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| **Position:** | **Tumu Whakahaere - Statutory Entities Lead** |
| **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 |
| **Date:** | June 2019 |

**ORGANISATIONAL STATEMENT**

The Te Puni Kōkiri approach to development and wellbeing is reflected through Te Ohu Whanake – sowing the seeds of development. It is an approach that seeks to:

* Create a solid platform of community-based relationship and engagement with whānau, hapu and iwi;
* Improve outcomes by focusing on Māori aspirations, and on opportunities and innovative ways to accelerate development;
* Position government to be an enabler and a partner, empowering Māori choices; and
* To create equity and equitable outcomes in an environment in which Māori can succeed, both here and abroad.

***Whānau Taurikura - Thriving Whānau****is our vision****.***

Whānau development and whānau-centred approaches sit at the centre of our policies, activities and initiatives.

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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Manager

**PURPOSE**

The role of the Leads in the Investment Te Puni is to be part of the Te Puni management team, to set the strategic direction for the Investment programmes they are responsible for and ensuring the successful operation of these. They will work collaboratively across the Te Puni and manage external relationships pertinent to their particular role.

The Statutory Entities Lead holds relationships and responsibility for contracting with and monitoring Crown and other Statutory Entities, working with them to refine strategies for delivering results for Māori from investment in these significant areas.

The Statutory Entities Lead will develop and lead delivery of a work programme with a strong focus on building internal and external relationships involved in the programmes and maintaining a strategic overview for their work area.

The Statutory Entities Lead will work collaboratively and flexibly as the work arises.

**DIMENSIONS**

**Range of influence**

The Statutory Entities Lead is accountable for developing and implementing a work programme for the team ensuring that work undertaken is aligned with Te Puni Kōkiri plans and goals. The Lead will lead and influence key projects in their area of responsibility and ensuring the operational aspects are delivered successfully.

**Leadership**

The Lead is responsible for leadership of statutory entity investment within Te Puni Kōkiri and externally to lift the effectiveness of public services for achieving Māori success. The Lead has line management responsibility for 3FTE –2 Senior Advisors, 1 Advisor. The Lead will need to work effectively with their peers from across Te Puni Kōkiri to influence partners at national and regional level.

The Lead will demonstrate a leadership style aligned to Te Puni Kōkiri’s values and relevant to their work area and is responsible for the recruitment, retention and development of their team.

The Lead together with the Deputy Chief Executive Investment and the other Leads and Managers in the Investment Te Puni are responsible for embedding the Te Puni Kōkiri operating model within the Investment Te Puni.

**Financial**

The Lead is responsible for the financial management of their work area including the process of setting an annual budget and monitoring progress and reporting against this.

**Human Resource**

The Lead is responsible for ensuring they meet their obligations in Te Puni Kōkiri’s Employment Agreements, Human resource policies and procedures and the Ministry’s Good Faith obligations under legislation

**Health and Safety**

To display a commitment to, and demonstrate an understanding of, Te Puni Kōkiri Health and Safety Policies and Procedures in order to promote healthy and safe work practices and a safety culture

**SPECIFIC ACCOUNTABILITIES & DELIVERABLES**

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| Leadership and management | * Develop and lead the Statutory Entities team to deliver high quality and influential results that reflect best practice within the state sector. * Provide leadership that engages and motivates others to succeed and develop, and foster an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing * Effectively manage team performance by setting clear and stretch objectives, measuring and monitoring progress and results and providing regular feedback |
| Delivery of a work programme | * Embedding processes and any supporting systems, specific to relative initiatives * Investment planning for Statutory Entities * Oversight of client management, including advice and brokerage. Including ensuring Managers and teams have the information, guidance and business support required to perform service delivery roles * Ensuring decision-making accountabilities are clearly assigned and proposal assessment processes are well managed * Leading negotiations where applicable * Contracting and contract management * Monitoring and investment performance analysis * Ministerial reporting on operational matters. * Ensuring all governance appointments are managed so that statutory obligations are met. * Understanding of the Cabinet Fees Framework throughout the delivery of the work programme and how it applies to Statutory Entities |
| Stakeholder relationship management | * Uses te reo where appropriate with stakeholders and conducts work with appropriate reference to tikanga and kawa * Stakeholder relationship planning and oversight, working closely with the Boards and the CEs of Statutory Entities * Create and manage constructive working relationships with peers across the   state sector to enhance understanding of impacts on Māori and drive results in  Te Puni Kōkiri areas of focus   * Ensure timely, correct and appropriate advice is provided to the Executive Team in support of Ministers * Understand the role of Crown entities and manage relationships accordingly |
| Collective leadership | * Participate collaboratively as a member of the Te Puni Kōkiri senior leadership team * Contribute beyond core areas to enhance overall effectiveness of Te Puni Kōkiri * Communicate a shared view of Te Puni Kōkiri’s strategic direction |

**KNOWLEDGE, SKILLS AND EXPERIENCE**

Essential

* Experience identifying, negotiating, managing and evaluating outcome based contracts with a range of providers including a detailed understanding of risk management and risk sharing approaches
* Robust working knowledge of New Zealand legislation and policy in relation to programmes
* Proven management 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, machinery of government, appointment processes and contract management
* Understanding of the relevance of the Treaty of Waitangi partnership
* Comfort in operating under Tikanga / Kaupapa Māori – fluency in Te Reo Māori would be an advantage

**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***

# Facilitating Strategic and Purposeful Partnerships

* build strong support for Te Puni Kōkiri and government initiatives
* articulate Māori perspectives and practices into the organisation and across the government sector, government policy
* lead development of new frameworks
* work collaboratively to integrate partnership management with key stakeholders internally and externall

**Planning/Project Management**

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 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. |
| **Manage large contracts**  You will:   * be able to lead procurement processes (for example, RFP, EOI, GETS tender 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 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 hapū 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 brave when taking difficult leadership decisions
* Model exemplary leadership behaviours including commitment, integrity, accountability, humility and selflessness
* Provide direction by aligning people and action with the organisation’s purpose and show people that direction
* Energise people to undertake their work by being a role model for personal excellence
* Are committed to continuous learning and improvement
* Have knowledge of and show commitment to the goals of all wāhanga
* Have the mandate of the people and drive an environment of team work and organisation cohesiveness
* Provide a sense of stability and personal safety from which positive change can be championed and followed through

**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 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**

* Develop medium to long term business plans to achieve organisation strategy
* Plan work programmes managing timeframes and priorities; organise and allocate resource; monitor and report on progress; anticipate roadblocks and plan how to overcome them
* Adopt a systems thinking approach to solving complex problems: look for and understand linkages and interactions between the elements that comprise the “system”; use evaluative judgement to define the most effective solution
* Integrate Māori values and concepts in planning and problem solving
* Constantly monitor organisational risk and act to prevent it
* Set challenging stretch goals and pursue them with energy and drive
* Demonstrate agility and responsiveness in meeting changing work demands

**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

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| **Contact** | **Nature and Purpose of Relationship** |
| Operational Policy & Design Team | Support in the management design and delivery of programmes by teams’ functional specialists |
| Investment Planning & Performance Team | Support in the management design and delivery of programmes by teams’ functional specialists |
| Project Teams | Provide strategic oversight and leadership. |
| Regional Partnerships National Office Staff | Sharing of information for smooth functioning of national initiatives |
| Regional Partnerships Regional Offices | Sharing of information and leveraging of pre-existing relationships for the smooth functioning of national initiatives. |
| Policy Partnerships staff | Share information and input to advice |
| Te Puni Management Team | Member of the management team that sets the operational direction for the Investment Te Puni. |
| Senior Leadership Team | Member of the Senior Leadership team which is responsible for the operational management of Te Puni Kōkiri. |
| Office of the Minister for Māori Development | Brief and advise the Minister as required by the Deputy Chief Executive Investment. |

External

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| **Contact** | **Nature and Purpose of Relationship** |
| Other government agencies | Participate in and lead cross agency projects or fora. |
| Māori communities | Consult and communicate with relevant Māori groups about 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**

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| **Area of Delegation** | **Delegated Authority** |
| Recruitment | Recommend staff for appointment to the Deputy Chief Executive |
| Remuneration | Recommend remuneration increases to Te Puni Kōkiri Executive Team. Approve operational allowances within policy guidelines. |
| Development and performance | Set performance agreements with staff and conduct performance reviews. Approve training within budget. |
| Ending employment | Accept resignations |

**Financial Authority**

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