

## Te whaitake o te Tauira Whakahaere ki ngā Hapori Māori | What the Operating Model means for Māori communities

### Nau mai | Welcome

We've been given a once in a lifetime opportunity to reimagine and build a world-class vocational and on-the-job learning system for Aotearoa New Zealand that has ākonga, learners, at the centre.

'Whakairohia he toki, tāraia te anamata', koia tēnei ko te whakatauaākī a Te Pūkenga e kapi ana i tōna tirohanga whānui - This whakatauaākī, which translates to 'Fashion an adze, carve out the future' in English, captures the essence of our collective Te Pūkenga Vision.

Our Te Pūkenga Whakatauaākī inspires us to come together and work as one for the benefit of our ākonga. This includes our Te Tiriti o Waitangi partners (ngā iwi me ngā hapū o Aoteroa), our network staff across the motu, our employers and our hapori (communities). When we come together, we can give our ākonga the best possible head-start in gaining satisfying mahi now and into the future.

For us to get there, we're sharing information around the steps we'll need to take together to make sure we provide the best possible future for our ākonga. He aha ai? Ko koutou te aronga matua, our ākonga are at the heart of all our thinking and planning mahi.

Tuatahi ake, me tika te whakatū i ngā poupou o tō tatou whare, the first stage is to create an 'Operating Model' for Te Pūkenga. Koia ko te pou tarāwaho, this is the framework that describes how Te Pūkenga will operate in the future.

It describes the future experience that learners, employers, staff and iwi, hapū and Māori will have and how we, as a network, will advance equity, especially for Māori, Pacific, and disabled learners

The reason we're coming to you now is to share with you the proposed Operating Model and to gather your whakaaro (feedback).

It's worth noting that this is just one step in our transformation journey and our Operating Model does not confirm our new organisational design and structure, how we govern ourselves or what our regions are.

We'll come to you again both later this year and next year and ask for your whakaaro as we progress our design mahi and the structure of Te Pūkenga together with you.

### Hei whakamārama Description of our whakatauaākī

The most well used and highly prized tool of the pre-European Māori world was the toki or the adze. This implement was used to fashion waka, build houses, fell trees and even create other tools. So prized was the toki that there are many Māori proverbs that speak of its application and even people who were seen as proficient in various activities were called 'toki.'

The notion of toki aligns with the name Te Pūkenga which also means to be proficient or skilled in particular roles. By including the word whakairohia in the first part of the sentence, this phrase is encouraging people to upskill themselves, or equip themselves with the relevant tool. The second part of the phrase is about the future. The word tāraia means to fashion, shape or sculpt and anamata is the future. Therefore the phrase as a whole is about encouraging people to prepare themselves with a skillset that will help us all to shape the future.

### Homai ōu whakaaro | Share your voice by:

**Visiting:** [yourvoice.tepukenga.ac.nz](https://yourvoice.tepukenga.ac.nz)

**Emailing:** [yourvoice@tepukenga.ac.nz](mailto:yourvoice@tepukenga.ac.nz)

**The proposed Operating Model is available at** [tepukenga.ac.nz/opmodel](https://tepukenga.ac.nz/opmodel)

**Engagement is open from** 18 October to 8 November.

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## **Tiro wawe: He aha tōna whaitake ki a koe?** **At a glance: What does this mean for you?**

- Your ākonga whānau member and you will experience a holistic wellbeing approach that understands your aspirations and needs
- Cultural awareness will be a requirement for staff so they can support you properly
- We'll support your ākonga whānau member to be able to connect their education journey back in with you as their whānau, the wider hapori (communities), hapū and iwi
- We'll support your ākonga whānau member with mātauranga, tikanga and ahurea Māori in their courses, support services, the celebration of their successes along the way and everyday interactions with staff and employers
- Your voice will help guide us on how we support an anti-racist, culturally safe organisation
- You'll be assured that ākonga and their whānau will benefit from innovative and accessible environments for ākonga, created in partnership with Te Tiriti o Waitangi partners (ngā hapū me ngā iwi o Aotearoa).

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## **Ōna taipitopito: He aha tōna whaitake ki a koe?** **In detail: What does this mean for you?**

### **Māori communities play a really important role in Māori learner's journeys**

E ai ki ētahi o tatou ngāi Māori mā, you have asked for it to be a requirement for whānau to come along to interviews to have a thorough understanding of what it means to be a student and to provide support. That getting buy-in from whānau at interviews is important so they can be contacted in the community.

We have heard that uri Māori want Te Pūkenga staff to be seen in the schools and making connections and relationships in the community. Some have told us about the importance of tutors that implement tikanga and ahurea Māori, Te Whare tapawhā and Te Tiriti o Waitangi are all important as it helps our ākonga to better relate to the world of learning they are part of.

We recognise that Māori learners have unique educational opportunities as well as challenges. The way we look at the world and our holistic wellbeing approach allows us to connect with Māori communities to understand the aspirations and needs of Māori learners, and the role you want to play in their holistic mātauranga journey.

Te Pūkenga is genuinely committed to reflecting mātauranga and tikanga throughout the learning journey. This means Māori communities will be involved in the development and delivery of courses, support services, hui whakanui to celebrate ākonga success and everyday interactions Māori learners experience with Te Pūkenga.

Our staff will be interconnected with the community, and aware of the challenges and opportunities Māori communities face. They will build relationships with Māori communities, and support you to deliver your role in the learning journey. This means we'll engage with you where you in your spaces, including marae. Be assured that cultural awareness will be a necessary requirement for our staff.

## Māori communities share in Māori learner success

“Success for me is having skills to contribute to my hapū and my whānau.”

Ākonga Māori have told us success is about the community, whānau ora and how they can give back.

We recognise that a key motivator for our Māori learners is their desire to give back to their communities. Our learners and graduates will be supported to develop the skills they need to make an impact on their community, their region, the national, and even on the global stage.

We know you are key to ākonga Māori success and know that same success is shared with their whānau, hapū, iwi, and hāpori whānui. Te Pūkenga wants Māori graduates to celebrate their success alongside their communities. You’ll be an integral part of completion and graduation, and we are committed to enabling your communities to celebrate their learners as you see fit.

## Systems and structures that empower Māori communities

“The strength within Māoridom is that we are more connected, and we haven’t lost that link - That is a link I hold precious.”

Some have said they would like to see more people walking with iwi at the front line, to create better pathways for Māori. Te Pūkenga must make significant changes if we are to transform our organisation. This design will dismantle the systemic barriers Māori learners face, including racism and bias in learning environments. We understand that our systems can create extra barriers to community involvement. Our new organisation will be supported by culturally safe systems and your voice will help to guide us on how we develop systems and structures that support an anti-racist organisation. This means including your voice in governance and senior leadership.

In everything we do, we will demonstrate genuine commitment to Te Tiriti o Waitangi and the principles that underpin the relationship between government and Māori. Te Tiriti o Waitangi and equity are part of the foundation of our organisation and will guide us in creating a welcoming, safe, innovative and accessible environment for you as Māori.

Our organisation will protect and uphold te reo Māori, mātauranga Māori and tikanga Māori, and furthermore ensure that our service are provided in a culturally appropriate way that recognises and supports the expression and empowerment of those things.

Our Te Pae Tawhiti – Te Tiriti o Waitangi Excellence framework provides us with internal guidance and actions to achieve Te Tiriti o Waitangi excellence and equity for Māori. Your voice will guide us towards the areas that are creating the right environments to enable Māori learner success, as well as those that need improvement.

## Māori as regional leaders

Learners have told us their kura were influential in getting them their positions with employers.

Some business leaders expressed to us the importance of Māori knowledge in business. They acknowledged the need to respect different iwi and hapū in terms of business and how it can contribute to success.

We recognise that Māori businesses are a significant part of Māori communities, particularly in the regions. Regional development approaches that include Māori business aspirations contribute to greater outcomes for Māori. Te Pūkenga is committed to regional community collaborations that include Māori employers.

Māori learners are often best supported by Māori employers and Māori industries. Active management of relationships with Māori employers and industry will enhance the Māori learner experience and contribute to better outcomes. Te Pūkenga will continue to plan and coordinate how the Māori employer and industry voice will be embedded.

## Homai ōu whakaaro | Share your voice

We want to hear your feedback, comments and ideas. The main questions that we have are below, however, we invite your feedback on anything that’s important to you regarding the proposed Operating Model. Share your voice at: [yourvoice.tepukenga.ac.nz](https://yourvoice.tepukenga.ac.nz)

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## Ngā pātai | Questions

Sharing your thoughts on the below questions will help us finalise the Operating Model which will go to the Minister of Education for endorsement in December this year.

### Ako networks

Ako networks are formal networks of teams who come together to use their knowledge, skills and competencies to support delivery of vocational and on-the-job learning, including degree and postgraduate programmes.

- Do you have any feedback on the proposed 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 will need to overcome?

### Proposed functions

The proposed Operating Model presents the proposed functions of Te Pūkenga and how they are grouped to transform the way vocational education is delivered in Aotearoa New Zealand.

- Do you have any feedback on the proposed functions?

### Categorising the functions

In the Operating Model, we have categorised functions in one of two ways to describe if they are a 'single hub network' function or 'distributed delivery' function. Single hub network functions aim to maintain consistency, cost effectiveness and driving quality at scale. Distributed delivery functions will be close to where the service is provided so they can be responsive to learners, their whānau, employers and regional needs.

- Do you have any feedback on the way we have categorised functions as either a single hub network function or distributed delivery function?

### Giving effect to Te Tiriti o Waitangi

The proposed Operating Model must reflect Māori-Crown relations in order to give effect to Te Tiriti o Waitangi in governance, management and operations, acknowledge Māori leadership in regional development, and achieve equitable outcomes for ākonga Māori – Māori learners and their whānau, and is fundamental to the way we will all work to achieve equity between peoples in opportunity and outcome.

- Do you think our proposed Operating Model does enough to achieve this?
- Are there other things you think we should be doing? (whether that's as teachers, employers or learners)?

### Equity between peoples in opportunity and outcome

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 - in both opportunity and outcomes.

- Do you think our proposed Operating Model does enough to achieve this?
- Are there other things you think we should be doing? (whether that's as teachers, employers or learners)?

### Responding to ROVE

Our Operating Model outlines what we will do and how we could be organised to deliver on our vision and the objectives of the Reform of Vocational Education (RoVE).

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

### Regional Collective Impact

The proposed Operating Model sets out the exciting and intentional inclusion of working collaboratively within the regions with other regional and community partners (such as Regional Skills Leadership Groups, Ministry of Social Development, Ministry of Business, Innovation and Employment, kura and schools, community organisations).

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

### General comments about the proposed Operating Model

- Do you have any other comments you'd like to share about the proposed Operating Model?

### General comments about Te Pūkenga

- Do you have any other comments you'd like to share about Te Pūkenga and the direction we're taking?