



Academic Leadership

Consultation Decision Document

Presented by:

Merran Davis

Executive Dean / Interim Chief Executive

12 October 2018

Purpose

The purpose of this document is to:

- provide feedback submitted on the proposed changes;
- share decisions made; and
- provide information on the next steps and timelines.

As the impact of the decisions made will affect people differently, this document aims to help minimise impacts by providing relevant information on the change.

Introduction

On 14 September 2018 we formally proposed changes to:

Disestablish Current Academic Leadership Positions

- Disestablish 4 x Dean positions
 - Dean of Bridgepoint
 - Dean Business and Enterprise, and High Technology
 - Dean Health and Community, and Environmental Animal Sciences
 - Dean Innovation and Development Construction, Infrastructure and Engineering
- Disestablish 13 x Head of Practice Pathway (HoPP) positions
- End 2 x Acting HoPP secondments

Implement a New Academic Model

- Split the current Network and Pathway structure of Unitec into 10 “Schools” or “Centres”
 - Applied Business
 - Applied Technology & Engineering
 - Architecture
 - Bridgepoint
 - Construction and Infrastructure
 - Creative Industries
 - Environment and Community
 - Health Care and Social Development
 - Information and Communication Technology
 - Trades & Services
- Establish 10 x 1 FTE Head of Centre / School positions – 1 for each School or Centre. A draft position description was provided for comment and feedback.
- Establish a number (TBC) of FTE Programme Managers / Leaders across the Centres / Schools. A draft position description was provided for comment and feedback.

Implement Formal Academic Mentoring

- Frontline staff would report to the Programme Managers / Leaders

- Senior academics would mentor academic staff through the ADEP process, facilitated by the Programme Manager / Leaders
- Academic Leader roles would not exist and existing Academic Leaders would revert to their teaching activities.

Update to Administration Model

- Partnering model for business and academic administration with some central coordination and some distributed capability, led and co-designed by Centre / School staff and align with ATOM changes and budget considerations.

Feedback

We have provided you with an opportunity to provide feedback on the proposed changes and received a large amount of feedback from across the organisation.

The majority of this feedback has been captured via the link sent out with the summary document; we sifted and categorised this and it came to nearly 400 lines of individual feedback. We also received more detailed feedback via email including diagrams and tables.

The major themes included feedback about

- The level and nature of administration support required
- The Head of Centre / School position description, workload and title
- The Programme Manager / Leader position, workload and title
- The number of Programme Managers / Leaders required, both overall and specific to certain Schools / Centres
- The proposed recruitment process
- The place of Research in the proposed structure and positions
- The proposed split of the Schools / Centres, some general and some specific to existing Pathways
- The proposed programmes under each School / Centre
- Te Noho Kotahitanga

We also received significant feedback about the impact on individual people, and endorsements for specific people.

Response

As outlined, there was substantial feedback to the Proposal. I have read all of this and considered it carefully. The following summarises the key themes of the feedback received and my response.

Disestablishment of Positions

Primarily there was agreement with the proposal to flatten the academic leadership structure as long as there is enough leadership and administration provided by the supporting structures.

As proposed, the 4 x Dean positions and 13 x HoPP positions are confirmed as disestablished, and the 2 x HoPP secondments will be ended.

Any employment end dates for individuals are to be confirmed while we work through the process and ensure that there is continuity for students and staff and our regulatory requirements are met (please see below).

Structuring into 10 Centres / Schools

Mostly the feedback about the proposed division was positive.

Some feedback specific to certain Centres / Schools has been received e.g. Architecture, Construction, VSM, Bridgepoint, Environment and Community.

Environment and Community will not be combined as proposed. Environment and Animal Sciences will be one Centre / School and another Centre / School will be established to include the current Community Development Pathway and Police programmes.

While there was general agreement about the division of the CIE Network into the four proposed Centres / Schools, there is still some detail to be confirmed around where a few of the programmes are best located. This will be confirmed by COB Friday 19 October.

Unitec Pathways College will change their reporting line from Bridgepoint to the new Reputation and Recruitment structure being established. Free4U will change their reporting line from Bridgepoint to the new Head of Healthcare and Social Practice as part of the Waitakere strategy.

There was some feedback around more significant reconfiguration of programmes and Pathways. This may be appropriate in the future but would cause further unnecessary cost and disruption at this time.

As expected, feedback regarding the titles of individual Centres / Schools was mixed. We are still considering this and changes to the current working titles will be confirmed by COB Friday 19 October.

Some staff expressed concern that the recruitment process for the new positions favoured current Deans and HoPPs. Although these positions are clearly different from the current Deans and HoPPs positions, Unitec has an obligation to give employees the opportunity for redeployment in a restructure situation. This does not necessarily mean that they will be appointed into the new positions. Upcoming sector change as well as Unitec's current challenges will require appropriate capabilities and a robust recruitment process will be undertaken for all internal and external candidates.

Head of Centre / School name

Overwhelmingly the feedback was that the appropriate term is Schools, and the position title Head of School is the most appropriate. Schools is an internationally recognised term.

There has been specific feedback about the Waitakere based position relating to development and support needed there, which I will consider in more detail with staff in due course.

Programme Manager/Leader position

Key feedback received was around the position responsibilities and the level of administrative support. Concerns were raised about

- The position not being an academic one. This was in terms of incumbents retaining relevancy, potentially limiting their academic career, and placing themselves in a management position which could potentially be disestablished in a few years' time.
- The lack of research allocation;
- The ability to both teach and manage the programme;
- Using Academic Staff in mentoring roles;
- Timing of changes to current structure.

It is becoming clear that we need to work through this position in more detail, including

- Fixed Term vs Permanent and being able to return to an academic role
- Type of contract and conditions available
- The impact of ATOM changes on academic administration
- Less rigidity about research
- Timeline for implementation to minimize disruption to Semester One enrolments in 2019

I now intend to recruit for the Heads of Schools positions, and then work with the new incumbents on defining the Programme Manager / Leader position in more detail and deciding on the best timing for implementation.

Current Academic Leader roles go through to June 2019. There will be a period of adjustment and crossover while we get this right.

Programme Manager / Leader title

There was mixed feedback on this, alternative suggestions included Programme Leader, Academic Leader and Programme Director. This position needs to be scoped further along with the Heads of Schools which will make the appropriate title become clearer.

Admin support

A lot of feedback was received about the nature and level of admin support needed – we need to get this right.

We want to build on the good work of ATOM and do more detailed work on academic requirements.

This in turn will further inform the nature and scope of the Programme Manager / Leader position.

I intend to continue to scope this, along with the new Heads of School and Academic Leaders.

Revised Recruitment Process

All Deans and HoPPs requested to complete a survey which

1. Asks them to give their top 3 preferences for the new positions (which could also be top 2, 1, or none)

2. Acts as their Expression of Interest for their top 3 preferred new positions (which could also be top 2, 1, or none)
3. Gives them the option to opt out of the 360 process if not applying for any of the new positions

I received feedback that by asking for 360 it is obvious who is applying for positions, but that there may be competition for roles between peers and applicants may wish for privacy in their applications. To address this feedback and mitigate this, all Deans and HoPPs will be requested to participate in the 360 process (with the option to opt out only if they confirm they are not applying for any new positions).

The selection process will be an interview and 360 survey.

Interview panel

Merran Davis, Interim Chief Executive
 Glenn McKay, Tumu Tauwhirowhiro Maori & Exec Director, Student Experience
 Dr Simon Nash, Director Ako Teaching & Learning
 Karley Cooper, Head of Recruitment

Revised Recruitment Timeline

Date	Process	Who
12 October pm	All Deans and HoPPs sent EOI form including <ol style="list-style-type: none"> 1. request for top 3 preferences 2. 360 information 	Merran
15 October	Head of School positions advertised internally and externally	Recruitment
By COB 16 October	Deans and HoPPs to complete EOI form including top 3 preferences and indicate their 360 feedback respondents.	Deans and HoPPs
17-19 October	Review and finalise 360 feedback respondents. Prepare 360 surveys to be sent out.	Merran and HR
19-24 October	360 completion and collation	Respondents / HR
25 October – 2 November	Interviews for Head of School positions	Interview panel
Early November	Confirm internal Head of School appointments	Merran
5 November	External applications for Head of School close	Recruitment
November	Interviews for external candidates for any unfilled Head of School positions	Interview panel
November / December	Heads of School and Merran continue to work through the	Merran Heads of School

	detail on the Programme Manager / Leader position	
TBC	Recruitment for Programme Manager / Leader positions	

Staff Support through the Change Process

Although people have their own existing informal support systems in place such as family, friends, colleagues and managers, there may be times when people need additional support to help them through the change process. We recognise that change affects people in many different ways and that while some people may be positive about the prospect of change, others may be feeling anxious, concerned, or experience any number of similar responses.

During the implementation phase of the above mentioned changes, it will be important for us to give some consideration to the challenges that this may present for you, in your Network, Pathway and the wider organisation. If you have, any concerns either for yourself or members of your teams, I encourage you to speak to your Manager in the first instance, or the following representatives listed in the table below can be contacted should any queries or issues be raised:

Name	Status	Contact Number	Email Address
Merran Davis	Interim Chief Executive	027 453 0014	mdavis2@unitec.ac.nz
Mary Johnston	Executive Director People and Infrastructure	027 284 6672	mjohnston4@unitec.ac.nz
Jacky McManus	Director – HR Operations	021 390 056	jmcmanus@unitec.ac.nz
Amy Tankard	HR Project Manager	021 592 694	atankard@unitec.ac.nz

We also remind you confidential support and assistance is available through our Employee Assistance Programme (EAP). All access to EAP is fully funded by Unitec. To access practical assistance on issues that may be impacting you or affecting your wellbeing, please contact 0800 327 669 or visit www.eapservices.co.nz.

Affected employees have the right to independent representation and advice throughout this process. That representation and advice can be a support person or representative of their choice within the allocated timeframes.



Merran Davis
Executive Dean/Interim Chief Executive