

Te Pūkenga Work Based Learning Limited

Position:	Chief Executive Officer
Term:	ASAP – 06 July 2023
Reporting to:	WBL Subsidiary Board
Direct Reports:	TBC BCITO, Competenz, Connexis, MITO 2021, TBC 2022
Indirect staff:	up to 1000 FTE
Revenue:	up to \$200 million
Location:	Flexible
Total Remuneration:	TBC

ROLE PURPOSE

The Chief Executive Officer will steer the Te Pūkenga Work Based Learning subsidiary through an exciting period of transformational change as set out in the legislated Te Pūkenga Charter. This will include supporting the transition of TITO's into the work-based learning subsidiary, delivering on learner and employer outcomes,, supporting the implementation of the operating model to enable a shift to a single national network and embedding a commitment to Te Tiriti o Waitangi.

KEY STRATEGIC ACCOUNTABILITIES

Engagement and Inclusive

Provide leadership that demonstrates a commitment to being as open and transparent as possible, engaging with stakeholders and partners early and adopting co-design wherever practical in the development of integrated or new developments for the subsidiary.

Engage staff and learners with the development effort in Te Pūkenga by making available the skill, expertise, and knowledge capability throughout all levels of its business. Importantly, assisting Te Pūkenga in understanding how to incorporate Arranging Training Activities into the national network. In addition, ensuring their contribution within the Te Pūkenga network to:

- a joined-up response to COVID-19,
- deliver work-based learning and associated TITO activity, and,
- develop the new business and operating models.

Build strong relationship with communities to improve equity of access and achievement for learners as described by the Education and Training Act and the legislated Charter commitments of Te Pūkenga.

Commitment to Te Tiriti o Waitangi

Demonstrate leadership and commitment to Te Tiriti o Waitangi and delivering partnership, protection, and participation to achieve equity for Māori. Under Te Tiriti o Waitangi, the Government, education sector agencies and Crown entity providers have joint responsibility with Māori to ensure the education system delivers with, and for, Māori. As Chief Executive you will engage the subsidiary with:

- embedding a commitment to Te Tiriti o Waitangi across all business units that are transferred into the subsidiary and ensuring this is embedded in any organisational policy and practices that are transferred over
- embedding equity for Māori learners in the culture, delivery and outcomes across the whole of the subsidiary

- interrogating governance and leadership decisions for their ability to transform the
- status quo and deliver equitable outcomes for Māori
- ensuring Māori rangatiratanga is supported by enabling Māori as individuals, whānau, hapū, iwi, mana whenua, or a combination of these, to be actively engaged and able to participate in decision making, valuing, validating and protecting local knowledge, interests and values
- sharing learnings, resources and strategies with the Te Pūkenga network, and
- lifting leadership practice and cultural capability to effectively partner with Māori and contribute to Te Tiriti o Waitangi honouring relationships across the organisation.

Champion for Change

As a change champion you will ensure alignment between the Te Pūkenga network strategy and the direction that you set and deliver on in the subsidiary.

The WBL subsidiary staff will need to be guided in their proactive contribution to the wider Te Pūkenga network. This may involve things such as secondments, participating in working groups, replication and sharing of best practice across the network and ensuring all decisions factor in network considerations. Staff are engaged in discussions regarding transformation and change as we work towards achieving the goals we have been set.

The involvement of students and learners, on-campus, on-line and on-job is also expected and included in the Charter. Te Pūkenga expects to receive regular reporting on staff and student/learner engagement as the transformation proceeds.

Communication

As an effective leader you will ensure you demonstrate an open and transparent as possible communication style. You will ensure an active 'no- surprise' early disclosure regime that runs from operational staff, through management and governance, to your shareholder, Te Pūkenga. If in doubt, disclose.

Performance Monitoring

You will provide relevant historic and forecast management information on a timely basis. This includes regular assessment of organisational risk in the manner prescribed by the Te Pūkenga Network Risk Management and Compliance Framework and seeking consent / consulting / providing notice to Te Pūkenga in the manner set out in the applicable Operational and Financial Parameters Direction.

You will actively consider and demonstrate how the subsidiary is managing risk and ensuring that controls are operating as intended.

KEY OPERATIONAL ACCOUNTABILITIES

Leadership

- Work with the Board, ELT and employees to create, action and review short and long term strategies and direction for the transition of the subsidiary ensuring that this is effectively communicated to staff.
- Assess the subsidiaries risk and opportunities and develop strategies aligned with the current and future operating environments.

- Carry out the requirements of the position safely at all times while supporting the subsidiaries environment, of promotion and adherence to Health & Safety policies and procedures by all employees.
- Be a trusted advisor to the ELT to enable the development and implementation of strategy and strategic initiatives that give effect to the Charter for Te Pūkenga and the Organisational Strategy.
- Develop and implement effective performance monitoring frameworks and reporting, that engage and include our network through a period of significant change
- Develop and implement strategies to maintain an effective and efficient operation model, which continually looks to improve, and support the subsidiaries changing structure.
- Lead and provide ongoing support and mentoring to the senior management team, focusing on maintaining the core structure of the subsidiary and achieving its vision and strategic direction.

Stakeholder Management

- Assess government policy, directions, risks and opportunities to influence policy and key decision makers, to position the subsidiary to its best advantage whilst recognising the "best for industry" oversight.
- Maintain effective and proactive liaison with key government contacts and advocate on behalf of the subsidiary for the skills development needs of the industry.
- Successfully negotiate with key stakeholders when required, to position industry skills development for ongoing success.
- Take an active role in maintaining relationships with Industry Advisory Groups, keeping them abreast of transition developments and the effects on their sectors.
- Maintain effective customer and influencing relationships with key industry associations, pan-construction industry organisations and initiatives, licensing and registration entities and supply chain partners that are advantageous to the subsidiary.

Financial Management

- Work with the Board to establish realistic budgets for the year end.
- Achieve the Board agreed budgets, financial objectives and key performance indicators and report back on these regularly as required.
- Have in place, effective financial management strategies and systems and ensure these are monitored effectively.
- Protect the assets of the subsidiary ensuring that sound financial controls are in place.
- Ensure all activities meet financial best practise and legal requirements.
- Oversee the subsidiaries' annual turnover, budget and fixed assets.
- Ensure each business unit is managed within the financial delegations.

Board Governance

- Establish and agree business plan with the Board and implement with the ELT through the subsidiary.
- Deliver oral and written reports to the Board with ELT, ensuring it is kept up to date with all relevant events, activities, and issues.
- Assist with Board processes, ensuring agenda and papers are informative, timely and lead to effective decisions.
- Manage the interactions between the Senior Management Team to ensure the Board requirements are met.

SKILLS, KNOWLEDGE & EXPERIENCE

- Proven track record as a confident, values-based leader who can make things successfully happen within an organisation.
- A good sense of humour together with care and consideration for their and others resilience and well-being
- Highly collaborative and welcoming of diversity of thought and contributions from others, especially to provide for equitable opportunities
- Highly self-motivated, adaptive, and results-focused, with a pragmatic and positive attitude. You are confident in your ability to deliver high quality work in an ambiguous and rapidly changing environment with tight deadlines
- Externally focus ensuring oneself is up to date with relevant economic, technological, social, political, and environmental issues and opportunities
- Engaged and dedicated to the opportunities of the vocational education reform, together with the commitments sought in the Charter for Te Pūkenga, including Te Pae Tawhiti (Te Tiriti o Waitangi Excellence Framework)
- Commercially astute and solutions focused with the ability to balance strong theory with practical application
- An excellent communicator who enjoys working with a broad team made up of people with different skill sets, yet a common purpose and determination for positive outcomes for Te Pūkenga
- Demonstrated expertise in industry dynamics and customer-centric frameworks.
- Engaged and skilled in working with Māori, iwi, hapū and whānau collectives as partners.
- Expertise with leading business planning cycles within a large-scale organisation, including successfully driving and managing a significant transformational change project.
- Excellent understanding of the vocational education sector in New Zealand, with knowledge of:
 - Key stakeholders in the industry and their strategic needs
 - Future trends and opportunities in both vocational education as well as the future of work
 - Knowledge of the impact and opportunities of technological and social developments on the content and delivery of vocational education throughout Aotearoa.

KEY RELATIONSHIPS

Internal

Te Pūkenga Chief Executive and Executive members
Leadership teams of Business Units
Network leaders and contributors to change projects
ITP Senior Leaders
Business Unit staff

External

WDC Chief Executives and their leadership teams
Government officials – especially TEC,
Te Wānanga o Aotearoa Te Kuratini o Ngā Waka