Sector Alignment & Student Services Blueprint Final Outcomes Phase One

November 2015

Proposals for Change

Staff and students were recently consulted on Phase One of two Proposals for Change (and feedback sought on subsequent proposed phases):

Sector Alignment

Enabling graduate success, staff connectedness and organisational sustainability through a networked and collaborative future.

Student Services Blueprint

Transforming the student experience through customer-centric design and service.

Process for today

Today's presentation will:

- Address the key feedback themes.

- Guide you through the final outcomes for Phase One of both proposals.

- Inform you about the process from here.

- Tell you where to go for further information and support.

Feedback

Consultation statistics

Student Services Blueprint

- 103 submissions (22 duplicates)
- 81 submissions themed
- 315 x A4 pages

Sector alignment

- 110 submissions groups (21 duplicates)
- 89 submissions themed
- 337 x A4 pages

Key feedback themes

Student Services Blueprint

Overall transformation; Te Noho Kotahitanga; change management; interface with Sector Alignment; student voice; outsourcing; face-to-face engagement with students.

Sector Alignment

Overall transformation; Te Noho Kotahitanga; change management; interface with Student Services Blueprint; student voice; deficit approach; damage to stakeholder relationships.

Feedback and response

Overall transformation

- Some respondents believed there is a lack of a clear vision. Some challenged my statement that 'the transformation and the direction we are travelling is not up for debate'.

- Unitec's strategy has been signalled for some time through initiatives such as Kickstart, and is supported by Council.

- Strategy and vision were therefore not up for consultation.

- The Proposals for Change were focused on the enabling arrangements that give life to the strategy.

Feedback and response

Overall transformation

- There were questions about the speed of the transformation and whether it could be more evolutionary.

- Education sector, employer expectations and technology are all changing rapidly.

- Other institutions are already ahead of us in responding.

- The need to work in converged and connected ways means simultaneous change across multiple areas is necessary.

Te Noho Kotahitanga

- Significant concern the proposed changes fail to demonstrate a commitment to partnership and Te Noho Kotahitanga.

- Feedback highlighted the need to better understand the role of Māori Leadership and governance, and the place and role of Te Noho Kotahitanga across Unitec.

Feedback and response

Te Noho Kotahitanga

- Future state Executive Leadership Team will include a Māori executive leadership role with an initial appointment of one year to determine future needs.

- This role will support the whole organisation to bring Te Noho Kotahitanga to life and will be shaped with input from staff.

- It will enable a shift away from a deficit approach to Māori student success.

Feedback and response

Te Noho Kotahitanga

- Feedback from Māori staff indicated support for the general direction of the OSA model.

- The philosophies of the new operating models are consistent with the principles of Te Noho Kotahitanga and the Network model enhances partnership opportunities.

- Embedding mātauranga Māori has been added to the accountabilities of the Deans Innovation and Development, Heads of Practice Pathway Groups, and Academic Leaders. Three Research Partner positions will now have the specialism Rangahau Māori and Research Development.

- Engagement will be increased for Phase Two development - in particular with Māori staff.

Change management

- Concern the leadership team have not managed change well.

- It's important not to equate disruption and stress with poor management.

- Examples of change that have gone well include transformation of the Library and IT services.

- All change initiatives offer opportunities for learning.

- Lessons from previous change initiatives have been applied to this project and will be applied in the next phases.

Interface between Sector Alignment and Student Services Blueprint

- Numerous submissions expressed concern the proposals are not aligned and based on different language, assumptions and thinking.

- It is acknowledged that the integration of work processes and practices and experience for students needs to be seamless.

- For Phase Two of the Student Services Blueprint, the project teams will ensure closer and more visible alignment at the interfaces between teaching and student services.

Feedback and response

Outsourcing

- In general, respondents agreed that a range of improvements are required across customer facing services and the admissions process.

- Some respondents endorsed the proposal to outsource. But it was viewed by many as clashing with Unitec's values and posing significant risks to business continuity and the student experience.

Outsourcing

- The risks are acknowledged and have been carefully examined as part of the due diligence phase, as too have the very substantial benefits.

- Unitec's values are to place the student at the centre of what we do and this was a core part of the decision to work with a world-leading partner who specialises in high quality customer services.

Feedback and response

Student voice

- Students and their career and life aspirations are at the heart of the transformation agenda.

- The Student President and other Student Council members sit on and attend a variety of Unitec forums including the Unitec Council.

- A core design principle is student engagement.

- The Student Council were kept up-to-date and every opportunity was taken to include a wider student voice.

Feedback and response

Executive Leadership Team

- There will be some changes in the portfolio of the Executive Leadership Team to support new ways of working.

- This will be an evolutionary process as we reconfigure how we work together and build new partnerships and relationships externally.

Feedback and response

Executive Leadership Team

- These changes will be communicated before the end of the year once further decisions have been made, but ultimately will reinforce collaboration and connection both internally and externally.

- Future state Executive Leadership Team will include a Māori executive leadership role with an initial appointment of one year to determine future needs.

Sector Alignment Proposal for Change

Phase One proposed:

- A new collaborative and networked leadership and management model with new positions and roles.

- A new way of organising ourselves that aligns with our major employment sectors and with practice and professional pathways that align with vocational pathways.

- New frameworks and models to guide how we work; specifically around academic quality and services, collaboration with stakeholders, how to ensure we realise the benefits of what we do.

Sector Alignment Proposal for Change

Phase Two proposes:

Redesign of programme and academic quality administration, timetabling, technicians, and other faculty and department technical and administrative support to align with the new organisational model.

No decisions have been taken about Phase Two. The feedback received will be used to further shape and refine any subsequent proposal.

Sector Alignment Proposal for Change

Final decisions made for Phase One:

- Establish a new shared and networked leadership model that includes a range of new positions and roles to align with leadership and management requirements of the **Networks** and **Practice Pathway Groups.**

- Cluster disciplines into **Networks** and **Practice Pathway Groups** that align with our major industry (employment) sectors.

- Establish industry workforce development general management positions.

- Establish benefits realisation general management positions to enable us to meet the targets and milestones of our transformation agenda.

Sector Alignment Proposal for Change

Final decisions made for Phase One:

- Cluster and embed various components of academic support processes, including academic quality and research services, into the way we work; redefine academic committee structures and decision-making.

- Align Language Studies and Foundation Education (Bridgepoint) into a new Bridgepoint Network.

- Bring together CIS and other multi- and transdisciplinary programmes into a new Transdisciplinary Network.

- Disestablish a number of current leadership and management roles and positions (a number of new positions and roles may be filled by existing staff). Most faculty and department academic positions remain unchanged.

Sector Alignment Proposal for Change

The new model will have six Networks as follows:

- Health and Community Network
- Environmental and Animal Sciences Network
- Engineering Network
- Construction and Infrastructure Network
- Business and Enterprise Network
- High Technology Network

Two further Networks will have specialised functions:

- Bridgepoint Network
- Te Miro – Transdisciplinary Network

There will be 15 Practice Pathway Groups aligned with and overseen by the Networks.

Sector Alignment Proposal for Change

Roles surplus to requirements: (incumbents revert to substantive academic positions)

18 × Heads of Department

Associate Head of Department – Language Studies

Associate Head of Department – Department of Community and Health Services

Associate Head of Department - Department of Management and Marketing

Associate Dean Strategic Development TBE

Associate Dean Academic Development SHS

Associate Dean International Education SHS

Associate Dean Centre for Interdisciplinary Scholarship SHS

Sector Alignment Proposal for Change

Roles surplus to requirements: (incumbents revert to substantive academic positions)

2 × Co-Heads Centre for Interdisciplinary Scholarship SHS

Associate Dean Research SHS

Head of Projects and Innovation SHS

Deputy Executive Dean CIB

Academic Leader – Language Studies

Curriculum Leaders

Programme Leaders [become surplus to requirements end of Semester One, 2016]

Positions surplus to requirements:

Academic Director, Bridgepoint – Foundation Education

Department and Special Projects Manager TBE

Faculty Academic Quality Manager TBE (vacant)

Academic Quality Manager CIB (vacant)

6 × Faculty Operations Managers

Operations Administrator (currently vacant)

19 Departmental PA/Administrators (18.2 FTE); Personal Assistants

Executive Admin Manager DoMM

Director, Campus Development

New permanent positions

4 × General Manager Industry Workforce Development

3 × General Manager Benefits Realisation

3 × Dean Innovation and Development (Networks)

1 × Dean Innovation and Development (Bridgepoint)

1 × Dean Innovation and Development (Te Miro – Transdisciplinary Network)

15 × Head of Practice Pathway Groups

New permanent positions

1 × Interim Manager Programme Administration (fixed-term for 12 months)

3 × Research Partners

1 × Programme Development Partner

3 × Resource Coordinators

3 × Senior Administrator Workforce Connections

14 × Business Administrators (previously titled Network Administrators)

New roles

Academic Leaders (from beginning of Semester Two, 2016)

Quality Administration Team Lead (0.3 FTE) to be filled by one of the current quality support staff

Research Administration Team Lead (0.2 FTE) to be filled by one of the current Research support staff

Student Services Blueprint

Phase One proposed:

- Outsourcing of Customer Services (Relationship Managers, Help Desk, Admissions Specialists) to Concentrix. Concentrates on developing Customer Services.

- Totally reengineered student Enquiry to Application and Enrolment process that is faster, easier, student centric.

- Highly sophisticated knowledge management system to enable easy access to real time information for self-service.

- Single point of query resolution for students through new ORM to enable proactive, consistent, personalised engagement.

Student Services Blueprint

Phase Two and Three propose:

Phase two: develop the remainder of the model: Student Life; Student Achievement; Benefits Realisation; Priority Group Centre of Excellence, Guiding Coalition*.

Phase three: extend to include Library and International. End result to be fully converged student service functions across Unitec.

*Working names only

No decisions have been made on Phase Two and Phase Three. Feedback received will help inform the refinement of any subsequent proposals.

Student Services Blueprint

Decisions regarding Customer Services and outsourcing:

- It is decided that Customer Services will be implemented at Phase One.

- It is decided that we will proceed to partner with Concentrix to deliver our Customer Services.

Student Services Blueprint

Concentrix will deliver:

- Improved technology so students can access services at a time and place that suits them through a variety of platforms.

- More frontline customer service staff.

- More staff at key enrolment points.

- A more efficient system that meets the individual needs of students.

- Expertise to continually improve the services available to students.

Student Services Blueprint

Decisions regarding OSA model and implementation phasing:

- It is decided that the Organisational, Social and Academic (OSA) model will be implemented (subject to further development).

- It is decided that implementation will take place across three phases.

- Phase One transition and implementation will begin from mid November 2015 with a Go Live date of 1 April 2016.

- Further engagement to further refine and develop the Phase Two proposal will also start in mid November 2015.

Student Services Blueprint

Positions surplus to requirements:

4 x Help Desk Analyst (IMS Helpdesk)

1 x IT Help Desk Analyst (IMS Helpdesk)

1 x Help Desk Functional Team Leader (IMS Helpdesk)

19 x Programme Advisors (Student Central)

3 x Team Leader Student Central (Student Central)

1 x Team Leader Contact Centre (Student Central)

3 x Telephonist (Student Central)

1 x Student Central Manager (Student Central)

Student Services Blueprint

Positions surplus to requirements:

18 x Student Administrator (Student Admin)

2 x Team Leader Student Administration (Student Admin)

1 x Manager Student Administration (Student Admin)

1 x Director, Student Services and Administration (Student Admin & Central)

The actual numbers have changed since the Proposal for Change was released, due to staff attrition, fixed term contracts ending and decisions made in response to feedback, as outlined in this document.

Next steps: Sector Alignment

Redeployment: Nov 2015 to March 2016

Recruitment/selection process: Nov 2015 to April 2016

Nominal go live: 1 May 2016

Induction process: 1 May 2016 for 18 months

Capability programme: 1 June 2016 for 18 months

Next steps: Student Services

Before the go live date of 1 April 2016 significant work will be undertaken in the following areas:

- Process design

- Technology

- People and professional development

- Training

- Physical spaces

Voluntary redundancy

- As we transform our overall workforce will get smaller.

- Some of you may be uncomfortable with the decision to transform, and we want to give you the opportunity to exit.

- A Voluntary Redundancy scheme will be outlined next Friday.

- There are no guarantees that an expression of interest will be accepted and every case will be looked at against set criteria.

Further information

Immediately following this session the full Outcome Documents for both Proposals will be available on the Nest.

Shortly you will receive an email with links to the Outcome Documents and information about support services available.

Support

This can be a stressful time.

Support services you can access immediately after this session:

- Employee Assistance Programme (EAP) - **0800 327 669**

- Conciliator, Glenda Grant (a service provided apart from HR or EAP) – **021 810 173**

Support

This can be a stressful time.

Other support services you can access:

- Your HR Consultants
- Wellbeing Advisor – Shona Arms, 021 518 993
- Wellbeing initiatives – see the email you receive today
- TIASA
- TEU