

Executive Director – Tiriti Partnerships

Job Title:	Executive Director – Tiriti Partnerships
Department:	Senior Leadership Team
Reports To:	Chief Executive
Salary Band & Range:	TBC
Job Purpose:	<p>As a member of the Senior Leadership Team, this role contributes to the shaping of Toi Ohomai strategic intent, purpose and goals, and assists the Chief Executive in driving change and managing risks. All members of the Senior Leadership Team, are expected to be drivers of innovation; focused on growth; connected to regional outcomes; and passionate about delivering outcomes for our communities.</p> <p>The Executive Director – Tiriti Partnerships is accountable for the strategic leadership of Māori-Crown Relations and Te Tiriti o Waitangi excellence within and for Toi Ohomai.</p> <p>More specifically the Executive Director – Tiriti Partnerships will;</p> <ul style="list-style-type: none"> • Maintain and enhance the mana ōrite Tiriti relationship with Te Kāhui Mātauranga, implement the Te Kāhui Mātauranga framework, including achievement of the Mana Ōrite Tiriti Relationship Agreement deliverables • Lead the implementation of Mana Ōrite (as articulated in the Mana Ōrite Tiriti Relationship) within the organisation • Lead implementation of Te Tiriti o Waitangi policy, procedures and practice at Toi Ohomai to support the development and implementation of Te Pūkenga Tiriti Excellence Framework (Te Pae Tawhiti) so that Toi Ohomai may deliver on its legislative requirements to honour and give effect to Te Tiriti o Waitangi, and to support Māori-Crown relationships • Provide strategic leadership of Toi Ohomai Māori-Crown relations at Toi Ohomai and ensure that Toi Ohomai governance, management and operations give effect to Te Tiriti o Waitangi. • Provide leadership in Te Tiriti o Waitangi praxis and Māori cultural support and advice to the Chief Executive and Toi Ohomai Board of Directors. • Be the Executive lead at Toi Ohomai for Te Pūkenga Transformation and Transition workstream co-ordination and contribution, including ensuring the Toi Ohomai contribution meets Te Tiriti o Waitangi standards, as required by the Toi Ohomai Constitution, Te Pūkenga Charter and Te Pae Tawhiti Tiriti Excellence Framework.
Date:	October 2020

Toi Ohomai Institute of Technology Strategic Intent 2017 – 2020

Toi Ohomai Institute of Technology will:	We will:
1. have meaningful and effective partnerships	<ul style="list-style-type: none"> a. Be a strategic education partner to Iwi, industry and the communities in the region. b. Recognise Iwi of the region as rights holders. c. Work collaboratively with other education providers. d. Work closely with government agencies.
2. deliver tertiary education, research and technology transfer to meet the needs of the region.	<ul style="list-style-type: none"> a. Ensure that we understand and meet the tertiary education needs of the region. b. Provide accessible and adaptable pathways for learners. c. Develop our discipline and research strengths to align with

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	<p>those of the region.</p> <p>d. Be active in technology transfer and applied research for industry.</p>
3. <i>be innovative and support innovation</i>	<p>a. Create an organisational culture that encourages and supports innovative practice.</p> <p>b. Develop activities that support new innovators and entrepreneurs in our region.</p> <p>c. Embrace and share new technologies and practices in education and industry.</p> <p>d. Build our capability and delivery of STEM subjects and courses.</p>
4. <i>be learner-centred</i>	<p>a. Offer a range of services to support student success prior to enrolment, during their study and beyond graduation.</p> <p>b. Tailor our educational delivery to suit the needs of the learners and to enhance their employability.</p> <p>c. Ensure our campuses, programmes, delivery and support mechanisms engage and support Māori and Pasifika students to achieve success.</p> <p>d. Create a culturally-safe environment for all learners.</p>
5. <i>be a sustainable organisation</i>	<p>a. Ensure that we are financially responsible and sustainable.</p> <p>b. Develop revenue streams appropriate to our core purpose.</p> <p>c. Maintain the highest standards of health and safety for our staff and students.</p> <p>d. Develop the capability of our staff to meet the future needs of the organisation.</p> <p>e. Minimise our negative environmental impact.</p> <p>f. Contribute to the social cohesion of our communities.</p>
Be future focussed but grounded in the present reality.	

Resource Management:

Financial Authorities	Staff Authorities:
<ul style="list-style-type: none"> Budget owner: Yes Delegated Financial Authority as per Toi Ohomai Delegations Policy: Yes 	<ul style="list-style-type: none"> Number of Direct Reports: Up to 5. Includes current staffing of 1.5 FTE Kaitiaki Māori, 1.0 FTE Kaitiaki Marae (vacant). Number of Indirect Reports: TBA Responsible for contract staff, and/or coaching, training of others: Yes Responsible for new employee hire: Yes

Functional Relationships:

INTERNAL	EXTERNAL
<ul style="list-style-type: none"> Chief Executive Board Senior Leadership Team Directorates Heads of School Managers All Staff 	<ul style="list-style-type: none"> Te Kāhui Mātauranga 40+ Iwi across the Toi Ohomai region Iwi Authorities and Post Settlement Governance Entities Iwi/Māori education providers Tē Pūkenga DCE Partnerships and Equity, and Team Tē Pūkenga DCE Transformation and Transition, and Team Te Taumata Aronui & Te Pūkenga Māori Advisory Committee Hau Kainga Komiti Toi Ohomai Komiti Marae (Marae Operations) Māori, Whānau, Hāpu, Māori Employers, Iwi Industry

- Government Departments
- Other training providers, universities, schools

High Level Competencies for Senior Leaders:

- **Mana:** Demonstrates a credible, experienced and dignified demeanour that reassures others, commands respect and conveys an image that is consistent with the organisation's vision and values. Conveys respect towards others, preserving their own dignity and mana.
- **Te Ao Māori me ona Tikanga:** Demonstrates a strong understanding of Te Ao Māori and tikanga Māori, that enables; effective engagement and collaboration with Māori whanau, hapu, Iwi and their related entities, and empowers the organisation to build its understanding, awareness and responsiveness to Māori.
- **Growth:** Enable one's self, others and the organisation to develop and improve. Empowers others to flourish through enhancing knowledge, skills and behaviours. Is open to change, is creative and supports innovation.
- **Drive:** Demonstrates determination, motivation and is committed to excellence and results. Strives for continuous improvement and high performance while balancing a concern for people and due process. Is persistent in the face of resistance or setbacks.
- **Energy:** Goes about work in an optimistic, dynamic and enthusiastic way. Is willing to take the initiative and confidently makes decisions. Does not shy away from challenges and is resilient when faced with failure, treating it as a learning experience.
- **Collaboration:** Is cooperative with individuals at all levels of the organisation and amongst related communities. Consults with others to gain their commitment and encourages involvement and accountability. Shares important or relevant information with others. Fosters a cohesive environment.

Key Competencies are framed by Toi Ohomai Strategic Intent

Senior Leaders have the following overall accountabilities along with those related to their specific areas of business;

- **Strategic Direction and Investment Plan:** As part of the Senior Leadership Team contribute to the shaping of Toi Ohomai strategic intent, purpose and goals, and assist in driving change and managing risks. Senior Leaders are expected to build strategic partnerships, internally and externally, to support and deliver on Toi Ohomai stated goals. Senior Leaders are required to develop and implement plans linked to Toi Ohomai Strategic Goals in order to implement a range of initiatives of significance.
- **People Leadership:** Provide strategic direction and leadership to the reporting teams. Actively mentor direct reports and instil a culture of performance excellence. Promote a work environment built on encouragement, accountability, leadership, creativity and diversity.
- **Values Based Leadership:** A cornerstone of our values and culture is to give centre-place expression to our partnership with Māori as Tangata Whenua and specifically, the Mana Ōrite Tiriti relationship with iwi of the Toi Ohomai region. The establishment and modelling of a culture which gives expression to Toi Ohomai Strategic Intent and creates a competitive advantage and provides the environment for all employees to achieve outstanding performance. A culture where innovation, creativity and performance excellence are sought and rewarded.
- **Operational Leadership:** To effectively and efficiently manage all resources (including people, financial, property) to ensure outcomes that deliver on Toi Ohomai Strategic Intent, and Investment Plan. Identify opportunities for improved organisational competitiveness, growth, effectiveness and efficiency, by the introduction of new technologies, systems, processes and practices.
- **Health and Safety:** To ensure that the Health and Safety of all staff, students and visitors remains at the forefront of decisions senior leaders are required to make to drive a culture of safety, wellness and all-round health in the workplace, implement appropriate systems, processes and practices to achieve excellent Health & Safety standards and encourage reporting of incidents and regularly review risks.
- **Sustainability:** To ensure that all decisions and on-going activities consider the immediate and future impact on the continued economic viability of the organisation, social impact on the community and our impact on the environment. Identify opportunities and risks to ensure the sustainability of our products, services, our staff, customers and suppliers.

Key Competencies:

Expected Outcomes:

Meaningful and effective partnerships

- Strategic leadership of Toi Ohomai Tiriti obligations, in particular the Mana Ōrite Tiriti Relationship with Te
- Feedback evidences that the productive partnerships are managed with Iwi and other providers;

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<p>Kāhui Mātauranga (representing iwi, hapū and whānau) of the region, the Toi Ohomai constitution, and Te Pūkenga - NZ Institute of Skills and Technology charter</p> <ul style="list-style-type: none"> • Strategic leadership of the implementation of Te Pae Tawhiti Tiriti Excellence Framework at Toi Ohomai. This will require a close working relationship with the Partnerships and Equity team at Te Pūkenga - NZ Institute of Skills and Technology • Te Kāhui Mātauranga Framework implementation and the delivery of Mana Ōrite Tiriti Relationship Agreement deliverables • Strategic leadership of Toi Ohomai Māori-Crown relations, including reflect Māori-Crown partnerships in order to: <ul style="list-style-type: none"> ○ Ensure that its governance, management, and operations give effect to Te Tiriti o Waitangi; and ○ Recognise that Māori are key actors in regional social, environmental, and economic development; and ○ Respond to the needs of and improve outcomes for Māori learners, whanau, hapū and iwi, and employers. • Create a team environment that fosters and develops effective working relationships, high performance and continuous improvement culture within the team; 	<ul style="list-style-type: none"> • Maximises the quality and contribution of employees to achieve the organisation's goals and objectives.
<p><i>Delivery of tertiary education, research and technology transfer to meet the needs of the region.</i></p> <ul style="list-style-type: none"> • Assist the Chief Executive as required to ensure Board is well informed of key Tiriti and Māori partnerships; • Appropriate Te Tiriti o Waitangi and Māori cultural support and advice to the Chief Executive and Toi Ohomai Board of Directors; • Provide an environment where employees develop their personal and professional potential, for their own benefit and the benefit of Toi Ohomai Institute of Technology. 	<ul style="list-style-type: none"> • Board is well advised and has relevant information to make sound governance decisions; • Bi-culturalism, Te Kāhui Mātauranga, and Māori-Crown relations strategic and performance objectives; • Tiriti and Māori-Crown partnerships are high quality, and meet performance and strategic objectives; • Appropriate personal and professional development is utilised by Tiriti partnership team staff and evidenced through the delivery of exceptional service.
<p><i>Be innovative and support innovation</i></p> <ul style="list-style-type: none"> • Ensure that decision making affecting future and existing activities is informed and appropriate. 	<ul style="list-style-type: none"> • Evidence and feedback demonstrate an environment where employees develop their personal and professional potential, for their own benefit and the benefit of Toi Ohomai.
<p><i>Be learner-centred</i></p> <ul style="list-style-type: none"> • Ensure the Institution's relationships are maintained and enhanced and contribute to the needs of learners 	<ul style="list-style-type: none"> • Feedback confirms that relationships support the required institutional outcomes
<p><i>Be a sustainable organisation</i></p> <ul style="list-style-type: none"> • Monitor, report and advise on biculturalism, Te Kāhui Mātauranga, Tiriti partnering and relationship development; • Ensure the Institution's statutory obligations and legal requirements are met, including specifically Māori-Crown relations; 	<ul style="list-style-type: none"> • Toi Ohomai fulfils its statutory and legal obligations; • Regular reports to, and clear understanding by, Board, Te Kāhui Mātauranga, Directorates and Management; • Feedback evidences that relationships with Iwi, Hapū, Whānau and Māori are mutually beneficial and robust;

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<ul style="list-style-type: none"> Liaise with organisations, individuals, external to the Institute to ensure that the relevance and viability of existing and future activities is assured and fit for purpose; 	<ul style="list-style-type: none"> Student and staff feedback demonstrate that Māori-Crown relations and Tiriti partnerships meet the Institutions needs and are valued.
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Note:

The above Key Performance Indicators are provided as a guide only. You are expected in your role to undertake any and all reasonable and lawful instructions and / or delegated tasks given by your manager, or someone in a position authorised to give such instruction. The precise performance measures for this position should be discussed between the jobholder and manager as part of the performance development process.

Person Specification:	
Qualifications	
Essential:	Desirable:
<ul style="list-style-type: none"> Bachelor's Degree in a relevant field 	<ul style="list-style-type: none"> Master's Degree Post Graduate Qualification
Knowledge / Experience	
Essential:	Desirable:
<ul style="list-style-type: none"> Five or more years' experience as a senior leader in a large or complex organisation Experience in Te Tiriti o Waitangi leadership. Extensive experience in building and maintaining effective Tiriti-based relationships with tangata whenua Developing and implementing strategies for Tiriti and Māori partnerships. Proven capability to work effectively as part of senior leadership team Extensive and demonstrably successful experience in strategy execution and large or complex project leadership Well-developed understanding of public sector management, processes and expectations Successful experience in strategic change management and/or organisational development Risk management awareness Experience in providing high quality reporting at to a board/council and executive management level. 	<ul style="list-style-type: none"> Five or more years' experience in Te Tiriti o Waitangi or Māori leadership role in a large or complex organisation Experience specifically with Iwi within the Toi Ohomai region Extensive experience in Te Tiriti o Waitangi leadership and practice. Integration of kaupapa Māori, and/or biculturalism, and/or Te Tiriti o Waitangi within an organisation Experience developing partnerships between Māori / Iwi and public sector and/or Crown entity organisations
Skills and Attributes	
Essential:	
<ul style="list-style-type: none"> An experienced executive leader and Tiriti-led practitioner who can demonstrate both executive leadership success and Māori cultural capability. Politically astute and both confident and competent to represent the organisation in all fora, and most importantly in Te Ao Māori. Ability to look to the future, identifying challenges and opportunities, and participate in strategy formulation and implementation; 	<ul style="list-style-type: none"> Whakapapa and relationship with Iwi in the Toi Ohomai region

- High performing and determined, able to work at pace to deliver tangible high-quality results that deliver on Te Tiriti o Waitangi.
- A sound understanding and application of effective management practices to achieve organisational goals and objectives;
- Demonstrates strong motivational and leadership skills that maximises the quality and contribution of employees;
- Competent in Te Reo and Tikanga Māori;
- Excellent oral and written communication skills, at an inter-personal level;
- A strong listener with proven problem-solving skills who is able to translate Tiriti partner needs and aspirations into practical actions for the organisation to operationalise;
- Ability to allocate decision-making authority and accountability for tasks to the appropriate staff with clarity and well-defined mandates, utilising their time, skills, and potential effectively;
- Demonstrates strong integrity and is committed to modelling the highest standards of personal, professional and values based behaviour;
- Ability to establish and maintain positive working relationships with people at all levels;
- In depth understanding, knowledge and skills in tertiary education;
- Positive proactive and energetic working style;
- Excellent computer literacy skills.

Change to Job Description:

From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment; including but not limited to technological requirements or statutory changes. Such change may be initiated as necessary by the manager of this position. This Job Description may be reviewed as part of the preparation for performance planning for the annual performance cycle.