

Delegations: People

Category	Description of power delegated (Amounts exclusive of GST, unless indicated)	Board	CEO	GM / Manukura	Director	Manager	Clarification	Additional Notes
Delegations & Policies	Can approve "Delegations" and People section of ENZ Delegation Policy (inc amendments).	✓	✓	*			GM People Culture and Capability	Non-material changes due to legislative compliance or improved style (e.g. plain English) to be approved at CE/GM People, Culture and Capability level; Material changes to be approved by Board
Organisational Structure	Approve the review and implementation of changes to the organisational structure, including disestablishing existing positions	✓	✓					
Redundancy	Approve a redundancy payment to any employee	✓	✓					
Employment								
New Position	Approve any new permanent or fixed term employment position	✓	✓					CE must approve new role; GM People Culture and Capability may approve appointment to the role thereafter
Existing Position	Approve recruitment where interim cover is required (eg parental leave or backfill for secondees)	✓	✓	≤ \$100,000			Cost within approved salary band and delegated financial authority, in consultation with People Culture and Capability team	
	Amend any existing position within the organisational structure including job sizing and/or salary band range	✓	✓	*			GM People Culture and Capability	
Existing Position Minor Amendment	Make minor amendments to any existing position within the organisational structure. (Minor amendments are changes that will not change the job sizing and/or salary band range)	✓	✓	*	*		GM People Culture and Capability/ Director People Culture and Capability	
Employee Agreement	Approve amendments to individual employment agreement terms and conditions (excluding remuneration)	✓	✓	*			GM People Culture and Capability	Could include changes in work pattern, change in start date etc
Salary Band Range	Approve the setting of the salary band range	✓	✓	*			GM People Culture and Capability	
Appointment	Approve the <b>appointment</b> of any employee. Includes accountabilities/responsibilities for role	✓	✓	*	*		GM People Culture and Capability to an approved role (Director People Culture and Capability in exceptional circumstances)	This is after the position is approved by CE
Fixed term employment agreement extension	Approve the extension of any fixed term employee	✓	✓	≤ 6 months; ≤ \$100,000			Tier 2 if entire employment is less than 6 months and delegated financial authority, in consultation with People, Culture and Capability team. GM People Culture and Capability full authority up to 1 year and delegated financial authority	No consecutive extensions beyond 6 months - must then go to CE
Procurement of Service Providers	Approve procurement of contractors, consultants, and professional service providers incl variations or extensions. Refer Procedures Policy	✓	✓	≤ 6 months; ≤ \$100,000			Tier 2 if total contract is less than 6 months and delegated financial authority, in consultation with People, Culture and Capability team. GM People Culture and Capability / GM Corporate Services full authority up to 1 year and delegated financial authority	No re-engagement of previous employees without reference to GM People Culture and Capability. Considers the cumulative duration for that position. If hiring contractors in HR capacity, a written contract drawn by the People, Culture and Capability team is needed, with appropriate vetting performed by them. If an extension to an existing temporary position beyond 6 months is needed, CE approval is required
Internal Secondment	Approve the secondment of any permanent or fixed term ENZ employee to a position within ENZ	✓	✓	*			GM People Culture and Capability	
External Secondment	Approve the secondment of any permanent or fixed term ENZ employee to a position external to ENZ	✓	✓	*			GM People Culture and Capability up to 6 months	
Agency Secondment	Approve the secondment to ENZ from an external organisation	✓	✓					
Remuneration	Approve starting salary for a new appointee between 85% to 100% of the approved salary band range	✓	✓	*	*		GM People Culture and Capability Director People Culture and Capability	After role has been approved by CE
	Approve starting salary for a new appointee below 85% or above 100% of the approved salary band range. Refer Remuneration Policy.	✓	✓	*			GM People Culture and Capability	
	Approve a salary increase for an employee in an existing role outside of the annual remuneration review (out of cycle)	✓	✓					
Allowances	Approve and extend higher/special/additional duties allowances up to 15% of base salary	✓	✓	*	*		GM People Culture and Capability Director People Culture and Capability	
Annual Performance Rating	Approve annual job performance ratings for individual employees following the performance rating moderation process	✓	✓					
Annual Salary Review	Approve annual review of individual employee remuneration	✓	✓					
Performance Improvement Plan (PIP)	Implement corrective actions to improve performance by way of PIP	✓	✓	✓	✓	✓	In consultation with People Culture and Capability Team	
Written Warning	Issue a written warning in accordance with the Discipline and Dismissal Policy	✓	✓					
Suspension	Approve suspension of an employee in accordance with the Discipline and Dismissal Policy	✓	✓					
Termination	Approve the termination of an employee's employment contract for any reason including redundancy. If termination is for disciplinary reasons, this must be in accordance with the Discipline and Dismissal Policy	✓	✓					
Leave								
All Leave	Approve leave for any employee beyond that specified in employment agreement. Refer Leave Policy and "Flexible Working and Flexible Leave" Policy.	✓	✓	*			GM People Culture and Capability in exceptional circumstances; see below for full leave provisions	
ENZ Closedown	Approve the annual ENZ closedown holiday dates	✓	✓	*			GM People Culture and Capability	Staff to be advised/reminded September prior
Annual Leave	Approve annual leave for any employee in accordance with employment agreement and Leave Policy	✓	✓	✓	✓	✓		We want you to take your annual leave - adequate rest and recreation is very important for your wellbeing. If you don't have any, we'll consider up to five days leave in advance (also called "anticipated leave"). All leave arrangements must work for the person concerned, their team and ENZ - your manager will work with you to manage your leave appropriately.
Anticipated/Carry over of Annual Leave	Approve carry over of annual leave beyond employment anniversary date, or leave beyond 5 days anticipated. Refer Leave Policy	✓	✓	*			GM People Culture and Capability	We don't guarantee re-employment if requests for leave without pay exceed 4 weeks. Most of our offices close over Christmas/New Year which requires annual leave to be taken (usually 3 working days).
Cash-up Annual Leave	Approve employees cashing up one week of their annual leave entitlement in accordance with the Holidays Act 2003 and the Leave Policy (once per year)	✓	✓	✓	✓	✓	In consultation with People, Culture and Capability team - requests must be in writing	Any requests for TOIL must be approved in advance of working extra hours. Paid special leave is only in exceptional circumstances, after other types of leave have
Alternative Holidays (working on a Public Holiday)	Approve any employee working on a Public Holiday (and therefore earning Alternative Holidays if under NZ employment terms). Refer Holidays Act and Leave Policy and local labour law.	✓	✓	*			GM People Culture and Capability	

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Bereavement Leave	Approve bereavement leave for any employee up to 5 days leave per bereavement.	✓	✓	✓	✓	✓	NB: Tier 2 and above for beyond 5 days per bereavement	Paid special leave is only in exceptional circumstances, after other types of leave have been exhausted or are not appropriate. Talk to the People, Culture and Capability team.
Sick leave	Approve sick leave for any employee, including entitled and anticipated sick leave	✓	✓	≤ entitlement	≤ entitlement	≤ entitlement	GM People Culture and Capability can approve further leave in consultation with CE	
Paid Jury Service	Approve jury service for any employee	✓	✓	✓	✓	✓	In consultation with People Culture and Capability Team	
Long Service Leave	Approve long service leave for any employee in accordance with employment agreement	✓	✓	*			GM People Culture and Capability	
Leave without pay (LWOP)	Approve leave without pay for any employee in accordance with Leave Policy	✓	✓	*	≤2 weeks; ≥ 2 weeks with GM PCC	≤2 weeks	Manager up to 2 weeks in 52 week period; above 2 weeks Director with GM People Culture and Capability (Director People Culture and Capability in exceptional circumstances)	
Discretionary aka Special Leave	Approve special leave (paid or unpaid) for any employee in accordance with Leave Policy within any 52 week period	✓	✓	* ≤ 5 days	* ≤ 5 days		GM People Culture and Capability; Director People Culture and Capability	
Parental leave	Approve parental leave for any employee in accordance with Leave Policy	✓	✓	*			GM People Culture and Capability	
Study Leave	Approve study leave (paid or unpaid) for any employee in accordance with Study Assistance Policy	✓	✓	✓	*		Director People Culture and Capability	
Domestic Violence Protection Leave	Approve Domestic Violence Protection Leave for any employee in accordance with Leave Policy	✓	✓	*			GM People Culture and Capability	
Time off in Lieu (TOIL)	Approve time in lieu for any employee in accordance with Leave Policy and Individual Employment Agreement	✓	✓	✓	✓	✓	Together with People Culture and Capability Team. Must be approved before accrued, and used within 3 months of approval or forfeited	
L&D								
Learning and Development	Approve annual expenditure on learning and development (role related; reflected in personal development plan) per employee (see also Leave Policy, and Study Assistance Policy)	✓	✓	✓	*		Tier 2 and Director People Culture and Capability approval up to \$2,000 per person per annum GM People Culture and Capability approval up to \$10,000 per person per annum	We are committed to creating an environment that inspires, motivates, and creates opportunities to build new and enhance existing capability, and realise potential. - Budget of \$2,000 is available to each member of staff per annum. - Our guiding principles are continuous learning, owning our own development, meaningful development conversations and recognising there are a variety of ways to learn - Set up a performance development plan (PDP) and review it with your manager regularly; formal reviews 6 monthly
Other								
Conflicts/Disclosures of Interest	Approve mitigation action related to a conflict of interest - any action must be in accordance with the Code of Conduct and Disclosure of Interest Policy	✓	✓					All employees must declare all known and relevant interests when they join ENZ, promptly when circumstances change, and annually when requested to submit a new form. Any secondary income must be declared, approved, managed, and must take place outside of ENZ work time. There may be safety and wellbeing considerations to be taken into account before approval.
Secondary Employment	Approve Secondary Employment (after checking Disclosure of Interest)	✓	✓	✓				See Conflicts/Disclosures of Interest
Flexible Working Arrangements	Approve flexible working arrangements for any employee, around hours/days/place of work	✓	✓	*			GM People Culture and Capability	Arrangements must work for ENZ, the team and the employee. If a proposed flexible working arrangement cannot work, the manager must outline in writing why. Position or location changes require a Letter of Variation of Employment - talk to the People, Culture and Capability team. When working flexibly, the manager and employee must ensure the employee is safe and well.
Health and Safety	Approve funding of ENZ wellbeing activities such as sponsorships e.g. subsidised entrance payments for fun runs etc	✓	✓	*			GM People Culture and Capability/ GM Corporate Services	Your safety and wellbeing is really important to us. We all have the responsibility to keep each other and our visitors free from potential hazards - whether in the office, at an event hosted by ENZ, or working remotely. Safety and wellbeing rules apply at all times: - make sure you are familiar with ENZ wide hazards, including any hazards of the office - it is the responsibility of the manager to ensure all team members have completed their safety and wellbeing induction - wellbeing initiatives are available to everyone, including EAP - BCP (Business Continuity Plans) to be tested regularly - Healix messaging system to be tested regularly - report any injuries or incidents (or near misses) on Ipu. Don't ignore them. - All employees must know what to do in the event of an emergency (fire, flood etc) and be familiar with evacuation locations from your office OTHER: - All "Whistleblowers" who raise serious wrong-doing within ENZ will be protected as per the Protected Disclosures Policy - We have zero tolerance for bullying, harassment and discrimination - Remain politically neutral - don't bring your politics into the office, or the office into your politics - Complete training around being a government employee as requested
		Ensures safety and wellbeing philosophy and practices are embedded and all employees and contractors are aware of their responsibilities	✓	✓	✓	✓	✓	

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Approved & Date

Grant McPherson, Chief Executive

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**Delegations: Operations**

Category	Description of power delegated (Amounts exclusive of GST, unless indicated)	Board	CEO	GM / Manukura	Director	Manager	Additional Notes
<b>Delegations &amp; Policies</b>	Approve "Delegations' and Operations section of ENZ Delegation Policy (inc amendments).	✓	✓				overall comment on who can approve amendments to delegations .
<b>Budgeted Operating Expenditure</b>							
<b>Budget</b>	Approve Budgeted Operating Expenditure	✓	✓ up to \$300,000	✓ up to \$100,000	✓ up to \$50,000	✓ up to \$20,000	CE or GM Corporate Services can approve Unbudgeted expenditure up to \$100,000.
<b>Publicity</b>	Approve any expenditure for advertising or any other publicity in a financial year for ENZ business purposes. Advertising expenses must comply with the guidelines for Government Advertising and also set out in the appendix of the Cabinet Manual	✓	up to \$100,000	* up to \$50,000			GM Marketing and Communications
<b>Bank, Credit Cards, Payment Authorisation, Term Deposits</b>							
<b>Bank Accounts</b>	Approve new or additional bank accounts with a registered bank within New Zealand - must satisfy relevant credit-rating test specified under the Crown Entities Act 2004. Must be denominated in New Zealand dollars.	✓	✓	*			CE jointly with GM Corporate Services; ENZ Audit & Risk Committee to be advised. Need to confirm whether ENZ Board needs to approve or inform
	Approve a new bank account outside of New Zealand must be authorised by the Minister of Finance in writing.	*					Minister of Finance approval only
<b>Bank and Payments Authorisation</b>	Can authorise bank and Payments authorisation according to the Bank/ENZ banking mandate	✓	✓	✓	✓	✓	Refer to Bank Mandate
<b>Credit Cards</b>	Approve an issuance of an ENZ credit card. Cards are only issued to permanent members of staff. ENZ will not issue cards to ENZ Board members, contractors or consultants. Cards will not be used for: - personal expenditure or personal cash withdrawals; or - cash advances (unless written pre-approval is given for exceptional or extenuating circumstances) .		✓	*			CE jointly with GM Corporate Services or GM People, Culture & Capability. Refer to Bank Mandate.
<b>Payroll</b>	Approve fortnightly payroll payments and one-off payments, incl IRD/ACC payments.	✓	✓	*	*		On a rotational basis Payroll to be approved by CE; or GM Corporate Services; or GM People, Culture and Capability; or Director Finance
<b>Term Deposits</b>	Approve new or rollover of investments such as term deposit, on-call accounts, or other types of interest-bearing accounts. Investments in term deposits will be limited to a maximum of 180 days.		✓	*			CE jointly with GM Corporate Services or GM People, Culture & Capability. Refer to Bank Mandate.
	Approve early breaks in term deposits. In addition, a report will be presented to ENZ's Audit and Risk Committee, specifying the reasons why the break was required, setting out the original rationale for the investment and the cost to ENZ in lost interest and fees.	*	✓	✓			CE jointly with GM Corporate Services. ENZ Audit and Risk Committee Report
<b>Capital Expenditure</b>							
<b>Capital Expenditure</b>	Approve capital expenditure (Property, Plant & Equipment) within an approved budget	✓	✓ up to \$300,000	* up to \$100,000	* up to \$50,000		GM Corporate Services/Director ICT & Property
	Any item of equipment being prepared for disposal with a current net book value greater than \$1,000 will be independently verified. All items for sale will be subject to a formal tender or other process commensurate with the value of the equipment.	✓	✓	*	*		GM Corporate Services, Director ICT & Property
	Approve all disposals of equipment, involving sale to employees or related parties. Must be approved by the responsible GM and CEO.	✓	✓	✓	*		CE jointly with GM Corporate Services or Director ICT & Property
<b>Contracts</b>							
<b>Contracts</b>	Approve Service Contracts up to \$300,000 (over life of contract)	✓	✓ up to \$300,000	✓			Must follow government procurement guidelines.
<b>Property - Lease rights of renewals, extensions and rent reviews</b>	Approve lease rights of renewals, extensions and rent reviews to 5 percent per annum based on the annual lease cost (up to \$300,000).	✓	✓	* up to \$100,000			GM Corporate Services based on recommendation by Director ICT & Property
<b>Expenses</b>							
<b>Board expenses</b>	Approve Board expenses and fees	✓		*			Chair for the Board for members' expenses and Chair of the ARC for the Chair of Board expenses

## Delegations: Operations

Category	Description of power delegated (Amounts exclusive of GST, unless indicated)	Board	CEO	GM / Manukura	Director	Manager	Additional Notes
<b>Business Expenses</b>	Approve all business expenses incurred personally by an employee one-up approval is required	✓	✓	✓	✓	✓	Refer Sensitive expenditure Policy
<b>CE expenses</b>	Approve Chief Executive expenses	✓		*			Quarterly report to ARC and approval from Chair of the Board. Approval by GM Corporate Services
<b>Entertainment, Gifts, Hospitality, Koha and Farewells</b>							
<b>Farewells, retirement or milestone functions</b>	ENZ may contribute up to \$10 per person (including GST) for food or non-alcoholic drinks at an onsite staff function. The contribution is limited to staff members. ENZ will contribute to a card. ENZ will not contribute to a leaving gift. Leaving gifts to be funded by staff contributions.	✓	✓	✓	✓	✓	
<b>Gifts</b>	For birth or adoption of a child and compassionate causes (e.g bereavements), achievement of a significant career milestone, (gaining a prof qual or longevity of service). ENZ will contribute a gift or flowers or donation to staff to a maximum value of \$100 (including GST), and a card. ENZ will not give gifts to contractors or other service providers.	✓	✓	✓			
<b>Hospitality and Gifts FROM third parties</b>	Approve acceptance gifts under \$100 (GST exclusive) in value, on the basis that the gifts are openly distributed by suppliers or clients and are also available to other suppliers/purchasers, and are not offered during the tendering or contract negotiations and cannot be viewed as influencing ENZ's independence	✓	✓	✓			
	Approve acceptance of gifts or hospitality over \$100 (GST exclusive) in value only, if there is no possibility that the gift could be seen to influence a decision or place any form of obligation on ENZ. The gift must be recorded in the Gifts register.	✓	✓				
	Approve acceptance of gifts by CEO and ENZ Board Members. Gifts of commercial value must be recorded in the Gifts register.	✓					ENZ Board Chair only
<b>Hospitality and Gifts TO third parties</b>	Approve expenditure on individual gifts to Third Parties up to \$100 per gift (not to Board members, service provider or contractors, or staff)	✓	✓	✓	✓		Note: entertainment, gifts, hospitality, koha and farewell is sensitive expenditure and open to Parliamentary and public scrutiny. Any expenditure should be approved in accordance with the Gifts and Koha Policy
	Approve business entertainment or hospitality to Third Parties. Expenditure on alcohol is allowed, but : only when accompanying a meal; limited to one glass per person, or one standard bottle of wine between four people; will not exceed 25% of total bill.	✓	✓	✓	✓		Most senior ENZ person present to authorise at time
	There are times when it may be appropriate to host (as part of our Manaakitanga), usually customers, potential candidates, government officials and other partners. You can claim the occasional coffee. From time to time claiming lunches or dinners with a customer is appropriate but should not be a regular occurrence. ENZ does not pay hospitality for service providers.	✓	✓	✓	✓	✓	Common-sense principles to apply, and purpose to be recorded on expense claim. See Finance for guidance.
<b>Koha</b>	Approve Koha in advance of the occasion at which it is to be given no more than \$200 Definition of Koha to be further discussed	✓	✓	✓	✓		Note - Koha not given in lieu of salary or as a payment for service(s) provided; to ENZ staff, Board members or contractors.
<b>Staff Appreciation and Recognition Schemes</b>	Approve expenditure on individual staff appreciation and recognition up to \$300. The Manatua Awards are an exception to this rule. Any expenditure should be approved in accordance with the Gifts and Koha policy	✓	✓				
<b>External Communications (Media, Ministerial, Privacy)</b>							
<b>Media Authority</b>	Represent ENZ to the media	✓	✓	*	*		GMs to speak on their area of expertise and delegate authority to subject matter experts as necessary in consultation with GM Marketing and Comms or Director Marketing and Comms Only nominated staff to speak on behalf of ENZ at all times.
<b>Ministerial</b>	Ombudsmen/Enquiry responses Parliamentary Questions responses Select Committee Question responses Official Information Act responses Other Ministerials	✓	✓	*			GM Government Relations
<b>Privacy</b>	Privacy Commissioner responses	✓	✓	*			GM People Culture and Capability (Privacy Officer)
<b>Financial</b>							
<b>Ex-gratia payments</b>	Make ex-gratia payments up to \$30,000 per payment Ex gratia payments are those made in respect of claims that are not actionable by law, but for which there exists a moral obligation and payment should be made. (All ex gratia payments above \$30,000 value require Ministerial approval)	✓	✓				
<b>Taxation, Insurance, Levies</b>	Pay taxes to Inland Revenue incl GST, FBT, PAYE, Withholding tax and payroll-related taxes and deductions, insurance premiums and ACC levies.		✓	✓	*		

## Delegations: Operations

Category	Description of power delegated (Amounts exclusive of GST, unless indicated)	Board	CEO	GM / Manukura	Director	Manager	Additional Notes
Write-offs	Write off all or portion of receivable once GM Corporate Services determines debt is irrecoverable in a financial year	✓ over \$300,000	✓ up to \$300,000	* up to \$25,000	* up to \$5,000		GM Corporate Services jointly. Audit & Risk Committee approval between \$25,000 and \$300,000. ENZ Board to approval above \$300,000.
<b>Procurement</b>							
Procurement	Government Procurement Rules apply for any procurement of goods and services, or refurbishment work with a value over \$100,000 (GST exclusive). All purchasing will follow a competitive process e.g quote or tender, and published through the Government Electronic Tender Service (GETS).	✓	✓	✓			refer to NZ Government Procurement Guidelines and ENZ Procurement Policy
	For procurement of goods and services under \$100,000 (exclusive GST), a minimum of three quotes will be sought, unless: - ENZ has committed to an All-of-Government contract; or - selective procurement is considered the most optimal approach; or - preferred suppliers have already been identified through a prior competitive process; or -there are other extenuating circumstances	✓	✓	✓			refer to NZ Government Procurement Guidelines and ENZ Procurement Policy. GM Corporate Services with sole discretion to approve exceptions.
<b>Scholarships (incorporating Manaaki, PM Scholarships and other scholarship arrangements)</b>							
Scholarships	Approve budgeting operating expenditure.	✓	✓ up to \$300,000	✓ up to \$100,000	✓ up to \$50,000	✓ up to \$20,000	CE or GM Corporate Services can approve Unbudgeted expenditure up to \$100,000. costs indirectly associated with delivering the Scholarships programme e.g. marketing, system support.
	Approve Scholarship expenditure - Provider Contract signing and variations	✓	✓ up to \$5m	* up to \$100,000			costs directly associated with awarding Scholarships e.g. selection management, language testing, student services
	Approve Student scholarships awarded, scholarship budgets, and change requests (managed by the Scholar and Alumni Management system (SAM)).	✓	✓	✓	*	*	The Scholar and Alumni Management system (SAM) has the <a href="#">operating framework</a> for Manaaki scholarships awarded, budgets and change requests. Along with all student driven information.
	Approve Scholarship expenditure - Payments	✓	✓ up to \$5m	* up to \$1m	* up to \$1m	* up to \$1m	Jointly GM Sector Services and Manager, Scholarships. [backup GM Corporate Services and Director Scholarships].
<b>Travel</b>							
Travel - New Zealand based staff employees	Approve travel within New Zealand (domestic) must be pre-approved in writing.	✓	✓	✓	✓		One-up approval applies. <a href="#">Procedure note update 30 November 2023</a> The Acting Chief Executive and General Manager – Corporate Services will jointly approve travel bookings until the end of the financial year 30 June 2024.  Domestic travel in New Zealand by ENZ staff may also be approved where such travel is necessary in order to: • deliver business plan initiatives such as inbound visits to New Zealand by agents and media as part of familiarisation programmes • accompany central or regional partner government delegations visiting New Zealand on international education business • accompany sector or academic delegation visits to New Zealand from partner countries  Wherever possible, staff should prioritise accompanying delegations in their own home location.
	Approve travel outside New Zealand (International) must be pre-approved in writing.	✓	✓	*			jointly CE and GM International. Reference the International Travel Approval Form
Travel - International based employees	Approve travel within an employee's global region must be pre-approved in writing	✓	✓	✓	*		Regional Director. Note: Regional Director travel must be approved by GM International.
	Approve travel outside of an employee's global region must be pre-approved in writing	✓	✓	*			jointly CE and GM International. Reference the International Travel Approval Form
<b>Work Programme</b>							
Work Programme	The Work Programmes Governance group or Steering Committee recommends to responsible GM the work programme priorities. GM can approve within approved budget.		✓	*			based on ENZ RASCI

Approved  
Grant McPherson, Chief Executive