**Kaitohu Tumuaki**

**Principal Advisor**

**Māori Business Growth**

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|  | **Te Puni:** | Mahi Haumi - Investment |
| **Reports to:** | Tumu Whakahaere - Māori Growth Lead |
| **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://www.tpk.govt.nz/)

**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**

***The Purpose of the Investment Te Puni:***

Te Puni Kōkiri investment opportunities have grown and may continue to grow in the future. Due to the growth in the portfolio of innovative, targeted investment initiatives, an Investment Te Puni has been established to ensure that Te Puni Kōkiri is strategic, agile and works to ensure that we are active in making things happen, accountable and can articulate what the results are for those investment decisions.

Te Puni Kōkiri oversees just over $200 million in initiatives fostered to support Māori development outcomes. Some of these funds are administered by Crown Entities, Statutory Entities, other organisations and Te Puni Kōkiri. This Te Puni requires a range of strategic and technical skills and capability to ensure it can deliver outcomes, outputs and results.

#### *Working in a networked and agile model*

We are committed to operating a networked, agile model to manage our investments. This means working across the boundaries of teams and Te Puni.

This will be particularly the case for the Investment Te Puni where the functional specialist teams of Investment Planning and Performance and Operational Policy and Design will be working across to support the subject matter teams. At any time, they may be supporting any one of the three Investment Leads, while still reporting to their ‘home’ manager who is responsible for ‘pay and rations’, functional advice and support and professional development.

To be successful, there will have to be a joint approach by the Investment Te Puni management team will work together to set priorities and allocate resources.

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

Job Description Approved

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Susan Shipley

Manahautū Tuarua a Te Puni Mahi Haumi Whakamahi

**PURPOSE**

The role of the Principal Advisor in the Māori Growth portfolio is to support the Māori Growth Lead with a specific focus in developing a strategy for investment to support Māori business growth.

The Principal Advisor reports to the Māori Growth Lead and will provide technical and analytical leadership on complex issues, where the development of new frameworks, approaches and operational policy may be needed. They will understand the wider and long term implications, and will engage relevant public, private and community stakeholders at an early stage.

The Principal Advisor will contribute to a range of activities across the Māori Growth team and the wider Investment Te Puni and have:

* a thorough understanding of the strategic context in which the Ministry operates
* an understanding the priorities and perspectives of Ministers, partner agencies and key external stakeholders
* be fully aware of the Ministry’s political, external and historical drivers
* understanding of the ways in which day-to-day work contributes towards meeting high-level strategic objectives.

Specific responsibilities include:

* providing intellectual and strategic leadership
* provision of advice to the Minister and senior officials
* facilitating a virtual network of Business Growth staff in the regions
* supporting regional managers with strategic planning and performance monitoring of business growth activities within each region
* building and maintaining connections across Government agencies and private sector providers to deliver initiatives to support business growth and share intelligence on support available for Māori businesses
* providing or commissioning expert advice across for emerging and growing sectors.

The Principal Advisor will work collaboratively and flexibly as the work arises.

**DIMENSIONS**

**Range of Influence**

The Principal Advisor is expected to possess high level technical knowledge and expertise relevant to specific Investment areas or skills, and to lead initiatives within their area of expertise or skillset. Seen as experts in their field they are expected to use their knowledge to influence outcomes at the highest level across government and in communities.

**Leadership**

The Principal Advisor does not have line management responsibility but is expected to coach and mentor staff and support professional development of investment staff within Te Puni Kōkiri. The Principal Advisor will also play an important role in increasing the capability of the Investment Te Puni by mentoring, coaching and imparting their knowledge to other staff.

**Financial**

The Principal Advisor, together with Managers, will manage project budgets and provide key advice to the budgeting process. They will need to have a high level understanding of the government budget processes and requirements.

**Health and Safety**

Understand, promote and demonstrate a commitment to sound health and safety practices by applying Te Puni Kōkiri Health and Safety Policies and Procedures.

**SPECIFIC ACCOUNTABILITIES AND DELIVERABLES**

**Leadership – Programme and Project**

* Contribute to a range of activities across Te Puni Kōkiri and across Government, by having a thorough understanding of the strategic context in which Te Puni Kōkiri operates
* Understand and act as a conduit for communicating the priorities and perspectives of Ministers, partner agencies and key external partners across Te Puni
* Work with Managers to identify opportunities to improve customer services and stakeholder engagement
* Provide mentoring and supervising staff through the development process and supporting Managers in developing the knowledge capability of their teams
* Lead Te Puni Kōkiri engagement with other departments, and external partners. Communicate and collaborate with sectors, Māori, groups, and the wider public

**Operational & Strategic policy and implementation**

* Contribute to advice regarding the Investment Framework and plans
* Lead implementation processes, including the preparation and drafting of documents and advice
* Demonstrate flexibility, adaptability and strategic agility as the needs and priorities of the Ministry and the Minister change over time
* Provide expert technical advice to management, colleagues, government agencies, private industry, Maori,

and the wider public

* Lead engagement with the Minister
* Lead Ministry’s engagement with other departments, and external stakeholders as well as communication and cooperation with sectors, Maori, groups, and the wider public
* Lead Ministry’s representation externally in national, at select committees, cabinet meetings and other public forums as required.

**Increasing the capability and professionalism of the Ministry**

* Demonstrate a commitment to your own continuing development
* Working alongside Leads to lift the capability of the Ministry through playing a lead role in the development, implementation and maintenance of the Ministry’s specific investment development and implementation processes.
* Providing a leadership role in building a culture of constructive challenge and debate individually and as part of a cohort of Principal Advisors in the Investment Te Puni and te Puni Kokiri
* Mentoring and supervising staff through the development process and supporting Managers in developing the knowledge capability of their teams.
* Providing technical and analytical leadership to staff and management.
* Demonstrate an enthusiasm and willingness to work across team and departmental boundaries and issues.

**Investment Planning and Advice**

* Provide quality assurance and guidance on investment plans and proposals where relevant
* Monitoring and investment performance analysis and advice
* Be able to advise on performance across the current investment portfolio as requested
* Contribute to the design and refresh of investment initiatives from time to time
* Apply benchmarking across comparable business development programmes to inform improvements
* Provide management information on key trends and impacts of investment to complement investment planning and initiative design

**Supporting team management and administration**

* Deliver organisational initiatives as part of the Ministry’s leadership team through thought leadership and the quality of advice and support.
* Produce and contribute to a range of deliverables for the Minister, including briefings, aide memoires, Ministerial correspondence and other documents
* Lead and contribute to the preparation and reporting requirements of team and Ministry accountability and planning processes e.g., team business plans, output plans, development and delivery of Statement of Intent, quarterly reporting to the Minister.
* Contribute to the administration of statutory obligations and commitments, including implementation, monitoring, reporting and reviewing of specific policy recommendations in co-operation with relevant stakeholders.
* Be aware of and apply all Te Puni Kōkiri Health and Safety policies and procedures

**KNOWLEDGE SKILLS AND EXPERIENCE**

**Essential**

* A post graduate degree in a related field or significant experience in public sector organisations.
* Strong interpersonal skills and the ability to operate with a diverse and flexible team of staff.
* Subject matter knowledge of Māori business development and related issues (sector knowledge and credibility)
* The ability to build, maintain and enhance strategic relationships within Te Puni Kōkiri, Government departments, Māori organisations, providers and other groups
* Highly developed conceptual and analytical skills and experience in developing and implementing workable solutions to ambiguous and complex problems
* Highly developed communication skills both oral and written to explain complex issues clearly to a range of audiences, including non-technical experts
* Contracting for outcomes experience
* Operational policy experience
* Have a high level of understanding and direct experience of government processes
* Proven ability to lead complex cross-government development and/or implementation programmes
* Proven ability to represent their organisation and are recognised for their expertise by other Government agencies or external stakeholders.
* Have highly developed interpersonal skills and the ability to motivate and persuade key stakeholders.
* Can mentor people within the organisation and sector and/or can lead the development of capability

**Desirable**

* Knowledge in key priority areas of the Ministry such as business growth agenda (He kai kei aku ringa), economic development, Information and communications technology and Housing
* Commercial and financial expertise, Results Based Accountability experience and or expertise
* An understanding of social outcomes measurement and evaluation, actuarial analysis

**COMPETENCIES**

Our competency framework 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 knowledge and actions required for the role.

## *Role Specific Competencies*

Role specific competencies describe requirements specific to a role:

**Specialist Knowledge**

* Have specialist expert knowledge across your work programme(s).
* Have in-depth knowledge of any related legislation and workings of government in your specialist field and able to apply this understanding to policy advice and decision making.
* Know when and where to go to source critical knowledge and expertise when required.
* Share your knowledge within teams and across Te Puni Kōkiri.
* Facilitate and contribute to appropriate recording and storage of knowledge.
* Continually develop your knowledge or skill and encourage others to do the same.
* Have a broad understanding of the investment work undertaken across Te Puni Kōkiri.

**Planning/Project Management**

**Champion effective use of project management disciplines to support robust policy development**The Ministry is applying a systematic project management methodology across the Ministry’s work programme, including development processes.

You need to demonstrate the advantages of project management for improving the outcomes of policy development processes. This includes:

* having excellent understanding and use of the Ministry’s project management methodology, with the ability to coach and mentor other staff
* tailoring the project management approach to suit the particular project
* encouraging all staff to attend project management training and apply the Ministry’s project management methodology to their work.

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| **Oversee large projects** You will be able to:   * take on large key policy project roles * balance your responsibilities between leading policy development processes and coaching less experienced analysts. |
| **Manage project priorities, risks and opportunities**  You will:   * have a clear sense of the objectives that you are trying to achieve through a Ministry development process * be practiced at identifying project priorities and be attuned to the need to manage any risks to the project * use planning and process management tools to set well-defined objectives and goals * accurately scope out length and difficulty of tasks and projects * break down work into process steps * understand and figure out the processes necessary to get things done * get the most out of few resources * take a strategic overview of work and prioritise activities and team resources * ensure project plans clearly identify project roles, resource requirements, timeframes and allocate responsibilities   and tasks to individual staff   * ensure consistent approaches are taken to communications and reporting across key projects * track progress, proactively share information, and keep relevant data and evidence in line with records management policies and statutory obligations. |
| **Incorporate implementation and evaluation considerations**  You will:   * understand the circumstances and environment in which specific work is likely to be implemented * know how the ongoing success of the Ministry’s work will be measured * consider implementation threats and evaluation requirements at the early stages of work processes. |
| **Manage large contracts**  You will:   * be able to lead procurement processes and manage large contracts for the Ministry * fully understand the Ministry’s procurement processes and financial policies and explain them to staff * be fully competent in using the Ministry’s Contract Management System * coach staff in drafting high-quality project specifications and Requests for Proposals. |

## *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 is required for this role:

**Māori Perspective**

* Have some understanding of Māori values and knowledge including its origins
* Have basic Te Reo Māori including some vocabulary and structure
* Have an understanding of tikanga and are confident in situations where observed
* Apply a Māori paradigm to your work
* Work alongside Māori groups and take the time to earn their respect
* Understand the basic principles of the Treaty of Waitangi from both Māori and Crown perspectives

**Leadership**

* Are committed to the kaupapa of the organisation and carry out work with professionalism
* Coach and mentor less experienced members of team
* Further the team’s goals
* Support other team members to complete tasks
* Take responsibility for being a team member
* Respond and adapt to any changing environment

**Relationship Management**

* Adhere to concepts such as whānaungatanga, whakapapa and manaakitanga when dealing with people
* Foster an environment where people work together with ease and understanding
* Focus on the organisation working as a team rather than separate business units
* Champion initiatives that achieve a positive outcome for stakeholders
* Proactively build positive working relationships with people at all levels within the public sector, private sector and Māoridom, with the intent of furthering the organisations’ strategy
* Ensure all stakeholders have their say and information is considered before decisions are made
* Approach tense or difficult situations with the objective of reaching win-win solutions

**Communicating Effectively**

* Can use Te Reo Māori in your 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**

* Understand 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 causal factors; interpret the information available; look for connections, and devise effective solutions
* Use contemporary and traditional Māori knowledge 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 its 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

**KEY RELATIONSHIPS**

***INTERNAL***

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| **Contact** | **Nature and Purpose of Relationship** |
| Māori Growth Lead | As a direct report. |
| Investment Te Puni | Lead, facilitate and mentor team undertaking tasks and roles as per the work programme. |
| Regional Managers and Regional Business Growth staff | Provide advice and support to develop, implement and monitor business growth activities in a consistent manner. |
| Chief Executive and Deputy Chief Executives | Proactively provide expert communications advice and support to the Chief Executive and Executive Team. |
| Managers and Principal Advisors within Te Puni Kōkiri | As a partner and provider of a range of services that contribute to the success of the Ministry. |
| All Te Puni Kōkiri staff | Provision of high quality, proactive advice for all. |

***EXTERNAL***

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| **Contact** | **Nature and Purpose of Relationship** |
| Minister(s) and their offices | Directly brief and advise the Minister and office staff |
| State Sector Partners | Participate in cross agency programmes if required. Coordinate and share data and information to achieve overall cross government goals. |
| Suppliers and contractors | Commissioning and oversight of delivery |
| Researchers | Understand trends and support delivery of services |
| Iwi, hapu, whānau Maori | Liaise with when appropriate |

**SPECIAL REQUIREMENTS**

Travel will be required to lead and support business growth development and implementation and work with regional teams.

Work out of normal working hours will be required from time to time.

**DECISION MAKING AUTHORITY**

Support the Lead with personnel and budget (departmental and non-departmental) management as agreed from time to time.