## Kaiwhakahaere Pakihi

**Business Manager**

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|  | **Wāhanga** | Te Puni Hononga Kaupapa Here - Policy Partnerships |
| **Reports to** | Manahautū Tuarua Te Puni Hononga Kaupapa Here - Deputy Chief Executive |
| **Location** | Tari Matua, Te Whanganui a Tara - National Office, Wellington |

**ORGANISATIONAL STATEMENT**

Te Puni Kōkiri’s core purpose is ensuring that iwi, hapū and whānau Māori succeed as Māori.  Our role is to support Government to strengthen Treaty of Waitangi partnerships and facilitate iwi, hapū and whānau Māori to succeed at home and globally through:

* ***Ārahitanga:*** Provision of strategic leadership and guidance to Ministers and the state sector on the Crown’s on-going and evolving partnerships and relationships with iwi, hapū and whānau Māori
* ***Whakamaherehere*:** Provision of advice to Ministers and agencies on achieving better results for whānau Māori
* ***Auahatanga*:** Development and implementation of innovative trials and investments to test policy and programme models that promote better results for whānau Māori

Our work is focused around four inter-related outcomes

* Whakapapa/Identify – Māori language, culture and values hold a central place in Aotearoa New Zealand
* Oranga/Wellbeing – Opportunities and outcomes that reflect and support the aspirations of whānau
* Whairawa/Prosperity – A thriving Māori economy supported by high performing people, assets and enterprise
* Whanaungatanga/Relationships – Genuine, enduring and productive relationships between Crown and Māori

For further information about Te Puni Kōkiri please visit our website: [www.tpk.govt.nz](http://www.tpk.govt.nz/)

**O TĀTOU WHAIPAINGA – OUR VALUES**

**Te Wero** – *We pursue excellence*.

We strive for excellence and we get results. We act with courage when required, take calculated risks and are results focused.

**Manaakitanga** - *We value people and relationships*.

We act with integrity and treat others with respect. We are caring, humble and tolerant. We are co-operative and inclusive.

**He Toa Takitini** – *We work collectively.*

We lead by example, work as a team and maximise collective strengths to achieve our goals.

**Ture Tangata** – *We are creative and innovative.*

We test ideas and generate new knowledge. We learn from others and confidently apply new knowledge to get results.

**Te Puni Statement**

The Policy Partnership Te Puni works in partnership with Government agencies and Te Puni Kōkiri stakeholders, to design and deliver policies that have a significant impact on Māori.

Our work involves policy leadership across a range of Māori specific initiatives; and influencing policy advice provided more widely across the state sector to ensure that other agencies consider, and address, improving the quality of outcomes for whānau, hapū, iwi and Māori.

Job Description Updated & Certified: Manager\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

**PURPOSE**

This role of the Business Manager in TPK is the source of Business Administration expertise for the assigned wahanga. Reporting to the Deputy Chief Executive, this role has three core areas of focus:

1. to provide future-focused advice on governance and management issues in the Te Puni – including the identification of the various support needs of the wahanga and contributing to their development and implementation,
2. to provide practical management of strategic planning, budgetary and financial management processes for the wahanga,
3. to provide advice and co-ordination of the professional training and development of the support staff in the wahanga.

**DIMENSIONS**

**Range of Influence:**

The Business Manager has a key role in the effective and smooth running of the Policy Partnerships Te Puni. Success in the role will result mean the Deputy Chief Executive and Management Teams are able to put their main focus on the core business of Policy Partnerships Development.

**Leadership**:

The Business Manager provides leadership to the Policy Partnerships te Puni in the areas of business management and business administration. The position takes the lead in business planning and has a key leadership role in managing Te Puni resources (people and financial).

The position provides leadership (but not line management) to all business support staff in the wahanga to facilitate seamless delivery of administrative services.

The Business Manager holds certain human resource delegations from the Deputy Chief Executive to facilitate the management of the Te Puni.

**Financial**:

The Business Manager has responsibility for the financial management of the wahanga, including managing the budget process and monitoring the financial position of the wahanga against its budget.

The position holds certain financial delegations from the Deputy Chief Executive to facilitate the management of the Te Puni.

**Health and Safety**

To display a commitment to, and demonstrate an understanding of, Te Puni Kōkiri Health and Safety Policies and Procedures in order to promote healthy and safe work practices and a safety culture

**SPECIFIC ACCOUNTABILITIES AND DELIEVERABLES**

**Provide future-focused business planning and advice**

* Provide professional insight and expertise to strategic business planning processes for the Te Puni
* Undertake research and analysis and develop options and solutions around a variety of matters impacting on the business of the wahanga and the organisation.
* Prepare briefing papers, management team papers and provide business advice
* Identify expert resources and build a network of contacts who can make a contribution to the development of business strategy for the Te Puni

**Contribute to a future-focused and coordinated approach to business management**

* Build and develop collective business management initiatives across the three Te Puni
* Ensure alignment and integration of business initiatives and practices with those in other Te Puni
* Ensure there is a consistent flow of business information between the assigned wahanga and others
* Ensure compliance with organisational policies, practices and guidelines.
* Lead the development and implementation of an internal infrastructure in the Te Puni which supports best practice corporate governance.
* Develop the capability within the wahanga to provide good governance, including awareness of national frameworks and risk management practices
* Develop and embed quality standards for specific business functions

**Provide practical management of business processes in the wahanga**

* Carry appropriate delegations to facilitate effective Human Resource and Financial management in the Te Puni
* Provide general management and oversight of the business of the Te Puni including management processes, these include:
* IT
* HR
* Finance,
* Strategic and business planning
* Quality systems
* Health and Safety,
* Parliamentary questions, official information requests
* This includes ensuring that the Deputy Chief Executive and Managers are clear about their responsibilities in implementing agreed TPK’s policies and procedures
* Provide business advice and briefing papers to the Deputy Chief Executive, including undertaking research and analysis and develop options and solutions around a variety of matters impacting on the business of the Te Puni and the organisation.
* Provide clear, concise and accurate monitoring and reporting including analysis of variances

**Provide guidance to the business support team**

* Provide for support services staff in the wahanga, a strong professional role model, plus oversight and guidance on career development.
* Ensue that the support staff within the wahanga have the appropriate resources to meet the daily support needs of the Te Puni.
* Provision of cover and back up support services as and when required.

**KNOWLEDGE, SKILLS AND EXPERIENCE**

Essential

* Professional expertise in Business Administration or a supporting discipline
* Successful experience operating within a Public Service environment
* Demonstrated effective people leadership and management experience including a capability to build and maintain effective relationships
* Proficiency with Microsoft packages especially outlook, word, excel and PowerPoint
* Demonstrated capability to understand the business cycles and requirements of a core government department including planning, reporting and accounting cycles
* Presentation skills and personal credibility to be able to speak with authority on behalf of the Deputy Chief Executive
* Exceptional relationship management skills
* Well-developed skills in:
* communication skills
* coordination and prioritisation
* planning and organising skills
* self-motivation
* team working

Preferred

* A tertiary qualification in management or related discipline (or studying towards such a qualification)

**COMPETENCIES**

Our competency frame work incorporates core abilities that are relevant across the organisation and technical abilities specific for each role. Our competencies are represented by the Poutama, symbolising the journey of growth and development that a person takes to realise their own potential, by developing in steps and building on the knowledge and skills that they already have. The following indicators represent the manifestation of competencies required for this role.

**Business Management**

* Lead the annual financial planning and budget setting for the wahanga
* Structure financial resources to align with the wahanga work programme
* Monitor and reforecast budgets ensuring budget variance is minimised
* Analyse financial and HR information to assist with business planning
* Monitor staffing numbers and advise on staffing options to meet wahanga goals
* Coordinate appropriate development programmes for staff
* Monitor business risks across the wahanga and implement systems for mitigation
* Define standards and indicators relevant to the effective running of the wahanga and monitor, analyse and report on progress
* Lead the administrative framework for the wahanga including development and implementation of administrative systems and processes that enhance wahanga effectiveness
* Work with Support Services and other Business Managers to ensure a cooperative approach to business planning in Te Puni Kōkiri.

**Planning/Project Management (**Manaakitanga)

**Champion effective use of project management disciplines to support robust policy development**The Ministry is applying a systematic project management methodology across the Ministry’s work programme, including development processes.

You need to demonstrate the advantages of project management for improving the outcomes of development processes. This includes:

* having excellent understanding and use of the Ministry’s project management methodology, with the ability to coach and mentor other staff
* tailoring the project management approach to suit the particular project
* encouraging all staff to attend project management training and apply the Ministry’s project management methodology to their work.

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| **Oversee large projects** You will be able to:   * take on large key project roles * balance your responsibilities between leading development processes and coaching less experienced staff. |
| **Manage project priorities, risks and opportunities**  You will:   * have a clear sense of the objectives that you are trying to achieve through a Ministry development process * be practiced at identifying project priorities and be attuned to the need to manage any risks to the project * use planning and process management tools to set well-defined objectives and goals * accurately scope out length and difficulty of tasks and projects * break down work into process steps * understand and figure out the processes necessary to get things done * get the most out of few resources * take a strategic overview of work and prioritise activities and team resources * ensure project plans clearly identify project roles, resource requirements, timeframes and allocate responsibilities and tasks to individual staff * ensure consistent approaches are taken to communications and reporting across key projects * track progress, proactively share information, and keep relevant data and evidence in line with records management policies and statutory obligations.  |  | | --- | | **Incorporate implementation and evaluation considerations**  You will:   * understand the circumstances and environment in which a specific work is likely to be implemented * know how the ongoing success of the Ministry’s work will be measured * consider implementation threats and evaluation requirements at the early stages of work processes. | | **Manage large contracts**  You will:   * be able to lead procurement processes (for example, RFP, EOI, GETS tender processes) and manage large contracts for the Ministry * fully understand the Ministry’s procurement processes and financial policies and explain them to staff * be fully competent in using the Ministry’s Contract Management System * coach staff in drafting high-quality project specifications and Requests for Proposals. |   **CORE COMPETENCIES**  Core competencies are relevant to all roles in Te Puni Kōkiri but may be required at different levels of ability and complexity. The following are required for this role:  **Māori Perspective**   * Show respect for and have an interest in Māori history and traditions * Use basic greetings and pronunciation of Te Reo Māori * Are comfortable in situations where tikanga is observed and show respect for its importance * Are open to working with Māori concepts and traditions * Show respect for Māori groups and are comfortable working in a Māori environment * Understand the importance of the Treaty of Waitangi.   **Leadership**   * Are committed to the kaupapa of the organisation and carry out work with professionalism * Coach and mentor less experienced members of team |
| * Further the team’s goals * Support other team members to complete tasks * Take responsibility for being a team member * Respond and adapt to any changing environment   **Relationship Management**   * Build relationships with deference to tikanga values * Promote the benefits of collaboration and build team identity * Facilitate individuals working together by identifying common goals, encouraging collaboration and joint ownership of ideas and approaches * Actively seek opportunities to contribute to positive outcomes for stakeholders * Identify and initiate contacts that will further the organisations interests in the near and/or longer term * Avoid focusing on immediate needs to the detriment of longer term relationships * Consult with a wide audience to attain buy-in and consensus * Handle difficult or tense situations with diplomacy and tact |
| **Communicating Effectively**   * Are adept at using Te Reo Māori in your work and communicate with Māori audiences adhering to tikanga and kawa * Strategise the presentation of verbal and written information and deliver to the highest level of audience with clarity and confidence * Are highly persuasive in situations where strong opposition or potential conflict exists * Vary your communication style and draw upon examples or illustrations relevant to the audience * Deliver unpopular information with diplomacy and tact. * Are aware of all nuances in written and verbal information delivered by others * Use a consultative approach to decision making * Consider who (individuals, teams and organisations) need to be aware of relevant information and ensure information is imparted |

**Results Orientation**

* Develop medium to long term business plans to achieve organisation strategy
* Plan work programmes managing timeframes and priorities; organise and allocate resource; monitor and report on progress; anticipate roadblocks and plan how to overcome them
* Adopt a systems thinking approach to solving complex problems: look for and understand linkages and interactions between the elements that comprise the "system"; use evaluative judgement to define the most effective solution
* Integrate Māori values and concepts in planning and problem solving
* Constantly monitor organisational risk and act to prevent it
* Set challenging stretch goals and pursue them with energy and drive
* Demonstrate agility and responsiveness in meeting changing work demands

**Business Understanding**

* Understand the importance of traditional and contemporary knowledge of Māori development
* Commit to and promote the organisation’s strategies and business objectives
* Set operational strategy to achieve business goals
* Understand the reasons behind business policy and procedure and monitor effectiveness
* Understand the purpose and current work of other groups in the organisation
* Understand the Treaty of Waitangi and how it applies to the work of Te Puni Kōkiri
* Understand and consider impact of decisions in wider State Sector
* Work collaboratively with other government agencies
* Have a thorough understanding of the political environment that te Puni Kōkiri operates within
* Understand the needs of Te Puni Kōkiri ‘s stakeholders and respond to them

**KEY RELATIONSHIPS**

**Internal**

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| **Contact** | **Nature and Purpose of Relationship** |
| Deputy Chief Executive, Policy Partnerships | Working together on the effective management of the Te Puni |
| Policy Partnerships Management Teams | Working together and advising on the effective management of the Te Puni |
| Business Support Staff | Provide leadership and coordination of the administrative function in the Te Puni |
| Business Managers (other Te Puni) | Collegial and consistent approach across the organisation to business management |
| Organisational Support | Work with key contacts in Finance, HR & Capability and other support services groups to deliver business management |

**External**

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| **Contact** | **Nature and Purpose of Relationship** |
| Suppliers / Contractors | Engage suppliers and contractors to facilitate business management processes |

**FURTHER INFORMATION (Recruiting JD only)**

The Chief Executive of Te Puni Kōkiri has delegated certain decision making authority relating to managing people, managing finances and approving non-departmental expenditure. Further information on the authority delegated to this position will be available through the selection process and in the final Job Description for the successful candidate.

**DECISION MAKING AUTHORITY (INTERNAL JD ONLY)**

The schedule of delegated authorities detail those departmental and non-departmental decisions that this position is authorised to make. The following summarises the key decision making authorities.

**Human Resource Authority**

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| **Area of Delegation** | **Delegated Authority** |
| Recruitment | Make employment offers and sign employment agreements for approved recruitment decisions |
| Remuneration | Approve allowances (except for Higher Duties or special duties) |
| Development and performance | Approve setting of performance agreements for any reporting staff |
| Ending employment | Accept resignations |

**Financial Authority**

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| **Delegation Level** | **Level 3** |
| Maximum Expenditure Limit | $150,000 |

**Non Departmental Delegations**

This position has been delegated the authority to approve expenditure in the following non-departmental areas:

**Nil**