



STRENGTHENING OUR UNION FOR THE 21ST CENTURY

Special Report to Annual Meeting 2009

(including rules)

NZEI · TE RIU ROA
NEW ZEALAND EDUCATIONAL INSTITUTE

CONTENTS

SPECIAL REPORT TO ANNUAL MEETING 2009

EXECUTIVE SUMMARY	2
WHAT CHANGES ARE BEING PROPOSED?	2
KEY CHANGE MESSAGES	3
WHERE DO THESE CHANGES STEM FROM?	3
HOW WILL WE MAKE THESE CHANGES?	3
FOUR PROPOSALS FOR CHANGE	3
CHANGE 1: GREATER ACCOUNTABILITY: LINKING ACTIVITY TO FUNDING	<hr/> 4-5 <hr/>
CHANGE 2: HOW WE COME TOGETHER: BIENNIAL NATIONAL AND REGIONAL MEETINGS	<hr/> 6-7 <hr/>
CHANGE 3: HOW WE OPERATE AT LOCAL LEVEL: TRANSFORM DISTRICT COUNCILS INTO AREA COUNCILS	<hr/> 8-9 <hr/>
CHANGE 4: HOW WE GOVERN OURSELVES: THE SIZE AND COMPOSITION OF THE NATIONAL EXECUTIVE	<hr/> 10-12 <hr/>
FURTHER WORK	13
SUMMARY OF CHANGES AND TIMELINE	13
ANNEX 1	13-16

NZEI Te Riu Roa

Special Report to Annual Meeting 2009

Executive Summary

There is a movement for change in our union. It's about ensuring people have the opportunity to participate and become more involved at all levels. It's about making sure we plan and resource our activities and that we're accountable for them.

For the past two years, NZEI's National Executive has consulted widely with members to clarify the purpose and types of change required. This report outlines the changes proposed, summarises the processes and discussions that led us to those changes,¹ and sets out a path forward.

Your Role

As an Annual Meeting representative this year, your task is to make yourself familiar with the information in this report, including the feedback data, and come to Annual Meeting prepared to debate the change proposals. It is also important that you are aware of the principles agreed by Annual Meeting in 2008,² and have thought about how the change proposals will address the issues identified by members in 2007-8 during the initial consultation phase.³

You will be asked to receive the report and then to vote on each change proposal and associated rule changes and finally whether or not to adopt the report.

What changes are being proposed?

1. Greater accountability: linking funding directly to members' activity plans
2. How we come together: changing from an Annual Meeting for the whole of the union, to one every two years, with Regional Meetings in the intervening years
3. How we govern ourselves: changing the size and composition of the National Executive
4. How we operate at local level: changing the focus of District Councils and establishing potentially a greater number of Area Councils

¹ See Annex 1 or page 13 for further details

² "That the National Executive, using the agreed vision and principles, bring to Annual Meeting 2009 a report that promotes structures and processes for the future of the organisation, including relevant rule changes." (Resolution, Annual Meeting 2008)

³ See Annex 1 for further details of the process undertaken during the Organisational Review

Key Change Messages

Members have told us that they want changes to be made to the current structures to help facilitate greater participation and activity. However they acknowledge that the structures themselves won't make the changes we need - it's what we as leaders do within the structures that will make the difference.

Overall, our purpose is to build our power and become the most influential education union in New Zealand.

Where do these changes stem from?

Issue or principle ⁴	Change proposals to address
Clarity of purpose missing	All - but most specifically Change 1, which is designed to create a direct link between national priorities and branch level planning
Active member involvement patchy	Change 2 and 4 – both these changes are about promoting and providing opportunities for more people to be involved
Structures irrelevant & old-fashioned	Change 3 and 4 – Change 3 is about District Councils rethinking the way they have been operating - Change 4 is about changing the role of the National Executive to focus more on governance
NZEI not accessing all the skills and capabilities of members and staff	Change 4 – part of Change 4 is to be clear about what the roles of National Executive members and staff are
Too much power and activity in the centre	All – these changes are about empowering member activity through the structures at the various levels of the organisation, regions, areas and local branches, Aronui Tōmua and Komiti Pasefika.
Giving effect to Te Tiriti o Waitangi	All – the 3 Presidents and the 3 Kaihauutu meet regularly to progress Treaty matters in the organisation. As a result of discussions around the organisational review, there is a strong desire from both sides to use this opportunity to establish the processes for “mahi tahi” (to periodically join together at some levels of the structure to share and discuss the work and how we work in respect of Te Tiriti o Waitangi Rule 1.8.4).
Greater individual and collective accountability	Change 1 – this is about establishing processes and promoting a culture of accountability
Need for organisational re-design based on a “whole of union” approach	All – the “whole of union” approach is already a strong theme in our work and the new structures will continue to reinforce this notion.

⁴ Issues arising from members' feedback to initial Owen Harvey consultation; principles agreed at 2008 Annual Meeting. See Annex 1 for more details.

How will we make these changes?

Annual Meeting will be asked to receive this report, and then to debate and vote on the adoption of the four changes above and associated amendments to the Rules of NZEI.

Annual Meeting representatives will participate in workshops to further shape the details of:

- the process for allocating funds, including the pool of funds not being utilised by branch or Area Council plans
- how biennial Regional Meetings will be developed including timing, length, agenda items and who should attend
- the alternatives for making or amending the rules of NZEI outside of a National Meeting
- how Area Councils will be developed including appropriate size, geographic boundaries etc and the process undertaken to do this
- what the job description and person specification for National Executive members should be.

Four proposals for change

In the following sections we outline the four proposals including:

- The level of support from recent focus groups for each proposal
- The reasons for change
- When and how change will be made
- The specifics of each change (where known)
- What rule changes are required

Our Union

Graphic representing proposed structures



CHANGE 1:

Greater accountability: linking activity to funding

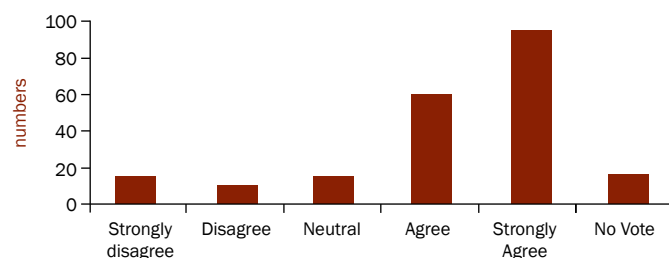
Recommendation

i. That action be taken to implement the following change proposal:

CHANGE 1: Greater accountability: linking activity to funding -

Branches and district councils will be required to furnish a plan in order for funding to be made available.

Level of support for this change⁵



Why change?

This change is designed to address the concern that NZEI's purpose is not clear and to ensure more accountability for members' money. Members have made it very clear that funding should not be accumulated but should be used to increase member participation and activity. This change will support active engagement of members and closely connect member activity at the local level with the goals and priorities of our organisation. Through clear planning it will match funds with activities within a financial year and ensure that these funds are effectively used locally. It will make un-used funding available for activity in other parts of the organisation.

⁵ Levels of support are taken from 2009 focus group feedback and are indicative only, not a representation of all members' views

When and how will we make the change?

- Change the rules at Annual Meeting 2009 to incorporate a requirement for the production of a plan (alongside the current requirement for audited accounts and a report on activity), effective as of 2010
- Create a simple activity plan for Area Councils, branches, Aronui Tōmua and Komiti Pasefika to complete.

What are the specifics of this change?

Funding entitlements currently available to District Councils, branches, Aronui Tōmua and Komiti Pasefika will remain the same (determined by the current per capita formula). Area Councils, branches, Aronui Tōmua, Komiti Pasefika and networks would develop activity plans, which would be signed off by Area Councils in order to activate their annual funding. Funding held beyond a threshold to be set annually by National Executive must be used first. Funding not used will be made available for activity in other parts of the organisation through an "initiatives fund".

As with any planning process there will need to be flexibility to reprioritise as needs change. The shift we need to make is from spending funding, to making a plan of activities and allocating the funding accordingly.

What rule changes are required?

Annual Meeting 2009 will consider rule changes that will, if adopted, facilitate:

- The requirement for a plan alongside audited accounts to activate funding
- The requirement to utilise funding entitlement held beyond the funding threshold first.

What might the process look like?

The steps are:

- National Meeting confirms goals and priorities
- The National Executive signs off each Area Council's plans
- Network plans are determined in consultation with Area Councils
- An activity plan by branches, Aronui Tōmua, Komiti Pasefika is completed, linked to national priorities and goals, and signed off by the Area Council
- The activity plan, and a review of activity (for example, by a branch president's AGM Report to branch/AC) is attached to its audited accounts and sent to National Office (as currently happens)
- Funds are allocated.

CHANGE 1 Rule Changes

3.4.17 Annual Statement of Membership for Branch Share of Subscriptions

That rule 3.4.17.1 be amended by the deletion of “30th September”, and the insertion of “30th August” after the words “....the number of members as at...”

3.5.8 Annual Return of Financial Statements

That the heading: “3.5.8 Annual Return of Financial Statements” be amended to read:

“3.5.8 Annual Return of Financial Statements – Branches and District Councils”

3.5.8 Annual Return of Financial Statements

That rule 3.5.8.1 be amended by the insertion of the words “Branch and” between the words “each” and “District” in 3.5.8.1

3.5.8 Annual Return of Financial Statements

That the current rule 3.5.8.1 (b) be deleted, with a new rule 3.5.8.1(b) inserted to read:

Before 31 January each year, a copy of bank statements showing bank account and/or investment balances as at 31 December the previous year, together with details of any unpaid accounts and/or unrepresented cheques at the same date.

6.7 Financial Grants to Branches and District Councils

That the current rule 6.7.1 be deleted and replaced with a new rule 6.7.1 reading:

The National Secretary shall pay to each branch and district council a share of the subscription collected from each member on that branch’s or district council’s roll at the 30th August in any year. Such payments shall be made annually, or at some shorter interval as may be determined by the National Executive, subject to the following limitations:

- (i) grants to branches and district councils shall not be paid in the current financial year unless audited accounts from the previous year have been received at national office;
- (ii) grants to branches and district councils shall not be paid in the current financial year unless a costed Activity Plan has been approved by the appropriate district council (for branches) or the National Executive (for district councils).
- (iii) grants to branches and district councils shall only be

- (a) paid in the current financial year when either: total net funds held by a branch/district council at the end of the previous financial year, when expressed as a percentage of the forecasted funding entitlement for the current financial year, are equal to or less than the funding threshold percentage determined by the National Executive; or
- (b) total net funds held by a branch/district council during the current financial year become equal to or less than the funding threshold percentage determined by the National Executive.

6.7 Financial Grants to Branches and District Councils

That rule 6.7.3 be amended by the deletion of “30th September” in 6.7.3 (i), and the insertion of “30th August” after the words “....on the branch roll at...”

6.7 Financial Grants to Branches and District Councils

That the following rules be deleted:

- 6.7.4** Branches and district councils should endeavour to utilise their grants in the year that these are provided, however, branches may retain funds for the purpose of specific projects properly accounted for and contingencies provided that the total of such funds does not exceed (1) year’s grant as set out in Sections 6.7.1 to 6.7.3 of these Rules with the exception of reserves held prior to 31 December 1998.
- 6.7.5** That all other funds held by the branch and district council at the end of the year, aside from those provided for under Section 6.7.4 of these Rules be returned to the National Secretary, with the exception of reserves held prior to 31 December 1998.
- 6.7 Financial Grants to Branches and District Councils**
That a new rule 6.7.4 be inserted
Funding Threshold Percentage
In order to maximise the use of available funds, the National Executive shall, no later than 30 days prior to the end of the financial year, set a funding threshold percentage rate for the following financial year.
The funding threshold percentage rate will, at the commencement of each financial year, be compared with total net funds held by each branch/district council at the end of the previous financial year, expressed as a percentage of that branch’s and district council’s funding entitlement amount for the new financial year.

6.7 Financial Grants to Branches and District Councils

That rule 6.7.6(i) be amended by the deletion of “30th September” and its replacement with “30th August”.

6.7 Financial Grants to Branches and District Councils

That the following rules be deleted:

- 6.7.8** District Councils should endeavour to utilise their grants in the year that these are provided, however District Councils may retain funds for the purposes of specific projects properly accounted for and contingencies provided that the total of such funds does not exceed the total one (1) year’s grant as set out in Section 6.7.4 of these Rules with the exception of reserves held prior to 31 December 1997.
- 6.7.9** That all other funds held by the District Council at the end of a year, aside from those provided for under 6.7.6 of these Rules be returned to the National Secretary, with the exception of reserves held prior to 31st December 1997.

Note: The ability of the National Executive to determine the Funding Threshold Percentage Rate is referenced back to Rule 3.2.4.1 (g) : “To administer and control all financial matters of the Institute and.....”

New Interpretations

Total Net Funds	Cash and deposits, less creditors, less unrepresented cheques as at 31 December.
Funding Threshold Percentage Rate	The percentage figure is an expression of funds held at 31 December divided by the funding entitlement for the following financial year. Branches and District Councils holding funds in excess of the determined rate do not receive further funding grants unless their percentage is equal to or less than the rate determined for that year.

CHANGE 2:

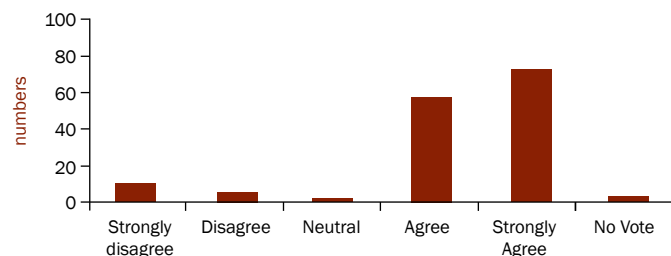
How we come together: Biennial National and Regional Meetings

Recommendation

ii. That action be taken to implement the following change proposal:

CHANGE 2: How we come together: Biennial National and Regional Meetings the disestablishment of Annual Meeting and the establishment of a Biennial National Meeting.

Level of support for this change⁵



Why change?

This change is designed to address concerns about the effectiveness of participation in the current Annual Meeting process, and that too much power and activity is centred nationally. A National Meeting every second year will be more strategic in nature, focussed on the purpose and policies of the whole union. Over the two-year cycle there will be more opportunities for people to participate through new regional meetings. The National Meeting will have a governance focus around our strategic direction; regional meetings will focus more on events and activities required to achieve the goals identified in our strategic plan. Te Kāhui Whetū will move to a biennial cycle which allows more time for taunakitanga to be effectively completed.

This would help us become more goal-driven and focused on national outcomes. It would enable big-picture policy to be developed over more realistic timeframes with

members. Regional Meetings in alternate years would complement the National Meeting by reinforcing the message that our “big picture” only turns into successful strategies and activities when decision-making is closer to local level.

The current Miro Maori rohe process is a model for regional meetings and is working well.

Regional Meetings will:

- align local to Area Council, Area Council to region, and regional to national activity
- increase the number of people actively involved in sharing and owning the work
- provide development opportunities for people to learn to participate effectively at National Meeting
- support and upskill local area activists and link them to other activities.

When and how will we make the change?

Rule changes would establish biennial National Meetings as of 2010 and empower the National Executive to convene these, while the biennial Te Kahui Whetu will be in the same year, convened by Te Reo Areare.

What are the specifics of this change?

The proposal is to increase involvement and focus by changing the way we meet from having an Annual Meeting to having a Biennial National Meeting and Biennial Kāhui Whetū with three Regional Meetings in intervening years.

To make this work we will need to make sure the size of the meetings and nature of the agenda means members attending can genuinely participate and get “air time” on the floor in both processes.

What might the Biennial Regional Meeting look like?

It is suggested that Regional Meetings would be planned by a regional planning committee supported by regional staff, and take place in a term break, as is the case now for Pīpiri Mananui held in Te Waipounamu, Ngā Tātaha ā Māui and Hui a rohe whānui held in Te Ngaio Tū. These meetings would be funded from within the existing budget for Annual Meetings and/or supported by local and regional funding.

Ideally the meetings would be more interactive and allow for more member participation; there would be a strong focus on regional and local strategies and action plans to win our goals; local/regional issues could be aired and discussed; and they would include celebrations of success, plenary sessions, speakers and so on.

What rule changes are required?

Annual Meeting 2009 will consider rule changes that will, if adopted, facilitate:

- The establishment of a National Biennial meeting.
- The empowerment of National Executive as the convener of National Meeting.

Subsequent rule changes would be enacted at National Meeting 2010.

⁵ Levels of support are taken from 2009 focus group feedback and are indicative only, not a representation of all members' views

CHANGE 2 Rule Changes

5 Meetings of the Institute

That Rule 5.1.1 be amended by the addition of the following words before the statement “A meeting of the Institute shall consist....”:

A meeting of the Institute shall be held every two years and throughout these Rules shall be referred to as the Biennial National Meeting.

That all references to the Annual Meeting of the Institute within the Rules be replaced with ‘Biennial National Meeting’

3.2.4 Functions of National Executive

That Rule 3.2.4.1 (a) be amended by the addition of the words ‘and to ensure that the Institute complies with all statutory requirements’ to read:

(a) To act for and on behalf of the Institute when it is not in session by directing the policy of the Institute and to ensure that the Institute complies with all statutory requirements

That Rule 3.2.4.1 (b) be amended by the inclusion of the words ‘venue and maximum attendance’ to read:

(b) To fix, subject to these Rules, the date, venue and maximum attendance of the Biennial National Meeting of the Institute and order of business of the Biennial National Meeting;

That Rule 3.2.4.1 (g) be amended by substituting the word ‘biennially’ for ‘annually’ to read:

(g) To administer and control all financial matters of the Institute and to submit financial statements which shall be audited by a chartered accountant in public practice who shall be biennially elected by the Institute for the purpose;

5.1 Composition of Meeting

That Rule 5.1.1(b) be deleted and be replaced by the following:

(b) Representatives elected by branches in accordance with 3.4.28 of these Rules. Representatives must be registered to be entitled to speak and vote and substitutes may be registered in the event that any representative is unable to continue to represent a branch.

That Rule 5.1.2 be deleted.

Annual Statement of Membership Representation to Annual Meeting

3.4.18 Annual statement of membership for representation to Annual Meeting

That Rule 3.4.18 be amended to read:

3.4.18 Representation to Biennial National Meeting

That Rule 3.4.18.1 be deleted and replaced with:

3.4.18.1 Every branch and district council shall be entitled to send representatives to a Biennial National Meeting. Having regard for the venue, the maximum number of representatives and official observers invited to attend a Biennial National Meeting shall be determined by National Executive.

That the existing Rule 3.4.18.2 be renumbered 3.4.18.3 and a new Rule 3.4.18.2 be substituted as follows:

3.4.18.2 The National Secretary shall notify the secretary of each branch of the number of representatives and official observers each branch shall be entitled to send to a Biennial National Meeting. Each branch representative entitlement shall be determined based on their proportion of the total membership as determined by National Executive. The date at which the branch roll will be calculated for this purpose will be a date to be advised by the National Executive.

3.4.29 Representatives to Special Meetings

That Rule 3.4.29.1 be amended by the insertion of

‘subject to any restrictions imposed by the venue,’ after ‘Institute,’ but before ‘the branch’ in the first sentence to read:

3.4.29.1 In the event of a Special Meeting of the Institute, subject to any restrictions imposed by the venue, the branch shall be entitled to send the same number of representatives as it was entitled to send to the previous Biennial National Meeting of the Institute. The branch shall either confirm its currently elected representatives to the Biennial National Meeting of the Institute as representatives to any Special Meeting of the Institute held between elections of such representatives, or, if an election is required shall determine its representation either by postal ballot or election at a general meeting of the branch in accordance with the procedures set out respectively in Sections 3.4.26 and 3.4.27 of these Rules.

5.2.2 Branch Representatives and Official Observers

That Rule 5.2.2 be amended by inserting the words ‘Subject to any restrictions imposed by the venue’, to read:

Subject to any restrictions imposed by the venue, branches with an entitlement to one representative shall also be entitled to have one official observer at a Biennial National Meeting and the names of such official observers shall be advised to National Office as requested by the National Secretary. No other branch or district council shall have such entitlement.

Biennial National Meeting

That Rule 5.4.2 be deleted.

Election of Biennial National Meeting Representatives

That a new Rule 3.4.28.9 be inserted as follows;

3.4.28.9 Every elected representative to Biennial National Meeting must be a full or student teacher member.

CHANGE 3:

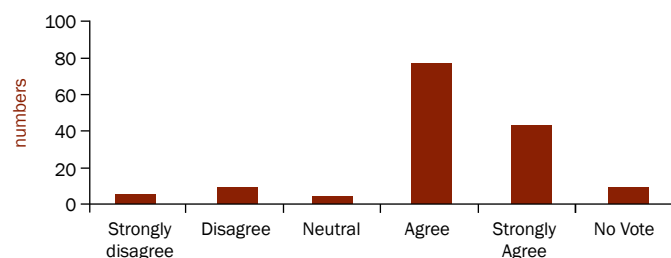
How we operate at local level: transform District Councils into Area Councils

Recommendation

iii. That action be taken to implement the following change proposal:

CHANGE 3: How we operate at local level: transform District Councils into Area Councils by disestablishing District Councils and from 2010 replacing them with Area Councils.

Level of support for this change⁵



Why change?

This change, in conjunction with Change 2, is designed to address concerns about too much power being held nationally and promote greater participation and activity by coordinating and supporting activity at local levels. It will shift the focus of the broader work of the union from national to local and area-based structures. It will better support networks and create more active regional structures within an agreed framework. It will ensure the current District Councils/Area Councils are focussed on activity around the national goals and priorities and clarify the parameters and purposes of funding provided to regional structures. It will provide the opportunity to establish the Miro Māori rohe as Area Councils.

⁵ Levels of support are taken from 2009 focus group feedback and are indicative only, not a representation of all members' views

When and how will we make the change?

From Annual Meeting 2009, current District Councils will become Area Councils and examine their operations. This will involve looking at boundaries, the effectiveness of activities and the engagement of members. An increased number of Area Councils may result if members decide that splitting into smaller units will promote more member activity and participation. The Miro Māori rohe are already in place and will become Area Councils under this change.

What are the specifics of this change?

The purpose of Area Councils is to co-ordinate member activity and engagement to advance the goals of the union. Once formed, Area Councils will provide leadership for the activities and campaigns in their area, sign-off proposals for activities from branches, Aronui Tōmua and Komiti Pasefika and establish and fund area 'networks' that support the planned activities.

What rule changes are required?

Annual Meeting 2009 will consider rule changes that will, if adopted, enable:

- the establishment of Area Councils

Subsequent rule changes would be enacted at National Meeting 2010.

CHANGE 3 Rule Changes

3.5 District Council

That the current Rules 3.5.1 and 3.5.1.1 be deleted and replaced with:

3.5.1 Establishment of Area Councils

3.5.1.1 All district councils in existence prior to the registration of these Rules following Annual Meeting 2009 shall be deemed established Area Councils upon registration of these Rules.

That all references to District Council(s) within the Rules be replaced with 'Area Council(s)'

That a new rule 3.5.1.3 be inserted as follows:

The establishment of an Area Council shall take effect from the date of the next Area Councils funding grants following National Executive approval of such establishment.

That new rules 3.5.1.4 and 3.5.1.5 be inserted as follows:

3.5.1.4 Upon the establishment of a new Area Council any previously established Area Councils whose boundaries are affected by such establishment shall cease to exist but be re-established with new boundaries and funding at the same time.

3.5.1.5 When any Area Council is disestablished, all assets shall be transferred to the National Executive for redistribution.

That a new rule 3.5.1.6 be inserted as follows;

Area Councils established within the provisions of these Rules shall be named in Section B of the First Schedule to these Rules.

That a new rule 3.5.1.2 be inserted as follows:

3.5.1.2 Applications for the establishment of new Area Councils may be proposed by any group of contiguous branches and must be made in writing to the National Executive which, before granting approval must be satisfied that:

- a) a meeting of interested members, including representatives of all affected branches and any existing Area Council, has been held on the issue;
- b) The boundaries of the new Area Council are satisfactorily defined;
- c) the Steering Committee of the proposed Area Council should include sufficient members to form a Managing Committee;
- d) the establishment of such an Area Council will further the objects of the Institute;
- e) any other relevant information has been considered.

CHANGE 4:

How we govern ourselves: the size and composition of the National Executive

Recommendation

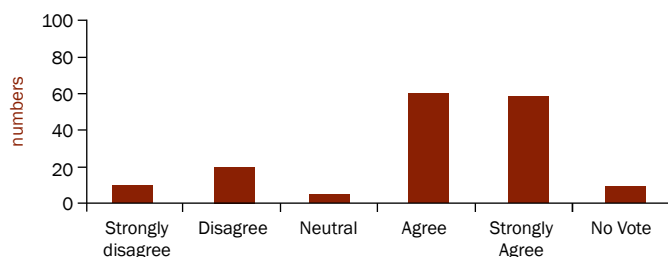
iv. That action be taken to implement the following change proposal:

CHANGE 4: How we govern ourselves: the size and composition of the National Executive

From 2010 the National Executive shall be 14 members as follows:

- four representatives from the general membership
- four sector representatives
- three Presidents - Vice, Current, Immediate Past
- three Te Reo Areare representatives.

Level of support for this change⁵



Why change?

This change is designed to improve our governance and - through clearer role definition - facilitate a stronger partnership between members and paid staff. Members saw sector representation as critical to the makeup of the National Executive. Research indicates that generally teams operate most effectively in groups much smaller than the current Executive number of 24. We want to improve national governance at the same time as increasing regional and local engagement in activity. We want to ensure the principle of succession through strong leadership programmes throughout the structures. We want to encourage and support the best people into these roles.

⁵ Levels of support are taken from 2009 focus group feedback and are indicative only, not a representation of all members' views

When and how will we make the change?

- Restructure the National Executive to work as a governance body, including determining which committees are needed to support specific areas e.g. finance (during late 2009 and early 2010)
- Establish the new composition and two-year term through rule changes enacted at the 2009 Annual Meeting
- Establish clear role descriptions and person specifications
- Establish robust processes for election to ensure NZEI members can elect the best people possible for the job. The process for establishing the Te Reo Areare seats on National Executive will not change.

What are the specifics of this change?

The proposal is to reduce the size of the Executive from the current 24 members to 14, and to include:

- four representatives from the general membership
- four representatives from the membership representing - teachers, principals, early childhood and support staff
- three Presidents - Vice, Current, Immediate Past
- three Te Reo Areare representatives.

During the consultation in Term 1 2009 we had clear support for a smaller Executive. The initial suggestion was for a group of 13; this suggestion also tested the proposition of "best person for the job" vs. sector representation. The strong feedback was that members felt that sectors needed to be represented. Therefore the proposal is for four positions representing teachers, principals, early childhood and support staff. Te Reo Areare and National Executive discussed the number of Te Reo Areare representatives and didn't want to reduce this. This has therefore resulted in the proposal for 14 positions on National Executive.

The role of National Executive includes:

- governance and leadership
- lobbying and advocacy
- strategic planning
- monitoring and reviewing, including financial performance
- policy development

What rule changes are required?

Annual Meeting 2009 will consider rule changes that will, if adopted, facilitate:

- The establishment of a smaller National Executive elected at the National Meeting in 2010 to take up the role on 1 January 2011.

CHANGE 4 Rule Changes

Management of the union

3.2 National Executive

3.2.1 Composition of the National Executive

That the current rule 3.2.1.1 be deleted and replaced by a new rule 3.2.1.1, reading:

3.2.1.1 The National Executive of the Institute shall consist of a National President, a National Immediate Past-President (who shall be the retiring National President) or if there is no person eligible to hold the office of National Immediate Past-President a Senior Executive Member, a National Vice-President, and eleven other members, four of whom shall be elected from nominees of the general membership, one of whom shall be elected from nominees of members in the early childhood sector, one of whom shall be elected from nominees of members in the primary teaching sector, one of whom shall be elected from nominees of members in the support staff sector, one of whom shall be elected from nominees of school principal members, and three of whom shall be selected biennially from current members of Te Reo Areare in accordance with procedures established by the Te Kahui Whetu.

4. Election and removal of National Officers

4.1.2 Nominations

That the current rule 4.1.2.3 be deleted and replaced by 4.1.2.3

- (a) Nominations for an additional eight members of the National Executive shall be in the form of the Fifth Schedule to these Rules and shall be received by the National Secretary no later than 10 weeks before the first day of the Biennial National Meeting. If no such nominations are received, or if insufficient nominations are received, then nominations shall

- (b) (i) nominations for the four designated offices to be filled by nominees of members from the general membership shall be clearly marked GENERAL MEMBERSHIP BALLOT
- (ii) nominations for the designated office to be filled by a nominee of members in the early childhood sector shall be clearly marked EARLY CHILDHOOD SECTOR BALLOT;
- (iii) nominations for the designated office to be filled by a nominee of members in the primary teaching sector shall be clearly marked PRIMARY TEACHING SECTOR BALLOT;
- (iv) nominations for the designated office shall be filled by a nominee of support staff members and shall be clearly marked SUPPORT STAFF SECTOR BALLOT;
- (v) nominations for the designated office shall be filled by a nominee of school principal members in the school sector and shall be clearly marked SCHOOL PRINCIPALS' BALLOT;
- (c) The National Secretary shall, no later than 3 months prior to the date of the biennial national meeting, write to Te Reo Areare seeking names from the established Aronui Tomua Electoral Regions of those who shall form Te Reo Areare. Such names shall be delivered to the National Secretary no later than six weeks prior to the time notified for the start of the biennial national meeting.

4. Election and removal of National Officers
That the current rule 4.1.3.1. be deleted and replaced with:

4.1.3.1 Elections shall be held on the last day of the Biennial National Meeting and successful candidates shall take office for the two year period commencing on the 1st of January following that Biennial National Meeting.

The heading 4.1.3 will be amended to read: **Election by Ballot at the Biennial National Meeting** if the proposed rule change is agreed to

4. Election and removal of National Officers
That rule 4.1.4.1 be amended by the deletion of (c) Other members of the National Executive; and the addition of new lines (c) and (d) to read:

- (c) General Membership Representatives
(d) Sector Representatives

With subsequent renaming of the current line (d) as (e)

4.1.4.1 The order of elections shall be:

- (a) National President;
(b) National Vice-President;
(c) General Membership Representatives
(d) Sector Representatives
(e) Immediate Past President or Senior Executive Member.

4. Election and removal of National Officers

4.1.4 Order of elections

That the current rule 4.1.4.2. be deleted and replaced with:

4.1.4.2 In any ballot for the election of the National President, Senior Executive Member, National Vice-President or the ballots for national officers representing the general membership, early childhood sector members, primary teaching sector members, support staff sector members and school principal members:

SCHEDULE D Rule Changes **continued**

- (a) the highest polling candidate shall be elected in instances where the ballot is for a single designated position;
- (b) in ballots for multiple designated positions the highest polling candidates shall be elected to those positions.
- (c) in the event of a tie the National President shall draw a lot.

4. Election and removal of National Officers

That the current rule 4.2.2 be amended to include the words “support staff members, principal members or general membership members,” following the words “...primary staff teaching sector,...”; and further amended by the deletion of the words “Annual Meeting” in both instances, and their replacement by the words “Biennial National Meeting”. The National Executive shall appoint, in turn, from the next highest polling candidates (except those subsequently appointed as National Officers) in the ballots for National Executive held at the preceding Biennial National Meeting of the Institute and when appointing to a vacancy occurring in any office designated for a representative of either the general membership, early childhood sector, primary staff teaching sector, support staff members or principal members, National Executive shall appoint in turn from the next highest polling candidates in the respective Biennial National Meeting ballot.

That the current rule 4.3.2 be amended by replacing “twelve (12)” with “twenty four (24)”; and “financial year” with “financial years”.

4.3.2 For the National Executive the term of office shall be twenty four (24) months coinciding with the financial year of the Institute (refer 6.9.I).

Further Work

The Steering Team recommended to National Executive not to proceed with the proposal to establish new National Sector Leadership Groups at this time. There is general agreement that there is further work to be done to establish leadership frameworks in the organisation and the pathways for leaders to develop and grow. The National Executive can progress this work as part of its programme over the next two years.

Summary of changes and timeline

If these proposals are accepted, then the change will be implemented as follows:

Date	Change
2009	Annual Meeting asked to adopt change proposals, pass initial rule changes and workshop details
	An activity plan for funding in 2010 implemented
2010	Area Councils established
	National Executive governance role established
	First National Meeting makes any further necessary rule changes and elects National Executive of 14 members
2011	First round of Regional Meetings
	National Sector Leadership groups established
2012	Second National Meeting

v. That the report **Strengthening our Union for the 21st Century** be adopted

Annex 1

What was the change process and timeline?

Over time the National Executive became aware that members were seeking change in our organisation. This was signalled by the range of structural and process recommendations being proposed at Annual Meetings.

In 2007, the National Executive sought a mandate from Annual Meeting to conduct an organisational review of NZEI structures. The review aimed “to position NZEI as a future-focused member-organised union and professional association.”

Consultant’s Report Term 1, 2008

In Term 1 2008, the National Executive contracted Owen Harvey to consult broadly with members (those who were actively participating and those that were not) on what was working and not working with our organisation. Owen Harvey’s report was presented to National Executive in May 2008.

The issues identified in his report were:

- that our clarity of purpose was missing – that there was no sense of what we were really focused on and wanted to achieve
- that active involvement in the union was patchy, and more members should be involved
- that some of our structures worked well, but some were old-fashioned and irrelevant
- that NZEI needed to be able to access the diverse capabilities and skills of all its members and paid staff
- there needed to be a stronger partnership between members and paid staff, and people who are active in NZEI.

Refer Consultant Report prepared by Owen Harvey



NZEI An Organisational Review 12 June, 2008

www.nzei.org.nz/organisationalreview

Consultation with members on Owen Harvey’s report, Terms 2 and 3, 2008

During Terms 2 and 3 of 2008 we checked with District Councils and confirmed the findings from Owen Harvey’s report with members. The National Executive started to generate some ideas about changes that should be made. At this stage members told us:

- branch meetings need to be interesting for members - we need to separate out the administration from the activity to get people involved in the work of the union
- branches, Aronui Tōmua, Komiti Pasefika, rohe and District Councils should be accountable for the funding they get, just like National Executive and National Office

- the important decisions need to be made by members at each level of the organisation i.e. NZEI should truly be a “membership driven” organisation
- all the “power” shouldn’t be at the national level - members don’t want to be told what to do all the time, they want to be involved in the decision-making and the activism
- bigger branches and District Councils seem to “take over” at Annual Meeting and have “more say” because of their numbers and “louder voices”
- the proposals must enable local and regional decision-making to support growth of member activism.

Refer Consultation with members on Owen Harvey’s report



Consultation Response Form

www.nzei.org.nz/organisationalreview

Annual Meeting September 2008

At Annual Meeting in 2008 there was a strong focus on bringing the Organisational Review update to members for further work and decisions. A number of sessions at Annual Meeting were devoted to this important piece of work.

We held a series of workshops to process and make sense of the feedback we had received so far. We agreed some principles that underpin how we should go about change:

Organisational Review: Principles

- Giving effect to Te Tiriti o Waitangi (rule 1.8.4).
- Accountability, both individual & collective applies.
- Organisational re-design

Organisational Review: Tiriti o Waitangi

- Promote mutual respect and understanding
- Encourage inclusiveness
- Enable open, transparent communication
- Develop a comprehensive Treaty partnership
- Meet the needs of all members and sectors

Organisational Review: Accountability

- Effective use of resources
- Open reporting to members
- Financial transparency
- Membership involvement
- Responsibility for completion

Organisational Review: Principles of Organisational Re-design

- Strategic direction and delivery aligned with the goals of the organisation in a “whole of union” focus
- Promote meaningful membership involvement
- Meet the diverse needs of members in a whole of union context
- Promote cooperative/professional work practices between members and staff
- Cost effectiveness and efficiency
- Promote a learning and development orientation
- A mix of “fixed” and/or “flexible and fluid” structures

The Annual Meeting 2008 resolution that gave direction to our work in 2009 was:

“That the National Executive, using the agreed vision and principles, bring to Annual Meeting 2009 a report that promotes structures and processes for the future of the organisation, including relevant rule changes.”

Steering Team established late 2008

The National Executive established a Steering Team in late 2008. The Steering Team’s purpose was to work with the above principles to process the feedback and develop proposals for change on behalf of the National Executive to take to Annual Meeting 2009. The current composition of the Steering Team is:

- Frances Nelson, National President
- Ian Leckie, National Vice President
- Frances Guy, National Executive Representative
- Hita Foster, Te Reo Areare Representative
- Tiri Bailey-Nowell, Te Reo Areare Representative
- Paul Goulter, National Secretary
- Neil Hammond, Campaign Director
- Darrell Ward, Assistant Secretary Administration and Membership Services
- Laures Park, Matua Takawaenga
- Chris Oaks, Strategic Development Manager (since February 2009)

In late 2008 and early 2009 the Steering Team established several options for the members to consider and give feedback on.

District Council and branch workshops Term 1, 2009

During Term 1, 2009 we held workshops with branches and District Council groups and sought input through the website. The workshops sought feedback on the following:

- The commitment to local structures e.g. branches, Aronui Tōmua and Committee Pasefika and a proposal for establishing workplace leaders
- The idea of linking funding to planning and who should sign plans off – staff or members
- The idea of increasing the number of District/Area Councils, to encourage and enable greater participation
- The idea of moving to a biennial national meeting and establishing regional meetings in the intervening years
- Whether attendance at national meetings was best decided by a nationally determined formula or selection of the “best people” by Area Councils
- The idea of reducing the size of the National Executive, making the term of representation two years
- The proposition of electing the “best person” for the job versus sector representation on National Executive
- The idea of establishing some sector leadership groups
- The idea of shifting the focus of activity away from Wellington by reinforcing local structure, increasing regional activity and moving to a biennial cycle which would include new regional meetings.

During these workshops members were asked to vote on options and indicate their level of agreement with some propositions. Members also provided a significant amount of written feedback. All this material was considered by the steering team.

Members told us:

- They were comfortable to have a plan for the work of the branches, Aronui Tōmua and Komiti Pasefika and link it to the national goals and priorities that are established by the National Executive and “signed off” by Annual Meeting
- They wanted to be really accountable and link funding to implementation of the plan, not forgetting that it will take some funding to just keep the basic administration of branches going
- They wanted to find a way to broaden activism at local and regional level, give more members an opportunity to be active and establish the union as a really good place to develop leaders
- They wanted to find a way to share the power, take the emphasis off NZEI nationally and support the notion of a local member-driven organisation with activists at all levels

- They wanted to find a way to give equal “air time” to all members at all levels of the organisation
- They wanted to look at the size of some of the structures - some big branches and District Councils would like the opportunity to look at their size and make decisions about whether this is the best way for them to develop stronger member activism or not
- They wanted to determine the best “mix” of the options above and make the decisions on the best way to go.

Refer District Council and Branch workshops

 Feedback Report

www.nzei.org.nz/organisationreview

On the basis of this feedback the Steering Team then developed five proposals for change.

District Council focus groups May & June 2009

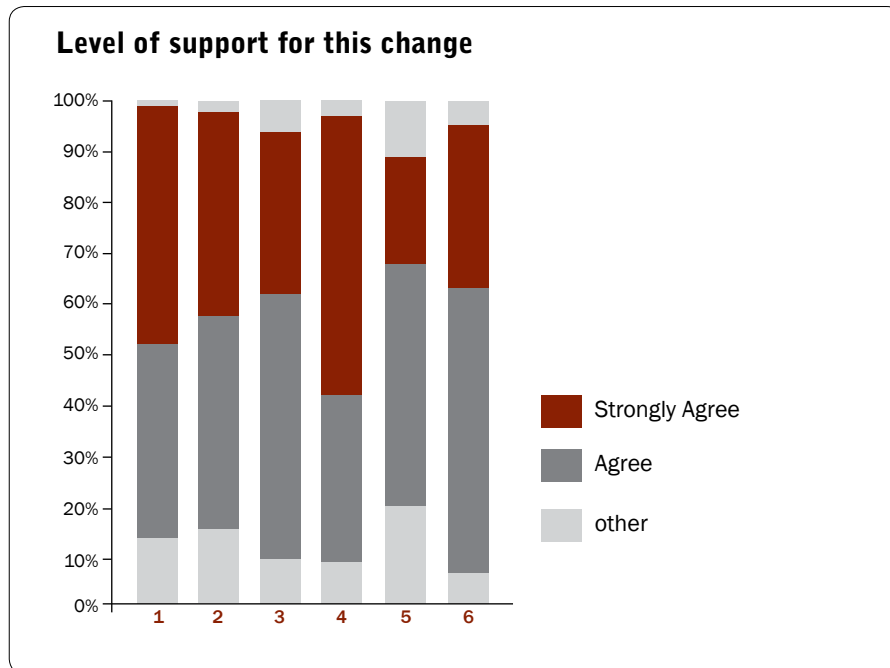
During May and early June this year the National Executive asked some District Councils to hold focus group sessions. We also held sessions with the National Executive Advisory Groups and the proposals were canvassed on the website. The purpose of the focus groups was to test whether the five change proposals met the principles and values identified at Annual Meeting 2008:

- 1 How we come together: Biennial National and Regional Meetings
- 2 How we govern ourselves: the size and composition of the National Executive
- 3 How we operate at local level: transform District Councils into Area Councils
- 4 Greater accountability: linking activity to funding
- 5 Clarifying leadership roles at national level: establishing National Sector Leadership Groups

The results strongly supported the changes (refer to figure on page 16.)

However, the Steering Team has recommended not progressing with the establishment of National Sector Leadership groups. Current National Executive Advisory Groups have programmes of work and are evolving, no rule changes are required to establish new leadership groups, and - most importantly - there is a feeling that there is further work to be done to define leadership development for the organisation.

Figure 1: Results of focus group consultation



- 1 How we come together: changing from an Annual Meeting for the whole of the union to one every two years, with Regional Meetings in the intervening years.
- 2 How we govern ourselves: changing the size and composition of the National Executive.
- 3 How we operate at local levels: changing the role of District Councils and establishing Area Councils.
- 4 Greater accountability: linking funding more directly to activity plans.
- 5 Clarifying leadership roles at national level: replacing national advisory groups with similar leadership groups.
- 6 Your overall support for the change proposals.

National Executive and Te Reo Areare

After each phase of consultation the National Executive, Te Reo Areare and the National Sector Advisory Groups have discussed the results and given advice to the steering group about the next steps.

Te Reo Areare

Te Reo Areare discussed the change proposals at its May 2009 meeting. Miro Māori have participated in the consultation processes at each stage and the feedback has been incorporated into the change proposals.

The feedback tells us there is a general level of comfort around the changes being proposed, although some concern about the pace of change and the potential impact on workload for some people.

This process has given the organisation the opportunity to think about the Treaty and Rule 1.8.4 and to consider how this is reflected in the structures and the way we work. There is a strong desire to “mahi tahi” - to periodically join together at some levels of the structure to share and discuss the work.

More specific feedback from Te Reo Areare has been:

- a desire to retain three members of Te Reo Areare on the National Executive
- a desire to reinforce current rohe meetings and to establish them under the proposed Area Councils structure
- there is comfort with the proposal to linking funding to activities and to the general idea of greater accountability up and down the structures of the union
- there is some concern around Māori representation in the proposed national sector leadership groups and an expectation that this will be worked through
- Aronui Tōmua are one of the building blocks of the union and accountability back to them is important.

National Executive

In May 2009 the National Executive considered all the views gathered and agreed to test five proposals for change, at this stage they also said we needed to keep building better communication systems and develop new ways for members to interact if this is to happen. At its July meeting National Executive endorsed the four proposals being put to Annual Meeting 2009.