

Te Tūhono Reo | Director Māori Engagement

Our purpose

Working together with and for Wellington to create remarkable experiences that generate vitality, strengthening the city we love.

Our vision

Engaged, curious communities.

To learn more about Experience Wellington visit experiencewellington.org.nz

Role details

Group	Māori Engagement	Direct reports accountability	To be determined
Reports to	Tumu Whakarae Chief Executive, Experience Wellington	Financial accountability	Refer financial delegations policy
Location	Wellington		

Work focus

Purpose and outcome

This role leads the operational thinking and practical support that enables Experience Wellington to bring a Māori dimension to everything we do.

Working successfully as a collective Executive Leadership Team

As an Executive Leadership Team member you have specific responsibilities to work with your peers to ensure, as a team, you are comfortable taking collective responsibility for organisational success, and provide joined up and seamless delivery of our services and experiences. You connect with each other, collaborate and co-create to improve outcomes for the organisation. You do this on a daily basis, for strategic as well as operational delivery, working closely with your managers and teams to do this. As a team we recognise we can all bring our perspectives to the table and add value to the conversations, whether we are discussing budgets, community engagement, an exhibition or organisational people development. You are comfortable contributing to decision-making through a number of lenses including relationship management, fundraising, financial, and sustainability. As an overarching requirement you keep a sharp eye on ensuring we bring a Māori dimension to our work and ensure the wellbeing, health and safety of our people and visitors alike through a zero-harm culture.

Scope and context of what you'll do

You lead the implementation of a cohesive Māori engagement plan, in collaboration with others, to develop a cross organisation perspective on how our work is involving Māori, and further, how to bring a Māori dimension to all our work. You understand how all our functions are connected and aligned: from what we collect or exhibit, to the way we host visitors in our experiences. You connect the mahi across Experience Wellington's vision and strategy, ensuring we have one joined up strategic approach which provides a deeper understanding of how to bring Te Ao Māori to the forefront of our work.

You develop the next level of detail to lead and support practical ways to step through a strategic pathway and bring Te Ao Māori to our work. You sequence a work programme, identify what is possible with the people and resources we have already, and what additional assistance might be required over time to deliver what we need to achieve. You develop ways of measuring how we are progressing, to encourage continued effort and to provide meaningful reporting.

Alongside the leadership team, you develop a work environment which recognises and acknowledges responsibility for developing Māori cultural capability and confidence is shared, and is a core enabling skill to enhance overall organisational performance. You bring hands on support, tools and frameworks to shape and build internal Māori cultural capability and confidence to deliver on our strategic intent, including Te Reo Māori, tikanga and knowledge of Te Tiriti o Waitangi. You do this in the context of varying levels of confidence across Experience Wellington and an organisation that strives through its work to embrace diversity and inclusiveness.

You support and nurture the development of Experience Wellington's Te Rōpū Māori, ensuring they have a supportive and culturally safe place to work. As a rōpū you recognise the contribution the team makes to enriching Māori cultural competence and capability. With support from the rōpū you work alongside managers and staff coaching for awareness and understanding of how best to ensure a Māori lens is applied early on in our work. You also support our Māori team members, regardless of the group and function they belong to, connecting and bringing together Māori staff ensuring they have a place of support from which they can develop themselves and the organisation.

You lead Experience Wellington's development of, and formal engagement with, iwi/Māori in the arts and cultural sector. You ensure our engagements are active and dynamic, promote our strategy, and ensure the rich advice provided by iwi/Māori is visible to Experience Wellington.

Key relationships

Internal	While you work and engage right across the organisation you work first and foremost with the Executive Leadership Team. You understand each others' work and make the strategic connections that support a one organisation view of work and organisational effectiveness.
	You are the adviser for the Executive Leadership Team on all matters involving Te Ao Māori.
Iwi/Māori	Nurturing relationships with Iwi/Māori partners and networks to enable meaningful and positive engagement as we deliver on shared cultural sector initiatives and organisational strategy.
Across the system	You foster a positive working relationship with Wellington City Council (WCC), ensuring your functional areas of responsibility are, where possible and/or expected, aligned. You work alongside other Council Controlled Organisations to find ways of supporting each others' organisations through the experiences we offer.
	You network with other gallery and museum colleagues and Trust institutions, drawing on their experiences of bringing a Te Ao Māori lens to their work.
Contractors and consultants	You engage and direct contractors and consultants as an extension to your team for critical projects. You keep relationships strong to support regular and core multi-year programmes of work for consistency in approach.

Qualifications and experience

In addition to the skill requirements outlined in the next section the following qualifications and experience are specifically required for this position:

Qualifications

- Relevant tertiary qualification (or equivalent experience)

Experience and knowledge

- Fluent in te reo Māori and highly competent in tikanga, Te Tiriti o Waitangi and Te Ao Māori
- Credible working in an iwi/Māori cultural context
- Bring with you broad and established networks with iwi/Māori and the ability to enhance working relationships with an organisation's current iwi/Māori partners and network
- Proven track record of supporting the implementation of Māori development in an organisation and successfully implementing capability shifts in line with the organisation's vision

Skills – what you must do well

Cultural perspective

A core strategic pou is to ensure we bring a Māori dimension to everything we do. We are committed to Te Tiriti o Waitangi and support tangata whenua as kaitiaki. We know we are on a journey to build our competency and confidence to engage appropriately in this context. Experience Wellington

provides the supportive environment to grow capability and you bring willingness and commitment to apply what you learn.

Leadership character

- Honest & courageous** We aspire, and drive our teams, to spark connection and curiosity through our offerings and experiences.
- Collaborative** A team player, who leads with supportive, kind and consistently mana-enhancing communication
- Curious** Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives
- Self-aware & agile** Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people; to adapt well in a changing environment
- Resilient** Lead with strength and purpose, demonstrating composure, grit and a sense of perspective when the going gets tough; help others maintain optimism and focus

Leadership

Strategic Leadership Where are we going? And how do we get there?	Imagine the future and set strategy	Critically review what and how things are done now within your team and across the organisation. Bring your ideas about how they could be done in the future. Work collaboratively as a team to discuss and as a collective to deliver on strategy.
Systems Leadership How do we together build a better Wellington?	With others, improve our systems and processes	Work across the organisation, and with our partners and stakeholders beyond Experience Wellington and community representatives and networks, to ensure our systems, practices and processes are robust and we deliver for the good of Wellington.
Talent Management How am I building talent for the future – for Experience Wellington and the arts and cultural sector?	Lead people and teams	Develop individual, team and organisational talent that will improve capability and delivery in the short and longer term. Create a safe and positive work environment.
Delivery Management How will we turn what we know into what we do?	Track record of delivery	Turn strategy into something that can be delivered and measured. Meet delivery timeframes, quality expectations, and identify and manage risk. Deliver for your team as well as collectively for the organisation.

Capabilities and expectations

All people leader positions in Experience Wellington use this leadership framework to guide how you work as a team of leaders and as a leader of your functional area.

We've provided examples of what we expect of you so that you contribute to Experience Wellington's strategic direction, our role in the wider sector, talent development of our people, and organisational and team delivery of our work. You'll use your judgment to determine where to place your emphasis at different points in time.

Mana Rautaki | Strategic Leadership | Where are we going? And how do we get there?

As a collective Executive Leadership Team we want you to lead things like this:

1. Develop and own the strategic plan from inception through to implementation. Translate the strategy to an organisation-wide annual action plan, developing a single organisational work programme with clear priorities, accountabilities and ways of measuring progress, as well as mechanisms to quickly re-prioritise if required.
2. Develop plans for projects assigned to you in the organisation-wide annual plan, stewarding the project and ensuring the communication and governance oversight at ELT is established.
3. Bring innovation, an audience-centric focus and evidence-based practice to the ELT table. Serve and protect our organisation, ensuring robust conversations and practices that ensure effective decision making and ultimately sustainability.
4. Keep your knowledge current about what's going on in your own specialist area – bringing these insights and what it means for Experience Wellington to the leadership table. Trust and respect the expertise your ELT colleagues and the value they too bring to the table.
5. Know the full breadth of what our organisation delivers and how all the parts interconnect. Participate positively, meaningfully and confidently in cross-organisation strategic discussions and decision-making.

As a leader of your team we want you to lead things like this:

6. Communicate a joined up and one-team view of the direction and work of ELT to your Group/Team.
7. Provide a strategic lens across the Group/Teams work, ensuring direction, approach and implementation stay true to the vision, purpose, values and strategy.
8. Translate the strategy into more detail for your functional area, facilitate as many conversations as required to ensure understanding and day-to-day alignment in operations of what is required from your Group/Team.
9. Lead your Group/Team to develop operational plans aligned to our purpose, values, strategy and annual action plan.

Te Mana o te Tikanga | Systems Leadership | How do we together build for a better Wellington?

As a collective Executive Leadership Team we want you to lead things like this:

1. Build and maintain mutually beneficial relationships with key partners and stakeholders. Anticipate responses and reactions and guide the organisation through complex relational situations that ultimately improve our performance and delivery.
2. Demonstrate value for audience feedback, engagement and insights and how it can enhance our service delivery and support our audience-centric way of operating.

3. Develop, review and implement robust systems and processes that ensure we operate in the most effective way, for example, revenue generation, stakeholder engagement, audience engagement, reporting, financial sustainability, employee engagement.
4. Focus on ensuring our governance processes and practices are effective, and that we maintain the confidence of the Board and sub-committees in all our interactions.
5. Take project governance seriously and work collectively to ensure projects are resourced and managed to stay on track.

As a leader of your team we want you to lead things like this:

6. Lead your team in imagining how we could improve the way we do things. Explore beyond the obvious, check with your leadership peers, and decide what steps are needed to embed improved ways of working.
7. Readily share information with, and use information from, sector peers to improve the way we do things.
8. Spend time developing your networks across the sectors we operate in and broaden our relationships beyond our usual 'go-to' people and organisations. Develop such good rapport we are naturally included when decisions affecting our organisation are made.
9. Ensure the wellbeing, health and safety of our people, contractors and visitors is a primary consideration in the development and delivery of everything we do, every day.

Te Whakahaere ā Parapara | Talent Management | How am I building talent for the future – for Experience Wellington and the arts and culture sector?

As a collective Executive Leadership Team we want you to lead things like this:

1. The development of a cohesive and high performing culture, where a human dimension, empathy and commitment to our values is evident in our leadership and management practices.
2. Develop and implement fit-for-purpose organisation-wide people practices across the employment life cycle – from recruiting and selecting to managing all the ways people leave the organisation.
3. Develop an organisational view of resourcing and future capability needs so that we can:
 - a. assign resourcing to the organisation's highest priorities
 - b. invest in the right kind of people capability development.

As a leader of your team we want you to lead things like this:

4. Build your confidence and capability in te reo, tikanga and Te Tiriti o Waitangi. Be a role model and encourage others to do the same. Build organisation knowledge of why and how Te Ao Māori needs to be at the centre of our work as a critical enabler to achieving our strategy.
5. Develop and support a positive and safe team culture and work environment.
6. Ensure every recruitment opportunity is a hunt for talent and an opportunity to develop our diverse and inclusive workplace.
7. Coach and empower people. Empower your team to be effective in their roles and reach their potential. Hold thoughtful coaching conversations as an integral part of your work.

8. Set clear expectations about what needs to be delivered, the standards of performance, and workplace behaviour. Manage the team to deliver these. Purposefully and promptly improve the performance of people where needed and be confident holding tough conversations.

Te Whakahaere o te Tuku | Delivery Management | How will we turn what we know into what we do?

As a collective Executive Leadership Team we want you to lead things like this:

1. Monitor organisational delivery against the strategic plan and single work programme. Be prepared to constructively discuss and challenge the organisation's progress and contribute to collective problem resolution when this is required.
2. Keep focused on planning two and three steps ahead to ensure we keep up the momentum of delivery. Keep a constant vigil on our financial position, in particular forecasting, revenue generation and cost reductions.
3. Be responsible for making decisions together on pieces of work and projects that are significant to the organisation, for example, projects which would impact across the organisation, high dollar value, high risk, could impact reputation. Come prepared to have robust conversations in the interests of the organisation as a whole.

As a leader of your team we want you to lead things like this:

4. Be innovative and deliberate in creating opportunities for our community and visitors to Wellington to engage with Māori culture when designing and developing work. Ensure we engage with and deliver in partnership with tangata whenua to achieve this.
5. Implement your plans, the "how" you and your team will deliver your key strategic projects and deliverables, and measure progress. Ensure your plans clearly manage and mitigate risk. Carefully consider priorities and available budget and develop well-sequenced roll outs of work.
6. Assign work to your team, ensuring the work is appropriately framed in the context of organisational strategy and the single work programme. You identify with your team critical points of connection across the organisation so that we work as one team.
7. Be clear about where decision-making accountability lies for all pieces of work, and assist the team determine the right work hand-off points within the team and with other teams across the organisation.