**Kaitohu Tumuaki**

**Principal Advisor**

|  |  |
| --- | --- |
| **Te Puni:** | Mahi Haumi - Investment |
| **Reports to:** | Tumu Whakahaere - Manager, Operational Policy and Design |
| **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 Investment (Māori Growth, Whānau Ora and Statutory Entities) 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 allocate resources.

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

Job Description Approved

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

Susan Shipley

Manahautū Tuarua a Te Puni Mahi Haumi Whakamahi

**PURPOSE**

The role of the Operational Policy & Design team is to lead the design of new Te Puni Kōkiri–led initiatives and funds and to support continuous improvement of existing initiatives. The team will act as the bridge between policy development and implementation.

The team will provide services in:

* Operational policy design
* Process and system design
* Guidance and support tools
* Service design, including customer insights, customer experience design and service channels

The Principal Advisor will provide high level strategic, technical and analytical leadership on complex issues where the development of new frameworks, approaches and operational policy are required. They will lead projects within the Operational Policy and design work programme that will lead the design and implementation of new initiatives and continuous improvement of existing ones.

The Principal advisor is expected to enhance the reputation of Te Puni Kōkiri with Maori, the state sector and government by working across Te Puni, with other agencies to gather and share insights and advice on how to make it easier for Maori to engage with Government and for Government to become more effective in the delivery of services for Maori.

**DIMENSIONS**

**Range of Influence**

The Principal Advisor is expected to possess high level technical knowledge and expertise in negotiating and managing high profile contracts, 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 (particularly the contract advisors) 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.

**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**

|  |  |
| --- | --- |
| Technical expertise | * Provide technical advice and expertise on development of business cases, operational policy and programme design models, business process design and systems to improve contract management and performance measurement. |
| Programme and project leadership | * Manage projects on the design of new funding initiatives and development of business cases. * Manage projects on the continuous improvement of established funding initiatives. * Lead the development of guidance, processes and information to support regional office service delivery * Lead the design and commissioning of improved systems, tools and practices to gather customer insights, to inform whanau centric service design. * Provide technical advice and expertise on development of business cases, operational policy and programme design models, business process design and systems to improve contract management and performance measurement. * Provide quality assurance and guidance on initiative design projects. * Lead and support the design of performance measurement frameworks for initiatives. |
| Stakeholder consultation | * Manage relationships with key internal partners, in particular DCE’s, Investment Leads and Regional Managers * Work with other Te Puni to ensure consistency * Represent Te Puni Kōkiri at critical, high level and potentially sensitive stakeholder meetings using excellent communication and relationship management skills |

**KNOWLEDGE, SKILLS AND EXPERIENCE**

**Essential**

* Experience in the development of business cases, operational policy and programme design models and business process design
* Proven leadership experience including an ability to identify, build and actively manage significant relationships
* Excellent communication skills – highly developed skills of persuasion and influence
* Ability to champion effective use of project management disciplines to support their work
* Understanding of government and public service – understanding the rationale and mechanisms for government Intervention
* Understanding of the relevance of the Treaty of Waitangi partnership and comfort in working in a tikanga/kaupapa Māori environment.
* A relevant tertiary qualification

**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***

**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 policy work undertaken across Te Puni Kōkiri.

**Facilitating Strategic and Purposeful Partnerships**

* Building a strong Te Puni Kōkiri presence and proactively present the face of Government to Māori
* Seize opportunities for increased interaction and articulation of the voice of Māori development and Māori ways of doing things
* Create new ways of working and models of practice which can turn national strategies for economic development into regional reality
* Contribute to the constant and consistent flow of information between the Regions and Head Office including with other organisations

**Planning/Project Management**

You need to demonstrate the advantages of project management for improving the outcomes of operational 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.

|  |
| --- |
| **Oversee large projects** You will be able to:   * take on large key operational policy project roles * balance your responsibilities between leading operational 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 a 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. |

***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 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 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

**KEY RELATIONSHIPS**

There are key internal and external contacts with whom this position has to maintain or develop professional relationships. Key contacts will be those that have regular involvement or impact on the position and those that are essential in achieving particular outcomes, including the nature and purpose of the relationship as to why the relationships exists and what the relationships enables.

INTERNAL

|  |  |
| --- | --- |
| Contact | Nature and Purpose of Relationship |
| Project Teams and Investment Puni | Provide strategic oversight and leadership. |
| Regional Partnerships | Sharing of information for smooth functioning of investments and initiatives |
| Policy Partnerships staff | Gather information relevant to Investment team projects and keep up to date on work relevant to them. |
| Strategy and Organisational Performance | To contribute to the national strategies developed to ensure sound information and data can be considered in the formation of plans. |

EXTERNAL

|  |  |
| --- | --- |
| Contact | Nature and Purpose of Relationship |
| Other government agencies | Participate in and lead cross agency projects or forum. |
| Māori communities | Consult and communicate with relevant Māori groups about regional work programmes affecting that group. |

**DECISION MAKING AUTHORITY**

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**

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

**Financial Authority**

|  |  |
| --- | --- |
| Delegation Level | NIL |
| Maximum Expenditure Limited | NIL |