

## Appendix 6 - HITO

### 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 and the HITO transition plan for arranging training and other functions.

### Background

HITO's main office is based in Wellington. There are approximately 33 staff with up to 2 staff (4 positions) undertaking partially or solely QSF functions. These QSF activities will be transferring to two Workforce Development Councils:

1. Creative, Cultural, Recreation and Technology
2. Health, Community and Social Services

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

### Principles, Approach and Strategy

HITO:

- 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

HITO 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.

	<b>Creative, Cultural, Recreation &amp; Technology</b>	<b>Health, Community and Social Services</b>
Qualifications	12	5
Standards	101	41

## Managing the impact on Staff

The creation of WDCs will mean that HITO 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. HITO no longer needs the role, as all of the functions are to be undertaken by a WDC
2. HITO 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, HITO will consult staff on changes to its structure to enable it to continue deliver the retained functions through Te Pūkenga. 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 HITO staff.

As the WDC organisations are outside HITO's control, HITO will not be able to control or conduct any selection process for staff in the WDCs. Nevertheless, HITO 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 HITO staff

4. Clearly communicate the proposed and final changes for HITO staff, including providing a clear proposal for change for HITO staff as part of the staff consultation process
5. Support HITO 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

HITO intends to stop all QSF work on 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 HITO 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.

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

HITO is based in Wellington. The transfer of QSF will not provide any surplus office space for reuse in the vocational education system.

## Continuity of Industry engagement approaches

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

HITO Contact	Industry Audience
<ul style="list-style-type: none"> <li>• Regular face to face industry forums run by the CE and GM Stakeholder Engagement in main centres around New Zealand.</li> </ul>	Employers and industry trainers
<ul style="list-style-type: none"> <li>• Direct engagement between Industry and Sales and Training Advisors at regular quarterly progress meetings/training site visits is important communication as</li> </ul>	Trainers, Trainees and Employers

industry members do not have computers (only salon booking systems and phones) and favour face to face contact and explanation, rather than anything written.	
<ul style="list-style-type: none"> <li>• Provider Days – engagement with provider representatives, including information on qualification changes or enhancements</li> </ul>	Tutors Programme Managers, Heads of School.
<ul style="list-style-type: none"> <li>• Direct emails from our CE to HITO official members and employers with apprentices in training agreements</li> </ul>	Trainers, Trainees and Employers
<ul style="list-style-type: none"> <li>• Direct emails and contact through our representative Board members to their contacts.</li> </ul>	HITO Industry Board Representatives
<ul style="list-style-type: none"> <li>• Direct communication through our regular industry advisory panel meetings to their contacts</li> </ul>	Industry employers
<ul style="list-style-type: none"> <li>• Monthly industry newsletter (distributed to industry to keep people informed of news)</li> </ul>	Employers, Trainers and Trainees
<ul style="list-style-type: none"> <li>• News channel and promotional tiles on our website. Updates on unit standard and qualification reviews</li> </ul>	Employers, Trainers, Trainees and Providers

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

## Risks and Issues

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

1. Little to no control over the creation of WDCs. This means we will need to 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 track record of the RoVE programme in achieving critical dates for the creations of WDCs, we will need to remain flexible and create two-way communication channels with the WDC EU.
3. There is significant risk that good quality people will be lost to vocational education – due in part to change fatigue. The implementation of WDCs were originally scheduled for October 2020. We will continue to clearly communicate with our people with an emphasis on transparency and frequency.
4. HITO may remain with some stranded assets, activities or costs. We will seek to identify and minimise any associated costs.