**Tumu Whakahaere Pākihi**

**Business Manager**

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|  | Te Puni: | Investment  Organisational Support  Policy Partnerships  Regional Partnerships  Strategy & Organisational Performance |
| Reports to: | Manahautū Tuarua - Deputy Chief Executive |
| Location: | Tari Matua, Te Whanganui a Tara - National Office, Wellington |

**ORGANISATIONAL STATEMENT**

Te Puni Kōkiri’s core purpose is ensuring that iwi, hapū and whānau Māori succeed as Māori.  Our role is to support Government to strengthen Treaty of Waitangi partnerships and facilitate iwi, hapū and whānau Māori to succeed at home and globally through:

* **Ārahitanga:** Provision of strategic leadership and guidance to Ministers and the state sector on the Crown’s on-going and evolving partnerships and relationships with iwi, hapū and whānau Māori
* **Whakamaherehere:** Provision of advice to Ministers and agencies on achieving better results for whānau Māori
* **Auahatanga:** Development and implementation of innovative trials and investments to test policy and programme models that promote better results for whānau Māori

Our work is focused around four inter-related outcomes

* Whakapapa/Identify – Māori language, culture and values hold a central place in Aotearoa New Zealand
* Oranga/Wellbeing – Opportunities and outcomes that reflect and support the aspirations of whānau
* Whairawa/Prosperity – A thriving Māori economy supported by high performing people, assets and enterprise
* Whānaungatanga/Relationships – Genuine, enduring and productive relationships between Crown and Māori

For further information about Te Puni Kōkiri please visit our website: [www.tpk.govt.nz](http://punaha-korero/otcsdav/nodes/16156505/)

**O TĀTOU WHAIPAINGA – OUR VALUES**

**Te Wero** – *We pursue excellence*.

We strive for excellence and we get results. We act with courage when required, take calculated risks and are results focused.

**Manaakitanga** - *We value people and relationships*.

We act with integrity and treat others with respect. We are caring, humble and tolerant. We are co-operative and inclusive.

**He Toa Takitini** – *We work collectively.*

We lead by example, work as a team and maximise collective strengths to achieve our goals.

**Ture Tangata** – *We are creative and innovative.*

We test ideas and generate new knowledge. We learn from others and confidently apply new knowledge to get results.

**Te PUNI Statement**

**Investment**

The Investment Te Puni will:

* Provide oversight and strategic leadership of the Te Puni Kōkiri investment portfolio, including Whānau Ora, Māori Housing Network, the Māori Potential Fund, Crown Entity Monitoring as well as a number of other smaller funds and initiatives.
* Grow the internal permanent capacity to design, implement, deliver and evaluate the growing portfolio of initiatives.
* Be responsible for improving our core systems and processes to support service delivery in the regions and performance measurement.

**Organisational Support**

The Organisational Support Te Puni works in partnership with others (internally and externally) to enable Te Puni Kōkiri to maintain and enhance our capability to deliver efficient, effective and economical outputs.  In part we achieve this through the provision of advice, systems, tools and processes that are tailored for our needs.

Our areas of responsibility include:

* Human Resources and Capability
* Communications and media management
* Information services and records management
* Technology services
* Finance and departmental procurement
* Legal advice and administration of Māori Trust Boards
* Ministerials and Business Support
* Property and asset management
* Business Continuity and Protective Security

**Policy Partnerships**

The Policy Partnerships Te Puni contributes to Te Puni Kōkiri vision of iwi, hapū and whānau Māori succeeding as Māori.  The success of whānau is pivotal to this vision.

To achieve this vision, Te Puni Kōkiri works in partnership with government agencies and key stakeholders to design and deliver policies that have a significant impact on whānau Māori. This involves leading policy development across a range of key Māori specific initiatives and proactively influencing the formation of policy advice across the wider state sector to ensure that other agencies consider, and address, improving the quality of outcomes for whānau Māori.

**Regional Partnerships**

The Regional Partnerships Te Puni creates and maintains relationships with iwi, hapū and whānau Māori and government at both a local and national level. A core role of the Regional Partnerships Te Puni is to work collaboratively with the Policy Partnerships Te Puni, Strategy & Organisational Performance Te Puni and the Investment Te Puni, to share and receive quality information, build ideas and develop new approaches to regional partnership issues informed by experience and understanding from the regions. Effective information flows are critical to enabling Te Puni Kōkiri to formulate robust advice for government, to partner through smart investments and to influence behaviour at a community level.

The Regional Partnerships Te Puni is responsible for:

* Developing robust relationships with iwi, hapu and whānau Māori at a national and regional level
* Developing other partnerships in the regions including with local government agencies
* Using those relationships to gather and disseminate information between government and iwi, hapū and whanau Māori
* Feeding into the development of the investment strategy for Te Puni Kōkiri and implementing this strategy for Te Puni Kōkiri’s non-departmental funding.

**Strategy & Organisational Performance**

*“Leading, supporting and positioning Te Puni Kōkiri to deliver outcomes for Whānau now and into the future.”*

We support by:

* Making sure the organisation knows where it’s going (Strategy)
* Making sure we have a plan to get there (Planning)
* The ‘Google’ Map (the framework and methodology)
* Making sure we got there (Evidence and Performance Story)
* Learning about the journey (Reporting)
* Making sure the organisation is ‘safe’ (Risk & Assurance)

**Working in a networked approach**

We are committed to operating a networked way across Te Puni Kōkiri. This means working across the boundaries of teams and Te Puni to achieve results, identify opportunities and manage risk.

This is particularly important for the Business Manager role where they oversee the planning, budgeting and internal operating requirements. They work with the subject matter experts and managers within the Te Puni and across Te Puni Kōkiri.

To be successful the Te Puni management team will work together to set priorities and allocate resources. The Business Manager is a key part of this team.

Specific expectations will be agreed through the development of performance and development plans.

**PURPOSE**

The Business Manager position is the source of business administration and management expertise for the assigned Te Puni. Reporting to the Deputy Chief Executive, this role has core areas of focus including:

* providing practical management of strategic planning, budgetary and financial management processes (working with the strategy and finance teams)
* leading or supporting specific activities such as contingency planning, security management and emergency procedures
* coordinating information and issues on behalf of the Deputy Chief Executive.
* The provision of future-focused advice on governance and management issues in the Te Puni – including the identification of the various support needs of the Te Puni and contributing to their development and implementation,
* The Business Manager will work collaboratively and flexibly as the work arises.

The Business Manager, in partnership with other managers, will provide advice and co-ordination of the professional training and development of the support staff in the Te Puni, as required.

**DIMENSIONS**

**Range of Influence**

The Business Manager, is a member of the Te Puni leadership team and has a key role in the effective and efficient running of their Te Puni. Success in the role will mean the Deputy Chief Executive and Leadership Teams are able to focus on the core business of Te Puni Kōkiri.

This position understands the wider Te Puni Kōkiri environment which focuses on priorities and outcomes of our operating model.

The Business Manager will be expected to represent the Deputy Chief Executive in internal and external forums as agreed.

**Leadership**

The Business Manager provides leadership to their Te Puni in the areas of business management and business support. The position takes the lead in business planning and has a key leadership role in managing Te Puni resources (people and financial).

The Business Manager also leads major projects within Te Puni and across the wider organisation.

**Financial**

The Business Manager has responsibility for the financial management of their Te Puni, including managing the budget process and monitoring the financial position of the Te Puni against its approved budget.

**Health and Safety**

This role should be able to understand, promote and demonstrate a commitment to sound health and safety practices by applying Te Puni Kōkiri Health and Safety Policies and Procedures.

**Delegations**

The Business Manager holds relevant financial and human resource delegations from the Deputy Chief Executive to facilitate the management of respective Te Puni.

**SPECIFIC ACCOUNTABILITIES AND DELIVERABLES**

**Provide future-focused business planning and advice**

* Provide professional insight and expertise to strategic business planning processes for the Te Puni
* Undertake research and analysis and develop options and solutions around a variety of matters impacting on the business of the Te Puni and the organisation.
* Prepare briefing papers, management team papers and business advice
* Identify expert resources and build a network of contacts who can make a contribution to the development of business strategy for the Te Puni

**Provide oversight across Te Puni work programmes and budgets and support the Deputy Chief Executive and Te Puni Leadership Team**

* Advise the Deputy Chief Executive on key issues, risks and concerns as they arise and troubleshoot to resolve them;
* Ensure respective Te Puni performance is achieved in accordance with the Ministry’s operating model and values;
* Lead Te Puni business planning, risk identification, reporting and budgeting processes;
* Support budget development and monitoring; and
* Provide advice, options and solutions to respective Te Puni Leadership Teams.

**Contribute to a future-focused and coordinated approach to business management**

* Build and develop collective business management initiatives across the Ministry;
* Ensure alignment and integration of business initiatives and practices with those in other Puni;
* Ensure there is a consistent flow of business information across the Ministry;
* Ensure compliance with organisational policies, practices and guidelines and provide advice into ongoing enhancements in these areas;
* Lead the development and implementation of an internal infrastructure in the Te Puni which supports best practice corporate governance; and
* Develop and embed quality standards for specific business functions.

**Provide practical management of business processes in the Te Puni**

* Carry appropriate delegations to facilitate effective Human Resource and Financial management in the Te Puni;
* Contribute to the implementation of health and safety requirements within the Te Puni
* Provide general management and oversight of the operations of the Te Puni;
* Ensure that relevant managers and staff are clear about their responsibilities in implementing agreed Te Puni Kōkiri’s policies and procedures;
* Oversight of Te Puni official correspondence; and
* Undertake clear, concise and accurate monitoring and reporting.

**Manage, Lead, and/or Contribute to other Te Puni Kōkiri and whole of Government Programmes of Work**

* As requested by the Deputy Chief Executive and/or the Executive Team. Core examples include:
  + Business Continuity
  + Emergency Management (including planning for TPK responses in natural disasters)
  + Senior Leadership Wānanga
  + Capability Enhancement Programme
  + Privacy and Protective Security
  + Ngā Taumata Tiketike (Staff Reward and Recognition Programme)
  + Development and implementation of key internal policies and processes
  + Departmental vetting office (Organisational Support Business Support)

**Lead and provide expertise to the delivery of Business Support Functions**

* Be a strong professional role model which includes mentoring and coaching Business Support staff;
* Develop and lead or contribute to best practice workshops with Business Support staff;
* Identify areas of concern, assess the situation and lead change to provide an effective solution; and
* In partnership with the relevant managers, ensure the Te Puni Business Support function has the appropriate resources to meet the daily support needs.

**KNOWLEDGE, SKILLS AND EXPERIENCE**

**Essential**

* A tertiary qualification in management or related discipline (or studying towards such a qualification)
* Professional expertise in Business Administration or a supporting discipline within the public sector
* Demonstrated effective people leadership and management experience including leading change and coaching / mentoring staff
* Exceptional relationship management skills
* Excellent oral and written communications skills
* Demonstrated leadership experience in a complex and politically sensitive environment
* Demonstrated capability to understand the business cycles including planning, prioritisation, reporting and accounting cycles
* Presentation skills and personal credibility to be able to speak with authority on behalf of the Deputy Chief Executive
* Well-developed skills in planning, organising and influencing across all organisational levels
* Self-motivated and a team player

**Desirable**

* Experience in project management
* Experience at a senior level in business continuity and emergency planning.
* Comfort in operating in a tikanga / kaupapa Māori environment, a degree of fluency in Te Reo Māori is desirable

**COMPETENCIES**

Our competency frame work incorporates core abilities that are relevant across the organisation and technical abilities specific for each role. Our competencies are represented by the Poutama, symbolising the journey of growth and development that a person takes to realise their own potential, by developing in steps and building on the knowledge and skills that they already have. The following indicators represent the manifestation of competencies required for this role.

***ROLE SPECIFIC COMPETENCIES***

**Business Management**

* Lead the annual financial planning and budget setting for the Te Puni
* Structure financial resources to align with the Te Puni work programme
* Monitor and reforecast budgets ensuring budget variance is minimised
* Analyse financial and HR information to assist with business planning
* Monitor staffing numbers and advise on staffing options to meet Te Puni goals
* Coordinate appropriate development programmes for staff
* Monitor business risks across the Te Puni and implement systems for mitigation
* Define standards and indicators relevant to the effective running of the Te Puni and monitor, analyse and report on progress
* Lead the administrative framework for the Te Puni including development and implementation of administrative systems and processes that enhance Te Puni effectiveness
* Work with Support Services and other Business Managers to ensure a cooperative approach to business planning in Te Puni Kōkiri.

***CORE COMPETENCIES***

Core competencies are relevant to all roles in Te Puni Kōkiri but may be required at different levels of ability and complexity. The following are required for this role:

**Māori Perspective**

* Show respect for and have an interest in Māori history and traditions
* Use basic greetings and pronunciation of Te Reo Māori
* Are comfortable in situations where tikanga is observed and show respect for its importance
* Are open to working with Māori concepts and traditions
* Show respect for Māori groups and are comfortable working in a Māori environment
* Understand the importance of the Treaty of Waitangi

**Leadership**

* Are prepared to make difficult decisions when required
* Demonstrate leadership behaviours including commitment, integrity, accountability, humility and selflessness
* Translate the organisations direction into goals and action for the team
* Provide support and motivate team members
* Create opportunities for development of individuals and the team
* Create an environment where staff can take the initiative.
* Take action to improve team dynamics, achievement and abilities
* Take shared responsibility for organisational decisions
* Look for areas for improvement and positive changes

**Relationship Management**

* Build relationships with deference to tikanga values
* Promote the benefits of collaboration and build team identity
* Facilitate individuals working together by identifying common goals, encouraging collaboration and joint ownership of ideas and approaches
* Actively seek opportunities to contribute to positive outcomes for stakeholders
* Identify and initiate contacts that will further the organisations interests in the near and/or longer term
* Avoid focusing on immediate needs to the detriment of longer term relationships
* Consult with a wide audience to attain buy-in and consensus
* Handle difficult or tense situations with diplomacy and tact

**Communicating Effectively**

* Are adept at using Te Reo Māori in work and communicate with Māori audiences adhering to tikanga and kawa
* Strategise the presentation of verbal and written information and deliver to the highest level of audience with clarity and confidence
* Are highly persuasive in situations where strong opposition or potential conflict exists
* Vary your communication style and draw upon examples or illustrations relevant to the audience
* Deliver unpopular information with diplomacy and tact
* Are aware of all nuances in written and verbal information delivered by others
* Use a consultative approach to decision making
* Consider who (individuals, teams and organisations) need to be aware of relevant information and ensure information is imparted

**Results Orientation**

* Understands business plans and advise on medium to long term improvement
* Plan work and significant projects identifying timeframes and priorities; organise and allocate resource; monitor work streams and report on progress.
* Analyse complex situations by: breaking into constituent parts; recognise and assess likely casual factors; interpret the information available; look for corrections, and devise effective solutions
* Use contemporary and traditional Māori language to achieve results
* Actively consider risk involved in problems or issues and act to mitigate and/or advise appropriate others
* Define work in terms of results and pursue success with energy and drive
* Monitor conditions to anticipate the need to change

**Business Understanding**

* Understand the strategic alignment of Māori succeeding as Māori and have a vision of what that success looks like
* Develop organisation strategies and business objectives
* Have a detailed understanding of the organisation’s structure, the purpose of each group and how each contributes to the whole organisation
* Understand state sector inter-relationships and detailed workings of government
* Contribute to defining and furthering State Sector goals
* Have an in-depth understanding of the Treaty of Waitangi and it’s impact through the State Sector
* Understand the nuances of the political environment and consider them in decision making
* Use a detailed understanding of the nature of all stakeholders to inform the organisation’s strategy

***PLANNING/PROJECT MANAGEMENT COMPETENCY***

**Provide input to Ministry planning documents and link projects to Ministry outcomes**

* You need to provide high-quality contributions to external and internal planning documents such as quarterly and annual reports, team business plans, output plans, budget preparation, and development and delivery of the Statement of Intent.
* You should be able to draw linkages to the Ministry’s outcomes hierarchy and think through project outcomes within this framework.

**Contribute to larger projects**

* You may contribute to (rather than lead) projects of greater complexity, sensitivity, conflict and risk. This may include leading a project work stream assigned by a project manager.
* You will need to operate relatively independently within clear designated groups, with support from other staff and or managers.
* You will act within agreed bounds of projects while using initiative for definition and delivery of your own outputs.

**Manage small to medium contracts**

You need to:

* be able to plan, manage and report against small to medium contracts and budget components
* be fully aware of and understand the Ministry’s procurement processes and financial policies
* monitor and manage contractors’ performance against deliverables and ensure you meet the Ministry’s requirements.

As you become more experienced, you may lead expressions of interest and tender processes. You need to be able to use the Ministry’s contract management system and draft high-quality contracts in consultation with the Legal Team and/or other senior staff.

**Identify project priorities, risks and opportunities**

* Within your own work areas, you should be able to identify work priorities within projects, and the associated risks and opportunities.
* You will need to think several steps ahead and anticipate and adjust for problems or risks.

**Lead, plan and report on projects**

You will lead defined small scale projects using the Ministry’s project management methodology. You will lead, plan and report on projects – including multiparty (internal and external) projects. This includes the development of a project plan including resource requirements and performance measures.

You need to:

* accurately scope out the length and difficulty of tasks and projects
* identify resource requirements
* identify appropriate project governance arrangements
* measure performance and progress against goals. This includes keeping appropriate people informed of progress and issues/risks.

**KEY RELATIONSHIPS**

**Internal**

|  |  |
| --- | --- |
| **Contact** | **Nature and Purpose of Relationship** |
| Deputy Chief Executive | Working together on the effective leadership of the Te Puni |
| Te Puni Leadership Teams | Working together and advising on the effective management of the Te Puni |
| Business Support Staff | Provide leadership and coordination of the Business Support function in partnership with the respective manager/s. |
| Other Puni Business Managers | Collegial and consistent approach across the organisation to business management and Ministry projects |
| Organisational Support & Strategy & Organisational Performance | Work with key contacts in Organisational Support and Strategy & Organisational Performance to manage and deliver on business needs; planning, reporting and budgeting processes |
| Chief Executive and other Deputy Chief Executives | Proactively provide expert advice and support. Lead and contribute to TPK wide projects. |

**External**

|  |  |
| --- | --- |
| **Contact** | **Nature and Purpose of Relationship** |
| Suppliers / Contractors | Engage suppliers and contractors to facilitate business management processes |
| Minister’s Office | Engage with Private Secretaries as required |
| Government Agencies | Engage with key stakeholders and maintain relationships as required |
| Emergency Response Agencies | As a subject matter expert engage with colleagues in other agencies around planning and operation. |

**DECISION MAKING AUTHORITY**

The schedule of delegated authorities detail those departmental decisions that this position is authorised to make. The following summarises the key decision making authorities.

**Human Resource Authority**

The Business Manager hold level 3 Human Resources delegations.

**Financial Authority**

|  |  |
| --- | --- |
| **Area of Delegation** | **Delegated Authority** |
| Personnel expenditure | As per Departmental Delegations Policy (up to $200,000 per transaction) |
| Indirect and operating expenditure | As per Departmental Delegations Policy (up to $200,000 per transaction) |