**Tumu Pākihi**

**Business Manager**

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|  | **Te Puni:** |  Mahi Haumi - Investment  |
| **Reports to:** |  Manahautū Tuarua a Te Puni Mahi Haumi – 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://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 the Investment Te Puni management team will work together to set priorities and allocating 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 Business Manager position is the source of Business Administration expertise for the assigned puni. Reporting to the Deputy Chief Executive, this role has three core areas of focus:

The Business Manager responsibilities include:

* providing practical management of strategic planning, budgetary and financial management processes
* support for specific activities such as contingency planning, security management and emergency procedures
* coordinate information and issues on behalf of the Deputy Chief Executive.
* to provide future-focused advice on governance and management issues in the puni – including the identification of the various support needs of the puni and contributing to their development and implementation,
* to provide practical management of strategic planning, budgetary and financial management processes for the puni,
* to provide advice and co-ordination of the professional training and development of the support staff in the puni.
* The Business Manager will work collaboratively and flexibly as the work arises.

**DIMENSIONS**

**Range of influence**

The Business Manager has a key role in the effective and smooth running of their puni. Success in the role will mean the Deputy Chief Executive and Management Teams are able to put their main focus on the core business of their puni development.

**Leadership**

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

The Business Manager holds certain human resource delegations from the Deputy Chief Executive to facilitate the management of the puni.

**Financial**

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

The position holds certain financial delegations from the Deputy Chief Executive to facilitate the management of the puni.

**Business continuity**

The Business Manager Regional Partnerships will be responsible for the development and management of the Ministry Business Continuity Plan and Emergency Procedures planning across all offices of the Ministry.

**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 & DELIVERABLES**

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

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

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

* Build and develop collective business management initiatives across ngā puni
* Ensure alignment and integration of business initiatives and practices with those in other puni
* Ensure there is a consistent flow of business information between the assigned puni and others
* Ensure compliance with organisational policies, practices and guidelines.
* Lead the development and implementation of an internal infrastructure in the puni which supports best practice corporate governance.
* Develop the capability within the puni to provide good governance, including awareness of national frameworks and risk management practices
* Develop and embed quality standards for specific business functions

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

* Carry appropriate delegations to facilitate effective Human Resource and Financial management in the puni
* Provide general management and oversight of the business of the puni including management processes, these include:
* IT
* HR&C
* Finance,
* Strategic and business planning
* Quality systems
* Health and Safety,
* Parliamentary questions, official information requests
* This includes ensuring that the Deputy Chief Executive, Managers and Team Leaders are clear about their responsibilities in implementing agreed Te Puni Kōkiri’s policies and procedures
* Provide business advice and briefing papers to the Deputy Chief Executive, including undertaking research and analysis and develop options and solutions around a variety of matters impacting on the business of the wahanga and the organisation.
* Provide clear, concise and accurate monitoring and reporting including analysis of variances

**Provide Business and Emergency Planning**

* To ensure that the Ministry has a current and valid emergency plan in every office that meets the safety requirements of the organisation and standards required for property warrants of fitness.
* To work with other Safety advisors within the state sector and emergency organisations to ensure that a suitable business continuity plan is developed and in place to enable the Ministry to operate in a disaster environment with the minimum of disruption.

**KNOWLEDGE, SKILLS AND EXPERIENCE**

Essential

* Professional expertise in Business Administration or a supporting discipline
* Successful experience operating within a Public Service environment
* Demonstrated effective people leadership and management experience including a capability to build and maintain effective relationships
* Proficiency with Microsoft packages especially outlook, word, excel and PowerPoint
* Demonstrated capability to understand the business cycles and requirements of a core government department including planning, reporting and accounting cycles
* Presentation skills and personal credibility to be able to speak with authority on behalf of the Deputy Chief Executive
* Exceptional relationship management skills
* Well-developed skills in:
* communication skills
* coordination and prioritisation
* planning and organising skills
* self-motivation
* team working
* 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 of benefit

Preferred

* A tertiary qualification in management or related discipline (or studying towards such a qualification)

**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 puni
* Structure financial resources to align with the wahanga 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 puni goals
* Coordinate appropriate development programmes for staff
* Monitor business risks across the wahanga and implement systems for mitigation
* Define standards and indicators relevant to the effective running of the puni and monitor, analyse and report on progress
* Lead the administrative framework for the puni including development and implementation of administrative systems and processes that enhance puni effectiveness
* Work with Organisational Support and other Business Managers to ensure a cooperative approach to business planning in Te Puni Kōkiri.

**Planning/Project Management**

**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.

***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**

* Have a broad based understanding of Māori values and knowledge including the contextual background
* Are a conversational speaker of Te Reo Māori
* Plan and conduct your work with appropriate reference to tikanga and kawa
* Actively consider ways of incorporating and representing Te Ao Māori in your work
* Are knowledgeable about iwi and hapu groups as well as Māori leaders and other important Māori figures
* Instil confidence in Māori audiences
* Have an understanding of the Treaty of Waitangi and its importance to Māori

**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**

* Effectively use Te Reo Māori in your work and are confident when communicating with Māori audiences
* Write and verbalise complex ideas in a structured, logical and authoritative way, ensuring audience understanding
* Explore and probe arguments and take opportunity to strengthen own points
* Determine what others may need to get out of a communication and what they may have difficulty in understanding
* Appreciate when information may be unpopular or create conflict and adapt style accordingly
* Listen to other viewpoints and look for common ground
* Understand the nonverbal message or viewpoint being conveyed by others
* Keep stakeholders informed of immediate and relevant peripheral information

**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 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

|  |  |
| --- | --- |
| Contact | Nature and Purpose of Relationship |
| Deputy Chief Executive, Investment  | Working together on the effective management of the puni |
| Ngā Puni Management Teams | Working together and advising on the effective management of ngā puni |
| Business Support Staff | Provide leadership and coordination of the administrative function in the puni |
| Business Managers (other Ngā Puni) | Collegial and consistent approach across the organisation to business management |
| Organisational Support staff | Work with key contacts in Finance, HR&C and other support services groups to deliver business management |

EXTERNAL

|  |  |
| --- | --- |
| Contact | Nature and Purpose of Relationship |
| Suppliers / Contractors | Engage suppliers and contractors to facilitate business management processes  |
| Other Government agencies | As the Subject Matter Expert in Business Continuity to engage with colleagues in other agencies around planning and co-operation. |

**DECISION MAKING AUTHORITY (INTERNAL JD ONLY)**

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

**Human Resource Authority**

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| --- | --- |
| **Area of Delegation** | **Delegated Authority** |
| Recruitment | NIL |
| Remuneration | NIL |
| Development and performance | NIL |
| Ending employment | NIL |

**Financial Authority**

|  |  |
| --- | --- |
| **Delegation Level** | **Level 3** |
| Maximum Expenditure Limit | $150,000 |