



Nau mai haere mai

**Our presentation will
commence shortly**



Re-imagining Vocational learning

Play video ▶



A new kind of organisation

Bringing together on-the-job, on campus, and online vocational education and training through a unified, sustainable network of regionally accessible provision.

The Reform of Vocational Education

1	Create Workforce Development Councils
2	Establish Regional Skills Leadership Groups
3	Establish Te Taumata Aronui
4	Create Te Pūkenga
5	Shift the role of supporting workplace learning from ITOs to providers
6	Establish Centres of Vocational Excellence (COVEs)
7	Unify the vocational education funding system

Creating Te Pūkenga

In moving from ITPs and TITOs to Te Pūkenga, the Operating Model...



- shows us what our organisation will look like (at a high level)
- is a foundation for change so together we can achieve the goals of RoVE
- describes our future as one connected network

Creating Te Pūkenga – Operating Model design

Milestones	▼ October 2021	▼ December 2021	▼ February 2022	▼ May 2022	▼ June 2022
	<ul style="list-style-type: none">Operating Model engagement.	<ul style="list-style-type: none">Programme Business Case and Operating Model for Te Pūkenga Council and the Minister of Education's endorsement.	<ul style="list-style-type: none">National and Regional Governance Model agreed.Detailed Functional Model completed.Draft Organisational Design completed.Performance and Measurement Framework in place.	<ul style="list-style-type: none">Finalise new Organisational Structure.*	<ul style="list-style-type: none">Detailed Information Systems Strategic Plan completed.

*Te Pūkenga will look to move forward completion of the organisational structure to provide role certainty to the network and minimise disruption to learners and employers.

Creating Te Pūkenga – Operating Model design

			HORIZON 1	HORIZON 2	HORIZON 3
	▼	▼	▼	▼	▼
	September 2022	November 2022	January 2023	January 2026	2027-2033+
Milestones	<ul style="list-style-type: none">Single stage business cases for Operating Model investment and technology transformation roadmap.	<ul style="list-style-type: none">TITO transition into Work Based Learning subsidiary completed.	<ul style="list-style-type: none">ITP transition complete and foundations established for implementation.		<ul style="list-style-type: none">Continue to fully implement desired learner experiences and a unified Te Pūkenga.

What to expect by May 2022

Activity	Date
Engagement on the co-design of the Operating Model <ul style="list-style-type: none">• Phase 1 – Ako networks and functional groups• Phase 2 – Regions and governance structure	Oct – Dec 2021 18 Oct – 08 Nov Nov - Dec
Consultation on the Operating Model and Organisational Design <ul style="list-style-type: none">• Phase 3 - Operating Model for final review and formal consultation• Phase 3 - Organisational design and structure	Feb – Apr 2022
Confirmed Organisational Design / Structure <ul style="list-style-type: none">• Roles and responsibilities• Implementation Plan – what will be applied by what dates	May 2022

Key questions for engagement

Ako networks

- How do you think they will position Te Pūkenga to better deliver to ākonga and employers?
- What will be the key challenges that we need to overcome?

Proposed functions

- Do you have any feedback on the proposed functions?
- Do you have any feedback on the way we have categorised functions as either a Single Hub Network function or Distributed Delivery Function?

Regional Collective Impact

- What opportunities do you consider there are for our learners, employers and even your own mahi in building this engagement with key regional partners?

Giving effect to Te Tiriti o Waitangi

- Our Te Tiriti o Waitangi partnerships are designed to further aspirations of Māori learners and are fundamental to the way we will work together to achieve equity. Do you think our proposed Operating Model does enough to achieve this?

Equity and Inclusion

- The proposed Operating Model must reflect that equity and inclusion are core principles of our organisation. It must enable us to advance and achieve equity for our learners and their whānau and staff.
- Do you think our proposed Operating Model does enough to achieve this?
- Are there other things you think we should be doing?

Responding to RoVE

- Is there anything you would change about how the model brings to life the objectives of the RoVE reform?

Our outcomes

We are committed to

**Giving effect to
Te Tiriti o Waitangi**

Partnering with employers

**Delivering regionally and
nationally consistent
outcomes**

**Equitable outcomes
for Māori**

**Being responsive and
empowering to staff
and learners**

A sustainable network

**Being learner-centred,
focusing on outcomes
for all learners**

**The delivery of connected
and future-focused
education**

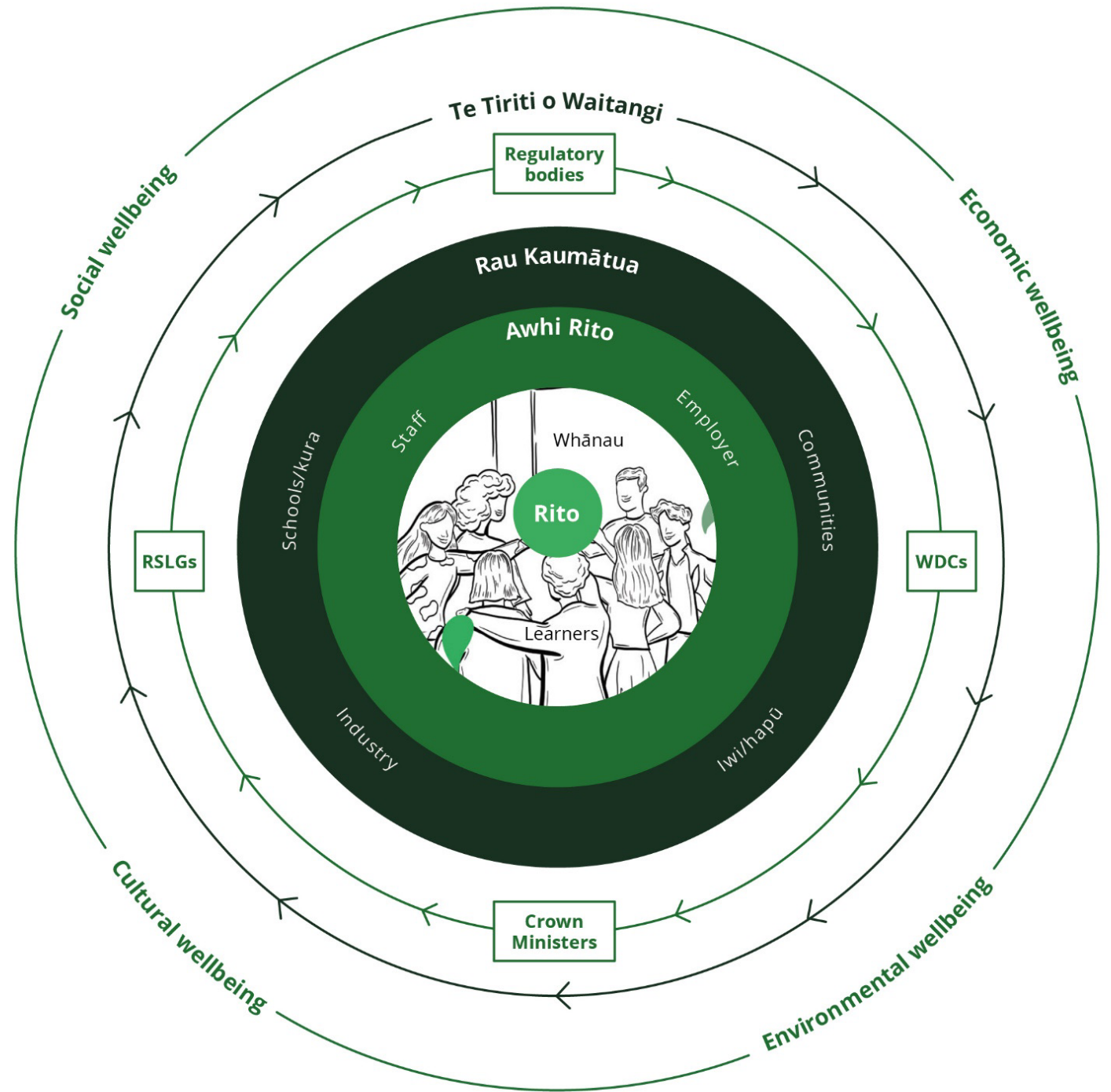
**Efficient and
cost-effective delivery**

Our Learners

Our People

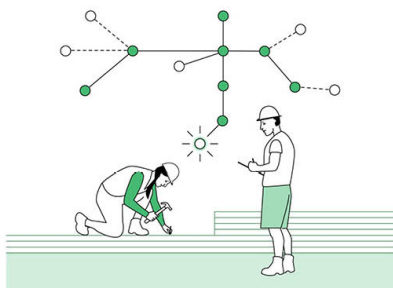
Our Partners

Our Network



Enabling learning and connecting with employers

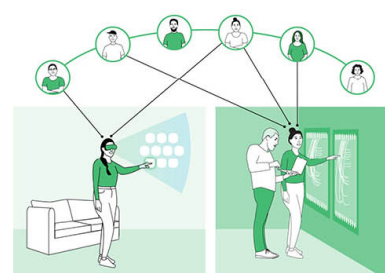
Adaptive Skills Framework Anga Pūkenga Urutau



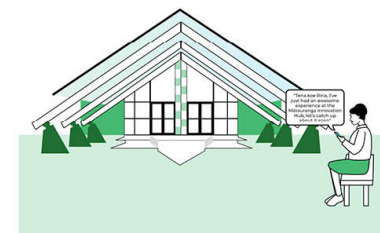
Pathway Planning and the Lifelong Learner Record Pūkete Ākonga



My Teacher, My Way Ko Tōku Kaiako, Ko Tōku Huarahi



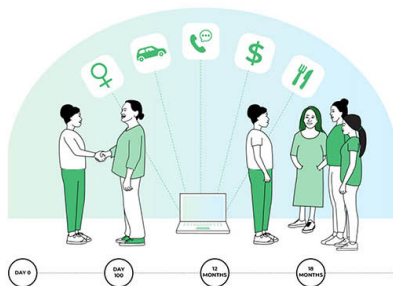
Mātauranga Innovation Hubs Ngā Pū Mātauranga Auaha



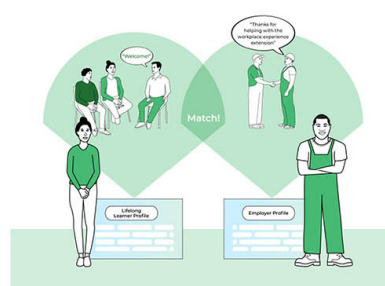
Te Pūkenga Community Facilitators Ngā Ringa Toro a Te Pūkenga



Every Step of the Way Te Hīkoi Tahī



Match and Mentor Rōpū Mahitahi



A Good Place to Work He Wāhi Mahi Pai



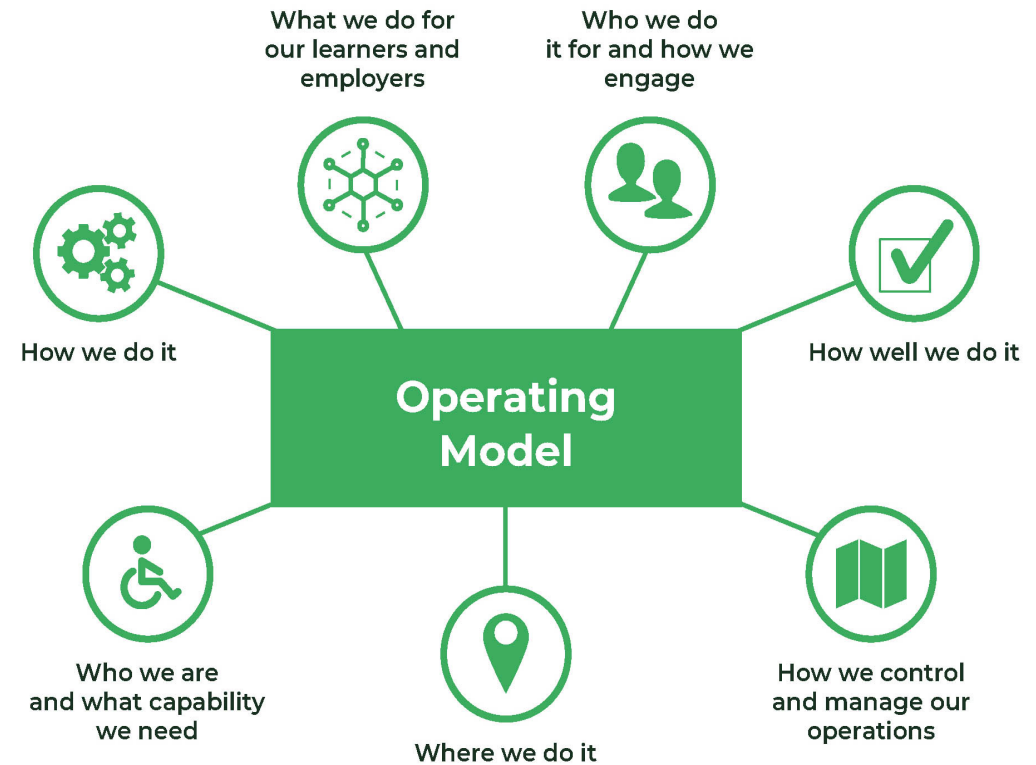
Tauira Whakahaere | Operating Model



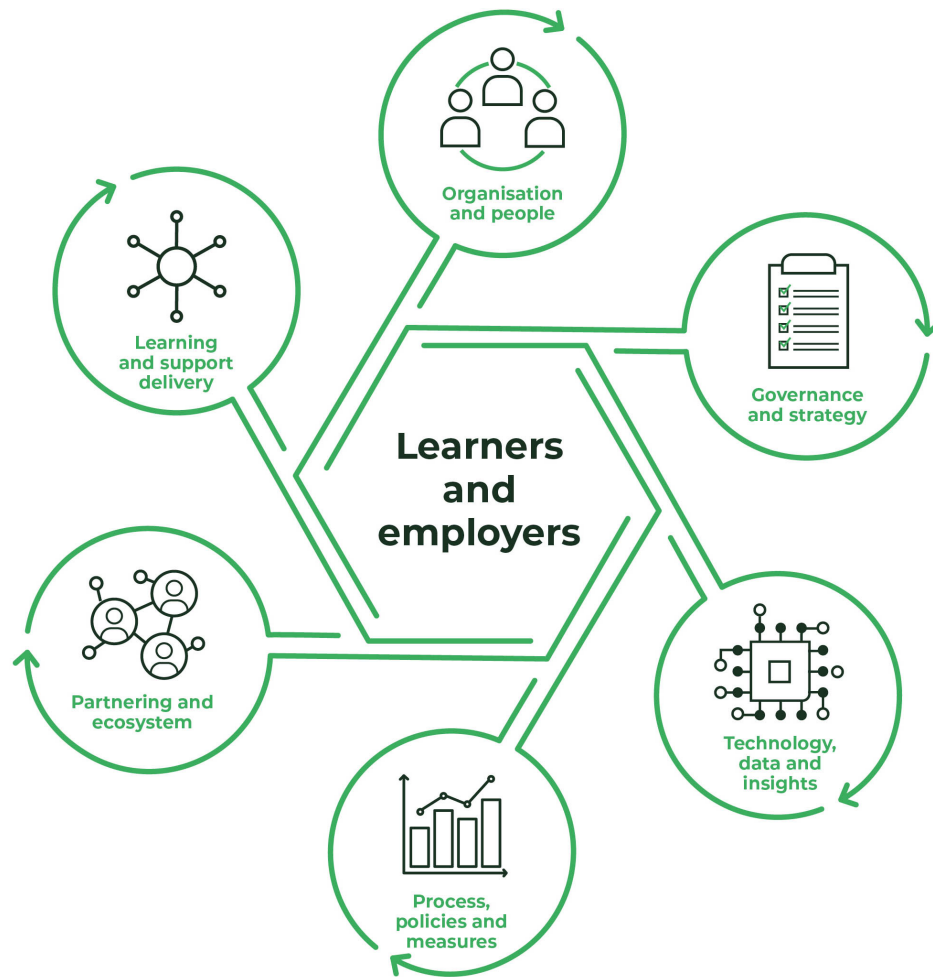
What an Operating Model is

The Operating Model is the framework for our organisation in the future. It aims to create clarity by focusing on four key questions:

1. What does Te Pūkenga do?
2. Who is it done for?
3. How does it get done?
4. Where will it be done?



Developing our Operating Model



- Our Operating Model aims to recognise learner success and the value that this contributes to employers, industry, whānau, communities and Aotearoa
- Informed by research
- Breaking down barriers
- Strengthening what is working well for a consistent, equitable experience

What isn't in our Operating Model yet

The Operating Model does not include:

Detailed
organisational design

Organisational
structure

Roles and
responsibilities

Job descriptions

A strategy or
business plan

- We need to get the Operating Model right before we can set out to design the organisation structure and roles.
- We acknowledge that seeing yourself in the structure is of key importance to all our people, so we have brought forward that piece of work to follow tightly after the engagement of the Operating Model in early 2022.

Our Te Pūkenga Operating Model

The Collective Impact (*top half of circle*)

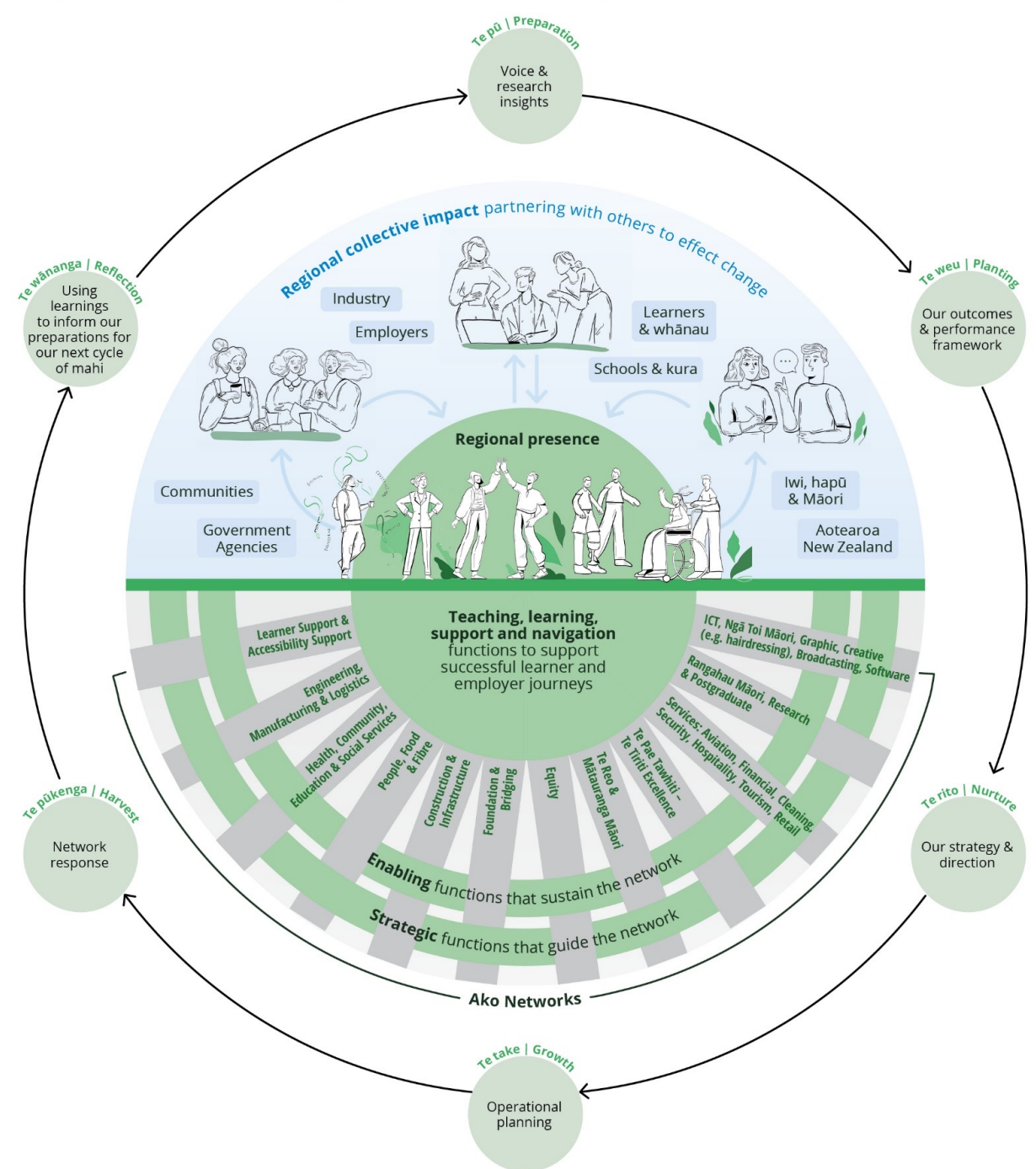
- Our partners
- Our common purpose

The Matrix (*bottom half of circle*)

- Stages of the learner journey
- Functions
- Ako Networks

Paa Harakeke (*outer circle*)

- Our Approach



Support and Navigation across Learner and Employer Journey



Early connections, pathways, recruitment and signups

On boarding and induction, preparing to learn, first days

Teaching and learning, applying workforce skills and assessment



Qualifying, graduating and transitioning

Ākonga support and navigation

ensures success at every stage of the learner and employer journey towards:

- employment (new or a change)
- further and advanced education
- lifelong learning

Functions interact directly with learners, their whānau, and employers to deliver effective holistic support and shape their experience.

More about ākonga support and navigation

Learners, staff and employers have told us some of the things that Te Pūkenga must enable across all stages of the learner journey in order to support greater success for all learners:

- Learner and whānau voice
- Holistic and whanau-inclusive wellbeing support
- Whanaungatanga
- Navigation and pathways
- Equitable access



Ako Networks

Engineering, Manufacturing & Logistics

Health, Community, Education & Social Services

People, Food & Fibre

Services: Aviation, Financial, Cleaning, Security, Hospitality, Tourism, Retail

Construction & Infrastructure

ICT, Ngā Toi Māori, Graphic, Creative, Broadcasting, Software

Te Reo & Mātauranga Māori

Foundation & Bridging

Rangahau Māori, Research & Postgraduate

Equity

Learners Support & Accessibility Support

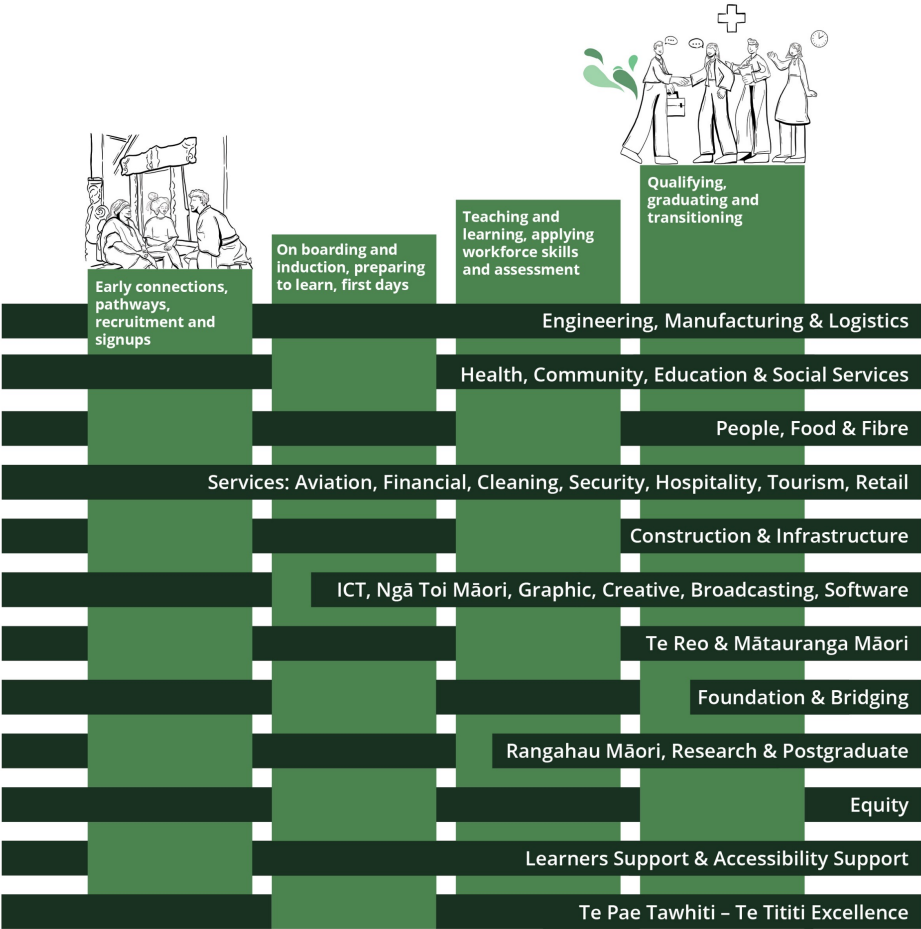
Te Pae Tawhiti – Te Tititi Excellence

- Will bring together people who work in the same discipline
- Will align to specific industries and vocational pathways to support effective collaboration with Workforce Development Councils for qualification development
- Support integrated learning options across all modes of delivery, that may vary from learner to learner or employer to employer

More about Ako Networks

- Come together with Akonga Support and Navigation to deliver customised approaches for learners and employers that lead to improved outcomes
- Everyone in the Ako Network is empowered to learn with and from each other, and our practice is informed by equity and Te Tiriti Excellence.
- Participate together in activities such as:
 - teaching and learning delivery of programme(s)
 - academic committees, results and completions
 - quality assurance including moderation
 - maintaining credential and product currency
 - capability development
 - research and rangahau Māori

The Matrix model – weaving ako with ākonga



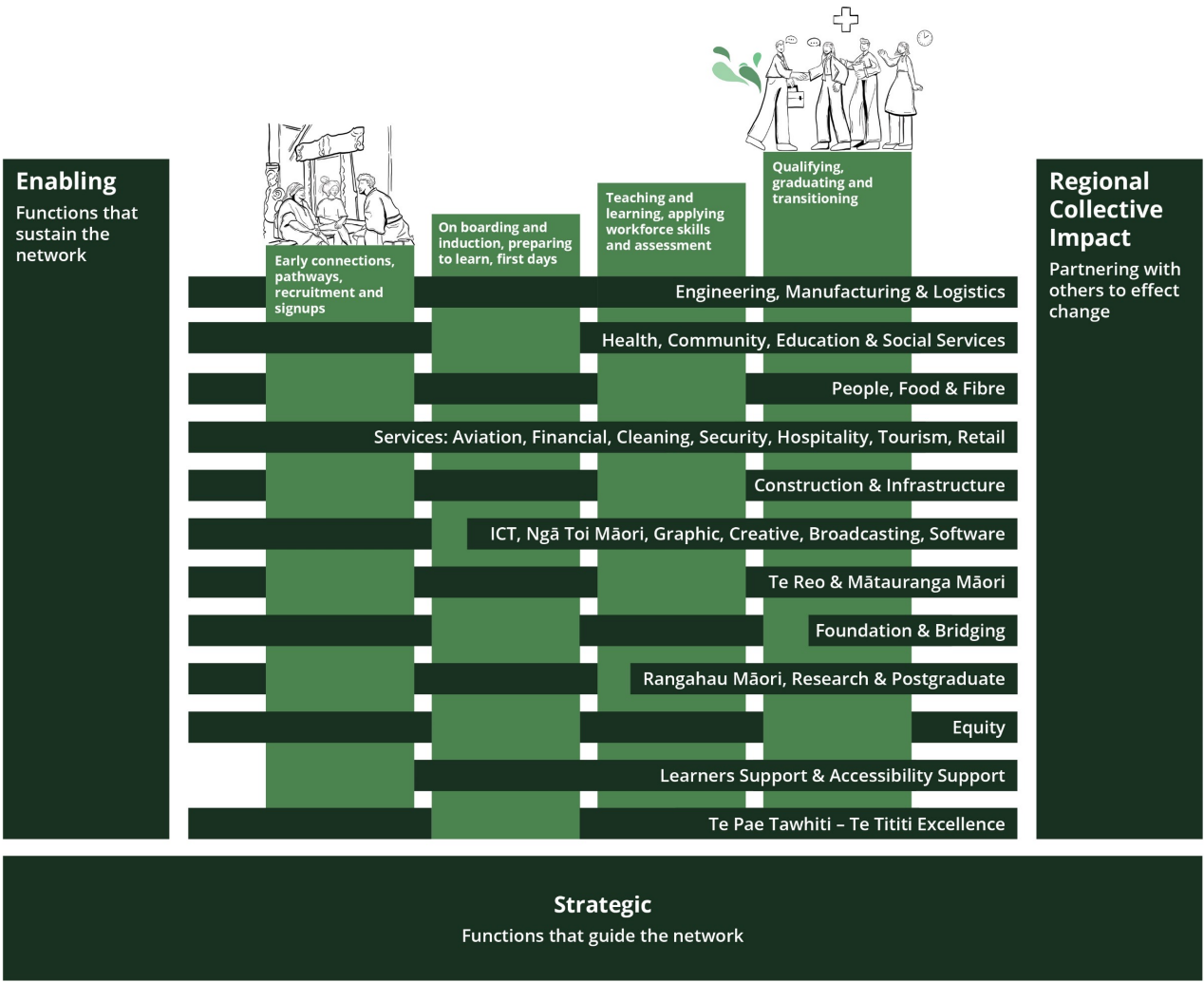
The journey can vary for different cohorts of learners and employers across the country.

We can ‘weave’ the right support and navigation for learners (ākonga) with teaching and learning (ako) across the journey

Teaching, learning, support and navigation functions



Enabling & Strategic functions underpin the network

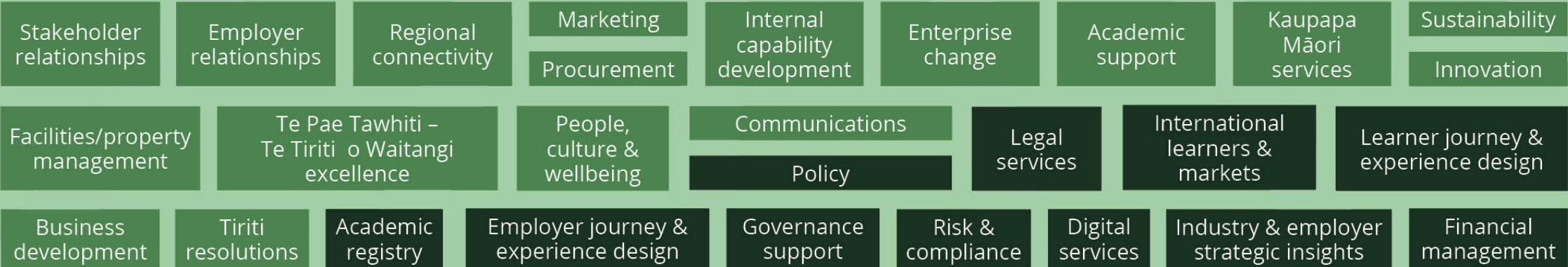


Enabling Functions that sustain the network

Strategic Functions that guide the network

Enabling Functions | Strategic Functions

Enabling functions that sustain the network



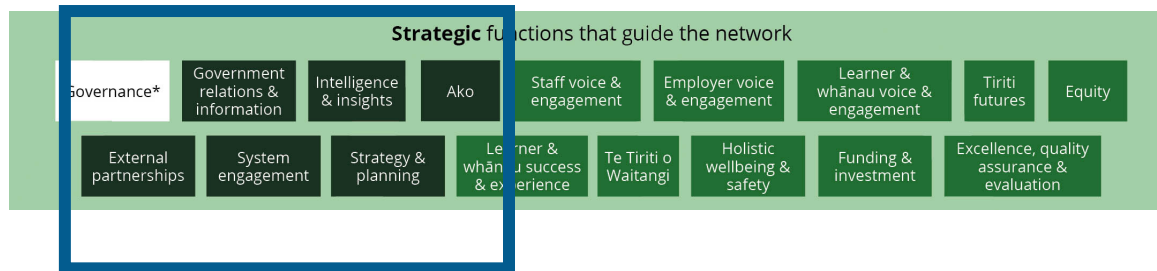
Strategic functions that guide the network



*Giving effect to the Charter for Te Pūkenga

Single hub network function | Distributed function

As an example – the dark shaded functions indicate a proposed Single Hub Distribution

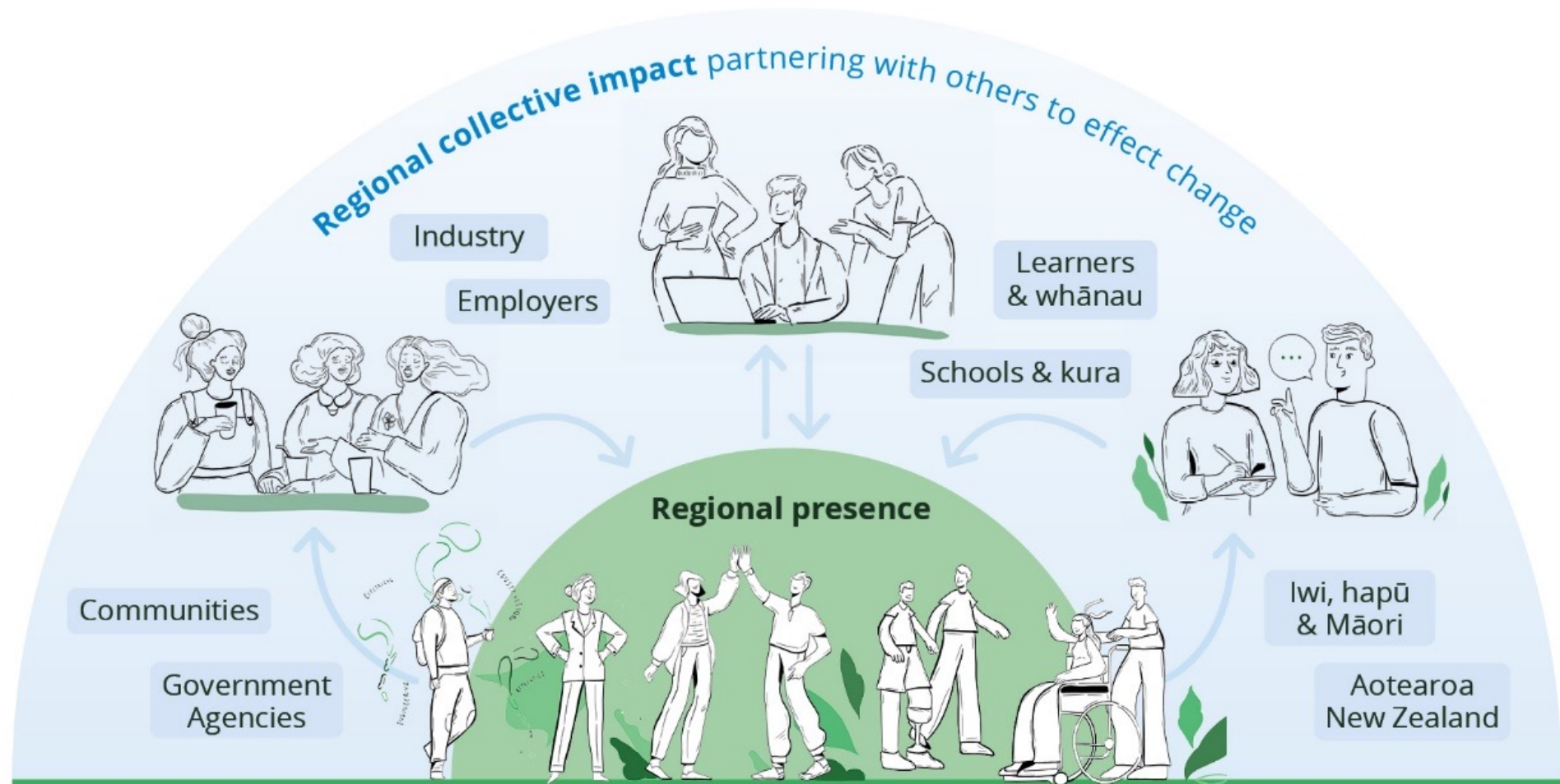


- Single Hub network functions will be performed at one single point of strategic decision making, oversight and co-ordination

****does not mean one single location***

- Distributed functions support responsiveness to regional, equity and diversity needs

Regional Collective Impact



Te Haerenga Whakamua Our Transformation Journey



Our Learners



Your future, in your hands
Get the learning, claim the mahi

Our Employers



Bring in the skills you need
*Find learning programmes to
upskill your team,
or get matched to an
apprentice or trainee*

Our Tiriti Partners



**Breathing life into Te Tiriti o
Waitangi and Māori equity -
key to learner success**

Our People

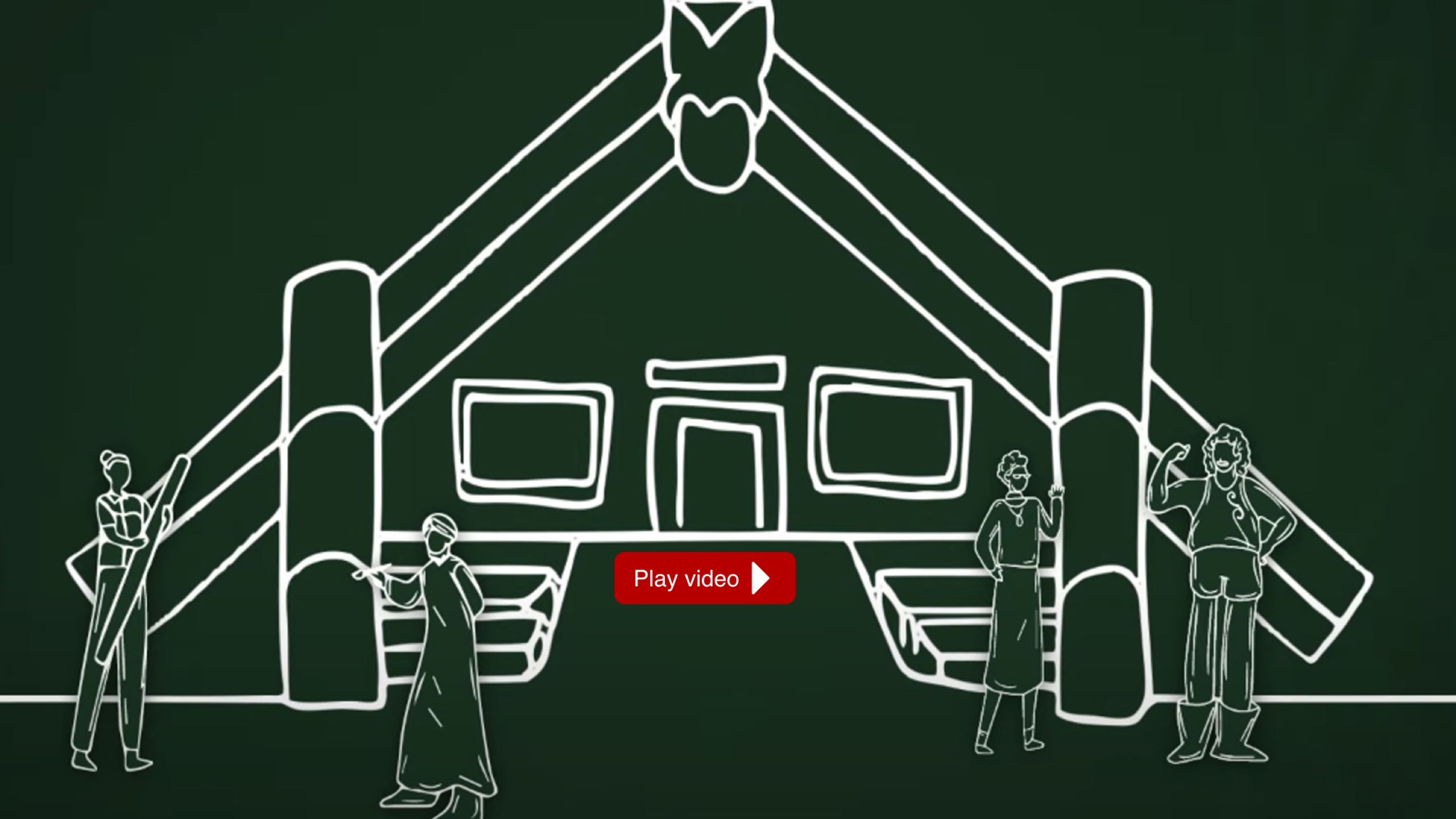


**Empowered in their mahi,
gaining fulfilment and
wellbeing**

- Build our ako network, strengthening our shared delivery
- Be valued in an inclusive, culturally diverse and culturally aware organisation
- See your voice influencing decisions throughout the organisation
- Grow in your confidence and capability with engaging underserved learners
- Be supported to engage early in the development of learner and whānau success and wellbeing strategies
- Continuously develop your career pathway to reflect your learning journey aspirations
- Strengthen your understanding of Te Ao Māori to further enhance your own delivery and leadership within our communities

In closing

- Your voice is key, so please share your feedback. We want to know what you think will work well, and what you think won't work well.
- The opportunity to reshape vocational learning for future generations calls for a different way of thinking for everyone and will require us all to adapt and embrace a new way of working.
- In times of change, we acknowledge that things can be unsettling. Our genuine thanks for keeping our ākonga at the centre and for all that you do – especially over the past two years.



Play video ▶

Homai ōu whakaaro | Share your voice

You can share your voice by:

- Visiting: **yourvoice.tepukenga.ac.nz**
- Emailing: **yourvoice@tepukenga.ac.nz**

The proposed Operating Model is available at **tepukenga.ac.nz/opmodel**

The current engagement phase is open from **18 October to 8 November 2021**.

Tēnā rawa atu koutou | Thank you all

