



# Job Description

Job Title:	Māori Capability Lead
Division:	People and Capability (P&C)
Reports to:	Manager, People and Capability Strategy
Location:	Wellington
Date:	March 2026

## About Us

### The Treasury – Te Tai Ōhanga

At the Treasury – Te Tai Ōhanga, we're focused on securing a better future for Aotearoa New Zealand and the people who call it home. As the Government's lead economic and financial advisor, we work to lift living standards now and for generations to come. We want Aotearoa to be prosperous, and for that prosperity to be sustainable and inclusive so all New Zealanders can take part in a healthy and resilient economy and society.

Our talented people bring their diverse experience to some of the country's most complex and interconnected issues, including child wellbeing, climate change, health, housing and sustainable public financing. Every day, they influence, advise, and support Ministers, Crown Chief Executives and Government decision-makers to shape a thriving future for Aotearoa.

### Enabling Services Group

#### Our Vision

Empowering the Treasury's vision through trusted partnerships and seamless, value-driven services. Acting as a strategic partner, Enabling Services delivers an agile, digitally focused and integrated customer experience that enhances decision-making, strengthens resilience and drives public value.

#### Our Role

Enabling Services brings together the core functions that help the Treasury work smoothly and effectively every day. We ensure the organisation has the systems, people practices, technology, workplaces and governance it needs to operate well, engages effectively with Ministers and stakeholders, and uphold an open and transparent Treasury. We help the organisation plan, prioritise and deliver its strategic objectives through integrated business planning, performance reporting and risk management. Working alongside business groups, we lift capability, strengthen systems and support continuous improvement across the organisation.

Under the Central Agencies Shared Services agreement, some Enabling Services functions provide shared services to other agencies to support more efficient and effective government.

## About the Role

The Māori Capability Lead shapes and guides the organisation's Māori capability as a critical enabler of leadership effectiveness, organisational culture, and workforce performance. The role provides senior strategic advice and system stewardship to ensure Māori capability is embedded across people and organisational practices, supporting Te Tai Ōhanga to meet its strategic priorities, uphold Te Tiriti o Waitangi obligations, and strengthen the Crown–Māori relationship.

## Role Details

### Key accountabilities

#### Strategic Delivery and Performance

##### Role specific:

- Lead and steward the organisation-wide Māori capability strategy and related plans, ensuring approaches are grounded in Te Ao Māori, appropriately designed for staff engagement, and embedded across the workforce and leadership system.
- Provide strategic advice to the Chief Executive, ELT, and senior leaders on Māori capability obligations, progress, risks, and opportunities, including responsibilities under the Public Service Act 2020 and Te Tiriti o Waitangi.
- Ensure Māori capability is integrated into core people, leadership, and organisational development frameworks, policies, and practices rather than delivered as standalone initiatives.
- Set the strategic direction, priorities, and design principles for Māori capability initiatives to ensure investment is focused on long-term organisational maturity and impact.
- Assure the effectiveness, cultural integrity, and impact of Māori capability approaches through clear outcomes, evaluation, and continuous improvement using a Te Ao Māori lens.
- Act as the organisation's senior Māori capability thought leader by translating external evidence-based practice, policy, and sector insights into strategic organisational advice and direction.
- Build organisational and leadership ownership of Māori capability by lifting expectations, confidence, and accountability across leaders and teams.
- Strengthen organisational capability by enabling People and Capability to embed Māori capability confidently and consistently in their work.
- Steward high-trust strategic relationships with key internal and external partners to advance shared Māori capability outcomes and system alignment.
- Identify and manage strategic Māori capability risks and dependencies to uphold tikanga, mātauranga Māori, organisational credibility, and long-term sustainability.
- Lead and assist with tikanga and the success of for Ngā Mokopuna a Tāne at the heart of Te Tai Ōhanga.
- Support induction of our new starters e.g. leading and organising pōwhiri, and orientation sessions, as required.

### **All leadership roles:**

- Lead delivery of high-quality comprehensive, cohesive, impactful advice that informs organisational decision making and drives the implementation of measurable outcomes that strengthens organisational performance, productivity, and capability.
- Provide robust intellectual and strategic leadership, setting the direction for services that enable the Treasury to respond effectively to the Government's evolving priorities.
- Ensure robust quality assurance processes are in place so outputs meet agreed standards and deadlines.
- Champion change initiatives fostering an environment of adaptability and improvement.

### **Team and People Leadership**

- Coach and mentor colleagues and junior employees to support their development, transfer expertise and help build a high-performance culture.
- Provide people leadership when delivering projects or strategic initiatives, ensuring clear direction, strong collaboration, and high-quality outcomes.
- Lead and contribute to internal and external learning and development events, where required.
- Support the Manager in team leadership and direction-setting; support the Deputy Secretary in driving the Groups outcomes for the Treasury.
- Role model the Treasury's leadership values, demonstrating agility, resilience, and adaptability in a changing environment.

### **Cross-Treasury Collaboration**

- Collaborate across Enabling Services to ensure an integrated approach to delivering the wider work programme, aligned with organisational priorities
- Foster effective collaboration and inclusivity by promoting innovative approaches to cross-team and -Treasury engagement, while ensuring the delivery of high-quality work that meet business and customer needs.
- Demonstrate and promote behaviours that align with Treasury's high-performance culture and values.
- Actively identify and address capability gaps and organisational risks through proactive engagement.

### **Trusted Partner and Customer Services**

- Develop and maintain effective relationships with internal and external stakeholders e.g. Te Arawhiti, Public Services Commission (Te Kawa Mataaho).
- Build and maintain a strong connection with Mana Whenua - Taranaki Whanui and provide support as required).
- Proactively engage with stakeholders to understand their needs and use insights to improve outcomes and enhance the customer experience.
- Implement tools to measure customer satisfaction, using insights to drive service improvements and develop the team.
- Actively engage in professional networks to stay ahead of emerging trends and evidence-based practice in relevant subject areas.

## Key relationships

- **Internal:** Manager and the People and Capability Strategy Team, P&C Leadership Team, Senior Leaders (Chief Executive, T2 & T3 Leaders) and Managers, Poutiaki – Director Te Ao Māori, Senior Capability Advisor, wider P&C Division and Staff across the organisation.
- **External:** Te Arawhiti, Public Services Commission (Te Kawa Mataaho), Mana Whenua - Taranaki Whanui

## Qualifications, skills and experience

- Fluency in te reo Māori me ōna tikanga, with extensive experience applying tikanga Māori and mātauranga Māori in complex organisational and leadership contexts.
- Demonstrated experience leading and influencing complex initiatives or work programmes that deliver sustained organisational or system-level capability change.
- Proven ability to engage with confidence, credibility, and cultural intelligence within te ao Māori and across diverse cultural frameworks, including navigating complexity, ambiguity, and differing worldviews.
- Strong track record of building, stewarding, and sustaining effective relationships with senior leaders and a wide range of internal and external stakeholders.
- Highly developed written and verbal communication skills, with the ability to provide clear, persuasive, and trusted advice at senior leadership level.
- Demonstrated ability to operate strategically in complex environments, including setting priorities, managing competing demands, and exercising sound judgement.
- Clear understanding of, and demonstrated commitment to, the principles of Te Tiriti o Waitangi and their practical application within a public service context.
- Relevant tertiary qualification (e.g. Te Ao Māori, te reo Māori, Human Resources) or equivalent depth of professional experience.

## Additional Information

### Requirements for the Role

Must have the ability to meet the criteria required to hold a New Zealand Government security clearance.

### Our Values

- **Making a Difference - Kia Pono** - Our place at the heart of New Zealand's economic and financial tides provides a unique perspective and opportunity to influence, lead and serve. We apply our experience, skills and judgement and, with integrity, create high- quality, sustainable solutions on the big issues for New Zealand.
- **Enhancing Mana - Kia Whakamana** - Our strength lies in the way we respect, empower, and connect with others. We are self-aware, open, and inclusive which ensures everyone can contribute and succeed. We inspire others with our enthusiasm and aspirations.
- **Achieving Together - Kia Hono** - Our success rests on the way we work and achieve results together, both with those inside and outside Te Tai Ōhanga. Curious, bold and resourceful, we build on the foresight, courage, and commitment of those who served before us.

## **The Role of the Public Service**

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. To find out more: (<https://www.publicservice.govt.nz/about-us>).

## **Changes to Position Descriptions**

Positions in the Treasury may change over time as the organisation evolves and priorities change. Responsibilities for this position may change and the manager of this position may initiate such change as necessary.