

Feedback Summary



**MANUKAU
INSTITUTE OF
TECHNOLOGY**
Te Whare Tokiuro o Manukau



Unitec
Institute of Technology
TE WHARE HAKAHO O MAIRAKA



Key themes – Te Whakarāpopotanga

This engagement process involved 15 hui, both kanohi ki te kanohi and online.

Feedback provided at each hui was captured and considered alongside 15 written submissions on the proposal.

Feedback from staff, students and key stakeholders highlighted broad and universal support for the kaupapa.

Three key themes emerged:

- Support
- Embracing Te Tiriti o Waitangi
- Student Success

This information provides an overview and summary of feedback.

Support –Tautoko

The extensive mahi that has been done by all parties involved in this process was acknowledged through many of the feedback submissions.

Comments from the feedback included:

- Acknowledgment of being proud of working for an institution that is leading the charge in this way and setting an example for the rest of the country.
- Congratulations and support to the CE, Gus Gilmore, and the leaders of Te Rōpū Mataara and others for working together on this proposal with the intent of giving effect to Te Tiriti o Waitangi – this is a promising beginning.
- Full support for the proposal and excitement to see the result, hopefully before the end of the year.
- Hope that this new role will go a long way towards healing the rift, and appreciation of the genuine mahi of all those involved.
- Support of the model being proposed because it is a courageous commitment to the principle of Te Tiriti and Te Noho Kotahitanga.
- This is a wonderful opportunity to break new ground in partnerships.
- Great to see we are coming to this point.
- Noting that it was an excellent proposal thoughtfully considered. Although a co-CEO is preferred it is not practical at this time so the model proposed is the most practical, Treaty-based one possible under the circumstances.

Embracing Te Tiriti o Waitangi – Whakapūmau i Te Tiriti o Waitangi

A number of strong acknowledgements on the proposal embracing Te Tiriti o Waitangi were received.

People highlighted the sense of pride they would feel to be part of an educational institute honouring Te Tiriti o Waitangi.

One comment highlighted the proposal is one way of honouring Te Tiriti through recognising our bi-cultural foundations providing a 'transformative template' for education.

Other comments included:

- The Māori co-leader will provide a focused responsibility to protect and sustain te ao Māori and grow its potential.
- The Māori co-leader will represent all Māori, and require expertise in te ao Māori, as well as te ao Pākehā.
- Māori success will depend on meaningful authority and dedicated resource.
- A Te Tiriti o Waitangi appointment process, alongside healthy HR practices, is expected.
- Respect should be given for the mana of wāhine Māori.
- Te Tiriti o Waitangi is enduring, and ultimately (post 2023) co-leadership with dual authority is the goal.

We agree with all the above sentiments. There is more information on matters such as role definition and recruitment within the Q&A document and the draft position description.

Student Success – He Kaupapa Whakamana Ākonga

There were several submissions of feedback and questions around the positive and profound impact that this model will have on student success, particularly in creating support for tauira Māori and all students.

We agree with this feedback and one of the intentions of the role will be to have a strong focus on not only our Māori staff success but that of our tauira Māori and their whānau – we will continue to work towards seeking parity and better outcomes for tauira Māori and all students.

It was also noted in the feedback the impact of the proposed model on our goals for priority students and that it will be profound in people's opinion and in all areas of our endeavours.

Additional comments noted that:

- Improving education with and for Māori is a great idea.
- The aspiration is for the organisation to be one where it is acknowledged that Māori ways of being and doing add value to our organisation and enhance the learning experience of all tauira.

Questions and Answers



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Question	Response
<p>Recruitment:</p> <p>What is the proposed recruitment process?</p> <p>How can we be assured that MIT and Unitec Māori Co-Leader will be appointed based on being the best person for the job?</p> <p>Concern was raised that the quality of applicants would be compromised because of: Position being fixed term; timeframe; uncertainty of the leadership structure re Te Pūkenga from 2023</p> <p>Decision makers eg will this be the Rūnanga? Mana whenua? Iwi?</p> <p>Will the recruitment panel / decision makers include Rūnanga as they are key governance stakeholders?</p> <p>Why are the Board involved in the recruitment process?</p> <p>How can we ensure that Māori staff are involved in the recruitment process?</p> <p>We know an external process will take longer, an internal will be shorter, what recommendation will be made to the Board and how did you come to that decision?</p>	<p>Formal consultation, which is about to begin, will include the proposed recruitment process, so this is not yet finalised.</p> <p>The final decision will sit with the Board and will need to consider legal obligations required in the appointment of a role with this level of seniority.</p> <p>Our proposal will emphasise the urgency of this approach without undermining the process.</p> <p>The Board will hold ultimate responsibility on the recruitment process. We will provide advice with our proposal but will not be involved in the recruitment or selection.</p> <p>The Board's CE People and Culture Committee will include Marama Royal (Ngāti Whātua) and will take in to account feedback received to date when determining additional members of the selection panel. We have recommended that the recruitment process includes engagement with kaimahi Māori staff and Rūnanga.</p> <p>Both MIT and Unitec have an obligation under the Education and Training Act to:</p> <p><i>Appointment on merit</i></p> <p><i>An employer in making an appointment under this Act must give preference to the person who is best suited to the position.</i></p> <p><i>Notify vacancies</i></p> <p><i>If an employer intends to fill a position that is vacant or is to become vacant in a place of education (other than with an acting, temporary, casual, or relieving employee), the employer must, when practicable, notify the vacancy or prospective vacancy in a manner sufficient to enable suitably qualified persons to apply for the position.</i></p>

Question	Response
<p>Why is this role fixed term and, if it is to be fixed, we must not consider it temporary.</p> <p>My question is given this structure is temporary, what assurance does Tangata Whenua have that we're not going to be put on the back burner again when Te Pūkenga comes into being?</p>	<p>The role is by all accounts a member of the Executive Team, there is no intention to treat this role as casual or temporary.</p> <p>We need to be mindful that at the end of 2022, both MIT and Unitec will become part of a Single Vocational Learning Institution and all Chief Executive roles conclude on this date. The work will be done with Te Pūkenga between now and then around what this role may look like following that date.</p>
<p>What are the substantive duties for the role and does this report to the Board?</p> <p>What portfolios does the co-leader pick up?</p> <p>Will the co-leaders have the same responsibilities, will their positions be identical and how will the differences or the unique aspects required of each role be acknowledged?</p>	<p>The Māori co-leader role will report directly to the Board and the substantial authority proposed for this role is a strength based approach which helps address any gaps or weaknesses between the CE and the Māori co-leader.</p> <p>Work and consultation needs to occur on the job description, roles and responsibilities. However we are proposing to share the operational day to day decision making and reporting in the initial stages while we continue to revise and evolve the role.</p> <p>Ultimate accountability still sit with the CE but the Māori co-leader will have the authority to act, to delegate, to lead and drive initiative and innovation in proposals.</p> <p>Rangatiratanga will authentically be shared between Te Tiriti partners with this model.</p>
<p>Timeframes for the next steps</p>	<p>The proposal will now move to part 3 of the process, and has been referred to the Board's CE People and Culture Committee for further consultation with relevant parties. The proposal will also require approval from Te Pūkenga, and has been submitted for consideration at the upcoming meeting of the Te Pūkenga Council.</p>
<p>The person appointed should have all the right skills for the role</p>	<p>Our expectation is that the person appointed would have fluency in te reo Māori, confidence in tikanga and a sound knowledge of kaupapa and matauranga Māori.</p> <p>There is also an expectation that the person appointed would have strong relationships and connections with Tāmaki Makaurau iwi, hapū and Marae.</p>

Question	Response
<p>If this is approved can we please make sure that the trickle- down effect of this model spreads across operations more prominently.</p>	<p>The forefront of discussion in this space was establishing a Te Tiriti based partnership at executive level between Māori and non-Māori.</p> <p>This model is a fundamental step in the right direction and encompasses a holistic and collective approach to improvement. Over time, as this model is “tested” and shown to work, we may look at other opportunities to formalise Te Tiriti based partnership. In the meantime, our Te Tiriti-based values provide a strong framework to guide the way that we partner at all levels of the organisation.</p>
<p>How will divergent approaches between the CE and the co-leader be managed?</p>	<p>This model seals a genuine commitment to working together with trust and confidence in each other. It signifies shared commitment and responsibility to navigate challenges through robust and respectful discussion.</p> <p>Clarity of vision, clear accountability and a relentless focus on our responsibility to enhance and support the success of our learners, our staff, and communities is what got us to this stage and this will continue to guide us forward.</p> <p>There will be challenges but we’re encouraged and excited to have a Chief Executive who’s willing to take such a courageous and meaningful step in the right direction.</p> <p>Robust conversation and debate adds value, depth and quality to decisions and the outcomes. A Māori co-leader in this space will add a richness and synergy to the executive table that we don’t currently have.</p>

Question	Response
My question is, if the Board appoints someone from MIT as the co-leader will this still be an accepted approach from our colleagues at Unitec?	The recruitment process is still to be finalised but we expect it will include engagement with Māori staff at both institutes.
When can we expect it to be in place if approved by the Board?	We hope the Board will be able to appoint someone before the end of the year or as early as possible in 2022.
Will the role be graded at a level that is equitable with the Chief Executive?	Yes. We are budgeting for a similarly graded salary to the Chief Executive for this role.
I want to understand why you would wait to go into an academic year as it seems the process going forward could disrupt the momentum.	<p>The reference to having someone in place by the start of the academic year is the worst case scenario. If the Board decided to appoint someone externally coming from another job this could take a significant amount of time.</p> <p>If the Board appoints an internal applicant that process could potentially be shortened.</p> <p>We do need to allow sufficient time in the process for preferred candidates to meet the appropriate stakeholders before final decisions are made, and we have certain legal requirements we have to meet, however we will look to move the process as quickly as we can.</p>
Has consideration been given to Pasifika leadership?	<p>We do have Pasifika Presence at the ELT and we will continue to ensure that matters that relate to Pasifika have a place at the Executive Table and the Board.</p> <p>The forefront of discussion in this space was establishing a Te Tiriti based partnership between Māori and non-Māori.</p> <p>Te Tiriti indicates the Crown operates in the interests of everyone in partnership with Māori and that's where the conversation and discussion was centralised.</p> <p>This model is a fundamental step in the right direction and encompasses a holistic and collective approach to improvement. This will open doors that we truly believe will benefit all communities including our Pasifika whānau.</p>