

A wānanga as provided under section 398D of the Education and Training Act 2020, is an institution that: “Māori, have been instrumental in establishing; a wide diversity of teaching and intellectual endeavour that is closely interdependent; associated with higher learning; and are kaitiaki of Mātauranga Māori, te reo Māori, and tikanga Māori within the tertiary education sector. A wānanga positions themselves within the networks of indigenous tertiary institutions across the world and contributes to the setting of international indigenous standards of teaching and intellectual endeavour”.

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| Tūranga / Position | Head - Leadership and Culture | |
| Uepū / Wāhanga / Department | Kiriwhanake / Organisation Culture and Capability | |
| Takiwā / Rohe / District | Te Puna Manaaki | |
| Wāhi Mahi / Location | Te Puna Manaaki | |
| Reports to | Director – Organisational Culture and Capability | |
| Whakatau ki / Direct Reports | 3 | |
| Indirect Reports | 6 | |
| Māka Pūtea / Salary Grade | Leadership, Level 11 | |
| Wā Roanga / Tenure | As per letter of offer | |
| Key Relationships | Internal: | <ul style="list-style-type: none"> • Head Kaimahi Experience • Kiriwhanake uepū` • Te Wānanga o Aotearoa kaimahi • Tūmatakahuki • Relevant Kōmiti |
| | External: | <ul style="list-style-type: none"> • Iwi / hapu • External Agencies • Government Agencies • Consultants • Partner Organisations |

Pūtake Tūranga / Role Purpose

The purpose of the Head – Leadership and Culture is to both set and implement the Te Reo Māori strategy for kaimahi and integrate the intersection of leadership and culture to enable the effective delivery of programmes that enhance and extend leadership, cultural capability and confidence of kaimahi.

This role will cultivate a high-performing, values-driven organisational culture where leaders and teams are empowered to work collaboratively, foster trust, and build on the principles of Ngā Uara (our values) - Te Aroha, Te Whakaponono, Ngā Ture, and Kotahitanga.

The role will manage projects, co-ordinate people and activities to ensure workstream deliverables are achieved on time and produce the desired results of increasing workforce understanding and ability to apply te ao Māori cultural frameworks, tools and resources to workplace practices.

The Head - Leadership and Culture will ensure a positive, productive, and values-driven work environment that aligns with the mission and strategic goals of Te Wānanga o Aotearoa (TWOA).

| Key Responsibilities | Deliverables / Outcomes |
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| Team Leadership | <ul style="list-style-type: none"> - Foster a kaimahi-centric working environment, with clear responsibilities and expectations for direct reports. - Develop and execute short and long-term plans to align team activities with organisational strategies. - Oversee development of training calendars to ensure alignment with priority areas and efficient workflow. - Demonstrate personal commitment to Te Pae Tawhiti, Ko Tā Tātou Rautaki Ahurea, Tāngata Hoki (People and Culture Strategy) and the kaupapa of TWoA. - Promote and nurture collaboration, open communication and professionalism through the lens of Kaupapa Matua in all management practices. - Ensure team members have individual performance plans. - Monitor performance of direct reports and conduct regular kaimahi ora kōrero. - Manage training and development of direct reports. |
| Leadership Capability | <ul style="list-style-type: none"> - Provide direction and support to programme development to ensure a leader centric view of content and approach is incorporated into all learning experiences. - Ensure leadership development incorporates the necessary elements of management skills such as financial budgeting, operating performance, people performance and delivery of outcomes. - Regularly review work processes for areas of improvement. - In collaboration with Head Kaimahi Experience, use data to identify development needs and inform future developments. |
| Cultural Capability | <ul style="list-style-type: none"> - Ensure a te ao Māori lens is applied to all content and kōrero to ensure every opportunity is taken to grow confidence, competence and alignment to the values upheld by TWoA. - Coach and support the Kiriwhanake team in Mātauranga Māori. - Monitor and report on progress towards achievement of plans and strategies. - Oversee development of cultural capability development portfolio and strategies. |

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| | <ul style="list-style-type: none"> - Oversee development of engagement and delivery plans of portfolio. - In collaboration with Head Kaimahi Experience, use data to identify development needs and inform future developments |
| <p>Kaupapa Māori Support & Advisory</p> | <ul style="list-style-type: none"> - Participate in the TWoA Māori cultural tikanga, including support for pōwhiri, whakatau and Te Ao Māori elements. - Provide advice on culturally responsive approaches and current best practice. |
| <p>Programme Delivery</p> | <ul style="list-style-type: none"> - Create development pathways for Te Ao Māori for kaimahi - growing cultural confidence and capability across the workforce. - Develop an educational maturity model, leveraging modern learning approaches and set a clear pathway of learning in line with te ao Māori, tikanga Māori, and Mātauranga Māori. - An integrated programme delivery plan is evident that wraps around the business-critical programming requirements and enables effective exploration of leadership expectations. - Ensure professional development approvals maximise strategic benefit and are aligned with identified current and future organisational needs. |
| <p>Continuous Improvement and Team Development</p> | <ul style="list-style-type: none"> - Implement evaluation processes that support continuous improvement of provision, grow a continuous improvement culture and ensure high quality, high value experiences of kaimahi. - Implement growth strategies for team members to ensure capability development is appropriately prioritised and integrated into workloads / plans and culture. - Provide input to policies and frameworks bringing a te ao Māori lens. |
| <p>Strategic Planning, Development and Implementation</p> | <ul style="list-style-type: none"> - Support the development and implementation of wāhanga strategic and operational plans and initiatives in consultation with Director Organisational Culture and Capability and other key stakeholders. - Develop, implement and support a Reo Ora language learning and development strategy and plan. - Work collaboratively with the Kiriwhanake Leadership Team to formulate and foster effective business strategies, plans and |

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| | <p>policies that ensure the strategic vision of Kiriwhanake is executed efficiently.</p> <ul style="list-style-type: none"> - Keep abreast of the future strategic direction of the tertiary education sector in order to understand the impact on the People and Culture strategic framework and assist the Director Organisational Culture and Capability to reflect this in ongoing strategic planning activities. - Be accountable for the development and implementation of the wāhanga annual business plan while ensuring that outcomes are achieved within budget and allocated timeframes. |
| Reporting | <ul style="list-style-type: none"> - Report on data metrics, analyse trends, provide recommendations, and highlight any areas where support or change may be necessary. - Provide budget focussed reports on Leadership and Culture spend. - Progress reports on all projects or initiatives are compiled as required. - Develop and track key performance indicators (KPIs) for culture and leadership success. - Provide regular reporting on culture, leadership development, and engagement metrics. - Conduct periodic assessments and recommend improvements based on data and kaimahi feedback. |
| Stakeholder Engagement | <ul style="list-style-type: none"> - Build relationships both internally and externally that enhance development and facilitate the continuous quality improvement and achievement of Māori educational aspirations and outcomes. - Establish and maintain meaningful strategic relationships with external networks and other relevant external groups. - Establish and maintain active and constructive relationships with other teams in the organisation. - Collaborate effectively with internal stakeholders, other departments, and external partners to facilitate successful project execution. |

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| <p>Kaupapa Matua</p> <p>Te Wānanga o Aotearoa has a unique history and operating context. Te Kaupapa Matua o Te Wānanga o Aotearoa tells our history, guides our future and shapes the unique identity of our Wānanga. There is therefore an expectation that kaimahi:</p> <ul style="list-style-type: none"> - Actively familiarise themselves with Te Kaupapa Matua o Te Wānanga o Aotearoa and how this shapes and informs our actions. - Uphold Te Wānanga o Aotearoa Values and Te Kaupapa Matua o Te Wānanga o Aotearoa. - Participate in activities associated with the culture of our organisation (i.e pōwhiri, karakia, waiata). | <ul style="list-style-type: none"> - Able to articulate the history, evolution and unique context of Te Wānanga o Aotearoa. - Actions of kaimahi are aligned with Te Wānanga o Aotearoa values and Te Kaupapa Matua o Te Wānanga o Aotearoa. - Values and Te Kaupapa Matua o Te Wānanga are applied in a manner that protects the mana of Te Wānanga o Aotearoa its vision, mission, and philosophy. |
| <p>Kaimahi Experience</p> | <ul style="list-style-type: none"> - Encourage and foster a productive environment that benefit all kaimahi. - Effectively utilise technology and automation, when possible, to provide streamlined access to capabilities and insights that positively impact the day-to-day mahi. - Stay abreast of current trends and developments to support and nurture kaimahi experience in the leadership and development space. |
| <p>Information Management</p> | <ul style="list-style-type: none"> - Meet the statutory responsibilities detailed in the Data, Information, and Records Management Tikanga Whakahaere. - Te Wānanga o Aotearoa records are created and maintained in corporate information systems, meeting specified information management standards and legislation. |

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| Health and Safety | <ul style="list-style-type: none"> - Ensure kaimahi are informed of and trained in safe practices and procedures in their specific areas of work. - Health, safety and wellness policies and procedures are adhered to and complied with. |
| Other Duties | <ul style="list-style-type: none"> - Undertake other duties as required by the employer provided the kaimahi has the required skills and qualifications. |

The kaimahi shall be required to exercise all their skills and knowledge in the achievement of the position deliverables / objectives and to follow any current or future procedures and policies related to achieving the deliverables / objectives.

The responsibilities and expectations outlined in this position description may alter as business needs change. In addition, specific objectives and outcomes will be agreed to with the manager of the kaimahi on an annual basis.

Person Specification

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| Qualifications: | <ul style="list-style-type: none"> - Bachelor's Degree in Mātauranga Māori, Management or relevant subject. - Project management certificate or relevant qualification. - Full NZ Drivers Licence. |
| Essential Experience and Skills: | <ul style="list-style-type: none"> - Minimum of 5 years managing a team. - 7+ years in leading and managing reo and tikanga educational programs/function or equivalent. - Excellent skills developing and implementing strategy. - Excellent skills leading cross-functional teams. - Strong project management skills. - Strong motivational and empowerment skills. - Strong relationship management skills. - Strong communication skills. |
| Āhukatanga Māori | <ul style="list-style-type: none"> - Knowledgeable in Te Ao Māori (Māori World) and is seen as a leader for Āhukatanga Māori (values, culture and tikanga). - High levels of fluency and grammatical accuracy in Te Reo Māori that enable effective communication in written and oral forms. - Knowledge, passion and appreciation for Mātauranga Māori, In particular the ability and commitment to apply kaupapa Māori concepts, values, practices and considerations. |
| Essential Attributes: | <ul style="list-style-type: none"> - Possesses managerial courage and leads positive work practices. - Takes initiative and provides a pragmatic approach. |



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| | <ul style="list-style-type: none">- Can work effectively in a fast-paced environment and manage multiple projects.- Remains calm under pressure. |
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