POSITION DESCRIPTION

This document provides an indicative description of the purpose and accountabilities of the role and specifies competencies required to sustainably attain Foundation North objectives. Actual performance requirements and expectations should be included in the annual performance agreement.

SECTION 1: TITLE AND REPORTING RELATIONSHIPS

| Position title: | POU ĀRAHI |
| Reports to:     | Chief Executive Officer |
| Business unit:  | Leadership Group |
| Location:       | Auckland |
| Author:         | Gabrielle Young |

SECTION 2: ROLE PURPOSE

As tangata whenua, this role is primarily responsible for contributing to the development of the Māori strategy and action plan within a tikanga framework and in conjunction with the Strategy and Innovation Manager, leads the delivery of the Māori strategy and Māori action plan and the development of internal competency and increased cultural responsiveness. The role is responsible for leading strategic collaborative iwi relationships/engagement, community and stakeholder engagement, and building Māori Partnerships. The role works with the Funding Unit, in particular the Advisor – Māori, to support the implementation of the Māori action plan, and with the Strategy and Innovation Unit and Centre for Social Impact (CSI) to ensure appropriate monitoring and evaluation of activity, outcomes and impact. Drawing on personal experience and the expertise of others, the role will provide cultural advice to Foundation North and bring a Māori perspective to the Leadership Group.

The position is a member of the Leadership Group, charged with delivering the Foundation’s strategy and, the Māori, Pacific and Diversity strategies. As a member of the Leadership Group, the role contributes to the strategic planning and decision making of the Leadership Group and facilitates the preparation of reporting for the Board and its various committees, in particular the Māori and Pacific Committee.

Role accountabilities

Cultural Leadership

- Ensures that the strategic and business plans for the organisation includes appropriate strategies for Māori
- Acts as a resource and leader for the organisation to ensure the organisation reflects our kaupapa and organisational priorities
- Provides advice, training, guidance and internal advocacy to the leadership group and wider organisation to develop cultural capability, ensure we work in a way which is culturally appropriate and is focussed on outcomes which positively impact the communities within Tamaki Makaurau and Te Tai Tokerau
- Contributes to the development of the Māori strategy and leads the delivery of the Māori action plan
• Works collegially with the Community Funding Manager and the Strategy and Innovation Manager to deliver the Māori action plan
• Actively supports the Foundation North Kaumātua, facilitating guidance and input from the Kaumātua as required by trustees or staff
• Leads the development of a cultural capability framework for Foundation North
• Works with the Evaluation Advisor / Strategy and Innovation Manager on delivery of the Monitoring Evaluation and Learning framework
• Works with the Evaluation Advisor / Strategy and Innovation Manager, to ensure evaluation activity associated with the Māori strategy captures outcomes and impact and that these are shared with partners and wider networks

Community Engagement
• Leads, with the support of the Advisor – Māori, the development of Māori community engagement plans and any targeted communications to key stakeholders
• Ensures strategic partnerships and alliances are nurtured and invested in in alignment with Foundation North strategies and priorities
• Identifies and evaluates current and potential strategic iwi and community partners and alliances and nurtures and invests in existing relationships with iwi and community partners
• Develops and maintains networks with key Māori community development people, local and central government, philanthropy, NGO, business and financing sectors in Tamaki Makaurau and Te Tai Tokerau
• Identifies and evaluates opportunities to innovate and make a difference for our communities
• Identifies and develops opportunities for transformational partnerships with whānau, hapu, iwi and Māori organisations
• Sets up and facilitates Hui Tuakana Reference group

GIFT Engagement
• Supports iwi-led GIFT workshops, dialogue, GIFT applications and mana whenua involvement in GIFT projects
• Explores other iwi potential partnerships in the Hauraki Gulf
• Provides advisory support for evaluation
• Strengthens matauranga Māori awareness within GIFT

Relationship Management
• Communicates as required to develop and enhance stakeholder relationships whilst modelling a culture of service, ownership and issue resolution
• Maintains professional standards at all times with internal and external stakeholders and colleagues, working in ways that actively seeks the contribution of Māori in advancing our communities
• Engages, develops and maintains effective working relationships and identifies future opportunities for partnerships with those seeking to have a transformational impact on Māori communities in Tamaki Makaurau and Te Tai Tokerau
• Holds the legacy relationships with the Māori & Pacific Education Initiative participants, recognising the ongoing relationship with the Funding Unit

Projects
• Maintains oversight of the Māori & Pacific Education Initiative longitudinal study
• Works collaboratively with colleagues to ensure Foundation North delivers on its plans and objectives
• Actively participates in cross-functional project teams associated with the development of Foundation North, including the building of cultural capability
• Works collaboratively with external groups on projects aligned to Foundation North strategy
Innovation

- Works to continually innovate to enable achievement of Foundation North outcomes
- Supports innovation across Foundation North
- Works towards and assists with the transfer of learnings across the organisation
- Identifies and evaluates opportunities to innovate and make a difference for our communities
- Works with the Innovation Unit to support the development of a Northland and South Auckland prototypes

Health & Safety accountabilities

*The Health & Safety Management System outlines the key responsibilities for Managers & Employees. Please refer to this for further information.*

Budget per annum

| Personnel Dimensions (employees reporting to this position directly and indirectly) |
|--------------------------------------|-------------------------------|
| **Number of Staff:**                | Direct: | Indirect: | Total: |

Decision making authority

*It should be made clear whether the job holder is solely accountable for making decisions or whether they are shared with other team members.*

a)

b)

SECTION 3: COMPETENCIES

Rating Scale (for competencies):

Core Competencies for the position are listed below. Descriptions/ Behaviour Indicators for these are detailed in the Foundation North Competency Model.

**Essential Competencies are highlighted in bold,** with descriptions/ behaviour indicators for these detailed below.

<table>
<thead>
<tr>
<th>Competency</th>
<th>Essence</th>
<th>Rating Scale</th>
</tr>
</thead>
</table>
| Building Relationships | • Establishes rapport and trust with others to create and maintain positive relationships with others.  
  o Maintains healthy and appropriate personal and professional boundaries  
  o Models trust, empathy and respect in a way that advances the relationship  
  o Is able to challenge/disagree with someone without damaging the relationship | E |
<p>| | | |</p>
<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td><strong>Communicating Effectively</strong></td>
<td>• Creates understanding and has influence with others through clear communication, listening effectively to others and using a range of techniques to assist people to consider alternate points of view. Presents using a confident and succinct style, and expresses self clearly and concisely in written communication.</td>
<td>P</td>
</tr>
<tr>
<td><strong>Teamwork</strong></td>
<td>• Demonstrates a commitment to their colleagues and the organisation by placing the team requirements before individual needs and working together to achieve common goals</td>
<td>P</td>
</tr>
</tbody>
</table>
| **Strategic Thinking/Decision Making** | • Analyses and evaluates the impact of contingencies on the organisation, identifying action to reach future goals.  
  o Analyses information to determine major trends, problems, cause, effect and underlying issues  
  o Identifies linkages between current state and future state  
  o Evaluates / selects strategies by developing decision criteria considering critical factors such as costs, benefits and risks. Selects a strategy most likely to succeed  
  o Identifies steps to reach future state. Identifies key tasks and resources needed to achieve objectives. Establishes timelines and milestones  
  o Implements action plans with a long term focus | E |
| **Visionary Thinking**            | • Creates and communicates the picture for the future based on current organisational strengths and exposures.                  | P |
| **Planning & Organising**        | • Plans and manages time efficiently and considers resources and time frames to successfully complete tasks to achieve specified outcomes. | P |
| **Managing Health & Safety**      | • Ensuring own health and safety and that of others by observing safe and healthy work practices.                              | P |
| **Leading Through Vision & Values** | • Keeping the organisation’s vision and values at the forefront of leadership decision making and action.  
  o Communicates the importance of the organisation’s vision and values  
  o Creates a compelling and inspiring vision for their own team by translating organisation vision into own area  
  o Creates mileposts and symbols to rally support behind the team vision and align actions with the organisation vision  
  o Models the vision and values. Takes action, makes decisions and sets priorities which reflect vision and values  
  o Moves others to action. Motivates others to take actions that support the vision and values  
  o Rewards living our values. Recognises and rewards team members whose actions support our vision and values | E |
<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
<th>Code</th>
</tr>
</thead>
</table>
| Inspiring & Motivating Others | • Enthusiastically shares goals and plans to inspire high levels of achievement.  
  o Creates a climate in which people want to do their best  
  o Clarifies how individuals contribute to big picture  
  o Seeks to build on strength in others  
  o Sets challenges that stretch and engage others  
  o Allocates tasks and empowers others  
  o Adjusts style to impact effectively on each individual  
  o Invites input from each person and shares ownership and visibility | E    |
| Managing Performance     | • Provides direction and support to their team members.                                                                                                                                                       | P    |
| Facilitating Change      | • Works with planned approaches to change for the organisation.  
  o Presents a clear picture of the organisation's direction and priorities - explaining reasons for choices and changes the organisation has made  
  o Values sound approaches. Remains open to ideas offered by others and uses these to solve problems  
  o Encourages others to seek opportunities for different and innovative approaches to addressing problems and opportunities; facilitating the implementation and acceptance of change within the workplace  
  o Embeds change effectively within our team | E    |
| Stakeholder Focus        | • Makes stakeholders and their needs a primary focus of one’s actions; developing and sustaining productive stakeholder relationships.                                                                  | P    |
| Cultural Competency      | • Is culturally responsive and relates to stakeholders within their cultural context and respects and works effectively with diversity and difference.  
  o Demonstrates knowledge of the Treaty of Waitangi, Te Reo Maori and tikanga Maori; and how they impact on the work context  
  o Demonstrates Te Rangatiratanga: Maintains relationships that are Mana enhancing, self-determining, respectful, mindful of cultural uniqueness, and acknowledge cultural identity  
  o Demonstrates Te Whānaungatanga: Engages in practice that is culturally sustaining, strengthens relationships, is mutually contributing and connecting and encourages warmth  
  o Participates comfortably in appropriate cultural practices when with stakeholders  
  o Draws on stakeholders’ own cultural resources and support frameworks and seeks expertise when required  
  o Works respectfully and inclusively with diversity and difference  
  o Demonstrates sufficient self-awareness and is able to critically reflect on one’s personal values, cultures, knowledge and beliefs to manage the influences of personal biases when working | E    |
| Integrity & Self-Awareness | • A person with this competency acts with honesty and maturity.                                                                                                                                              | P    |
Representing the Organisation

- Communicates in a professional manner which is a consistent, positive reflection on the organisation.
  - Communicates in a manner that is consistent with organisational values
  - Demonstrates knowledge about the organisation
  - Portrays a professional image
  - Communicates in a manner that reflects positively on the organisation

Taking Responsibility

- Is motivated to achieve what is expected and strives for learning, results and goal achievement.

Qualification & Experience

*What is the typical background required to competently perform the responsibilities of the job? (including technical skills and qualifications)*

<table>
<thead>
<tr>
<th>Requirement</th>
<th>Essential</th>
<th>Preferred</th>
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<tbody>
<tr>
<td>Education</td>
<td>• Tertiary qualification or equivalent experience relevant to Foundation North</td>
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<tr>
<td>Experience</td>
<td>• Experience in Māori leadership role</td>
<td>• Experience in the not for profit and/or philanthropic sector</td>
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<td></td>
<td>• Experience in leading/supporting Māori-led or Māori focused community organisations</td>
<td>• Experience in the sectors Foundation North works with</td>
</tr>
<tr>
<td></td>
<td>• Experience operating as part of an Executive leadership team</td>
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<td></td>
<td>• Experience working in the public or not-for-profit sector</td>
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<tr>
<td>Technical/ Functional Expertise</td>
<td>• Deep knowledge of Tikanga Māori</td>
<td>• Fluency in Te Reo</td>
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<tr>
<td></td>
<td>• Extensive network of relationships with a wide range of sector stakeholders especially in Māori communities</td>
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<tr>
<td></td>
<td>• Proven leadership capability</td>
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<td></td>
<td>• Proven ability to influence effectively</td>
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<td></td>
<td>• Proven ability to lead and embed sustainable change</td>
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<td></td>
<td>• Knowledge of community sectors</td>
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<tr>
<td></td>
<td>• Relationship management</td>
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<tr>
<td></td>
<td>• IT and office skills including Word, Outlook, Excel and Internet</td>
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<tr>
<td></td>
<td>• Driver’s license</td>
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</tbody>
</table>
SECTION 4: KEY RELATIONSHIPS

People and organisations both inside and outside of the company that this position would be required to manage relationships with

<table>
<thead>
<tr>
<th>Internal</th>
<th>External</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Foundation North Staff</td>
<td>• Foundation North grantees and applicants</td>
</tr>
<tr>
<td>• Foundation North Trustees</td>
<td>• Iwi</td>
</tr>
<tr>
<td>• Centre for Social Impact (CSI)</td>
<td>• Community organisations</td>
</tr>
<tr>
<td></td>
<td>• Sector organisations</td>
</tr>
<tr>
<td></td>
<td>• Local and central government</td>
</tr>
<tr>
<td></td>
<td>• Other funders</td>
</tr>
</tbody>
</table>

Position in Organisation:

- CEO
- Strategy & Innovation Manager
- Strategic Manager - Pacific
- Pou Ārahi
- Community Funding Manager
- Chief Financial Officer