



Wāhanga:	Policy
Reports to:	Manager, Policy
Location:	Head Office, Wellington

ORGANISATIONAL STATEMENT

The efforts of Te Puni Kōkiri are directed towards its Strategic Outcome which recognises the importance of Māori as individuals, in organisations and in collectives, achieving a sustainable level of success. Such success is demonstrated by Māori:

- Participating in and benefiting from education and economic opportunities, including employment, that assist them to reach their full potential.
- Institutions that are robust and effectively managed
- Flourishing as people within a strong culture
- Flourishing in enterprise
- Creating and maintaining healthy families
- Being innovative models for other business organisations, communities, or countries
- Having beneficial partnerships with local, national and international stakeholders, including businesses.

For further information about Te Puni Kōkiri please visit our website: www.tpk.govt.nz

POLICY GROUP

The Te Puni Kōkiri Policy Group brings together our policy development, monitoring, evaluation and research functions to create and drive innovative, cutting edge policy that contributes to *'Māori succeeding as Māori'*.

Te Puni Kōkiri's policy is underpinned by a relationship management framework that provides the conceptual basis to guide our thinking, analysis and advice. This is further supported by our collaboration with the Relationships and Information Wāhanga who help to inform our work through their regional networks and local experience.

Overall, the Policy Group operates in an environment where:

- We value each other's unique talents and contributions,
- We encourage innovation and creative thinking,
- We thrive on healthy debate; and
- We strive for and celebrate success!

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PURPOSE

Senior Analysts are responsible for leading, influencing and providing high quality analysis, research and advice that contributes to *Māori succeeding as Māori*.

Senior Analysts will work collaboratively across the Policy Group and undertake a strong leadership and mentoring role that will bring focus, consistency and quality to our policy, evaluation and research functions.

Senior Analysts will have four main focus areas:

- To lead, influence and/or produce the development of innovative, cutting edge policy;
- To assist Policy Directors to develop a solid foundation of high quality policy advice and practice;
- To work collaboratively with their intellectual peers in Te Puni Kōkiri and with other government departments in developing policy that will contribute to Māori succeeding as Māori; and
- To represent Te Puni Kōkiri's policy position to a wide range of audiences.

DIMENSIONS

Range of Influence

Senior Analysts will lead and play a significant role in policy projects within their work programme. Senior Analysts also advise and influence other government agencies to ensure that Māori development implications are accounted for in government wide policy decisions. All Policy staff will work closely with the Relationships and Information Wahanga ensuring unified service to the Minister and to Māori communities.

Leadership

Senior Analysts have no direct line management responsibility. Senior Analysts may be required to lead particular Policy projects involving Te Puni Kōkiri staff and/or staff from other agencies. Senior Analysts are also responsible for coaching and mentoring more junior Analysts.

Financial

Senior Analysts do not have financial delegation but will be required to monitor and manage (under the oversight of Policy Manager) financial aspects of projects that they lead. This includes ensuring that project finances are appropriately and accurately budgeted and spent.

ACCOUNTABILITIES

As a Senior Analyst you will be responsible for:

Leading, influencing and producing the development of innovative, cutting edge policy.

- Leading, influencing and providing high quality analysis, research and advice that contributes to Māori succeeding as Māori.
- Leading and contributing to the development of conceptual frameworks that will underpin key areas of policy work.
- Leading and engaging in rigorous discussion and debate to inform our policy development advice.
- Engaging in environmental scanning, to anticipate potential issues and identify trends or new areas of policy work.
- Leading and building policy project teams.
- Managing specific projects and initiatives within the Policy Group.

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- Working collaboratively and effectively in project teams.
- Taking collective responsibility for decisions made.
- Providing advice to the Policy Group on key issues in current area of work.

Contributing to the development of a solid foundation of high quality policy advice and practice.

- Creative and innovative frameworks and other tools that contribute to the Policy Group Toolkit.
- Providing professional insight and expertise to strategic planning processes.
- Ensuring shifts in the environment are anticipated, planned for, and reflected in the Policy Group's work programme.
- Providing mentoring, leadership and expertise to Analysts in relation to their work.
- Providing a strong professional role model for the Policy Group and Te Puni Kōkiri.
- Supporting the Analysts to identify personal development opportunities.
- Providing constructive analysis and guidance to Analysts.
- Actively supporting Analysts to understand, articulate and utilise the relationship management framework to inform their thinking and work.
- Assisting the Policy Director to allocate annual work outputs.
- Developing quality standards and appropriate processes for the production of policy analysis.
- Ensuring quality standards and appropriate processes are maintained in all policy work that is produced.

Working collaboratively with key stakeholders.

- Leading and contributing to an intersectoral approach to the development of policy.
- Sharing knowledge in ways that inform and develop the thinking and direction of all who contribute to policy and Māori outcomes.
- Developing networks for information exchange within Te Puni Kōkiri and across the state sector.
- Identifying and managing relationships with key stakeholders.
- Remaining informed of changes in key areas of iwi, hapū, whānau and Māori development.
- Providing professional and timely advice and information to relevant stakeholders.

Representing Te Puni Kōkiri's policy position to a wide range of audiences.

- Providing advice to the Policy Group on controversial or politically sensitive issues.
- Representing the organisation before Government, Ministers and Select Committees.
- Providing advice and support to the Deputy Secretary, Chief Executive, Ministers and Government.



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:

Policy Analysis

- Actively monitor the policy field and sector that you work in to ensure policy interventions are effectively designed and targeted at real issues.
- Determine research requirements for policy projects then conduct or commission research.
- Quickly understand complex policy issues in your field of work and develop plans to approach and solve them.
- Break down complex policy issues to their elements, explain relationships among elements, imagine options and apply appropriate criteria (considering departmental goals, costs, benefits, potential risks, and stakeholder buy-in) to assess option and recommend the best approach.
- Have a full knowledge of the machinery of government including cabinet and select committee processes and requirements.
- Brief the Minister clearly and accurately on policy issues in area of expertise.
- Plan and lead policy projects including: project definition, establishing purpose and form, determining resource requirements, consider implementation issues, and ensure interventions are able to be monitored and evaluated.
- Maintain consultation networks in government, sector and communities.
- Create forum with appropriate stakeholders to gather input towards resolution of complex and/or significant issues.
- Represent Te Puni Kōkiri at interagency groups addressing complex or significant issues, ensuring the organisation's views are fully represented.
- Convey complex policy issues in a clear and effective manner to stakeholders.
- Address, and where appropriate resolve, matters which may be politically sensitive or controversial.
- Present policy options in the wider context of Government policy and identify the relationships with existing policies in other sectors.
- Consider and where appropriate apply Māori knowledge and values to policy issues.

Specialist Knowledge

- Seen as an internal expert in your of speciality and apply specialist knowledge and skill with little guidance.
- Can identify, use and comply with, any legislation relevant to your work and answer questions concerning the detail and application of such legislation.
- Have sufficient knowledge to debate issues credibly with key stakeholders.
- Share your knowledge and skill with others who require the expertise.
- Continually aim to improve your specialist knowledge and skill.
- Have a good understanding of the policy areas across 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 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

- 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

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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 importance of traditional and contemporary knowledge for Māori development
- Commit to and promote the organisation’s strategies and business objectives
- Set operational strategy to achieve business goals
- Understand the reasons behind business policy and procedure and monitor effectiveness
- Understand the purpose and current work of other groups in the organisation
- Understand the Treaty of Waitangi and how it applies to the work of Te Puni Kōkiri
- Understand and consider impact of decisions on wider State Sector
- Work collaboratively with other government agencies
- Have a thorough understanding of the political environment that Te Puni Kōkiri operates within
- Understand the needs of Te Puni Kōkiri’s stakeholders and respond to them

KEY RELATIONSHIPS

Internal

Contact	Nature and Purpose of Relationship
Project teams	Lead and participate in policy projects
Regional Staff	Gather information relevant to policy projects and keep up to date on work relevant to them

External

Contact	Nature and Purpose of Relationship
Policy staff in government agencies	Participate in or lead cross agency projects or forum
Māori communities	Consult and communicate with relevant Māori groups about policy projects affecting that group.

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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

Area of Delegation	Delegated Authority
Personnel expenditure	Nil
Direct expenditure	Nil
Indirect expenditure	Nil

Non Departmental Delegations

This position has been delegated the authority to approve expenditure in the following non-departmental areas:

Nil

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