

# Kaupapa-here | Continuous Quality Improvement Policy

## Mō wai me te whānuitanga | Audience and scope

This national policy applies to:

- a) all of Te Pūkenga, including policies, processes, systems and practices at governance, leadership, and operational levels of the organisation; and
- b) Ohu Kaitiaki, which extends to all those operating at a governance level, including Council members and members of Council’s advisory committees.

## Mokamoka whakaaetanga | Approval details

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<b>Approval authority</b>	Te Poari Akoranga	<b>Date of approval</b>	21 September 2022
<b>Policy sponsor (has authority to make minor amendments)</b>	<ul style="list-style-type: none"> <li>– Kaikōkiri Te Pae Tawhiti (Tiriti Excellence)</li> <li>– Kaikōkiri Director Quality</li> </ul>	<b>Policy owner</b>	DCE Academic Centre and Learning Systems
<b>Category</b>	Academic	<b>Date of next review</b>	November 2023
<b>Contact person</b>			

## Ngā whakatikatika | Amendment history

Version	Effective date	Created/reviewed by	Reason for review/comment
23.1	1 January 2023	Partnership & Equity and Academic Delivery & Innovation	First published
23.2	21 March 2023	Academic Centre & Learning Systems	Correction of reference in clause 2.1

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### 1. Pūtake | Purpose

A fundamental proposition of Te Pae Tawhiti and Te Pūkenga is inclusivity and equity for Māori. The purpose of this policy is to support employees to engage in continuous quality improvement and enable practices that embed the principles of Te Pae Tawhiti, Te Tiriti o Waitangi Excellence Framework.

### 2. Ngā Mātāpono | Principles

- 2.1. The following principles are designed to guide all Te Pūkenga employees in how to engage in continuous quality improvement that embeds the principles of Te Pae Tawhiti self-reflective practice, i.e., Te Tiriti excellence. It is expected that employees of Te Pūkenga will consider these principles and be accountable for them in the design, development and delivery of their work as outlined in section 3 below.
- 2.2. **Māori learners at the forefront**  
To enable inclusivity and equity, Māori must be able to see themselves in everything Te Pūkenga does. Work must demonstrate how outcomes for Māori as a priority stakeholder will be realised.
- 2.3. **Systems approach**  
A systems approach to improvement must be holistic and integrated if it is to address inequities and inequitable outcomes for Māori. Te Pūkenga will ensure the intent of Te Tiriti o Waitangi excellence is embedded within policies, processes, systems, and practices to ultimately improve outcomes for Māori.
- 2.4. **Improvement is continuous and evaluative**  
Continuous quality improvement is an evaluative process. To be authentic and effective Te Pūkenga requires an organisational culture where critically reflecting on these principles and what it means for the work we do is embedded across all functions; where quality is defined and co-designed with Māori stakeholders; and where utilising credible data and evidence that reflects Māori world views is valued as core business.
- 2.5. **Embedding Te Tiriti o Waitangi excellence**  
Te Pūkenga values meaningful partnerships with hapū and iwi, equitable participation for Māori, protection of Mātauranga Māori and realising potential (i.e., supporting whānau, hapū and iwi aspirations for their learners).
- 2.6. **Focusing on performance**  
Performance and success will be measured by how well Te Pūkenga performs for Māori as a Crown entity. Te Pūkenga must demonstrate a contribution to transforming and accelerating outcomes for Māori learners, and systems must be in place to know how well we are meeting our obligations and commitments to learners traditionally under-served by the education system.

### 3. Ngā Haepapa | Responsibilities

Role	Responsibilities
Governance	<ul style="list-style-type: none"> <li>• Provides effective governance that supports high performance and continuous quality improvement across Te Pūkenga</li> </ul>

Role	Responsibilities
	<ul style="list-style-type: none"> <li>Receives summary continuous quality improvement reports on Te Pūkenga frameworks and from Ako Networks and Business Support Units</li> <li>Conducts annual continuous quality improvement evaluation of own activities</li> </ul>
Executive Leadership	<ul style="list-style-type: none"> <li>Provides effective leadership and management that requires and supports high performance and continuous quality improvement across Te Pūkenga</li> <li>Sets strategic expectations and priorities for continuous quality improvement</li> <li>Ensures strategic and operational decisions are informed by continuous quality improvement activities and actions</li> <li>Conducts annual continuous quality improvement evaluation of own activities</li> </ul>
Senior Directors	<ul style="list-style-type: none"> <li>Fosters environment of high performance and continuous quality improvement in the units /networks for which they have responsibility</li> <li>Actively identifies, implements, and evaluates opportunities for improvement</li> <li>Conducts annual continuous quality improvement review of units / networks for which they have responsibility</li> </ul>
Regional Managers/ Discipline Leads	<ul style="list-style-type: none"> <li>Fosters environment of high performance and continuous quality improvement in their region/discipline</li> <li>Actively identifies and implements opportunities for improvement aligned with strategic expectations and priorities</li> <li>Conducts annual continuous quality improvement review of their region/discipline</li> </ul>
Heads of Programme/ Delivery	<ul style="list-style-type: none"> <li>Fosters team environment of high performance and continuous quality improvement</li> <li>Implements opportunities for improvement aligned with strategic expectations and priorities</li> <li>Conducts annual continuous quality improvement review of their programme/delivery</li> </ul>
All employees	<ul style="list-style-type: none"> <li>Participate in continuous quality improvement activities and integrate opportunities for enhanced performance and improvement in their mahi</li> <li>Support and contribute to annual continuous quality improvement review of their programme/delivery/unit mahi</li> </ul>
Quality	<ul style="list-style-type: none"> <li>Monitors and reviews the effectiveness of organisational performance and continuous quality improvement activities and reporting across Te Pūkenga</li> <li>Supports an environment of continuous quality improvement across Te Pūkenga</li> </ul>

#### 4. Ngā Tikanga | Definitions

Term	Definition
Accountability	Accountability is about having clarity of purpose and direction and being clear how Māori will benefit from the work Te Pūkenga does and how we know. Te Pūkenga will therefore provide transparent, timely, relevant, and purposeful reporting to its stakeholders that accentuates experiences and outcomes for Māori.
Continuous quality improvement	Continuous quality improvement (CQI) is an evaluative quality management approach based on the idea that most processes can be improved and made more efficient. In the context of Te Pūkenga, Te Pae Tawhiti CQI provides an approach to embedding the intent and principles of Te Pae Tawhiti / Te Tiriti o Waitangi excellence into everything Te Pūkenga does – intentionally, continuously and effectively.
Data and evidence	Quality (credible, robust, timely) data (quantitative and qualitative) is needed to inform critical reflection, robust decision-making and accountability. Data, insights and evidence used to inform decisions and improvements must reflect the voice and aspirations of Māori stakeholders, including hapū and iwi.

Term	Definition
Quality	Quality is dynamic and subjective; what is quality in one context for one stakeholder or stakeholder group could look and feel quite different in another. Te Pūkenga will ensure that quality systems, processes and procedures reflect CQI principles. Te Pūkenga employees will critically reflect on the worldviews and narratives being privileged (or not) when determining quality in the work we do.

## 5. Ngā Hononga ki Tuhinga kē | Links to Other Documents

<p><b>Ngā Kaupapa-Here e Hāngai ana   Related policies</b></p> <p>Te Pūkenga Outcomes Framework            Te Pae Tawhiti, Te Tiriti o Waitangi Excellence Framework            Te Pae Tawhiti insights reports into Te Tiriti o Waitangi and Māori equity practices            Equity integration framework and strategy            Te Rito Outcomes Framework &amp; Action Plan            Equity and Ākonga Success Strategy            Māori Cultural Capability Tool            Whiria Te Pūkenga            Whiria te Ako            Te Pae Māhutonga (Wellness Framework)            Code of Practice for the Pastoral Care of Tertiary and International Learners</p>
<p><b>Ngā Tukanga me ngā Hātepe   Processes, procedures</b></p> <p>Te Hono o Te Kahurangi (NZQA)            Manu Kōkiri (Te Taumata Aronui)            Te Rito insights report (tauirā voice)</p>
<p><b>Ture whai take   Relevant legislation</b></p> <p>Te Pūkenga Charter (Education and Training Act 2020, Schedule 13)            Te Tiriti o Waitangi   The Treaty of Waitangi</p>