**Principal Analyst**

**Kaitātari Tumuaki Kaupapa Here**

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|  | **Te Puni:** |  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 Partnerships Te Puni contributes to Te Puni Kōkiri vision of iwi, hapū and whānau Māori succeeding as Māori. The success of whānau is pivotal to this vision. To achieve this vision, Te Puni Kōkiri works in partnership with government agencies and key stakeholders to design and deliver policies that have a significant impact on whānau Māori. This involves leading policy development across a range of key Māori specific initiatives and proactively influencing the formation of policy advice across the wider state sector to ensure that other agencies consider, and address, improving the quality of outcomes for whānau Māori.

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

**PURPOSE**

This position is one of five Principal Analyst positions in Te Puni Kōkiri, which work as a team across the Policy Partnerships Te Puni to provide intellectual vision and leadership aimed at bringing about the delivery of outcomes and to enhance the Ministry’s reputation with Māori, the Public Sector and Government.

Principal Analysts contribute to a range of activities across the Ministry and across Government, by having a thorough understanding of the strategic context in which the Ministry operates; understand the priorities and perspectives of Ministers, partner agencies and key external stakeholders; be fully aware of the Ministry’s political, external and historical drivers; and assists analysts to understand the ways in which day-to-day work contributes towards meeting high-level strategic objectives.

Principal Analysts do not have direct reports. They will provide technical and analytical leadership on complex issues, where the development of new frameworks and approaches may be needed. They also play an essential role as coach and mentor to staff and management. In addition they will lead analysts across various teams on significant projects.

Principal Analysts are employed to work across the Ministry and will be deployed onto key work programmes as and when required. This work may often extend to taking project leadership across Te Puni

Principal Analysts are responsible for leading policy development, understanding the wider and long term implications, and engaging relevant stakeholders at an early stage. They ensure the right skills are sourced for each task and oversee policy development to ensure it delivers to the required standard, engages widely, and uses the right policy tools.

**DIMENSIONS**

**Range of Influence**

Principal Analysts are expected to possess high level technical knowledge and expertise relevant to specific policy areas or specific policy skills, and to lead policy initiatives within their area of expertise or skillset. Seen as experts in their field they are expected to use their knowledge to influence outcomes at the highest level across government and in communities.

**Leadership**

Principal Analysts do not have line management responsibility but they are expected to coach and mentor staff and support professional development of policy staff within Te Puni Kōkiri. Principal Analysts will also play an important role in increasing the capability of the Policy Partnerships Wahanga by mentoring, coaching and imparting their knowledge to other staff.

**Financial**

Principal Analysts, together with Managers, will manage project budgets and provide key advice to the budgeting process.

**Health and Safety**

Understand, promote and demonstrate a commitment to sound health and safety practices by applying Te Puni Kōkiri Health and Safety Policies and Procedures.

**SPECIFIC ACCOUNTABILITIES AND DELIVERABLES**

**Policy development and implementation**

* Lead policy development and implementation processes, including the preparation and drafting of policy documents and ad hoc policy advice, as delegated by the Manager.
* Demonstrate flexibility, adaptability and strategic agility as the needs and priorities of the Ministry and the Minister change over time
* Provide expert technical advice to management, colleagues, government agencies, private industry, Māori,

 and the wider public regarding policy issues.

* Front engagement with the Minister
* Lead Ministry’s engagement with other departments, and external stakeholders as well as communication and cooperation with sectors, Maori, groups, and the wider public
* Lead Ministry’s and NZ’s representation externally in national and international forums and policy development, at select committees, cabinet meetings and other public forums.

**Increasing the capability and professionalism of the Ministry**

* Demonstrate a commitment to your own continuing development of core, transferable policy skills.
* Working alongside Managers in lifting the capability of the Ministry through playing a lead role in the development, implementation and maintenance of the Ministry’s policy development and implementation processes.
* Providing a leadership role in building a culture of constructive challenge and debate individually and as part of a cohort of Principal Analysts.
* Mentoring and supervising staff through the policy development process and supporting Managers in developing the policy and knowledge capability of their teams.
* Providing technical and analytical leadership to staff and management.
* Demonstrate an enthusiasm and willingness to work across team and departmental boundaries and issues.

**Supporting team management and administration**

* Deliver organisational initiatives as part of the Ministry’s leadership team through thought leadership and the quality of policy advice.
* Lead and contribute to the preparation and reporting requirements of team and Ministry accountability and planning processes e.g., team business plans, output plans, development and delivery of Statement of Intent, quarterly reporting to the Minister.
* Contribute to the administration of statutory obligations and commitments, including implementation, monitoring, reporting and reviewing of specific policy recommendations in co-operation with relevant stakeholders.
* Be aware of and apply all Te Puni Kōkiri Health and Safety policies and procedures

**KNOWLEDGE. SKILLS AND EXPERIENCE**

* A post graduate degree in a related field or significant experience in the public sector organisations.
* Strong interpersonal skills and the ability to operate with a diverse and flexible team of staff.
* The ability to build, maintain and enhance strategic relationships within Te Puni Kōkiri, Government departments Māori and other groups.
* Have a high level of understanding and direct experience of government processes, systems and tools.
* Have highly developed conceptual and analytical skills and experience in developing and implementing workable solutions to ambiguous and complex problems.
* Proven ability to lead complex cross-government policy development and/or implementation programmes.
* Lead people in the completion of project work, working in a collaborative way with each team members line manager
* Highly respected across government/nationally/ internationally and thought of as a leader in their field.
* Proven ability to represent their organisation and are recognised for their expertise by other Government agencies or external stakeholders.
* Have highly developed interpersonal skills and the ability to motivate and persuade key stakeholders.
* Can mentor people within the organisation and sector and/or can lead the development of policy capability.
* Have highly developed communication skills both oral and written which enable the person involved to deal effectively with key stakeholder relationships and explain complex issues clearly to a range of audiences, including non-technical experts.

**COMPETENCIES**

Our competency framework 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 knowledge and actions required for the role.

## *Role Specific Competencies*

Role specific competencies describe requirements specific to a role:

**Policy Analysis**

* Actively monitor the policy field and sector that you work in to ensure policy interventions are effectively designed and targeted at real issues.
* Determine research requirements for policy projects then conduct or commission research.
* Quickly understand complex policy issues in your field of work and develop plans to approach and solve them.
* Break down complex policy issues to their elements, explain relationships among elements, imagine options and apply appropriate criteria (considering departmental goals, costs, benefits, potential risks, and stakeholder buy-in) to assess options and recommend the best approach.
* Have a full knowledge of the machinery of government including cabinet and select committee processes and requirements.
* Brief the Minister clearly and accurately on policy issues in area of expertise.
* Plan and lead policy projects including: project definition, establishing purpose and form, determining resource requirements, consider implementation issues, and ensure interventions are able to be monitored and evaluated.
* Maintain consultation networks in government, sector and communities.
* Create forum with appropriate stakeholders to gather input towards resolution of complex and/or significant issues.
* Represent Te Puni Kōkiri at interagency groups addressing complex or significant issues, ensuring the organisation’s views are fully represented.
* Convey complex policy issues in a clear and effective manner to stakeholders.
* Address, and where appropriate resolve, matters which may be politically sensitive or controversial.
* Present policy options in the wider context of Government policy and identify the relationships with existing policies in other sectors.
* Consider and where appropriate apply Māori knowledge and values to policy issues.

**Specialist Knowledge**

* Have specialist expert knowledge across your work programme(s).
* Have in-depth knowledge of any related legislation and workings of government in your specialist field and able to apply this understanding to policy advice and decision making.
* Know when and where to go to source critical knowledge and expertise when required.
* Share your knowledge within teams and across Te Puni Kōkiri.
* Facilitate and contribute to appropriate recording and storage of knowledge.
* Continually develop your knowledge or skill and encourage others to do the same.
* Have a broad understanding of the policy work undertaken across 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 policy 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 policy project roles
* balance your responsibilities between leading policy development processes and coaching less experienced analysts.
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| **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.
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| **Incorporate implementation and evaluation considerations** You will: * understand the circumstances and environment in which 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.
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| **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.
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## *CORE Competencies*

Core competencies are relevant to all roles in Te Puni Kokiri but may be required at different levels of ability and complexity. The following is required for this role:

**Māori Perspective**

* Have some understanding of Māori values and knowledge including its origins
* Have basic Te Reo Māori including some vocabulary and structure
* Have an understanding of tikanga and are confident in situations where observed
* Apply a Māori paradigm to your work
* Work alongside Māori groups and take the time to earn their respect

Understand the basic principles of the Treaty of Waitangi from both Māori and Crown perspectives

**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**

* Adhere to concepts such as whānaungatanga, whakapapa and manaakitanga when dealing with people
* Foster an environment where people work together with ease and understanding
* Focus on the organisation working as a team rather than separate business units
* Champion initiatives that achieve a positive outcome for stakeholders
* Proactively build positive working relationships with people at all levels within the public sector, private sector and Māoridom, with the intent of furthering the organisations’ strategy
* Ensure all stakeholders have their say and information is considered before decisions are made
* Approach tense or difficult situations with the objective of reaching win-win solutions

**Communicating Effectively**

* Can use 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**

* Understand business plans and advise on medium to long term improvement
* Plan work and significant projects identifying timeframes and priorities; organise and allocate resource; monitor work streams and report on progress
* Analyse complex situations by: breaking into constituent parts; recognise and assess likely causal factors; interpret the information available; look for connections, and devise effective solutions
* Use contemporary and traditional Māori knowledge to achieve results
* Actively consider risk involved in problems or issues and act to mitigate and/or advise appropriate others
* Define work in terms of results and pursue success with energy and drive
* Monitor conditions to anticipate the need to change

**Business Understanding**

* Understand the strategic alignment of Māori succeeding as Māori and have a vision of what that success looks like
* Develop organisation strategies and business objectives
* Have a detailed understanding of the organisation’s structure, the purpose of each group and how each contributes to the whole organisation
* Understand state sector inter-relationships and detailed workings of government
* Contribute to defining and furthering State Sector goals
* Have an in-depth understanding of the Treaty of Waitangi and it’s impact through the State Sector
* Understand the nuances of the political environment and consider them in decision making
* Use a detailed understanding of the nature of all stakeholders to inform the organisation’s strategy

**KEY RELATIONSHIPS**

**Internal**

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| **Contact** | **Nature and Purpose of Relationship** |
| Project teams | Lead and oversee policy project in their area |
| Regional Partnerships Staff | Gather information relevant to policy projects and keep up to date on work relevant to them |
| Principal Analysts will work across Ministry-wide team and division boundaries |  |

**External**

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| --- | --- |
| **Contact** | **Nature and Purpose of Relationship** |
| Intellectual leaders in other government agencies | Participate in and lead significant cross agency projects or forum |
| Office of the Minister of Māori Affairs | Directly brief and advise the Minister |
| Māori communities | Consult and communicate with relevant Māori groups about policy projects affecting that group. |
| Researchers, universities  | Heads of Departments |
| International agencies, private organisations |  |

**DECISION MAKING AUTHORITY**

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 | nil |
| Remuneration | nil |
| Development and performance | nil |
| Ending employment | nil |

**Financial Authority**

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| --- | --- |
| Delegation Level | NIL |
| Maximum Expenditure Limit | NIL  |