



"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	Te Aukaha Whakahaere Head - Operations	
Uepū / Wāhanga Department	Rangatahua	
Takiwā Region	As confirmed in letter of offer	
Wāhi Mahi Location	As confirmed in letter of offer	
Whakatau ki Reports to	Director - Operations	
Māka Pūtea Salary Grade	Level 11	
Māngai Pūtea Financial Delegation	Level 4	
Wā Roanga Tenure	As confirmed in letter of offer	
Ngā Rōpu Whaihua Functional Relationships	<p><u>Internal</u></p> <ul style="list-style-type: none"> • Takiwā Senior Leadership Team (SLT) and other Takiwā/Rohe Leaders and Managers and Kaimahi at Sites with the Takiwā • Ako and other Uepu Leaders, Managers and Kaimahi at Te Puna Manaaki • Kiriwhanake Business Partner and other Kiriwhanake Leaders and Managers and Kaimahi 	<p><u>External</u></p> <ul style="list-style-type: none"> • Iwi / Hapū • Community • External Stakeholders • Government Agencies • Suppliers and Contractors • Consultants • Internal Auditors • External Auditors

Leadership Expectations

As a member of senior leadership team for the Takiwā it is expected that:

- Organisational values are demonstrated
- A respected, cohesive, collaborative senior leadership team in the Takiwā is created – “together we can do more”.
- The team behaves with unity of purpose – “one team, one wananga”
- There are honest relationships between the team, with discussions taken in a robust way.
- The team takes responsibility for co-ordinating activities across the Takiwā – doing the right thing at the right time with the right results
- The team undertakes annual performance reviews, including professional development.
- The team members demonstrate loyalty and integrity “doing what we say we will do”.
- Reorganise and address circumstances to prevent unhealthy or unsafe situations.
- Adhere to all Health and Safety policies and procedures.

Pūtake Tūranga – Role Purpose

The primary functions of the Head - Operations are:

- To contribute to Takiwā strategic and operational planning processes as a member of the Takiwā senior leadership team (SLT).
 - As a member of the Takiwā SLT, discuss, identify, review and implement EFTS provision and allocation, ensuring pathways, strategic focus and stakeholder issues are addressed.
- To lead and oversee the financial performance of the Takiwā in alignment with strategic and operational goals and objectives:
 - oversee and manage operating and capital budgets
 - ensure compliance with all financial and operating policies and procedures
 - present cost analysis and reviews
- To lead and manage the supply, utilisation, and maintenance of assets, infrastructure (property, facilities and services, and vehicles), technology support, and resources which support the provision of educational programme delivery in the Takiwā.
 - To identify, build and sustain effective supplier and contracts for service agreements and relationships both internal and external
 - To oversee and manage specific infrastructure/operational service related projects
 - To identify delivery site and resource requirements including securing new sites and completing lease/licence and other relevant agreements
 - To ensure effective utilisation of all delivery sites
- To identify and realise continuous improvement opportunities

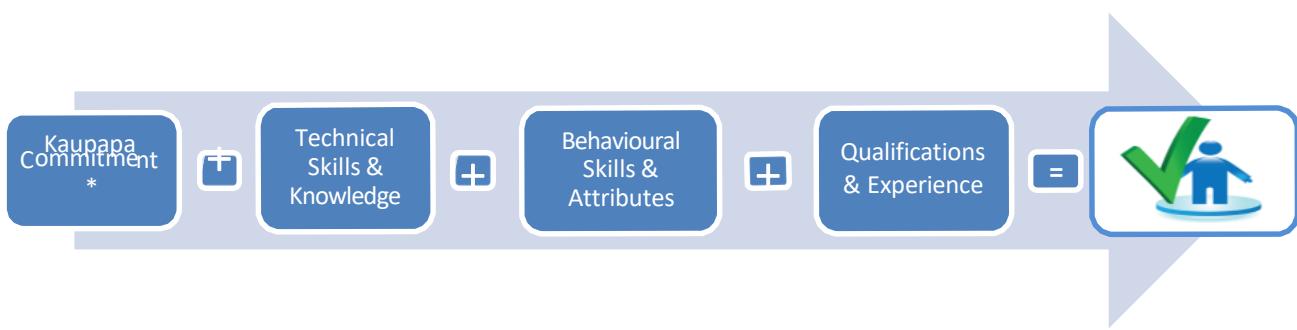
Key Performance Indicators	Success Factors
Cultural Integrity <ul style="list-style-type: none"> - Advance and maintain Mātauranga Māori every day in every way 	<ul style="list-style-type: none"> • <i>Kaupapa Wānanga and values are demonstrated in all areas of work and behaviour</i>
Visionary and Transformative Leadership <ul style="list-style-type: none"> - Demonstrate commitment to the kaupapa of TWoA - Create and contribute to a work environment that advances and demonstrates innovation, best practice and excellence in education. - Promote, foster and model kaupapa wānanga leadership practices - Contribute and/or manage projects as negotiated and agreed. 	<ul style="list-style-type: none"> • <i>Positive feedback for stakeholders and staff</i> • <i>Kaupapa Wānanga and TWoA values demonstrated in all areas of work and behaviour</i> • <i>Leadership is kaupapa Wananga based, inclusive, innovative with a focus on transformation</i> • <i>Contribution made to agreed projects with outcomes achieved</i>
Strategic Planning and Development <ul style="list-style-type: none"> - Contribute to the development and execution of Takiwā strategic plans ensuring alignment with Wananga values and organisational planning documents. - Take a lead in the development of all asset, infrastructure and service operational plans. - Formulate and foster strategies that ensure that the strategic vision of the organisation is achieved 	<ul style="list-style-type: none"> • <i>Collection of relevant and up to date information on Takiwā need (immediate and future trend analysis) completed</i> • <i>Strategic and operational plans for the operational functions of the the Takiwā are developed, approved and executed with key milestones and performance indicators met</i> • <i>Takiwā programme portfolio closely aligned to Takiwā needs and opportunities and operational plans support needs and opportunities</i>
Leadership and Advancement <ul style="list-style-type: none"> - As a member of Takiwā SLT ensure quality relationships with Te Puna Manaaki kaimahi are maintained and enhanced. - Ensure the quality delivery of operational services to support educational programme delivery across multiple sites - Support the Takiwā to ensure students receive high quality teaching and learning experiences and outcomes and operational services and infrastructure provided supports this. - Ensure that the Takiwā operates cooperatively and effectively with other tertiary providers - Contribute to and confirm the national mix of provision in collaboration with Ako, Paemanu and Pouwhakahaere - Manage risk across all operational functions to ensure programme delivery is supported. 	<ul style="list-style-type: none"> • <i>Demonstrated respectful relationships with Te Puna Manaaki kaimahi.</i> • <i>Takiwā operational plan aligns with enrolment plan.</i> • <i>EFTS targets met or renegotiated as per Takiwā enrolment plan and IIP</i> • <i>Quality management and continuous improvement policy and procedures met</i> • <i>Improvement in student satisfaction levels</i> • <i>Tauira success KPIs met</i> • <i>Early withdrawal targets met</i> • <i>Retention, unit completion and graduation targets met or exceeded</i> • <i>Tauira progression and pathway targets met</i> • <i>Takiwā risk management plan developed and implemented with agreed risk mitigation strategies implemented</i>

<p>Stakeholder Relationships</p> <ul style="list-style-type: none"> - As a member of the Takiwā SLT <ul style="list-style-type: none"> o establish and maintain quality internal relationships with kaimahi across the Wānanga o establish and maintain meaningful strategic relationships with Iwi, Employers, Government Agencies, Secondary Schools, other tertiary providers and other relevant external groups - To maintain the highest standard of personal and organizational integrity so that TWOA's reputation is at a high standard 	<ul style="list-style-type: none"> • <i>Relationships with kaimahi at Te Puna Manaaki and across the Wānanga maintained with demonstrated outcomes</i> • <i>Quality relationships established and maintained (underpinned by trust and equitable contribution of resources) with local Iwi and or hapū</i> • <i>Relationships with local tertiary providers and universities established and maintained with agreed collaborative projects and articulation agreements implemented</i> • <i>Agree with report line manager each year a plan for establishing new and maintaining existing quality relationships with suppliers/contractors.</i>
<p>People Leadership</p> <ul style="list-style-type: none"> - Provide visionary and transformative leadership and support for all Takiwā kaimahi - Provide leadership, performance management and support for all direct reports - Develop and implement a Kaupapa Wānanga leadership professional development programme for self and direct report managers - Ensure that all human resource processes and practices meet TWOA HR policies and procedures that ensures that TWOA becomes an employer of choice - To foster an organizational culture that supports and encourages high performance and innovation 	<ul style="list-style-type: none"> • <i>Team members feel motivated, valued and supported to achieve agreed objectives and key performance indicators (360 feedback or agreed alternatives)</i> • <i>Direct reports achieve agreed objectives including professional development plans and higher qualification requirements</i> • <i>HR policies and procedures supported and complied with</i> • <i>Agree each year with report line manager a plan to implement Takiwā based initiatives that focus on improved organisational culture and innovation</i>
<p>Financial Management</p> <ul style="list-style-type: none"> - Develop and confirm Takiwā budget in collaboration with SLT, Financial Consulting Team and Ngā Pouwhakahaere - Ensure achievement of Takiwā Budget (including revenue and expenditure targets) - Operate within delegated authorities - Analyse budgets and financial information to inform strategic and business plans - Analyse and review costs regularly to ensure best pricing and services 	<ul style="list-style-type: none"> • <i>Budget developed and approved according to planning requirements</i> • <i>Revenue and expenditure targets met with all variances explained and approved</i> • <i>Delegated authorities and all other compliances adhered to</i>

<p>Reporting and Communication</p> <ul style="list-style-type: none"> - Effectively engage and communicate with Te Puna Manaaki kaimahi - Engage and communicate with Takiwā kaimahi, tauira and stakeholders on a regular basis using a variety of modes appropriate to the occasion - Effectively communicate the vision, goals, Takiwā plans both internally and externally - Build and improve the reputation and profile of TWoA 	<ul style="list-style-type: none"> • <i>Timely and professional communications (using a range of mediums) implemented with positive feedback from staff and stakeholders</i> • <i>Quarterly reporting requirements met</i> • <i>Reputation of TWoA enhanced and maintained</i>
<p>Health and Safety</p> <ul style="list-style-type: none"> - Ensure the wellbeing, health and safety of staff is supported in accordance with Health and Safety Policies and Procedures - Foster the holistic well-being of all Takiwā staff - Recognise and address circumstances to prevent unhealthy or unsafe situations - Perform duties in a safe and responsible manner 	<ul style="list-style-type: none"> • <i>Takiwā Health and Safety requirements met</i> • <i>Adherence to all Safety and Wellness policies and Procedures.</i> • <i>Faults are reported immediately to relevant personnel</i> • <i>Zero harm while carrying out duties</i>
<p>Personal Development</p> <ul style="list-style-type: none"> - Achieve agreed annual professional development and training plans 	<ul style="list-style-type: none"> • <i>Personal professional development plans achieved and performance review completed</i>
<p>Other Duties</p> <ul style="list-style-type: none"> - From time-to-time all kaimahi are encouraged to engage in other activities outside their assigned duties, such as (but not limited to) setting up and attending pōwhiri, hosting visitors, recruitment drives and supporting other kaimahi in their roles 	<ul style="list-style-type: none"> • <i>Positive engagement in activities that contribute to the overall functionality and operation of Te Wānanga o Aotearoa.</i>

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's manager on an annual basis at performance review.



<u>Qualifications and Experience</u>	<p>Qualifications:</p> <ul style="list-style-type: none"> Bachelor qualification (prefer Business, Finance or Management) and post-grad qualification in relevant field <p>Experience:</p> <ul style="list-style-type: none"> 5+ years' experience in a senior leadership role Relevant operational and financial management experience within the education sector preferred Relevant project management experience including experience managing infrastructure related projects (for example. buildings, property and/or technology) <p>Āhuatanga Māori:</p> <ul style="list-style-type: none"> Actively engages in cultural activities and has an excellent understanding of Āhuatanga Māori (values, culture and tikanga) Able to understand and converse in Te Reo Māori (TARM level 4 or equivalent qualification) Prepared to support kaimahi to increase knowledge, understanding and everyday use of Te Reo and Āhuatanga Māori Provides guidance and leadership for Te Wānanga o Aotearoa values
<u>Technical Skills</u> Are the specialised skills and abilities required for a particular role	<ul style="list-style-type: none"> Excellent written and oral communication skills Excellent relationship management skills Confident manager of reporting data collation and presentation Proven ability to analyse, investigate and interpret data, issues and situations 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
<u>Behavioural Skills and Attributes</u> Behavioural Competencies are the role specific behaviours and attitudes required by kaimahi (staff) to be successful in their roles	<p>He Rautaki Rangatiratanga (Strategic Leadership) Formulating effective plans consistent with the TWoA strategic plan; taking a long-term view and acting as a catalyst for organisational changes; building a shared vision with others; influencing others to translate vision into action.</p> <p>He Huanga Whakariteritenga (Quality Decision Making) Making well-informed and sound decisions; considering all relevant information, personal experience, perceived implications and exercising good judgement.</p> <p>He Ūmanga Whakamōhiotanga (Business Acumen) Understanding the business; having and using knowledge of the organisation and external markets to identify potential risks, threats and opportunities; demonstrating business sense.</p>

* Kaupapa Commitment is the recognition and acknowledgement of TWoA's Vision, Mission, Philosophy and Values (refer final page of this document) and the commitment to uphold, maintain and strengthen these through our actions and contributions

	<p>He Pūkenga Whakaritenga (Negotiation Skills) Exploring alternatives to reach outcomes that gain the acceptance of all parties; gaining acceptance to ideas.</p> <p>He Mōhiotanga Ake (Technical Credibility) Having the technical knowledge, expertise and skills required to perform effectively within a specific field, functional area or job.</p> <ul style="list-style-type: none">- He Mātauranga, He Marautanga (Education/academic literacy in relevant field of study (Business, Finance, or Management)- He Pūtea Whakahaere (Financial management/awareness)- He Kaupapa Whakahaere mahi (Develop plans for organisation needs)- He Take Whakahaere, He Raupapa mahi (Compliance with organisational policies and processes) <p>Whanaungatanga Whakahaere (Relationship Management) Proactively developing and maintaining effective internal and external relationships to facilitate the achievement of work goals.</p> <p>Whakahautūngia Tāngata (Leading Others) Inspiring and guiding others towards goal accomplishment; fostering pride, passion and trust; encouraging motivation in direct reports and teams; setting performance expectations and providing development opportunities; providing constructive feedback.</p> <p>Tū Rangatiratanga (Leadership Courage) Thriving in a leadership role; facing challenges head on; encouraging discussion and debate.</p> <p>Wāhanga Āwhina Tāngata (Customer Service Focus) Readily adjusting priorities to respond to changing customer demands; anticipating and meeting the needs of customers; committed to the continuous improvement of services.</p> <p>He Taiao Whakaritenga (Environmental Adaptability) Manoeuvring through situations effectively; managing the complex interface between central government expectations, external stakeholders and the underpinning culture of TWoA; balancing the cultural needs with the business needs; have the ability to manage confusion and remain balanced.</p> <p>He Urunga Whakatutukitanga (Drive for Results) Steering self and others to achieve or exceed results; overcoming obstacles; being concerned with a personal commitment to excellence and a focus on attaining goals; driving performance.</p> <p>He Mana Tāngata, He Whakapono Tāngata (Integrity and Trust) Establishing credibility and trustworthiness through appropriate actions; being consistent, dependable and honest.</p>
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The guiding principles of Te Wānanga o Aotearoa are inherent in its Vision, Mission Statement, Te Kaupapa and Values

Whakakitenga – Vision:

“Te Wānanga o Aotearoa will provide holistic education opportunities of the highest quality for Māori, peoples of Aotearoa and the world”

Ko Te Uaratanga - Mission

To provide education that best fits the aspirations of this generation, enhances the dreams of future generations and prepares for understanding the essence of past generations

To equip people with knowledge of our heritage, our language, our culture so they can handle the world at large with confidence and self-determination

To empower ones potential for learning as a base for progress in the modern world

To make contributions of consequence

To care

To make our world a better place

Dr. Buck Nin

Ko Te Kaupapa - Philosophy

To provide holistic education opportunities of the highest quality for Māori, peoples of Aotearoa and the world

To provide a unique Māori cultural learning environment

To provide practical learning experiences

To provide support, encouragement and guidance to all learners in their pursuit of personal development, learning and employment

To encourage all learners to learn and achieve to their fullest potential

To be a good employer and encourage staff to develop personally and professionally to their fullest potential

Ko Ngā Uara - Values

Our values of Te Aroha, Te Whakapono, Ngā Ture and Kotahitanga are embedded in and woven through the actions we take to achieve successful outcomes for our tauira (students), as by achieving success for tauira we achieve success as an organisation. Our values also provide an on-going cycle of evaluation and improvement that contributes to the achievement of our Kaupapa and our goals. Te Wānanga o Aotearoa defines its values as follows:

Te Aroha: *Having regard for one another and those for whom we are responsible and to whom we are accountable.*

Te Whakapono: *The basis of our beliefs and the confidence that what we are doing is right.*

Ngā Ture: *The knowledge that our actions are morally and ethically right and that we are acting in an honourable manner.*

Kotahitanga: *Unity amongst iwi and other ethnicities; standing as one*

Whānau Transformation through Education

‘We will be a leading world-class indigenous organisation dedicated to the successful transformation of the lives of our tauira and their whānau. This will be based on educational excellence achieved through innovation and investing in our people, technology, communication and brand. Whānau transformation through education will be at the heart of everything we do’.