

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”.

Tūranga / Position:	Aukaha Ako - Takiwā Delivery	
Uepū / Wāhanga / Department:	Ako Excellence / Ako Takiwā Delivery	
Takiwā / Rohe / District:	Takiwā (Te Ihu, Te Waenga, Te Kei)	
Wāhi Mahi / Location:	As per letter of offer	
Reports to:	Paemanu (Director) Ako Takiwā Delivery	
Whakatau ki / Direct reports:	TBC	
Indirect Reports:	Kaiako & Kaimahi Ako (Takiwā)	
Māka Pūtea / Salary Grade:	Level 11	
Wā Roanga / Tenure:	As per letter of offer	
Key Relationships:	Internal:	<ul style="list-style-type: none"> • Takiwā Senior Leadership Team (SLT) • Managers and Kaimahi within the Takiwā • Other Uepū Leaders, Managers and Kaimahi at Te Puna Manaaki • Kiriwhanake
	External:	<ul style="list-style-type: none"> • Iwi / Hapū • Community • External Stakeholders • Government Agencies • Contractors and Suppliers • Consultants • External Auditors

Pūtake Tūranga / Role Purpose

The primary purpose of the **Aukaha Ako – Takiwā Delivery** role is to provide high quality and effective leadership of key Ako Excellence deliverables for Te Wānanga o Aotearoa (TWoA) in the takiwā, in alignment with strategic and operational priorities and objectives. The role will lead and oversee operational educational delivery to drive ako excellence and tauira success and mitigate programme delivery risks to the organisation together with providing senior leadership to kaimahi within the takiwā as a member of the Takiwā SLT team.

The Aukaha Ako Takiwā Delivery is a senior leadership role providing Kaupapa Matua-based, strategically aligned leadership that uplifts, inspires and unites through collaboration, promoting shared purpose, collective potential, continuous improvement and excellence.

Key Responsibilities	Deliverables / Accountabilities
<p>Leadership</p> <p>Provides Kaupapa Matua based leadership that is strategically aligned, adaptive to change, demonstrating calm and confidence in challenging times</p>	<ul style="list-style-type: none"> - Leads collaboratively with integrity and care, grounding decisions and actions in shared values - Positive under pressure, maintains a calm disposition and exudes confidence in challenging times - Flexible, adaptive to change and supports others to navigate change positively - Creates a respectful and supportive workplace tone, promoting shared purpose and belief in the collective potential over individual agendas - Role-models high standards and accountability, establishing a cohesive, high-performing and excellence-oriented team - Communication is transparent, building trust through openness and clarity - Values diverse perspectives drawing on collective insights to guide decision-making - Provides critically constructive feedback, supporting learning and continuous improvement through growth-minded, purposeful and respectful mentoring
<p>Role Specific Requirements</p>	<p>Ako Takiwā Delivery Leadership</p> <ul style="list-style-type: none"> - Develop, execute and lead Ako Takiwā key deliverables effectively in the Takiwā in collaboration with the Director - Ako Takiwā Delivery and monitor progress closely to ensure key milestones and performance indicators are met to a high standard. - Develop, successfully implement and review Takiwā enrolment plans that meet Equivalent Full-Time Student (EFTS) targets and are aligned to TWoA strategic priorities and Takiwā needs to ensure sustainability, pathways and growth opportunities. - Lead, oversee and monitor the delivery of teaching and learning, assessment, quality assurance and academic administration practices in the Takiwā to ensure high quality programmes are delivered and administered consistently, in a timely manner and in alignment with curriculum, TWoA quality management system and Tikanga Ako (Educational Regulations) requirements. - Lead, oversee and monitor the planning and delivery of pilot

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	<p>programmes in the Takiwā.</p> <ul style="list-style-type: none"> - Lead, oversee and monitor academic performance in the Takiwā to ensure set retention, completion and graduation targets are met and low performance is addressed in a timely manner to lift results. - Champion and lead innovative projects in the Takiwā to enhance ako excellence and tauira success. - Lead, oversee and monitor the implementation of continuous improvement and quality management processes in the Takiwā. - Lead the Takiwā Academic Committee (TAC) as chairperson (or delegate responsibilities as required) ensuring TAC is meeting all required responsibilities as outlined in the TAC Terms of Reference and Tikanga Ako (Educational Regulations). - Actively participate in other relevant committees/forums as required i.e. Te Puna Waihanga, Academic Performance Committee etc. - Contribute to programme reviews, programme resource development and internal/external audits as required. <p>Kaimahi Leadership, Development & Performance</p> <ul style="list-style-type: none"> - Lead and drive ako excellence leadership within the Takiwā to develop a high-performance culture aligned to Ngā Uara and Te Kaupapa Matua o Te Wānanga o Aotearoa. - Ensure kaiako and kaimahi ako recruitment is managed effectively in the Takiwā and qualified kaimahi are appointed in a timely manner. - Build and maintain the required level of Ako kaimahi capability in the Takiwā to deliver strategic and operational outcomes and support succession planning. - Manage workforce levels (FTE and skill) in the Takiwā to ensure that talent shortages and surpluses have no effect on the ability to deliver a quality product/service. - Ensure kaiako and kaimahi ako in the Takiwā meet minimum qualifications, receive a quality induction and are prepared upon employment to deliver quality programmes to tauira. - Ensure Lead - Ako Takiwa Delivery are providing, managing and monitoring professional development plans,

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	<p>opportunities for sharing of best practice and engagement in research activity for direct reports.</p> <ul style="list-style-type: none"> - Provide effective leadership, performance management and support to direct reports that aligns with Ngā Uara and Te Kaupapa Matua o Te Wānanga o Aotearoa, ensuring team members feel motivated, valued and supported. - Lead and support direct reports to achieve agreed objectives including KPI's, professional development plans and higher qualification requirements and provide regular on ongoing feedback on performance utilising Kaimahi Ora kōrero. - Conduct regular team hui to provide clear communication, direction and expectations for direct reports to achieve agreed objectives. - Provide operational leadership to the Takiwā as part of the Takiwā senior leadership team. - Manage poor performance and breaches of TWoA Mana Whaiaro ensuring kaimahi are held accountable and responsible for their performance, with poor performance and disciplinary issues addressed with kaimahi at the first available opportunity and in accordance with TWoA and HR policies and procedures. - Ensure direct reports, kaiako and kaimahi ako leave balances are managed effectively. - Comply with TWoA HR policies and procedures and uphold TWoA as an employer of choice. <p>Monitoring and Reporting</p> <ul style="list-style-type: none"> - Develop or oversee the development, of written reports for submission to relevant stakeholders that are accurate, meet TWoA standards and are provided within required timeframes. - Lead, organise and contribute to the monitoring and reporting of delivery against workplans to support performance against outcomes. - Use data and insights to make evidence-based decisions and to respond effectively to the needs of stakeholders. <p>Risk Management</p> <ul style="list-style-type: none"> - Maintain internal and external compliance standards.

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	<ul style="list-style-type: none"> - Identify, mitigate and effectively manage risks to delivery and to the reputation, sustainability and integrity of Te Wānanga o Aotearoa.
<p>Driving for Business Performance:</p> <p>Role content specific to the relevant subject matter expertise or specialism of this role.</p> <p>Responsibility for specific KPIs or performance and or reporting metrics.</p> <p>Role in organisational success (e.g. service delivery, financial targets, culture).</p>	<ul style="list-style-type: none"> - Accountable for regional, or national service performance, compliance, and workforce development. - Contributes to leadership groups. - Supports growth of other leaders. - Coaches and grows leadership in others. - Shapes a culture of excellence, learning, and whanaungatanga.
<p>Collective Leadership:</p> <p>Practices collaboration, shared expertise and contributes towards an environment of innovative and well-rounded solutions.</p>	<ul style="list-style-type: none"> - Leads cross-functional projects. - Identifies interdependencies and ensures teams align effectively. - Oversees key initiatives involving multiple teams (e.g., programme revision, stakeholder engagement).
<p>Kaimahi Leadership</p> <p>Has emotional intelligence, coaches confidently and creates an inclusive work environment.</p>	<ul style="list-style-type: none"> - Builds trust and team cohesion by setting clear direction for team and individual kaimahi. - Gives structured, regular feedback through kaimahi ora, that sets expectations and accountability, and encourages development of technical and competency, including cultural capability. - Ensures that day to day kaimahi management activities are monitored such as attendance, leave, and work performance. - Acts according to delegations regarding the employee lifecycle, such as decisions to recruit, and leading ER matters.
<p>Problem Solving Requirements including but not limited to:</p> <p>Decision-Making Authority & Delegations</p>	<ul style="list-style-type: none"> - Regional-level authority over planning, kaimahi, and resource allocation. - Keeps upline informed of complex, strategic or people-related issues.

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<p>Level of autonomy in strategic, operational, or tactical decisions.</p> <p>Impact of decisions across the organisation or sector.</p>	
<p>Authorities including but not limited to:</p> <p>Budget Accountability & Delegations; Kaimahi Leadership Responsibilities; and Tāngata Delegations</p> <p>Size of the budget the role is responsible for, and/or level of financial decision-making authority.</p> <p>Scope of day-to-day transactional kaimahi leadership responsibilities, and Tāngata related decision-making authority.</p>	<ul style="list-style-type: none"> - Demonstrating Kaitiakitanga through responsible cost awareness and actions, including delegated budget responsibilities. - Acting according to delegations regarding the employee lifecycle, such as decisions to recruit, and leading ER matters.
<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 will follow and work by these guiding principles.</p>	<ul style="list-style-type: none"> - Able to articulate the history, evolution and unique context of Te Wānanga o Aotearoa. - Actions of Leaders are aligned with Te Wānanga o Aotearoa. - Hold others accountable for applying Ngā Uara in a manner that protects the mana of Te Wānanga o Aotearoa, leadership peers and kaimahi.
<p>Communications and Relationship Management</p> <p>Effectively builds and maintains relationships that uphold the reputation and mana of Te Wānanga o Aotearoa</p>	<ul style="list-style-type: none"> - Regional collaboration with providers, and cross-sector stakeholders. - Relationships with key decision makers and opinion leaders is positive and constructive.
<p>Information Management</p> <p>Te Wānanga o Aotearoa records are created and maintained in corporate information systems, meeting specified information</p>	<ul style="list-style-type: none"> - Meet the statutory responsibilities detailed in the Data, Information, and Records Management Tikanga Whakahaere.

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management standards and legislation.	<ul style="list-style-type: none"> - Create and manage records of TWoA activities in accordance with TWoA privacy, data, information, and records management policies and procedures.
Health and Safety Uphold and comply with the Health and Safety at Work Act 2015. Demonstrate a commitment to Te Wānanga o Aotearoa health and safety policies 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 and well-being of others.	<ul style="list-style-type: none"> - Reports and encourages the reporting of potential risks, incidents and near misses so the organisation can investigate, and eliminate or minimise harm or risk of harm, in accordance with TWoA Health and Safety policies and procedures. - Leads with empathy. - Supports kaimahi practice that enhance wellbeing.
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.
<p>The kaimahi shall be required to exercise all their skills and knowledge to achieve the position objectives and follow any current or future procedures and policies related to achieving them.</p> <p>The responsibilities and expectations outlined in this position description may alter as business needs change. In addition, specific objectives and outcomes will be agreed upon with the upline manager on an annual basis.</p>	

Person specification

Qualifications: <i>Please list role specific qualifications</i>	<ul style="list-style-type: none"> - Master's qualification in Education, Educational Leadership or relevant field. - Full NZ Drivers Licence (Class 1).
Essential Experience and Skills: <i>Please list role specific skills and years of experience</i>	<ul style="list-style-type: none"> - 7+ years' experience in a senior educational leadership role. - Relevant management experience within the education sector. - Relevant teaching experience in the tertiary sector preferred. - Relevant experience in leading a large team across a wide-spread geographical location preferred.

	<ul style="list-style-type: none"> - Experience in quality assurance, educational data analysis and reporting and managing academic performance. - Excellent written and oral communication skills. - Excellent relationship management skills. - Confident manager of reporting data collation and presentations. - Proven ability to analyse, investigate and interpret data, issues and situations. - Excellent ability to anticipate leadership information requirements and provide timely information to support decision making. - Ability to facilitate multi-disciplinary groups to reach conclusions by working collaboratively and influencing appropriately. - Excellent understanding of relevant legislation, policies and procedures. - Excellent understanding of the NZQA Qualifications Framework. - Sound understanding of risk management processes and procedures. - Excellent planning and project / task management skills. - Proven ability to develop and implement strategies. - Sound understanding of strategy planning. - Sound and effective decision-making skills.
Āhuatanga Māori	<ul style="list-style-type: none"> - Ability to use basic Te Reo Māori and willing to increase capability in Te Reo and āhuatanga Māori. - Ensures an environment where self and team participate in cultural activities, such as pōwhiri/karakia/Te Whāriki. - Te Kaupapa Matua is understood and applied to mahi and relationships.
Essential Attributes:	<p>Governance Awareness & System Leadership</p> <ul style="list-style-type: none"> - Engages with governance stakeholders. - Prepares reports and briefings. <p>Critical Thinking and Strategic/Planning Contribution</p>

	<ul style="list-style-type: none"> - Applies insights (e.g., pricing strategy, workforce gaps) to inform operational plans and guide operational decisions. - Promotes integrated thinking across services. - Collaborates with other uepū and/or wāhanga to ensure decisions reflect taura, kaiako, kaimahi and community needs. <p>Financial Responsibility</p> <ul style="list-style-type: none"> - Understands the importance of budgets and is able to apply to their area of responsibility or oversees budgets. <p>Communication, Motivational and Empowerment Skills</p> <ul style="list-style-type: none"> - Uses storytelling and examples to create connection, translate vision into action and adapt to organisation purpose and direction. <p>Digital & Technology Fluency, Adoption & Modernisation</p> <ul style="list-style-type: none"> - Implements systems and analytics for planning. <p>Data-Informed Decision-Making</p> <ul style="list-style-type: none"> - Applies data to improve team performance. <p>Innovation & Continuous Improvement</p> <ul style="list-style-type: none"> - Applies innovation frameworks. - Embeds ongoing improvement or mātauranga-driven change.
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