



Decision briefing on the integrated ELT for Unitec and MIT

Private and Confidential

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Introduction

The purpose of this briefing is to:

- Recap the background and reasons for the change proposal
- Summarise feedback submitted on the proposed changes
- Answer queries raised during consultation
- Share decisions made; and
- Provide information on the next steps and timelines.

Summary of background to change proposal, drivers of change and objectives of the change

Bringing the two executive teams together with an integrated Executive Leadership Team (ELT) will help embed collaboration and understanding across the institutes and help provide seamless vocational education and training solutions (VET) for learners, employers and our communities across Tāmaki Makaurau.

While there will remain two separate entities, achieving an integrated ELT will:

- Enable the collective strengths each institute brings to be shared
- Improve financial sustainability for both institutes
- Build an environment where the teams within the two institutes can share and continue to develop trust by working together
- Enable a single “front door” for larger employers and other external parties to work with
- Focus on the needs for all learners for all Tāmaki Makaurau
- Increase collaboration between the institutes and improve delivery to students through a more unified approach
- Ensure targeted solutions for local communities and employers
- Provide more opportunities for growth and development for our employees

Feedback

As a result of the consultation with the ELTs, widening of consultation on the 8th December to the ELT direct reports, academic committees and some key stakeholders, we received a lot of written feedback including 33 individual and 5 group submissions.

Summary of feedback received from extended consultation

It has been encouraging to see the level of feedback provided. I have not itemised each piece of feedback and a response, however I have spoken to the areas that were represented with the most feedback.

There were 7 general themes/questions that presented from an overall process and drivers of change perspective, these are discussed below:

- Overall feedback on the proposal was supportive, with the rationale and drivers for change resonating with most.
- There are some concerns regarding the speed of the change - what were the drivers for wanting to move at this speed and were the key stakeholders being engaged during the process?
 - *Response:* Change proposals of this sort are challenging especially for the two executive teams directly impacted. There is always a tension between the widest possible consultation and ensuring the change is concluded within a time period that minimizes or reduces the “waiting” for those directly impacted. We engaged with key stakeholders including the Chairpersons of the two Rūnanga and Pasifika Fono groups, the Chair and Chief Executive of Te Pūkenga, and the MIT/Unitec Board.
- Given that the Te Pūkenga roadmap can leave us to assume this is a 2-year structure, why do this now and not wait another 2 years when the Te Pūkenga strategy is being implemented?

Response: This work is a precursor to the wider integration of all the subsidiaries across the country. I felt it was important that we commenced this work now to ensure that both MIT and Unitec were positioned well and speaking with a single voice when this wider merger takes place. Secondly, there is a huge growth in domestic demand for VET in Aotearoa and Tāmaki Makaurau and making best use of our combined strengths will facilitate meeting that demand.

- Concerns were raised around how the MIT values and Te Noho Kotahitanga at Unitec would be used across both institutes
 - *Response:* The two institutes will remain separate entities and continue with each of their individual sets of values. There is not an expectation or intention for the adoption of either across both institutes at this stage.
- One of the key drivers of the change was to support the two institutes collaborating more widely and giving 'permission' for them to do so. Some of the responses received explained that they are already working this way across the two institutes, so why the need for change?
 - *Response:* It is really pleasing to see some teams collaborating already across the city, however that has generally not been the case and having a single executive team will ensure that a pan-Tāmaki Makaurau view will be taken on all decisions. We also need to start consulting on a new strategic plan in the new year. Once that plan is finalized, it will be the new executive team that rolls it out consistently across the city.
- The large size in the portfolios of the DCE roles and whether they would be manageable was highlighted as a key theme through the feedback.
 - *Response:* These roles have been designed to be strategic. The ELT and their teams, who will be well resourced and equipped, will be responsible for formulating and delivering the strategy alongside our key stakeholders and all staff.

We do not plan to restructure deep into either institute as we anticipate this new domestic demand will ensure there is plenty of work to be done. We will be opportunistic about combining roles or reducing duplication when it makes good financial and organisational sense.
- Finally, the fact that not all functions were represented in the organisational structure diagram caused some questions as to why they had been omitted.
 - *Response:* There are still some reporting lines and functions to be decided. This shouldn't be concerning but rather once the new executives are in place they will have the autonomy to decide where they best report. I have always believed that the Chief Executive is part of a team and I need to get the team on board before making some of these decisions. We will also seek feedback from those functional areas and decide where is the best place for them to be.

Key changes confirmed

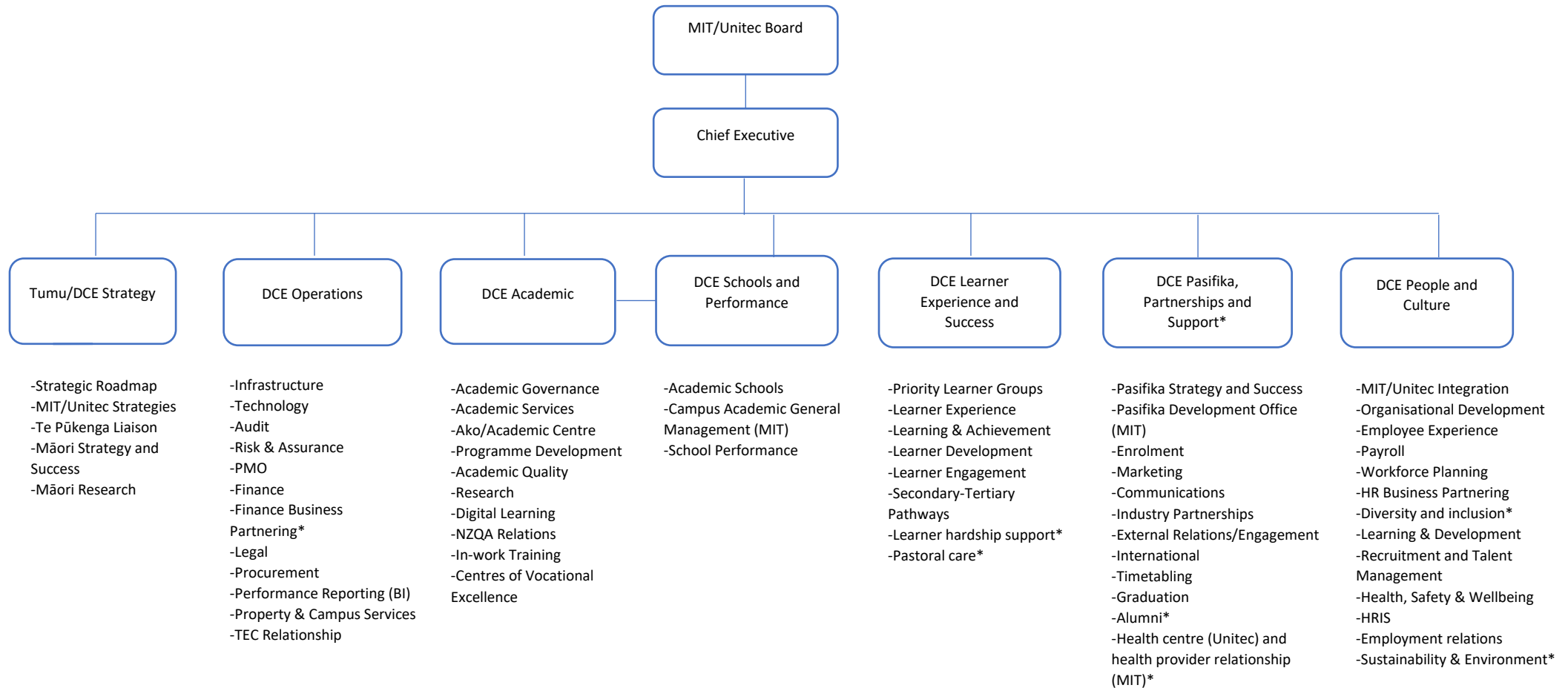
Following the consultation, consideration of feedback and subsequent re-consultation with the directly impacted members of the Unitec and MIT Executive Leadership Teams, as well as their direct reports and academic committees, I can now confirm the disestablishment of the Executive Leadership positions at Unitec and MIT (with the exception of DCE Māori at MIT).

The integrated Executive Leadership Team will consist of the following roles below:

- Tumu/DCE Strategy – realigned in the organisation chart to reflect the Tumu/DCE Strategy with the other DCE reporting lines
- DCE Academic
- DCE Operations – addition of Finance Business Partnering function
- DCE Pasifika, Partnerships and Support – change in role title from DCE Pasifika & Learner Support. Addition of Alumni, Health Centre (Unitec) and health provider relationship (MIT)
- DCE People & Culture – addition of Sustainability & Environment and Diversity & inclusion
- DCE Schools & Performance
- DCE Learner Experience and Success – addition of Learner hardship support and Pastoral care.

Confirmed structure

The confirmed structure of the integrated Executive Leadership Team for Unitec and MIT is below:



The implementation of the confirmed Executive Leadership Team structure will be operationally effective from the 22nd February. The functional reporting relationship changes will be further discussed and implemented once ELT roles have been successfully recruited for.

Timeline

Date	Key milestone
Tuesday 15 th December 2020	Confirm outcome of consultation to impacted ELT individuals.
Wednesday 16 th December to 5pm Friday 18 th December 2020	Expressions of interest open for new ELT positions. Recruitment process begins.
Thursday 17 th December 2020	Confirm outcome of consultation to ELT member direct reports and the academic committees.
Monday 22 nd February 2021	Structure effective.

Support available through change

We recognise that change affects people in many 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.

The Employee Assistance Program is available and is completely confidential.

We have two providers available:

Unitec: 0800 327 669

MIT: 0800 360 364

Thank you for your participation in this change process. If you have any questions, or require further information or clarification, please contact me with your query as soon as possible.

Gus Gilmore, Chief Executive