



## Position Description

<b>Title:</b>	Director Māori Agribusiness
<b>Business Unit:</b>	Māori Partnerships & Investment (MP&I)
<b>Reports to:</b>	Deputy Director-General Māori Partnerships & Investment
<b>Location:</b>	Wellington
<b>Direct Reports:</b>	5-7
<b>Approved by:</b>	Deputy Director-General Māori Partnerships & Investment
<b>Date:</b>	February 2026

### Let us introduce ourselves

#### *Ko wai mātou*

##### [New Zealand Public Service Commission](#)

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

##### [Ministry for Primary Industries \(MPI\)](#)

The Ministry for Primary Industries works to safeguard New Zealanders' way of life well in the future. To ensure this, we have a vision where New Zealand will be the world's most trusted provider of high-value food and fibre products. Our organisational strategy sets the direction we need to take to achieve this vision and ensure the success of the food and primary industries for the benefit of all New Zealanders. For more information on our current strategy, see [Our Strategy](#).

As we deliver on our key outcomes of Prosperity (Tōnuitanga), Sustainability (Kauneke Tauwhiro), Protection (Whakangungu), and Visible Leadership (Ngā Manukura), we work hard to deliver for New Zealand. Using our key working styles, we always strive to be open, agile, engaging and proactive.

### Our commitment to Diversity and Inclusion

#### *To mātou kaingākau mo ngā rerekētanga me te tāpititanga*

At MPI we *respect* the individual and want everyone to feel they can bring their whole selves to work every day. For more information on what Diversity and Inclusion looks and feels like at MPI, refer to - [Our Diversity and Inclusion](#)

### What is the purpose of this position?

#### *Te whaingā poto o tēnei tūranga*

The Director Māori Agribusiness, Māori Agribusiness, is a member of the MP&I Team (LT) which is accountable for:

- Leading and managing the overall performance of MAB to deliver its work programme.

- Leading and driving the overall strategic direction of MP&I.

The Director Māori Agribusiness is accountable for the performance of the Māori Agribusiness Directorate and so is also accountable for:

- Ensuring that MPI strategy and policy is informed and influenced by information and analysis on Māori related issues.
- Contributing to the identification and implementation of viable primary sector economic development opportunities through the provision of information, intelligence and advice on issues specific to Māori.
- Leading the Ministry for Primary Industries' (MPI) engagement and relationships with some relevant Māori fora and initiatives and ensuring that strong and constructive relationships are developed and maintained that lead to improved Māori primary sector productivity.
- Proactive provision of advice and information to the Deputy Director-General (DDG) and MPI Senior Leadership Team (SLT) on the impact of primary sector initiatives and programmes on Māori and the impact and contribution that Māori can and are making to the primary sector.

All Directors are accountable for overall MP&I performance as much as the performance of their assigned directorate.

## **What will you be doing?**

### ***Ngā kawenga mahi***

Work collaboratively with other MPI directorates to ensure that the identification and development and realisation of primary sector opportunities is informed by an understanding of Māori and support the further development of these initiatives through the provision of advice, intelligence and information.

Ensure that MPI is well connected and engaged with Māori stakeholders in order that MPI's work is informed by reliable and robust intelligence and information and that MPI really understands the needs of Māori, the impact of its work on Māori and the impact that Māori has and will have on the primary sector.

Ensure that MPI's strategy and policies are informed by an understanding of Māori issues. Provide support and advice to teams and directorates to enable the development and implementation of appropriate policies and processes.

Lead the collaboration with other MPI directorates, government agencies, industry and Māori to bridge the gap from strategy to implementation and provide subject matter expertise on sector wide initiatives taking account of input from, and possible impacts on, Māori.

Oversee the implementation of specific priority initiatives aimed at supporting Māori to increase the sustainable use of their primary sector assets, representing MPI and Government positions and actively engaging with relevant external stakeholders, especially at strategic or sector-wide level.

Support the organisation to realise the opportunities partnering with Māori provide. Growing MPI's understanding of kaitiakitanga and mātauranga Māori to support sustainable primary sector growth and New Zealand's economic prosperity.

Lead the development of the directorate's work programme, ensuring that it fits with and supports MPI's strategy and business plan and that it is effectively connected through work programmes to other areas MP&I is responsible for and include join up at regional level.

Connect to other areas MP&I is responsible for through the work programme and strengthen connections at a regional level.

Ensure the development and maintenance of a framework for monitoring and reporting of the directorate's work programme in order that real time performance information is available and the

impact of MPI's investment and their impact can be quantified. Ensure that this information along with other intelligence and data, e.g. evaluative material, is used to inform the directorate's work programmes, policy and practice.

Ensure that the directorate works collaboratively with the Māori Partnerships & Capability directorate within MP&I and across the wider MPI in order that an integrated and joined-up approach is adopted to primary sector economic development and that stakeholders and customers find it easy to do business with MPI.

Contribute to the overall organisational leadership and management of MPI through active participation and contribution to relevant MPI forums and initiatives. Develop and maintain collaborative working with other individuals and groups within MPI.

Develop and maintain robust and collaborative working relationships across the branch in order that resources and information are deployed effectively on branch priorities and customers of a branch find it easy to do business. Support the MP&I operating model which involves staff forming project teams across different directorates in the business unit and working collaboratively with each other.

Provide leadership and management to all staff within the function by providing a clear vision and expectations ensuring that robust processes for communication, performance management and learning and development are effectively implemented.

Ensure the capability of the directorate is maintained and developed by ensuring individual performance is managed, development needs are identified and appropriate development opportunities are provided.

Ensure the implementation of regular group and individual communication within the directorate in order that all team members have timely access to information which will ensure they can work effectively and are engaged team members.

Ensure that all resources within the function are managed efficiently and effectively through the effective implementation and adherence to organisational policies and procedures, e.g. financial management, recruitment and selection, health and safety.

Support and have accountability for Team Engagement through:

- Leading the team engagement action planning process;
- Ensuring staff have tools appropriate to do their work, within organisational constraints;
- Ensuring staff are aware of what is expected of them through regular performance conversations and informal catch ups;
- Providing effective, constructive and timely updates, recognition and feedback to team members.

### **Team management**

- Provide leadership and management to all staff within the function by ensuring robust processes for communication, engagement, learning and development and performance management are implemented.
- Manage all resources and outcomes within the function through the effective implementation of organisational processes and procedures (e.g., health and safety, recruitment, financial, planning, monitoring and measuring, reporting).

**General**

**Ngā korero Whānui**

Respond to the changing needs of the Ministry for Primary Industries (MPI), performing other tasks as reasonably required.

Participate in responses (using The New Zealand Coordinated Incident Management System) if required and support others to participate in response as required.

Maintain a strict sense of professional ethics, maintain confidentiality and privacy, and abide by MPI's Code of Conduct.

Maintain oversight of HSW training and competency and actively support the continuous improvement of HSW processes, knowledge, and culture in your area of responsibility.

Ensure health and safety performance of your teams/area and contractors is monitored and reported. Proactively identify and review HSW critical risks, apply risk management methodology and controls in your area.

Support worker engagement, participation, and representation in HSW in your area. Strengthen MPI's safety reputation with industry partners.

*This position description is not intended to be an exhaustive list of tasks, but to act as guide as to the main duties and responsibilities of the position. Its content will be subject to regular review in conjunction with the job holder.*

**Who would you be working with?**

**Ko wai ō hoa mahi?**

Internal	Nature of the relationship
Deputy Director General Māori Partnerships & Investment	<ul style="list-style-type: none"> <li>• Provide leadership, advice and guidance on the delivery of strategies, based on organisational priorities and operating context.</li> <li>• Provide information on process, implementation of work programmes, and the development and management of systems and people capability in the Directorate.</li> </ul>
Direct Reports	<ul style="list-style-type: none"> <li>• Set and demonstrate the desired culture and behaviours expected.</li> <li>• Communicate, motivate, direct, and provide advice in line with MPI's strategic direction and the branch's outcomes to ensure outcomes are understood and direct reports engaged.</li> <li>• Manage performance by providing appropriate and ongoing direction, development opportunities, guidance, feedback and allocation of work.</li> <li>• Seek advice on risks and opportunities that affect the delivery of MPI's outcomes.</li> </ul>
Business Unit Leadership Team	<ul style="list-style-type: none"> <li>• Communicate and consult on leadership and management strategies for functions.</li> <li>• Provide advice on risks and opportunities that affect the resilience of primary industry systems and actively contribute to the formulation and presentation of options for strategic leadership decision-making.</li> <li>• Provide leadership, share information, co-ordinate business and work plans, contribute to the development and implementation of strategy and delivery of core services.</li> </ul>

	<ul style="list-style-type: none"> <li>• Influence and persuade people to obtain agreement where there are conflicting interests.</li> <li>• Provide guidance on strategy, initiatives across MPI, government direction and support for organisational culture.</li> </ul>
Other Directors and groups within MPI	<ul style="list-style-type: none"> <li>• Collaborate with MP&amp;I priorities with the Director and Māori Partnerships &amp; Capability directorate</li> <li>• Collaborate on organisational programmes by sharing information and providing appropriate resources in support of programme delivery.</li> <li>• Collaborate to deliver effective and efficient outcomes affecting the biosecurity, food, trade and primary production systems.</li> </ul>
MPI People & Capability	<ul style="list-style-type: none"> <li>• Collaborate on health and safety, recruitment and induction, delegations, HRIS and other human resource requirements.</li> </ul>
MPI Staff	<ul style="list-style-type: none"> <li>• Provide education and information relating to MPI, directorate and group activities.</li> <li>• Lead and motivate staff to meet <i>objectives</i>.</li> </ul>

External	Nature of the relationship
Ministers	Informing, Persuading
Other Government departments, agencies and local authorities	Informing, Persuading, Collaboration
Iwi and community groups	Informing, Persuading, Collaboration
Fund users, Research providers, sector leaders. Other Industry groups	Informing, Persuading

**Dimensions of the position**  
**Ngā ahuatanga o tēnei turanga**

<b>Number of direct reports</b>	4-6
<b>Total number of staff within area of responsibility</b>	25-30 FTE (whole directorate)

**FINANCIAL RESPONSIBILITY**

<b>MPI operating expenditure</b>	<i>By agreement with your manager and in accordance with the annual budget.</i>
<b>Non-departmental expenditure</b>	<i>By agreement with your manager and in accordance with the annual budget.</i>
<b>Capital expenditure</b>	<i>By agreement with your manager and in accordance with the annual budget.</i>

**FREEDOM TO ACT**

The authority to exercise Human Resource Delegations of Authority for level 3 managerial positions as detailed in the Human Resource Delegations of Authority.

The ability to incur financial costs for level 3 managerial positions, as detailed in the Financial Delegations of Authority.

Non-Departmental Financial delegations (as approved by the Minister from time to time for specific programmes).

Expenditure within approved budget and delegated authority.  
 Planning, prioritising and deploying all resources within their defined area of responsibility.

**PRE-EMPLOYMENT CHECK**

<p>To fulfil the requirement of this position, the following pre-employment checks are required:</p>	<p>New Zealand criminal conviction history check (Ministry of Justice)</p>
--	--

**SECURITY CLEARANCE**

<p>To fulfil the requirement of this position security clearance to the following classification level is required:</p>	<p>Confidential</p>
---	---------------------

**Who are we looking for?**  
*Ko te tangata mo tēnei tūranga?*

<p><b>Qualifications</b></p>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• A tertiary qualification (or relevant experience).</li> </ul>
<p><b>Experience and knowledge</b></p>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Well-developed understanding and experience of Māori issues and how these impact on the primary sector.</li> <li>• In-depth knowledge and understanding of policies relating to MPI, Treaty Principles, the Crown’s obligations to Māori under the Treaty of Waitangi and other statutes as they relate to natural resources.</li> <li>• Significant experience of engaging and working constructively with Māori and other stakeholders</li> <li>• Experience of contributing to strategy and policy development</li> <li>• A strong track record of achievement of results.</li> <li>• Experience in leading change.</li> <li>• Experience in building and managing effective high-performing teams including coaching and mentoring staff.</li> <li>• Experience in relationship management, including building effective networks, both internally and externally.</li> </ul> <p><b>Desired</b></p> <ul style="list-style-type: none"> <li>• Thorough knowledge of the economy, primary sector, export opportunities, New Zealand resources.</li> <li>• Previous track record of successful strategic leadership and management.</li> <li>• Demonstrated ability to maintain a clear focus on long term goals. Experience in a business/senior management role.</li> <li>• Thorough knowledge of relevant New Zealand legislative, legal and Government policy/practices law and its operation and administration.</li> <li>• Previous experience working effectively with Ministers, select committees and an understanding of the machinery of government.</li> </ul>
<p><b>Skills</b></p>	<p><b>Essential</b></p> <ul style="list-style-type: none"> <li>• Ability to quickly grasp and communicate complex issues and find innovative solutions.</li> <li>• Robust written and verbal communication skills including skills in presenting to small and large groups</li> <li>• Effective negotiating and influencing skills</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to establish and maintain effective working relationships with internal and external stakeholders and government agencies.</li> <li>• Leadership and management skills</li> <li>• Coaching and mentoring skills.</li> <li>• Sound writing and computer literacy skills.</li> <li>• Ability to think laterally.</li> </ul>
--	--

## Capabilities

### Ngā taumata mātou

COMMON CAPABILITIES – expected in all MPI roles	
<b>Engaging</b> <i>Te Whai Wāhitanga</i>	<ul style="list-style-type: none"> <li>• Connects with others</li> <li>• Listens</li> <li>• Reads people and situations</li> <li>• Interacts appropriately in different situational / social / cultural settings</li> <li>• Communicates tactfully</li> </ul>
<b>Honest and Courageous</b> <i>He Pono, He Māia</i>	<ul style="list-style-type: none"> <li>• Shows courage</li> <li>• Shows decisiveness</li> <li>• Acts with integrity</li> </ul>
<b>Resilient</b> <i>He Manawaroa</i>	<ul style="list-style-type: none"> <li>• Is adaptable</li> <li>• Remains effective under pressure</li> <li>• Demonstrates composure</li> </ul>
<b>Results Focus</b> <i>He Aro ki ngā Hua</i>	<ul style="list-style-type: none"> <li>• Committed and tenacious</li> <li>• Focused on achieving</li> </ul>
<b>Self-Aware Learner</b> <i>He Ākonga Kiri Mōhio</i>	<ul style="list-style-type: none"> <li>• Seeks feedback on own performance</li> <li>• Self-assesses</li> <li>• Adapts approach</li> <li>• Shows commitment to development</li> </ul>

LEADERSHIP – LEVEL 3	
Category	Capabilities
<b>Talent management</b>	<p><b>Manages Individual Performance (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Holds managers accountable for achieving required outcomes and meeting their assigned responsibilities, while also giving them appropriate autonomy.</li> </ul> <p><b>Develops People (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Stretches others' aspirations and horizons - uses feedback, coaching and development experiences to help others expand their view of their abilities and potential.</li> </ul> <p><b>Builds Team Performance (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• When managing managers, cultivates and strengthens a sense of shared leadership and contribution to performance and direction of the whole group.</li> </ul>
<b>Delivery management</b>	<p><b>Plans and Organises (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Demonstrates planning and organising skills in large and complex projects / situations involving many people and groups in a medium-long time frame with significant resource challenges</li> </ul> <p><b>Achieves through others (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Is comfortable not having the technical expertise and depth of experience that those who work for them may require</li> </ul>

<b>LEADERSHIP – LEVEL 3</b>	
	<ul style="list-style-type: none"> <li>• When managing managers, uses systems / processes / reports to track and ensure that work and people management responsibilities are being met within each team and sub-team</li> </ul>
<b>Collaborative Leadership</b>	<p><b>Works Collaboratively (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Demonstrates collaboration at an organisational / sector level</li> <li>• Fosters collaboration across groups and/or the organisation</li> </ul>
<b>Strategic leadership</b>	<p><b>Strategic (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Develops / implements strategy (extends the organisation’s strategic objectives and vision, and/or finds ways to realise them within the context of one’s role).</li> <li>• Engages others to do the same (involves others in thinking broadly about the future, clarifying direction and committing to moving forward).</li> <li>• Demonstrates strategic skills at an organisational / sector level.</li> </ul> <p><b>Communicates with Impact (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Demonstrates 'presence' - others listen to and respect what is said, even if not agreeing;</li> <li>• Gains active participation and/or support for initiatives, from senior leaders, staff, and other relevant senior stakeholders;</li> <li>• Communicates clearly with a very wide range of audiences, such as community stakeholders, organisation senior leaders, senior external stakeholders, and staff.</li> </ul> <p><b>Customer and Stakeholder Connection (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Demonstrates extensive understanding of different stakeholder perspectives in complex, external sector settings, and an ability to relate to, and consult effectively with such stakeholders.</li> </ul>
<b>System leadership</b>	<p><b>Organisational / Political Nous (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Establishes self as a trusted senior adviser to sector / government leaders;</li> <li>• Proactively informs and provides frank advice on sensitive issues;</li> <li>• Guides others in dealing with ambiguous / sensitive situations.</li> </ul> <p><b>Judgement and Decision-Making (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Demonstrates astute judgement and decision-making in senior roles and high-stake situations</li> </ul> <p><b>Innovation and Improvement (Advanced Level)</b></p> <ul style="list-style-type: none"> <li>• Demonstrates ability to lead, invest in, and foster improvements and innovation across organisation or sector.</li> </ul>
<b>Commercial and Financial Management</b>	<p><b>Industry Awareness</b></p> <ul style="list-style-type: none"> <li>• Relates to industry</li> <li>• Shows commercial nous</li> </ul>

<b>RESPONSE GOVERNANCE CAPABILITIES</b> – for DDGs / Directors likely to be involved in Response Governance	
<b>Decision Making</b>	Uses sound judgement to make timely and effective decisions

<b>Driving Strategy</b>	Directs effort to achieve long term business objectives
<b>Dealing With Ambiguity</b>	Comfortably handles unclear or unpredictable situations
<b>Handling Pressure</b>	Remains calm, composed and focussed on the work in ongoing high-pressure situations

<b>RESPONSE CONTROLLER CAPABILITIES</b>	
<b>– for Directors / Tier 4 managers likely to be Controllers in a Response</b>	
<b>Leading Others</b>	Demonstrates general leadership ability and effectiveness
<b>Decision Making</b>	Uses sound judgement to make timely and effective decisions
<b>Anticipating Problems</b>	Forecasts and detects errors, gaps and potential flaws
<b>Dealing With Ambiguity</b>	Comfortably handles unclear or unpredictable situations
<b>Handling Pressure</b>	Remains calm, composed and focussed on the work in ongoing high-pressure situations