



Te Rūnanga o Ngāi Tahu

**Mō tātou, ā, mō kā uri ā muri ake nei
For us and our children after us**

Position Description

PROJECT MANAGER - ETS

This position description serves to provide an overview of the primary responsibilities inherent in this role. It also provides a summary of how this position collaborates with other roles within the Te Rūnanga Group. It is acknowledged that in order to remain current, regular amendments will be required. This is to be co-ordinated in association with the relevant Managers and the Group General Manager People and Performance.

This document will be supported by the development of a performance agreement which will be drafted by the incumbent in association with their Manager to provide clear goals and objectives, against which individual performance will be managed.



Te Rūnanga o Ngāi Tahu

Tihei mauriora!

Ngāi Tahu is the iwi comprised of Ngāi Tahu Whānui; that is, the collective of the individuals who descend from the five primary hapū of Ngāi Tahu, Ngati Mamoe and Waitaha, namely Kāti Kurī, Ngati Irakehu, Kāti Huirapa, Ngāi Tūāhuriri and Ngāi Te Ruahikihiki. Our defining link as Ngāi Tahu, through which we hold rangatiratanga over 80% of Te Waipounamu, is the ability to whakapapa back through this history and to link with our ancestors of the past. The following whakatauaākī (proverb) encapsulates our understanding of our place in Te Waipounamu and the guiding vision of our people in the 21st Century:

**Puritia tāwhia kia ita
Te mana tīpuna
Te mana whenua
Te mana tāngata.**

*Hold fast and firm
To my inherited authority
To my right to this land
To my freedom and right to self determination.*

Te Rūnanga o Ngāi Tahu was created by statute as the governing body and representative for all purposes of Ngāi Tahu Whānui, and to receive and manage Settlement assets on the iwi's behalf. The primary purpose of Te Rūnanga is to ensure that the benefits of the Settlement are enjoyed by Ngāi Tahu Whānui now and in the future, to enable Ngāi Tahu Whānui to create and control our individual and collective destinies. The vision of Te Rūnanga is expressed in the following tribal whakatauaākī:

**Mō tātou, ā, mō kā uri ā muri ake nei
For us and our children after us.**

The Office of Te Rūnanga is a servant of our tribal institutions, and exists to support Te Rūnanga in fulfilling the tribal vision and to deliver core services to our tribal members and our communities. The Office carries the responsibility to learn from the rich legacy inherited from our history and the visions laid out by our tīpuna so as to facilitate the realisation of our collective aspirations now and into the future. At this time in our collective history, the principal objective is to facilitate the re-establishment of the tribal footprint within Te Waipounamu and to strengthen the tribal heartbeat within our people. This is a duty which is undertaken with great care and is considered a privilege.



Te Rūnanga o Ngāi Tahu

Our actions are founded upon commitments to:

Whanaungatanga

Mā te tuakana e tika ai te teina, mā te teina e tika ai te tuakana
(Through relationships and respect we can find the way forward)

Manaakitanga

Whākana ki ō manuhiri i tō kāinga
(Mana is upheld through fulfilling roles and responsibilities)

Tohungatanga

Mā te mōhio ka mārama, mā te mārama ka mātau
(By discussion comes understanding, through understanding comes wisdom)

Kaitiakitanga

Kāi Tahu tītī ā-kai, tītī ā-manawa
(Kāi Tahu the gatherers of resources, resources of lasting endurance)

Tikanga

Aoraki matatū
(Holding firm to what defines Ngāi Tahu)

Rangatiratanga

Ko te amorangi ki mua, ko te hāpai ō ki muri
(For leadership there must be support)

We are part of the landscape and therefore have a responsibility to ensure its sustenance for this generation and for those to come, by enacting the following principles:



Te Rūnanga o Ngāi Tahu

We are part of the landscape and therefore have a responsibility to ensure its sustenance for this generation

and for those to come, by enacting the following principles:

Te Kawanata o Ngāi Tahu

The **Kaupapa Whakatūwhera** is that the House of Tahu is set up amongst us to nurture our people, to shelter our people, to serve our people. It is both the symbol of our identity as Ngāi Tahu Whānui and the Whare Whataraki of that which we together own.

The **Kaupapa Poutokomanawa** is the protection and growth of the pūtea.

The **Kaupapa Tāhuhu** is the accountability of those charged with the responsibility for the pūtea to our Papatipu Rūnanga, to our people and to our future generations.

The **Kaupapa Poutahu** is the principle that the assets of Ngāi Tahu will be managed separately from the bodies that spend and distribute the income earned from those assets.

The **Kaupapa Whakahuataka** is that all those entitled by whakapapa to the benefits of the House of Tahu shall be protected in their right to benefit.

The **Kaupapa Whakakotahi** is that the poupou of the House of Tahu are the Papatipu Rūnanga of our people each with their own mana and woven together with the tukutuku of our whakapapa. In them resides the tino rangatiratanga of Ngāi Tahu. Its collective voice is Te Rūnanga o Ngāi Tahu.



| | |
|---------------------------------------|--|
| Position Title: | Project Manager - ETS |
| Date: | March 2010 |
| Location: | Christchurch |
| Reporting to: | General Manager Strategy and Influence |
| Nature and Term of Employment: | Fixed-term, full time |

SECTION 1 - Position Summary

Ngāi Tahu has recently negotiated with the Crown, to the stage of an agreement in principle, two commercial opportunities to engage in regeneration and afforestation on Crown land. There is now a substantial work programme to reach a comprehensive agreement with the Crown. Any agreement and subsequent commercial venture must satisfy the cultural and commercial imperatives of Ngāi Tahu.

The Project Manager ETS will be responsible for leading the internal co-ordination of the Te Rūnanga Group (TRG) work programme on the regeneration/afforestation proposition. The initial emphasis will be on supporting TRG to reach a shared view on the strategic drivers for the proposition that fully and appropriately reflects tribal vision, values and commercial aspirations. On that basis, the incumbent will work collaboratively across the TRG to ensure that Ngāi Tahu is strategically positioned to maximise the two opportunities including; exploring capitalisation options, analysing and presenting recommendations on deal structure and preferred entity and reporting to the respective governance entities within the TRG. The role will also involve supporting relationship and negotiations with the Crown, other iwi and prospective partners. The final product of the role should be the development of a business case for the regeneration/afforestation venture.

SECTION 2 - Key Accountabilities

| Key Responsibilities | Activities |
|--------------------------------------|---|
| Business Development/Analysis | <ul style="list-style-type: none"> • Conduct analysis of prospective business models for regeneration/afforestation including value proposition of different species, carbon trading and related opportunities. • Analysis of capitalisation options and provide advice, in collaboration with professional advisors, on potential partnering and capitalisation options. • On direction and in collaboration, conduct explorative relationship development with prospective partners/investors. |



| | |
|--|---|
| <p>TRG Project Management</p> | <ul style="list-style-type: none"> • Collaborative facilitation of TRG project team members. • Production of agreed strategic drivers for regeneration/afforestation proposition. • Reporting to relevant persons across TRG, including governance entities. |
| <p>Policy Analysis</p> | <ul style="list-style-type: none"> • Maintain intimate knowledge of domestic ETS, climate change and carbon policy setting. • Provide high quality advice across TRG on policy matters related to commercial propositions. |
| <p>Negotiations Support</p> | <ul style="list-style-type: none"> • Support alignment between internal Ngāi Tahu work programme with parallel external streams with Iwi partners and the Crown. |
| <p>Te Rūnanga Group Relationship Management</p> | <ul style="list-style-type: none"> • To maintain constructive relationships across the Te Rūnanga Group to give effect to the various functions described above. |
| <p>Support General Manager Strategy and Influence</p> | <ul style="list-style-type: none"> • To complete tasks, as directed, to support the General Manager Strategy and Influence. |
| <p>Health & Safety</p> | <ul style="list-style-type: none"> • To participate in ensuring the consistent implementation the Te Rūnanga Group Health & Safety strategy, by ensuring the work environment is safe for staff and the public, and effective mechanisms are in place and adhered to which monitor Health & Safety compliance. |
| <p>Operational Leadership</p> | <ul style="list-style-type: none"> • To act as a role model communicating and gaining acceptance of the Te Rūnanga Group vision, goals and organisational values and giving effect to the Code of Conduct. • To enforce standards for managers and staff in their interactions with stakeholders and colleagues. • To support or participate in the implementation of post-completion reviews of major projects, programmes and initiatives. |
| <p>Operational Effectiveness</p> | <ul style="list-style-type: none"> • To ensure Te Rūnanga Group operational policies are implemented and monitored. • To ensure financial, capital and human resources within delegated authorities are managed in accordance with Te Rūnanga Group policies, procedures and delegations. • To ensure that the workplace is a safe environment through training, planning and ACC management. |



SECTION 3 - Key Relationships

| | |
|-------------------------------|---|
| Internal Relationships | <ul style="list-style-type: none">• General Manager Strategy and Influence.• Ngāi Tahu Holdings Corporation CE.• Ngāi Tahu Property CE.• All Te Rūnanga Group staff. |
| External Relationships | <ul style="list-style-type: none">• Papatipu Rūnanga.• Ngāi Tahu Whānui.• Te Rūnanga o Ngāi Tahu representatives.• Te Rūnanga o Ngāi Tahu professional advisors and contractors.• Local and central government. |

SECTION 4 - Person Specification

Skill/Knowledge

- Advanced skills in business analysis.
- Intimate knowledge of commercial opportunities in the context of climate change.
- Understanding of forestry and carbon trading.
- level of commercial acumen and understanding.
- Affinity with the commercial drivers and opportunities.
- Efficient time management and organisational competencies.
- Understanding of political aspirations of Ngāi Tahu.
- Familiarity with the political work programmes of the Te Rūnanga Group.
- Knowledge of Ngāi Tahu tribal structures, relationships and processes.
- Familiarity with the Treaty of Waitangi and its application to the work of Te Rūnanga o Ngāi Tahu.
- An ability to work with Ngāi Tahu whānau, hapū and iwi.

Experience

- Strong as a business analyst.
- Strong experience conducting policy analysis.
- Strong awareness of and affinity for the needs and aspirations of Ngāi Tahu Whānui.
- Strong background and familiarity with marae protocol and tikanga.

Qualifications

- Relevant undergraduate tertiary qualification.

Behavioural Competencies

- **Self-Awareness**

The ability to recognise and understand your moods, emotions and drives, as well as their effect on others.

- Self-confidence.



- Realistic appraisal of strengths and limitations.
- Self-deprecating sense of humor.
- **Self-Management**

The ability to control or redirect disruptive impulses and moods.
The propensity to suspend judgment – to think before acting.

 - Trustworthiness and integrity.
 - Comfort with ambiguity.
 - Conscientiousness.
- **Motivation/Striving**

A passion to work for reasons that go beyond money or status.
A propensity to pursue goals with energy and persistence.

 - Dedication to the service of iwi members.
 - Strong drive to achieve, to learn, to grow.
 - Optimism and tenacity even in the face of setback or resistance.
 - Readiness to seize opportunities.
- **Empathy, Humility and Grace**

The ability to understand the emotional makeup of other people.
Skill in treating people according to their emotional reactions.
Capacity to constructively navigate organisation politics.

 - Expertise in building and retaining talent.
 - Cross-cultural sensitivity.
 - Service to iwi members.
 - Diplomacy.
- **Social Skill**

Proficiency in managing relationship and building networks.
An ability to find common ground and build rapport.

 - Capacity to de-escalate conflict and promote agreement.
 - Effectiveness in leading change.
 - Expertise in promoting co-operation and building teams.