

Appendix 2 - Careerforce

Purpose of this document

This document focuses on the functions and areas that are defined as Qualifications Systems Functions (QSF). In no particular order of importance, they are:

1. Develop, Set and Maintain Industry Qualifications and Skill Standards (primarily the 'maintain' component but there may also be urgent requirements to develop new standards identified by TITOs as part of the transition)
2. Moderation Activities
3. Endorse Programmes
4. Skills Leadership (primarily 'research and analysis')

It should be read in conjunction with the Workforce Development Council (WDC) transition summary document.

Background

Careerforce is located across 3 physical locations with two main offices being based in Wellington and Christchurch. Careerforce also has staff spread across New Zealand to meet the need for nationwide provision. There are approximately 150 staff with up to 33 staff undertaking partially or solely QSF functions. These QSF activities will be transferring to two Workforce Development Councils:

1. Community, Health, Education & Social Services
2. Service Industries

Timing

Unlike arranging training and other functions, QSF will be transferred from TITOs and NZQA at the same time – the execution is not staggered. This means that we will need to be aligned with other TITOs/NZQA in our activities.

There are a number of 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

As the WDC establishment activities, including design, are still in flight there is still the possibility of changes to the key dates outlined above. The WDC Establishment Unit (EU) will need to be proactive in engaging with Careerforce in order to mitigate the impacts of any date changes.

We expect that there will be a requirement for some of our staff to participate in activities, e.g. induction, before October 4.

Principles, Approach and Strategy

Careerforce:

- 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

Careerforce 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, Standards and Credentials

The following table describes the allocation of Qualifications, Standards and Credentials to WDCs.

	Community, Health, Education & Social Services	Manufacturing, Engineering & Logistics	Service Industries
Qualifications	19	0	3
Standards	657	0	50

Managing the impact on Staff

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

There are two main scenarios that impact our staff:

1. Careerforce no longer needs the role, as all of the functions are to be undertaken by a WDC
2. Careerforce no longer needs to perform some of the functions in a role, as they are WDC related but needs to continue to perform other functions

Under option 2, Careerforce will consult staff on changes to its structure to enable it to continue to deliver the arranging training functions. This consultation will happen in parallel to the consultation on the proposed WDC organisational structures.

The legislation enables the transfer of staff without redundancy where a role in a WDC is substantially the same as their current role. We note, however, there is no requirement for a WDC to employ any Careerforce staff.

As the WDC organisations are outside Careerforce's control, Careerforce will not be able to control or conduct any selection process for staff in the WDCs. Nevertheless, Careerforce intends to take all possible reasonable steps to:

1. Provide input into and expert guidance on QSF including the impact on job design, processes and other requirements
2. Seek to understand the WDC organisational structures and position descriptions
3. Determine, in conjunction with the WDC EU, the impact of these changes on Careerforce staff
4. Clearly communicate the proposed and final changes for Careerforce staff, including providing a clear proposal for change for Careerforce staff as part of the staff consultation process
5. Support Careerforce staff through any selection processes including provision of interview training and CV writing skills
6. As appropriate, support staff to participate in WDC induction activities

It is noted that staff whose roles are to be disestablished and who are not offered substantially similar roles within a WDC will be able to apply for vacant roles in all WDCs ahead of other candidates. [Under the legislation, staff in this category 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].

Transfer of QSF Work in Progress and Data

Careerforce intends to continue the QSF functions to the time of transfer. There may be some (as yet undetermined) functions that will be ceased during September 2021 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 Careerforce 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.
 - a. 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, ProviderData, Other data
6. Communicate with impacted stakeholders as agreed with the WDC Establishment Unit

Transfer of Assets and Intellectual Property to WDCs

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

Locations

Careerforce currently has the following office locations and leases:

Location	Term	Sqm	Cost	Surplus space
189 Willis Street, Wellington (includes 10 carparks) – Deed of Lease	9(2)(b)(ii)	857m ²	9(2)(b)(ii) / pm	Yes
6 Hazeldean Road, Christchurch – Agreement to Lease	Due for renewal on 9(2)(j)	902m ²	9(2)(b)(ii) / pm	Yes
Level 7, Building 5, 660 Great South Road 9(2)(b)(ii) includes 5 carparks – Deed of Sub-Lease	Due for renewal on 24 March 2022	Refer 9(2)(b)(ii) lease documentation	9(2)(b)(ii) / pa	N/A

Continuity of Industry engagement approaches

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

Audience	Details
Kaiāwhina Workforce Action Plan	The KWAP is owned by the Health and Disability sector and overseen by a partnership between Careerforce and the Ministry of Health, the first stand formative 5-year Kaiāwhina Workforce Action Plan 2015-2020 was launched in July 2015. The KWAP has five key priorities for the next period 2020-2025, they are; Build Cultural Capability, Connect Kaiāwhina, Accelerate New Ways of Working, Create Workforce Knowledge and Supply & Develop the Workforce.

	<p>The 20-year vision of the KWAP is “A Kaiāwhina workforce that adds value to the health and wellbeing of New Zealanders by being competent, adaptable and an integral part of service provision”.</p> <p>The Kaiāwhina Workforce Taskforce is made up of a broad range of health and disability sector leaders, who meet quarterly to guide and progress the plan’s actions.</p>
Disability Advisory Group	<p>In 2019, Careerforce established, a tangatawhaikaha, disability and whānau lived experience advisory group.</p> <p>The group helps to shape Careerforce’s understanding, inform qualification reviews, and co-create programme learning, assessment and implementation reviews.</p>
Whānau, Community and Social Services Reference Group	<p>The Whānau, Community and Social Services Reference Group was convened last year to provide guidance and support to Careerforce product development.</p> <p>The role of the Whānau, Community and Social Services Reference Group (WCSSRG) is to represent the wider social services sector and provide advice, expertise and agree completion of the actions associated with the objective: kōkiritia tonutia te ara whai pūkenga – strengthen and accelerate developing career pathways and skills.</p>
Peak Bodies	<ul style="list-style-type: none"> • Kanohi ki te kanohi or phone call – monthly engagement by CEO or senior member of staff • Skills for Good newsletter – sent out monthly • Conference – participation at Peak Body conferences on an annual basis • Invited to contribute to qualification, standards and programme development and reviews • Invited to contribute insights to sector reports • Invited to Careerforce engagement events (e.g. WDC consultation) or consultation via other means (e.g. surveys) • Providing editorial or advertising material for industry publications and/or communication channels

Workplaces	<ul style="list-style-type: none"> • Skills for Good newsletter – sent outmonthly • Kanohi ki te kanohi or phone call – quarterly engagement by CareerforceWorkplace Advisor (and Careerforce senior leaders for larger employers) • Invited to contribute to qualification, standards and programme developmentand reviews • Invited to contribute insights to sectorpipeline reports • Invited to Careerforce engagementevents (e.g. WDC consultation) or consultation via other means (e.g. surveys)
Unions	<ul style="list-style-type: none"> • Skills for Good newsletter – sent outmonthly • Kanohi ki te kanohi or phone call – bi-monthly engagement by CEO or seniormember of staff • Invited to contribute to qualification, standards and programme developmentand reviews • Invited to contribute insights to sectorreports
Assessors	<ul style="list-style-type: none"> • Invited to contribute to qualification, standards and programme developmentand reviews
Trainees	<ul style="list-style-type: none"> • Invited to contribute to qualification, standards and programme developmentand reviews
Apprentices	<ul style="list-style-type: none"> • Invited to contribute to qualification, standards and programme developmentand reviews

Risks and Issues

This change is a complex and difficult one. There are a number of key risks that Careerforce faces:

1. Little to no control over the creation of WDCs. We will proactively engage to influence the RoVE programme and the WDC EU.
2. Little to no control over the timing of when QSF is transferred. Given the history of the RoVE programme in achieving critical dates for the creation of WDCs, we will remain flexible and support two-way communication channels with the WDC EU.
3. There is significant risk that good quality people will be lost to vocational education. We will continue to clearly communicate with our people with an emphasis on transparency and frequency.