

TEU FEEDBACK ON THE TE PŪKENGA OUTCOMES FRAMEWORK (PRE-CONSULTATION)

TEU appreciates the opportunity to provide feedback on the Te Pūkenga Outcomes Framework ahead of the formal consultation period. We recognise the significance of the Outcome Framework in relation to Te Pūkenga determining how it will achieve its aims from a pragmatic point-of-view. More specifically, developing and implementing a robust Outcomes Framework will directly benefit kaimahi and the mahi that they undertake on a daily basis. As kaimahi conditions of work are ākonga conditions of learning, getting the Outcomes Framework right will also benefit the educational outcomes of our ākonga.

The feedback outlined in this document emerged out of hui with the Te Pūkenga Learner Journey and Experience Team, TEU kaimahi, and the TEU RoVE Reference Group – many thanks to those that have contributed to this feedback.

This document is comprised of two parts: the first outlines general feedback pertaining to the Outcomes Framework; the second outlines more specific feedback related to the four-quadrant matrix which crosses each of the six dimensions.

Part One: General feedback

TEU broadly supports the six dimensions drawn from the work of Mason Durie which underpin Te Ata Māhutonga. Each dimension covers an important area and, taken together, we think the six dimensions comprise a genuinely holistic approach to ensuring, firstly, Te Pūkenga delivers on its Charter and other foundational strategies and frameworks, and, secondly, provides an ideal starting point for developing measures to track progress across these areas.

However, there are several factors which we think need to be addressed:

- **Use of Te Reo** – TEU fully supports the increased inclusion of Te Reo Māori in all Te Pūkenga communications and documentation. However, great care needs to be taken in ensuring the Outcomes Framework (and other documentation) is communicated in a way that ensures all audiences across the network are well-placed to engage with and understand the Framework (both during the consultation phase and once the Framework is finalised). In order to ensure high engagement from kaimahi, English translations should be included where Te Reo Māori terms are not commonly understood. For example, within the 'Te Tiriti Partners' quadrant for Mauriora, mention of 'Rangahau Māori' may not be widely understood.
- **Consistency of language** – in the interests of clarity, it will be worth ensuring the headings and translations are consistent across the dimensions/quadrants and the spherical diagram which is intended to convey the outcomes visually. This will help facilitate engagement with, and understanding of, the Outcomes Framework. The Table below outlines the current consistencies/inconsistencies.

TE PŪKENGĀ OUTCOMES FRAMEWORK	
Dimensions / Quadrants	Visual Diagram
Mauriora Cultural Identity	Mauriora Cultural Identity
Waiora Environmental Connection	Waiora Physical Environment
Toiora Healthy Lives	Toiora Healthy Lifestyles
Te Oranga Participation	Te Oranga Participation in Society
Ngā Manukura Leadership	Ngā Manukura Community Leadership
Te Mana Whakahaere Autonomy	Te Mana Whakahaere Autonomy

- **Personal achievement** – despite our support for the six dimensions, there seems to be an absence in relation to accounting for success and achievement regarding the individual/personal capabilities and goals of kaimahi.
- **Upper-right quadrant** – there is concern that grouping employers, partners, and regions together in the upper-right quadrant of the Framework may lose some of the nuance surrounding the unique outcomes that apply to each of these elements of the network. We note that the latest version of the Framework has subdivided the upper-right quadrant of the Mauriora dimension so that employers are separate from partners and regions. However, attention will still need to be paid to ensuring the unique outcomes, needs, and measures pertaining to regions are accounted for.
- **Understanding the big picture** – members have noted that in order to understand the implications of the Outcomes Framework it will be necessary to understand how this piece of work is intended to weave with other strategies and documents that are being developed by Te Pūkenga. For example, where the Outcomes Framework is clearly oriented toward ensuring the wellbeing of kaimahi, we also understand that a People, Culture, and Wellbeing Strategy is being developed. It will be important for kaimahi to understand how the common territory of these documents are intended to converge; the comprehensive and coherent integration of this common territory will be key to ensuring the ‘ecosystem’ of Te Pūkenga strategies and frameworks are implemented effectively.

Summary of general recommendations

- **Use of Te Reo** – include English translations of Te Reo terms
- **Consistency of language** – revise the draft Outcomes Framework so that terminology and headings are consistent throughout
- **Personal achievement** – include explicit outcomes that account for the significance of kaimahi success and achievement
- **Upper-right quadrant** – ensure outcomes pertaining to employers, partners, and regions are not conflated; apply the sub-divided approach to the upper-right quadrant of the Mauriora dimension to the remaining five dimensions.
- **Understanding the big picture** – disseminate an overview of all Te Pūkenga frameworks and strategies, including information demonstrating how these various pieces of work are intended to weave together in a clear and comprehensive way

Part Two: Feedback on specific dimensions/quadrants

Each of the six dimensions and their respective quadrants are replicated below. TEU recommendations and commentary relating to what is already included in the Framework appear in orange font.

1. MAURIORA CULTURAL IDENTITY	
Outcome: thriving Māori identity across Aotearoa Te Ao Māori is accessed by Māori Cultural identity recognised as a protective factor and key to wellbeing Māori succeed as Māori Full expression of culture and identities	
Te Tiriti Partners <ul style="list-style-type: none"> Te Pūkenga facilitates access to Te Ao Māori for Māori and non-Māori as partners to Te Tiriti Māori enjoy success as Māori Partnership with Māori (ākonga, kaimahi, whānau, hapū, and iwi) Mātauranga Māori is a living, vibrant and dynamic knowledge system that advances an indigenously inspired vocational education Māori-led research, Rangahau Māori, and innovation shapes, creates, and transforms Tiriti-honouring futures <ul style="list-style-type: none"> ^this item appears in an earlier iteration of the Outcome Framework, yet has been removed from the latest version – why? TEU recommendations <ul style="list-style-type: none"> Te Tiriti relationships between Māori and non-Māori are nurtured and supported 	Employers <ul style="list-style-type: none"> Employers are supported to apply Te Tiriti o Waitangi and practice excellence, including embedding Māori knowledge systems Employers are supported to partner with Māori to achieve regional, social, environmental, and economic aspirations Employers are supported to understand the diversity of Te Ao Māori and partner safely and appropriately with Māori employers <ul style="list-style-type: none"> ^this item appears in an earlier iteration of the Outcome Framework, yet has been removed from the latest version – why? TEU recommendations <ul style="list-style-type: none"> [Needs some more explicit text about how employers will be supported to achieve these outcomes]
Ākonga with Whānau <ul style="list-style-type: none"> Te Pūkenga works with whānau, hapū, iwi and Māori to explore, design, and implement new, novel, and innovative ways for ākonga Māori and hāpori Māori to engage and succeed Te Tiriti o Waitangi is embedded in teaching and learning experiences, whether on campus, in work, or online 	Partners / Regions <ul style="list-style-type: none"> Partners are supported to understand the diversity of Te Ao Māori and partner safely and appropriately with regional groups
	Organisation and Kaimahi <ul style="list-style-type: none"> The organisation reflects the cultural norms of our kaimahi and ākonga Kaimahi experience an inclusive environment/culture that is responsive to their unique identities and needs so they have equitable access and succeed as themselves

<ul style="list-style-type: none"> The learning experience and environment reflect the cultural norms of our ākonga Ākonga experience an inclusive environment/culture that is responsive to their unique identities and needs so they have equitable access and succeed as themselves <ul style="list-style-type: none"> <i>^this item appears in an earlier iteration of the Outcome Framework, yet has been removed from the latest version – why?</i> Te Ao Māori (Māori knowledge, history, language, tikanga and values) is understood and normalised within our everyday practices and environments <ul style="list-style-type: none"> <i>^this item appears in an earlier iteration of the Outcome Framework, yet has been removed from the latest version – why?</i> 	<ul style="list-style-type: none"> Te Pūkenga supports and enables quality improvement practices that embed Te Tiriti excellence and inform the design, development, and delivery of work programmes across all of its functions Te Pūkenga recognises that equity-minded systems, strategies, approaches, and initiatives give effect to Te Tiriti excellence <ul style="list-style-type: none"> <i>^this item appears in an earlier iteration of the Outcome Framework, yet has been removed from the latest version – why?</i> <p>TEU recommendations</p> <ul style="list-style-type: none"> Kaimahi can access development and training in understanding their own cultural context and how to support the cultural identities of their ākonga and colleagues Te Ao Māori (Māori knowledge, history, language, tikanga and values) is understood and normalised within our everyday organisational practices and environments Potentially will need provisions in the CA to reflect any training or PD, but also to recognise the value in a tangible sense (i.e. \$\$) for those kaimahi who are proficient in Te Reo, work to support Te Ao Maori, Tikanga in the workplace
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<h2 style="text-align: center;">2. WAIORA ENVIRONMENTAL CONNECTION</h2>	
<p>Outcome: people are harmonised and connected with their environments and place (cognisant of the intimate connection between Ranginui and Papatūānuku)</p> <p>TEU recommendation: members consider the references to wellbeing and safety in the Ākonga with Whānau, Employers / Partners / Regions, and Organisation and Kaimahi quadrants included in the Waiora dimension better placed in the Toiora dimension. There is a chance that including safety provisions in the Waiora dimension will override the importance of environmental connection and sustainability.</p>	
<p>Te Tiriti Partners</p> <ul style="list-style-type: none"> Environments reflect local narratives, partnerships, and identities <p>TEU recommendations</p> <ul style="list-style-type: none"> Environments reflect Mātauranga Māori and Aotearoa NZ sustainability best practices 	<p>Employers / Partners / Regions</p> <ul style="list-style-type: none"> Facilities enhance wellbeing and safety Te Pūkenga supports employers to understand and practice how to be safe and have an equitable environment that leads to lifelong learning and a productive workforce <p>TEU recommendations</p> <ul style="list-style-type: none"> The environmental impact of Te Pūkenga is understood and accounted for in relation to both the immediate hapori and wider rohe The physical and online/digital spaces are inclusive, reflecting Universal Design Principles
<p>Ākonga with Whānau</p> <ul style="list-style-type: none"> Facilities enhance wellbeing and safety The environment reflects the cultural norms of our ākonga Disabled ākonga experience a learning environment that meets their needs <p>TEU recommendations</p> <ul style="list-style-type: none"> Ākonga and whānau are supported to engage in culturally relevant sustainability practices that enhance the environment. 	<p>Organisation and Kaimahi</p> <ul style="list-style-type: none"> Facilities enhance wellbeing and safety Improved sustainability of Te Pūkenga Network The environment reflects the cultural norms of our kaimahi <p>TEU recommendations</p> <ul style="list-style-type: none"> Disabled kaimahi experience a working environment that meets their needs Kaimahi are empowered to identify and undertake practices of teaching, learning, and administration that will contribute to a healthy local, national, and global environmental systems That kaimahi have spaces on campus which are private – either to have hui with other kaimahi, for personal needs or to hui with ākonga

3. TOIORA | HEALTHY LIVES

Outcome: the mental and physical wellness of people is thriving | protective factors towards healthy lifestyles are enhanced and risk factors are mitigated

TEU recommendation: In addition to *taha hinengaro* (mental and emotional wellness) and *taha tinana* (physical wellness), Durie's model also includes *taha wairua* (spiritual wellness), *taha whānau* (family and social wellness), and *whenua* (land, roots) (see [link](#)). Whereas *whenua* may be covered in the Waiora dimension and *taha whānau* may be covered in the lower-left quadrant of the Toiora dimension, there is scope to incorporate Durie's model in its entirety, particularly given *taha wairua* is an integral element of Te Ao Māori and does not appear to be accounted for in other areas of the Outcomes Framework.

Te Tiriti Partners	Employers / Partners / Regions
<p>Te Tiriti Partners</p> <ul style="list-style-type: none"> Social, economic, environmental, and cultural wellbeing are prioritised 	<p>Employers / Partners / Regions</p> <ul style="list-style-type: none"> [BLANK] <p>TEU recommendations</p> <ul style="list-style-type: none"> Health, Safety and Wellbeing for apprentices/trainees covered by Te Pūkenga Support to ensure that apprentices are being treated well, that they are treated with respect and dignity in the workplace and not taken abused or taken advantage of. (query role of the Workplace Assessor or whatever the role is called that visits apprentices – how will that fit/sit within new Te Pūkenga framework).
<p>Ākonga with Whānau</p> <ul style="list-style-type: none"> Ākonga have learning success through holistic wellbeing Te Pūkenga focuses on meeting the needs of ākonga underserved by the system so success can be experienced by all Teaching and learning is tailored to individuals, is relevant to ākonga' aspirations and supported by research and evidence Programme transformation embeds relevant skills and knowledge, Mātauranga Māori, diversity in identity and ability in curriculum, assessment, and practices Ākonga have a minimum required level of financial capability and resources to pursue success and mitigate risks Ākonga are safe through freedom from discrimination and abuse Assessment reaffirms learning, weaves in personal knowledge and is relevant to ākonga' aspirations 	<p>Organisation and Kaimahi</p> <ul style="list-style-type: none"> Kaimahi are highly engaged, reflective, and have cultural competence and disability confidence to meet the needs of under-served ākonga Kaimahi wellbeing is supported – HOW? <p>TEU recommendations</p> <ul style="list-style-type: none"> Workloads are reasonable and regularly monitored to ensure that health and wellbeing of kaimahi is maintained. That kaimahi wellbeing is not at the expense of ākonga. Flexible working arrangements are facilitated and reflect the balancing of needs of kaimahi, ākonga, and employers Kaimahi are safe through freedom from discrimination, bullying, and harassment Te Pūkenga provides an equitable environment for kaimahi that provides opportunities for progression and the maintenance of sustainable productive careers Mahi of kaimahi is recognised, valued, and paid fairly and equitably and at a level that supports the health and wellbeing of their whānau

<h4 style="text-align: center;">4. TE ORANGA PARTICIPATION</h4> <p style="text-align: center;">Outcome: people can participate at all levels of society – e.g., health, school, employment, education, etc.</p>	
Te Tiriti Partners <ul style="list-style-type: none"> • Te Pūkenga enables and advances whānau, hapū, iwi, and Māori aspirations • Te Pūkenga supports whānau, hapū, iwi, and Māori to be successful in their future careers and business enterprises 	Employers / Partners / Regions <ul style="list-style-type: none"> • There is partnership with employers and communities that ensure an active role in development of learning and services • Te Pūkenga partners with participants in the Māori economy to promote education, employment, and enterprise • Services meet the specific regional needs of employers and communities • Te Pūkenga provides employers and partners with a sustainable source of skilled people
Ākonga with Whānau <ul style="list-style-type: none"> • Pacific ākonga gain a tertiary education to bring effect Pacific hopes and dreams for intergenerational prosperity • There is partnership with ākonga with whānau that ensures an active role in development of learning and services • Adaptive Skills Framework that weaves together the qualifications needed for jobs and personal development • Ākonga cohorts are representative of the population • Learning is inclusive of diverse cultures, abilities, races, personalities, ages, sexuality, and gender identity • Ākonga voice is heard and actively improves their learning experience • Ākonga, Te Pūkenga, kaimahi, and employers have equity-focused, high-trust relationships leading to sustainable outcomes for all • Ākonga can easily navigate a variety of sustainable pathways with employers • Ākonga gain high quality employment, training, and career opportunities • Disabled ākonga gain qualifications that enable them to have equitable access to vocational learning pathways and employment • Accessible pathways for priority ākonga are designed into Programme Unification transformation 	Organisation and Kaimahi <ul style="list-style-type: none"> • There is partnership with kaimahi that ensures an active role in development of learning and services TEU recommendations <ul style="list-style-type: none"> • Pacific kaimahi are supported to bring effect to Pacific hopes and dreams for intergenerational prosperity through the ways they complete their mahi • Kaimahi are representative of the population in Aotearoa • Working cultures are inclusive of diverse cultures, abilities, races, personalities, ages, sexuality, and gender identity • Kaimahi voice is heard and actively improves the learning and teaching experience for ākonga and partner employers • Kaimahi voice is heard and actively improves the working lives of kaimahi in Te Pūkenga i.e. in policy development and consultation etc • Kaimahi experience high quality employment and training and career opportunities within the Te Pūkenga network • Te Pūkenga to develop in conjunction with unions a Worker Engagement, Participation and Representation Agreement in respect of Health & Safety Representatives, workgroups, committees, and training.

5. NGĀ MANUKURA LEADERSHIP	
Outcome: people can demonstrate leadership on solutions for their communities	
Te Tiriti Partners <ul style="list-style-type: none"> • Iwi/hapū partnerships • Māori leadership and workforce development 	Employers / Partners / Regions <ul style="list-style-type: none"> • Leadership capability development
Ākonga with Whānau <ul style="list-style-type: none"> • Leadership capability development • Ākonga governance 	Organisation and Kaimahi <ul style="list-style-type: none"> • Kaimahi governance • Kaimahi in leadership roles and key decision-making bodies reflect our diverse society and Te Tiriti partnership commitments • Kaimahi are highly engaged and have the knowledge and skills to meet the needs of underserved ākonga • Improved operating efficiency within Te Pūkenga network • Our organisational and kaimahi capabilities meet Te Pae Tawhiti goals and outcomes <p>TEU recommendations</p> <ul style="list-style-type: none"> • Leadership capability development for kaimahi is provided through training, mentoring, stretch projects, and secondments • Kaimahi are supported to undertake their leadership roles in the community

6. TE MANA WHAKAHARE | AUTONOMY

Outcome: Māori can exercise autonomy as Te Tiriti partners, make decisions, and determine measures of success | people, groups, communities can demonstrate a level of autonomy to further their unique aspirations | people can influence decision-making and measures of success

TEU recommendation: the degree to which autonomy applies to both Māori and non-Māori is unclear; current wording gives the impression that Te Mana Whakahaere primarily applies to Māori – i.e., non-Māori may get the impression that this dimension does not apply to them

<p>Te Tiriti Partners</p> <ul style="list-style-type: none"> • Te Pūkenga has enduring mana ōrite Tiriti relationships that define and drive outcomes for Māori • Mana Ōrite/Kawenata agreements with Te Tiriti partners and Māori stakeholders in each region • Mana Ōrite Tiriti relationships are empowered within Te Pūkenga network • The rangatiratanga of hapū and iwi is enhanced • Te Tiriti partners determine priorities and deliverables • Clear indication of hapū, iwi equal explanatory power, decision-making and formal roles/representation (within a governance and leadership context) <ul style="list-style-type: none"> ◦ ^the reference to 'explanatory power' requires elaboration - what does this mean within the context of the Outcomes Framework? • Hapū, iwi action plans have committed resource <p>TEU recommendations</p> <ul style="list-style-type: none"> • The structure of Te Pūkenga reflects a mana ōrite relationship (both partners recognise each other's capability, authority and roles). This meaning is taken from the Ināia Tonu Nei and Justice Sector Leadership Board, Mana Ōrite Agreement 2020. 	<p>Employers / Partners / Regions</p> <ul style="list-style-type: none"> • Regional voice is empowered within our structure and governance <ul style="list-style-type: none"> ◦ ^how is this outcome related to the work of Regional Skills Leadership Groups? • There is partnership with communities so that they can influence decision-making in their region
<p>Ākonga with Whānau</p> <ul style="list-style-type: none"> • Self-empowerment and agency are designed into our systems • There is partnership with ākonga so that they can have voice in decision-making 	<p>Organisation and Kaimahi</p> <ul style="list-style-type: none"> • Policies, strategies, tools, and resources that enable Te Tiriti partnership and enhance Tiriti relationships are in place and in use consistently across Te Pūkenga • Structures and systems are co-designed by/with Māori and are empowering to/for Māori • Kaimahi have voice and can influence decision-making <p>TEU recommendations</p>

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| | <ul style="list-style-type: none">• Kaimahi have autonomy to make decisions in their areas of teaching and learning, research, and administrative expertise within given organisational constraints – trust in expertise• Kaimahi mana is enhanced and supported• Academic freedom of kaimahi is facilitated and protected |
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