



TEI council members: Framework for selection

Attribute or skills	Legislative mandate	Competencies required	Demonstrated by
Strategic planning/ Governance	<i>Ed Act 1989 s180 (b), (c), (d) and (e)</i> <ul style="list-style-type: none"> › undertake strategic planning › prepare plan and ensure institution is managed accordingly › determine policies › monitor performance 	Candidates would be sought who could demonstrate— <ul style="list-style-type: none"> › their ability in <u>leading an organisation</u> to effectively respond to a changing environment; <li style="text-align: center;"><u>or</u> › ability as a <u>consultant</u> to successfully assist an organisation through change; <li style="text-align: center;"><u>or</u>, if their background was academic › an <u>understanding</u>, demonstrated in their published papers, of the impact of the political and economic environment on their area of expertise 	<ul style="list-style-type: none"> › employment experience <ul style="list-style-type: none"> ○ as managing director or in a senior management position (<u>not below</u> tier 2, for example Chief Financial Officer position) ○ as consultant or as an academic ○ as a Minister of the Crown › experience in other governance roles <ul style="list-style-type: none"> ○ number of years/ number of boards ○ as a Chair
Business acumen/ Financial management	<i>Ed Act 1989 s181 (e)</i> <ul style="list-style-type: none"> › ensure fiscal responsibility, efficient use of resources, and long term viability 	Candidates would be sought who could demonstrate— <ul style="list-style-type: none"> › successful decision-making in a business environment, for example in self-employment or as part of a senior team › ability to understand TEI council finances, bearing in mind the relative complexity of public sector funding › confidence to contribute effectively on financial matters. 	<ul style="list-style-type: none"> › <u>relevant experience</u>: this is where previous governance, leadership, and employment experience can demonstrate that the candidate has the necessary skills › financial or accountancy skills (valuable rather than essential)
Employment environment	<i>Ed Act 1989 s180 (a)</i> <ul style="list-style-type: none"> › appoint chief executive and evaluate performance <i>Ed Act 1989 s181 (d)</i> <ul style="list-style-type: none"> › ensure the institution does not discriminate unfairly 	Candidates would be sought who could demonstrate— <ul style="list-style-type: none"> › an understanding of the current employment environment, including the role of anti-discriminatory legislation › specialist HR knowledge and experience can be useful 	<ul style="list-style-type: none"> › <u>recent/current</u> employment experience is particularly valuable here › experience in other governance roles › experience of working within a framework for making appointments at a senior level and monitoring performance
Performance improvement	<i>Ed Act 1989 s181 (a)</i> <ul style="list-style-type: none"> › strive to ensure the highest standards of excellence in education, training, research 	Candidates would be sought who could demonstrate— <ul style="list-style-type: none"> › success in driving up quality such as a “turn-around” role in business or the public sector › an understanding of the strategies that drive quality improvement 	<ul style="list-style-type: none"> › career/ employment highlights › experience of effectively monitoring organisational performance in a governance or senior management role
Tertiary education	<i>Ed Act 1989 s181 (f)</i> <ul style="list-style-type: none"> › ensure proper standards of integrity, conduct, and concern for <ul style="list-style-type: none"> ○ public interest ○ well-being of students 	Candidates would be sought who could demonstrate they have— <ul style="list-style-type: none"> › a commitment to and an interest in the TEI and its students › the time available to attend meetings and key events at the TEI, eg awards ceremonies 	<ul style="list-style-type: none"> › answers the question –“why do you want to join the council?” › experience in other TEIs or other educational institutions
Community links	<i>Ed Act 1989 s181 (b)</i> <ul style="list-style-type: none"> › acknowledge the principles of the Treaty of Waitangi <i>Ed Act 1989 s181 (c)</i> <ul style="list-style-type: none"> › encourage the greatest possible participation by the communities served by the institution 	Candidates would be sought who could demonstrate they— <ul style="list-style-type: none"> › actively participate in other community and/or iwi organisations, whether voluntary or remunerated, <u>and</u> who › reside within the student catchment area and/or have the relevant iwi affiliation 	<ul style="list-style-type: none"> › experience in community organisations or in governance roles › residential address › ethnicity/ iwi

The Framework for selection was approved by the TEC Board of Commissioners in 2012 to inform advice provided to the Minister for Tertiary Education, Skills and Employment on TEI council appointments