

INDUSTRIAL STRATEGY 2025–2028

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Table of Contents

EXECUTIVE SUMMARY	1
Our strategy.....	1
SECTION ONE: Ko wai mātou Who we are	2
1.1 Our whāinga values.....	2
1.2 Our whakapapa history – weaving many strands together	3
1.3 Our mātāpono purpose	3
1.4 Our National Industrial Strategy.....	4
Industrial and legal framework.....	5
Collective agreements	5
Pay Equity	6
Pay Parity	6
Just Transitions	6
SECTION TWO: Context and functions of our sector	8
2.1 How we work – our processes as a national union	8
SECTION THREE: Priority claims, core conditions and working with other unions	10
3.1 Negotiations.....	11
3.2 National priority claims.....	11
3.3 Protection of core conditions of employment.....	12
3.4 National Industrial Advisory Group	12
SECTION FOUR: Taking action to support the strategy	14
4.1 Member Education	14
4.2 S26 Union Meetings / Stopworks	14
4.3 Strike action	15
4.3.1. Strike Fund	15
4.4 Lock-out	16
APPENDIX A: Proposed priority national claims 2025-2028	17
Priority national claims	17
Mana Tiriti.....	17
Mana mahi	18
Mana taurite	18
Mana mātauranga.....	18
Mana taiao.....	19

APPENDIX B: Core conditions of employment..... 20

Mana Tiriti.....20

Mana mahi20

Mana taurite20

Mana mātauranga.....20

Mana taiao.....20

EXECUTIVE SUMMARY

The National Industrial Strategy is a core document of Te Hautū Kahurangi | Tertiary Education Union (TEU). It sets out the tactical and strategic approach to the TEU's industrial work and is reviewed every three years. We work as a national union to improve terms and conditions across the tertiary education sector whilst being aligned with our whāinga | values (see [Our whāinga](#) below) within the context of Aotearoa and built on the foundations of He Wakaputanga | Declaration of Independence of New Zealand and Te Tiriti o Waitangi | Treaty of Waitangi (henceforth Te Tiriti).

Our strategy

As an organising union with members across Aotearoa, we improve workers' terms and conditions by raising the bar on statutory provisions, advancing new terms and conditions through priority national claims, and protecting core conditions in the sector. We empower member activism through delegate and branch structures, increase coverage so that we can represent and support more member voices, and advocate for public tertiary education that is responsive to Te Tiriti supporting and cultivating academic freedom and mātauranga practices.

Collective agreements are the mechanism through which we protect and improve current and future workers' terms and conditions of employment. We fight for national priority claims and protect core conditions in the sector. Statutory provisions are incorporated into our collective agreements and improved upon through model clauses that that can be shared and applied across our branches for the benefit of all our members.

There is a rich whakapapa to all our collective agreements, which connects members past, present and future. Our current terms and conditions have been shaped, won and defended by members over many years.

This is a strategy for all members to build union membership and influence as the voice of the sector industrially and through our representative structures.

SECTION ONE: Ko wai mātou | Who we are

TEU has developed out of the many strands of organised workers across tertiary education. Our Te Tiriti journey was supported by our kaumatua and by the late Moana Jackson.

The whāinga | values of TEU are set out in our Constitution; these inform our Mātāpono | Goals which are developed by TEU's National Council. While goals change with the strategic priorities set by Council, our whāinga are enduring and represent a commitment that we make as an industrial union in Aotearoa to Te Tiriti o Waitangi.

Our work is centred on the premise that we strive for better working conditions, better learning conditions – together.

1.1 Our whāinga | values

TEU actively acknowledges Te Tiriti o Waitangi as the foundation for the relationship between Māori and the Crown. We also acknowledge the significance of specific reference to Te Tiriti o Waitangi in the Education Act¹ and the emergent discourse resulting from this. We acknowledge the responsibilities and actions that result from our nation's signing of the UN Declaration on the Rights of Indigenous Peoples.²

As a union, we keep the ahi kā | embers of the sector alive through our whāinga, which guide our behaviours and vision. Our whāinga are:

Tū kotahi, tū kaha *We are strong and unified; we are committed to actions which will leave no-one behind; and we create spaces where all people can fully participate, are fairly represented, and that foster good relationships between people*

Ngā piki, ngā heke *We endure through good times and bad; we work to minimise our impact on the environment; and we foster ahikā – the interrelationship of people and the land, including supporting tūrangawaewae – a place where each has the right to stand and belong*

Awahi atu, awahi mai *We take actions that seek to improve the lives of the most vulnerable; we give and receive, acknowledging that reciprocity is fundamental to*

¹ Specifically, Section 181 (b), (c), and Section 220 (2A) (a) to (e)

² Particularly Article 14

strong and equitable relationships; and we work to advance approaches that ensure quality public tertiary education for all

Tātou tātou e

We reach our goals through our collective strength and shared sense of purpose, which are supported through participatory democratic decision-making processes and structures

Within the context of Moana-nui-a-kiwa, we acknowledge the rights of Pasifika workers in our sector, who are guided by core Pacific values such as *Teu le vā* (building good relationships), *Tautua* (Service), and *Fakalilifu* (respect).

1.2 Our whakapapa | history – weaving many strands together

TEU is the union for all staff, academic and general, in tertiary education. Across our history, we have woven together the membership and interests of staff throughout all sectors of tertiary education.

The Association of Staff in Tertiary Education (ASTE) and Association of University Staff (AUS) brought together workers in Institutes of Technology and Polytechnics, Colleges of Education, Universities, Research Institutes and Wānanga through an amalgamation in 2009.³

We represent over 100 years of history of organised labour in tertiary education, which began with the foundation of the Association of University Teachers (AUT) in 1923. Our union and its predecessors include the Association of New Zealand University Library Staff, the New Zealand University Technicians Union, and the Teacher Colleges Association.

Each strand of TEU's whakapapa is a direct link between workers past and present. Similarly, the terms and conditions negotiated in TEU's collective agreements nationwide represent wins achieved by workers who have focused on improving working lives in tertiary education, through improvements to terms and conditions year after year, and ensuring that member voice and democratic rights are protected. Additionally, we support student unions as the democratic voice of students.

1.3 Our mātāpono | purpose

³ The TEU is organised into the following sub-sectors: Universities, Institutes of Technology and Polytechnics (Te Pūkenga), Wānanga, and PRRISM (Private, REAP, Research Institutes, Statutory and Miscellaneous tertiary).

Our mātāpono are more than goals, they comprise the framework that informs our industrial work through actions, projects, and campaigns.

Mana Tiriti *The Union will advance a shared kaupapa and a collective tikanga to ensure strong relationships between Māori and Tāngata Tiriti members. The Union's Constitution will be interpreted and applied having regard to this tikanga/culture and the articles of Te Tiriti o Waitangi which will be implemented in the policies and practices of the Union*

Mana mahi *The Union will advance the industrial and professional needs of Members by; negotiating collective agreements with employers on pay and conditions; advocating for democratic rights in all workplaces, and advocating for academic freedom in the tertiary education sector. The Union will promote and protect the interests of the members in appropriate cases through taking personal grievances and/or collective action*

Mana taurite *The Union will promote equity in within the tertiary education sector, and work to ensure equal employment opportunities for all workers*

Mana mātauranga *The Union will protect and enhance quality tertiary education as a public good that is funded, controlled, and governed by the public in the interests of all who live in Aotearoa New Zealand. The Union will advocate for the empowerment of staff in decision-making and academic freedom in the tertiary education sector. The Union will advocate for a tertiary education system that is accessible to all; acknowledges, values, and validates Mātauranga Māori; and which advances life-long learning for all*

Mana taiao *The Union will work to foster ahikā – the interrelationship of people and the land, including supporting a sense of tūrangawaewae for all which fosters a sense of belonging. The Union will take action to transform the relationship of the Union and the tertiary education sector with Te Taiao by supporting climate justice, just transitions and kaitiakitanga of the natural environment, in relationship with mana whenua and mana tāngata*

1.4 Our National Industrial Strategy

Our National Industrial Strategy provides the framework for the industrial work of TEU, informing national and branch claims for all TEU negotiations, including our approach to pay equity. Implementation of our National Industrial Strategy and co-ordination of all

bargaining is managed by Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial.

Industrial and legal framework

The strategy outlines the steps we take to ensure the union maintains a consistent approach that corresponds with our good faith obligations under the Employment Relations Act 2000 (ERA) while being prepared to advocate and fight for improved legislative provisions.

TEU is the legal party representing our members in their collective agreements and the authorised representative of our members' individual and collective interests.

TEU's work responds to the broader industrial and legal framework in Aotearoa New Zealand embedded in Te Tiriti. Our members' working lives are also bound by other legislative provisions including:

- Education and Training Act
- Health and Safety at Work Act
- Holidays Act
- Parental Leave Act
- Wages Protection Act
- Accident Compensation Act
- Bill of Rights Act

Collective agreements

TEU negotiates 32 collective agreements (CAs) across the sector covering universities, Te Pūkenga (formerly the Institutes of Technology and Polytechnics), and Wānanga. TEU also represents members in the Private, REAP, Research, Independent, Statutory and Miscellaneous (PRISM) sector.

TEU's collective agreements are negotiated by TEU advocates (Organisers) and negotiation teams that represent the membership. Collective agreements improve terms and conditions over time through national and branch claims in alignment with our National Priority Claims and Core Conditions (see [Section Three](#) below).

TEU's approach involves:

- national coordination of negotiations in bargaining cycles within a sector;
- consolidation of collective agreements within and across employers; and
- model clauses.

Additionally, where we do not have a collective agreement, this will be advanced through increasing coverage, organising members in greenfield sites, and/or investigating opportunities for Multi-Employer Collective Agreements (MECAs).

Pay Equity

TEU is engaged in pay equity processes to systematically improve pay and conditions for those in the tertiary education workforce who work in roles and/or occupational groups that are female dominated.

Pay equity is about comparing the skills, tasks, knowledge and effort required in female dominated occupational groups with roles that are traditionally male dominated i.e. comparing men and women that are paid the same for work that is different but of equal value.

The fight for equal pay has a long background, from the Equal Pay Act 1972 to the SFWU's (now E Tū) Terranova Case. TEU works closely with other unions that share coverage of the respective members within a pay equity claim. The successful pay equity claims in other parts of the public sector provide a strong backdrop for our mahi in this area.

Pay equity involves activating members around the claims process, empowering members to know what they are worth, and increasing visibility to increase public support to pressure employers and government to achieve pay equity through settlements. TEU is currently leading the work on pay equity claims for library assistants, library service roles, and clerical/administration workers across the university sector. We are in the process of initiating similar claims for workers in Te Pūkenga.

Pay Parity

Members educate tauira | students across all areas of the workforce in Aotearoa New Zealand. We approach pay equity and pay parity differently.

Pay parity represents a strategy to bring together working pay and conditions in parity with same or similar roles across different employers. We work towards pay parity to address ethnic and gender pay gaps, for example for our Pasifika and LGBTQI+ members.

Additionally, where improved pay equity settlements impact on recruitment and retention of staff working in tertiary education, we approach disparities between market rates and the terms and conditions in our sector collectively through salary adjustments such as market allowances or recruitment and retention allowances.

Just Transitions

Te Taiao underpins where we live, work, and take leave to. Institutions in our sector have begun to develop strategies for emissions reductions and introduced sustainability values and policies that respond to a drive for greater sustainability in the face of climate change.

The effects of climate change will be felt by workers, in their workplaces or in their communities. Collectively, branches across the Union are influencing institutional policies. Through our collective agreements we can take policy commitments into an area of entitlements, through climate, environmental sustainability and just transition clauses.

'Adaptation' and 'mitigation' clauses in collective agreements may support members with time or leave when they are affected by natural disasters and climate related events, and have concrete actions and timeframes to reduce institutional and workers' ongoing contribution to climate change.

SECTION TWO: Context and functions of our sector

TEU's National Industrial Strategy responds to the political cycle. This three-year strategy will span the 2026 general election. Any change in government presents risks and opportunities for changes within the legislative framework. As a union, we are necessarily political and we harness member voices to this effect. We campaign for a tertiary education sector in Aotearoa that is public, accessible and responsive to the needs of our communities, particularly Māori, Pasifika, and whaikaha.

Persistent underfunding of tertiary education and a focus on market-driven and competitive approaches to governance and policy has led to ongoing attacks on working conditions in our sector. These attacks have included (but are not limited to):

- increased casualisation of the workforce;
- greater productivity demands;
- greater competition and 'silo-ing' of work;
- undermining of workplace rights of Māori, Pasifika and LGBTQI+ workers;
- a failure to take into account climate change;
- reduced autonomy, workplace democracy and academic freedom; and,
- intensification of work for all staff.

TEU's *State of the Sector* surveys⁴ have captured member views of the sector and their work overtime. This is complemented by regular surveys of the membership, showing dissatisfaction with how the sector is being run, which creates impetus for collective action to bring change.

The form and function of educational institutions needs to be safeguarded. Our institutions are statutorily obliged to take on the role of "critic and conscience of society", meet education and training needs across Aotearoa New Zealand, and engage specialised research across all disciplines. Instead, government agendas are leading to potential privatisation of tertiary education. The current 'investment approach' model from the Tertiary Education Commission (TEC)⁵ is focused on increasing competition, reducing costs, and privatising student debt.

2.1 How we work – our processes as a national union

⁴ See <https://teu.ac.nz/documents/?query=state>

⁵ For relevant research conducted by TEU, see <https://teu.ac.nz/documents/?collection=research-reports>

The development of this Strategy, its implementation, plan and development of other industrial policies, are part of the work of the Industrial and Professional Committee (IPC). A review of this strategy, which occurs every three years, is initiated by IPC, led by the Vice-Presidents of the Committee.

The industrial work of the Union includes a Gender Equity Strategy,⁶ a workplan to develop delegates, and guides and advisories for members.

The National Industrial Strategy will be complemented by a National Professional Strategy, which is in the early stages of development. The National Professional Strategy will bring together member-facing policies, advisories, and guides across a range of areas that affect our members working lives, including: Mātauranga Māori in tertiary education, research policy, intellectual property, workloads, academic freedom and workplace democracy.

⁶ See <https://teu.ac.nz/campaigns/gender-equity-toolkit/>

SECTION THREE: Priority claims, core conditions and working with other unions

There is strength in numbers – *tū kotahi, tū kaha*. To use this strength, we must all work together on the application and implementation of our National Industrial Strategy.

TEU is a diverse union covering a range of professions, trades, and occupations. Some of our members are in precarious work, and this is more likely for Māori, women, Pasifika and LGBTQI+. The National Industrial Strategy is founded on the goal of bringing all sectors of the TEU into alignment. To this effect we are committed to the achievement of priority national claims and defending core conditions, balanced with local claims that come from branches. It is an expectation that TEU Advocates and branches adopt priority claims in their negotiations wherever appropriate.

The priority claims and core conditions reflect the memberships' goals for improving terms and conditions for all TEU members within their branch and across the sector.

TEU will utilise coordinated campaigns within a sector and across the whole union, using Multi-Employer Collective Agreements (MECAs) and other legislative levers that seek to consolidate the power of worker. It is strategic to both expand coverage and consolidate collective agreements bringing together the power of more workers across each negotiation cycle.

The successful implementation of the National Industrial Strategy, at a branch level, will involve:

1. branches incorporating priority national claims into their negotiations, and checking for model clauses to improve terms and conditions achieved elsewhere;
2. including targeted claims coming from the branch locally that respond to member needs with a goal of improved conditions locally, across the sector and nationally; and
3. a coordinated process of bargaining within a regular negotiation cycle to improve conditions within TEU's respective sectors. This includes grouping like institutions with similar expiry dates and shared claims so there is potential to achieve coordinated outcomes across multiple collective agreements.

Branch bargaining teams will seek prior advice and guidance from Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial if any national priority claims need to be amended or withdrawn during the bargaining process to achieve a proposed settlement and

will also follow stipulated national processes if a core condition may be lost in negotiations (see [Part 3.4](#) below).

3.1 Negotiations⁷

As a Union, we operate on the basis of clear claims rather than principles. Claims, and the clauses they lead to in collective agreements, embody processes or entitlements that members in coverage have access to. Within our clauses, the entitlement and support a member can receive should be clear.

At each negotiation, branches will seek to negotiate national and local claims. Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial and the industrial staff of TEU will set the direction for national claims. National priority claims and core conditions are described below.

Branches and their advocates are required to:

1. have a plan to introduce National Priority Claims within the next three years; and,
2. inform Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial and IPC when an employer is attempting to claw back on a core condition at negotiations.⁸

Networks have a role in identifying clauses within current collective agreements that can be improved upon by engaging with members in a branch and their organiser during the timeframe where claims are being drafted.

3.2 National priority claims⁹

TEU's national priority claims seek to improve pay and working conditions for members across Aotearoa New Zealand. As priority claims are achieved, they may become core conditions of employment. As such, the two are linked: improvements across the sector should be protected by each branch of TEU.

⁷ For our list of national priority claims, see [Appendix A](#).

⁸ When new collective agreements are being negotiated it is important to ensure all relevant core conditions to the proposed collective agreement are included to ensure they are consistent with the National Industrial Strategy.

⁹ For our list of national priority claims, see [Appendix A](#).

Once a list of priority claims is endorsed with this strategy at TEU annual conference, the specific drafting of national claims is the responsibility of Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial and the Union’s industrial staff. Where a national priority claim is reflected in a clause in a collective agreement, branches may investigate model clauses that will lead to further improvement of the clause.

3.3 Protection of core conditions of employment¹⁰

Core conditions of employment are clauses which already exist in many collective agreements that the membership has, over time, considered important to retain and defend. The purpose of the protection of core conditions is to ensure maintenance and consistency of particular conditions across the sector. This is a fundamental component of TEU's overall approach to industrial matters: It is crucial that any proposal that could significantly reduce or alter existing conditions set out in the list of core conditions be discussed at a national level before branches continue with bargaining.

When core conditions come under attack from employers, we refer to them as *clawbacks*. Negotiating teams should not entertain agreeing to a clawback, our position should be a clear refusal to accept it through the rounds of bargaining. Any proposed settlement that has a reduction in conditions can only be entered into as a last resort following an industrial campaign to defend the conditions that are under attack, and only with the approval of Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial. The National Industrial Advisory Group shall be convened. This must occur prior to any settlements being agreed in principle or any signing of proposed terms of settlement.

When a core condition is lost at one workplace, it will come under attack at others. Therefore the decisions we make impact members across the whole union not just at the branches that are under attack at any given time.

Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial and IPC will be informed if a core condition is at risk.¹¹

3.4 National Industrial Advisory Group

¹⁰ For our list of core conditions, see [Appendix B](#).

¹¹ If there are major legislative or other changes which impact upon collective bargaining, TEU Council can choose to review core conditions and the National Industrial Strategy more frequently.

The National Industrial Advisory Group will be convened if core conditions are being attacked by employers and there is a tangible risk that TEU members come under intense pressure to vote on a proposed settlement that includes reductions in core conditions.

The National Industrial Advisory Group membership will be set in the first IPC meeting following TEU's national elections. Updates on national negotiations campaigns will be regular and are of interest to all members of the IPC and the TEU's industrial staff.

The National Industrial Advisory Group is a sub-group of IPC who have negotiations experience. The composition of the group includes:

- Assistant National Secretary—Industrial
- IPC Vice Presidents
- At least one TEU National Co-President
- A maximum of 4 IPC members

The National Industrial Advisory Group will work in consultation with the advocate, negotiating team, and appropriate national TEU staff to consider any such proposals. The employer and TEU members covered by the collective[s] will be informed of this national process.

The advocate, in conjunction with the Assistant National Secretary—Industrial where possible, will provide a written report for the National Industrial Advisory Group highlighting the issues that require consideration. In providing advice to branches, the National Industrial Advisory Group will take account of the wishes of the members concerned but must also balance this with the interests of members nationally. The IPC Vice Presidents may need to discuss the ramifications of a proposed settlement with the relevant negotiating team and branch members. The Assistant National Secretary—Industrial may present the decision from the National Industrial Advisory Group to the employer advocate in conjunction with representatives from the relevant negotiating team.

This group does not preclude the IPC taking interest in or forming an opinion on other issues that come up in negotiations that are connected to national priority claims or core conditions. Communication on updates in negotiations nationally will be sent to the IPC as a whole through a negotiations campaign.

SECTION FOUR: Taking action to support the strategy

To advance the National Industrial Strategy, all TEU members and staff take part in campaigns, projects, and actions that further the interests of the membership. We permanently campaign as a Union. The industrial campaigns, related to negotiations and pay equity, form the basis of union activism – involving organising and recruitment. Members are trained through delegate training programmes, branch leadership training, negotiations team training and other programmes developed or that we send members to from time to time.

Nationwide campaigns bring in all TEU members. Local campaigns can be a part of, or additional to, these campaigns and will be led by branches and their organisers. Industrial staff of the TEU are critical to local campaigns and can ensure they are well organised and have plans for membership engagement and communication.

Campaigns have a goal to bring member voices to the fore of an issue, increase participation of members and recruit new members. Actions for a campaign or project may include petitions, postering, hui and more.

4.1 Member Education

Training of members through delegate education is the first step to growing member activism in the Union.

TEU's education programme suite is designed to support and train active members (i.e. delegates) to become leaders within the Union. Our programmes teach skills on mapping and building an organised workplace, supporting members, recruiting, and taking part in campaigns at the national or branch level. Additionally, there are also shorter workshops to educate members about their collective agreements or pay equity.

4.2 S26 Union Meetings / Stopworks

Legislative provisions give an entitlement to TEU members to two paid union meetings per year, with each meeting being up to two hours. All members of a branch should attend, regardless of whether they are covered by a collective agreement, as their purpose is to engage members collectively, plan for actions (including strike action), or to take part in actions that support the growth of visibility and influence of the union movement in Aotearoa New Zealand.

During negotiations, branches can meet with members without having to utilise a paid union meeting. Section 26 meetings should be used strategically and for the intention of attracting all members of a branch. Branches can call meetings to discuss the status of negotiations, regular meetings of the membership and branch general meetings without utilising Section 26 meetings.

As paid union meetings are a *stopwork*, they enable TEU to demonstrate our density and strength at a branch while bringing all members together to meet on union business.

4.3 Strike action

Legislation in Aotearoa New Zealand limits when and how strikes can take place. As such, the TEU manages potential strike action nationally. TEU will take actions to broaden the legislative provision of strike action.

If a branch wishes to undertake any strike action, the branch must conduct itself as per the TEU Constitution and be consistent with the requirements outlined in the ERA.

- The wording of all strike action ballots must be approved by Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial before any ballot is opened to ensure they comply with ERA requirements.
- Prior to a branch deciding to call for a strike action ballot, there will be discussion between the advocate, Branch President, Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial, TEU Co-Presidents, and National Secretary to determine if, or what, national support will be required. This may include matters such as whether strike action should continue, and when the negotiating team should return to the negotiations table. These discussions will weigh up both local and national considerations before coming to any conclusions.
- Once a strike action ballot has been voted on by members, there will be active participation by all parties as above in any decision-making about strike plans and continuation of the strike.

Strike legislation in Aotearoa New Zealand provides a definition for strikes that includes actions that amount to partial strikes, such as ‘work to rule’ or reduction of output.

4.3.1. Strike Fund

When a strike action occurs, an employer may suspend employees – i.e., reduce their pay. TEU has a strike fund, also called Fightback Fund, to support members who are on strike and are experiencing hardship as a result of suspension from employers. Applications to this

strike fund can be made by requesting assistance to strikefund@teu.ac.nz. Members will be asked to show evidence of a deduction of pay to their payslip.

4.4 Lock-out

A lock-out is an employer action designed to compel employees to accept terms and conditions that have been offered during the negotiations. Although lock-outs are not common, they can be threatened by employers during hostile negotiations and can include tactics of discontinuing employment, and/or closing an institution or division of the institution temporarily. In the event of a lock-out, the Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary—Industrial must be notified immediately.

APPENDIX A: Proposed priority national claims 2025-2028

Through the following priorities, all negotiation teams ensure conditions are advanced nationwide for TEU members. Negotiation teams will plan the inclusion of the following claims until they are achieved. Where claims represent principles, clauses shall be developed that create tangible entitlements that make these principles real and transparent.

Negotiation teams may determine how these national priority claims can best be advanced in their branch during the relevant three-year cycle of the National Industrial Strategy. Branches will act strategically balancing local and national claims.

It is important that members make the final decision on the claims to be tabled in bargaining at each workplace, noting that actions taken locally can have an impact on members nationally. Branches and bargaining teams are asked to ensure they evaluate how local claims may impact on other collective agreements – that is, to place their decisions and actions in the context of the entire tertiary education sector workforce. The National Assistant Secretary—Industrial and the IPC National Industrial Advisory Group can provide feedback and contextual information for bargaining teams.

It is crucial that each branch soundly assess whether members are prepared to campaign and potentially take strike action in support of national and/or local claims.

Priority national claims

Please note these bullet points are general areas only and any proposed changes to collective agreement clauses, would be linked to the consultation process noted previously.¹²

Mana Tiriti

- A commitment to developing claims that ensure collective agreements include Te Tiriti o Waitangi clauses and te reo me onā tikanga recognition clauses. For example:
 - Recognition through allowances, time or PD of te reo and or cultural duties
 - Pōwhiri and mihi/whakatau provisions
 - Time or leave provisions that recognise marae-duties

¹² Final wording of these claims will be drafted by Advocates in conjunction with the Assistant National Secretary—Industrial. These national claims will have model clauses set out as examples.

- Māori cultural events
- Waitangi Tribunal Leave

Mana mahi

- A commitment to increases to salaries and wages through percentage increases, flat rate increases or a combination of these on paid and printed rates.
- A commitment to expand coverage to cover all aspects of work at the workplace and include provisions that ensure any new positions and/or titles will be in coverage within the term of the collective agreement
- Extend coverage to casual and fixed-term workers
- A commitment to ensuring that the use of fixed-term and casual appointments are reviewed regularly to reduce precarity
- Paid time for union business for Branch Presidents, Te Uepū, Committee members and delegates
- Personal grievances are accessible for any member regardless of salary or position
- Strengthen *Tangihanga* leave policies to support Pacific cultural practices.

Mana taurite

- Union benefits / No pass on clauses: These may be for a time period or for a union-only percentage or fixed rate increase
- A commitment to raising equal pay claims on behalf of female dominated occupations using the pay equity principles
- Claims for a Living Wage until they are achieved
- A commitment to pay parity across collective agreements in a sector, or groups of workers nationwide
- A commitment to transparency through improved general/allied salary scales, appointment and progression processes in relation to the principles of the general staff pay model framework
- Ensure Equal Employment Opportunities informs progression and promotion processes
- Expand flexible work arrangements and/or leave provisions for:
 - menstruating or menopausal persons
 - LGBTQI+ persons
- Leave for dependents
- Special leave for Pacific workers' family obligations, e.g. *fa'alavelave*

Mana mātauranga

- A commitment to Academic Freedom clauses

- A commitment to paid leave provisions for Union education in all our collective agreements
- Claims that protect and enhance Māori knowledge practices

Mana taiao

- A commitment to clauses that support a just transition within an adaptation and mitigation framework:
 - e.g., adaptation: clauses that provide paid leave as a result of natural disasters
 - e.g., mitigation: clauses that encourage sustainability measures and net carbon reduction within a workplace
- Clauses that strengthen natural connections to the land.

APPENDIX B: Core conditions of employment

No current clauses should be removed from collective agreements and put into policies, procedures, or guidelines. Any reduction of the below in any collective agreement is a clawback to a core condition. Where a clawback is proposed by the employer, inform Te Pou Ahurei Takirua – Ahumahi | Assistant National Secretary – Industrial.

Mana Tiriti

- Te Tiriti o Waitangi and te reo me onā tikanga clauses

Mana mahi

- Leave clauses and gratuities: Annual, Discretionary, Sick, Long Service, Research and Study, Sabbatical, Retirement...
- Coverage reduction
- Categories of appointment (i.e. Permanent, Fixed term and casual)
- Transparent progression and Promotion processes including automatic service-based progression
- Organisational Change / Surplus Staffing including reduction in compensation
- Consultation processes
- Hours of work
- Health and Safety
- Union rights clauses including union fee deductions
- Branch President and Te Uepū paid time release
- Delegate paid time release

Mana taurite

- Equal Employment Opportunities
- Paid parental leave and grant
- Gender neutral language

Mana mātauranga

- Academic Freedom provisions
- Marae and Wānanga-based learning
- Professional Development leave

Mana taiao

- Adaptation clauses
- Mitigation clauses