

Pou Hautu, MIT me Unitec

Reports to: Board Chairperson
Location: Auckland
Directorate: Executive Leadership Team

Ka whai i ngā tohutohu a te: Toihau o te Poari Matua
Wāhi: Tāmaki Makaurau
Āhuatanga Mahi: Rōpū Kaihautū Matua

Purpose of position:

Reporting directly to the MIT/Unitec Board and working in partnership with the Chief Executive, the Pou Hautu is a Te Tiriti-based co-leader of MIT and Unitec. The purpose of Te Tiriti-based co-leadership is premised on MIT and Unitec's intent to honour our responsibilities as outlined in the Letter of Expectations from the Minister of Education, Chris Hipkins, regarding Te Tiriti o Waitangi.

The Pou Hautu role will enable dedicated attention to the Minister's directives to "deliver for and with Māori", by working collaboratively with the Chief Executive and Executive Leadership Team (ELT) to improve our focus on the needs of all learners across Tāmaki Makaurau, drive equitable outcomes for tauira Māori, and to provide an effective and culturally safe learning environment for tauira and kaimahi Māori.

While the Chief Executive retains ultimate accountability for decision making across both institutes, the Pou Hautu will work across all aspects of the organisation to achieve the desired outcomes as agreed with the Board and Chief Executive. The Pou Hautu will also be assigned substantive authority/responsibility by the Board, with day-to-day functions and reporting lines defined based on areas of strength.

Specifically the role will deliver on the following key accountabilities:

- Improved educational outcomes for tauira Māori – measured by educational performance indicators
- Improved educational outcomes all learners - measured by educational performance indicators
- Financially sustainable institutes – EBITDA MIT ≥ 10%, Unitec ≥ 7% for 2022

Te kaupapa matua o tēnei tūranga:

Ka ripoata totika ki te Poari Matua o Te Whare Takiura o Manukau me te Whare Wānanga o Wairaka ka mahi ngatahi ki te taha o te Tumu Whakarae, ko te Pou Hautu takirua tiriti kaihaututanga o Te Whare Takiura o Manukau me Te Whare Wānanga o Wairaka. Ko te kaupapa a te Tiriti kaihautu takiruatanga ka whakaarohia ki te whakaaro o Te Whare Takiura o Manukau me te Whare Wānanga o Wairaka ki te whakahonore i ngā haepapa e whakaraupapa ana ki te reta me ōna tumanako mai i te minita o te Tahuu o te matauranga a Chris Hipkins e pā ana ki Te Tiriti o Waitangi.

Ko te tūranga a te Pou Hautu ka whakahohe ka aro ki ngā tohutohu a te minita ki te tuku mō te Māori me te Māori mā te mahi ngatahi ki te Tumu Whakarae me te Rōpū Kaihautū Matua ki te whakapai ake me te arotahi ki ngā hiahia o ngā akonga puta noa Tāmaki Makaurau, kia hautu tika ngā putanga mo ngā akonga Māori me te whakarato whaihua ahurea, whai haumarua tauira taiao mā ngā akonga me ngā kaimahi Māori.

Nā ka pupuru te Tumu Whakarae i te kawenga takohanga mā te whakatau huri noa ngā whare wānanga e rua ka mahi te Pou Hautu ki ngā āhuatanga o ngā whakahaeretanga ki te whakatutuki i ngā putanga e whakaaetia ana e te Poari Matua me te Tumu Whakarae. Kua tohaina te Pou Hautu e te whai kiko mana Māori motuhake he haepapa nā te Poari Matua ko ngā mahi ia rā ia rā me ngā raina ripoata e tautuhia ana i runga i ngā whaitua me ōna kaha.

Mātua rā, ko tā tēnei tūranga he whakatutuki i ēnei āhuatanga e whai mai nei:

- He whakapiki i ngā putanga mātauranga mō ngā tauira Māori – mā ngā tohu whakaatu mahi tēnei e ine
- He whakapiki i ngā putanga mātauranga mō ngā ākonga katoa – mā ngā tohu whakaatu mahi tēnei e ine
- Te toitūtanga ahumoni mō ngā Pūtahitanga – EBITDA MIT ≥ 10%, Unitec ≥ 7% mō te tau 2022

- Review our existing Te Tiriti o Waitangi frameworks, develop and implement a comprehensive framework to achieve organisational and taura success.

The success of this role will depend in large part on the ability of the Pou Hautu and the Chief Executive to work in partnership, exercising constructive joint leadership across both institutions.

- He arotake i ā mātou pou tarāwaho mō Te Tiriti o Waitangi; he waihanga, he whakaū hoki i tētahi rautaki whai mana e eke ai tēnei wahi me ngā taura ki ngā tino taumata.

Te Angitu o tēnei turanga ka whakawhirinaki i ngā wāhanganui o te āheinga o te Pou Hautu me te Tumu Whakarae ki te mahi ngatahi i te hononga o te whakatinana i te hononga ārahitanga huri noa ngā whare wānanga e rua.

| Key Areas / Ngā Wāhanga Mahi | Key Responsibilities / Ngā Tino Haepapa |
|------------------------------------|--|
| Co-Leadership / Ngātahitanga Hautū | <ul style="list-style-type: none"> Working in partnership with the Chief Executive, and in alignment with the expectations of the Board, this role will drive performance and achievement against strategic and investment plans, focusing on all critical success factors, bringing a Māori lens to all areas of the business and developing and implementing an integrated strategy for kaupapa Māori. Lead matters relating to Te Ao Māori across the institutes and work collaboratively with the Chief Executive and ELT to drive equitable outcomes for all students, with particular emphasis on our priority groups of: <ul style="list-style-type: none"> Māori learners and Māori communities in collaboration with Māori and iwi partners and stakeholders Pasifika learners and communities Under 25s Learners with disabilities. Develop strong working relationships with key external partners, including regional skills leadership groups (RSLG), workforce development councils (WDC), employers, union groups, communities of interest and other key stakeholders. Contribute to the co-ordination and liaison with Te Pūkenga in the development and roll out of national strategies for VET in Aotearoa. Develop, nurture, and support meaningful Te Tiriti-based partnerships with mana whenua. Co-lead the development and execution of organisational strategy and in particular the strategy for vocational education across Tāmaki Makaurau. Support staff through the change process as Unitec and MIT become fully integrated in to Te Pūkenga in December 2022. |

Key Areas / Ngā Wāhanga Mahi

Key Responsibilities / Ngā Tino Haepapa

- Ka mahitahi te hononga ki te Tumu Whakarae e tiaroaro ana me ngā tumanako o te Poari Matua, mā tēnei tūranga e arataki i ngā mahi hei tutuki mō te āhua ki ngā mahere rautaki, mahere haumitanga hoki, me tōna aro hoki ki ngā āhuatanga e angitū ai kia kitea mai te tirohanga Māori ki ēnei rohenga mahi katoa o tēnei pakihi, tae atu hoki ki te hanganga me te whakaūnga mai o tētahi rautaki e hāngai ana ki ngā kaupapa Māori.
- Ka ārahi ngā take e pā ana ki Te Ao Māori huri noa ngā whare wānanga e rua me te mahi ngatahi ki te taha o te Tumu Whakarae me te Rōpū Kaihautū Matua ki te hautu i ngā putanga tika mā ngā akonga e hāngai ana ki ngā rōpu me ōna kaupapa matua:
 - Ngā ākonga Māori me ngā hapori Māori i runga i te mahi ngātahi ki a ngāi Māori, ngā kōtuinga iwi, me ngā rōpū whai pānga
 - Ngā ākonga me ngā hapori Pasifika
 - Te hunga o raro iho i te 25 tau
 - Ngā ākonga hauā.
- Whakawhanaketia aumangea hononga ki ngā hononga ā waho, tae atu ki ngā rohe pukenga rōpu ārahitanga, ngā kaimahi whakawhanake kaunihera, ngā kai tukumahi, ngā rōpu uniana, ngā hāpori ngakaunui me ngētehi atu hunga whai mana matua.
- Ka takoha ki ngā mahi whakahaere me ngā takawaenga me Te Pūkenga ki te whakawhanake me te whariki i ngā rautaki ā motu mo VET ki Aotearoa.
- Ka whakawhanake, ka poiipoia, ka tautoko ka whai kiko Te Tiriti hononga ki te mana whenua.
- Ka ārahi ngatahi te whakawhanaketanga me te whakatutukitanga o te rōpu whakahaere rautaki me te rautaki motuhake mo te tūranga matauranga puta noa Tāmaki Makaurau.
- Ka tautoko ngā kaimahi i roto i ngā panoni tukanga ki Te Whare Wānanga o Wairaka me te Whare Takiura o Manukau ka tuituia katoa ki Te Pūkenga i te marama o Hakihea 2022.

Key Areas / Ngā Wāhanga Mahi

Lead Māori Strategy / He Ārahi i te Rautaki Māori

Key Responsibilities / Ngā Tino Haepapa

- Drive greater outcomes, both educational and social, for taura Māori, kaimahi Māori, and communities in Tāmaki Makaurau.
- Provide strategic advice to the Board and ELT on Te Ao Māori and work with the Board in developing close partnership relationships with the mana whenua at our locations – Waikato Tainui (MIT) and Ngāti Whātua Ōrākei (Unitec).
- Lead an action plan in response to the Unitec and MIT Te Pae Tawiti self evaluation reports. Implement successful initiatives to drive better outcomes for taura Māori.
- In consultation with mana whenua, develop “active, meaningful and authentic” partnership with iwi across Tāmaki Makaurau.
- Respect the critical role that Te Noho Kotahitanga Unitec Partnership Agreement plays in informing and guiding Unitec.
- Renew and implement the kawenata with Waikato Tainui. Strengthen the partnership and look to increase the number of taura Māori at MIT.
- Develop a kawenata with Ngāti Whātua Ōrākei that meets our mutual aspirations.
- Provide leadership oversight and mentoring, in consultation with mana whenua, to Te Noho Kotahitanga Marae at Unitec and Ngā Kete Wānanga Marae at MIT.
- Create an inspiring employment experience for kaimahi Māori and all staff working at both institutes.
- Support the growth and expansion of Māori research across both institutes in order to achieve better outcomes for Māori learners, iwi, hapū and whanau.

| Key Areas / Ngā Wāhanga Mahi | Key Responsibilities / Ngā Tino Haepapa |
|------------------------------|--|
| | <ul style="list-style-type: none"> • He tārai i ētahi putanga mātauranga, ā-pāpori hoki e pai ake ana mō ngā tauira Māori, ngā kaimahi Māori me ngā hāpori ki Tāmaki Makaurau. • He whakarato tohutohu rautaki ki te Poari Matua me te Rōpū Kaihautū Matua mō ngā kaupapa o Te Ao Māori, ki te mahi tahi hoki me te Poari ki te whakatō kōtuinga me te mana whenua ki ō tātou wāhi tūnga - Waikato Tainui (MIT) me Ngāti Whātua Ōrākei (Unitec). • He arataki i tētahi mahere mahi mō ngā whakahokinga mai e pā ana ki ngā pūrongo arotake Te Pae Tawiti a Unitec me MIT. He whakatinana i ētahi kaupapa angitū e puta ake ai ngā hua nui ki ngā tauira Māori. • He whakawhitinga whakatau koorero kei te taha o ngā mana whenua, he whakatō i ētahi kōtuinga “pakari, tōtika hoki” me ngā iwi puta noa i Tāmaki Makaurau. • Ka whakaute te tūranga arohaehae ki Te Noho Kotahitanga Hononga whakaaetanga ki te whakamohio me te ārahi i te Whare Wānanga o Wairaka. • He whakahou, he whakatinana i te kawenata me Waikato -Tainui. Kia whakakahatia tēnei kōtuinga, me whai ki te whakarahi ake i te nui o ngā tauira Māori ki MIT. • He tā i tētahi kawenata me Ngāti Whātua Ōrākei e whakatutuki ana i ngā hiahia o ngā taha e rua. • He whakarato hautūtanga, he whakawhitinga whakatau kōrero kei te taha o ngā mana whenua ki Te Noho Kotahitanga Marae kei Unitec me Ngā Kete Wānanga Marae kei MIT. • Kia āio te noho a ngā kaimahi Māori me ngā kaimahi katoa o ngā tari e rua. • Ka tautoko te tupu me te whakawhānuitanga o ngā rangahau māori puta noa ngā whare wānanga e rua e hāngai pū ana ki te whakatutuki i ngā putanga mo ngā akonga Māori, iwi, hapū me te whānau whaanui. |
| Te Tiriti o Waitangi | <ul style="list-style-type: none"> • To champion and support the principles of Te Tiriti o Waitangi and enable people leaders and their teams to promote a bicultural environment. • Ensure that Te Tiriti o Waitangi is embedded in all strategies, policies and activities engaged in and developed by your team. • Ensure that bicultural impacts are considered when changes to department and sections are planned. • Ensure that the environment for employees and learners is culturally responsive and supports each institute’s commitment to Te Tiriti o Waitangi. <hr/> <ul style="list-style-type: none"> • He whakakanohi, he tautoko i ngā mātāpono o Te Tiriti o Waitangi me te tuku i ngā kaihautū ki te ārahi tāngata, ārahi rōpū hoki ki te whakatairanga i tētahi taiao kākano rua. • He whakatūturu ake i Te Tiriti o Waitangi ki ngā rautaki katoa, ki ngā kaupapa here me ngā ngohe e aratakitia ana, e waihangatia ana hoki e tō rōpū. • He titiro ki ngā pānga kākano rua i ngā wā e whāia ana ētahi panonitanga ki ngā tari me ngā rāngai. • He pupuru i tētahi taiao mā ngā kaimahi me ngā tauira e whai ahurea ana, ā, ka tautoko hoki i te ngākau pono a ngā Whare e rua ki Te Tiriti o Waitangi. |

| Key Areas / Ngā Wāhanga Mahi | Key Responsibilities / Ngā Tino Haepapa |
|--|--|
| Financial and Operational Management / Ngā Whakahaerenga Ahumoni, Mahi hoki | <ul style="list-style-type: none"> Work with the Chief Executive and ELT to improve MIT and Unitec's financial sustainability to ensure further investment and growth. Develop ways to integrate processes and roles to achieve improved financial success where it is determined necessary or the opportunity presents itself. Manage all resources including financial, people, property and other effectively within budget. Achieve an organisation EBITDA margin for both Unitec and MIT as agreed annually in the budget targets. <hr/> <ul style="list-style-type: none"> He mahi tahi me te Tumu Whakarae me te Rōpū Kaihautū Matua ki te whakapai ake i ngā kaupapa ohanga a MIT me Unitec kia tipu haere ai i roto i ōna haumitanga. He titiro ka pēhea e taea ai te whakahāngai i ngā tukanga me ngā tūnga ki ngā mahi whakapakari i ngā kaupapa ohanga ki ngā wāhi e tika ana, me ngā tūnga hoki e mārama ai te kitenga atu o ngā āheinga. Kia rawe marika te whakahaere i ngā rauemi katoa, arā, ko ngā rauemi ohanga, tāngata, ahukāinga, me ētahi atu hoki. Kia tutuki e tēnei wāhi mahi te rohenga EBITDA mō Unitec me MIT, arā e whakamanatia ana i roto i ngā whāinga tahua ā-tau. |
| People Leadership / Ārahi Tāngata | <ul style="list-style-type: none"> Provide strategic direction and leadership to the designated teams by assisting them to understand the needs of the organisation and mobilising them to achieve desired outcomes. Provide strategic leadership and guidance across both institutes on all matters Māori. Ensure strong partnerships exist with leaders, enabling the ability to coach and support the team to deliver on objectives. Drive and maintain institutional cultures and values, informed by partnerships with Māori, Pasifika communities and other stakeholders. Recruit, lead, manage and develop direct reports (if any). <hr/> <ul style="list-style-type: none"> He whakarato i te ahunga rautaki me te hautūtanga ki ngā rōpū ka tohua mā te tautoko i a rātou kia whai māramatanga ai ki ngā hiahia o te wāhi mahi, me te arataki hoki i a rātou kia whai hua ai ngā putanga e whāia ana. He whakarato i te ahunga rautaki me ngā ārahitanga ki ngā pūtahitanga e rua ki ngā kaupapa katoa e pā ana ki a ngāi Māori. He whakapūmau i ngā kōtuinga me ngā kaihautū kia taea ai te whakaako me te tautoko ake i te rōpū ki te whakatutuki i ngā whāinga. He whakarei, he whakapūmau tonu hoki i ngā ahurea me ngā uara, he mea whakaū e ngā kōtuinga ki a ngāi Māori, ngā hāpori Pasifika, tae atu hoki ki te hunga whai pānga. He kōpou, he ārahi, he whakahaere, he waihanga pūrongo hoki (ki te hiahiaia). |

Key Areas / Ngā Wāhanga Mahi

Other Tasks/Projects / Ētahi atu Mahi/Kaupapa

Key Responsibilities / Ngā Tino Haepapa

- Achieve other task/project related goals and performance objectives as assigned by and agreed with the Board.
- He whakatutuki i ētahi whāinga ka hāngai pū ki ngā mahi/kaupapa me ngā whāinga me mātua tutuki e ai ki tā te whakaae a te Poari Matua.

Health & Safety

Demonstrate commitment to Unitec and MIT's health and safety rules and procedures and take reasonable care to look after your own health and safety at work, your fitness for work, and the health and safety of others. Including:

- You will be required to report any potential risks, incidents and near misses so the organisations can investigate, and eliminate or minimise harm or risk of harm
- Promote a culture of zero harm, including safe working practices and behaviours and sustainable environmental practices
- Model zero harm behaviours
- Identify and minimise business risks and compliance issues
- Partner with the Health and Safety team to align strategies and drive a zero-harm culture

Hauora me te Haumarutanga

Me whakaatu mai i tō kaingākau ki ngā tikanga me ngā tukanga e pā ana ki te hauora me te haumarutanga e ai ki tā Unitec me MIT whakatakoto, me te manaaki hoki i a koe, tae atu hoki ki te hauora o ētahi atu. Inā rā:

- Me whakamōhio mai koe i ngā tūraru tērā pea ka tūpono mai, me ngā wharanga hoki kia āta wherawheratia e ngā wāhi mahi e rua, ā, hei reira rā anō pea taea ai te ārai atu i ēnei tūraru ka pā mai ki te tangata.
- Ka whakatairangatia tētahi ahurea pāmamae kore, inā rā, ko te haumarutanga o ten oho ki ngā wahi mahi, me ngā whanonga e tika ana kia toitū tonu ai ēnei tikanga.
- Kia whakatauiratia e koe ngā whanonga pāmamae kore.
- He tautohu, he whakawhāiti mai i ngā tūraru pakihi me ngā take whai tikanga.
- He mahi tahi ki te rōpū hauora me te haumarutanga kia hāngai ai ngā rautaki whakarei i tētahi ahurea pāmamae kore.

Job Dimensions:

FINANCIAL AUTHORITY: TBC
BUDGET SIZE: TBC
FTE: TBC

Position Contacts and Relationships

Internal

Board of MIT / Unitec
Chief Executive MIT / Unitec: co-leads and shares decision making
MIT / Unitec DCEs
Senior leaders across both institutes
Staff and learners of MIT and Unitec
Student Councils

External

Iwi and Māori representative and partner entities
Chief Executive Te Pūkenga

Te Pūkenga DCEs and representatives
Rūnanga advisory groups
Fono advisory groups
Educational ministries
Various stakeholder groups including employers and industry

Experience & Qualifications:

- 5 years plus experience in the tertiary sector or public sector (preferred)
- 5-10 years leadership experience at an executive level (desirable)
- In depth knowledge and application of Te Ao Māori, Te Reo me Tikanga Māori and Tiriti based principles
- Fluency in Te Reo Māori
- Experience in working with Boards of Directors and/or Councils (desirable)
- Understands the NZ Tertiary funding system
- Understands how the machinery of Government works
- Experienced in working closely with iwi and hapu
- Understands the cultural sensitivities within Māori communities and how to respond to them with care
- Has strong and obvious Māori Community relationships and can leverage those for MIT and Unitec
- Is a Māori leader in their own right
- Has close contacts with local Māori business organisations in Tāmaki Makaurau
- Advanced level qualification preferred (at Bachelors, Masters or PHD)
- Potential subsequent qualification such as MBA.

Competencies:

- Role models the values of MIT and Unitec, leading by example
- Models MIT's and Unitec's commitment to partnership with diverse communities and demonstrates ongoing commitment to developing and nurturing Te Tiriti-based partnership relationships with mana whenua
- Understands the evolving responsibility to Te Tiriti
- Results focused / proven track record of driving outcomes
- Holds self and others accountable
- Strong internal and external relationship builder
- Strategically focused
- Complex problem solving and manages multiple stakeholders
- Contributes across all parts of the institutes – including contributing and shaping outcomes at a national level to ensure the voice of Tāmaki Makaurau is heard
- Embraces and supports the need to make structural change across Tāmaki Makaurau and VET in Aotearoa
- Personal integrity – constantly demonstrates the highest levels of personal integrity and honesty
- Courageous – is able to deliver the hard messages in a mana enhancing way, yet still achieving required results
- Resilient – shows composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus
- Self aware and agile – leverages self awareness to improve skills and adapt approach; to strengthen capability over time and optimise effectiveness with different situations and people
- Builds trust and is customer focused, gaining the confidence and trust of others through honesty, integrity, and authenticity.

Our Values

To Noho Kotahitanga

Te Noho Kotahitanga is Unitec's partnership between Māori and non-Māori underpinned by the principles of:

Kaitiakitanga – Guardianship

Guardianship reflects all aspects of what we do, particularly knowledge/processes we are sharing and how we deliver them

Mahi Kotahitanga – Co-operation

A spirit of generosity and co-operation will guide all our actions

Ngākau Māhaki – Respect

Valuing everyone's heritage and customs, current needs and future aspirations

Rangatiratanga – Authority and responsibility

Providing authority for others to lead responsibly and with obligation to all

Wakaritenga – Legitimacy

Legitimising all voices and needs through equitable resourcing and access

MIT Values

E Tūturu ana matou | We are REAL

We are genuine, honest and down to earth

E manaaki ana mātou | We CARE

We care for others to nurture achievement

E whai hiranga ana mātou | We are EXCELLENT

We get great results and celebrate success

E tūhonohono ana mātou | We are CONNECTED

We are well connected, open and approachable