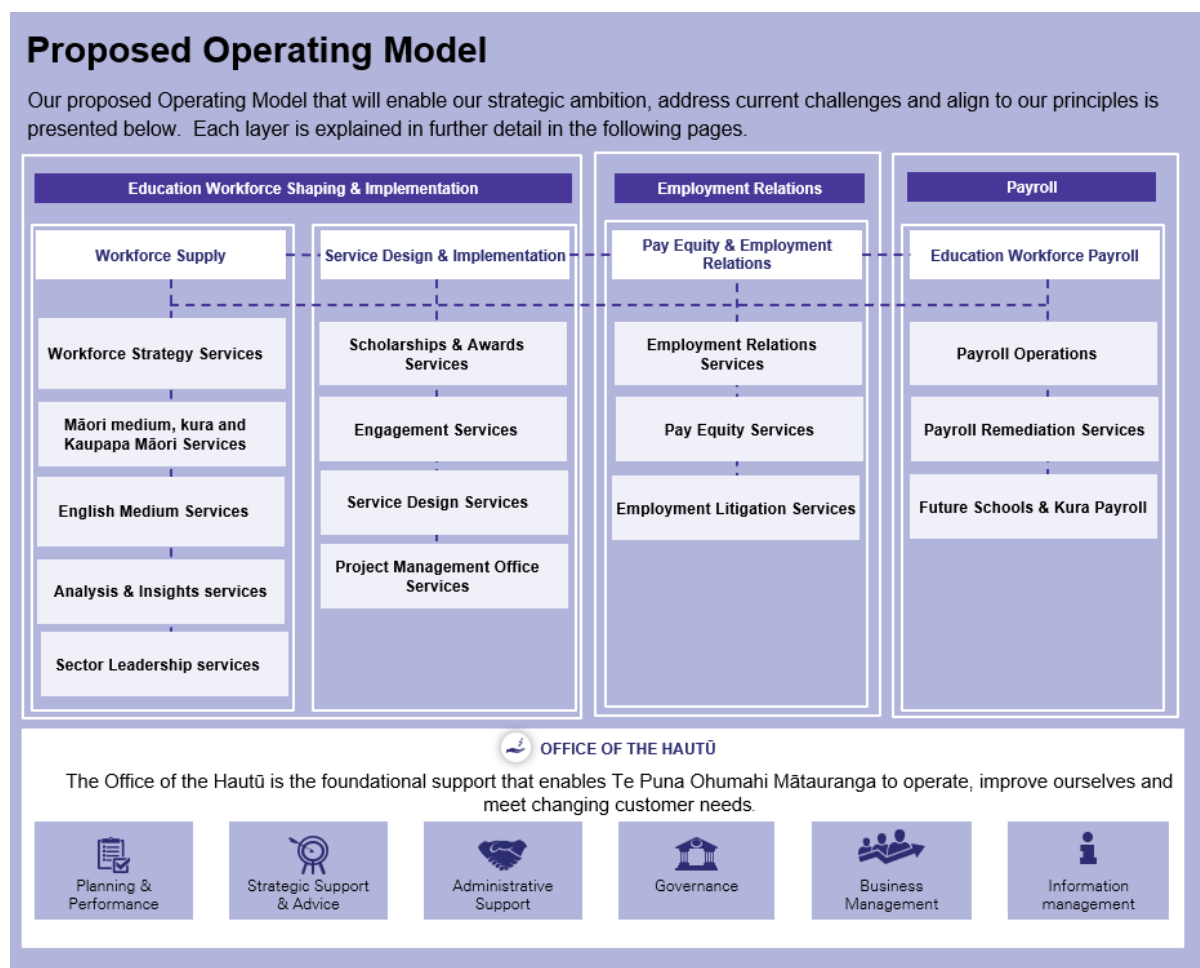
- Use co-design and other user-centred approaches to guide the development of our strategy, discovery, investment and delivery
- Streamline processes and integration with Te Mahau
- Establish a service design function that is responsible for the end-to-end design of education workforce solutions that align to our strategy and represent feedback from our customers.

As we design, implement and improve our services and products, we will look to the sector and stakeholders to provide feedback to iteratively make enhancements. Feedback through data analysis and insights will provide the evidence-base for our group to make appropriate adjusts and understand the impacts of our work.

Proposed operating model for Te Puna Ohumahi Mātauranga

Our Operating Model is a conceptual representation of our internal functions and capabilities to deliver against our strategic vision and create value for ākonga and their whānau.

The model we are proposing will look familiar. It formalises the ways of working that have served us well since October 2021, while also establishing or reorganising some functions.



Tā mātou e tāpae nei me te take e tāpaetia ana | What we are proposing and why

There are four headline changes proposed.

Establishing a Service Design & Implementation function

Te Puna Ohumahi Mātauranga needs to be excellent at engaging with the Education Workforce, Te Tāhuhu, Te Mahau stakeholders, and in delivering our workforce initiatives in a way that works for the sector.

Most of our services have evolved over time and have not undergone rigorous service reviews. Some services are necessarily integrated with other sector operations, yet the processes themselves are not integrated. Utilisation and costs of service delivery is not always transparent. Service quality is perceived to be inconsistent in terms of quality, and performance depending on a number of factors, including the volume of work being delivered at any given time.

We propose to use customer-driven service design to increase our focus on delivering ‘end to end services’ that reduce complexity and put the customer at the centre. Mapping customer journeys and service mapping is a capability that we already utilise on a large scale in the Pay Equity team, already part of our Group. We intend to grow this capability and standardise it as our service design approach.

We propose to:

- Establish a Tier 3 General Manager, Service Design & Implementation that is responsible for designing high quality end-to-end effective workforce services and initiatives
- Enhance services where opportunities are identified and work closely with customers to capture their ‘voice’ in service design and resultant offerings.

The core responsibilities are:

- **Engagement:** Deliver our voice and messages to stakeholders, both internal and external where it relates to workforce issues, holding the central relationship with peak bodies and collaborating with Te Pae Aronui and Te Mahau takiwā across other sector interactions and interfaces
- **Service Design:** Design and deliver new or updated Te Puna Ohumahi Mātauranga products and services. Examples include products to help schools and kura to understand and implement new conditions of employment arising from new pay equity settlements, streamlining current interactions with service users and developing improved products/processes related to how educators make use of payroll services
- **Scholarships & Awards:** Deliver and provide ongoing support to recipients of a wide range of workforce supply and capability initiatives and services, including grants, scholarships and awards
- **Education Workforce Project Management Office:** Design, deploy, and provide project management oversight of approaches to support schools and kura to manage change as new or refined Te Puna Ohumahi Mātauranga products and services are deployed. This function is proposed to have a particular focus on change implementation related to employment relations / human resources to align to the capability and expertise in this group.

We will offer opportunities to build new career pathways for our people, help our Group build expertise and share knowledge with each other, and improve the quality of our services to our customers.

Reorganising our Teacher Supply function into an Education Workforce Supply and Leadership function

The education system relies on a network of education professionals with different skillsets to work together to create outcomes for our akōnga. We shape the conditions that build the capability and capacity of the Education Workforce, through strategic direction and through designing and implementing a range of initiatives to improve workforce supply.

We have listened to the sector about the need to focus on the whole education workforce – including leaders, teachers, and support staff. We also know we need dedicated focus to more effectively support the distinct needs of our Māori workforce and meet ambitious goals around growing participation in Kaupapa Māori and Māori Medium education. Finally, we know we need more direct and consistent investment in longer-term strategic planning for the sector, moving from successfully responding to immediate challenges to being proactive and aligned in our approach to achieve agreed longer-term outcomes.

We are proposing to build on our existing 'Teacher Supply' function by:

- expanding its remit to include shaping and delivering workforce strategy, leadership development, and providing analysis and insights, in addition to its current role to advise on and design tactical interventions to improve supply
- expanding its remit to cover the whole education workforce, including teachers, leaders, specialists, and support staff
- reorganising the teams that advise on and design workforce supply initiatives by teaching medium (Māori and English) rather than by teacher supply market (international and domestic).

This structure allows integration across the full education workforce and its career pathways, from long-term strategy to short and medium-term tactical intervention, with appropriate dedicated focus for the Te Reo Māori education workforce. It will strengthen our ability to leverage analysis and insights and will be informed by local-level relationships with Te Mahau takiwā and the sector to understand local trends and co-design tailored interventions.

The function will strengthen connections and data-flows between Payroll, the Teaching Council and Te Pae Aronui, to improve our understanding of changes, demography and capabilities in the sector, including real-time understanding of specialist supply and demand by region and subject, in order to proactively respond to these demands.

The function will work closely with the newly established Service Design and Implementation team to pass over initiatives for detailed design, engagement, and implementation.

The core responsibilities are:

- **Analysis & Insights:** Responsible for delivering high quality, timely insights on the state of the workforce, especially the labour market, market conditions and insights to inform strategic planning

- **Education Workforce Strategy:** Deliver an integrated workforce strategy embedding Rāngai Māori and including the Learning Support Workforce; and collaborate to support workforce policy and legislation and strategic objectives set out in the guiding documents
- **English Medium Supply:** Advise on and design initiatives to improve the capacity, capability, and wellbeing of the English Medium education workforce
- **Te Reo Māori Workforce Supply:** Advise on and design initiatives to improve the capacity, capability, and wellbeing across the scope of the Te Reo Māori education workforce
- **Education Workforce Leadership:** Provide coordination and an organising / integration function focussed on providing access to leadership and learning to grow workforce capability. This will contribute to operationalising the Teaching Council's Leadership Strategy and provide central practice leadership and support to the Te Mahau based Leadership Advisors.

Flattening our Group structure to promote integration and collaboration

Since the start of 2022 we have, in effect, operated as a flat structure across our core functions. I propose formalising this by disestablishing the two existing Associate Deputy Secretary roles, and establishing or lifting the tier of General Manager roles across Education Payroll, Pay Equity and Employment, Workforce Supply & Leadership, Service Design and Delivery, and Office of the Hautū to Tier 3.

This will:

- Create a structure where the Hautū has five direct reports who form the leadership team for Te Puna Ohumahi Mātauranga, alongside our Pou Ārahi. This gives the Hautū oversight of all the service offerings and functions that we deliver.
- Provide great career opportunities for our staff to move within the group, supporting the development of skills and capabilities by making secondments, coaching and mentoring more accessible.
- Create greater cross-collaboration for our group from strategic planning through to delivery of our services.
- Acknowledge the importance and unique responsibilities of each of the teams that contribute to the delivery of our Group goals and objectives.

Transitioning to the new operating model

For many of you, this new operating model will not be a substantive change from what you do or who you work with; however, I acknowledge the impact on some will be more significant.

There will be support for those needing it, whether or not you are directly impacted. Establishing new functions and reorganising others will be supported by the leaders in our Group but may take some time to implement.

I recognise that changing the way we work and doing things in a different way, no matter how small may take some getting used to and that's understandable. We know that it takes time for new ways of working to bed in. We have already made some significant adjustments and have had some real success in making that transition so I am confident we can make it work. We are committed to learning what is working as we go, and making adjustments as needed, including to capability and capacity.

Specific Consultation Questions

- Does this proposed structure bring together shared and common services appropriately while also recognising the specific areas of expertise that exist in the group?
- How will this structure change the way that we deliver services to the people we work with?

Ngā ārahitanga i te taumata toru | Tier 3 leadership

Proposed structure

See attached proposed structure of Tiers 2 and 3 of Te Puna Ohumahi Mātauranga

Proposed functions, services and accountabilities of Tier 3 leadership

	Service Areas		
Role Title	Director, Office of the Hautū	General Manager – Education Workforce Supply and Leadership	General Manager – Education Workforce Payroll
Role Architecture Name	Head of <Function>	General Manager (Tier 3)	General Manager (Tier 3)
Specific Portfolio Accountabilities	<ul style="list-style-type: none"> Administrative support to the Hautū Advices Hautū on key communications and engagements Strategic advice to the Hautū Oversight of Information Management Oversight of Business Management (Internal budget, planning and workforce management) Oversight of Group capability and culture development Develop career pathways and leadership skills for our staff Oversight of Performance Measurement & Improvement, and Monitoring 	<ul style="list-style-type: none"> Oversight of the analysis of data and insights to evidence strategy Ownership of the workforce strategy Coordination and integration of leadership across the organisation and sector Oversight of the interventions and initiatives that support teacher and principal well-being across the sector. Oversight of Māori and English Medium workforce supply initiatives to improve workforce capacity and capability in line with the workforce strategy 	<ul style="list-style-type: none"> Oversight of payroll operations to ensure the accountabilities of the Secretary for Education are fulfilled, now and in the future. Oversight of the payroll remediation process remediating, rectifying, and updating processes to achieved compliance.
WHAT does the function do?	Provides operational and business support and	Develop and deliver a strategy to improve the	Lead payroll operations and remediation

	advice to the Deputy Secretary, and the enabling capability and systems to support cross-group functions.	capacity and capability of the education workforce. Lead initiatives to increase the supply of new entrants to the workforce, initiatives to deploy them in the right places and initiatives to reduce the numbers leaving the profession (including initiatives to improve workforce wellbeing) and co-ordinate support for sector leadership. Provide Te Tāhuhu with insights into key education workforce trends and forecasts.	activities, including through managing a contract with EPL. Develop and deliver a future schools and kura payroll programme.
WHY is it important?	Enabling the group to function efficiently and effectively to deliver on their services / accountabilities and allowing for capability building across the group by providing leadership and development opportunities which is important for retention.	Advancing the education workforce strategy to ensure the system has sufficient, capable teachers and other workforce professions is necessary for schools, kura and centres to deliver on their core role of improving the quality of learning.	This is a necessary service as Te Tāhuhu is required under Section 578 of the Education and Training Act 2020 to provide a payroll service to be used by Boards of Trustees of State and State Integrated schools and kura for their employees.
WHAT happens here?	<ul style="list-style-type: none"> • Administrative support to the Hautū • Governance Support • Business Management and planning and performance • Leads the delivery and development of leadership and development pathways in the group 	<ul style="list-style-type: none"> • Lead the design of workforce supply initiatives, including wellbeing • Workforce supply in Māori Medium and Kaupapa Māori • Workforce supply in English Medium • Leads advice on appropriate initiatives • Relevant workforce analysis and insights • Coordination and integration of sector leadership in the education workforce 	<ul style="list-style-type: none"> • Leads payroll process • Better Business Case for Future Schools & Kura Payroll • Holidays act remediation and compliance • Payroll remediation

		<ul style="list-style-type: none"> Lead the Education Workforce Strategy 	
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	Service Areas	
Role Title	General Manager – Pay Equity and Employment Relations	General Manager – Service Design and Implementation
Role Architecture Name	General Manager (Tier 3)	General Manager (Tier 3)
Specific Portfolio Accountabilities	<ul style="list-style-type: none"> Oversight of investigation and settlement of pay equity claims related to the education workforce Oversight of education workforce’s employment relations Oversight of the employment litigation strategy and ministerial advice with relationships held with Legal to process litigation Oversight of the long-term bargaining strategy and bargaining mandate Oversight of the legislative compliance of collective bargaining Oversight of the New Collective Agreements NZSTA relationship management 	<ul style="list-style-type: none"> Oversight of employment relations, workforce supply, and capability initiatives Oversight of contract management of teacher supply and capability initiatives Oversight of service design for programmes and projects Oversight of delivery of change initiatives Oversight of engagement and communications with sector stakeholders alongside Te Mahau takiwā and Te Pae Aronui Oversight of change programme management
WHAT does the function do?	Delivers on employment relations and pay equity legislative requirements, bargaining collective agreements for the education workforce.	To provide service design functions across the education workforce group’s services and to implement sector facing initiatives and change using consistent, high quality design methodologies.
WHY is it important?	To ensure that remuneration is free of gender-based discrimination and addresses pay equity claims and maintaining current conditions of employment and an appropriately remunerated workforce allows for an education workforce that is able to plan and deliver learning programmes, lead learning and implement improvements arising from government education initiatives. Collective bargaining also embeds policy outcomes in conditions of employment for the workforce.	To deliver on the responsive, accessible services, designed to meet the needs of te Tiriti partners, users and the wider organisational vision.

WHAT happens here?

- Leads the collective bargaining strategy and bargaining mandates
 - Lead advisory to schools, kura and early learning on employment conditions
 - Leads on employment litigation
 - Responsible for the settlement of pay equity claims
 - Investigates and resolves pay equity claims
- Leads the programme management across the group
 - Leads the sector engagement with stakeholders and the education sector on workforce related issues
 - Engagement and communication planning and delivery
 - Customer response
 - Service design of new or updated Te Puna Ohumahi Mātauranga products and services
 - Contract Management
 - Delivery of Workforce Supply Initiatives, and Scholarships and Awards

Education Workforce Supply and Leadership

What is Education Workforce Supply and Leadership and why is it important?

For ākonga to thrive, the education sector needs a highly capable and culturally informed supply of teachers, specialists, support staff, and leaders.

The proposed Education Workforce Supply and Leadership function would provide integrated analytic, strategic, and tactical services to set and deliver on an education workforce strategy. Its core responsibilities would be: the development and delivery of an education workforce strategy for Te Tāhuhu o te Mātauranga, analysis of workforce trends and forecasting, co-ordination of leadership development activities for the sector in partnership with regional leadership advisors, and advising on and designing tactical interventions to improve the capacity and capability of English and Māori medium workforces.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

I am proposing to build on our existing 'Teacher Supply' function by:

- expanding its remit to include shaping and delivering workforce strategy, leadership development, and providing analysis and insights, in addition to its current role to advise on and design tactical interventions to improve supply
- expanding its remit to cover the whole education workforce, including teachers, leaders, specialists, and support staff
- reorganising the teams that advise on and design workforce supply initiatives by teaching medium (Māori and English) rather than by teacher supply market (international and domestic).

The function would be led by a newly established General Manager, Education Workforce Supply and Leadership. The function would provide analysis and insights on workforce trends and forecasts, working with Te Mahau takiwā to leverage local-level insights. These insights will inform the development of a long-term strategy for shaping the capacity and capability of the workforce.

The long-term strategy will in turn inform advice on and development of tactical interventions for Pākehā and Te Reo Māori workforces, respectively, and these initiatives will be passed over to the newly established Service Design & Implementation team for further detailed design and implementation in partnership with the sector, Te Pae Aronui, and Te Mahau takiwā.

The function will also co-ordinate leadership development activities within the sector in partnership with regional leadership advisors, allowing a comprehensive and integrated view of career pathways across the education workforce. Alongside the Teaching Council, the Tertiary Education Commission and Te Puna Kaupapahere and Te Poutāhū, this function will have key relationships with and responsibilities for initial teacher education.

Within the proposed Workforce Supply and Leadership function, the following teams are proposed:

- Te Reo Māori Workforce Supply
- English Medium Supply
- Workforce Strategy
- Sector Leadership


- Analysis and Insights

Proposed functions, services and accountabilities of Education Workforce Supply and Leadership

Education Workforce Supply and Leadership			
WHAT does the function do?	This function provides data and evidence informed strategy for the whole education workforce and advice on appropriate tactical initiatives to increase the supply of teachers and other members of the education workforce, in the locations where they are needed and with the capabilities that they need. This includes initiatives to increase the supply of new entrants to the workforce, initiatives to deploy them in the right places and initiatives to reduce the numbers leaving the profession (including initiatives to improve workforce wellbeing).		
HOW will this function be organised?	The function will consist of: <ul style="list-style-type: none"> • Te Reo Māori Workforce Supply • English Medium Supply • Analysis and insights • Education Workforce Strategy 		
Level 4 Services	Māori Medium, Kura and Kaupapa Māori	English Medium	Supporting team roles
Role Title	Manager, Te Reo Māori Workforce Supply	Manager, English Medium Supply	Chief Advisor, Workforce Supply
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	-
WHAT happens here?	<ul style="list-style-type: none"> • Detailed design of Te Reo Māori and Māori Medium School and EL settings workforce supply initiatives • Advise on appropriate interventions • Design initiatives to improve wellbeing for the Māori Medium workforce 	<ul style="list-style-type: none"> • Detailed design of English Medium School and EL settings workforce supply initiatives • Advise on appropriate interventions • Design initiatives to improve wellbeing for the English Medium workforce 	<ul style="list-style-type: none"> • Provide thought leadership and deep expertise on workforce supply matters. • Provide strategic and tactical advice to the General Manager, Workforce Supply

Level 4 Services	Analysis and Insights	Education Workforce Leadership	Education Workforce Strategy
Role Title	Team Leader, Analysis and Insights	Chief Advisor, Education Workforce Leadership	Chief Advisor, Education Workforce Strategy
Role Architecture Name	Function Manager (Tier 4)	-	-

WHAT happens here?	<ul style="list-style-type: none"> • To deliver high quality, useful and timely insight on the state of the workforce, especially (a) the state of the workforce labour market and (b) the financial and other costs of the workforce. To blend qualitative and quantitative insight in forming opinions and assessment on the state of the labour market. • Overseeing enhancement of the processes, systems, and technology that the education workforce interacts with. • Data analytics to inform planning and investments. • Collection of relevant data and integrate information to access insights and use data to inform decisions. • Partnership with the data function in Te Pae Aronui. 	<ul style="list-style-type: none"> • Provide thought leadership and deep expertise on Education leadership matters for Te Tāhuhu and the sectorCoordination and integration of leadership development across the organisation and sector, working with regional leadership advisors • Owns the development of the workforce leadership strategy • Provide strategic direction for workforce leadership initiatives • Responsible for Principal's Eligibility criteria 	<ul style="list-style-type: none"> • Ownership of the workforce strategy – including learning support and Rāngai Māori • Co-ordinate across Te Tāhuhu to bring the right expertise to the table for developing and delivering the education workforce strategy, including working with Te Puna Kaupapahere, Te Mahau takiwā, and others within Te Puna Ohumahi Mātauranga.
Ways of Working	<ul style="list-style-type: none"> • We will work with Te Puna Kaupapahere to deliver policy and outcomes that align to the strategic objectives. Support principals to lead the education system effectively. • The Education Workforce Supply and Leadership function will develop the objectives of the Education Workforce strategy and develop initiatives that support these objectives. It will work closely with the new Service Design and Implementation function within Te Puna Ohumahi Mātauranga to pass over initiatives for more detailed design and implementation. • The new structure enables this function to be much more regionally responsive, working with sector colleagues, Te Mahau takiwā, and Te Pae Aronui to design initiatives tailored to local circumstances. • Analysis and Insights will utilise data that is owned and produced by Te Pae Aronui. Analysis and Insights would lead the analysis of the data, create useful products from the data for internal and external customers, and 		



work with Te Pae Aronui to agree data improvements to meet future needs.

- The Chief Advisors, Education Workforce Strategy, Education Workforce Supply and Education Workforce Leadership will be responsible for driving their respective functions, and will co-ordinate closely with colleagues across groups to draw on their expertise and capacity, including Te Puna Kaupapahere, Te Mahau takiwā, Te Pae Aronui, and regional leadership advisors.

Proposed future structure and roles of Education Workforce Supply and Leadership

See attached proposed structure for Education Workforce Supply and Leadership

Service Design and Implementation

What is Service Design and Implementation and why is it important?

The proposed Service Design and Implementation function will design and deliver services and products identified in the Education Workforce Strategy and by other functions within Te Puna Ohumahi Mātauranga to improve the capacity and capability of the education workforce and ensure schools and kura can give effect to changes to payroll and employment relations conditions.

The team is proposed be responsible for delivering a range of Workforce Supply initiatives and services, particularly the Teach NZ Scholarships and Awards to contribute directly to workforce supply. This will support the Buy/Grow/Retain/Distribute framework. Other responsibilities will include: delivering on employment relations settlements; workforce supply operational policy; and creating products to support schools and kura to understand and implement new conditions of employment arising from pay equity settlements.

We also propose to include an Education Workforce Project Management Office in our group to update services or products for schools and kura, whilst minimising disruption to student learning. This Project Management Office would work closely with Te Pae Aronui, Te Mahau takiwā and others where needed, leading on employment relations and human resource issues.

The function will leverage the kanohi-ki-te-kanohi relationships held by Te Mahau takiwā to co-design with sector stakeholders and support the roll-out of products that are fit for purpose for end users. Te Puna Ohumahi Mātauranga will lead the relationship with peak bodies and unions to preserve the nature of the relationships Te Mahau takiwā have with the workforce.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The Service Design and Implementation teams at Tier 4 draw from existing and fully funded teams. We propose to bring these teams together with a clear end-to-end remit. It will undertake detailed design and implement initiatives identified by the Workforce Supply function.

The following teams are proposed:

- A Service Design Team
- A Scholarships and Awards Team
- An Engagement Team
- An Education Workforce Project Management Office Team.

The Service Design Team primarily delivers pay equity implementation work. We propose that in the future, we provide service design and change management services with a remit across our Te Puna Ohumahi Mātauranga's functions, to improve the customer experience across a range of initiatives. It will leverage local relationships held by Te Mahau takiwā to co-design solutions with the sector.

Scholarship and Awards (currently known as Contracts and Implementation) will continue to deliver a range of scholarships to incentivise the capacity and capability of the education workforce.

The Engagement Team is proposed to be constructed by consolidating staff from across the whole group. It will develop consistent and clear messages for sectoral and Te Mahau/Te Tāhuhu partners, working with colleagues across the Group to lead the relationship with peak bodies and unions, as well as on employment relations and human resources issues.

Currently distributed engagement and communication activities will be bought together to allow for efficiencies and improvements to communications activities at the Te Puna Ohumahi Mātauranga group level.

The Education Workforce Project Management Office would provide centralised oversight of a range of projects across the group's functions.

Proposed functions, services and accountabilities of Service Design and Implementation

	Service Design and Implementation			
WHAT does the function do?	This function provides centralised expertise within the Group to design and implement sector facing initiatives and change using consistent, high quality design methodologies and customer voice.			
HOW will this function be organised?	This Function will consist of: <ul style="list-style-type: none"> • Education Workforce Project Management Office • Scholarships and Awards • Engagement • Service Design 			
Level 4 Services	Programme Management Office	Scholarships and Awards	Engagement	Service Design
Role Title	Team Leader, Education Workforce Project Management Office	Manager, Scholarships and Awards	Manager Engagement	Manager, Service Design
Role Architecture Name	Team Leader	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> • Design and deploy approaches to support schools and kura to manage change as new or refined products and services are deployed. • Programme Management of change initiatives • Planning, reporting and monitoring of change initiative 	<ul style="list-style-type: none"> • Deliver a wide range of Workforce Supply initiatives and services particularly the Teach NZ Scholarships and Awards. • Managing a range of contracts to support initiatives such as Employment Based ITE, Retention Initiatives, Teacher 	<ul style="list-style-type: none"> • Regular and ongoing engagement with representatives of peak bodies, educators and other sector regarding Te Puna Ohumahi Mātauranga product fit. • Addressing questions and concerns raised by individuals in the sector, as well as Te Mahau takiwā and Te Pae Aronui as 	<ul style="list-style-type: none"> • Design new or updated products and services, including through business analysis and user testing, change mapping and design, and monitoring the stakeholder environment.

	<ul style="list-style-type: none"> Create and implement structures and processes to have alignment within the group 	Education Refresh (fees free) etc.	<p>new products and services are deployed.</p> <ul style="list-style-type: none"> Lead the Group's proactive and reaction communications and engagement with stakeholders and audiences, through channels including organisational channels, Te Mahau and media. 	
Ways of Working	<ul style="list-style-type: none"> Te Puna Ohumahi Mātauranga will leverage relationships held by Te Mahau takiwā, leading on employment relations, human resources and union engagement to preserve the nature of the relationships Te Mahau takiwā hold. We would collaborate across the organisation to design and deliver projects, products and services that are aligned to the Workforce Strategy We would use a customer centric, service-design approach to co-design products and services, leveraging Te Pae Aronui and Te Mahau takiwā relationships and insights, and adding value through our lead role on employment relations and workforce issues. 			

Proposed future structure and roles of Service Design and Implementation

See attached proposed structure for Service Design and Implementation

Education Workforce Payroll

What is Education Workforce Payroll and why is it important?

Education Workforce Payroll is responsible for delivering accurate, consistent, and timely payroll services to schools and kura, and remediating any non-compliance. The function will also be responsible for developing a future schools and kura payroll solution to replace the existing solution from 2027.

This function performs the operational functions required to ensure effective schools payroll delivery and that must be retained by Te Tāhuhu due to statutory delegations, or are done on behalf of others, e.g., processing payments to school employees who are bonded and for removal costs, Salary Assessments and Service calculations.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The functions delivered within Education Workforce Payroll are largely unchanged. The proposed functions are:

- Payroll Operations
- Payroll Remediation
- Future Schools & Kura Payroll

Two functions are proposed to be shifted to other areas. First, it is proposed to move performance reporting and the strategy team to a central function (the Office of the Hautū | Deputy Secretary) to improve consistency across the group, share valuable capabilities, and reduce key person risk. Second, alongside other Groups, some functions are proposed to be centralised within the new Service Design & Implementation grouping, including communications and project management resource.

We propose acknowledging Remediation as ongoing work by establishing a permanent role to manage current and future remediation. This work will continue until a new payroll option is implemented and then (circa 2027) provide post-implementation support to the new payroll solution.

Proposed functions, services and accountabilities of Education Workforce Payroll

	Education Workforce Payroll		
WHAT does the function do?	This function is responsible for delivering accurate, consistent, and timely payroll services to schools and kura, and remediating any non-compliance. These services meet the Secretary's obligations under Section 578 of the Education and Training Act 2020 to provide a payroll service to be used by Boards of Trustees of State and State Integrated schools for their employees.		
HOW will this function be organised?	This function consists of: <ul style="list-style-type: none">• Payroll Operations• Future Schools and Kura Payroll• Payroll Remediation		
Level 4 Services	Payroll Operations	Future Schools and Kura Payroll	Payroll Remediation

Role Title	Manager, Payroll Operations	Manager, Future Schools and Kura	Programme Director, Payroll Remediation
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)
WHAT happens here?	<ul style="list-style-type: none"> • Monitoring EPL service delivery. • Overseeing the escalation path for payroll issues and queries. • Commissioning and monitoring system and process change. • Deliver peripheral services such as bonding, transfers and retired remediations. 	<ul style="list-style-type: none"> • Provide options to meet the Secretary of Education's obligations to provide a compliant, accurate and timely payroll from 2027. • Undertake a comprehensive review of the current technology • Undertake a comprehensive review of the scope and service model • Engage across government and the sector to discuss and test the programme • Develop a programme that is resourced to deliver required outcomes by 2027 • Ensure Te Tāhuhu continues to deliver schools and kura payroll and our plans and issues are shared with EPL and resolved 	<ul style="list-style-type: none"> • Calculation and payment of remediation. • Implementation of compliance functionality. • Provide employees with a direct contact and consequent communications regarding payroll remediation. • Provide remediation and rectification of Holidays Act legislative non-compliance and define and commission change to achieve HA compliance • Provide remediation and rectification of contractual and legislative non-compliance, define and commission change to achieve compliance and identify legislative and contractual non-compliance and remedy

Proposed future structure and roles of Education Workforce Payroll

See attached proposed structure for Education Workforce Payroll

Pay Equity and Employment Relations

What is Pay Equity and Employment Relations and why is it important?

This function delivers employment relations and pay equity legislative requirements, bargaining collective agreements for the education workforce, ensuring remuneration is free of gender-based discrimination, and addressing pay equity claims lodged with Te Tāhuhu in relation to the Education sector workforces (noting that claims relating to Ministry employed staff are progressed by People Capability).

Te Tāhuhu has statutory obligations to bargain in good faith with the education workforce. This function helps us to manage this important relationship with professionalism and dedicated expertise to preserve the nature of the relationship other parts of Te Tāhuhu (particularly Te Mahau takiwā) hold with the workforce.

The Employment Relations function has a key role relating to employment relations expertise and advice to the sector, through the contracted relationship with the New Zealand School Trustees Association (NZSTA). While Te Pae Aronui holds this contract with NZSTA, the employment relations expertise and delivery of collective agreement requires a strong connection.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

We are proposing to largely maintain the current structure in this function, excluding Tier shifts described in the Overview section relating to flattening our Group structure. It is proposed that the Claims Implementation team shifts to the new Service Design and Implementation function, as described elsewhere.

Proposed functions, services and accountabilities of Pay Equity and Employment Relations

	Pay Equity and Employment Relations		
WHAT does the function do?	This function leads on Te Tāhuhu's statutory obligations and strategic objectives in relation to pay equity and employment relations. It investigates, negotiates, and settles pay equity claims. It also develops the strategy for, and undertakes, collective bargaining with peak bodies and unions; as well as leading on employment litigation.		
HOW will this function be organised?	This function will consist of: <ul style="list-style-type: none"> Pay Equity Employment Relations 		
Level 4 Services	Pay Equity	Employment Relations	Supporting roles
Role Title	Manager, Pay Equity	Manager, Employment Relations	Chief Advisor, Pay Equity and Employment Relations
Role Architecture Name	Function Manager (Tier 4)	Function Manager (Tier 4)	-

WHAT happens here?	<ul style="list-style-type: none"> • Deliver the group and workforces' involvement in pay equity processes operated by wider government settlement of Pay Equity Claims • Development and maintenance of pay equity investigation tools • Resolution of Pay Equity Claims • Deliver statutory compliance in relations to notification and investigation of pay equity claims • Negotiation of settlement agreements to resolve claims • Investigation of claims in early learning, primary and secondary schooling 	<ul style="list-style-type: none"> • Provide the long-term bargaining strategy and related bargaining mandates • Bargaining of conditions of employment • Legislative compliance for conditions of employment • Management of industrial relations risks for sector workforces • Authorship of new collective agreements • Implementation of changed conditions of employment • Explanation of changes for schools and kura, and Te Tāhuhu and Te Mahau • Application of certain conditions of employment • Litigation Strategy • Progress litigation in conjunction with Legal • Ministerial advice on litigation • Key relationship and oversee the NZSTA employment services for School Boards 	<ul style="list-style-type: none"> • Provide thought leadership and deep expertise on employment relations and pay equity matters. • Provide strategic and tactical advice to the General Manager, Pay Equity & ER
Ways of Working	<ul style="list-style-type: none"> • This function will leverage and support relationships held by Te Mahau takiwā. It will lead on the relationship with peak bodies to preserve the nature of relationships Te Mahau takiwā hold with the education workforce. 		

- This function supports Te Pae Aronui's contractual management and relationship with NZSTA, providing employment relations and litigation expertise.

Proposed future structure and roles of Employment Relations and Pay Equity

See attached proposed structure for Employment Relations and Pay Equity

Office of the Hautū

What is the Office of the Hautū and why is it important?

The Office of the Hautū provides support directly to the Hautū to lead and manage the Group.

Support includes governance support, administrative support, communication and engagement advice to the Hautū, information management, business management (including internal budget, planning and workforce management), and leadership and development in building the capabilities within the group and culture development.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

This function will largely remain the same, with the exception of performance monitoring and reporting that is currently delivered within the payroll team (from Payroll Strategy) shifting to our Office of the Hautū. This shift will provide a central performance reporting function to improve consistency.

Proposed functions, services and accountabilities of the Office of the Hautū

	Office of the Hautū
WHAT does the function do?	Provides operational and business support and advice to the Hautū, and the enabling capability and systems to support cross-group functions. We will deliver governance support, planning, monitoring and reporting capability across the group, and leadership and development.
HOW will this function be organised?	<ul style="list-style-type: none"> • Governance, Planning and Performance • Leadership and Development • Administrative Support
Level 4 Services	Office of the Hautū
Role Title	Director, Office of the Hautū
Role Architecture Name	Head of <Function> (Tier 3)
WHAT happens here?	<ul style="list-style-type: none"> • Administrative support to the Hautū • Advises Hautū on key communications and engagements • Strategic advice to the Hautū • Information Management • Business Management (Internal budget, planning and workforce management) • Team capability and culture development • Develop career pathways and leadership skills for our staff • Performance measurement & improvement, and monitoring
Ways of Working	The Office will provide support to the wider Group, including business management, team capability and culture development, career and leadership development, and performance measurement.

Proposed future structure and roles of the Office of the Hautū

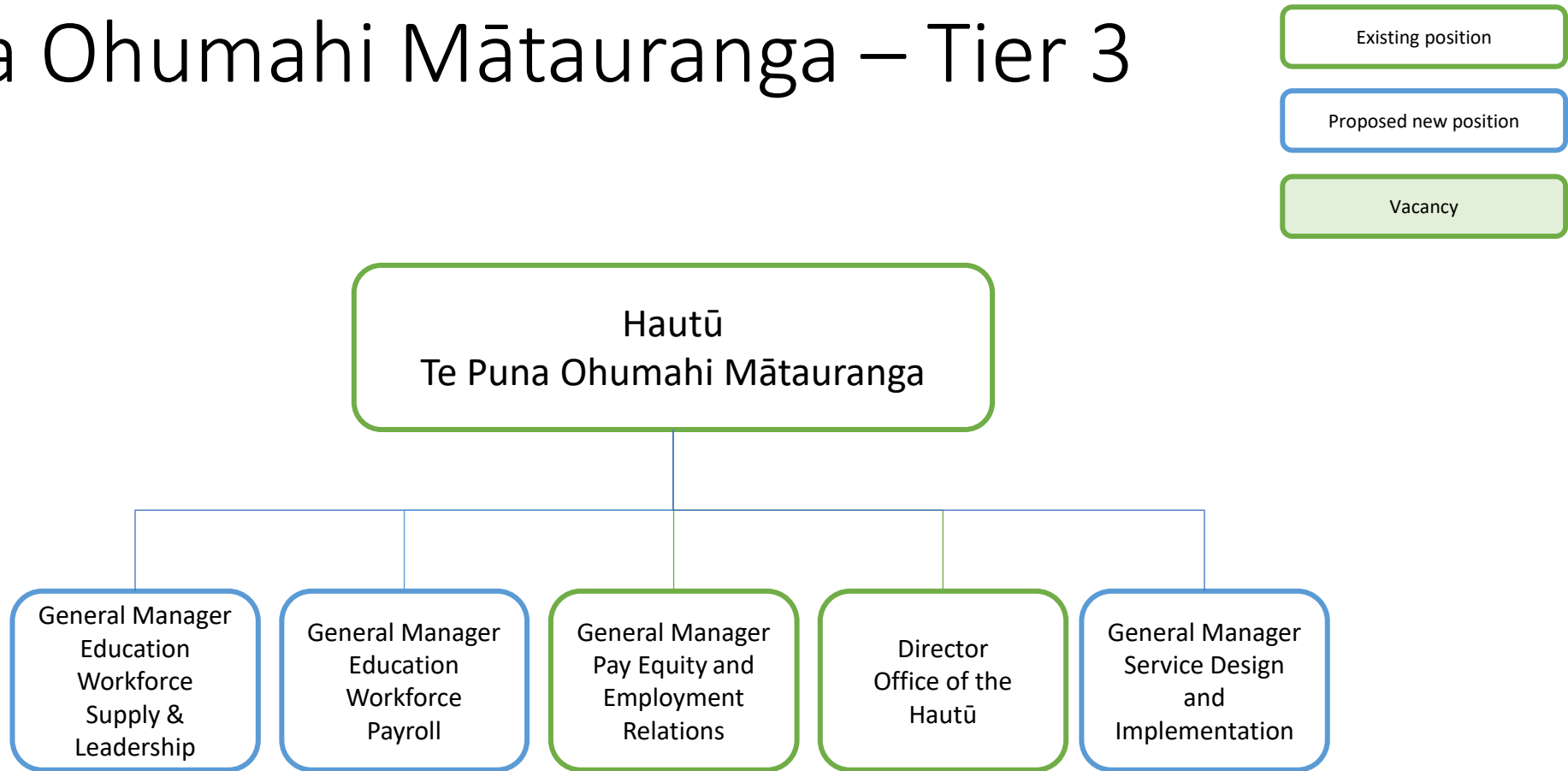
See attached proposed structure for Office of the Hautū

Te Puna Ohumahi Mātauranga

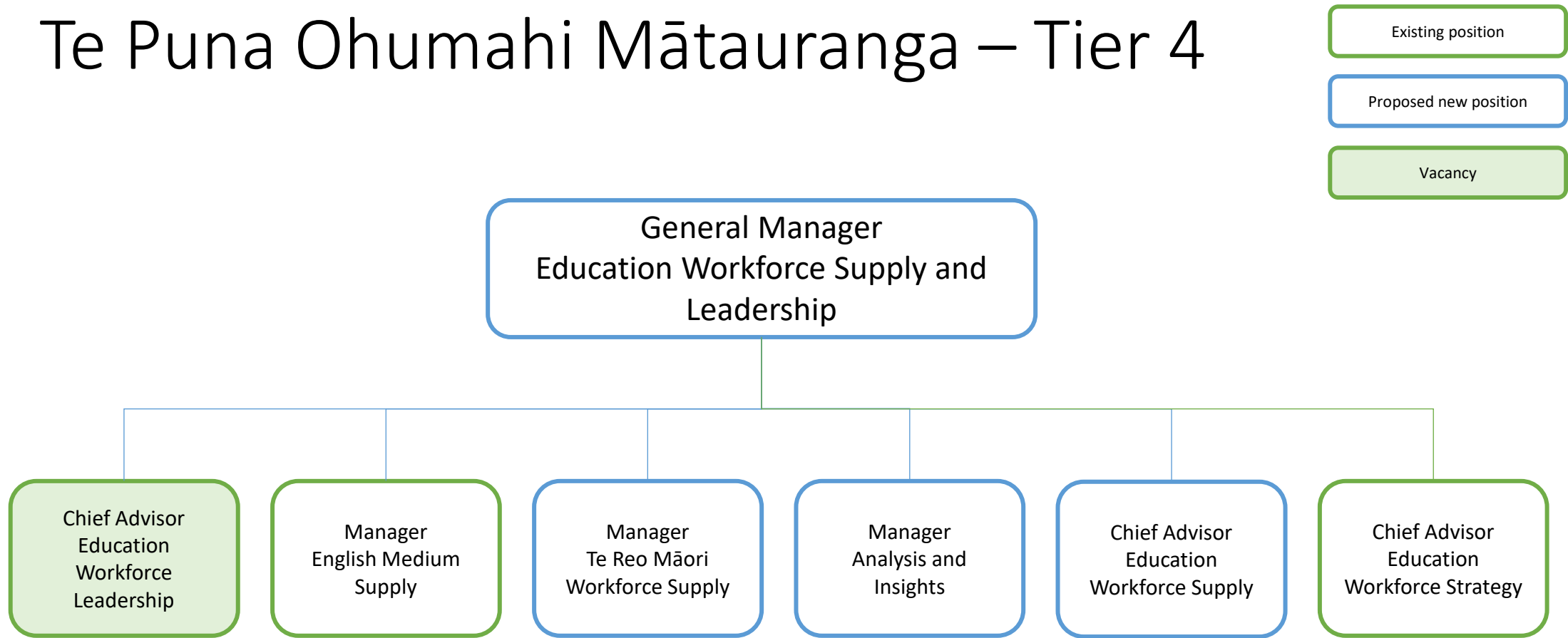
Proposed structure charts

4 October 2022

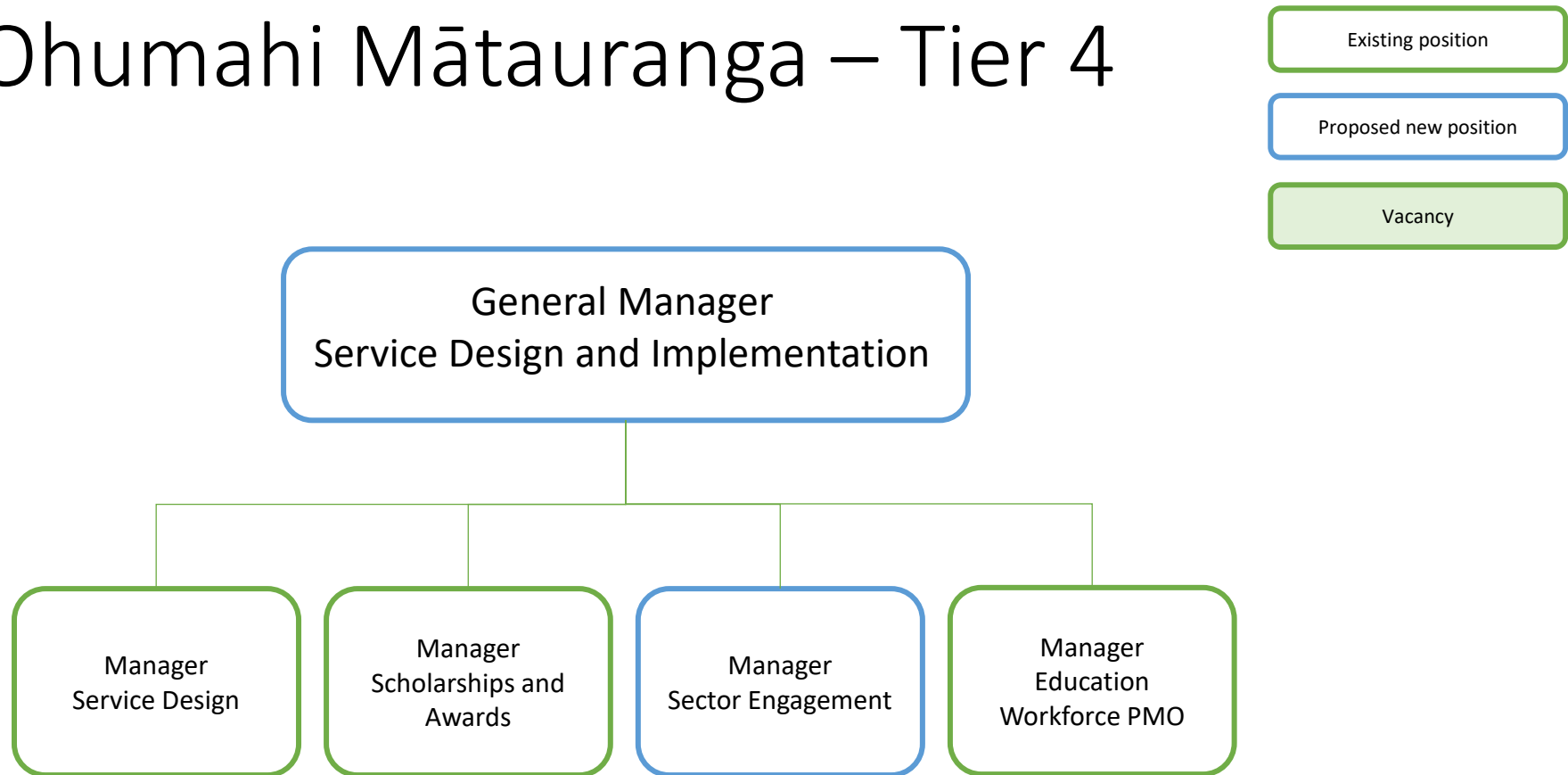
Te Puna Ohumahi Mātauranga – Tier 3



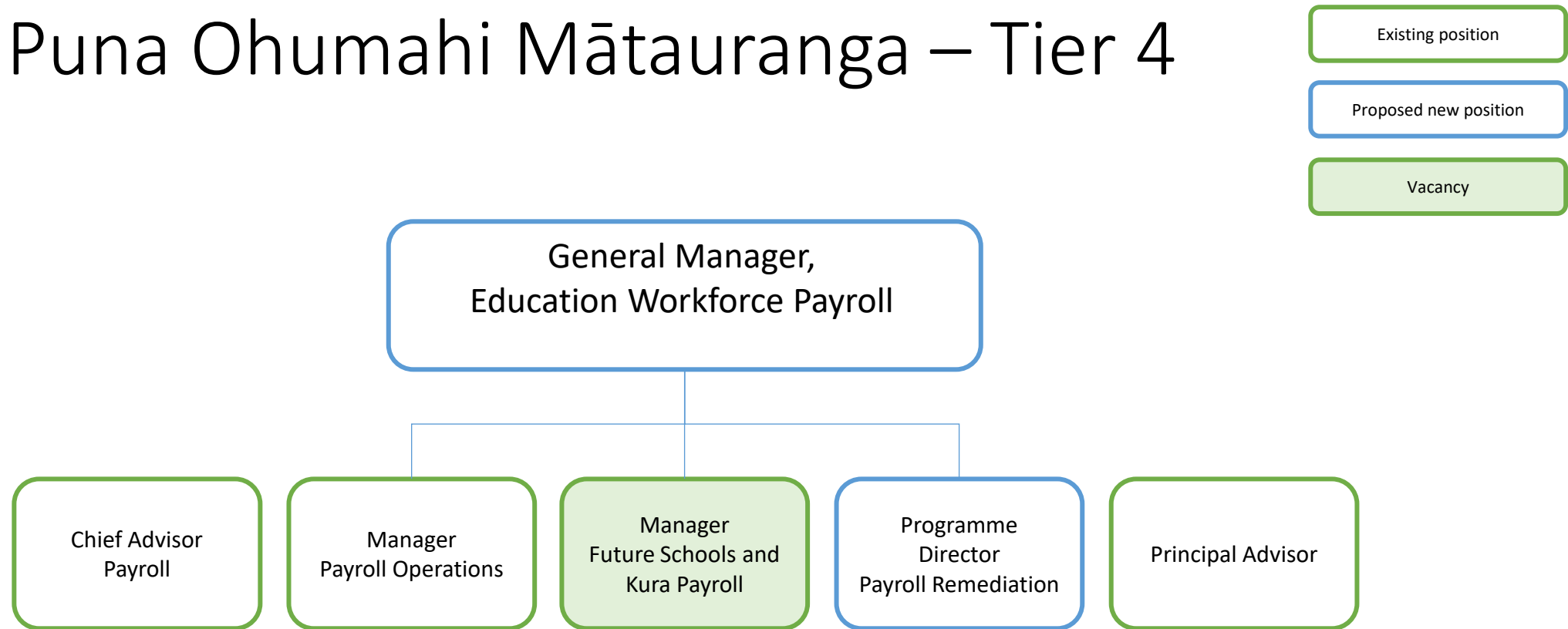
Te Puna Ohumahi Mātauranga – Tier 4



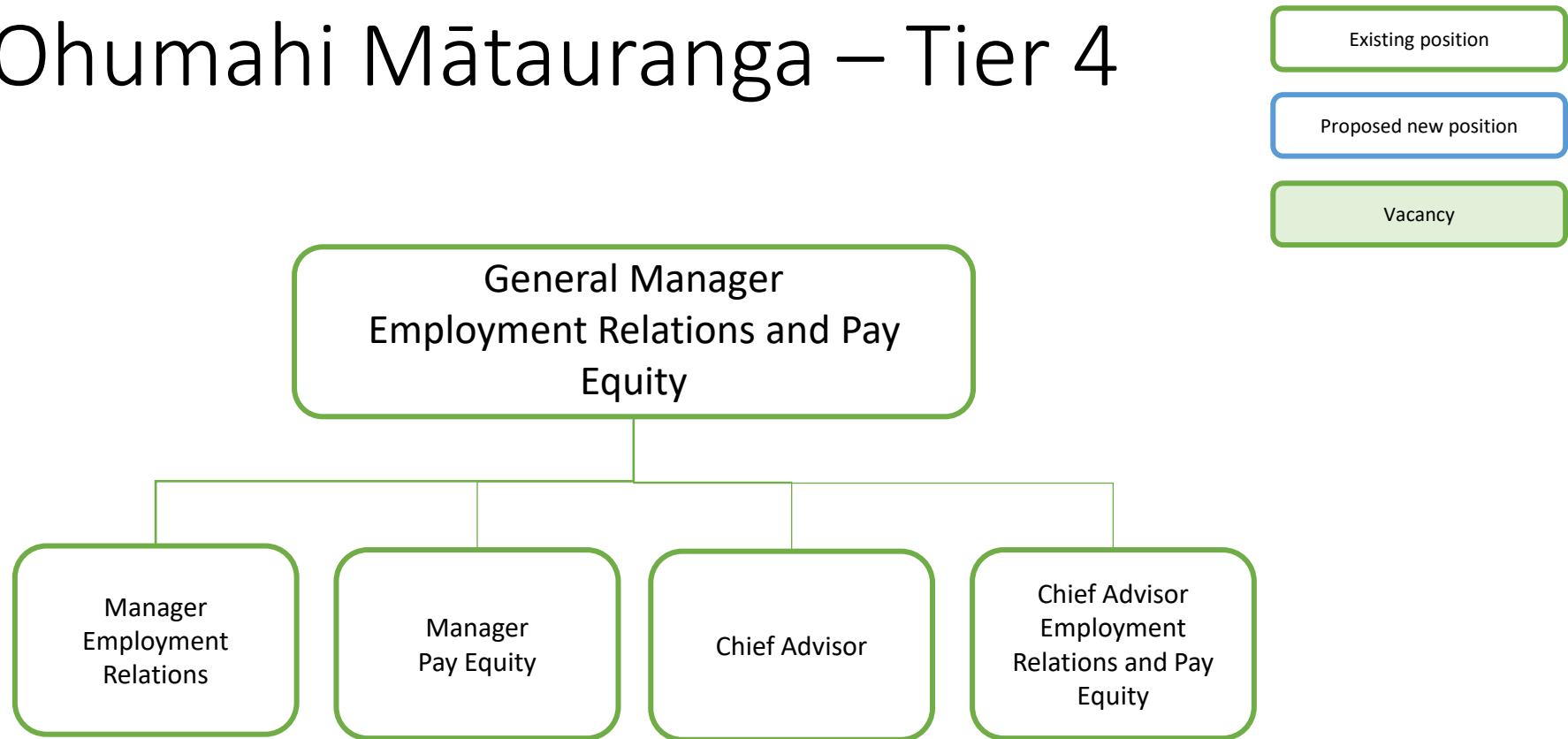
Te Puna Ohumahi Mātauranga – Tier 4



Te Puna Ohumahi Mātauranga – Tier 4



Te Puna Ohumahi Mātauranga – Tier 4



Te Puna Ohumahi Mātauranga – Tier 4

