

# Te Tūhono Reo

## 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](http://experiencewellington.org.nz)

## Role details

<b>Group</b>	Māori Engagement	<b>Direct reports accountability</b>	To be determined
<b>Reports to</b>	Tumu Whakarae   Chief Executive, Experience Wellington	<b>Financial accountability</b>	Refer financial delegations policy
<b>Location</b>	Wellington	<b>Remuneration</b>	\$105,000-\$120,000

## Work focus

### Purpose and outcome

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

## **Working successfully as a collective**

Reporting to the Chief Executive you support the Executive Leadership Team taking collective responsibility for organisational success. As an overarching requirement you keep a sharp eye on ensuring we bring a Māori dimension to our work and support others to do the same. You connect with leaders and team members, collaborate and co-create to improve outcomes for the organisation. You do this on a daily basis, for strategic as well as operational delivery. 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, and you are comfortable contributing to decision-making through a number of lenses. In addition, the Executive Leadership Team ensures 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 develop and coordinate the implementation of a cohesive Māori engagement plan, in collaboration with others, to develop a cross organisation perspective on how our work engages Māori, and further, how we 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 and how are teams and groups work together. 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 we can integrate Te Ao Māori into everything we do at work. You identify and sequence a work programme, working with the people and resources we have already, and identify 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 growth to provide meaningful reporting.

Alongside the leadership team, you develop a work environment which recognises and acknowledges a shared responsibility for developing Māori cultural capability and confidence, and this is embedded as a core skill to enhance our overall organisational performance. You bring hands on support to the leadership team and their groups, developing engaging tools and frameworks to shape and build internal Māori cultural capability and confidence that aligns with our strategic pou; 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 an inclusive and culturally safe place to work. As a rōpū you recognise the contribution the team makes to enriching Māori cultural competence and capability and work to provide our people with meaningful and sustainable learning opportunities. 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 with enhanced career pathways and progression.

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 and embraced by Experience Wellington.

## Key relationships

<b>Internal</b>	While you work and engage right across the organisation you work first and foremost with the Executive Leadership Team. You understand the team's work and make the strategic connections that support a one organisation view of work and organisational effectiveness.
	You are the adviser for the Chief Executive and the Executive Leadership Team on all matters involving Te Ao Māori.
<b>Iwi/Māori</b>	You develop and nurture relationships with Iwi/Māori partners and networks to enable meaningful and positive engagement as we deliver on shared cultural sector initiatives and organisational strategy.
<b>Across the system</b>	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.
<b>Contractors and consultants</b>	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 knowledge

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 general skills

- 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 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** Show 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?	<b>Imagine the future and set strategy</b>	Critically review what and how things are done now within your team. Bring your ideas about how they could be done in the future and work collaboratively to turn ideas into implementation.
Systems Leadership How do we together build a better Wellington?	<b>With others, improve our systems and processes</b>	Develop the environment to improve systems and processes for use across an organisation. Use information and analysis to improve organisational performance.
Talent Management How am I building talent for the future – for Experience Wellington and the arts and cultural sector?	<b>Lead people and teams</b>	Develop individual and team talent that will improve organisational capability and delivery in the short and longer term. Create a safe and positive work environment.
Delivery Management How will we achieve our plans?	<b>Track record of delivery</b>	Develop robust plans clearly linked to strategy, with ways to measure performance. Deliver on agreed plans, with and through the team.

## 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 part of the wider management team – we want you to lead things like this:**

1. Contribute to the development of the organisational strategy, annual action plan and work programme, and participate in discussions about work priorities.
2. Develop and deliver operational plans for your team and projects you are assigned to deliver.
3. Know the full breadth of what our organisation delivers and how all the parts interconnect. Participate meaningfully and confidently in cross-organisation strategic discussions and decision-making.
4. Understand what our strategic messages are. Keep messages focused and people engaged in their work, even when the going gets tough.

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

5. Communicate a joined up and one-team view of the direction and work of the ELT and wider leadership group to your Group/Team.
6. Keep your knowledge current about what's going on in your own specialist area – bringing these insights and what it means to discussions.
7. Support the development of Experience Wellington's vision, values and strategy, and support the Executive Leadership Team implement it. Help your team understand how the work they do supports our strategic direction.

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

#### **As part of the wider management team – we want you to lead things like this:**

1. Identify key relationships to develop or maintain in your area of work. Build and maintain mutually beneficial relationships with key partners and stakeholders. Use this as an opportunity to expand our diversity and inclusiveness.
2. Understand the value of audience feedback and how it can help shape the work of your team and other parts of Experience Wellington you work closely with.
3. Collect and analyse information useful for developing organisational performance. Work out how the information can be put to best use.
4. Identify what systems and processes could be enhanced to ensure we are working as effectively as possible, and how.

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

5. Create a supportive environment for the team to promote ideas for improving the way we do things. Lead the implementation of improvements.
6. Spend time developing your networks across the sectors we operate in and broaden our relationships beyond our usual 'go-to' people and organisations.
7. Readily share with, and use information from, sector peers to improve the way we do things.
8. 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 part of the wider management 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. Contribute to the development of, and implement, people practices across the employment cycle – from recruiting and selecting to managing all the ways people leave the organisation.
3. Contribute to the development of 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. Lead by example. 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.
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 part of the wider management team – we want you to lead things like this:**

1. Assist the ELT to manage and monitor the single work programme. Participate constructively in discussions to prioritise work, and support the ELT convey these messages to staff.
2. Understand how work is interconnected across Experience Wellington and how you can help each other deliver as one team.

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

3. Be innovative and deliberate in creating opportunities for our community and visitors to Wellington to engage with Māori culture when designing, developing and delivering work. Ensure we engage with and deliver in partnership with tangata whenua to achieve this.
4. 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.
5. 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.
6. Develop ways to measure the quality, results, and effectiveness of your team’s work.