

## POSITION DESCRIPTION: Te Kaihautū Māori

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| <b>Position:</b>                     | <b>Te Kaihautū Māori</b>                                                                                                     |
| <b>Position status and location:</b> | This is a permanent position with location at discretion of PSA.                                                             |
| <b>Reporting to:</b>                 | National secretaries                                                                                                         |
| <b>Staff responsibility:</b>         | Te Rāngai Kaitakawaenga Māori, Te Kaiwhakahaere*,<br>Kaitohutuhu Kaupapa Here Maori*.<br>Kaiwhakahaere whakapaa te Ao Māori* |
| <b>Cost Code sign off:</b>           | Te Runanga Kaihautū, Te Rāngai Kaitakawaenga Māori<br>budgets                                                                |

**Date:**

*(\*dual reporting)*

### Purpose of this position

The purpose of this position is to provide a clear Te Ao Māori strategy and direction in support and prioritisation of the PSA strategic goals.

Te Kaihautu Māori is an integral part of the leadership team, facilitating strong partnerships and maintaining positive and respectful relationships with Māori in working to achieve PSA strategic goals and outcomes for PSA Māori members.

Te Kaihautu will lead others to understand how Māori identity, language and culture is essential to define success for, in and by Māori. This should inspire staff to take responsibility for their own learning resulting in the delivery of high-level performance and growth in tikanga Māori knowledge and understanding across the PSA.

Strong Te Ao Māori Leadership and guidance grows the union's capacity to create a sustainable and practical framework to develop cultural capability. This will be achieved through the integration of tikanga Māori work programmes interwoven through the PSA's strategic goals and industrial and political agenda.

Te Kaihautu Māori will take primary responsibility for meeting the key accountabilities in this document and is part of the leadership team who are individually and collectively responsible for the PSA's strategic plan.



## Treaty of Waitangi

The PSA affirms Te Tiriti o Waitangi/the Treaty of Waitangi as the founding document of Aotearoa, New Zealand and is committed to the Treaty principles of partnership, protection, and participation in activities pursuant to the purpose and objects of the union as they relate to the working lives of members.

PSA gives the principles of Te Ao Māori practical application through our policies and strategies to make a positive difference across PSA and our membership.

A working knowledge of Te Tiriti o Waitangi is essential and forms the basis of effective cultural competency. Te Tiriti o Waitangi will be applied through forming strong partnerships with Māori and others, providing for interests of PSA Māori workers through being responsive to the needs of PSA members. Equal opportunities are achieved through the successful delivery of sound policy and strategy across the union and workplaces.

## • Working relationships

| Internal                                                                                                                                                                                                                                                                                                                                                                            | Internal democratic structure                                                                                                                                     | External                                                                                                                                                                                                                                                                                                                     |
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| Secretariat<br>Assistant Secretaries<br>Te Rangai Kaiwhakawaenga<br>Māori<br>Te Kaiwhakahaere Māori<br>Te Kaiarahi<br>Kaitohutohu Kaupapa Here<br>Māori<br>Kaiwhakahaere whakapaa te Ao<br>Māori<br>Education team<br>Policy<br>Legal<br>He Tangata He Ahurea<br>Communications team<br>EA to national secretaries<br>EA to assistant secretaries<br>PSA staff<br>Te Whanau Atawhai | PSA members and delegates<br>Te Rūnanga o Ngā Toa Āwhina<br>& Tuakana Teina<br>Sector committees<br>Networks<br>Executive Board<br>Kaumatua and Kuia<br>President | <ul style="list-style-type: none"> <li>Public Service Agencies</li> <li>State Sector Officials</li> <li>PSLT Officials</li> <li>Te Arawhiti Officials</li> <li>Te Kawa Mataaho</li> <li>Iwi Leaders</li> <li>Politicians</li> <li>CTU and CTU Rūnanga</li> <li>Te Whakapiri</li> <li>Other, external stakeholders</li> </ul> |

| Key Accountabilities                  | Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
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| <b>Cultural leadership and advice</b> | <ul style="list-style-type: none"> <li>• Leads the development and oversees the implementation of the Kaupapa Māori strategy and competency programmes which include our tikanga practise and cultural competency across the PSA.</li> <li>• Monitor, report and review annual report on the evaluation and effectiveness of the Māori and bicultural programmes.</li> <li>• Providing guidance, leadership and advice to the secretariat and assistant secretaries within the realm of Te Ao Māori</li> <li>• Advising on PSA staff recruitment and mentoring processes to promote staff knowledge and understanding of tikanga and kaupapa Māori.</li> <li>• Leads the development of Cultural Safety Strategy for both internal and external environment.</li> <li>• Provide cultural perspective and advice to ensure a Māori worker voice.</li> <li>• Provide guidance and support to ensure that the obligations of the Crown in relation to Te Tiriti o Waitangi are being met for PSA members at work.</li> <li>• Motivate, support and mentor PSA/staff/members to engage effectively and appropriately through a partnership approach with Māori. (colleagues, external experts, whanau, iwi/hapu and/or local, regional and national Māori organisations)</li> <li>• Support others to confidently and competently use Te Reo Māori and to engage with tikanga Māori processes across a range of informal and formal settings.</li> <li>• Identify cultural perspectives, bias and discrimination and challenge views that lead others to value and respect alternative cultural perspectives.</li> </ul> |

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| <b>Industrial Leadership</b>               | <ul style="list-style-type: none"> <li>• Support and guide Assistant Secretaries to ensure bargaining strategies for all enterprises include Ngā Kaupapa strategy.</li> <li>• Work alongside the Assistant Secretary team to ensure that Collective agreements are settled in line with bargaining objectives in relation to Te Ao bargaining strategy.</li> <li>• Monitor progress regarding operational goals and provide regular reports.</li> <li>• Ensure there is relevant and accurate data on Māori membership.</li> <li>• Motivate support and mentor staff to operationalise Nga Kaupapa.</li> <li>• Assist with the development of a staff development programme to support organisers to identify and address Māori issues in the workplace.</li> </ul> |
| <b>Participate constructively in their</b> | <ul style="list-style-type: none"> <li>• Working collegially and co-operatively within the wider PSA</li> <li>• Providing support for immediate/team colleagues</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

| Key Accountabilities                                                             | Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| team                                                                             | <ul style="list-style-type: none"> <li>• Complying with PSA policies and strategies</li> <li>• Attending leadership team meetings</li> <li>• Actively participating in all team activities</li> <li>• Respect for each other's view on matters</li> <li>• Joint problem solving</li> <li>• Maintain a strong commitment to a Māori potential approach in actions and interactions with colleagues.</li> <li>• Contribute a cultural perspective to team meetings and discussions while respecting the views and opinions of others.</li> <li>• Comply with PSA policy and strategies while undertaking respective duties and responsibilities.</li> <li>• Lead others to ensure the mana of all people is respected and valued.</li> <li>• Acknowledge and respect every person as being grounded in their own culture.</li> </ul> |
| <b>Drive the culture and capability required to deliver the PSA strategy.</b>    | <ul style="list-style-type: none"> <li>• Identify strategies and actions that support the achievement of the PSA goals.</li> <li>• Identify the big picture and demonstrate an awareness of the full organising impact and implications of decisions.</li> <li>• Advise National Secretaries on remedial action when necessary.</li> <li>• Work with Development team to implement a mentoring programme for Māori staff to move into leadership roles across the organisation.</li> <li>• Through the delivery of the PSA strategic goals Te Kaihautu Māori will embrace and celebrate all our members in their diversity</li> <li>• Lead and support the development of culturally proficient staff.</li> </ul>                                                                                                                  |
| <b>Integration of kaupapa Māori work programmes with PSA's industrial agenda</b> | <ul style="list-style-type: none"> <li>• Has oversight of the integration of Ngā Kaupapa into the PSA's industrial agenda.</li> <li>• Working collaboratively with the Secretariat supporting Te Rūnanga o Ngā Toa Āwhina</li> <li>• Leading engagement with iwi and kaupapa Māori organisations</li> <li>• Provide advice and assistance to Assistant Secretaries and organisers on industrial matters related to Māori issues in the workplace.</li> <li>• Maintain an active interest in the Public Service International agenda on the "rights of Indigenous peoples" and its impact on Māori workers.</li> </ul>                                                                                                                                                                                                              |

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| <b>Integration of kaupapa Māori work programmes with PSA's policy and political agenda</b> | <ul style="list-style-type: none"> <li>• Working with the Kaitohutohu Kaupapa Here Māori and policy team to analyse, advise, and report on Government policy with implications for the PSA's Māori membership.</li> <li>• Responsible for advancing the Māori Crown relations and Te Tiriti o Waitangi for the PSA.</li> </ul> |
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| Key Accountabilities      | Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|                           | <ul style="list-style-type: none"> <li>• Meet with Māori Ministers/ politicians in accordance with PSA lobbying process on key matters relating to Māori workers.</li> <li>• Monitor and report on the outcome of PSA contributions to select committee submissions, research projects and policy development and its impact on Māori members.</li> </ul>                                                                                                                                                                                                                    |
| <b>Governance support</b> | <ul style="list-style-type: none"> <li>• Liaising with Kaumātua, Kuia and Te Rūnanga o Ngā Toa Āwhina</li> <li>• Reporting to the executive board and Te Rūnanga o Ngā Toa Āwhina on work programme progress.</li> <li>• Supporting the governance and network committees of the PSA on Te Ao Māori and tikanga matters</li> <li>• Provide Te Ao Māori support and guidance to sector and network committees as required.</li> <li>• Support Te Rūnanga o Ngā Toa Āwhina to implement their work programme.</li> </ul>                                                       |
| <b>Networking</b>         | <ul style="list-style-type: none"> <li>• Developing and maintaining connections in the wider world of Te Ao Māori in order to advance PSA's purpose, strategic goals and agenda.</li> <li>• Developing and maintaining connections with iwi and kaupapa Māori organisations to advance PSA strategic goals and agenda.</li> <li>• Maintaining strong connections with rūnanga from CTU and other unions</li> <li>• Supporting Te Rāngai Kaitakawaenga to providing advice and brokering relationships for organisers when organising kaupapa Māori organisations.</li> </ul> |

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| <b>Management of staff</b> | <ul style="list-style-type: none"> <li>• Encourage and provide opportunities for Te Rāngai Kaitakawaenga Māori to professionally develop.</li> <li>• Coaching direct reports</li> <li>• Encourage direct reports to take personal responsibility for their workload and make their own decisions.</li> <li>• Assist staff to identify work related goals.</li> <li>• Affirm good performance.</li> <li>• Take appropriate action to resolve poor performance including developing remedial actions.</li> <li>• Act as a role model and lead by example</li> <li>• Deal with issues in a timely and effective manner when matters are escalated.</li> <li>• Ensure all staff understand their accountabilities to members and the union as their employer. Ensure staff are aware of the expectations provided by the leadership team.</li> <li>• Maintain confidentiality when required.</li> </ul> |
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| Key Accountabilities                            | Activities                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| <b>Financial management</b>                     | <ul style="list-style-type: none"> <li>• Ensure staff are aware of budget and resource issues.</li> <li>• Set and monitor relevant budgets and any 'project' budget.</li> <li>• Provide all required financial information on time.</li> <li>• Make financial decisions with whole of PSA in mind and with cognisance as to the impact of that decision.</li> <li>• Analyse and monitor financial information.</li> <li>• Work with relevant staff in relation to the budget and engage them in the setting of the annual budget.</li> </ul>                                                                                                                                                                                                                                                                                                                          |
| <b>Participate constructively in their team</b> | <ul style="list-style-type: none"> <li>• Work collegially and co-operatively within the wider PSA</li> <li>• Provide support for the Leadership team and work collaboratively with other members of the Leadership team.</li> <li>• Comply with PSA policies and strategies.</li> <li>• Attend team meetings.</li> <li>• Actively participate in all team activities</li> <li>• Respect each other's view on matters.</li> <li>• Keep team members informed.</li> <li>• Decision making by consensus.</li> <li>• Joint problem solving</li> <li>• Ensure effective and timely handover.</li> <li>• Work with National Secretaries as part of the Leadership team</li> <li>• Maintain a balance between the autonomy of individual responsibility and team responsibility.</li> <li>• Contribute to the mentoring/buddying of less-experienced team members</li> </ul> |

## Person Specification



### Our organisational values

The PSA takes a strategic approach to unionism and our organisation values are:

- Solidarity - Kotahitanga
- Social Justice - Pāpori Ture Tika
- Integrity and Respect - Te Pono me te Whakaute
- Solution focussed - Otinga Arotahi
- Democratic - Tā te Nuinga e Whakatau ai

### Six key values that underpin Māori Union leadership within the PSA

- Whakaiti-humility
- Ko tau rourou me te manaakitanga- promote and support positive wellbeing.
- Whanaungatanga-in the best interests of Māori kaimahi
- Taria te wa, Kaitiakitanga-long-term thinking, and guardianship.
- Tika-pono-doing what is right.
- Tikanga Māori-cultural authenticity

### Skills/Attributes

- Commitment to Te Tiriti o Waitangi and the purpose and objects of the PSA
- Communication skills (both written and oral, in English and Te Reo Māori)
- Whakapapa and ability to connect and network with iwi, Maori roopu and organisations.
- Relates effectively to people.
- Strong experience and understanding of, and commitment to trade union principles and practices.
- Strong experience and understanding of bargaining and NZ's industrial environment.
- Ability to connect and network.
- Ability to operate at all levels of the organisation and externally.
- A good understanding of cultural, economic, social, and political issues, particularly as they impact on community and public services and Māori.
- Ability to work under pressure and meet deadlines.
- Ability to plan, organise and think strategically.
- Adaptability
- Ability to set and manage a budget.
- Ability to think creatively and use initiative.

### Knowledge

- Knowledge of and competence in industrial relations and unionism
- Knowledge of, and competence in, Te Reo Māori me ngā tikanga
- Sound knowledge of the Microsoft Office suite of programmes – Word, Excel and Outlook.

## **PSA Employment Principles**



The Leadership of the PSA is committed to being a good employer and providing a quality working environment; a process of constructive engagement with staff through their unions; and operating fair, transparent and consistent employment processes and good faith principles.

### **Leadership and Management style in the PSA**

The PSA aims to achieve an optimal balance between an empowering leadership style and ensuring sufficient accountability for achieving the strategic outcomes of the union.

By empowering leadership style we mean encouraging people and teams to take individual and collective responsibility for making appropriate decisions within their sphere of influence and to manage their work effectively. The PSA has a structure of staff working in teams with a dual emphasis on self management and team work. Within the context of the PSA's team based approach to work, an empowering style means developing the ability of teams to co-ordinate and control their work and to work effectively with others to achieve the union's strategic goals. National and Assistant Secretaries hold management accountabilities which enable them to make appropriate decisions whilst being mindful of the PSA employment principles.

### **Professional Development**

PSA staff members will attend to their own personal and professional development and provide collegial support to co-workers and contribute to the mentoring of less experienced staff. Staff will also participate in individual and collective professional development.

### **Health and safety**

Every staff member shall take all practicable steps to ensure his/her safety at work and that no action or inaction of the staff causes harm to any other person.

