ARO TŪRANGA

Position Description

A wānanga as provided under section 398D of the Education and Training Act 2023, is characterised by “Māori, and 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 contribute to the setting of international Indigenous standards of teaching and intellectual endeavours”.

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| ***Tūranga****Position* | **Te Pae Tawhiti Enterprise Change Manager** |
| ***Uepū / Wāhanga****Department* | **Te Pae Tawhiti Office** |
| ***Takiwā / Rohe****District* | **Te Puna Manaaki** |
| ***Wāhi Mahi****Location* | **Te Puna Manaaki – Te Awamutu** |
| ***Whakatau ki****Reports to* | **Transformation Programme Director**  |
| **Whakatau ki / Direct reports:** | 0-2 TBC |
| ***Māka Pūtea****Salary Grade* | **TBA** |
| ***Wā Roanga****Tenure* | **Two-year Fixed Term** |
| ***Ngā Rōpu Whaihua****Key Relationships* | Internal* Kaiwhakatere
* Ngā Pouwhakahaere
* Te Mana Whakahaere and

Governance committees* TPT Office dedicated and support kaimahi
* Directors
* Kaimahi
 | External* Consultants
* External Stakeholders (Contractors

and Suppliers)* Tauira, iwi, hapū and whānau
* Relevant external agencies and

providers (TEC, MoE, NZQA) |

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| ***Pūtake Tūranga -*** *Role Purpose* |
| The Enterprise Change Manager is a senior strategic role within the Te Pae Tawhiti (TPT) Transformation Office at Te Wānanga o Aotearoa. It is responsible for driving and aligning change initiatives across the entire organisation that support the successful implementation of Te Pae Tawhiti 2030 – one of the most significant transformations in the history of Te Wānanga o Aotearoa.  Working across a broad portfolio of initiatives – including digital transformation, system and process redesign, organisational change, and improved experiences for kaimahi and tauira – the Enterprise Change Manager leads a team of change managers, working closely with senior leadership to embed a cohesive enterprise-wide change approach that is consistent yet adaptable to the needs of each initiative. Unlike operational or HR-focused change roles, this position concentrates on the overarching organisational impact and benefits realisation of change, guiding and integrating multiple workstreams to achieve sustained, enterprise-level transformation. The Enterprise Change Manager operates distinctly from HR Change Readiness roles by focusing on the overarching strategic and organisational impact of change rather than individual or team-level readiness. This role provides leadership and oversight to ensure change is managed holistically, culturally aligned, and integrated across multiple workstreams. They will ensure that enterprise-level change efforts are joined-up, timely, and authentically Māori – enabling transformation to land well across our diverse organisation. As a key enabler of Te Pae Tawhiti 2030, the Enterprise Change Manager will bring strategic foresight, systems thinking, and a deep understanding of te ao Māori to help our people understand, navigate, and participate in this journey of change. They will also help shape the systems, processes, and ways of working that embed a people-centred, sustainable approach to transformation across Te Wānanga o Aotearoa, now and into the future. |

| **Key Objectives** | **Key Accountabilities** |
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| **Enterprise Change Strategy:** | * Develop and implement the enterprise-wide change management strategy that supports Te Pae Tawhiti transformation initiatives and drives the organisation’s strategic objectives.
* Align change strategies with organisational goals and Kaupapa Matua, ensuring that all change activities support the vision and mission of Te Wānanga o Aotearoa
* Champion a consistent change management approach across a portfolio of programmes and projects while adapting to the unique needs of each initiative.
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| **Stakeholder Engagement and Alignment:** | * Engage stakeholders at all levels - identify, analyse, and actively involve internal and external stakeholders across all levels of the organisation to build alignment and buy-in for change initiatives.
* Facilitate cross-functional collaboration between business units, project teams and change leads to ensure integrated and cohesive change efforts. Break down silos and encourage shared ownership of transformation outcomes. Act as a trusted advisor to senior leaders, providing expert guidance on complex change dynamics. Advise the executive team and Te Mana Whakahaere on change readiness, risks and mitigations strategies to enable informed decision-making.
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| **Change Impact and Readiness:** | * Lead enterprise-wide change-impact assessments to understand how planned changes will affect people, systems, and culture across the organisation. Use these insights to inform change planning..
* Develop and oversee the implementation of change readiness plans to prepare the organisation for upcoming changes. Support the Tangata Change Lead in efforts to ensurekaimahi and tauira are supported through transitions via coaching, resources and training so they can adapt to new processes and systems.
* Address organisational barriers change and resistance by identifying potential challenges early and implementing strategies to overcome them. Foster a receptive environment for change through proactive issue resolution and engagement.
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| **Change Integration:** | * Coordinate closely with other change leaders – including the Tangata Change Readiness Lead, Programme Managers, Technology Change Lead, and other project level change managers - to to align change initiatives across all workstreams. Ensure that change activities in different projects complement each other and contribute to a unified transformation programme. Embed changes into business-as-usual operations (BAU), by overseeing transition plans and handovers. Ensure that new processes, systems, and ways of working are sustainably integrated into operational practice, so that improvements endure and transformational benefits are fully realised in the long term.
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| **Change Communications and Training:** | * Drive effective change communications by collaborating with the Te Pae Tawhiti Communications and Engagement Manager to craft and deliver clear, tailored messaging that supports awareness, understanding, and adoption of changes. Adapt communication strategies to different audiences (e.g. frontline staff, leadership, tauira) to maximise engagement.
* Oversee targeted training and capability-building programs in partnership with the Tangata Change Readiness Lead, HR and Learning & Development teams. Ensure that training initiatives equip kaimahi with the knowledge and skills required to thrive in the new environment, thereby enabling successful transitions and reducing change resistance.
* Ensure all communications and trainings are culturally responsive, incorporating tikanga and reflecting Kaupapa Mātua principles.
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| **Change Monitoring and Evaluation:** | * Define and track key change metrics to measure adoption rates, stakeholder engagement, benefit realisation, and overall impact of change initiatives. Establish clear indicators of success for each major change and monitor progress against these measures.
* Report on change progress and outcomes to executive leadership and governance. Provide regular, updates to the Transformation Programme Director and leadership committees on achievements, emerging risks, issues, and the realisation of expected benefits. Use storytelling and data to highlight the value delivered by change initiatives.Continuously improve change practices using data-driven insights. Analyse feedback, metrics, and lessons learned from each initiative to refine the organisation’s change management framework. Promote a culture of continuous improvement in how Te Wānanga o Aotearoa manages and implements change.
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| **Cultural Alignment:** | * Collaborate with the Māori Cultural Alignment and Engagement Lead to ensure all change strategies uphold and reflect Kaupapa Matua principles.
* Advocate for cultural alignment as a core component of all change initiatives.
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| **Leadership and Mentoring:** | * Provide strategic leadership and oversight to the change management team, including direct supervision of other Change Managers and Change Leads. Set clear direction, performance expectations, and professional development support for these team members to build a high-performing change management function.
* Mentor and develop kaimahi involved in change efforts to build organisational change capability. Coach project teams, managers, and aspiring change agents in best-practice change management, fostering a network of skilled change champions throughout Te Wānanga o Aotearoa.
* Serve as a role model for adaptive and inclusive leadership during times of transformation. Demonstrate decision-making and behaviors that reflect the values of Te Wānanga o Aotearoa’s, inspiring others to embrace change positively.
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| **Environmental, Safety and Wellness Management:** | * Demonstrate a commitment to Te Wānanga o Aotearoa health and safety rules and procedures and take reasonable care to look after your own health and safety at work, your fitness for work, and the health and safety of others.
* Report potential risks, incidents and near misses so the organisation can investigate, and eliminate or minimise harm or risk of harm.
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The employee shall be required to exercise all their skills and knowledge in the achievement of the position objectives and to follow any current or future procedures and policies related to achieving the 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 kaimahi manager on an annual basis at performance review.

**Person Specification**

Kaupapa Commitment\*

Technical Skills & Knowledge

Behavioural Competencies

Qualifications & Experience



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| **Qualifications and Experience** |
| **Qualifications*** Bachelor’s degree in Change Management, Organisational Development, Business Administration, or a related field.
* Full NZ Drivers Licence (Class 1)

**Experience*** Minimum of 7–10 years’ experience managing enterprise-level change initiatives
* Certification in change management methodologies (e.g., PROSCI, APMG) is highly desirable.
* Proven experience working in kaupapa Māori or bicultural environments.
* Demonstrated ability to lead and embed change in complex organisations.

**Āhuatanga Māori *(Essential)**** Demonstrable commitment to participating fully in cultural activities (e.g. pōwhiri / karakia /Te Whāriki) and motivated to further develop an understanding of Māori values.
* Ability to greet and acknowledge people in Te Reo Māori and pronounce Māori words correctly. Commitment to further developing personal competence in Te Reo Māori, if required.
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| **Key Competencies**  |
| **Enterprise Change Management Expertise*** Deep knowledge of change management principles, methodologies, and tools, with a focus on enterprise-level transformation.
* Proven ability to manage large-scale, complex change initiatives across multiple workstreams.
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| **Strategic Thinking*** Ability to develop and implement change strategies that align with organisational goals and address long-term impacts.
* Skilled in balancing strategic priorities with operational realities.
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| **Stakeholder Engagement*** Exceptional interpersonal and relationship-building skills, with the ability to influence and engage stakeholders at all levels.
* Skilled in navigating complex stakeholder dynamics and fostering alignment.
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| **Leadership and Collaboration*** Proven ability to lead and collaborate across diverse teams, fostering trust, collaboration, and accountability.
* Skilled in managing relationships across functional boundaries and organisational levels.
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| **Change Integration and Sustainability*** Expertise in integrating change initiatives with other transformation efforts and ensuring long-term sustainability.
* Skilled in embedding change into organisational culture and processes.
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| **Analytical and Problem-Solving Skills*** Proficient in assessing change readiness, impact, and adoption metrics to inform decision-making.
* Demonstrates a proactive approach to identifying and addressing barriers to change.
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| **Adaptability and Resilience*** Thrives in dynamic, fast-paced environments and adapts to evolving priorities and challenges.
* Maintains focus and resilience in managing complex and high-stakes change initiatives.
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| **Key Attributes** |
| **Visionary and Collaborative*** Sees the bigger picture and connects change initiatives to deliver cohesive and impactful outcomes.
* Values collaboration and fosters a culture of inclusivity and teamwork.
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| **Empathetic and People-centred*** Approaches change management with empathy and a strong focus on supporting people through transitions.
* Builds trust and rapport with kaimahi, tauira, and stakeholders.
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| **Detail-Oriented*** Maintains a strong focus on details while managing complex and interconnected change initiatives.
* Ensures thorough planning and execution of all change strategies.
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| **Culturally Grounded*** Fully committed to reflecting the values and principles of Kaupapa Mātua in all aspects of change management.
* Demonstrates respect for and alignment with Māori cultural values and practices.
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| **Committed to Excellence*** Strives for high-quality outcomes in all aspects of change management.
* Demonstrates integrity, accountability, and a commitment to continuous improvement.
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