

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: | Paemanu Director Kaimahi Experience | |
| Uepū / Wāhanga / Department: | Kiriwhanake – Kaimahi Experience Wahanga | |
| Takiwā / Rohe / District: | Te Puna Manaaki | |
| Wāhi Mahi / Location: | Agreed as per letter of offer | |
| Reports to: | Pouwhakahaere Whanake Deputy Chief Executive – Kaimahi Experience & Wellbeing | |
| Whakatau ki / Direct reports: | 2 (TBC) | |
| Indirect Reports: | | |
| Māka Pūtea / Salary Grade: | Level 12 | |
| Wā Roanga / Tenure: | Permanent, Fulltime | |
| Key Relationships: | Internal: | <ul style="list-style-type: none"> • Kiriwhanake Leaders, Managers and Kaimahi • Other Directors across different Uepū. • Aramātauranga and other Uepū Leaders, Managers and Kaimahi at Te Puna Manaaki |
| | External: | <ul style="list-style-type: none"> • External Stakeholders (Contractors and Suppliers) • Taurira, iwi, hapū and whānau • Relevant external agencies and providers (TEC, MoE, NZQA) |

Pūtake Tūranga / Role Purpose

To support the cultural direction of the organisation by fostering the professional development and career progression of kaimahi. This includes providing meaningful training and development opportunities, cultivating internal leadership capability, and enabling pathways for growth that reflect the values and aspirations of Te Wānanga o Aotearoa.

To ensure strategies are developed, implemented and measured to build internal capability within TWA in relation to te reo me Ngā Tikanga Māori, to advance Toi initiatives and to operationalise Āhuatanga and Tikanga Māori frameworks across the employee lifecycle, contributing to a work

environment and organisational culture aligned to what it means to be a wānanga.

To lead the development and execution of an innovative kaupapa Māori kaimahi experience strategy focused on 'critical moments that matter' in Leadership, Engagement, Talent Management Integration, Learning, Performance, Diversity, Equity and Inclusion, Recognition and Wellbeing come together in a well-informed way to ensure kaimahi feel empowered, connected and have great experiences at mahi.

To enable strategic workforce planning by ensuring staff development initiatives are future-focused, culturally grounded, and aligned with evolving organisational needs.

| Key Responsibilities | Deliverables / Accountabilities |
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| <p>Strategic Planning, Development and Implementation</p> <p>The Director Kaimahi Experience will contribute to the development of strategic and business plans for the Kiriwhanake uepū</p> | <ul style="list-style-type: none"> - Lead the development of wāhanga strategic and operational plans and initiatives in consultation with Pouwhakahaere Whanake, Director Kaimahi Services, Taumatua (EMPO), Te Marupainga and other key stakeholders. - Keep abreast of the future strategic direction of the tertiary education sector in order to understand the impact on the Kaimahi Experience and Wellbeing strategic framework and reflect this in ongoing strategic planning activities and wāhanga documents. - Work collaboratively with the Kiriwhanake Leadership Team to formulate and foster effective business strategies, plans and policies that ensure the strategic vision of Kiriwhanake is executed efficiently - Assist in the development of the Kiriwhanake Uepū strategy together with the Pouwhakahaere Whanake, the Kiriwhanake Leadership Team and support implementation to ensure successful achievement. |

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| <p>Kaimahi Experience Directorate</p> <p>The Director Kaimahi Experience will be a key champion of supporting the delivery of effective people and culture strategies, policies and procedures in line with the organisation's short/long term strategies to enable TWoA to be a leading provider of high quality tertiary education throughout Aotearoa</p> | <ul style="list-style-type: none"> - Formulate strategic direction and lead on the development of kaupapa Māori centred wāhanga strategies and policies across TWoA. - Provide strategic oversight, technical guidance and direction to the wāhanga, including Kaimahi Experience and Leadership & Culture. - Lead the development and execution of an innovative kaupapa Māori experience strategy, kaimahi listening strategy and kaimahi events to ensure that employees feel connected, empowered, well- informed and have great experiences. - Act as a strategic business partner to Pouwhakahaere to ensure organisational culture related issues are dealt with effectively and efficiently. |
| <p>Stakeholder Relationship Management & Collaboration</p> <p>The Director Kaimahi Experience will proactively and consistently communicate and collaborate with all stakeholders to create credible and trusted relationships.</p> | <ul style="list-style-type: none"> - To build and maintain networks and relationships with internal and external bodies in order to ensure that the wāhanga and Ngā Pouwhakahaere and Tūmatakahuki is kept abreast of the latest industry trends. - To work collaboratively with the Pouwhakahaere Whanake in relation to the development of people and culture strategies that enhance the position of Te Wānanga o Aotearoa in the market as an employer of choice. - To maintain the highest standard of both personal and organisational integrity in order that the reputation of TWoA is enhanced. - Routinely seek and assess stakeholder feedback in relation to how they view the performance of the wāhanga and make necessary adjustments as and when required. |
| <p>People Leadership and Management</p> | <ul style="list-style-type: none"> - Regularly monitor and provide feedback on the performance of all wāhanga direct reports in relation to their portfolios. - Build and lead an effective collaborative team. - Build and maintain the required level of staff capability and to deliver strategic and operational outcomes and to support succession planning. |
| <p>Delegated Authority</p> | <ul style="list-style-type: none"> - To ensure that the Kaimahi Services wāhanga adheres to the delegated authority's policy approved by Te Mana Whakahaere, and reporting procedures are appropriate, |

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| | <p>accurate and meet legislative requirement</p> <ul style="list-style-type: none"> - To ensure that Quality, Audit and Risk matters for the People Services wāhanga are supported by appropriate procedures to monitor and identify non-compliance with organisational performance criteria. - To ensure that the Kaimahi Services wāhanga continually operates within the approved budget. - To ensure that resources and capabilities allow the People Services wāhanga to function effectively and remain sustainable. |
| <p>Environmental, Safety and Wellness Management</p> | <ul style="list-style-type: none"> - Lead and take responsibility for coordinating Health, Safety and Wellbeing activity both at the operational and governance levels. - As a kaimahi, you will 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. You will be required to report potential risks, incidents and near misses so the organisation can investigate, and eliminate or minimise harm or risk of harm. |
| <p>Strategic Kaimahi (Workforce) Planning</p> | <ul style="list-style-type: none"> - Ensure workforce development strategies are aligned with organisational goals, future capability needs, and kaupapa Māori values. - Lead the design and implementation of capability frameworks that support the growth and development of kaimahi and kaiako across all levels. - Oversee leadership development and succession planning initiatives to build a strong internal talent pipeline. - Collaborate with the Head of Strategic Workforce Planning to ensure learning and development priorities are informed by workforce data and strategic insights. - Embed te ao Māori, te reo Māori, and tikanga into staff development programmes to strengthen cultural capability and identity. - Support the implementation of performance enablement tools and practices that drive engagement, productivity, and retention. - Champion initiatives that prepare kaimahi for future roles, |

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| | emerging technologies, and evolving ways of working, including digital transformation and AI integration. |
| Role Complexity | <ul style="list-style-type: none"> - Oversees complex wāhanga, with cross-wāhanga collaboration requiring a strategic-thinking approach - Leads strategy development, monitors alignment across functions. Scope is National. |
| Driving for Business Performance | <ul style="list-style-type: none"> - Accountable for the achievement of national strategies, policy outcomes, and programme effectiveness. - Mentors and shapes future leaders system wide. Builds succession and leadership capability. - Leads talent initiatives. Embeds leadership development across the organisation. |
| Collective Leadership | <ul style="list-style-type: none"> - Designs agile working structures. Champions integrated service delivery and shared accountability. - Leads design of service delivery models involving design, development, and insights functions. |
| Kaimahi Leadership | <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. |
| Problem Solving | <ul style="list-style-type: none"> - Strategic decision-making across sub-functions; shapes national direction; Keeps upline informed of complex, strategic or people-related issues. |
| Authorities | <ul style="list-style-type: none"> - Demonstrating Kaitiakitanga through responsible cost awareness and actions, including relevant delegated budget responsibilities. - Acting according to delegations regarding the employee lifecycle, such as decisions to recruit, and leading ER matters. |
| Kaupapa Matua | <ul style="list-style-type: none"> - Able to articulate and promote the history, evolution and unique context of Te Wānanga o Aotearoa inside and outside the organisation. |

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| | <ul style="list-style-type: none"> - Serves as a role model by ensuring strategic plans are developed and implemented in alignment with Ngā Uara, protecting the mana of Te Wānanga o Aotearoa, leadership peers, and kaimahi. |
| Communication and Relationship Management | <ul style="list-style-type: none"> - Regional collaboration, and /or engages with funders, senior external reps, policy makers, and other stakeholders. - Relationships are positive, constructive and support strategic and support strategic and operational objectives |
| Environmental, Safety and Wellness Management | <ul style="list-style-type: none"> - Reports and encourages 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. - Contributes to and promotes national well-being policy. Aligns kaimahi wellbeing with performance. |
| 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

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| Qualifications: | <ul style="list-style-type: none"> - Postgraduate degree in HR, Management or equivalent - Full NZ Driver's Licence (Class 1). |
| Essential Experience and Skills: | <ul style="list-style-type: none"> - 12+ years' experience in leading and managing a complex business/people or culture related function. - Proven experience in a management role. |
| Āhukatanga Māori | <ul style="list-style-type: none"> - Uses basis Te Reo Māori and active in pursuit of increased capability in Te Reo Māori and āhurutanga Maori. - Creates an environment where self and teams participate in cultural activities, such as pōwhiri/karakia/Te Whāriki. - Te Kaupapa Mātua is understood, practiced and knowledge shared so that self and teams apply to mahi and relationships. |

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| <p>Essential Attributes:</p> | <p>Governance Awareness & System Leadership</p> <ul style="list-style-type: none"> - Builds strategic partnerships. <p>Critical Thinking and Strategic/Planning Contribution</p> <ul style="list-style-type: none"> - Anticipates trends, analyses data, and integrates multiple perspectives (e.g., iwi, market, financial) into strategy. Leads business development and pricing discussions using competitive and kaupapa Māori lenses. - Leads national strategy development. Uses evidence and foresight to shape decisions. <p>Financial Responsibility</p> <ul style="list-style-type: none"> - Oversees budgets. - Aligns financial decisions with strategy and long-term goals and optimises resource allocation. <p>Communication, motivational and empowerment skills</p> <ul style="list-style-type: none"> - Uses storytelling to inspire, engage and connect with kaimahi, teams and stakeholders to clarify vision and motivate positive behaviours and actions to support organisation purpose and direction. <p>Digital & Technology Fluency, Adoption & Modernisation</p> <ul style="list-style-type: none"> - Leads digital enablement. <p>Data-Informed Decision-Making</p> <ul style="list-style-type: none"> - Embeds data in national strategy. <p>Innovation & Continuous Improvement</p> <ul style="list-style-type: none"> - Drives cross-functional innovation. - Sponsors prototypes and pilots. <p>Kaupapa Māori</p> <ul style="list-style-type: none"> - Knowledge, passion and appreciation for Mātauranga Māori and the kaupapa of Te Wānanga o Aotearoa. In particular, the ability and commitment to apply kaupapa Māori concepts, values, practices and considerations within the Kaupapa uepū enable a people- and performance-focused organisational culture. <p>Business Acumen</p> <ul style="list-style-type: none"> - Understands the business; uses knowledge of the organisation and external markets to identify potential risks, threats and opportunities – demonstrates sound business |
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| | <p>sense.</p> <p>Conflict Management</p> <ul style="list-style-type: none"> - Identifies and takes steps to prevent potential situations that could result in unpleasant confrontations. Manages and resolves conflicts and disagreements in a positive and constructive manner to minimize negative impact. <p>Critical Thinking</p> <ul style="list-style-type: none"> - Examines issues and ideas and then identifies a variety of assumptions and perspectives, including both for and against, good and bad. <p>Developing Others</p> <ul style="list-style-type: none"> - Fosters the long-term learning or development of others. <p>Effective Leadership</p> <ul style="list-style-type: none"> - Leads positive work practices, models and practises tikanga and wairuatanga Māori to support staff members and create opportunities for others. <p>Expertise</p> <ul style="list-style-type: none"> - Has the underlying knowledge and skills necessary to perform a particular type or level of work activity. Typically reflects career-long experience in the job or occupational area. <p>Relationship Management</p> <ul style="list-style-type: none"> - Proactively develops and maintains effective internal and external relationships to facilitate the achievement of work goals. <p>Strategic Leadership</p> <ul style="list-style-type: none"> - Formulates effective plans that are consistent with TWoA strategic plan; takes a long-term view; acts as a catalyst for organisational changes; builds a shared vision with others; and influences others to translate vision into action. |
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