



Te Kawa Mataaho

Public Service Commission

14 October 2025

9(2)(a) privacy

9(2)(a) privacy

Official Information Request

Our Ref: OIA 2025-0091

I refer to your Official Information Act 1982 (OIA) request received on 16 September 2025 where you have asked:

“1. Can the Commission please provide:

- a. a copy of all communications with Nick Pole or Jeremy France in any way relating to the organisational restructure at ERO in 2024, (documents created between January 2023 and the current day) including a copy of the restructure consultation document (10 May 2024) and all emails (internal to the PSC and external) and documents/notes/content about the purpose/strategy and outcome of the restructure?*
- b. a copy of each of the 2017, 2021 and 2025 Position Descriptions for the ERO Chief Executive? and*
- c. a copy of any general guidance provided to Departmental Chief Executives since 2017 about how to manage conflicts of interest during an organisational restructure.*

2. Has the Commission used the services of ComplyWith Ltd for the purposes of Risk Management/Legal Compliance Surveys etc in the last 4-5 years? If so, does it plan to continue to use ComplyWith in 2025?

3. Given the outcome of Te Taunaki, Public Service Census March 2025, what measures have been taken by the Public Service Commission to improve the ethical culture within ERO, and to ensure improved Health, Safety and Wellbeing support for staff?

This is a request under the OIA. To the extent that there are documents containing reference to me or my position as Senior Advisor, Strategy and Performance (and new positions created in the Corporate Team since July 2021) this is also a request under the Privacy Act.”

Information being released – Part 1a

Please find enclosed the following documents:

| Item | Date | Document Description | Decision |
|------|--------------|--|------------------|
| 1 | 12 June 2024 | EMAILS – Between Josh Blackmore, Assistant Commissioner (PSC) and Kaden Wilson, Chief of Staff (ERO). | Released in part |

I have decided to release the document listed above, subject to information being withheld under section 9(2)(a) of the Official Information Act 1982 (OIA) to protect the privacy of natural persons, including deceased people. In addition, some information has been deleted where it is not within the scope of your request.

In making my decision, I have considered the public interest considerations in section 9(1) of the OIA.

Information publicly available – Part 1b

The following information is also covered by your request and is publicly available on the Te Kawa Mataaho Public Service Commission (the Commission) website at the link provided for in the table below.

| Item | Date | Document Description | Website Address |
|------|------|--|---|
| 2 | 2025 | POSITION DESCRIPTION – Education Review Office (ERO) Chief Executive (CE) | https://www.publicservice.govt.nz/news/vacancy-chief-review-officer-and-chief-executive-education-review-office |
| 3 | 2021 | POSITION DESCRIPTION – ERO CE | Reappointment-Chief-Review-Officer-and-Chief-Executive-Education-Review-Office.pdf |
| 4 | 2017 | POSITION DESCRIPTION – ERO CE | Appointment-of-the-Chief-Executive-and-Chief-Review-Officer-Education-Review-Office.pdf |

Accordingly, I have refused your request for the documents listed in the above table under section 18(d) of the OIA on the grounds the information requested is or will soon be publicly available.

Information does not exist – Parts 1c, 2 and 3

The Commission has not:

- issued any specific guidance to *Departmental Chief Executives since 2017 about how to manage conflicts of interest during an organisational restructure.*
- used the services of *ComplyWith Ltd for the purposes of Risk Management/Legal Compliance Surveys etc in the last 4-5 years.*
- taken measures to *improve the ethical culture within ERO, and to ensure improved Health, Safety and Wellbeing support for staff.*

I am therefore refusing these parts of your request under section 18(e) of the OIA on the grounds the information does not exist.

If you wish to discuss this decision with us, please feel free to contact Enquiries@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) and enclosed documents on the Commission's website.

Yours sincerely



Nicky Dirks
Manager – Ministerial and Executive Services
Te Kawa Mataaho Public Service Commission

From: Kaden Wilson <Kaden.Wilson@ero.govt.nz>
Sent: Wednesday, June 12, 2024 1:56 PM
To: Joshua Blackmore <Joshua.Blackmore@publicservice.govt.nz>
Subject: ERO Final Decision Document

This email was sent from someone outside of Te Kawa Mataaho. Please take extra care.

Hi Josh,

Not sure this has found its way to you but passing on as an FYI.

Cheers,
Kaden

Kaden Wilson ([he/him](#)) *Ngāti Rangitihi, Te Arawa*
Chief of Staff **Education Review Office | Te Tari Arotake Mātauranga**
National Office | Tari Matua P 9(2)(a) privacy 1 | M 9(2)(a) privacy
Legal House Level 1, 101 Lambton Quay, Wellington 6011, New Zealand
www.ero.govt.nz
Ko te Tamaiti te Pūtake o te Kaupapa
The child - the heart of the matter

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Final decision: Education Review Office savings programme

Questions and Answers (Q&As)

11 June 2024

Changes in roles

1. What processes will be implemented regarding role changes and remuneration?

Changes may include reconfirmation to a role with a minor change to their current position or clarification of roles available for re-assignment and the process for recruitment and selection.

Individuals whose roles change or are reassigned as a result of the change process will be notified individually of the impact in line with their terms of employment.

2. My reporting line will change. What do I do next?

Your new DCE and/or manager will reach out to you as they work through the finer details of implementing these changes. You will receive a letter confirming any reporting line changes and the effective date of the change.

3. Can I apply for the new roles that have been created?

All vacancies that we are going to fill will be advertised internally on our careers site (Te Tūī).

4. What is happening with the Helpdesk roles?

We will trial the outsourcing of this function within the next three months. The impact of this trial will inform helpdesk arrangements going forward. These roles do not form part of this process and will be reviewed once the results of the trial are known.

5. Will the Project Management Office (PMO) move to Systems and Implementation?

This team will remain in Corporate Services until the completion of their fixed terms.

6. What happens with fixed term and contract roles?

Each case will have a different agreement in place. For example, some fixed term employees are currently occupying permanent, established positions. Fixed term agreements generally have a reason for determining the end of the employment and ERO will act accordingly.

7. What will happen to employees who are on secondment?

Where secondment roles are confirmed to be disestablished, that person would return to their substantive role. Some employees seconded to roles may be confirmed permanently to those roles. Individuals will receive a letter detailing their situation.

Implementation

8. When will the changes take effect?

From 4 July 2024. The scope and timing of implementing the changes may vary from group to group.

9. Will a change programme be implemented, possibly using expert professionals?

The change programme will be implemented with current resources and led by DCEs and managers.

One of the core reasons for change is in response to the Government's directive to find savings. It would be fiscally unwise to employ contractors or expert professionals to manage the change programme.

10. Does ERO's recruitment and appointment policy apply to the organisational change?

The recruitment and appointment processes for an organisational change are driven by the provisions of your employment agreement.

- If you are on the CEA Section 9 of that agreement applies.
- If you are on an IEA the provisions of your employment agreement will apply.
- In addition, ERO is bounded by the provisions of the Public Service Act.

Should you have a question about how this may impact you, please refer to your employment agreement in the first place, and if still uncertain contact HR.

Organisational Structure

11. Could the CRO go further and reduce ERO to three distinct, aligned groups – Evaluation & Improvement (or Learner Outcomes), Relationships & Advisory Services, and People & Performance Services?

A range of alternatives were considered during the development of the proposal. It was ultimately decided that there were significant existing strengths in the structure of ERO which the changes will leverage and enhance.

12. Could there have been more leadership cuts and ERO's governance structures simplified?

Leadership structures were carefully considered in the final decision. ERO has a relatively small leadership team relative to many government organisations. It was agreed that in order to ensure progress towards ERO's strategic direction, the existing governance structures which fit within existing operational roles were best placed to lead significant programmes of work. Membership of the governance groups will be revisited as a result of this change.

13. Could there be a an overall advisor function (including communications, secondary policy advice, project management, governance, and Ministerials) and special projects group that is a hub of support for the business?

As a small agency it can be difficult to separate service delivery and advisory functions. It is expected that advisory functions across the different business groups in the finalised structure continue to collaborate and support the business cohesively.

Proposal considerations

14. Did the consultation feedback have any real impact?

Yes. The CE received a wide and diverse range of perspectives and insights from all parts of ERO. The feedback added significant value to the design of the final structures with several changes made to the initial proposed structures.

15. What other options were considered?

There were a range of options considered from minimal change to meet the savings targets to more significant changes. It was decided that a balanced approach where disruption was minimised whilst empowering ERO to best respond to future needs.

16. Who was involved in developing the proposed options?

The CE, with support from the DCE Sector Lead, the office of the CE and Corporate Services who provided specialist advice.

17. How were the most affected groups consulted?

All staff received the same opportunity to provide feedback on the proposal either individually, in groups or via the PSA. The CE also met with several groups following the release of the proposal document.

18. Were external groups engaged in the change process?

An employment lawyer was engaged to review the proposal document to advise on legal process.

19. Can you clarify the roles and organisation chart across different areas?

The organisational structure chart is available on Te Tūi as part of the decision process. Further clarification on the roles is available in the position descriptions.

Impact on different areas in ERO

20. The impact on these changes seem to affect frontline staff more than back-office and management.

As a small agency, ERO's management and back-office (Corporate functions) are in line with, or even below resourcing levels for comparably sized government agencies. In ERO's case, elements of our back-office function serve two government departments (ERO and the ICM).

Our back-office functions are vital for a well-functioning organisation and support overall productivity. Our assessment is that the final decisions taken achieve an appropriate balance to ensure efficient resourcing for each of our Business Groups to deliver on their key functions. These functions contribute to efficiency and keeping our costs low.

Many of our back-office functions tend to go under the radar. They include record keeping, data security, along with essential tasks like finance, HR, legal obligations and advice, managing our accommodation and support for our information and technology systems. In other words, the technical backbone for our frontline work. There are also significant overheads for a government department which are often unseen, including the management of Official Information obligations, serving the Ministers office and parliament, oversight of our governance obligations under the Public Service Act and Public Finance Act and meeting our integrity obligations.

21. How will ERO support Charter Schools and will we have sufficient resources to do in-depth reviews of 50 new schools?

While details regarding ERO's role in Charter schools is still to be considered by Ministers, the Associate Minister has indicated that a new agency will be established to oversee charter schools including oversight of their performance. The 50 schools proposed include 35 converting state schools and 15 new schools over 2025 and 2026.

22. The changes mostly affect institutional reviews with limited impact on national evaluations.

Both functions are crucial to the value proposition. Our goal is to support the Government's education priorities by providing evidence-based data and insights to drive consistent improvement in student achievement. Despite recent changes, staffing levels dedicated to institutional reviews remain six times greater than those allocated to our national evaluation function. Going forward, we anticipate increased demands on ERO's research and evaluation function, leading to a growth in output. Additionally, our national evaluation work is partly supported through third-party revenue or self-funding. Overall, our inquiry into topics affecting learning is essential for creating a more effective, equitable, and responsive education system.

Savings

23. How did we make up the cost savings?

We have taken steps to lower our spend by reducing the use of contractors and consultants, managed recruitment and reduced travel. We have implemented an ECE Governing Organisation methodology and reset ECE reviews to gain further efficiencies. However, these alone did not realise the savings we needed to make. We have now confirmed a reduction of 18 FTE roles, 17 of which are vacant.

24. Why are we making changes?

The request to return 6.5% in savings; an expectation that we will continue to manage our cost pressures over the next few years; and be set up to for the future requires us to do things differently.

25. Why do we have to save money?

The Government is looking to find \$1.5 billion per annum in savings across the public service, to deliver on policy commitments and address critical cost pressures. Along with other Crown Agencies and Entities, ERO is required to contribute to the Government's savings target.

26. What is ERO's savings target?

ERO's savings target is 6.5% of its baseline budget, to take effect from the next financial year (2024/2025) onwards.

Our mahi

27. How will institutional reviews be impacted?

The changes will have no impact on how we currently approach review and evaluation. Teams will be required to work in different ways and collaborate across the organisation.

28. What should staff tell external stakeholders?

ERO's leadership teams will inform key sector stakeholders and peak bodies about any changes that may impact the way they work with ERO. We do not expect to change how we approach reviews and evaluation.

29. Will the changes support ERO's Strategic Intentions and vision for the future?

Yes, and it will set us up to better meet the expectations set by the Minister of Education. Future updates to our Strategic Intentions will consider the Minister of Education's six priorities and the development of a Māori education work programme. More about the Minister's six priorities for Education and Public Service targets for education [on Te Tūi](#).

30. Why are there so many changes to our mahi and in education in general?

Our education system must improve, and our children and young people deserve nothing less. For ERO, change involves our ongoing efforts to adapt to the evolving education landscape, leverage new technologies, and enhance our systems to better support us in our roles. In recent times, we've made significant improvements in how we collaborate with the sector, the value we provide, and in our work processes.

These latest changes build upon this solid foundation. We continue to strive to grow our influence and impact within the education system. This will require us to innovate, learn and grow.

The establishment of the Performance and Implementation Group recognises that the sector is changing rapidly. Consequently, we're intentionally balancing our business-as-usual functions with accommodating new demands placed upon us as an organisation.

Further information

31. Where do I find information about the new structure?

More information is [available on Te Tūī](#).

Final Decision Document:

ERO's Cost Savings and Change Programme

11 June 2024



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1. From the Chief Executive and Chief Review Officer

We are at a pivotal moment in how we contribute to meaningful improvement in lifting educational achievement. As the government's external education agency, we need to adapt and evolve to support the Government and our Ministers' changing expectations of both the public service and the education sector.

The changes we have made over the past seven years have ensured that we are well-prepared to adapt to the current environment and changes required of the public service. To continue to carry out our mahi effectively and support the Government's drive for meaningful improvement in lifting educational achievement, we must take a strategic approach to reorganise while operating within the financial constraints that are required of us.

At the heart of the changes we are making, is establishing a strong platform to guarantee that education provision in New Zealand is truly world class. This includes ensuring that:

- New Zealanders have confidence in our system.
- Our system delivers equality, equity and excellence.
- We embody the spirit of partnership through ensuring that Māori learners succeed as Māori.

We have two key drivers that require us to reorganise and do things differently:

1. Supporting the Government's drive for meaningful improvement in lifting educational achievement and closing the quality gap. The Minister has set six education priorities – clearer curriculum; better approach to literacy and numeracy; smarter assessment and reporting; improved teacher training; stronger learning support; and greater use of data. To support the vision of lifting educational achievement, education's public service targets to be achieved by 2030 are clear:

- **Increased student attendance:** 80% of students are present for more than 90% of the term.
- **More students at expected curriculum levels:** 80% of Year 8 students to be at or above the expected curriculum level for their age in reading, writing and maths by December 2030.

Our system and institutional evaluation and reporting play a fundamental role in achieving these outcomes. ERO has a unique position in the education system as independent evaluators working with institutions on the ground. In doing this we are seeking to be more responsive and agile in the way we advise and report on the education and care of learners in schools, kura, kōhanga reo, puna reo and early childhood services, often in real-time. This involves us working smarter, strengthening the use of tools and data which support us in our roles.

2. The expectation to return 6.5% in savings and carefully managing our cost pressures going forward.

Our single greatest overhead is staffing costs. Realising the reduction in baseline spend and meeting ongoing cost pressures will unfortunately require a reduction in the number of roles that currently exist within ERO. Our ongoing efforts to identify and save costs elsewhere within the organisation have contributed greatly to our savings target and reducing the number of job losses. Nevertheless, the final

decision on which roles to disestablish has not been taken lightly, but it is a necessary step to ensure that we can operate effectively within our reduced budget.

Your feedback

The many forms of feedback we've received added significant value to the design of the final structures. Careful consideration of the feedback resulted in several changes to proposal considerations. Your submissions have highlighted a range of viewpoints, with distinct aspirations and challenges. What was overwhelmingly clear was that you agree with the proposal's key principles in taking us forward. The key shifts we need to make are:

- Meet the government priorities for better outcomes for learners (87%).
- Take advantage of what works (87%).
- Build on the efficiencies we already have (83%).
- Realign similar functions and remove duplication (70%).
- Realise and cash in on our significant system investments (70%).

These principles made sense to you. You also appreciated that the approach would minimise redundancies. The proposal was ambitious, and even though larger than anticipated, presented a future-focused way through challenging contexts.

With these changes, some areas will feel its impact more than others. The focus on retaining talent and maximising the skills we already have within the organisation was a key consideration. You will see that I have prioritised the reconfirmation and reassignment of people where possible.

One ERO

To leverage our diverse expertise and foster a culture of shared responsibility, we need to work as one. When we operate as a cohesive unit, sharing our knowledge and resourcing across business units, we do our best mahi and can achieve our strategic goals more effectively.

Our organisation can harness our collective intelligence and creativity, leading to outcomes that are greater than the sum of individual efforts. This unity will not only propel ERO forward but also contribute significantly to the broader educational reform, creating a ripple effect of positive change throughout the educational system.

The future is a deliberate focus on evidence, data, and evaluation

Our advice and reporting aim to support and inform policy and decision makers to ultimately ensure the right investments and services go to the right child and student at the right time. This means being deliberate about using our data and insights to tell it like it is, making recommendations, knowing how things are going and calling out when things are not going well. To this end, our collective work in the system needs to answer three key questions: What are we doing? Who are we working with? Is it making a difference?

New structure

The changes consider both the immediate need for cost reduction, and to position ERO to support the Government's drive in education for meaningful improvement in educational achievement. Equally important is maintaining and building on our reputation as evaluation lead within the education system.

At the forefront of considering the changes, I wanted to ensure that any potential changes going forward would not impact our ability to deliver on our core statutory mandate. I am confident that this new structure sets us up to meet the challenges and take advantage of the opportunities ahead of us.



The decision is to:

- Establish a **Māori Review and Improvement Services Business Group** maintaining Māori education knowledge and representation at the Executive Leadership level. This will ensure our mahi has maximum impact for Māori learners across the education system, in kura, kōhanga reo, and puna reo.
- Enhance delivery of the **Review and Improvement Services Business Group's core function**—supporting ongoing improvement for high quality education by undertaking institutional reviews in English-medium contexts. The Group will welcome specialised reviewers who work in English-medium settings where the majority of Māori students receive their education.
- Bring together **Te Ihuwaka | Education Evaluation Centre** and **Māori research and evaluation** expertise to enrich the work across ERO for the benefit of system evaluation and advice. This Group will continue to contribute to local and international research in order to build a stronger evidence base in support of decision-makers at all levels of the education system.
- Establish a **Performance and Implementation Business Group** to inform strategic decisions and optimise our performance across all areas of the organisation. This brings together data driven insights and best practises consistently and seamlessly, within one central hub.
- Confirm that **Corporate Services** will continue to provide high-quality advice and services to assist the organisation in delivering on ERO's outcomes as well as supporting the new structure changes. Changes over the last two years have resulted in greater cohesion across the organisation with more efficient systems. These changes have reduced our costs while also increasing corporate support to the organisation. The move to establish the Independent Childrens Monitor as an Independent Crown Entity will mean change into the future.



Adapting to change

The next step is to work through the finer details of how we implement these changes and ensure we work together, across our business units, as teams and as individuals. It needs every one of us to make this work.

How we manage change is as important as the change itself. We need to set the right culture, regardless of the structure we operate under. I know this is an important aspect for you and came through strongly in the feedback. How we manage and adapt to change is up to us. I believe unreservedly that by living our three core values, we will succeed in not only achieving our strategic objectives, but also creating a great place to work.

- **Poutokomanawa:** We are grounded, resilient, purposeful, resolute, and focused.
- **Whakawhanaungatanga:** We build relationships based on care, trust, integrity, inclusiveness, and learner agency.
- **Mahi Tahi:** We work together to achieve a common goal and purpose through collaboration, and collective responsibility.

Our ambition remains: Ko te tautika me te angitu i ngā hua ki ngā ākonga katoa. Equity and excellence in outcomes for all learners.

In times of uncertainty, we have something special and powerful that we all hold dear, keeping us grounded in all that we do. Our whakataukī: Ko te tamaiti te pūtake o te kaupapa. The child — the heart of the matter.



Nicholas Pole
Te Tumu Whakarae mō te Arotake Mātauranga
Chief Executive and Chief Review Officer

2. Decisions on the three proposals

The proposed changes were grouped under three considerations. All ERO staff and the Public Service Association (PSA) have had the opportunity to provide feedback on the proposal. Careful consideration of all the feedback has informed the final structure of ERO going forward. The following sections set out the final changes on each proposal.

New Executive Leadership Team Structure

As a consequence of the final changes made in proposal 1 and 2, the Executive Leadership Team structure will change to include the establishment of two new roles: DCE Māori Review and Improvement Services and DCE Performance and Implementation. The rationale is discussed later in the document.

The Executive Leadership Team sets the strategic intentions and direction of ERO's Business Units to deliver on our commitments.

The Office of the Chief Executive, led by the Chief of Staff is responsible for Ministerial and Governance support.

Executive Leadership Team



Proposal 1 - Bring together Te Tāhū Whare with Review and Improvement Services and Te Ihuwaka | Education Evaluation Centre

What we heard

Feedback showed 57% agreed or were neutral about this proposal. 43% disagreed.

Those in favour of this proposal felt it would provide greater opportunities to improve collaboration and collective expertise. People felt it could provide greater cohesion across review services, an opportunity to share expertise, reduce siloes and provide access to better insights to aid improvement in the future.

Equally, a significant number (43%) were concerned and had reservations that gains made in Māori methodology, tikanga, te reo, and building meaningful relationships would decline or lapse.

Concerns were raised that the scope of one review service group would be too large. Māori staff (including Pou Reo specifically) would need to take on expectations greater than evaluation partners or review officers. Conversely, the majority of Māori students (95%) receive their education in English-medium settings, which is where specialised reviewers may have the most impact to learner outcomes.

The proposed disestablishment of vacant positions in the Early Childhood Services review team raised concerns that it would lead to increased workloads. A mitigating factor is that the efficiencies achieved though the Governing Organisations approach has reduced workload significantly. We have an ongoing commitment to reviewing ECE methodology approaches to find further efficiencies across all review services.

Workload was a key concern in making the decisions throughout this change process. Although we have managed to minimise the number of roles disestablished, it is recognised that further work will need to be done in understanding and monitoring workloads.

Feedback also suggested placing English Medium ECE/Governing Organisation in the 'Systems and Performance' unit to improve balance and increase focus on schooling/kura in new 'RIS'. Ultimately, it was felt Review and Improvement Services would be best supported in a unit dedicated to review services across all English-medium environments for learners.

Decision rationale

Acceptance of the need for specific representation of Māori Immersion Education at the Executive leadership level to ensure we continue to have maximum impact for Māori across the system.

Acknowledgement that the bringing together of Te Pou Mataaho with Te Ihuwaka and Te Pou Reo with the Review and Improvement Services Group will strengthen all four areas and further grow our capacity to improve outcomes for Māori.

We expect to see significant change in both the Māori-medium and English-medium sectors that will need specialisation. Creating two distinct review services working together and within Māori and English-medium contexts will ensure more integrated Māori perspectives across ERO and our ongoing commitment to promoting educational excellence and equity for all learners in schools, kura and early learning services.

The decision is to establish a new role - **DCE Māori Review and Improvement Services** to provide support and leadership in creating an enduring focus on ERO's commitment to lifting Māori outcomes across education. It is important that we continue to develop appropriate and fit for purpose kaupapa Māori methodology and uphold our Te Tiriti obligations by maintaining and strengthening Māori Crown relationships.

DCE Māori Review and Improvement Services will:

- work with ELT to help shape and deliver on the vision and strategic direction of our organisation
- continue to have responsibility for bringing together the cohort of Māori staff (Te Uepū) across the organisation to support and contribute to Māori learner outcomes across the system.

The Pou Reo team will join the Review and Improvement Services Group. These specialised Toki Ao Mārama (reviewers) will ensure a joined up approach to our work in English-medium settings where the majority of Māori students receive their education. The work will extend beyond solely focussing on Rumaki provision to working in a wider school context. Establishing a new directors role within this Group with responsibility for Akonga Māori places a greater influence on Māori learner outcomes through the course of our work in English medium contexts. The group will also see the establishment of a Senior Advisor Role with core responsibilities for supporting Māori outcomes.

The Te Ihuwaka | Education Evaluation Centre and Māori research and evaluation expertise will enrich the work across Te Ihuwaka for the benefit of system evaluation and advice. Our Māori research function will be powered up to partner within the Evaluation and Policy group. The Evaluation and Policy services will be set up to be highly responsive to the requests of the Minister and to mobilise our evidence to impact practice. Te Ihuwaka will also continue to generate additional revenue to support its function.

Decision

- Establish a Māori Review and Improvement Services Group.
- Establish DCE Māori Review and Improvement Services.
- Disestablish DCE Te Tāhū Whare | DCE Evaluation and Review Māori.
- Elevate knowledge and guidance from Te Pou Mataaho in the Evaluation and Policy Group under a newly established Director Rangahau Māori. The Director Rangahau Māori will work closely with Te Uepū-ā-Motu on projects related to kura and kōhungahunga and with the Director Akonga Māori on Rumaki provision as and when these are required. They will equally extend Māori perspectives throughout core research and evaluation projects commissioned of Te Ihuwaka.
- Disestablish a Senior Evaluator role in Te Ihuwaka | Education Evaluation Centre.
- Repurpose the Senior Evaluator role to strengthen the Rangahau Māori unit.
- Move the data function from Te Ihuwaka to the new Performance and Implementation Business Group to support data management and the contribution of intelligence and insights across the organisation.

- Change reporting line and Job title for the Pou Reo National Manager to Director Ākonga Māori in the Review and Improvement Services Group.
- Senior Advisor Te Tāhū Whare (secondment to end).
- Business Support Manager Te Tāhū Whare (fixed term ending).
- Disestablish Te Awe Whirikoka | Manager of Methodology. The responsibilities for methodology will move to Toka ā Nuku.
- Disestablish Review Officer (ECE) – 8 x Positions (currently vacant).
- Disestablish Manager Review and Improvement Services (ECE) 1 x Position (vacant).
- Disestablish Review Officer/Evaluation Partner (Schools) 5 x positions (currently vacant).
- Disestablish Director Systems, Capability and Performance.
- Disestablish National Project and Change Manager.

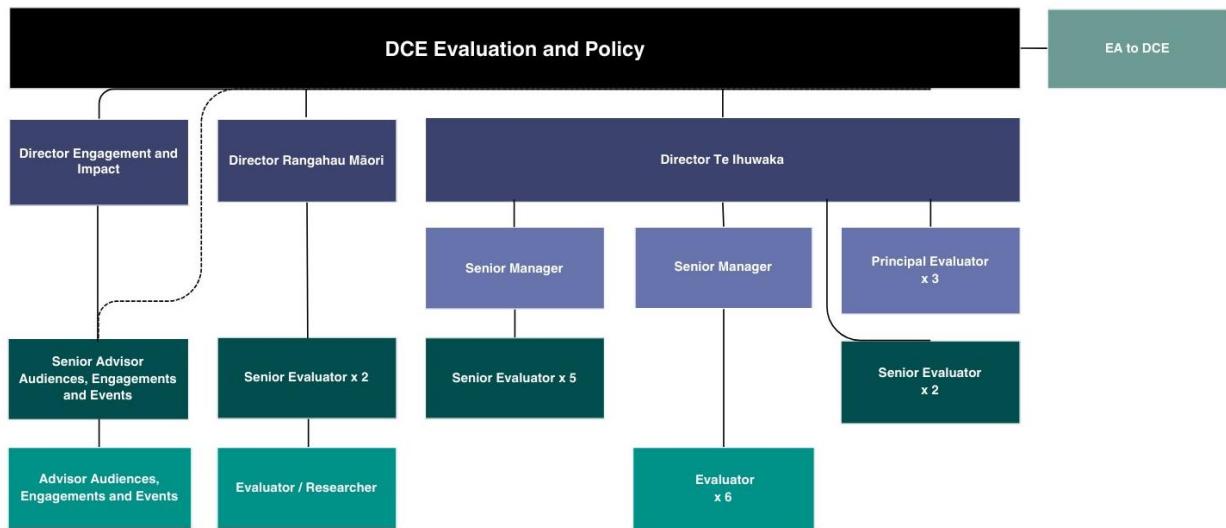
Māori Review and Improvement Services Group



Review and Improvement Services Group



Te Ihuwaka | Education Evaluation Centre



Proposal 2 - Establish a Systems and Performance Business Group

What we heard

Feedback showed 77% agreed or were neutral about this proposal. 23% disagreed.

Those in favour felt this proposal offered a significant opportunity to shift from the current approach within individual business groups to wrapping together system and performance functions for overall organisational effectiveness and efficiency.

Feedback queried its implementation and where the accountability function sits. People wanted more clarity about its purpose as it brings together a range of different functions (including the addition of Methodology and Professional Practice).

An appeal for this group to have a specific focus on implementation planning and performance monitoring was incorporated into the final decision. This business Group will be renamed and re-focussed as Performance and Implementation.

The team proposed to be led by the Director Planning, Performance and Reporting was seen in feedback received as not reflecting the deep understanding of how ERO operates and will need to use this knowledge to make sense of the data and information to support business improvement. The roles in this team therefore have been adjusted in the final decision to reflect a greater focus on systems implementation, performance and business improvement.

A proposal to move Methodology and Professional Practice to Review Services to ensure they work closely together was put forward. However, as Methodology and Professional Practice are seen as important drivers for organisational performance, this team can provide valuable insights into the work of systems and performance. Maintaining separation of these functions also provides independent quality assurance for our review work.

A request to retain the Manager Leadership and Professional Practice role within the Methodology and Professional Practice team was put forward as it offered valuable influence on methodology work. However, it was felt that the expertise will not be lost by transferring oversight of organisational development functions to Human Resources and will greatly assist in forming closer working relationships and cohesion between the groups.

The proposal to join Methodology and Professional Practice Māori with the Methodology and Professional Practice unit will not be pursued. The final decision includes the retention of responsibility for Māori methodology in the Māori Review and Improvement Services Group as a core function of the Toka ā Nuku.

Decision rationale

The establishment of a Performance and Implementation Group represents a strategic decision to enhance and strengthen our capabilities in data management, performance measurement and systems implementation. This function is increasingly and critically important given the pace of change we are facing, our increasing reliance on systems and data and government's interest in understanding ERO's overall outputs and impacts on the system.

This group is tasked with shining a light on performance within the increasingly complex public service landscape and providing independent advice to the Executive Leadership Team. The creation of the Deputy Chief Executive Performance and Implementation is a pivotal step in ensuring that all ELT members are aligned with ERO's strategic objectives and organisational goals.

The Group will be a catalyst for system improvements, enabling ERO to allocate resources more effectively towards activities that add value and support improved outcomes for learners. By focusing on implementation planning and performance monitoring, the Group will foster unity across the organisation, resonating with ERO's core values of Whakawhanaungatanga and Mahi Tahi.

Consolidating data analysis, insights, methodology development, professional practice and system implementation processes into a central hub will yield significant benefits for the organisation. Leveraging expertise in methodology and professional practice will drive organisational performance, support the development of tools and resources and provide independent quality assurance for our work with schools and early learning services. The establishment of this group is a move to reinforce ERO's data, performance and systems implementation capabilities, ensuring cohesive operations throughout the organisation and strong leadership at DCE level to realise the organisations vision and strategic direction.

Responsibilities will include:

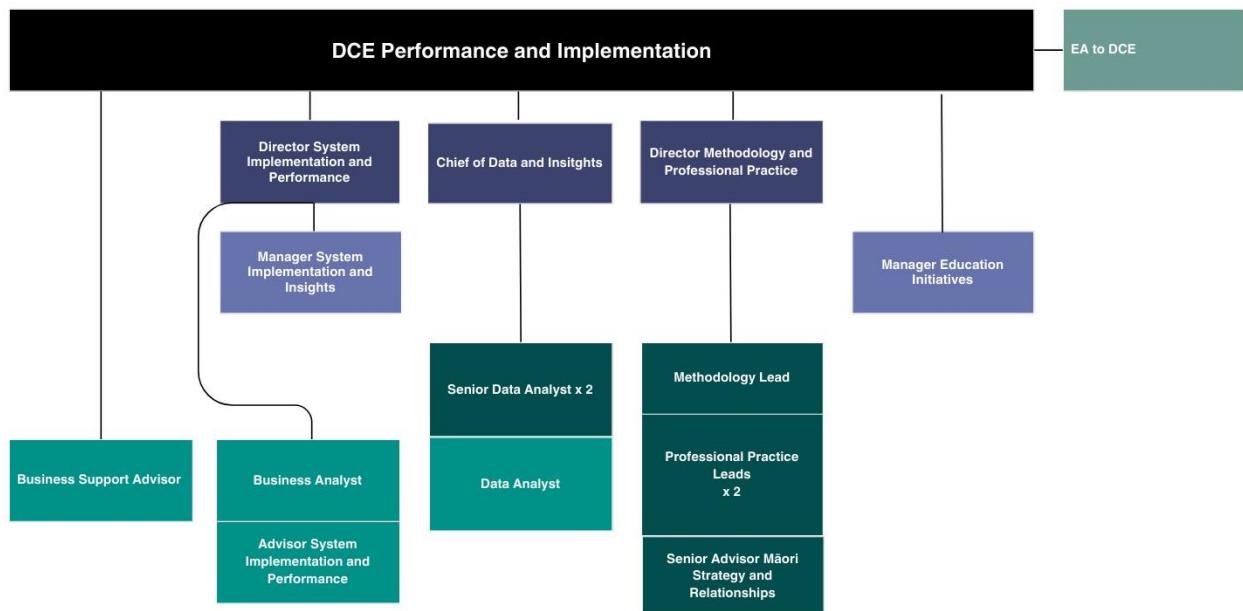
- Being an important driver of systems and improvements to enable ERO to provide greater resource to value-added activities and focus on supporting better learner outcomes.
- Ensuring a specific focus on implementation planning and performance monitoring.
- Encourage greater cohesion across units as is explicit in two of ERO's core values – Whakawhanaungatanga and Mahi Tahi.

Decision

- Establish a Performance and Implementation Business Group.
- Establish a Deputy Chief Executive Performance and Implementation.
- The Data function from Te Ihuwaka | Education Evaluation Centre moves to the Implementation and Performance Business Group to provide intelligence and insights across the organisation.
- Disestablish Manager Leadership and Professional Practice in Methodology and Professional Practice.
- Change the reporting line of the Director Methodology and Professional Practice to report to the DCE Performance and Implementation.

- Refocus the roles in the proposed Planning, Performance and Reporting team to a greater focus on System Implementation and Performance.
- Formalise the role of Senior Advisor Māori Strategy and Relationships.

Performance and Implementation Group



Proposal 3 – Changes to Corporate Services

What we heard

Feedback showed 88% agreed or were neutral about this proposal. 12% disagreed.

Much of the engagement on Corporate Services sought further understanding of proposals. There was an appreciation for the backbone role that Corporate Services brings to the organisation, and the opportunity to strengthen this.

Some feedback expressed reservations about using external helpdesk support, how specific roles relate to different group functions, and how changes overall may impact ERO's business units. Helpdesk roles do not form part of the changes at this time. We will trial the outsourcing of this function within the next three months before revisiting and reviewing our current function.

The decision was made to retain the Information Assistant role within the Information Services Unit.

The move to establish the Independent Childrens Monitor as an Independent Crown Entity will mean change into the future.

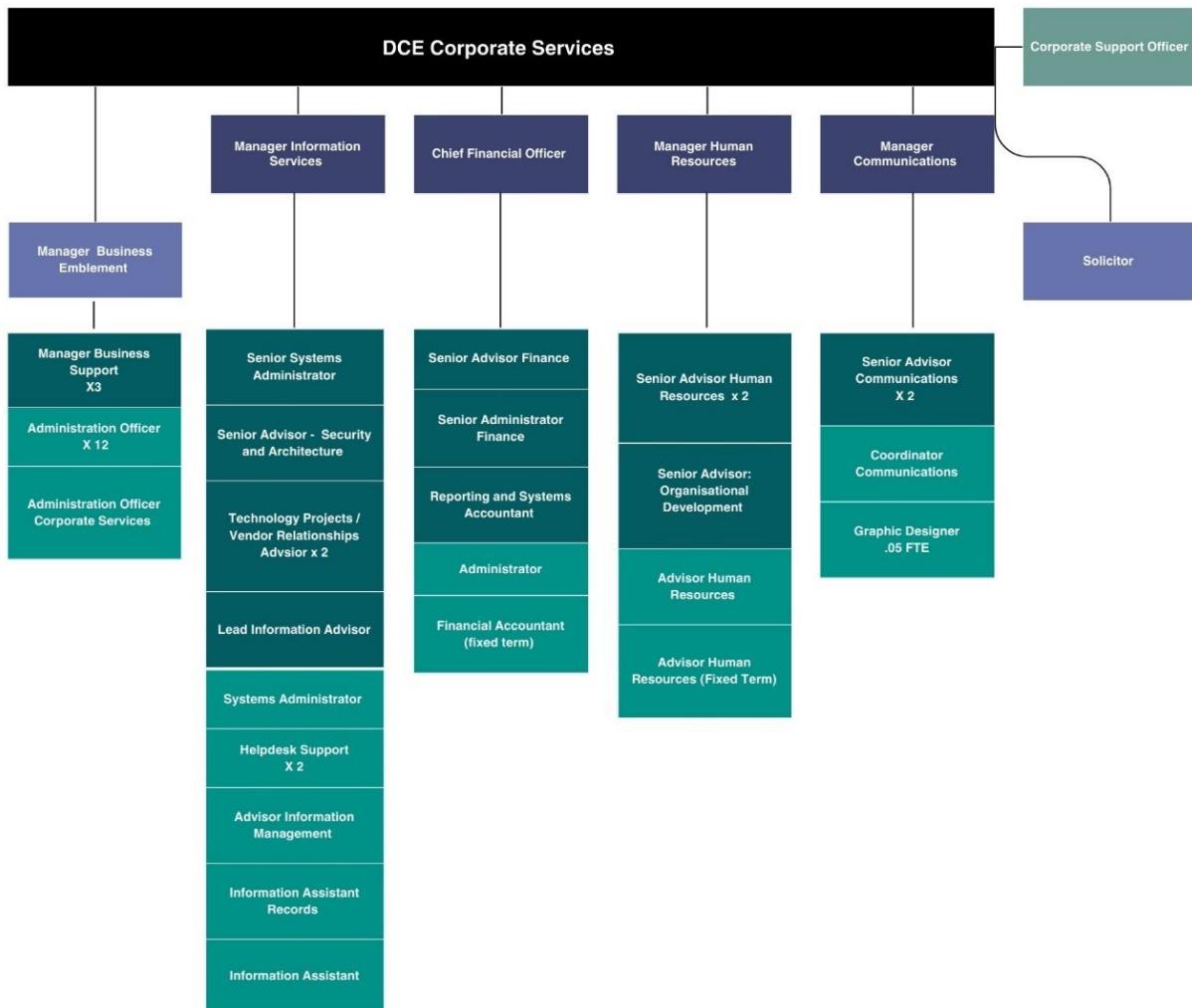
Decision rationale

We looked hard across our back office/corporate services and identified efficiencies where possible. This area will continue to be monitored, for example the upcoming trial of outsourced helpdesk services as signalled in the proposal.

Decision

- The Information Assistant role remains in the Information Services Unit.
- Project Management Office (fixed term roles) remain in Corporate Services until its completion.
- Disestablish Senior Advisor Strategy and Performance.
- Disestablish Administration Officer x 2 (currently vacant).
- Move 2 x Administration Officer roles from Te Tāhū Whare into the Business Enablement team.

Corporate Services Group



3. Overall reading on feedback

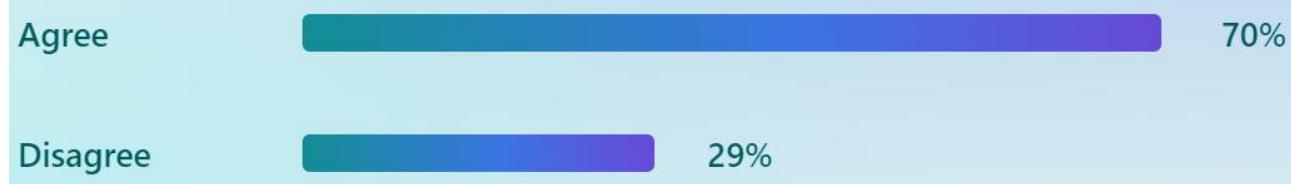
Feedback was received through the following channels:

1. Anonymously via responses to the online survey.
2. In writing to the Human Resources mailbox and directly to Anne Sanders, HR Manager.
3. Collectively via the following submissions received from the Public Service Association:
 - a) PSA ERO Members collective submission
 - b) PSA Submission from Māori members
 - c) Member written submission
 - d) Fono Pasifika Feedback
 - e) Member submission (delivered in person).

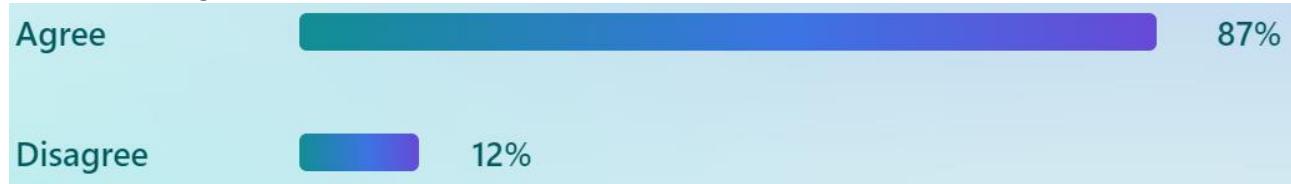
Feedback supported the overall intent of the changes suggested. Responses to the first section of the feedback survey demonstrated considerable support for the need to challenge the current structures at ERO in order to prepare for the future.

“Do you agree / disagree with the following shifts to ensure we are as prepared for the future as possible, whilst also operating within a reduced budget?”

1. Realign similar functions to remove duplication of activities.



2. Take advantage of what works.



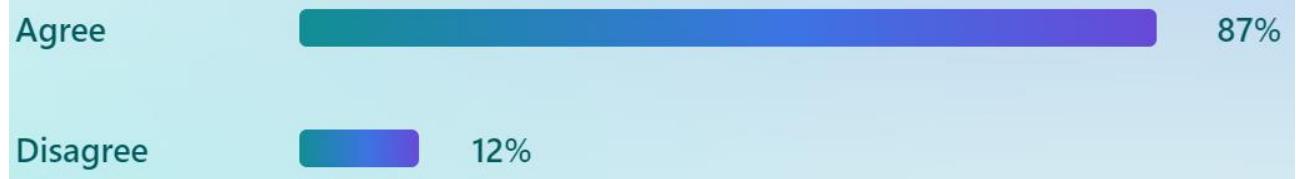
3. Build on the efficiencies we have already made.



4. Realise and 'cash in on' the significant investment in systems to maximise efficiencies by placing our efforts through data and insights decision-making.



5. Meet government priorities for better outcomes for learners.



Feedback sought further clarity about aspects of the functions, activities and descriptions of the teams, and raised suggestions and issues for consideration as part of implementation. There were suggested alternative role names and some clarification of activities. These were considered and renamed/re-shaped where appropriate.

Significant feedback thought the principles made sense and appreciated minimal redundancies. It was felt by many that this was an ambitious proposal that though larger than anticipated, presented a future-focused way through challenging contexts. There was a sense that though many details need to be worked through, if this could be executed there is potential for a new way of working.

Feedback did note that the change was greater than expected, with some feeling significantly more disrupted or impacted than others. Across feedback there was a consistent desire for greater clarity, certainty, and transparency for staff to create fairness. A great desire was reflected to ensure ERO sets the right culture, regardless of what structure is used going forward.

Major themes included:

- Māori staff feeling the shift to one review services unit to be moving into Te Ao Pākeha. This would limit attracting or retaining Māori staff; and limit delivery for tamariki in Māori education going forward.
- The reduction in ECE Review Officer roles would lead to increased workloads. The ECE team felt it was disproportionately impacted by the proposed disestablishment of vacant positions.
- Providing clarity on how the Systems and Performance Business Unit would work with and interact with other business groups.

4. Implementation Plan

Change Process Guidelines

Reconfirmation

Reconfirmation will occur where a position in the new structure is the same or substantially the same to an employee's current position. Reconfirmation will apply where there are minor changes to a position that do not amount to a substantive change to the role, including changed reporting lines, position titles and/or minor changes in duties.

Reassignment

Staff whose positions have been identified as disestablished will be considered for reassignment to a position that is reasonably similar to their existing position. Eligible staff may be asked to nominate preferences for reassignment. Affected staff members may also be offered reassignment to a suitable position that they did not nominate.

Any staff member who is offered and accepts an alternative position will not be entitled to redundancy compensation, subject to the terms of their employment agreement.

The CE and a member of the Human Resources team will consider employees for reassignment to new positions having regard to the type of competency and capability required for the new structure.

Employees will be assessed against the attributes and competencies required for the new position, and consideration given to potential to be retrained.

The CE will determine on a case-by-case basis whether or not it is necessary to interview all or any employees for positions in order to reach a decision regarding reassignment.

Contestable processes

After the reassignment process is complete, the CE will be responsible for considering how and when to fill any unfilled roles. Where a new position is not filled by reconfirmation or reassignment, it may be advertised and filled by a contestable selection process. All existing staff will be eligible to apply and preference will be given to affected employees (i.e. those staff not placed after reconfirmation and reassignment).

Redeployment

If a staff member is not reconfirmed or reassigned, the Human Resources will work one on one to support the affected staff member and to uphold the employer requirements set out in their employment agreement.

Redundancy

Staff whose positions are disestablished and are not successful in securing a new role through reassignment or application and selection, will be offered redundancy compensation subject to the provisions of their employment agreement.

Fixed term staff

Some fixed term staff occupy permanent positions that are impacted by the change process. If you are on a fixed term agreement and your position is affected, this will be discussed with you directly in accordance with your fixed term agreement.

Secondments

People in seconded roles confirmed to be disestablished or no longer available will return to substantive roles.

Timeline for Implementation

We intend to transition to the new structure from 4 July 2024.

The change programme will be implemented with current resources and led by DCEs and managers. They will have a responsibility to develop and demonstrate a positive culture, helping groups form new ways of working together and collaborating.

One of the core reasons for enacting this change was in response to the Government's directive to find savings. It would be fiscally unwise to employ contractors or expert professionals to support this change programme.

Communication Strategy

Regular updates will be communicated through multiple channels such as the CRO's Update, Directors Pānui, emails, intranet postings, team and individual meetings to ensure all staff stay informed and engaged throughout the process. Up-to-date information will be [available on Te Tūi](#) throughout the process.

Next Steps

DCEs and managers will work through the finer details of how we implement these changes. Teams will have an opportunity to shape their way of working, building on our commitment to be a high-performance organisation, focused on what works.

Appendices

Summary of Position Changes

Office of the Chief Executive

| Position | Confirmed Change |
|---|---|
| Disestablished Roles | |
| Deputy Chief Executive Evaluation and Review Māori | <ul style="list-style-type: none"> Confirm Disestablishment of DCE Te Tāhū Whare DCE Evaluation and Review Māori. |
| New Roles | |
| Deputy Chief Executive Performance and Implementation | <ul style="list-style-type: none"> Confirm the establishment of a Deputy Chief Executive Performance and Implementation. |
| Deputy Chief Executive Māori Review and Improvement Services | <ul style="list-style-type: none"> Confirm the establishment of a Deputy Chief Executive Māori Review and Improvement Services. |
| Principal Advisor Governance and Accountability | <ul style="list-style-type: none"> Confirm the establishment of a permanent Principal Advisor Governance and Accountability. |
| Advisor Governance and Accountability | <ul style="list-style-type: none"> Confirm the establishment of a permanent Advisor Governance and Accountability (currently filled by a fixed term employee). |

Te Ihuwaka | Education Evaluation Centre

| Position | Confirmed Change |
|-----------------------------|--|
| Disestablished Roles | |
| Senior Evaluator | <ul style="list-style-type: none"> Confirm disestablishment of Senior Evaluator (Vacant). |
| Amended Roles | |

| | |
|--|--|
| Director Rangahau Māori | <ul style="list-style-type: none"> Confirm Manager Pou Mataaho title change to Director Rangahau Māori and report to the DCE Evaluation and Policy. |
| Evaluator / Researcher | <ul style="list-style-type: none"> Confirm Matāuranga Māori Analyst title change to Evaluator / Researcher and report to Director Rangahau Māori. |
| Senior Evaluator | <ul style="list-style-type: none"> Confirm Senior Evaluator x 2 report to the Director Rangahau Māori. |
| Director Insights and Impact | <ul style="list-style-type: none"> Confirm title change to Director Engagement and Impact. |
| Senior Advisor Audiences, Engagements and Events | <ul style="list-style-type: none"> Confirm report to the Director Engagement and Impact. |

Review and Improvement Services Group

| Position | Confirmed Change |
|---|---|
| Disestablished Roles | |
| Manager Review and Improvement Services Early Learning (x1) | <ul style="list-style-type: none"> Confirm disestablishment of 1 x MRIS ECE (Vacant). |
| Review Officer Early Learning | <ul style="list-style-type: none"> Confirm disestablishment of Review Officer ECE x 8 (Vacant). |
| Review Officer / Evaluation Partner Schools | <ul style="list-style-type: none"> Confirm disestablishment of Review Officer / Evaluation Partner roles x 5 (Vacant). |
| Director Systems, Capability and Performance | <ul style="list-style-type: none"> Confirm disestablishment of Director Systems, Capability and Performance. |
| Manager National Projects | <ul style="list-style-type: none"> Confirm disestablishment of Manager National Projects.. |
| Amended Roles | |
| Director Pou Reo | <ul style="list-style-type: none"> Confirm title change of Manager Pou Reo to Director Ākonga Māori and report to DCE Review and Improvement Services. |

| | |
|--|---|
| Toki Ao Mārama Te Reo Maori Lead Advisors | <ul style="list-style-type: none"> • Confirm reporting line change for Toki Ao Mārama Te Reo Maori Lead Advisors (x5) to report to Director Ākonga Māori in Review and Improvement Services. |
|--|---|

Performance and Implementation Group

| Position | Confirmed Change |
|---|---|
| Disestablished Roles | |
| Manager Leadership and Professional Practice | <ul style="list-style-type: none"> • Confirm disestablishment of the Manager Leadership and Professional Practice. |
| New Roles | |
| DCE Performance and Implementation | <ul style="list-style-type: none"> • Confirm establishment of a Deputy Chief Executive Performance and Implementation. |
| Director System Implementation and Performance | <ul style="list-style-type: none"> • Confirm establishment of a Director System Implementation and Performance. |
| Manager System Implementation and Insights | <ul style="list-style-type: none"> • Confirm establishment of a Manager System Implementation and Insights. |
| Manager Education Initiatives | <ul style="list-style-type: none"> • Confirm establishment of a Manager Education Initiatives. |
| EA to DCE Performance and Implementation | <ul style="list-style-type: none"> • Confirm establishment of an Executive Assistant to DCE Performance and Implementation. |
| Advisor System Implementation and Performance | <ul style="list-style-type: none"> • Confirm establishment of an Advisor System Implementation and Performance. |
| Amended Roles | |
| Business Support Advisor | <ul style="list-style-type: none"> • Confirm reporting line change for Business Support Advisor to DCE Performance and Implementation. |
| Director Methodology and | <ul style="list-style-type: none"> • Confirm reporting line change for Director Methodology and Professional Practice to report to DCE Performance and Implementation. |

| Professional Practice | |
|--|--|
| Methodology Lead | <ul style="list-style-type: none"> Confirm title change for Manager Methodology to Methodology Lead and move into Performance and Implementation Group. |
| Senior Advisor Māori Strategy and Relationships | <ul style="list-style-type: none"> Confirm title change from Te Pae Arahi Manager Strategy & Implementation to Senior Advisor Māori Strategy and Relationships. |
| Chief of Data and Insights | <ul style="list-style-type: none"> Confirm title change for Head of Data and Insights / Chief Researcher to Chief of Data and Insights and report to DCE Performance and Implementation. |
| Senior Data Analyst | <ul style="list-style-type: none"> Confirm title change from Senior Researcher to Senior Data Analyst and reporting line change to Chief of Data and Insights. |
| Data Analyst | <ul style="list-style-type: none"> Confirm reporting line change for Data Analyst to Chief of Data and Insights in the Performance and Implementation Business Group. |

Māori Review and Improvement Services Group

| Position | Confirmed Change |
|--|--|
| Disestablished Roles / Roles Ending | |
| Te Awe Whirikoka Manager of Methodology | <ul style="list-style-type: none"> Confirm Disestablishment of Te Awe Whirikoka Manager of Methodology. |
| Business Support Manager Te Tāhū Whare (Fixed Term) | <ul style="list-style-type: none"> Confirm Disestablishment of Business Support Manager following completion of the current fixed term. |
| Senior Advisor Te Tāhū Whare (Secondment) | <ul style="list-style-type: none"> Confirm this secondment will end early on 3 July 2024. |
| Amended Roles | |
| Māori Professional Practice Lead | <ul style="list-style-type: none"> Confirm title change from Professional Practice Leader to Māori Professional Practice Lead and report to DCE Māori Review and Improvement Services. |
| EA to DCE Māori Te Tāhū Whare | <ul style="list-style-type: none"> Confirm reporting line and title change to Executive Assistant to DCE Māori Review and Improvement Services. |

| | |
|---------------------------------------|---|
| Aho Tāngaengae | <ul style="list-style-type: none"> Confirm Aho Tāngaengae (Kura) title change and report to DCE Māori Review and Improvement Services. |
| Aho Tāngaengae | <ul style="list-style-type: none"> Confirm Aho Tāngaengae (Kohangahunga) title change and report to DCE Māori Review and Improvement Services. |
| Review Officer Māori | <ul style="list-style-type: none"> Confirm Business Group change for all Review Officer Māori positions to Māori Review and Improvement Services unit. |
| Tokā a Nuku Director Te Uepu a Motu | <ul style="list-style-type: none"> Confirm this role will include responsibility for Māori Review Methodology. |

Corporate Services Group

| Position | Confirmed Change |
|--|---|
| Disestablished Roles | |
| Senior Advisor Strategy and Performance | <ul style="list-style-type: none"> Confirm disestablishment of Senior Advisor Strategy and Performance. |
| New Roles | |
| Senior Advisor Organisational Development | <ul style="list-style-type: none"> Confirm establishment of a Senior Advisor Organisational Development. |
| Systems Administrator | <ul style="list-style-type: none"> Confirm establishment of a Systems Administrator. |
| Technology Projects / Vendor Relationships Advisor | <ul style="list-style-type: none"> Confirm establishment of a Technology Projects / Vendor Relationships Advisor. |
| Amended Roles | |
| Administration Officer | <ul style="list-style-type: none"> Confirm change of reporting line for 2 x Administration Officers from Te Tāhū Whare to Business Support Manager (BE). |
| Administration Officer Corporate Services | <ul style="list-style-type: none"> Confirm change of reporting line for Admin Officer CS to Business Support Manager (BE). |

| | |
|---|--|
| Technology Projects / Vendor Relationships Advisor | <ul style="list-style-type: none">• Confirm change in title for Technology Projects to Technology Projects Advisor to Technology Projects / Vendor Relationships Advisor. |
| Senior Advisor Security / Architecture | <ul style="list-style-type: none">• Confirm Title change from Senior Systems Administrator to Senior Advisor Security / Architecture. |



