

**Information provided by Te Puni  
Kōkiri in response to Te Kawa  
Mataaho information request 1  
(8 March 2024)**

Released under the Official Information Act

# **ATTACHMENT 1 – TIMELINE OF RELEVANT STEPS, DECISION MAKERS AND DECISIONS MADE IN THE APPOINTMENT AND SUBSEQUENT REVIEW PROCESS**

<b>27 September 2023:</b>	<p>Two fixed term Senior Advisor, Māori capability roles advertised on Te Puni Kōkiri Intranet, Te Puni Kōkiri Careers page and NZ Government Jobs ( <a href="#">Attachment 2</a> )</p> <ul style="list-style-type: none"> <li>• 1 x Ōtautahi based</li> <li>• 1 x Kirikiriroa based</li> </ul> <p><u>Note:</u> Advertisements on external websites no longer live so cannot provide</p>
<b>11 October 2023</b>	<p>Advertisement closed. 9 applications received across both roles.</p> <p><u>Note:</u> Te Puni Kōkiri Recruitment Policy requires that all roles are advertised to support the attraction of suitable, high-quality candidates. This means advertising roles on the Te Puni Kōkiri intranet, and Te Puni Kōkiri external website careers page (as a minimum) for at least five working days.</p>
<b>12 October 2023</b>	<p>Shortlisting completed.</p> <p>There were 9 applicants and 7 applicants shortlisted ( <a href="#">Attachment 3</a> )</p> <p><u>Note:</u> Shortlisting was undertaken by s 9(2)(a) . Note that s 9(2)(a) had initially put “No” in terms of shortlisting s 9(2)(a) but after a discussion with s 9(2)(a) Director P&amp;C, it was agreed that s 9(2)(a) be put through but s 9(2)(a) forgot to update the shortlisting matrix.</p>
<b>3 November 2023</b>	<p>Interviews commenced ( <a href="#">Attachment 4</a> ) Interviews held from 3<sup>rd</sup> November – 13 November 2023.</p> <p><u>Interview panel:</u> s 9(2)(a) , Director, P&amp;C, s 9(2)(a) , s 9(2)(a) s 9(2)(a)</p>
<b>28 November 2023:</b>	<p>s 9(2)(a) completes the Interview Panel Summary Recommending s 9(2)(a) appointment. s 9(2)(a) signs ““Approval Pending” ( <a href="#">Attachment 5</a> )</p>

	<p><u>Note:</u> s 9(2)(a) had initially put “No” in the ‘Appointable’ and ‘Recommendation to hire’ sections of the Interview Panel Summary. After an email discussion with s 9(2)(a) (see email dated 1 December 2023 in Attachment 5) s 9(2)(a) changed his sign off to “Approval(Pending)”.</p> <p>s 9(2)(a) completes the 2 referee checks for s 9(2)(a) and signs his approval on the Panel Summary.</p>
<b>28 November 2023</b>	<p>Memorandum from s 9(2)(a) to s 9(2)(a) (Deputy Secretary s 9(2)(a)) and s 9(2)(a) (Deputy Secretary s 9(2)(a)) seeking approval to appoint s 9(2)(a) ( Attachment 6) and attaches the following:</p> <ul style="list-style-type: none"> <li>• s 9(2)(a) CV and Covering Letter</li> <li>• 2 reference Checks</li> <li>• Decision of the NZ Disciplinary Tribunal</li> <li>• Panel Member s 9(2)(a) statement of concern</li> <li>• HR Delegations</li> </ul> <p><u>Note:</u> The memo notes that one Panel Member s 9(2)(a) has concerns about the appointment s 9(2)(a) and these concerns are set out in a statement (Attachment 4 of the memorandum).</p>
<b>28 November 2023</b>	s 9(2)(a) approves s 9(2)(a) appointment by email ( Attachment 7)
<b>29 November 2023</b>	s 9(2)(a) approves s 9(2)(a) appointment by email ( Attachment 7)
<b>29 November 2023:</b>	s 9(2)(a) offered the role of Senior Advisor, Māori Capability
<b>1 December 2023:</b>	<p>Interview Panel Summary signed by s 9(2)(a) ( Attachment 5)</p> <p><u>Note:</u> There was a delay in s 9(2)(a) signing due to s 9(2)(a) being provided Panel Summary on 1 December 2024. However, panel scores reflected s 9(2)(a) interview summary and s 9(2)(a) emails indicate she is comfortable with the decision to appoint (see emails in Attachment 5).</p>
<b>14 December 2023:</b>	Promulgation of s 9(2)(a) appointment posted on Te Puni Kōkiri Intranet ( Attachment 8).
<b>15 December 2023</b>	Request for review of appointment from s 9(2)(a) (also on behalf of s 9(2)(a)). The request was received by s 9(2)(a) and s 9(2)(a) ( Attachment 17).

<b>18 December 2023</b>	Request for review of appointment from [REDACTED]. The request was received by s 9(2)(a) and s 9(2)(a) ( Attachment 17).
<b>18 December 2023</b>	Request for review of appointment from [REDACTED]. The request was received by s 9(2)(a) ( Attachment 17).
<b>19 December 2023</b>	Response sent to [REDACTED] – from s 9(2)(a) ( Attachment 17).
<b>19 December 2023</b>	Responses sent to [REDACTED] (and those on whose behalf the request to review was made) - from s 9(2)(a) (see Attachment 17). Note: [REDACTED] sent a follow up request for review in response. s 9(2)(a) responded (Attachment 17)
19 December 2023	Response sent to [REDACTED] – from s 9(2)(a) ( Attachment 17).
20 December 2023	Follow up email to s 9(2)(a) received from [REDACTED] and was responded to by s 9(2)(a) (Attachment 17).
<b>20 December 2023:</b>	Request for review of appointment from [REDACTED] - Request received by s 9(2)(a) and s 9(2)(a) ( Attachment 17).
20 December 2023	Response sent to [REDACTED] – from s 9(2)(a) ( Attachment 17).
<b>21 December 2023:</b>	Request for review of appointment from [REDACTED] – Request received by s 9(2)(a) and s 9(2)(a) ( Attachment 17).
21 December 2023	Response sent to [REDACTED] – from s 9(2)(a) ( Attachment 17).
<b>22 December 2023:</b>	Letter from s 9(2)(a), PSA Organiser to s 9(2)(a) supporting requests for review (Attachment 17).
<b>22 December 2023:</b>	Response to PSA sent from s 9(2)(a) to s 9(2)(a) ( Attachment 17).
<b>5 January 2024</b>	Follow up request from [REDACTED] (Attachment 17).
<b>8 January 2024</b>	s 9(2)(a) responds to [REDACTED] email of 5 January 2024 ( Attachment 17).



# Senior Advisor - Māori Capability (12-months, Fixed Term), Ōtautahi



**Kaitohu Matua** | Senior Advisor, Māori Capability (12-months, fixed term)  
**Tāngata me Raukaha** | People & Capability  
**Ōtautahi** | Christchurch

- Join an expert team that are driven to lift Te reo Māori me ōna Tikanga within Te Puni Kōkiri
- Key opportunity to connect Te Puni Kōkiri with system wide strategies (Whāinga Amorangi and Maihi Karauna)

## **Te Puni Kōkiri | Ministry of Māori Development**

Te Puni Kōkiri, the Ministry of Māori Development, supports and works in partnership with the Government to design and deliver policies, as well as innovative targeted investment initiatives that have a significant and positive impact on Māori.

Our commitment to 'Whānau Taurikura' - 'Thriving Whānau' enables whānau, hapū and iwi to succeed underpins everything that we do.

Our people are at the heart of achieving this vision and it is our people who contribute to supporting Māori collective success by creating and maintaining relationships with iwi, hapū and whānau Māori and government at both a local and national level. It is this that enables Māori participation and success as Māori, and it is our people who will create our best future.

## **Te Whiwhinga Mahi | The opportunity**

The Senior Advisor - Māori Capability role sits within the People and Capability team and is responsible for providing expert advice and guidance that builds capability in te ao Māori to achieve our objectives under Te Māpurapura, the Te Puni Kōkiri Māori Capability Programme. Your role is to support the development and implementation of plans and strategies that will build the cultural competence and confidence of our people.

This role reports to the Principal Advisor - Māori Capability who is based in Te Whanganui-a-Tara.

*The appointment range for this role is between \$90k - \$123k per annum and the salary will be determined based on the successful candidate's skills and experience.*

## Ngā pūkenga me ngā wheako | Skills and Experience

We are looking for someone with significant experience championing Te Reo and Tikanga, providing guidance, and support to our ways of working continuing to build capability and further grow our team culture and environment.

You will also have:

- A tertiary qualification in a relevant discipline such as Māori Studies or Te Reo Māori is highly desirable
- Proficiency in Te Reo Māori and practical knowledge and working experience with tikanga Māori is essential
- Experience working with te reo and tikanga Māori in an organisational setting
- A demonstrable understanding of tirohanga Māori and the Māori world view
- Strong relationship management skills
- Knowledge and experience of the aspirations and needs of Māori
- A working knowledge of the principles of the Treaty of Waitangi.
- Excellent interpersonal, communication and influencing skills, and highly developed emotional intelligence with an ability to collaborate effectively.
- Experience utilising and maintaining internal systems to its fullest potential, ensuring accurate data input, smooth workflow, and comprehensive reporting.
- Experience in managing, planning, and reporting processes or participation in planning and reporting
- Experience in developing and monitoring quality assurance programmes
- Clear and concise communication skills, both written and verbal.
- A proactive approach to problem-solving and the ability to adapt to changing business needs.

This role offers a large scope for your own development and growth. It will be working closely with our Principal Advisor and other key leaders within the wider organisation.

## Ka whiwhi koe i te aha | What you will get in return

Te Puni Kōkiri is a diverse and rewarding working environment full of passionate people focussed on discovering solutions that will assist in serving our communities. We are guided by our values of excellence, valuing people and relationships, working collectively and being creative and innovative.

We invest in our people, and you will be encouraged to develop and contribute to your fullest potential. We believe strongly in work/life balance and understand that your whānau is just as important as you. We are committed to your wellbeing and learning and development.

Benefits:

- Online professional development portal
- Access to a variety of inclusive and proactive networks, including Pacifica, Māori, Rainbow and Women's.
- Free and confidential counselling sessions
- Working from home capability

## Māori Capability Opportunity in Kirikiriroa

We have a role of the same title based in Kirikiriroa - Hamilton. If you or someone you know may be interested, please head to our Careers Site at [careers.tpk.govt.nz](https://careers.tpk.govt.nz).

**Apply Now!**

We are actively reviewing talent and an appointment will be made once an ideal candidate is identified. We encourage you to make your application today or get in touch to discuss more about how this great opportunity will fit with your career goals.

To apply, click the 'Apply' button below to be directed to our Careers Website. You can view a detailed position description here, as well as complete an online application form by attaching your CV and cover letter.

*Applications close Wednesday 11 October 2023 at 11:55pm*

## Job Details

Reference #	10729
Posted on	27 Sep 2023
Closes on	11 Oct 2023 23:55
Location(s)	Christchurch
Expertise	Advisor
Job level(s)	Senior Advisor
Work type(s)	Fixed term full-time
More details (document)	<a href="#">2023 09 26 Job Description Senior Advisor - Maori capability FINAL (002).pdf</a>

Shortlisting Assessment

YOU CAN AMEND CRITERIA TO BETTER SUIT THE POSITION BEING

Role: Senior Advisor - Māori Capability

Team: Māori Capability Team, People and Capability

APPLICANT NAME	Excellent written and verbal communication skills.	Experience working in a Kaupapa Māori Environment + Te Reo abilities.	Knowledge of the machinery of government and government processes.	Demonstratable experience working with local iwi, hapū & whānau Māori.	Experience relative to position.	Qualification/s	Criminal Offences	Drivers License e.g, Full, Retricted, Learners	Total score	COMMENTS	SHORTLIST (Yes / No / Maybe)
	Score each criteria out of 5										
s 9(2)(a)	5	5	5	5	5	5	5	5	40		Yes
s 9(2)(a)	4	5	2	5	4	4	5	5	34		Yes
s 9(2)(a)	4	3	2	3	3	4	5	5	29		No
s 9(2)(a)	4	5	2	5	4	4	5	5	34		Yes

Shortlist completed by:  
Recruiting Manager:

**Shortlisting Assessment**

U CAN AMEND CRITERIA TO BETTER SUIT THE POSITION BEING

**Role: Senior Advisor - Māori Capability****Team: Māori Capability Team, People and Capability**

APPLICANT NAME	Excellent written and verbal communication skills.	Experience working in a Kaupapa Māori Environment + Te Reo abilities.	Knowledge of the machinery of government and government processes.	Demonstratable experience working with local iwi, hapū & whānau Māori.	Experience relative to position.	Qualification/s	Criminal Offences	Drivers License e.g. Full, Retricted, Learners	Total score	COMMENTS	SHORTLIST (Yes / No / Maybe)
	Score each criteria out of 5										
s 9(2)(a)	4	3	3	4	3	5	5	5	32	Based on her cover letter I think her expectations are that this role is externally facing.	Yes
s 9(2)(a)	4	4	4	4	3	3	5	5	32		Yes
s 9(2)(a)	4	4	5	4	4	5	2	5	33		Yes
s 9(2)(a)	3	2	1	1	1	1	5	5	19		No
s 9(2)(a)	4	3	3	2	2	1	5	5	25		No

Shortlist completed by:

Recruiting Manager:



s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Wednesday, 25 October 2023 12:14 pm  
**To:** s 9(2)(a); s 9(2)(a)  
**Subject:** RE: Interviews for Senior Advisor Māori Capability roll

Aroha mai kōrua for all the calendar changes but I've finally locked all seven interview days and times in and aligned them with your availability over the next three weeks. Note they are all now only 1 hour long. The schedule is as follows;

FRI 3 NOV  
1.15pm – 2.15pm  
2.30pm – 3.30pm

THU 9 NOV  
2.15pm – 3.15pm

FRI 10 NOV  
1.15pm – 2.15pm  
2.30pm – 3.30pm

MON 13 NOV  
1.15pm – 2.15pm  
2.30pm – 3.30pm

I'll contact the applicants and lock in times and dates for interviews.

s 9(2)(a)

*Te Puna Tāngata me Raukaha*  
*People and Capability Directorate*  
**Te Tari Matua – National Office**



s 9(2)(a)

**Te Puni Kōkiri**, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand  
PO Box 3943, Wellington 6140, New Zealand



Te Puni Kōkiri Website



Kōkiri Magazine



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**From:** s 9(2)(a)  
**Sent:** Wednesday, October 25, 2023 9:49 AM  
**To:** s 9(2)(a); s 9(2)(a)  
**Subject:** Interviews for Senior Advisor Māori Capability roll

Kia ora kōrua

Thank you for agreeing to be part of the interviewing panel. As you will both see, I've sent out calendar invites for five (5) interviews and just need to find two (2) more spaces. You'll notice that I had booked each interview in **1hr 15min** blocks to allow us to meet 15min beforehand but I've been advised that technically we may have to separate these into two calendar invites; the first calendar invite would be 15minutes only for the Panel and the second invite would be for one hour for the actual interview. If that's the case then I have to amend the invites I've already sent you both.

The other option is for me to just MS Teams vid call you s 9(2) 15minutes before each interview. s 9(2)(a) I'm assuming you and I will be in one of the breakout rooms? I still need to amend the current invites I've sent you both but at least it won't be as bad as option one. However I'm all good to do whichever option suits you both.

Ngā mihi

s 9(2)(a)

*Te Puna Tāngata me Raukaha*  
*People and Capability Directorate*  
**Te Tari Matua – National Office**



s 9(2)(a)

**Te Puni Kōkiri**, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand  
PO Box 3943, Wellington 6140, New Zealand



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s 9(2)(a)

**From:**

s 9(2)(a)

**Sent:**

Thursday, 2 November 2023 10:57 am

**To:**

s 9(2)(a)

**Subject:**

FW: Interview Pack: CHRISTCHURCH Senior Advisor Māori Capability

**Attachments:**

Senior Advisor Maori Capability Shortlist Interview Schedule.docx; Job Description Senior Advisor Maori Capability.pdf; Applications and CVs.pdf; 2023 11 01 Interview Questions Senior Advisor 12 Months Fixed Term PC.docx

Tēnā kōrua

Thank you for your support for these interviews. This is my first time in this space so am being guided at every step. I hope the questions are ok, I've tried to craft them more around the kaupapa of the role and put emphasis on te reo me ōna tikanga. Happy to be guided otherwise. Happy to meet earlier before the first interview if need be.

Ngā mihi

s 9(2)(a)

*Te Puna Tāngata me Raukaha  
People and Capability Directorate  
Te Tari Matua – National Office*



s 9(2)(a)

**Te Puni Kōkiri**, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand  
PO Box 3943, Wellington 6140, New Zealand



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**From:**

s 9(2)(a)

**Sent:** Thursday, November 2, 2023 8:53 AM

**To:**

s 9(2)(a)

**Cc:** Mailbox - HR Vacancy <Vacancy@tpk.govt.nz>

**Subject:** Interview Pack: CHRISTCHURCH Senior Advisor Māori Capability

Kia ora koutou,

Attached electronic pack for interviews for the above:

Attachment One: Interview Schedule

Attachment Two: Job Description

Attachment Three: Applications and CV's

Attachment Four: Interview Questions

Ngā mihi, s 9(2)(a)



s 9(2)(a)

From:

s 9(2)(a)

Sent:

Friday, 3 November 2023 12:15 pm

To:

s 9(2)(a)

s 9(2)(a)

Subject:

RE: Interview Pack: CHRISTCHURCH Senior Advisor Māori Capability

Ngā mihi s 9(2)(a)

Kāore e kore I will definitely give you an opportunity to introduce yourselves.

s 9(2)(a)

– happy to give a quick overview of the role as follows;

- Raising internal cultural capability of all TPK staff. Mention Maihi Karauna, Te Ahikaaroa o Te Reo and Whainga Amorangi.
- Key goals deliver Team Māori Language plans, introduce a treaty-based workshops, ensure kaimahi have all the resources they need.
- Our current team is two of us based in Te Tari Matua and we are looking for eyes and ears to support our regions.
- Successful applicant will be ideally based in the regional TPK office but working across multiple regions.

So revised outline will be;

1. Karakia
2. Mihi
3. Introduce the panel
4. Each panel member introduce themselves
5. Opportunity for the applicant to respond
6. Overview of the interview format
7. Relaxed and informal
8. Approximately 45minutes to an hour
9. We are looking for specific examples
10. Feel free to clarify questions and you can ask questions at the end
11. Panel will take notes
12. Open questions and competency questions
13. Overview of the role
14. Any questions about the process before we start?
15. Open questions
16. Competency based questions
17. Conclusion of the interview
18. Next steps
19. Thank you
20. Karakia whakamutunga.

I'm assuming we don't have to ask all of the five competency questions???

s 9(2)(a)

I'll probably MS Teams you directly just after 1pm just to prepare. Ngā mihi kōrua

s 9(2)(a)

s 9(2)(a)

Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand  
PO Box 3943, Wellington 6140, New Zealand



From: s 9(2)(a)

Sent: Friday, November 3, 2023 9:25 AM

To: s 9(2)(a); s 9(2)(a)

Subject: RE: Interview Pack: CHRISTCHURCH Senior Advisor Māori Capability

Kia ora Kōrua

Thanks for the info s 9(2)(a). Agenda outline good – do allow time for panellist to introduce themselves after you introduce us and we introduce ourselves, just helps them to settle into online space. Questions are good – allow space for us to ask further generative questions if needed and let's debrief and score straight after the final interview while everything is fresh in our minds.

All good to meet 5mins earlier prior to first interview to double check we have sequencing sorted.

Talk later tane mā.

Ngā manaakitanga, nā

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

From: s 9(2)(a)

Sent: Thursday, November 2, 2023 10:57 AM

To: s 9(2)(a); s 9(2)(a)

Subject: FW: Interview Pack: CHRISTCHURCH Senior Advisor Māori Capability

Tēnā kōrua

Thank you for your support for these interviews. This is my first time in this space so am being guided at every step. I hope the questions are ok, I've tried to craft them more around the kaupapa of the role and put emphasis on te reo me ōna tikanga. Happy to be guided otherwise. Happy to meet earlier before the first interview if need be.

Ngā mihi

s 9(2)(a)

s 9(2)(a)

Te Tari Matua – National Office



**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT



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Te Puni Kōkiri, Te Puni Kōkiri House, 143 Lambton Quay, Wellington 6011, New Zealand  
PO Box 3943, Wellington 6140, New Zealand

From: s 9(2)(a)  
Sent: Thursday, November 2, 2023 8:53 AM  
To: s 9(2)(a); s 9(2)(a); s 9(2)(a)  
s 9(2)(a)  
Cc: Mailbox - HR Vacancy <[Vacancy@tpk.govt.nz](mailto:Vacancy@tpk.govt.nz)>  
Subject: Interview Pack: CHRISTCHURCH Senior Advisor Māori Capability

Kia ora koutou,

Attached electronic pack for interviews for the above:

Attachment One: Interview Schedule  
Attachment Two: Job Description  
Attachment Three: Applications and CV's  
Attachment Four: Interview Questions

Ngā mihi, s 9(2)(a)

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s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Friday, 3 November 2023 4:40 pm  
**To:** s 9(2)(a)  
**Subject:** Panel feedback forms  
**Attachments:** 20231103 s 9(2)(a) - Panelist feedback for s 9(2)(a) pdf; 20231103 s 9(2)(a) - Panelist feedback for s 9(2)(a)

Ānei s 9(2)(a), forms for s 9(2)(a) and s 9(2)(a)

Ngā manaakitanga, nā  
s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)



**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT



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## Interview Times

Candidate	Date	Time	Location (MS Teams or in-office)
Panel Meet 15mins			
s 9(2)(a)	Fri 3 November	1:15pm – 2:15pm	<p>Microsoft Teams meeting</p> <p><b>Join on your computer, mobile app or room device</b></p> <p><a href="#">Click here to join the meeting</a></p> <p>Meeting ID: s 9(2)(a)</p> <p>Passcode: s 9(2)(a)</p> <p><a href="#">Download Teams</a>   <a href="#">Join on the web</a></p>
Break 15mins			
s 9(2)(a)	Fri 3 November	2:30pm – 3:30pm	<p>Microsoft Teams meeting</p> <p><b>Join on your computer, mobile app or room device</b></p> <p><a href="#">Click here to join the meeting</a></p> <p>Meeting ID: s 9(2)(a)</p> <p>Passcode: s 9(2)(a)</p> <p><a href="#">Download Teams</a>   <a href="#">Join on the web</a></p>
Panel Summary Discussion			
s 9(2)(a)	Thur 9 November	2:15pm – 3:15pm	<p>Microsoft Teams meeting</p> <p><b>Join on your computer, mobile app or room device</b></p> <p><a href="#">Click here to join the meeting</a></p> <p>Meeting ID: s 9(2)(a)</p> <p>Passcode: s 9(2)(a)</p> <p><a href="#">Download Teams</a>   <a href="#">Join on the web</a></p>
Break 30mins			



s 9(2)(a)	Mon 13 November	2:30pm – 3:30pm	<p>Microsoft Teams meeting</p> <p><b>Join on your computer, mobile app or room device</b></p> <p><a href="#">Click here to join the meeting</a></p> <p>Meeting ID: s 9(2)(a)</p> <p>Passcode: s 9(2)(a)</p> <p><a href="#">Download Teams</a>   <a href="#">Join on the web</a></p>
Panel Summary Discussion 30mins			

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**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT

**TE PUNI KŌKIRI INTERVIEW FORM**  
*Vacancy: Senior Advisor, Māori Capability*  
*12 Month Fixed Term, Kirikiriroa*

Panellist - .....

Candidate - .....

Panel Chair

- Welcome to candidate and introduction to the interview panel
  - Karakia
  - Mihi
  - Introduce the panel.
  - Overview of interview format -
    - Relaxed and informal
    - Approximately 45 minutes to an hour
    - We are looking for specific examples
    - Feel free to clarify the questions and you will have a chance to ask questions at the end of the interview
    - Panel will be taking notes during the interview
    - We will begin with a few Opening Questions and then precede to the competency-based questions
- Any questions about this process before we begin?

**OPENING QUESTIONS**

Tell us why you applied for this position?

Please tell us what you know about Te Puni Kōkiri and your understanding of this role. [EXTERNAL]



**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT

### Māori Perspective

- Have a deep understanding of Te Ao Māori me ōna tikanga.
- Have a high level of Te Reo Māori fluency.
- Have a deep understanding of tikanga and are confident in situations where there is a requirement to lead this, should you be required to.
- Apply a Māori paradigm to your work.
- Work alongside Māori groups and take the time to earn their respect.
- Understand the principles of the Treaty of Waitangi from both Māori and Crown perspectives.

### QUESTION/S

Raising internal cultural capability sits at the heart of this position. Can you give us an example of a project you were part of where the goal was to deliver and implement a cultural outcome (te reo Māori or tikanga) to a group?

STARR Model	Poor	Below Average	Satisfactory	Above Average	Excellent
Situation facing the candidate (the what)	1	2	3	4	5
Thinking the candidate engaged in (the how)	1	2	3	4	5
Actions taken by the candidate (the how)	1	2	3	4	5
Role they played in the situation (the level of responsibility)	1	2	3	4	5
Results (the effects)	1	2	3	4	5
Average (Total) of STARR Model	1	2	3	4	5



### 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.

### QUESTION/S

Describe an occasion when you have led a team to work effectively and to collaborate with others to deliver high quality te reo Māori me ōna tikanga advice.

STARR Model	Poor	Below Average	Satisfactory	Above Average	Excellent
Situation facing the candidate (the what)	1	2	3	4	5
Thinking the candidate engaged in (the how)	1	2	3	4	5
Actions taken by the candidate (the how)	1	2	3	4	5
Role they played in the situation (the level of responsibility)	1	2	3	4	5
Results (the effects)	1	2	3	4	5
Average (Total) of STARR Model	1	2	3	4	5

### 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.
- Consult with a wide audience to attain buy-in and consensus.
- Handle difficult or tense situations with diplomacy and tact.

### QUESTION/S

The successful applicant will have to work closely with our regional kaimahi to support them in raising their cultural capability. Can you give us an example of a project where you had to get buy-in from a group that you had not previously worked with?

STARR Model	Poor	Below Average	Satisfactory	Above Average	Excellent
Situation facing the candidate (the what)	1	2	3	4	
Thinking the candidate engaged in (the how)	1	2	3	4	
Actions taken by the candidate (the how)	1	2	3	4	
Role they played in the situation (the level of responsibility)	1	2	3	4	
Results (the effects)	1	2	3	4	
Average (Total) of STARR Model	1	2	3	4	



### Results Orientation

- Plan work and projects by identifying objectives, timeframes and priorities; then monitor and report on progress.
- Solve problems by breaking down into parts, gather information from appropriate sources and identify the links between situations and information.
- Incorporate Māori concepts and values into your work approach.
- Recognise when problems or issues create risk and act to mitigate and/or advise appropriate others.
- Pursue work with energy, drive and a need to finish.
- Read changing work demands and respond positively.

### QUESTION/S

How do you plan your projects to deliver the optimal result? Give a specific example of the steps and methods you have used to evaluate a diverse range of information to enable a high-quality result.

STARR Model	Poor	Below Average	Satisfactory	Above Average	Excellent
Situation facing the candidate (the what)	1	2	3	4	5
Thinking the candidate engaged in (the how)	1	2	3	4	5
Actions taken by the candidate (the how)	1	2	3	4	5
Role they played in the situation (the level of responsibility)	1	2	3	4	5
Results (the effects)	1	2	3	4	5
Average (Total) of STARR Model	1	2	3	4	5

### Communicating effectively

- Use te reo Māori appropriately in your work.
- Communicate kanohi ki te kanohi where possible.
- Prepare and present clear and concise written and verbal information to individuals or groups.
- Set out arguments logically to persuade others.
- Consider different communication methods and mediums to convey the desired message,
- Deliver difficult messages tactfully.

### QUESTION/S

As a Senior Advisor, you will be expected to build and strengthen purposeful relationships with others across the Ministry that inform and benefit the Māori Capability mahi.

Can you tell us about a time when you have established new relationships to benefit the mahi of your team?

STARR Model	Poor	Below Average	Satisfactory	Above Average	Excellent
Situation facing the candidate (the what)	1	2	3	4	5
Thinking the candidate engaged in (the how)	1	2	3	4	5
Actions taken by the candidate (the how)	1	2	3	4	5
Role they played in the situation (the level of responsibility)	1	2	3	4	5
Results (the effects)	1	2	3	4	5
Average (Total) of STARR Model	1	2	3	4	5

## CONCLUSION OF THE INTERVIEW:

1. Do you have any questions about the role, the team or the organisation? (Make note of which areas are of interest to the candidate)
2. Availability. How much notice do you need to provide your current employer?
3. Time Frame. Have you been short listed for any other opportunities?
4. Referees: Based on this role and what we are looking for, who of your referees would it be appropriate for us to talk to?
5. Outline the next steps in the process: (i.e. personality/ability testing, timeframe for decision making). Thank the candidate for their time.

s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Friday, 1 December 2023 3:24 pm  
**To:** s 9(2)(a)  
**Subject:** Panel Summaries - Senior Advisor Māori Capability Team  
**Attachments:** 03 11 22 Panel Summary Template s 9(2)(a); 03 11 22 Panel Summary Template s 9(2)(a) - signed s 9(2)(a).docx; 03 11 22 Panel Summary Template s 9(2)(a) - signed s 9(2)(a).docx; 03 11 22 Panel Summary Template s 9(2)(a) - signed s 9(2)(a).docx; 03 11 22 Panel Summary Template s 9(2)(a) - signed s 9(2)(a).docx; 03 11 22 Panel Summary Template s 9(2)(a) - signed s 9(2)(a).docx

Kia ora koe s 9(2)(a)

Apologies for getting these out to you so late. Can you sign if you are happy with the comments and scoring, please? You'll notice that the scoring has ended up playing a major part in our decision on choosing the two resources. Happy to discuss more if need be.

Thank you for all your support. Really appreciate it.

Ngā mihi

s 9(2)(a)

s 9(2)(a)

Te Puna Tāngata me Raukaha  
People and Capability Directorate  
Te Tari Matua – National Office



**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT

s 9(2)(a)

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s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Tuesday, 5 December 2023 11:50 am  
**To:** s 9(2)(a) s 9(2)(a)  
**Subject:** RE: Panel Summaries - Senior Advisor Māori Capability Team

Ngā mihi s 9(2)(a)

s 9(2)(a)

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*People and Capability Directorate*  
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s 9(2)(a)

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**From:** s 9(2)(a)  
**Sent:** Tuesday, December 5, 2023 11:48 AM  
**To:** s 9(2)(a) s 9(2)(a)  
**Subject:** RE: Panel Summaries - Senior Advisor Māori Capability Team

Ānei korua

Ngā manaakitanga, nā

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Tuesday, December 5, 2023 9:21 AM  
**To:** s 9(2)(a) s 9(2)(a)  
**Subject:** RE: Panel Summaries - Senior Advisor Māori Capability Team

Mōrena s 9(2)(a)

Tēnā koe mō tēnei imera me to tautoko mai o te kōrero. If you're able to flick back the signed panel summaries that will complete that process. I will make contact with the unsuccessful candidates today.

Mā te Atua tātou e manaaki e tiaki i ngā wā katoa.

s 9(2)(a)



s 9(2)(a)

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From: s 9(2)(a)

Sent: Tuesday, December 5, 2023 9:17 AM

To: s 9(2)(a) s 9(2)(a)

Subject: RE: Panel Summaries - Senior Advisor Māori Capability Team

Morena kōrua

Pai ērā whakaaro, you know who and what you need in terms of pukenga for the fixed term role.  
Tautoko o kōrua whakaaro - Let me know if you need anything else from my end.

Ngā manaakitanga, nā

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

From: s 9(2)(a)

Sent: Monday, December 4, 2023 11:33 AM

To: s 9(2)(a) s 9(2)(a)

Subject: RE: Panel Summaries - Senior Advisor Māori Capability Team

Morena kōrua,

Āe, the concerns raised have been elevated to ELT and they are supportive of appointing s 9(2)(a) to the second role, noting s 9(2)(g)(i) in our Waikato applicants.

Happy to chat this through if needed.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)



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From: s 9(2)(a)  
Sent: Monday, December 4, 2023 10:25 AM  
To: s 9(2)(a)  
Cc: s 9(2)(a)  
Subject: RE: Panel Summaries - Senior Advisor Māori Capability Team

Mōrena s 9(2)(a)

s 9(2)(a) has been approved as s 9(2)(a) dd score top of the overall interviews. A decision has been made at a ELT level regarding the second resource, noting the points you have raised. I've included s 9(2)(a) panel summary for you, noting that only s 9(2)(a) and I were included in that interview.

s 9(2)(a)

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People and Capability Directorate  
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s 9(2)(a)

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From: s 9(2)(a)  
Sent: Monday, December 4, 2023 8:00 AM  
To: s 9(2)(a)  
Subject: RE: Panel Summaries - Senior Advisor Māori Capability Team

Kia ora s 9(2)(a)

Keen to get clarity e hoa – I see s 9(2)(a) scored highest yet you have a pending approval giving the role to s 9(2)(a) who I have since been told has had some concerns raised in Te Waipounamu and s 9(2)(a) summary is missing and mixed up with s 9(2)(a)

Ngā manaakitanga, nā

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

From: s 9(2)(a)  
Sent: Friday, December 1, 2023 3:24 PM  
To: s 9(2)(a)  
Subject: Panel Summaries - Senior Advisor Māori Capability Team

Kia ora koe s 9(2)(a)

Apologies for getting these out to you so late. Can you sign if you are happy with the comments and scoring, please? You'll notice that the scoring has ended up playing a major part in our decision on choosing the two resources. Happy to discuss more if need be.

Thank you for all your support. Really appreciate it.

Ngā mihi

s 9(2)(a)

s 9(2)(a)

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s 9(2)(a)

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s 9(2)(a)

**From:**

s 9(2)(a)

**Sent:**

Friday, 3 November 2023 4:40 pm

**To:**

s 9(2)(a)

**Subject:**

Panel feedback forms

**Attachments:**

20231103 s 9(2)(a) - Panelist feedback for s 9(2)(a) 20231103 s 9(2)(a)  
Panelist feedback for s 9(2)(a)

Ānei s 9(2)(a) forms for s 9(2)(a) and s 9(2)(a)

Ngā manaakitanga, nā

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)

s 9(2)(a)



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s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Friday, 1 December 2023 7:00 am  
**To:** s 9(2)(a)  
**Subject:** RE: Recruitment - Senior Advisor  
**Attachments:** 03 11 22 Panel Summary Template s 9(2)(a) (006) - s 9(2)(a).docx

Morena s 9(2)(a)

Yep, looks good. Have signed and attached.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)

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**From:** s 9(2)(a)

**Sent:** Thursday, November 30, 2023 9:40 AM

**To:** s 9(2)(a)

**Subject:** RE: Recruitment - Senior Advisor

Aroha mai here is the updated summary for s 9(2)(a)

Are the comments ok?

s 9(2)(a)

s 9(2)(a)

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**From:** s 9(2)(a)

**Sent:** Tuesday, November 28, 2023 10:29 AM

**To:** s 9(2)(a)

**Subject:** RE: Recruitment - Senior Advisor

Kia ora s 9(2)(a)

See attached signed panel summary docs for:

- s 9(2)(a)

s 9(2)(a)

I can't sign s 9(2)(a) as I was not on the panel for that interview due to conflicts in the diary.

In terms of s 9(2)(a), my comments below remain. Could you please amend the panel summary to accurately reflect the interview and comments. I'll then sign this also.

If you are wanting your personal views on the matter to be considered by s 9(2)(a) and s 9(2)(a), please send me this in a word document so they can consider this when they make a decision.

I aiming to send a memo to them today, so that statement would need to be with me today also.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)



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From: s 9(2)(a)

Sent: Thursday, November 23, 2023 7:17 PM

To: s 9(2)(a)

Subject: RE: Recruitment - Senior Advisor

Kia ora s 9(2)(a)

Yes, the documents that you have been provided and the advice you have received from s 9(2)(a) is correct.

I will review the Panel summary documents and get these back to you.

However, I do have one concern that needs to be addressed, and that is s 9(2)(a) one (attached).

I agree with all of your comments and the scoring reflects the panels discussions and decisions made straight after the interview. As you are aware, interviews are required to be scored and assessed on their performance at the interview and further decisions are to be made post referee checks.

My concern with your Panel summary for s 9(2)(a) is you have provided good general comments and scored him highly, yet you have Said "No" to both being appointable and recommending to hire? This doesn't make sense? It seems you have ignored the fact that he interviewed very well and have applied you own criteria that the panel nor s 9(2)(a) was across.

s 9(2)(a)

As a result, this is required to be escalated to me as the P&C Director and then to the Deputy Secretary to determine risk appetite or to determine if the risk you perceive to be present, is even reality. I will do this in the form of a memorandum that will be sent and determined by two Dep Secs.

Now, in terms of maintaining a position. I have the upmost respect for you or anyone taking a stance they truly believe in but in this case, I'm of the view you have taken this stance prematurely and as a result, made a determination based of your view of the world rather than a stance made on the entire context, which can be seen as disadvantaging s 9(2)(a)

In summary, I am of the view that the determination of risk doesn't sit with you and that you have made a decision on s 9(2)(a) suitability for the position based of what you have seen or heard from others but not provided s 9(2)(a) the fair and reasonable opportunity to either explain himself or even seek to understand more context to your views. Te Puni Kōkiri would be required to assess the risk properly and potentially implement some mechanisms to minimise risk, if it even is there. This sits with the Deputy Secretaries.

In terms of next steps, I would recommend that you accurately reflect the panel summary to reflect the panels comments and scoring of s 9(2)(a) because prior to this document, we were all confident he was definitely appointable and that he would give s 9(2)(a) a very good go, which s 9(2)(a) did. Your views of what considerations the Dep Secs should consider can be provided to me in a separate document that will form part of my memorandum for their decision.

Happy to discuss any of the above.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)



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From: s 9(2)(a)

Sent: Thursday, November 23, 2023 4:51 PM

To: s 9(2)(a)

Subject: RE: Recruitment - Senior Advisor

Kia ora s 9(2)(a)

As this is my first time recruiting, I want to ensure I am following a clear process. I've filled out the panel summary forms as advised by s 9(2)(a), which I have signed and attached. I note that both you and s 9(2)(a) still need to feed into the ones you were both part of and then sign them as well. Agree with progressing s 9(2)(a). I have contacted s 9(2)(a) to let s 9(2)(a) know s 9(2)(a) is our preferred candidate and that I will contact s 9(2)(a) referee, s 9(2)(a), which I've been advised is ok to do. s 9(2)(a) have provided me information around the offer and secondment but it may require your approval as I don't have delegation.

In terms of s 9(2) s 9(2) did score second highest but I am still standing strong with my position as is reflected in the panel summary form. I'm wanting to ensure both our mana motuhake remains intact and happy to speak more about this in our get together āpōpō. Please know that I have the highest respect for you but I wouldn't be doing my due diligence if I didn't stand strong in what I believe in. I hope you understand my position and I'm prepared for whatever the ramifications are of my decision.

And just on the workplan I've just attached a couple of the kaupapa and how I've crafted them up. The rest will be ready for our hui āpōpō.

Ngā mihi s 9(2)(a)

s 9(2)(a)

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*People and Capability Directorate*  
**Te Tari Matua – National Office**



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s 9(2)(a)

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**From:** s 9(2)(a)

**Sent:** Thursday, November 23, 2023 3:46 PM

**To:** s 9(2)(a)

**Subject:** Recruitment - Senior Advisor

Kia ora e hoa,

Following our interviews with the 8 applicants across I see that we have two clear candidates:

- s 9(2)(a)
- s 9(2)(a)

To progress next steps, lets move on formalising the secondment with s 9(2)(a). Could you get some support from s 9(2)(a) on progressing this?

In terms of s 9(2)(a), I would be keen to ask him for another reference as having s 9(2)(a) is not really appropriate. I'll give him a call and get this.

You agree with the above?

Ngā mihi,

s 9(2)(a)



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s 9(2)(a)

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s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Tuesday, 28 November 2023 4:25 pm  
**To:** s 9(2)(a); s 9(2)(a)  
**Subject:** Memorandum - Appointment of s 9(2)(a)  
**Attachments:** 2023 11 28 Memorandum Re Appointment of s 9(2)(a).docx; Appendix 1 - CV.pdf; Appendix 1 - Cover letter.pdf; Appendix 2a.docx; Appendix 2b.docx; Appendix 3 - CAC-v- s 9(2)(a).pdf; Appendix 4 - s 9(2)(a).docx; Appendix 5 - HR Delegations.pdf

Tēnā kōrua,

Please find attached a memorandum providing information about and seeking your approval for the appointment of s 9(2)(a) to the Senior Advisor – Māori Capability (12-month fixed term) role based in Otautahi, Christchurch.

Happy to answer any questions I relation to the memorandum and its associated attachments.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)

Waea Whakaahua F : 0800 875 329

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s 9(2)(a)

**From:** s 9(2)(a)  
**Sent:** Wednesday, 29 November 2023 8:22 am  
**To:** s 9(2)(a)  
**Subject:** FW: Memorandum - Appointment of s 9(2)(a)  
**Attachments:** 2023 11 28 Memorandum Re Appointment of s 9(2)(a) Appendix 1 - CV.pdf; Appendix 1 - Cover letter.pdf; Appendix 2a.docx; Appendix 2b.docx; Appendix 3 - CAC-v-s 9(2)(a).pdf; Appendix 4 - s 9(2)(a) Statement.docx; Appendix 5 - HR Delegations.pdf

Morena s 9(2)(a)

See below. Two Dep Secs have approved the memo and progressing towards offering s 9(2)(a) the role of Senior Advisor – Māori Capability.

Can you please work with s 9(2)(a) re next steps.

I would be satisfied with an offer around Steps 2/3 of Grade 17.

Please note, the attached memo and it's attachments are not for wider circulation. Please let me know if you have shared the earlier version.

Let me know if you have any questions.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)

Waea Whakaahua F : 0800 875 329

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**From:** s 9(2)(a)

**Sent:** Wednesday, November 29, 2023 6:48 AM

**To:** s 9(2)(a)

**Subject:** Re: Memorandum - Appointment of s 9(2)(a)

Morena s 9(2)(a) I'm also happy to approve.

Nga mihi,

Ngā mihi,

s 9(2)(a)

s 9(2)(a)

Waea Whakaahua F : 0800 875 329

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From: s 9(2)(a)  
Sent: Tuesday, November 28, 2023 6:14:04 PM  
To: s 9(2)(a)  
Subject: RE: Memorandum - Appointment of s 9(2)(a)

Thank you for setting this out so thoroughly s 9(2)(a). Given the absence of criminal charges I'm happy to approve. I will provide a signed copy tomorrow.

s 9(2)(a)

s 9(2)(a)

Waea Whakaahua F : 0800 875 329

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From: s 9(2)(a)

Sent: Tuesday, November 28, 2023 4:25 PM

To: s 9(2)(a)

Subject: Memorandum - Appointment of s 9(2)(a)

Tēnā kōrua,

Please find attached a memorandum providing information about and seeking your approval for the appointment of s 9(2)(a) to the Senior Advisor – Māori Capability (12-month fixed term) role based in Otautahi, Christchurch.

Happy to answer any questions I relation to the memorandum and its associated attachments.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)

Waea Whakaahua F : 0800 875 329

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# He Pānui

## Te Puni Kōkiri Memorandum

Whakapānga kōnae

Te Rā

28 November 2023

Ki a:

s 9(2)(a) – Deputy Secretary, s 9(2)(a)

Nā:

s 9(2)(a) – Director, People and Capability

Kaupapa:

Appointment of candidate with serious misconduct history s 9(2)(a)

### Purpose

1. This memorandum recommends you:

- a. **Note** that a recruitment process has occurred for two Senior Advisor, Māori Capability (12 months fixed-term) roles within the People and Capability team. These roles are to support the Regional Partnerships and Operations Puni.
- b. **Note** that a preferred candidate has disclosed that in their previous employment as a teacher they been found to have committed serious misconduct.
- c. **Approve** the appointment of this candidate on the condition that a letter is provided to the candidate noting Te Puni Kōkiri's expectations of the candidate regarding their past conduct.

### Background

2. On 27 September 2023, A recruitment process was initiated for 2 x Senior Advisor roles to support the recently approved Māori Capability Workplan – Te Māpurapura.
3. We received 8 applications for the roles. Of these, the interview panel determined eight candidates had the required experience and should be shortlisted for interviews. One of these candidates was s 9(2)(a) who had, in the course of the recruitment process, disclosed that he was subject to a Serious Misconduct investigation by the NZ Teachers Disciplinary Tribunal and was determined to have committed such misconduct.
4. Interviews were held across two weeks. The panel included:
  - s 9(2)(a) – Director, People and Capability
  - s 9(2)(a)
  - s 9(2)(a)
5. The panel scored s 9(2)(a) a 19 out of 25 in accordance with the STARR scoring matrix used for Te Puni Kōkiri recruitment. As such, the panel unanimously determined s 9(2)(a) to be one of two candidates that we would move through to the next stage of the recruitment process. s 9(2)(a) application to the Senior Advisor role and CV are included at **Appendix 1** for your reference.
6. On 28 November 2023, s 9(2)(a) was contacted to discuss undertaking reference checks, which are attached at **Appendix 2**. In the course of requesting reference details, s 9(2)(a) fully disclosed the details of the findings of an investigation into allegations of serious misconduct whilst teaching. The full Decision of the Tribunal against s 9(2)(a) is included at **Appendix 3**. This report is publicly available.



7. s 9(2)(a) was open, sincere and very emotional when fully disclosing the detail of the concerns raised against him but also of the professional and personal toll it has created for him and his wider whānau.

#### Panel Views

8. The recruitment panel could not reach a consensus on the appointment of s 9(2)(a). This is not unusual in a recruitment process. One of the panel, s 9(2)(a), has provided his own personal view on the matter. This is included as **Appendix 4**.

#### Discussion

9. The HR Delegations Table requires Level A (Deputy Secretary) approval to approve the appointment of applicants with criminal convictions. In the absence of criminal convictions, the HR Delegations Table is silent. No criminal charges were laid in this case, but given how publicly accessible the investigation material is, oversight and approval at Deputy Secretary level is appropriate. The HR Delegations is included as **Appendix 5**.

10. Six main areas of consideration have been identified:

**a. Experience and capability for the role**

s 9(2)(a) demonstrated an extremely high level of experience and capability in the interview. The panel ranked s 9(2)(a) responses to the interview questions, which were specifically tailored to the role he was being interviewed for, at a level of 4 and 5's. This compared to scores between 2-3 for the 5 other candidates interviewed, excluding s 9(2)(a).

**b. Referee checks from previous employers**

s 9(2)(a) provided two referees on request. These referees were:

- s 9(2)(a) (previous employer); and
- s 9(2)(a)

Both referees, provided glowing references for s 9(2)(a) and commented on the strength of his character. In particular, it was noted that s 9(2)(a) was intelligent, focused and compassionate.

As s 9(2)(a) had already disclosed the serious concerns, both referees were asked whether Te Puni Kōkiri had cause for concerns. Both referees noted strongly that s 9(2)(a) made a significant error of judgement in his previous job and had matured greatly since that time.

**c. Risk of repeat incidents**

The incidents s 9(2)(a) were involved in were unique as they took place within a school environment. They also occurred almost five years ago. The risk of similar behaviour or issues are significantly reduced in the Te Puni Kōkiri environment. Additionally the role has no direct management relationship with more junior staff.

**d. The importance of full disclosure**

The recruitment process asks whether candidates have any further they would like to ask and, if so, the candidate must provide details such as investigation to aid Te Puni Kōkiri in its decision making. Although s 9(2)(a) did not disclose the offending or the investigation at the interview, he did fully disclose the offending on his own volition when contacted about his referees.

s 9(2)(a)

**e. Parity of treatment**

While this case does not involve criminal charges there are some similarities. Te Puni Kōkiri has approved the appointment (into permanent positions) of applicants with significant offending history, including periods of imprisonment. Appointing managers have to weigh up the calibre of the applicant with the role being applied for and the nature of their 'offending'. In this case, importantly, there are no criminal charges. A criminal history check will be completed post referee checks. s 9(2)(a) confirms that he has no criminal convictions verbally and on his application.

**f. Safety of s 9(2)(a)**

If appointed it is important that s 9(2)(a) is enabled to succeed. With the details of his background being publicly available, he will need to be supported in the workplace against those wishing to share their views on his behaviour. There is a risk that he could be subjected to bullying and harassment.

11. In considering the above areas, s 9(2)(a) still presents as a strong and credible candidate. It is also important to note that this is not a permanent appointment but a fixed term role of 12 months. The risks presented by his background can be mitigated through careful management, such as a providing a letter from the Director, People and Capability to s 9(2)(a) setting out expectations for his employment.

**Recommendation**

12. It is recommended that you:

- a. **Note** that a recruitment process has occurred for two Senior Advisor, Māori Capability (12 months fixed-term) roles within the People and Capability team. These roles are to support the Regional Partnerships and Operations Puni.
- b. **Note** that a preferred candidate has disclosed that in their previous employment as a teacher they been found to have committed serious misconduct.
- c. **Approve** the appointment of this candidate on the condition that a letter is provided to the candidate noting Te Puni Kōkiri's expectations of the candidate regarding their past conduct.

**Approve / Not Approve**

.....  
s 9(2)(a)

Deputy Secretary

s 9(2)(a)

.....  
Date

**Approve / Not Approve**

.....  
s 9(2)(a)

Deputy Secretary

s 9(2)(a)

.....  
Date



## Attachments

- **Appendix 1**  
Application and CV for s 9(2)(a) for the role of Senior Advisor, Māori Capability (12 months fixed-term)
- **Appendix 2**  
Reference Checks
- **Appendix 3**  
New Zealand Teachers Disciplinary Tribunal and complaints assessment committee final report and decision on the offending
- **Appendix 4**  
s 9(2)(a) statement.
- **Appendix 5**  
HR Delegations

Released under the Official Information Act

CONCERNS REGARDING THE POSSIBLE APPOINTMENT

s 9(2)(ba)(i)



Released under the Official Information Act



## **Why we have this Policy | Ko Te Pūtake o tēnei Kaupapa Here**

This document outlines the human resource delegations assigned to roles within Te Puni Kōkiri. It also provides guidelines to ensure all employees and contractors have a clear and consistent understanding of the application and interpretation of those delegations.

## **Policy | Kaupapa Here**

### **Departmental Delegations**

1. The Public Service Act 2020, section 58(1) sets out functions and powers of Chief Executives. Specifically, section 2(4) of schedule 6 states the Chief Executive may delegate functions and powers to
  - o Another public service chief executive
  - o A public service employee
  - o An individual working in the public service as a contractor or as a secondee from elsewhere in the State services in relation to a function of the public service
  - o The holder of a specified office in the public service
2. Section 2(3) of Schedule 6 of the Act states that a person to whom a function has been delegated, may, with the prior approval of the Chief Executive in writing, subdelegate the function or power
3. This policy applies to all those positions noted in paragraphs 1 and 2 but is of particular relevance to positions assigned a human resources (HR) delegation.
4. Staff seconded into Te Puni Kōkiri are to obtain financial and HR delegations only where they are specifically agreed to as part of their secondment agreement or are part of the role they have been seconded into.

### **Interpretation and operation of Human Resource Delegations**

5. The level of delegations assigned to a position is not necessarily a reflection of hierarchical status but is based on the human resource responsibilities of that position.
6. Human Resource delegations where expenditure is involved can only be applied where the relevant financial delegations are also held.
7. The delegations apply only within the limitations set by approved departmental policies and operational guidelines, as set out in the delegations' schedule within this policy.
8. It is expected that prior to the endorsement from the Director – People and Capability or Manager - P&C Advisory consultation with the People and Capability Advisory has occurred.
9. Notice of a temporary transfer of delegations during absences must be given in writing and endorsed by People and Capability prior to the transfer having affect. The notice should state the timeframe the transfer will be in effect and any limitations on the

delegation. The process of making acting appointments is set out in the "Acting Appointments Under the Public Service Act 2020".

## Responsibility and Enforcement | Ko Ngā Haepapa me Ngā Uruhi

All holders of delegations are required to comply with this policy.

Any breach of this policy may constitute misconduct and will be dealt with in accordance with the Ministry's Disciplinary Process Policy.

## Policy Approval | Ko Te Whakaaetanga o te Kaupapa

I, Dave Samuels, Te Tumu Whakarae mō Te Puni Kōkiri (Ministry of Māori Development) acting pursuant to the power vested in me by Section 58(1) and Schedule 6 of the Public Service Act 2020 do hereby delegate to those persons (being employees or contractors of Te Puni Kōkiri) who are for the time being holders of any of the positions in Te Puni Kōkiri that are listed in the attached delegation schedule, my powers over human resource functions and financial expenditure within the approved budget at the level specified for the holder of each position. These delegations are effective from 27<sup>th</sup> September 2023 and will apply to all expenditure from that date forward.

Dated this 27<sup>th</sup> September 2023



Dave Samuels  
Te Tuma Whakarae mō Te Puni Kōkiri | Chief Executive

This Policy is owned and updated by:	It was approved by:	On the date of:	It is due for revision by:
Hautū, Organisational Support	Dave Samuels, Te Tumu Whakarae mō Te Puni Kōkiri	27 <sup>th</sup> September 2023	27 September 2025



## Related Documents | Ko Ētahi atu Kaupapa Here

This policy relates only to departmental expenditure. Non-departmental financial delegations are set out in the separate Non-Departmental Delegations Policy.

The delegations apply only within the limitations set by approved departmental policies, operational guidelines, and approved departmental budgets. ALL departmental policies and operational guidelines approved by Te Puni Kōkiri are relevant to the application of this policy.

Refer:

- TPK Policies
- Unsatisfactory Work Performance Policy
- Disciplinary Process Policy
- Acting Appointment Form

Other related documents include:

- Public Finance Act 1989
- Public Service Act 2020
- Employment Relations Act 2000
- Holidays Act 2003

If you have any pātai please contact the People and Capability team.

## Human Resource Delegation Levels

A person can only exercise their delegation within the area for which they are responsible (responsibility cost centre or project code).

<b>Chief Executive/Secretary for Māori Development</b>
<b>Level A</b>
Deputy Secretary
<b>Level B</b>
Directors
Managers who report directly into a Deputy Secretary
<b>Level C</b>
Managers
Team Leaders
Business Managers

## Emergency Delegations

Emergency delegations are provided for in Te Puni Kōkiri's Business Continuity plan. A link to the plan is provided [here](#)

## Process or Delegations silent within the schedule

Should a process or delegation not be captured within this document, consultation and approval from the Director – People and Capability must be attained prior to progressing any matter.

## **Public Service Act 2020**

The Delegations Under the Public Service Act 2020 state that process applies for matters which are not covered by the Secretary's standing HR and Financial delegations to specific roles.

Useful link are provided here:

<http://intranet.te-wheke.int/en/guides-and-tools/a-z/delegations-under-the-public-service-act-2020>

<http://intranet.te-wheke.int/en/guides-and-tools/a-z/acting-appointments-under-the-public-service-act>

Released under the Official Information Act



## Human Resource Delegations

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
<b>ALLOWANCES</b>					
Approve Higher Duties Allowance (HDA) in-line with the appropriate policy	✓	✓	✓		Approval sits with host manager
Approve Special Duties Allowance (SDA) in-line with the appropriate policy	✓	✓	✓		Approval sits with host manager
Approve Higher Duties or Special Duties allowance outside of the policy parameters	✓	✓			In consultation with Manager, P&C Advisory
Approve other allowances as per relevant policy or agreements such as wellness etc	✓	✓	✓	✓	
<b>HOLIDAYS AND LEAVE</b>					
<b>Annual Leave</b>					
Approve taking of annual leave up to accrued balance	✓	✓	✓	✓	
Approve anticipated annual leave up to five days of next year's entitlement	✓	✓	✓	✓	In consultation with People and Capability
Direct employee to take annual leave	✓	✓	✓	✓	In consultation with People and Capability
Approve adjustment to annual leave entitlement when sickness or bereavement occurs during annual leave	✓	✓	✓	✓	
Approve requests to cash-up Annual Holidays	✓	✓	✓	✓	In consultation with Senior Advisor, P&C
<b>Ministry Holidays</b>					
Designate days Ministry holidays can be observed	✓				
Approve Ministry Holidays	✓				
<b>Sick Leave</b>					
Approve sick leave within entitlement	✓	✓	✓	✓	
Anticipate sick leave up to five days of next sick leave entitlement	✓	✓	✓	✓	In consultation with People and Capability

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Request medical certificate	✓	✓	✓	✓	
Request medical report (includes clearance to return to work after prolonged absence)	✓	✓	✓	✓	In consultation with People and Capability
Approve domestic leave to care for dependents in-line with policy	✓	✓	✓	✓	
<b>Special Leave</b>					
Approve special paid leave (up to 5 consecutive days)	✓	✓	✓	✓	In consultation with People and Capability
Approve Special paid leave of more than 5 days but not more than 10 days	✓	✓	✓		In consultation with People and Capability
Approve Special Paid leave of more than 10 days	✓	✓			In consultation with People and Capability
Approve paid leave to attend PSA meetings	✓	✓	✓	✓	
Approve paid training leave for PSA Delegates	✓	✓	✓	✓	
Approve Volunteers Leave for Civil Defence or emergency fire-fighting purposes or search & rescue exercises or operations	✓	✓	✓	✓	
<b>Tangihanga Leave</b>					
Approve Tangihanga / Bereavement leave for up to 3 days	✓	✓	✓	✓	
Approve Tangihanga / Bereavement leave for more than 3 days but no more than 5 days	✓	✓	✓		
Approve Tangihanga / Bereavement leave for more than 5 days	✓	✓			
Approve the level of official representation at tangihanga	✓	✓			
<b>Work Life Balance Leave</b>					
Approve applications for work/life balance leave within entitlement	✓	✓	✓	✓	
<b>Parental Leave</b>					
Approve paid/unpaid parental leave	✓	✓	✓	✓	In consultation with People and Capability



Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve replacement of employee on parental leave by permanent appointment when position is a key position	✓	✓			In consultation with People and Capability
Approve extension of parental leave up to maximum allowance	✓	✓	✓	✓	In consultation with People and Capability
Approve part time work on return from parental leave	✓	✓	✓	✓	In consultation with People and Capability
Approve early return from parental leave	✓	✓	✓	✓	In consultation with People and Capability
Approve payment of parental leave ex-gratia outside of provisions (i.e waive 6 month return requirement)	✓				In consultation with People and Capability
<b>Leave Without Pay</b>					
Approve LWOP <1 month	✓	✓	✓	✓	In consultation with People and Capability
Approve LWOP up to 12 months	✓	✓	✓		In consultation with People and Capability
Approve LWOP over 12 months	✓	✓			In consultation with People and Capability
<b>OVERTIME</b>					
Approval for overtime	✓	✓	✓	✓	
Approve time off in lieu (TOIL)	✓	✓	✓	✓	
<b>ADVERTISING, RECRUITMENT AND SELECTION</b>					
Approve a new or amended position description	✓	✓	✓		In consultation with People and Capability
Approve the initiation to recruit to a role or vacancy	✓	✓	✓	✓	Endorsement from one-up manager. Approval required from two Deputy Secretaries, one of whom must be the

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
					Deputy Secretary – Organisational Support
Approve the use of recruitment agencies	✓	✓	✓		In consultation with People and Capability
Approve appointment of permanent / *fixed term employees up to 100% PIR of the grade	✓	✓	✓	✓	*In consultation with People and Capability prior to offer
Approve appointment of permanent / fixed term employees above 100% up to 120% PIR of the grade	✓	✓			In consultation with People and Capability Manager, P&C Advisory
Approve salary above the maximum of the salary range (i.e. over 120% PIR) for the position	✓	✓			In consultation with Director People & Capability
Approve appointment of casual employees	✓	✓	✓	✓	One up approval required for all roles and in consultation with People and Capability
Fill a fixed term vacancy by secondment	✓	✓	✓	✓	In consultation with People and Capability
Approve appointment of applicant with criminal conviction/s	✓	✓			In consultation with Manager, HR Advisory
Approve appointment of applicant (employee / contractor) with a 'Serious Misconduct' record as per the 'Workforce Assurance Models Standards' i.e serious misconduct investigation, concluded and upheld in the last three years or currently under investigation	✓	✓			In Consultation with Director – People and Capability
Reappointment of persons who have retired, retired medically unfit or been made redundant	✓	✓			In consultation with People and Capability
Authorise commencement of appointment review procedure and appoint decision maker	✓				In consultation with People and Capability
Decisions regarding reviews of review of appointment outcomes	✓				In consultation with People and Capability
Annual appointment where false information is given by applicant	✓	✓	✓		In consultation with People and Capability



Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve release of staff on secondment to other organisations	✓	✓	✓		In consultation with People and Capability
<b>ESTABLISHMENT MANAGEMENT</b>					
Approval of new positions outside of confirmed establishment*	✓	✓			Pre-approval required from two Deputy Secretaries, one being Deputy Secretary - Organisational Support.  Consultation with Senior Advisor - People & Capability and Financial Management Accountant  *Role must be sized prior to new position being approved
Approve establishment of new positions within Puni budget*	✓	✓	✓		Consultation with Senior Advisor - People & Capability and Financial Management Accountant  *Role must be sized prior to new position being approved
Approve job description of newly established positions	✓	✓	✓		In consultation with People and Capability
Extend the engagement of fixed term or casual staff or staff in secondment positions.	✓	✓	✓		In consultation with People and Capability
Approve reporting line changes	✓	✓	✓		In consultation with People and Capability
<b>EMPLOYMENT AGREEMENT</b>					
Offer and Sign Individual Employment Agreements - Standard Conditions	✓	✓	✓	✓	
Offer and sign a Fixed-term employment Agreement	✓	✓	✓	✓	In consultation with People and Capability
Accept and/or approve non-standard terms and conditions of employment for inclusion in agreements	✓	✓			In Consultation with Director - People and Capability

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Offer casual employment	✓	✓	✓	✓	In consultation with People and Capability
<b>ATTENDANCE</b>					
<b>Flexible Working Arrangements</b>					
Approve formal flexible working arrangements – hours, part time work, job share and job split, part year employment, flexible working locations	✓	✓	✓	✓	In consultation with People and Capability
Approve informal flexible working arrangements	✓	✓	✓	✓	In consultation with People and Capability
Decline formal or informal flexible working arrangements	✓	✓	✓		In consultation with People and Capability
<b>ORGANISATIONAL CHANGE</b>					
Approval to initiate change proposals which may result in redundancy and final decisions	✓	✓			In consultation with People and Capability
Approve Ministry structural change	✓	✓			In consultation with People and Capability
Approve Puni structural change, within budget	✓	✓			Consultation with Manager, P&C Advisory
Approve redundancy payment	✓	✓			In consultation with People and Capability
Authorise expenditure for counselling & outplacement services for redundant employee(s)	✓	✓	✓		In consultation with People and Capability
Authorise review resulting from restructuring	✓	✓	✓		In consultation with Director – People and Capability
Decisions regarding reviews resulting from restructuring	✓	✓	✓		In consultation with Director – People and Capability
<b>CREDITING OF PREVIOUS SERVICE</b>					
Approve crediting of previous service for agencies	✓	✓	✓	✓	



Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve crediting of previous service for other related agencies / employment	✓	✓			In consultation with People and Capability
<b>DEATH OF EMPLOYEE</b>					
Approve termination action in event of death of an employee e.g., payment of final pay, annual leave due	✓	✓			In consultation with People and Capability
Approve payment of compassionate grant on death of an employee	✓				In consultation with People and Capability
<b>REMUNERATION</b>					
Approve out of cycle remuneration reviews and one-off payments outside of policy	✓	✓			In consultation with Director – People and Capability
Approve job evaluations	✓*				Approval required from ELT
Approve revaluation of existing grades of roles with financial impacts for existing kaimahi	✓	✓			In consultation with People and Capability
Approve revaluation of existing grades of roles with no financial impacts for existing kaimahi	✓	✓	✓		In consultation with Manager – P&C Advisory
<b>PERFORMANCE MANAGEMENT</b>					
Put in place a Performance Management Plan	✓	✓	✓	✓	In consultation with People and Capability
<b>DISCIPLINARY</b>					
Take disciplinary action excluding suspension or dismissal	✓	✓	✓	✓	In consultation with People and Capability
Take and determine disciplinary outcome up to and including summary dismissal for misconduct or serious misconduct or unsatisfactory work performance	✓	✓	✓		On all matters relating to disciplinary processes must be consulted with People and Capability prior to taking any action

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve paid/unpaid suspension of an employee pending the outcome of an investigation	✓	✓			In consultation with Director – People and Capability
Approve gardening leave	✓	✓			In consultation with Director – People and Capability
<b>PERSONAL GRIEVANCE / DISPUTE</b>					
Respond to personal grievance/dispute	✓	✓	✓		In consultation with People and Capability
Enter in to a Full and Final Settlement as per s149 of the Employment Relations Act 2000	✓	✓	✓		In consultation with Director – People and Capability
Settle personal grievance / dispute up to 3 months' salary	✓	✓			In consultation with Director – People and Capability
Settle personal grievance / dispute up exceeding 3 months' salary	✓				In consultation with Director – People and Capability
Payment for Hurt and Humiliation s123	✓				In consultation with Director – People and Capability
<b>RETIREMENT</b>					
Accept retirement	✓	✓	✓	✓	
Approve medical retirement	✓	✓	✓		In consultation with People and Capability. Must be accompanied by support from medical practitioner.
Approve early retirement	✓	✓			In consultation with People and Capability
<b>SECONDARY EMPLOYMENT</b>					
Approve secondary employment	✓	✓			In consultation with People and Capability
<b>STUDY ASSISTANCE AND TRAINING</b>					
Approve fees and other study related costs within policy guidelines	✓	✓	✓	✓	In consultation with People and Capability
Approve fees and other study related costs outside of policy guidelines	✓	✓			In consultation with Manager, HR Advisory
Approve overseas study	✓				In consultation with Director, People and Capability

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve conditions outside of study leave provisions	✓	✓			In consultation with Director, People and Capability
Approve leave to sit exams within policy guidelines	✓	✓	✓	✓	
Approve Public Sector training initiatives through the LDC	✓	✓	✓		In consultation with People and Capability
<b>WORKING ON A PUBLIC HOLIDAY / TIME IN LIEU</b>					
Approve applications to work on a public holiday	✓	✓	✓	✓	In consultation with People and Capability
Authorise TOIL and statutory payments for working on a public holiday	✓	✓	✓		In consultation with People and Capability
Authorise TOIL for working additional hours (other than statutory holidays)	✓	✓	✓		In consultation with People and Capability

Released under the Official Information Act



## Promulgation of an Appointment: Kaitohu Matua, Māori Capability, People and Capability & Organisational Support

s 9(2)(a) has been appointed to the position of Kaitohu Matua – Senior Advisor, Māori Capability, People and Capability & Organisational Support.

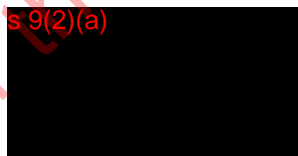
Staff seeking a review of the appointment listed in this notice must notify the Appointing Manager (c/- the Director of the People & Capability Team) no later than 10 working days from the date of this notice. An application for the review must include a clear statement of fact, sufficient detail for the complaint, and the remedy sought (please refer to the Te Puni Kōkiri 'Review of Appointment Policy' on the Te Puni Kōkiri Intranet).

### Comments

POST COMMENT

CANCEL

s 9(2)(a)



Created on Thursday, 14 December 2023

[Promulgations](#)



## **Why we have this Policy | Ko Te Pūtake o tēnei Kaupapa Here**

1. Attracting and recruiting high-quality employees is critical to ensuring Te Puni Kōkiri continues to deliver its vision of Thriving Whānau. To attract the skills, values, and talent to achieve this Te Puni Kōkiri needs to be viewed as an employer of choice. The recruitment process should demonstrate to candidates the Te Puni Kōkiri values from the outset.
2. As a public sector agency, Te Puni Kōkiri is required to comply with legislative and public sector requirements throughout our recruitment processes. This policy outlines the recruitment process recruiting managers must follow to ensure Te Puni Kōkiri meets these requirements.
3. This policy applies to recruitment for permanent roles and fixed term roles. This policy does not apply to any appointment made under the change management and restructuring provisions contained in either collective or individual employment agreements. In these instances, the guidance provided in employment agreements will be followed.

## **Policy | Kaupapa Here**

4. Te Puni Kōkiri is committed to a fair and transparent recruitment process that supports the appointment of high-performing kaimahi who embody Te Puni Kōkiri values.
5. This policy will:
  - a. Support the attraction and appointment of suitable, high-quality applicants using a variety of means i.e. Seek (and other employment marketplaces), social media, internal networks, and multi-agency initiatives (internships, graduate programmes).
  - b. Provide clear guidance for recruiting managers to enable them to effectively navigate recruitment of new, and existing kaimahi, with support from People & Capability.
  - c. Ensure Te Puni Kōkiri meets its legislative requirements and minimise the risks associated with non-compliance.

## **Recruitment Overview**

6. The following applies to recruitment for all permanent roles and fixed term roles:
  - a. The recruiting manager is the Level C, or above, manager who the role reports to.
  - b. The recruiting manager is responsible for the recruitment process for their team, supported by People & Capability.
  - c. Recruiting managers may only recruit for permanent or fixed-term roles that:
    - i. are vacant, or soon to become vacant;
    - ii. are already part of the existing establishment;
    - iii. have budget allocated; and
    - iv. have an up-to-date Job Description and confirmed salary grade.



- e. **Interviewing:** Recruiting managers are responsible for scheduling candidate interviews. They must inform the recruitment team of the scheduled interviews, and are responsible for arranging the appointment panel, consisting of the recruiting manager and at least one other. The recruitment team can provide support with interview questions, scoring matrix and recruitment advice.
- f. **Declining candidates:** Unsuccessful candidates who have been interviewed **must** be called by a panel member, preferably the recruiting manager. Unsuccessful internal candidates must be called by the recruiting manager.
- g. **Panel Summary:** A panel summary **must** be completed for each interviewed candidate, including internal candidates. These are used to record how each candidate responded to the questions and whether the candidate is appointable or not. The panel summary requires the signature of all panel members to confirm they agree the candidate is appointable. Panel summary forms will be provided to recruiting managers by the recruitment team.
- h. **Referee checks:** Following the conclusion of candidate interviews, the recruiting manager will inform the recruitment team of the candidate(s) they would like to progress. The recruiting manager must then request from the candidate the details of their two referees and provide the details to the recruitment team, who will then provide the recruiting manager with the reference check template to complete.
- i. **Remuneration:** If, following completion of the above, recruiting managers wish to appoint a candidate(s), they **must** discuss remuneration with People & Capability.<sup>3</sup> Recruiting managers are to refer to Te Puni Kōkiri's starting salary guidance when determining the appropriate starting salary for candidates.
- j. **Approval to appoint:** Appointment of the candidate(s) requires recruiting managers to complete the Approval to Appoint form and receive one-up approval (in line with current HR Delegations). This will be done either through Snaphire (initiated by the recruitment team) or an email/or memorandum from the recruiting manager to their one-up.
- k. **Letter of Offer/Employment Agreement:** Following approval to appoint, the successful candidate(s) will be sent a Letter of Offer and an employment agreement (either the Te Puni Kōkiri Collective Employment Agreement or an Individual Employment Agreement). These documents **must** be prepared by People & Capability and **must** include a start date. This date can be negotiated with the candidate if it is unsuitable.
- l. **Promulgation:** If the candidate(s) accept the Offer of Employment and once the necessary documentation is returned to People & Capability their appointment **must** be promulgated for ten working days on the Te Puni Kōkiri intranet. Promulgation is a legislative requirement under Schedule 8(4) of the Public Service Act 2020. Promulgation is not required for acting, temporary or casual appointments.
- m. **Review of Appointment:** If, during the promulgation period, a Review of Appointment is received. The candidate must be notified and the Review of Appointment Policy must be followed. The candidate cannot start in the role until this process has concluded and a review report confirms the original appointment can proceed. Refer to Review of Appointment Policy for further information.
- n. **Onboarding:** Following the successful completion of the recruitment process, recruiting managers **must** ensure a New Starter Workflow is initiated through Flowingly, refer to Tau Mai Rā on the Te Puni Kōkiri intranet for further guidance.

<sup>3</sup> Refer to the Remuneration section of the Te Puni Kōkiri intranet. Recruiting managers can approve remuneration up to 100% of the PIR grade. If the remuneration sought is above 100% Level A or above approval is required (in-line with the HR Delegations)



Recruitment Flow Chart



Hiring Manager or Administrator

Hiring Manager

Recruitment Team

Week 1 – Week 3

Week 4

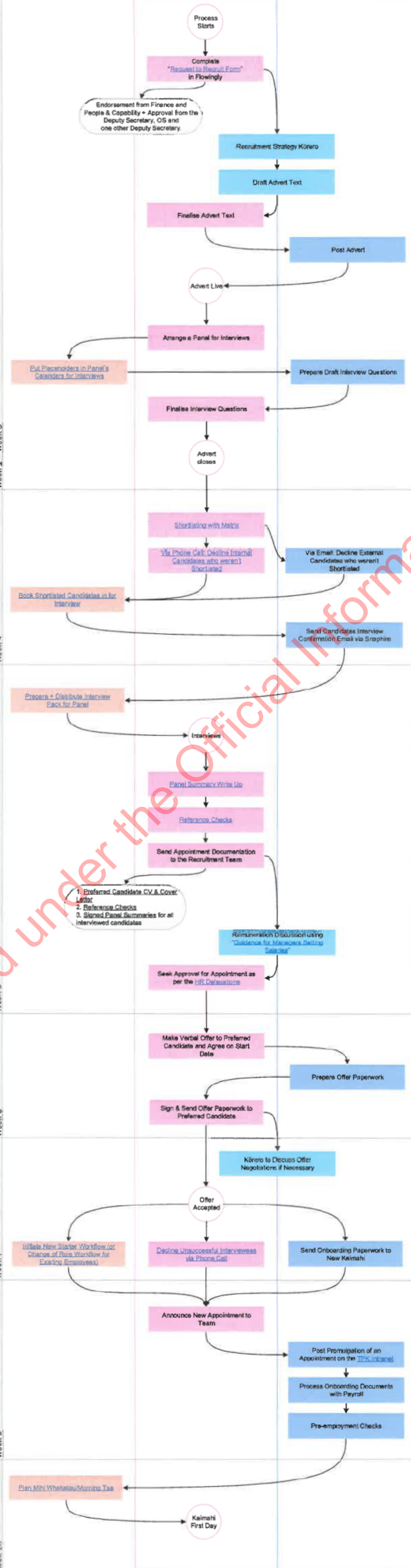
Week 5

Week 6

Week 7

Week 9

Week 10



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## **Why we have this policy | Ko Te Pūtake o tēnei Kaupapa Here**

The Review of Appointment Policy sets out the requirements and responsibilities for conducting reviews of appointment requested by employees.

Where clarification about requirements is needed, consult Human Resources & Capability.

## **Policy | Kaupapa Here**

### **WHO MAY REQUEST A REVIEW**

1. Unsuccessful internal applicants may seek a review, internal applicants are employees who applied for the position, they may be:
  - Permanent Fulltime
  - Permanent Part-time
  - Temporary
  - Casual
  - Fixed Term

### **PROCESS**

2. Any employee of the Ministry who has a complaint about the appointment to a vacancy, (other than an acting appointment) may request a review. This includes consideration of a complaint from employees who did not apply for the position.
3. Unsuccessful internal applicants have an automatic right to a review of appointment.
4. In relation to complaints from non-applicants for the position, and depending on the nature of the complaint, the Chief Executive (or delegate) may decide that it is sufficient to provide the complainant with explanatory information, under the provisions of the Official Information Act 1982. However, the Chief Executive (or delegate) would consider anything that the complainant put forward following the provision of information, which may then raise the need for a review.
5. Where an appointment is made without the position being advertised, an employee who considers they should have been appointed will be given a full review as if they had applied for an advertised vacancy.

### **Non-Ministry employees**

6. Review procedures are internal to the Ministry. However, the Ministry will comply with requests from non-Ministry employees in terms of the Official Information Act 1982 and/or the Privacy Act. The Chief Executive has discretion in these instances as to whether to initiate a review, and the form of any such review will take.

### **GROUNDINGS FOR APPLICATION**

7. A complaint may relate to any aspect of the appointment but particular consideration will be given to:
  - merit as per Section 60 of the State Sector Act 1988;
  - non-adherence to appointment procedure; or
  - where there is information pertaining to the appointment, which may indicate unprincipled short listing or interview practices.

8. Where the application is from an internal non-applicant, it is at the Chief Executive's discretion whether the application for review will be furthered and or investigated. In all cases the Chief Executive's decision will be final and binding.

### POSITIONS INELIGIBLE FOR REVIEW

9. The following appointment types are not eligible for a review:
- Acting appointments
  - Positions by way of transfer as per Section 61A(b) of the State Sector Act 1988

### PERIOD FOR REVIEW

10. All applications for review of appointment must be lodged with Human Resources and Capability no later than 5.00pm, ten working days after notification of the appointment.
11. Requests received outside the required time will have extenuating factors impartially considered by the Chief Executive (or delegate) on whether to allow the request for review.
12. It is the intention of this policy to have any review completed and the outcome communicated within 20 working days from the date of lodgement.

### COMMUNICATION WITH THE REVIEW APPLICANT

13. The Review Applicant will be provided with the Review Chair's or Review Officer's work contact details.
14. The Review Chair or Officer will notify the Review Applicant of the review progress and advise the outcome in writing.

### COMMUNICATION WITH THE PROVISIONAL EMPLOYEE

15. The Appointing Manager will advise the provisional employee:
- that a formal review has been lodged;
  - how the review process works;
  - the expected timeframe of the review;
  - the progress of the review
16. The Appointing Manager will advise the provisional appointee of the outcome of the review in writing.

### CATEGORIES OF REVIEW

17. Te Puni Kōkiri offers two distinct phases of review of appointment, either one or both may be invoked at the applicant's (if they are an internal applicant for the position) discretion, these being **Informal** and **Formal**.
18. In applying for an appointment review, an internal applicant has the right to request a review regardless of which stage of consideration their application reached.
19. Note: **External applicants** and **non-applicant employees** must request consideration for a review through the **Formal** process.
20. **Informal** is described as the ability of an unsuccessful employee applicant, or any other employee, to approach the Appointing Manager to informally discuss aspects of concern regarding the appointment, to attempt to establish clarification of the reasons for non-appointment. This process will include provision of relevant information as to the selection and appointment processes.
21. Where the application for review is from an unsuccessful applicant, they will be informed where they did not meet the set position criteria. If psychometric tests were involved in the selection requirements, the applicant will be provided, where requested, with their personal test results.
22. An appropriate manager or HR&C staff member will fully explain the formal review procedures and the employee's right to access a formal review, and the employee's rights to file a Personal Grievance. If the informal approach resolves the matter, a file note will be completed to this effect. The file note will be signed and dated by both the employee and an appropriate manager.



23. **Formal** is described as a written application for review of appointment that is lodged with the Chief Executive within 10 working days (Statutory Holidays exclusive) of the appointment being notified.
24. Any request for review must provide a clear statement of fact and sufficient detail as to the basis for seeking a review, and the remedy sought.

### THE CHIEF EXECUTIVE'S DECISION IS FINAL AND BINDING

25. It is the Chief Executive's (or delegate's) duty to address the request for review immediately by assessing the complaint(s) and determining the appropriate course of action which might include appointing a Review Panel or Officer to conduct the formal review, or the establishment of another selection panel. The decision will be based on the merit(s) of the reason(s) for the request.
26. The Chief Executive (or delegate) may deny a review of appointment if after consideration the facts presented point towards a frivolous, malicious or baseless claim.
27. **Non-applicant** employee may have information supplied relating to the appointment under the Official Information Act 1982, but the decision to grant a review is at the discretion of the Chief Executive and dependant on the nature of the complaint. It may be that information provided to the Chief Executive will raise the need for a review.
28. The decision to conduct a review for a non-applicant employee is at the discretion of the Chief Executive.
29. **External applicants** may request information in regard to the appointment under the Official Information Act 1982 and/or the Privacy Act. At the discretion of the Chief Executive, a review of appointment may be initiated.

### REPRESENTATION

30. The applicant is entitled to have representation in stating their case to the Review Panel. Verbal and written presentations are permitted.

### REVIEW PANEL COMPOSITION

31. The review may be conducted by senior manager not involved in the appointment, known as the review officer, normally one organisational level above the position under review, or a person from outside the Ministry (with appropriate experience and skill) who was not involved in the appointment. The panel will normally comprise:
- a senior non-appointing manager
  - HR&C representative; and
  - an external representative.
32. The Review Panel or Officer(s) will not have been directly involved in the selection of the provisional appointee.
33. The panel will be chaired by the Senior Manager or an HR&C representative, conducting the review (normally one organisational level above the position under review).
34. The applicant for the review will be told the names of the panel members. Where it is perceived a member (or members) of the Review Panel or the Review Officer represent a conflict of interest due to their relationship with either the provisional appointee or the applicant, this should be stated by the applicant at the outset, and will be considered by the Chief Executive, before the review is commenced. The Chief Executive's decision as to conflict of interest is final and binding.
35. The Chief Executive has discretion in who is appointed as Review Panel or Review Officer. The panel will be charged with the responsibility of unbiased deliberation of all pertinent facts so as to arrive at the most appropriate recommendation based on the information available

### REVIEW PANEL OR OFFICER(S) ROLE

36. The Review Panel or Review Officer(s) is charged with conducting an objective, and impartial review. The Review Panel or Officer will consider all information presented impartially. Account will be taken of Sections 56 and 60 of the State Sector Act 1988 concerned with merit, and being a good employer.

## **REVIEW COSTS**

37. The Review Officer(s) costs should be met by the Appointing Manager's budget. All review related costs incurred by the applicant will be the sole responsibility of the applicant.
38. The Appointing Manager has the discretion to assist the applicant with any actual and reasonable costs they have incurred due to taking the review.
39. The Chief Executive may, after review completion, direct some reasonable and actual costs of the applicant be paid by Te Puni Kōkiri.

## **REVIEW DOCUMENTS**

40. The Review Panel or Officer will be supplied with all pertinent documentation for the position under review. This will comprise the following:

- advertisement
- Job Description
- assessment write-ups
- appointment recommendation
- complainant's application (if they applied for the position)
- provisional appointee's application
- complainant's submission
- response of the appointing manager.

## **REVIEW CONDUCT**

41. The Review Chair or Officer will decide the format of the review, and may seek discussions with the complainant or persons involved in the selection and provisional appointment.
42. Fairness and dignity is to be afforded to all individuals affected by the review and Te Puni Kōkiri.
43. It is the aim of Te Puni Kōkiri to, as far as possible, approach a review in a non- adversarial and assuring manner for the parties concerned. The Review Chair or Officer will determine the role of any support person should the complainant personally present to the Review Panel or Chair.

## **REVIEW REPORT**

44. The Review Chair or Officer will prepare a concise report on the review findings. The report will record:
  - issues raised by the complainant;
  - steps taken in the conduct of the review;
  - findings and comments on the issues raised by the complainant; and
  - the decision in the form of a recommendation to the Chief Executive.
- the recommendations can be one of the three following actions:
  - confirm the original appointment;
  - cancel the original appointment and refer case back to the selection panel for reconsideration of the appointment; or
  - re-advertise.
45. As the review process is not intended to be an alternative selection process, the recommended course of action cannot be to cancel the provisional appointment and appoint the complainant.
46. The recommendation must be appropriate to the Review Panel or Officer's findings. Recommendations may include other avenues of addressing the concerns of the complainant in whole or part, (e.g. career development discussions, full explanation of the appointment process with the complainant).

## **REVIEW DECISION AND RECOMMENDATION**

47. The review report and recommendation will be furnished to the Chief Executive, or a senior manager acting within the delegated authority of the Chief Executive, who would normally be at least one organisational level above the position under review.



48. The review recommendation may be approved, modified or rejected. The decision of the Chief Executive or appropriately delegated manager is final and binding. The review decision will be communicated to the complainant, the provisional appointee, the appointing manager and the Review Panel or Officer.

## Policy Approval | Ko Te Whakaaetanga o te Kaupapa

This Policy is owned and updated by:	It was approved by:	On the date of:	It is due for revision by:
Human Resources and Capability and consulted with the Executive Team	Deputy Chief Executive, Organisational Support	21 March 2018	March 2020

This policy replaces the previous Review of Appointment policy dated 22 January 2016.

## Contact | Whakapā Mai

Please see your Human Resources and Capability representative for assistance.

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## **Why we have this Policy | Ko Te Pūtake o tēnei Kaupapa Here**

This document outlines the human resource delegations assigned to roles within Te Puni Kōkiri. It also provides guidelines to ensure all employees and contractors have a clear and consistent understanding of the application and interpretation of those delegations.

## **Policy | Kaupapa Here**

### **Departmental Delegations**

1. The Public Service Act 2020, section 58(1) sets out functions and powers of Chief Executives. Specifically, section 2(4) of schedule 6 states the Chief Executive may delegate functions and powers to
  - o Another public service chief executive
  - o A public service employee
  - o An individual working in the public service as a contractor or as a secondee from elsewhere in the State services in relation to a function of the public service
  - o The holder of a specified office in the public service
2. Section 2(3) of Schedule 6 of the Act states that a person to whom a function has been delegated, may, with the prior approval of the Chief Executive in writing, subdelegate the function or power
3. This policy applies to all those positions noted in paragraphs 1 and 2 but is of particular relevance to positions assigned a human resources (HR) delegation.
4. Staff seconded into Te Puni Kōkiri are to obtain financial and HR delegations only where they are specifically agreed to as part of their secondment agreement or are part of the role they have been seconded into.

### **Interpretation and operation of Human Resource Delegations**

5. The level of delegations assigned to a position is not necessarily a reflection of hierarchical status but is based on the human resource responsibilities of that position.
6. Human Resource delegations where expenditure is involved can only be applied where the relevant financial delegations are also held.
7. The delegations apply only within the limitations set by approved departmental policies and operational guidelines, as set out in the delegations' schedule within this policy.
8. It is expected that prior to the endorsement from the Director – People and Capability or Manager - P&C Advisory consultation with the People and Capability Advisory has occurred.
9. Notice of a temporary transfer of delegations during absences must be given in writing and endorsed by People and Capability prior to the transfer having effect. The notice should state the timeframe the transfer will be in effect and any limitations on the

delegation. The process of making acting appointments is set out in the "Acting Appointments Under the Public Service Act 2020".

## Responsibility and Enforcement | Ko Ngā Haepapa me Ngā Uruhi

All holders of delegations are required to comply with this policy.

Any breach of this policy may constitute misconduct and will be dealt with in accordance with the Ministry's Disciplinary Process Policy.

## Policy Approval | Ko Te Whakaaetanga o te Kaupapa

I, Dave Samuels, Te Tumu Whakarae mō Te Puni Kōkiri (Ministry of Māori Development) acting pursuant to the power vested in me by Section 58(1) and Schedule 6 of the Public Service Act 2020 do hereby delegate to those persons (being employees or contractors of Te Puni Kōkiri) who are for the time being holders of any of the positions in Te Puni Kōkiri that are listed in the attached delegation schedule, my powers over human resource functions and financial expenditure within the approved budget at the level specified for the holder of each position. These delegations are effective from 27<sup>th</sup> September 2023 and will apply to all expenditure from that date forward.

Dated this 27<sup>th</sup> September 2023



Dave Samuels  
Te Tuma Whakarae mō Te Puni Kōkiri | Chief Executive

This Policy is owned and updated by:	It was approved by:	On the date of:	It is due for revision by:
Hautū, Organisational Support	Dave Samuels, Te Tumu Whakarae mō Te Puni Kōkiri	27 <sup>th</sup> September 2023	27 September 2025

## Related Documents | Ko Ētahi atu Kaupapa Here

This policy relates only to departmental expenditure. Non-departmental financial delegations are set out in the separate Non-Departmental Delegations Policy.

The delegations apply only within the limitations set by approved departmental policies, operational guidelines, and approved departmental budgets. ALL departmental policies and operational guidelines approved by Te Puni Kōkiri are relevant to the application of this policy.

Refer:

- TPK Policies
- Unsatisfactory Work Performance Policy
- Disciplinary Process Policy
- Acting Appointment Form

Other related documents include:

- Public Finance Act 1989
- Public Service Act 2020
- Employment Relations Act 2000
- Holidays Act 2003

If you have any pātai please contact the People and Capability team.

## Human Resource Delegation Levels

A person can only exercise their delegation within the area for which they are responsible (responsibility cost centre or project code).

<b>Chief Executive/Secretary for Māori Development</b>
<b>Level A</b>
Deputy Secretary
<b>Level B</b>
Directors
Managers who report directly into a Deputy Secretary
<b>Level C</b>
Managers
Team Leaders
Business Managers

## Emergency Delegations

Emergency delegations are provided for in Te Puni Kōkiri's Business Continuity plan. A link to the plan is provided [here](#)

## Process or Delegations silent within the schedule

Should a process or delegation not be captured within this document, consultation and approval from the Director – People and Capability must be attained prior to progressing any matter.

## **Public Service Act 2020**

The Delegations Under the Public Service Act 2020 state that process applies for matters which are not covered by the Secretary's standing HR and Financial delegations to specific roles.

Useful link are provided here:

<http://intranet.te-wheke.int/en/guides-and-tools/a-z/delegations-under-the-public-service-act-2020>

<http://intranet.te-wheke.int/en/guides-and-tools/a-z/acting-appointments-under-the-public-service-act>

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## Human Resource Delegations

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
<b>ALLOWANCES</b>					
Approve Higher Duties Allowance (HDA) in-line with the appropriate policy	✓	✓	✓		Approval sits with host manager
Approve Special Duties Allowance (SDA) in-line with the appropriate policy	✓	✓	✓		Approval sits with host manager
Approve Higher Duties or Special Duties allowance outside of the policy parameters	✓	✓			In consultation with Manager, P&C Advisory
Approve other allowances as per relevant policy or agreements such as wellness etc	✓	✓	✓	✓	
<b>HOLIDAYS AND LEAVE</b>					
<b>Annual Leave</b>					
Approve taking of annual leave up to accrued balance	✓	✓	✓	✓	
Approve anticipated annual leave up to five days of next year's entitlement	✓	✓	✓	✓	In consultation with People and Capability
Direct employee to take annual leave	✓	✓	✓	✓	In consultation with People and Capability
Approve adjustment to annual leave entitlement when sickness or bereavement occurs during annual leave	✓	✓	✓	✓	
Approve requests to cash-up Annual Holidays	✓	✓	✓	✓	In consultation with Senior Advisor, P&C
<b>Ministry Holidays</b>					
Designate days Ministry holidays can be observed	✓				
Approve Ministry Holidays	✓				
<b>Sick Leave</b>					
Approve sick leave within entitlement	✓	✓	✓	✓	
Anticipate sick leave up to five days of next sick leave entitlement	✓	✓	✓	✓	In consultation with People and Capability

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Request medical certificate	✓	✓	✓	✓	
Request medical report (includes clearance to return to work after prolonged absence)	✓	✓	✓	✓	In consultation with People and Capability
Approve domestic leave to care for dependents in-line with policy	✓	✓	✓	✓	
<b>Special Leave</b>					
Approve special paid leave (up to 5 consecutive days)	✓	✓	✓	✓	In consultation with People and Capability
Approve Special paid leave of more than 5 days but not more than 10 days	✓	✓	✓		In consultation with People and Capability
Approve Special Paid leave of more than 10 days	✓	✓			In consultation with People and Capability
Approve paid leave to attend PSA meetings	✓	✓	✓	✓	
Approve paid training leave for PSA Delegates	✓	✓	✓	✓	
Approve Volunteers Leave for Civil Defence or emergency fire-fighting purposes or search & rescue exercises or operations	✓	✓	✓	✓	
<b>Tangihanga Leave</b>					
Approve Tangihanga / Bereavement leave for up to 3 days	✓	✓	✓	✓	
Approve Tangihanga / Bereavement leave for more than 3 days but no more than 5 days	✓	✓	✓		
Approve Tangihanga / Bereavement leave for more than 5 days	✓	✓			
Approve the level of official representation at tangihanga	✓	✓			
<b>Work Life Balance Leave</b>					
Approve applications for work/life balance leave within entitlement	✓	✓	✓	✓	
<b>Parental Leave</b>					
Approve paid/unpaid parental leave	✓	✓	✓	✓	In consultation with People and Capability

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve replacement of employee on parental leave by permanent appointment when position is a key position	✓	✓			In consultation with People and Capability
Approve extension of parental leave up to maximum allowance	✓	✓	✓	✓	In consultation with People and Capability
Approve part time work on return from parental leave	✓	✓	✓	✓	In consultation with People and Capability
Approve early return from parental leave	✓	✓	✓	✓	In consultation with People and Capability
Approve payment of parental leave ex-gratia outside of provisions (i.e waive 6 month return requirement)	✓				In consultation with People and Capability
<b>Leave Without Pay</b>					
Approve LWOP <1 month	✓	✓	✓	✓	In consultation with People and Capability
Approve LWOP up to 12 months	✓	✓	✓		In consultation with People and Capability
Approve LWOP over 12 months	✓	✓			In consultation with People and Capability
<b>OVERTIME</b>					
Approval for overtime	✓	✓	✓	✓	
Approve time off in lieu (TOIL)	✓	✓	✓	✓	
<b>ADVERTISING, RECRUITMENT AND SELECTION</b>					
Approve a new or amended position description	✓	✓	✓		In consultation with People and Capability
Approve the initiation to recruit to a role or vacancy	✓	✓	✓	✓	Endorsement from one-up manager. Approval required from two Deputy Secretaries, one of whom must be the

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve the use of recruitment agencies	✓	✓	✓		Deputy Secretary – Organisational Support In consultation with People and Capability
Approve appointment of permanent / *fixed term employees up to 100% PIR of the grade	✓	✓	✓	✓	*In consultation with People and Capability prior to offer
Approve appointment of permanent / fixed term employees above 100% up to 120% PIR of the grade	✓	✓			In consultation with People and Capability Manager, P&C Advisory
Approve salary above the maximum of the salary range (i.e. over 120% PIR) for the position	✓	✓			In consultation with Director People & Capability
Approve appointment of casual employees	✓	✓	✓	✓	One up approval required for all roles and in consultation with People and Capability
Fill a fixed term vacancy by secondment	✓	✓	✓	✓	In consultation with People and Capability
Approve appointment of applicant with criminal conviction/s	✓	✓			In consultation with Manager, HR
Approve appointment of applicant (employee / contractor) with a 'Serious Misconduct' record as per the 'Workforce Assurance Models Standards' i.e serious misconduct investigation, concluded and upheld in the last three years or currently under investigation	✓	✓			In Consultation with Director – People and Capability
Reappointment of persons who have retired, retired medically unfit or been made redundant	✓	✓			In consultation with People and Capability
Authorise commencement of appointment review procedure and a point decision maker	✓				In consultation with People and Capability
Decisions regarding reviews of review of appointment outcomes	✓				In consultation with People and Capability
Annul appointment where false information is given by applicant	✓	✓	✓		In consultation with People and Capability



Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve release of staff on secondment to other organisations	✓	✓	✓		In consultation with People and Capability
<b>ESTABLISHMENT MANAGEMENT</b>					
Approval of new positions outside of confirmed establishment*	✓	✓			Pre-approval required from two Deputy Secretaries, one being Deputy Secretary - Organisational Support.  Consultation with Senior Advisor - People & Capability and Financial Management Accountant  *Role must be sized prior to new position being approved
Approve establishment of new positions within Puni budget*	✓	✓	✓		Consultation with Senior Advisor - People & Capability and Financial Management Accountant  *Role must be sized prior to new position being approved
Approve job description of newly established positions	✓	✓	✓		In consultation with People and Capability
Extend the engagement of fixed term or casual staff or staff in secondment positions.	✓	✓	✓		In consultation with People and Capability
Approve reporting line changes	✓	✓	✓		In consultation with People and Capability
<b>EMPLOYMENT AGREEMENT</b>					
Offer and Sign Individual Employment Agreements - Standard Conditions	✓	✓	✓	✓	
Offer and sign a Fixed-term employment Agreement	✓	✓	✓	✓	In consultation with People and Capability
Accept and/or approve non-standard terms and conditions of employment for inclusion in agreements	✓	✓			In Consultation with Director -- People and Capability



Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Offer casual employment	✓	✓	✓	✓	In consultation with People and Capability
<b>ATTENDANCE</b>					
<b>Flexible Working Arrangements</b>					
Approve formal flexible working arrangements – hours, part time work, job share and job split, part year employment, flexible working locations	✓	✓	✓	✓	In consultation with People and Capability
Approve informal flexible working arrangements	✓	✓	✓	✓	In consultation with People and Capability
Decline formal or informal flexible working arrangements	✓	✓	✓		In consultation with People and Capability
<b>ORGANISATIONAL CHANGE</b>					
Approval to initiate change proposals which may result in redundancy and final decisions	✓	✓			In consultation with People and Capability
Approve Ministry structural change	✓	✓			In consultation with People and Capability
Approve Puni structural change, within budget	✓	✓			Consultation with Manager, P&C Advisory
Approve redundancy payment	✓	✓			In consultation with People and Capability
Authorise expenditure for counselling & outplacement services for redundant employee(s)	✓	✓	✓		In consultation with People and Capability
Authorise review resulting from restructuring	✓	✓	✓		In consultation with Director – People and Capability
Decisions regarding reviews resulting from restructuring	✓	✓	✓		In consultation with Director – People and Capability
<b>CREDITING OF PREVIOUS SERVICE</b>					
Approve crediting of previous service for agencies	✓	✓	✓	✓	

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve crediting of previous service for other related agencies / employment	✓	✓			In consultation with People and Capability
<b>DEATH OF EMPLOYEE</b>					
Approve termination action in event of death of an employee e.g., payment of final pay, annual leave due	✓	✓			In consultation with People and Capability
Approve payment of compassionate grant on death of an employee	✓				In consultation with People and Capability
<b>REMUNERATION</b>					
Approve out of cycle remuneration reviews and one-off payments outside of policy	✓	✓			In consultation with Director – People and Capability
Approve job evaluations	✓*				Approval required from ELT
Approve revaluation of existing grades of roles with financial impacts for existing kaimahi	✓	✓			In consultation with People and Capability
Approve revaluation of existing grades of roles with no financial impacts for existing kaimahi	✓	✓			In consultation with Manager – P&C Advisory
<b>PERFORMANCE MANAGEMENT</b>					
Put in place a Performance Management Plan	✓	✓	✓	✓	In consultation with People and Capability
<b>DISCIPLINARY</b>					
Take disciplinary action excluding suspension or dismissal	✓	✓	✓	✓	In consultation with People and Capability
Take and determine disciplinary outcome up to and including summary dismissal for misconduct or serious misconduct or unsatisfactory work performance	✓	✓	✓		On all matters relating to disciplinary processes must be consulted with People and Capability prior to taking any action In consultation with People and Capability

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve paid/unpaid suspension of an employee pending the outcome of an investigation	✓	✓			In consultation with Director - People and Capability
Approve gardening leave	✓	✓			In consultation with Director - People and Capability
<b>PERSONAL GRIEVANCE / DISPUTE</b>					
Respond to personal grievance/dispute	✓	✓	✓		In consultation with People and Capability
Enter in to a Full and Final Settlement as per s149 of the Employment Relations Act 2000	✓	✓	✓		In consultation with Director – People and Capability
Settle personal grievance / dispute up to 3 months' salary	✓	✓			In consultation with Director – People and Capability
Settle personal grievance / dispute up exceeding 3 months' salary	✓				In consultation with Director – People and Capability
Payment for Hurt and Humiliation s123	✓				In consultation with Director – People and Capability
<b>RETIREMENT</b>					
Accept retirement	✓	✓	✓	✓	
Approve medical retirement	✓	✓	✓		In consultation with People and Capability. Must be accompanied by support from medical practitioner.
Approve early retirement	✓	✓			In consultation with People and Capability
<b>SECONDARY EMPLOYMENT</b>					
Approve secondary employment	✓	✓			In consultation with People and Capability
<b>STUDY ASSISTANCE AND TRAINING</b>					
Approve fees and other study related costs within policy guidelines	✓	✓	✓	✓	In consultation with People and Capability
Approve fees and other study related costs outside of policy guidelines	✓	✓			In consultation with Manager, HR Advisory
Approve overseas study	✓				In consultation with Director, People and Capability

Delegation Type	Chief Executive	Level A	Level B	Level C	Comments and specific positional delegation requirements
Approve conditions outside of study leave provisions	✓	✓			In consultation with Director, People and Capability
Approve leave to sit exams within policy guidelines	✓	✓	✓	✓	
Approve Public Sector training initiatives through the LDC	✓	✓	✓		In consultation with People and Capability
<b>WORKING ON A PUBLIC HOLIDAY / TIME IN LIEU</b>					
Approve applications to work on a public holiday	✓	✓	✓	✓	In consultation with People and Capability
Authorise TOIL and statutory payments for working on a public holiday	✓	✓	✓		In consultation with People and Capability
Authorise TOIL for working additional hours (other than statutory holidays)	✓	✓	✓		In consultation with People and Capability

Released under the Official Information Act



# Kaupapa Whakahaere Tautohe Whaiwāhitanga *Managing Conflicts of Interest Policy*



Te Puni Kōkiri  
MINISTRY OF MAORI DEVELOPMENT

## Why we have this policy | Ko Te Pūtake o tēnei Kaupapa Here

The impartiality and integrity of state servants is central to the maintenance of public and Governmental confidence in the State Services. State servants' behaviour must at all times be seen to be fair, impartial, responsible and trustworthy. No individual or organisation with which an employee is involved may therefore be given preferential treatment (whether by access to goods and services or access to inside information) over any other individual or organisation.

All Te Puni Kōkiri employees, contractors and consultants have a number of professional and personal interests and roles. Occasionally, some of those interests or roles overlap. Te Puni Kōkiri recognises that Conflicts of interest may arise from time to time and cannot always be avoided. However they need not cause problems when these conflicts are promptly disclosed and well managed.

The objectives of this Policy are to maintain the highest standards of ethical behaviour by ensuring that:

- All employees, contractors, and consultants have a clear and consistent understanding of the importance of declaring any actual, perceived or potential interests that may affect, or be affected by, any decisions, or outcomes of decisions, in relation to Te Puni Kōkiri's activities; and
- Any declared interests are managed appropriately.

The policy is not restricted to monetary or material interests and also includes intangible interests such as information.

More detailed information can be found in the accompanying [Managing Conflicts of Interest Guide](#).

## Policy | Kaupapa Here

Te Puni Kōkiri is committed to maintaining the highest standards of trust, confidentiality and integrity in its relationships and work. To achieve this, Te Puni Kōkiri requires employees to comply with the following:

1. Employees must perform their duties honestly and impartially, and avoid situations which might compromise their integrity or otherwise lead to actual, perceived or potential conflicts of interest.
2. Employees should avoid any financial or other interest or undertaking that could directly or indirectly compromise the performance of their duties, or the standing of Te Puni Kōkiri in its relationships with the public, clients, or Ministers. This could include any situation where actions taken in an official capacity could be seen to influence or be influenced by an individual's private interests (e.g., company directorships, shareholdings, offers of outside employment).
3. Employees should not receive payment from any other source for duties performed while on Te Puni Kōkiri time. This includes taking payment for meeting obligations such as Jury Duty. Any personal obligations (being on boards, advisory groups etc.) must be met either outside work hours, or by using annual or unpaid leave. These potential conflict of interest mitigation strategies must be agreed with the Manager and documented and retained on the employee file.
4. Employees must, when they first join Te Puni Kōkiri, and annually thereafter, complete a formal declaration setting out:
  - a. Any actual, perceived or potential private interests, and the nature of that interest, which might interfere with the full, effective and impartial discharge of their official duties; and
  - b. the manner in which any such declared interest may relate to their role within Te Puni Kōkiri;

- c. the form must be completed by all employees, including those who have no conflict of interest to declare;
5. If at any time an actual, perceived or potential Conflict of Interest arises, employees should immediately inform their Manager of the full nature of the actual, perceived or potential Conflict of Interest. Both the Manager and the employee must complete and sign the Notification of Interest form, confirming that any conflict of interest that has been notified, has been appropriately mitigated.
6. On receiving notice from an employee of an actual, perceived or potential Conflict of Interest, Managers must ensure that proper steps are taken to manage and monitor the conflict and minimise any risk to Te Puni Kōkiri. This must be documented and retained on the staff member's personnel file in Human Resources & Capability.
7. All contractors and consultants are required to:
  - a. confirm that they have no actual, perceived or potential conflict of interest which will or may affect their performance of the services required under their contract.
  - b. notify Te Puni Kōkiri immediately if they become aware of anything that might give rise to an actual, perceived or potential conflict of interest between their obligations to Te Puni Kōkiri and any other interests or responsibilities they may have. Managers must ensure that proper steps are taken to manage the conflict and minimise any risk to Te Puni Kōkiri. This must be documented and retained with the contract documentation.
8. Employees, consultants and contractors are required to declare, to their Manager and the Chief Executive, their intention to stand for public office in either local body or general elections.

The Manager will advise their Deputy Chief Executive of the nature and degree of any conflict as it relates to the person's official duties, and recommend to the Deputy Chief Executive the most appropriate course of action to manage it.

## **Responsibility and Enforcement | Ko Ngā Haepapa me Ngā Uruhi**

This policy applies to all employees, contractors and consultants of Te Puni Kōkiri, and they are required to comply with this policy. Any breach of this Policy may constitute misconduct and will be dealt with in accordance with our [Misconduct and Poor Performance Policy](#).

If, at any time, there are doubts about managing actual, potential or perceived Conflicts of Interest, employees, consultants and contractors can discuss those concerns directly with either the Manager, Human Resource & Capability or the Manager, Risk & Assurance.

Managers are required to:

- Ensure that all contractors, consultants and suppliers are aware of their obligations to advise Te Puni Kōkiri of any actual, perceived or potential conflict of interest which will or may affect the provision of goods or services.
- Ensure that any declared Conflicts of Interest are seen to be managed appropriately by:
  - advising the Deputy Chief Executive of the nature and degree of any conflict as it relates to the person's official duties;
  - recommending to the Deputy Chief Executive the most appropriate course of action to manage it; and
  - documenting the course of action, and ensuring that a copy is retained either
    - on the HR personnel file for employees, or
    - with the contract documentation for contractors and consultants.
- Be familiar with, and have access to, the Good Practice Guide *Managing conflicts of Interest: Guidance for public entities* published by the Office of the Auditor-General, and *Understanding the code of conduct – Guidance for State servants* published by SSC.
- Consult with either the Manager, Human Resources & Capability or the Manager, Risk & Assurance when they are unable to ascertain the level of individual responsibility for non-compliance with this Policy.



## Policy Approval | Ko Te Whakaaetanga o te Kaupapa

This policy is owned and updated by:	It was approved by:	On the date of:	It is due for revision by:
Human Resources & Capability and Risk & Assurance	The Deputy Chief Executive, Organisational Support	11 June 2019	June 2021

This policy replaces the previous policy titled Managing Conflicts of Interest Policy dated June 2017.

## Related Documents | Ko Ētahi atu Kaupapa Here

- [Managing Conflicts of Interest Guide](#)
- [Confidentiality Form](#)
- [Notification of Interest Form](#)
- [Confidentiality and Declaration of Interest Form for tenders](#)
- [Misconduct and Poor Performance Policy](#)
- [Physical and Personnel Security Policy](#)
- [Procurement Policy](#)
- [Gifts Policy](#)
- [Fraud, Corruption and Theft Policy](#)

*Managing conflicts of interest: Guidance for public entities.* Published by the Office of the Auditor-General:  
<http://www.oag.govt.nz/2007/conflicts-public-entities/>

State Services Commissioners Code of Conduct – *Standards of Integrity and Conduct* [www.ssc.govt.nz/code](http://www.ssc.govt.nz/code)

*Understanding the code of conduct – Guidance for State servants* published by SSC:  
<http://www.ssc.govt.nz/display/document.asp?docid=5982>

## Contact | Whakapā Mai

If you have any questions please contact either the Manager, Human Resources & Capability or the Manager, Risk & Assurance.

# Puka Whakamōhio Whaiwāhitanga

## Notification of Interest Form

(including criminal convictions)



Te Puni Kōkiri  
MINISTRY OF MĀORI DEVELOPMENT

### CONTACT DETAILS

Contact Name

Contact Number

### NOTIFICATION OF INTEREST DETAILS

Please advise if you are currently involved in any of the following activities. For further clarification, refer to the Managing Conflict of Interest Policy, the State Sector Standards of Integrity and Conduct and/or Human Resources.

Making public comment on Government Policy other than that required by the Ministry?	YES	NO
Making individual comment on Government Policy other than that required by the Ministry?	YES	NO
Having private communications with Ministers and Members of Parliament?	YES	NO
Participating in Public Bodies or Voluntary Associations?	YES	NO
Do you hold financial interest in any company which whom the Ministry has business dealings?	YES	NO
Do you hold any company offices such as a Director's position etc?	YES	NO
Do you have secondary employment?	YES	NO
Do you hold a position in any iwi or community organisation which has a contractual relationship with the Ministry?	YES	NO
Do you hold a position in any iwi or community organisation which is in dispute with the Government?	YES	NO
Have you received gifts, services, discounts, loans or cash from any party or supplier of services to the Ministry which are not available to all staff?	YES	NO
Are you engaged in researching, compiling or representing a claim against the Crown?	YES	NO
Is your involvement such as that you may be expected to personally represent that claim in a judicial, official or public forum?	YES	NO
<b>Criminal Convictions</b>		
I have received a criminal conviction, or been charged with a criminal offence, since my last declaration	YES	NO

continued next page



If you have answered yes to any of the above, please provide the name of the relevant organisation and a description of the nature of your involvement.

ation Act

**MITIGATION PLAN** – Manager to complete detailing how any conflict will be mitigated

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## DECLARATION

I have accessed, read and understand the State Sector Standards of Integrity and Conduct (Included in our policies under **Standards of Integrity and Conduct**) and how it applies to this declaration. I have also had the opportunity to discuss any questions I may have had with my manager and am fully aware of my obligation as a public servant under that code. (Completing the Te Pūnaha Ako **Integrity and Conduct** module is encouraged)

I declare that the information that I have provided on this form is a true and correct record of any involvement I have with external agencies, groups, or individuals and how that relationship may impact on me as a public servant and in particular to the principles of the State Sector Standards of Integrity and Conduct

## APPROVAL

Verified Correct	(to be signed by contact person)	date
Noted	(to be signed by Manager with appropriate delegations)	date

**FOR HUMAN RESOURCES USE ONLY**

Action Completed	
<i>signed</i>	<i>dated</i>

<b>Position:</b>	Senior Advisor   Māori Capability
<b>Te Puni:</b>	Te Puni Tautoko Whakahaere - Organisational Support
<b>Directorate:</b>	People and Capability
<b>Reports to:</b>	Principal Advisor – Māori Capability
<b>Location:</b>	Multiple locations

## 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:
- Whanaungatanga/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 Organisational Support Te Puni works in partnership with others (internally and externally) to enable Te Puni Kōkiri to maintain and enhance our capability to deliver efficient, effective and economical outputs. In part we achieve this through the provision of advice, systems, tools and processes that are tailored for our needs.

Our areas of responsibility include:

- People and Capability:
- Communications and media management:
- Information services and records management:
- Technology services:
- Finance and departmental procurement:
- Legal advice and administration of Māori Trust Boards:
- Ministerials and Business Support:
- Property and asset management:
- Business Continuity and Protective Security.

**Organisational Support are committed to achieving this through:**

- Working collectively: Building and maintaining a capable workforce:
- Working together towards our agreed purpose: Nurturing effective relationships:
- Knowing and trusting each other, our strengths and experiences: Embracing whānau rangatiratanga:
- Applying our Te Ao Māori lens: Fostering supportive environments.

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

**The People & Capability Team functions include:**

- Development and implementation of a people capability and workforce strategy, including provision of advice, tools and process improvements to support organisational-wide workforce (capability and capacity) planning:
- Provision of leadership and oversight of organisational development, including the ongoing design and delivery of core, specialist and leadership training and organisational performance:
- Business partnering with Te Puni to provide services and support to managers across all human resources and people management functions, providing fit for purpose solutions:
- Provision of specialist human resources and industrial relations advice, knowledge and expertise to ensure strategies and policies are successfully implemented across Te Puni Kōkiri and managers are supported in the development and management of the workforce:



- Provision of efficient human resources administrative services including payroll, leave management, data management and other advisory support:
- Support for health, safety and wellbeing management, staff education and reporting.

All People & Capability staff are expected to work effectively in collaboration with our colleagues to understand demand and help set priorities.

We apply the following **principles** for written, oral, visual, non-verbal or electronic communication with Māori audiences:

- kanohi ki te kanohi (face to face, acknowledging that Māori youth are early adopters of ICT, however that does not replace the need to engage, be seen or be heard):
- me ngā kanohi kitea (building and maintaining relationships that are sustainable and support two-way dialogue not one way information provision):
- me he ngākau Māori (the cultural base of our messages 'Māori heart', being clear when using icons or images to show how they support the message as opposed to just being included):
- me he ngākau hūmārie (how we tell the stories of success without being boastful and showing the achievements in a collective way – consider the phrase *the kumara does not boast of its own sweetness*).

## PURPOSE

The purpose of this role is to lead and champion the delivery of initiatives set out in the Te Puni Kōkiri Māori Capability programme - Te Māpurapura for the Regional Partnerships and Operations puni.

The Senior Advisor – Māori Capability works to the Principal Advisor – Māori Capability and with other Senior Advisors across the motu to support, build and uplift in all areas of Māori Capability for Te Puni Kōkiri kaimahi.

## DIMENSIONS

### Range of Influence

As a Senior Advisor, this role is required to influence kaimahi in ngā puni to effectively lift Māori capability to better service our stakeholders being iwi, hapū and Māori communities.

### Leadership

This role has no direct staff management, however, holds the responsibility of being the expert in Te Reo Māori me ōna tikanga. This means that you will provide expert thought leadership in the development of Māori capability.

### Financial

This role holds no direct financial responsibility.

### Health and Safety

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





## SPECIFIC ACCOUNTABILITIES AND DELIVERABLES

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Senior Advisor – Māori Capability is responsible for:

- Ensuring initiatives are fully implemented and operate to a high standard throughout the Ministry:
- Having significant understanding of Te Reo Māori me ōna tikanga and using that knowledge to assist in the design and delivery of Māori capability initiatives and sharing this knowledge within the P&C team:
- Ensuring ngā puni kaimahi have the necessary skills, knowledge and understanding to successfully achieve our Māori capability goals and objectives as a Ministry:
- Identifying and providing relevant cultural information to ngā puni to help them more effectively champion the kaupapa. This will include trend analysis and reporting back to the Principal Advisor – Māori Capability:
- Providing day-to-day advice to ngā puni on the operation of Te Reo Māori me ōna tikanga initiatives:
- Providing expert cultural advice and mentoring to all kaimahi to enable collective and individual goals and objectives to be achieved:
- Working with ngā puni to identify and resolve capability or capacity gaps to ensure they are able to achieve their outcomes. This will include helping ngā puni to take a planned approach to capability development:
- Working with ngā puni to identify and manage any business risks that may arise out of their day-to-day operations in relation to Cultural capability:
- Keeping the Principal Advisor – Māori Capability fully informed of any issues which may pose a risk for Te Puni Kōkiri.



## KNOWLEDGE, SKILLS AND EXPERIENCE

Senior Advisor – Māori Capability should have:

- Significant experience in designing, leading and facilitating initiatives that lift capability.
- Demonstrated ability to understand and predict stakeholder needs.

## 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 manifestation of competencies required for this role.

### ROLE SPECIFIC COMPETENCIES

#### People and Organisational Capability.

- Understand the organisations goals and advise on initiatives that will assist in achieving these
- Know best practice facilitation practices and apply them the delivery of initiatives.
- Know frameworks for staff development; contribute to developing training and development programmes for individuals or groups.
- Conduct training needs analysis for cultural capability for ngā puni.
- Have a deep knowledge and understanding of Te Ao Māori and Te Tiriti o Waitangi.
- Understand impacts of different organisational environments and advise on organisation culture development at puni level.
- Facilitate the implementation of initiatives through workshops, wānanga or drop-in sessions:
- Lead interventions which facilitate performance improvement through the use of Te Reo Māori me ōna tikanga.
- Educate kaimahi on the effectiveness of Māori capability through the utilisation of effective: frameworks; its integration with our role as a government agency; and its alignment with the goals of Te Puni Kōkiri and the expectations of whānau, iwi and hapū.

#### 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

### Māori Perspective

- Have a deep understanding of Te Ao Māori me ōna tikanga.
- Have a high level of Te Reo Māori fluency.
- Have a deep understanding of tikanga and are confident in situations where there is a requirement to lead this, should you be required to.
- Apply a Māori paradigm to your work.
- Work alongside Māori groups and take the time to earn their respect.
- Understand the 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.
- 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

- Plan work and projects by identifying objectives, timeframes and priorities; then monitor and report on progress.
- Solve problems by breaking down into parts, gather information from appropriate sources and identify the links between situations and information.
- Incorporate Māori concepts and values into your work approach.
- Recognise when problems or issues create risk and act to mitigate and/or advise appropriate others.
- Pursue work with energy, drive and a need to finish.
- Read changing work demands and respond positively.

### Business Understanding

- Model Te Puni Kōkiri values.
- Align your work with organisation's strategies and objectives.
- Have a commitment to business policy and procedures and act to uphold them.
- Understand roles and functions of business groups and how they interrelate.
- Understand the basic principles of the Treaty of Waitangi and apply to your work.
- Understand high level operation of government.
- Understand and acknowledge relationships with other government agencies.
- Maintain awareness of the political environment.
- Consider impact of decisions on Te Puni Kōkiri's stakeholders.





Competency	Competency Level
Maori Perspective	5
Leadership	4
Relationship Management	4
Communicating Effectively	4
Results Orientation	3
Business Understanding	3

#### KEY RELATIONSHIPS

##### Internal

Contact	Nature and Purpose of Relationship
Nga Puni Managers	Lead and coach to lead teams with impact
Ngā Puni Staff	Support and champion participation in workshops
People and Capability	Collaborate with the wider People and Capability to ensure the team are up to date with progress and support can be provided were required

##### External

Contact	Nature and Purpose of Relationship
Public Sector	Learn and share information. Represent Te Puni Kōkiri at sector meetings and on sector projects.
External Providers	Represent Te Puni Kōkiri with external vendors to ensure work delivered is aligned to Te Puni Kōkiri goals and objectives.

#### 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

Nil

##### FINANCIAL AUTHORITY

Nil

##### NON-DEPARTMENTAL DELEGATIONS

Nil