



Reform of Vocational Education (RoVE)

Workforce Development Council Governance Appointments

Prospective WDC Council Members

Nau mai, haere mai

Ko te mauri o te tangata, ko te ora o te iwi. The lifeblood of the individual is the lifeblood of the people.

Thank you for your interest in the governance appointments for the new Workforce Development Councils (WDCs). This document provides background detail about WDC governance responsibilities, information about WDC governance roles, and the proposed time commitments and remuneration expectations for governance positions.

Background

Vocational education is undergoing its biggest transformation in 35 years. As part of the changes, six Workforce Development Councils (WDCs) are being established to provide industry with greater leadership across vocational education and training.

This is a significant milestone in the Reform of Vocational Education (RoVE). More information on RoVE can be found [here](#).

All six WDCs are due to be established by the middle of 2021. One of the critical activities required to establish WDCs is the appointment of six WDC Councils, made up of 7 to 12 Council members, to govern each WDC once they are established in statue.

We are now seeking Expressions of Interest from industry leaders and those with mana in sectors relevant to each WDC. Each WDC Council will provide strategic leadership and provide governance to help fully form and establish the six new WDCs.

Establishing Workforce Development Councils

To formally establish the six new WDCs, a legal instrument called an Order in Council is required. Consultation on the WDC Order in Council proposals has recently taken place, feedback from this process will inform the final Orders in Council content.

After approval from the Minister, the six Orders in Council will pass through the formal Cabinet and legislative processes and then be approved by the Governor General and gazetted.

Once the Orders in Council are in place, the Workforce Development Councils will be formally established and the WDC Council members can be appointed.

While these legislative processes are progressing, the processes to source the governance for the WDCs via an Expressions of Interest process are progressing concurrently.

About Workforce Development Councils

[Workforce Development Councils \(WDCs\)](#) will play a central role in the Reform of Vocational Education, and – once established – will provide industry with leadership across vocational education and training. Once WDCs are fully operational, they will:

- have a forward, strategic view of the future skills needs of industries. They will translate industry skill needs now and in the future for the vocational education system.
- set standards, develop qualifications and help shape the curriculum of vocational education. They will moderate assessments against industry standards and, where appropriate, set and moderate capstone assessments at the end of a qualification.
- provide advice to the Tertiary Education Commission (TEC) on investment in vocational education, and determine the appropriate mix of skills and training for the industries they cover.
- endorse programmes that lead to qualifications, whether work-based (such as apprenticeships), on-campus or online. Unless a programme has the confidence of a WDC, which is essentially industry confidence, it won't be endorsed by the WDC nor funded by the TEC.
- provide employers with brokerage and advisory services. WDCs won't, however, be directly involved in arranging apprenticeships and other on-the-job training which will sit with providers.

By the middle of 2021, six industry-led statutory Workforce Development Councils will be established based on the following coverage areas in legislation:

- Construction and Infrastructure WDC
- Health, Community and Social Services WDC
- Manufacturing, Engineering and Logistics WDC
- Creative, Cultural, Recreation and Technology WDC
- Primary Industries WDC
- Service Industries WDC

Role of the first six WDC Councils

Each WDC Council will be responsible for leading and overseeing the work programme of each organisation. WDC Council members must act consistently within their statutory mandate and with any arrangements set out in the WDC's Order in Council.

Key responsibilities include, but are not limited to:

- providing clear vision and leadership for their WDC.
- overall responsibility for their WDC's functions as set out in the Education and Training Act 2020; and additional functions and purpose as set out in the WDC's Order in Council.
- overseeing the performance of the Chief Executive and other staff within their WDC.
- financial oversight and risk management, including ensuring that their WDC's financials are systematically accounted for, audited and publicly available.
- health, safety and legal obligations, including that all the legislative requirements of directors and entities are met.
- overall responsibility for ensuring their WDC meets its obligations as an employer.

As the WDCs will be new entities, there will be additional responsibilities in the first period of WDC Council operation to ensure successful WDC establishment.

Appointment of the first WDC Councils

The establishment of each WDC has been led by industry, and as a result there are some differences in how each WDC Council will be appointed. Depending on the specific process outlined in the relevant Order in Council, members will be appointed to the first WDC Council by one of the following methods:

- The Minister of Education – following nominations by a WDC-specific **Nominations Committee**, comprised of industry representatives.
- A WDC-specific **Appointments Committee**, comprised of industry representatives.
- A **Hybrid model** – some WDC Council members appointed by the Minister of Education following nominations from the TEC, then those members making the remaining appointments.

Starting on 30 March 2021, the Tertiary Education Commission is running an Expression of Interest (Eoi) process for Council members, for all six Workforce Development Councils.

The appointment processes for each WDC are as follows:

- Primary Industries (Nominations Committee)
- Creative, Cultural, Recreation and Technology (Nominations Committee)
- Construction and Infrastructure (Appointments Committee)
- Health, Community and Social Services (Appointments Committee)
- Manufacturing, Engineering and Logistics (Appointments Committee)
- Service Industries (Hybrid model)

Refer to **Appendix A** for more information on the decision-making process for WDC Council member appointments.

WDC Council member requirements

The requirements and criteria for each of these roles are set out in the respective WDC's Order in Council. The proposed WDC Council membership provisions and criteria for each WDC are available in **Appendix B**.

Additional information on candidate attributes and information required for application is outlined in the [Application form](#).

Term of appointment

The term of the WDC Council members has been outlined in the respective WDC's Orders in Council. The proposed terms for each WDC are available in **Appendix C**.

Remuneration and time commitment

We cannot be precise about the time commitment at this stage but it is likely to be a minimum of the equivalent of two to three days per month. One of those days will involve attendance at a Council meeting, either in person or by remote access. There may also be requirement for sub-committee attendance, preparation for meetings, reviewing papers and other material, consultation with industry colleagues and site visits. The Chair's commitment is likely to be greater and the equivalent of one day per week.

Your contribution and participation will be vital so you should be sure that you have the time available to fully commit to the role.

The fees paid will be an annual rate determined in accordance with the Cabinet Office Fees Framework. WDCs are a category 3a entity. <https://dpmc.govt.nz/publications/co-19-1-fees-framework-members-appointed-bodies-which-crown-has-interest-html>

These are national positions, and candidates will be appointed from anywhere in New Zealand. Council members must be permanent New Zealand residents. The location of Council meetings, and whether they will be in person or via remote access, will be determined by the WDC.

Actual and reasonable travel and other expenses incurred will be paid in accordance with the Cabinet Fees Framework.

Conflicts of Interest

Applicants are able to apply for a WDC Council member role across multiple Workforce Development Councils.

Conflicts of Interest will be assessed on a case-by-case basis. However, in most cases it is expected that Chief Executives and senior managers of tertiary providers will have significant conflicts, along with current Board members and staff of Te Pūkenga. Potential conflicts relating to current Board members of Tertiary Education Organisations and transitional Industry Training Organisations would need to be considered carefully. Membership on a Regional Skills Leadership Group is unlikely to present a conflict.

We encourage candidates to be open and transparent about any conflicts in their application.

For more information on TEC's conflict of interest guidelines visit <https://www.tec.govt.nz/teo/working-with-teos/tei/governance/conflicts-of-interest-and-councils>

More information

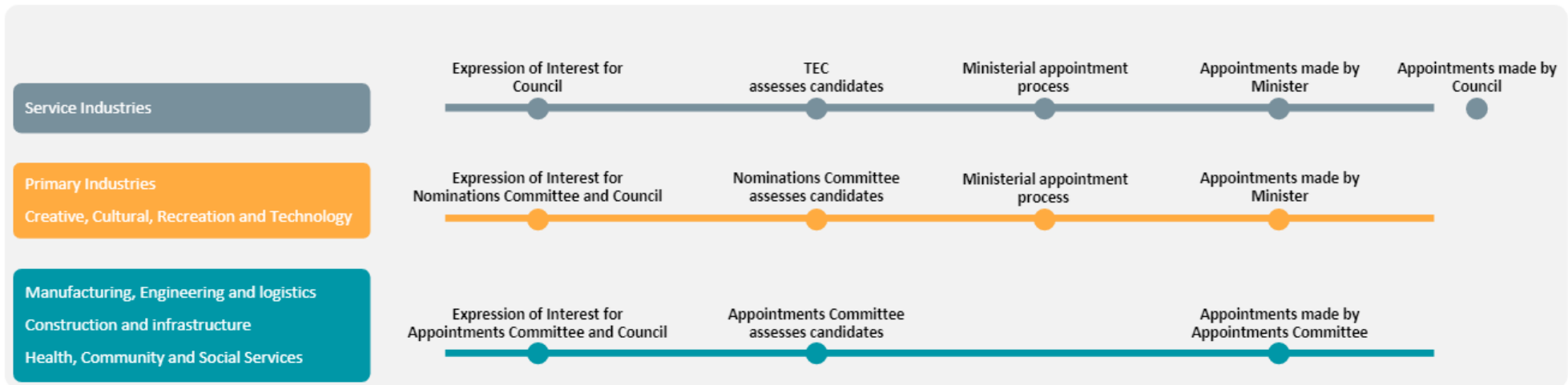
If you have any questions about the Expressions of Interest process or the information in this pack please contact Amy Tea at wdc@amytea.co.nz or on 027 435 3000.



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Appendix A

Decision Making Process Diagram



Appendix B

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
Criteria for the appointment of members	<ul style="list-style-type: none"> When appointing members of the Council, the Council or the appointments committee must: <ul style="list-style-type: none"> apply the principle that membership of the Council should, as far as reasonably practicable, reflect the diversity of ethnicity, cultural background and gender of the people within the specified industries and in New Zealand as a whole; and ensure that at least 3 of the members are Māori (inclusive of the member who is appointed as Māori co-chairperson); and ensure that the Council has sufficient knowledge, skills or experience in the following: <ul style="list-style-type: none"> te ao Māori; the specified industries; the governance of organisations; vocational education; public administration; and community organisations. ensure that during the two years following the establishment of the Council, the Council has: <ul style="list-style-type: none"> sufficient experience in establishing new organisations, enterprises or businesses; and 	<ul style="list-style-type: none"> All appointments will be primarily competencies-based appointments, taking into account the skills, competencies and experiences (identified below) that are required across the Council. As a whole, the Council must have: <ul style="list-style-type: none"> strong knowledge and networks within Te Ao Māori; understanding of, and commitment to, upholding Te Tiriti o Waitangi, and te reo me mātauranga Māori; understanding of, and commitment to, eliminating inequality and the needs of underserved learners, including but not limited to, Māori, Pacific and disabled people; industry leadership, knowledge, connections, experience with the industries covered by the WDC – including early stage (particularly important in the IT industries), SMEs, large organisations and the self-employed or independent earners; vocational education and/or training experience; Government engagement abilities; governance skills and personal attributes/behaviours 	<ul style="list-style-type: none"> The Council or the appointments committee must appoint persons who have: <ul style="list-style-type: none"> leadership experience in at least one of the specified industries; a commitment to inclusion and addressing the needs of underserved learners; the support of at least one industry sector covered by the Council (indicated by, but not limited to, support from an industry association or group of employers); in the case of the employee representative, the support of the Council of Trade Unions or unions representing employees in the industry. When appointing a person to be a member of the Council, the Council (or the appointments committee) must, as far as is reasonably practicable, ensure that the Council as a whole has: <ul style="list-style-type: none"> experience in vocational education; governance and/or public administration experience and/or understanding; skills in te ao Māori including te reo Māori and mātauranga Māori; a deep understanding and commitment to the principles of Te Tiriti o Waitangi; 	<ul style="list-style-type: none"> The appointing body (either the Appointments Committee or the Industry Stakeholder Group) must appoint as members of the Council persons who have: <ul style="list-style-type: none"> leadership experience in at least one of the specified industries covered by the Council; experience, or an understanding of, either or both governance and public administration (except for governance associates in development roles); a commitment to inclusion and addressing the needs of underserved learners; a commitment to act with impartiality, honesty, integrity, and manaakitanga; and in the case of the employer representative, the support of employers in the specified industries; and in the case of the employee representative, the support of the Council of Trade Unions. When appointing members to the Council the appointing body (either the Appointments Committee or the Industry Stakeholder Group) must ensure that during the two years following the establishment of the Council, the Council has: 	<ul style="list-style-type: none"> The Minister must appoint persons who: <ul style="list-style-type: none"> have knowledge, skills and experience relevant to the strategic direction of the Council; and have, or have the ability to develop and maintain, good working relationships and connections with businesses within the specified industries. When appointing a person to be a member of the Council, the Minister must as far as reasonably practicable, ensure that the Council as a whole has sufficient: <ul style="list-style-type: none"> experience in the specified industries; experience in the vocational education system; experience in public administration; experience in te ao Māori, mātauranga Māori, Te reo Māori and an understanding of the principles of Te Tiriti o Waitangi; and experience in Māori business in the specified industries. 	<ul style="list-style-type: none"> The Minister and the Council must appoint a Council that reflects the contemporary and anticipated New Zealand workforce. All appointments will be based on skills and abilities and reflect the WDC's coverage of sectors, relationships with iwi, and ability to meet the needs of all learners, including those under-served. As a whole, the Council must have: <ul style="list-style-type: none"> experience in, or understanding of, the sectors covered by the Services Workforce Development Council; experience as an employer in one of the sectors covered by the Services Workforce Development Council; experience in addressing the needs of underserved learners; commitment to upholding Te Tiriti o Waitangi principles; experience in governance and public administration; knowledge of the vocational education system; and knowledge of Te Ao Māori and mātauranga Māori. When appointing the employee representative required by the membership provisions, the Council or the Minister must appoint a person who has a demonstrated ability to

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
	<ul style="list-style-type: none"> ▪ sufficient experience in leading industry, business transformation and change management. 	<p>(financial understanding, diligence, strategic thinkers, problem solvers, creative thinkers, values aligned to the WDC's work);</p> <ul style="list-style-type: none"> ○ diversity of thought and experience; and ○ gender balance. <ul style="list-style-type: none"> • When appointing the employee representative required by the membership provisions, the Council or the Minister must appoint a person who has a demonstrated ability to provide collective representation of employees and who: <ul style="list-style-type: none"> ○ has the support of a body recognised as representing employees in one or more of the specified industries, or ○ can otherwise demonstrate that their appointment represents employees collectively in one or more of the specified industries. 	<ul style="list-style-type: none"> ○ experience in financial analysis and management; ○ experience in establishing new organisations, enterprises or business; ○ experience in a leadership position in industry, change management or business transformation; ○ approximately an even balance between members of the Council who are Māori and non-Māori; ○ representatives from both large and small enterprises within the specified industries and industry associations; ○ diversity of age, ethnic background, ideas and gender, with particular regard to representation of Māori, Pacific peoples and disabled people; and ○ representation of Māori consistent with the partnership principles of Te Tiriti o Waitangi. <ul style="list-style-type: none"> • When appointing the employee representative required by the membership provisions, the appointments committee or the Council must appoint a person who has a demonstrated ability to provide collective representation of employees and who: <ul style="list-style-type: none"> ○ has the support of a body recognised as representing employees in one or more of the specified industries, or ○ can otherwise demonstrate that their 	<ul style="list-style-type: none"> ○ sufficient experience in establishing new organisations, enterprises or businesses; and ○ sufficient experience in leading industry, business transformation and change management. <ul style="list-style-type: none"> • When appointing a person to be a member of the Council, the appointing body (either the Appointments Committee or the Industry Stakeholder Group) must, as far as reasonably practicable, reflect the diversity of age, ideas, ethnicity and gender of the people within the specified industries and in New Zealand as a whole and must ensure that the Council has: <ul style="list-style-type: none"> ○ representatives from both large and small enterprises within the specified industries and industry associations; ○ sufficient representation of Māori, Pacific peoples and disabled people; ○ sufficient experience in, or engagement with, the vocational education and training system; ○ enough members with skills in te ao Māori, including te reo Māori and mātauranga Māori, to ensure that the Council is able to give proper consideration to Māori perspectives in undertaking its duties and functions; ○ a deep understanding and commitment to the principles of Te Tiriti o Waitangi; and 		<p>provide collective representation of employees and who:</p> <ul style="list-style-type: none"> ○ has the support of a body recognised as representing employees in one or more of the specified industries, or ○ can otherwise demonstrate that their appointment represents employees collectively in one or more of the specified industries.

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
			appointment represents employees collectively in one or more of the specified industries.	<ul style="list-style-type: none"> o experience in financial analysis and management. 		

Appendix C

Section	Construction and Infrastructure WDC	Creative, Cultural, Recreation and Technology WDC	Health, Community and Social Services WDC	Manufacturing, Engineering and Logistics WDC	Primary Industries WDC	Service Industries WDC
Appointment of the first Council	<ul style="list-style-type: none"> Members of the first Council may be appointed for a period of between 2 and 4 years. 	<ul style="list-style-type: none"> Half the members of the Council must be appointed for a term of 18 months and the other members for a term of 3 years. 	<ul style="list-style-type: none"> Members may be appointed for a period of between 1 and 3 years. 	<ul style="list-style-type: none"> The first members of the Council may be appointed for a term of between 1 year and 4 years. 	<ul style="list-style-type: none"> The first members of the Council may be appointed for a term between 6 and 18 months. 	<ul style="list-style-type: none"> The chairperson will be appointed for 2 years. Each other member will be appointed for an initial term of either 1 year, 2 years or 3 years to establish a basis for stable succession.