

Appendix 8 - Primary

Purpose of this document

This document focuses on the transfer of Qualifications Systems Functions (QSF) from Primary TITO to the Workforce Development Council (WDC). These functions include:

1. Develop, set and maintain industry qualifications and skill standards
2. Moderation and quality activities
3. Endorse programmes
4. Skills leadership (primarily 'research and analysis')

This document should be read in conjunction with the WDC transition summary document and the Primary transition plan for arranging training and other functions.

Background

Primary TITO is located across 12 locations with its main office being based in Wellington. There are approximately 230 staff with up to 13 permanent staff and 12 contracting staff undertaking partially or solely QSF functions. These QSF activities will be transferring to three Workforce Development Councils:

1. Creative, Culture, Recreation and Technology
2. Manufacturing, Engineering and Logistics
3. Primary Industries

Timing

QSF will be transferred from TITOs and NZQA at the same time. This means that our transfer must align with the timing of other TITOs/NZQA.

Key dates that are relevant to the creation of WDCs:

1. Consultation with TITO/NZQA staff on organisational structure proposals will commence in late June 2021
2. Workforce Development Councils governance will be in place in early July 2021
3. WDC operational stand up will be on October 4, 2021 with staff in place and QSF transferred and expected to operate

It is possible that these dates may change given that the WDC establishment activities, including design, are still in flight. We will need to be proactive in engaging with the WDC Establishment Unit (EU) in order to mitigate the impacts of any date changes.

We expect that some of our staff will participate in activities, e.g. induction, before October 4.

Principles, Approach and Strategy

Primary TITO:

- intends to work collaboratively with the RoVE (Reform of Vocational Education) WDC Establishment Unit to minimise the impact of these changes on staff
- will carefully manage the delivery and transfer of existing work to minimise the impact on industry, employers and learners
- where possible, intends to support the minimisation of the cost of change on the vocational education system
- will meet its obligations of being a good employer, including treating staff fairly and transparently
- understands the need to be flexible, as the Workforce Development Councils are not in place and are still in the design process

Communications

Primary will proactively communicate with industry, employers and staff about what the implementation of WDCs will mean. We will work with the RoVE/EU communications team to ensure that the information is accurate and timely. We will, where practicable, coordinate with other TITOs and NZQA.

Mapping of Qualifications and Standards

The following tables describes the transfer of Primary TITO qualifications and standards to WDCs.

	Manufacturing, Engineering & Logistics
Qualifications	21
Standards	611
	<ol style="list-style-type: none"> 1. New Zealand Certificate in Energy and Chemical Process Operations (Level 3) with optional strand in Boiler Operations 2. New Zealand Certificate in Meat Processing (Animal Product Examination) (Level 5) with strands in Nominated Person Inspector-in-Charge, and Rover Inspector 3. New Zealand Certificate in Meat Processing (Animal Product Examination) (Level 4) with optional strand in Ante-Mortem 4. New Zealand Certificate in Meat Processing (Animal Product Examination) (Level 3) with strands in Poultry Ante-Mortem, Rabbit Ante-Mortem, Rabbit Post-Mortem, Petfood Post-Mortem, and Poultry Post-Mortem (with optional strand in Petfood Ante-Mortem) 5. New Zealand Diploma in Meat Processing Operations (Level 5) 6. New Zealand Certificate in Primary Products Food Processing (Level 4) with strands in Laboratory Skills, Environmental Systems, and Product Quality Auditing 7. New Zealand Certificate in Primary Products Food Processing (Level 3) with strands in Laboratory Skills, Environmental Systems, and Product Quality Implementation 8. New Zealand Certificate in Dairy Processing (Level 5) 9. New Zealand Certificate in Dairy Processing (Level 4) with strands in Cheese Making, Cream Products, Milk Powder, Milk Protein, Milk Treatment, and Milk Collection (with optional strand in Automated Cleaning and Heat Treatment Operation) 10. New Zealand Certificate in Dairy Processing (Level 3) with optional strands in Automated Cleaning, and Heat Treatment 11. New Zealand Certificate in Meat Processing and Meat Product Manufacturing (Level 4) with strands in Boning Operations, Grading, Meat Quality Assurance, Slaughter Floor Operations, Dressing Operations, Optimising Meat Yields, and Meat Product Manufacturing 12. New Zealand Certificate in Meat and Meat Product Manufacturing (Level 3) 13. New Zealand Certificate in Meat Processing (Halal) (Level 3) 14. New Zealand Certificate in Meat Processing (Animal Product Examination) (Level 5) 15. New Zealand Certificate in Meat Processing (Animal Product Examination) (Level 4) 16. New Zealand Certificate in Meat Processing (Animal Product Examination) (Level 3) 17. New Zealand Certificate in Energy and Chemical Process Operations (Level 5) 18. New Zealand Certificate in Energy and Chemical Field Operations (Level 4) with strands in Advanced Steam Generation Plant Operation, Chemical Plant Operation, Geothermal Plant Operation, Petrochemical Plant Operation, and Petrochemical Transfer and Storage (with optional strands in Gas Turbine Operation, and Steam Turbine Operation) 19. New Zealand Certificate in Energy and Chemical Operations (Boiler Operation) (Level 3) 20. New Zealand Certificate in Energy and Chemical Operations (Plant and Machinery) (Level 3) 21. New Zealand Diploma in Dairy Processing (Level 6)

	Creative, Culture, Recreation & Technology
Qualifications	5
Standards	14
	<ol style="list-style-type: none"> 1. New Zealand Certificate in Floristry (Level 4) 2. New Zealand Certificate in Floristry (Level 3) 3. New Zealand Certificate in Floristry (Level 2) 4. New Zealand Certificate in Equine Coaching (Level 4) with strands in Dressage, Eventing, and Jumping 5. New Zealand Certificate in Equine Coaching (Level 3)

	Primary Industries
Qualifications	88
Standards	1498
	All the remaining Primary TITO quals & standards

Managing the impact on Staff

The creation of WDCs will mean that Primary ITO is no longer required or able to undertake QSF activities as at the operational stand-up date (4 October 2021). As a result, there will need to be changes to the positions that some staff undertake.

There are two main scenarios that impact our staff:

3. Primary ITO no longer needs the position, as all activities associated with the position are to be undertaken by a WDC. These are activities being transferred and are governed by section 58 of the First Schedule of the Education and Training Act 2020 (the Act).
4. Primary ITO no longer needs to perform some of the activities in a position, as they are WDC related, but the remaining activities stay with Primary ITO. In this scenario, positions are impacted and altered but are not covered by the provisions of section 58 (above).

In the second scenario, Primary ITO will initiate a change management process on changes to its structure to enable it to continue to deliver the retained activities, initially as a TITO, and latterly as part of the Work Based Learning Subsidiary of Te Pūkenga, following transition. Consultation on the proposed Primary ITO structure will happen in parallel with consultation on the proposed WDC organisational structures.

In scenario one, the Act facilitates the transfer of staff without redundancy, where the overall duties of the staff member are required by a WDC in order for the WDC to carry out its functions, and where the activities will no longer exist in Primary ITO. The criterion under the Act is that the staff member is employed by the WDC in substantially the same position on no less favourable terms and conditions (including redundancy and superannuation) and where service is treated as continuous.

We note, however, that the Act is permissive as the WDC **may** offer employment to these staff. Should the WDC choose not to offer these staff employment, this will create a potential redundancy obligation for Primary ITO, unless we are able to identify suitable redeployment opportunities within the TITO. We request that the WDC takes this into consideration in its decision making.

It is also our transition plan, that staff offered employment with the WDC under the provisions of section 58 of the First Schedule to the Act, are offered the same terms and conditions of employment as currently offered by Primary ITO.

As the design of positions within the WDC is independent of, and potentially different in composition from current positions within Primary ITO, Primary ITO intends to take all possible reasonable steps to:

7. Provide input into and expert guidance on QSF including the impact on job design, processes and other requirements
8. Seek to understand the WDC organisational structures and position descriptions
9. Determine, in conjunction with the WDC EU, the impact of these changes on Primary ITO staff
10. Clearly communicate the proposed and final changes for Primary ITO staff, including providing a clear proposal for change for Primary ITO staff as part of the staff consultation process
11. Support Primary ITO staff through any selection processes
12. As appropriate, support staff to participate in WDC induction activities.

We note there are different tiers of recruitment for WDC positions.

Ringfenced positions - For staff whose positions are **not** covered by the provisions of section 58 of the First Schedule to the Act, but whose positions are affected due to the reorganisation of Primary ITO structure as a result of the WDC establishment. These staff will be offered the opportunity to apply for vacant positions in all WDCs ahead of other candidates (a 'closed' recruitment process).

Open recruitment post ringfencing – For staff who seek new career opportunities with the WDC and contest for a WDC position in an open recruitment process.

These two scenarios have different consequences for Primary ITO. Under the legislation, staff in ring-fenced positions who are successful in securing a role in a WDC as part of the 'closed' recruitment process are still eligible for redundancy, but we intend to request the WDC to offer roles subject to redundancy entitlements being waived, as there will be ongoing employment.]

This part of our transition plan is based on the philosophy that a staff member should not receive redundancy as well as a new position within the WDC.

In the second scenario, the staff member is not impacted by any change management undertaken by Primary ITO and secures a position with the WDC in a contestable environment. The staff member would need to resign from Primary ITO and therefore no entitlement to redundancy arises. This offer can be made directly to the staff member by the WDC.

Contractors – we have engaged 12 contractors on contracts for service who provide specialist expertise, and delivery of QSF functions. Primary ITO will be terminating these contracts for service prior to the stand-up date of the WDC. Primary ITO will work with the EU to understand which contractors may be required by the WDC and to facilitate engagement with the EU.

Transfer of QSF Work in Progress and Data

Primary intends to stop major QSF projects from September 4, 2021. This is to allow the necessary activities to take place to support the smooth transition of work in progress and the data that supports QSF. This includes historical data.

Specifically Primary will:

1. Identify all existing QSF work
2. Determine the status of that work (complete, in progress, to commence)
3. Determine what information or data is required to support that QSF
4. Work with the WDC Establishment Unit to determine the best way to transfer the associated information and data
5. Transfer the data in the manner and with the timing agreed with the WDC EU.

Some QSF work will need to continue until September 28, 2021. This includes

- Ability of stakeholders to give feedback on qualifications and unit standards
- Moderation
- Responding to requests from NZQA as an SSB (e.g. Requests for Information (RFI))
- Responding to industry requests for information on qualifications and standards

This will allow 3 days (Sept 29 – October 1) to collate data collected from Sept 4 – 28 regarding ongoing SSB responsibilities.

The EU data migration strategy has identified the following data types; Stakeholder Data, Qualification Data, Skills Standards Data, Moderation Data, Endorse Programme Data, Research and Analysis Data, Historical Data for supporting Business Process, Website Content Data, Files and Supporting Documents, Provider Data, Other data

Transfer of Assets and Intellectual Property to WDCs

Excluding data, no assets or intellectual property will be transferred to a WDC.

Locations

The Primary TITO has locations across the country with the corporate offices in Wellington. As most staff engaged with QSF work either work from home full or part time the impact of staff transitioning to the WDC on office space is minimal.

There is however vacant space on the same floor of the Wellington office that could suit the EUs purpose. The Primary TITO encourage the EU to consider this space as there is an opportunity to build a one stop shop for industries.

The office space is 15 Walter Street, Wellington the contact details for the owner are,

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Continuity of industry engagement approaches

To successfully undertake QSF industry engagement is needed. Primary uses the following mechanisms:

Primary Contact	Industry Audience
Industry Partnership Group (IPG)	Covers 90% of the employers we work with
Stakeholder Council (SHC)	Comprised of representatives of the 15 IPGs
Sector Engagement Group (SEG)	Represent many industry groups and was established out of the Food and Fibre action plan

We will work with industry and the WDC EU to continue (or replace) these industry engagement approaches.

Risk Management

Risk	Implication	Mitigation	Impact			Likelihood		
			L	M	H	L	M	H
The WDC operating model does not meet the needs of our learners, industries, and employers.	<ul style="list-style-type: none"> Loss of confidence from industry and stakeholders. Poor uptake and engagement with vocational training. Reduction/loss of skilled workforce. Reduction in NZ GDP 	<ul style="list-style-type: none"> Work closely with the EU and TEC to develop effective systems and approaches. Clear communication from TEC, EU and Primary TITO to industry and all stakeholders. 			x	x		
The WDC is not setup when planned.	<ul style="list-style-type: none"> Staff fatigue. Loss of confidence from stakeholders 	Continue to consult and co-develop with EU and TEC	x				x	
The WDC not having key systems, capacity or capability to function effectively when it stands up. This includes the ability and approaches to quickly engage with industry and other stakeholder groups	<ul style="list-style-type: none"> Loss of confidence from industry and stakeholders. Unable to carry out qualification reviews, qualification maintenance and national external moderation 	<ul style="list-style-type: none"> Work closely with the EU and TEC to ensure a smooth transition of systems and development of supporting tools. Incentivise and utilise skilled and knowledgeable staff from the TITO for WDC job roles. 			x		x	
Loss of high quality staff due to change <ul style="list-style-type: none"> don't want to move into a new org outside of their control. - opt out poor transfer of duties / organisations resulting in widespread dissatisfaction – disengagement. 	Dissatisfied, or loss of staff to TITO/WDC and vocational education	Robust change management approaches by TEC, EU, and Primary ITO that supports and incentivises staff where appropriate to remain at TITO or take up a position at the Primary or other WDC.		x			x	
Loss of immediacy of feedback into QSF functions from field staff at Primary TITO	<ul style="list-style-type: none"> Reduces industry confidence in TITO through learned expectations. Loss of relevance to learners and employers Agile development opportunities lost 	<ul style="list-style-type: none"> Key relationships are maintained during and post transfer. Regular meetings with WDC staff in the short term Clear definitions of roles by the WDC to all stakeholders 		x				x