TE RAU ORA

POSITION DESCRIPTION | TE WHAKAATURANGA MAHI

NGĀ TAIPITOPITO TŪRANGA | Position Details

Position Title	**Director of People and Culture** **Pouārahi Kiriwhanake**
Business Unit	Office of the Chief Executive
Reports to	Chief Executive
Location	Hamilton
Position Type	Permanent, full-time
Date	Version 1: October 2026

KO TŌNA IHO | Purpose

The Director of People and Culture provides organisation-wide leadership of Te Rau Ora's People and Culture function and stewardship of a deliberately bounded portfolio of corporate services. As the Chief Executive's principal people adviser, the Director translates organisational strategy and kaupapa into integrated workforce priorities, employment settings, organisational and workforce capability, leadership, culture, change and effective people operations.

The role combines strategic leadership with operational capability. It ensures leaders and kaimahi receive timely, accurate and practical support across the employee lifecycle and that People and Culture strategy, systems, policies and practices reflect Te Rau Ora's kaupapa Māori foundations and contribute to Māori health and wellbeing.

As a senior leader within a kaupapa Māori organisation, the Director is required from commencement to demonstrate competence in te reo Māori, practical experience applying tikanga Māori, working and applied knowledge of Te Tiriti o Waitangi in workplace and organisational settings, and prior professional experience working within a kaupapa Māori organisation or comparable kaupapa Māori environment. These are essential requirements of the position and integral to how the Director leads and performs all accountabilities.

The role provides stewardship and integration of key corporate processes without transferring specialist statutory or technical accountability from designated Finance, IT, Legal, Privacy, Quality/Assurance, Health and Safety or other specialist roles.

Success is reflected in a capable and engaged workforce, trusted executive advice, culturally grounded leadership, fair and mana-enhancing employment practice, effective workforce and leadership

development, reliable people services and data, disciplined corporate processes, effective risk management and organisational practice that gives meaningful effect to Te Rau Ora's kaupapa, values and Te Tiriti responsibilities.

NGĀ WHAI HUA | Values

Our values are informed by ngā kōrero o ngā tīpuna and guide how the role leads, advises and serves:

Wairuatanga: In all interactions with whānau, partners and stakeholders, hiki wairua.	**Puāwaitanga:** Work collectively to enable people and kaupapa to flourish.
Manaakitanga: Cultivate a caring, mana-affirming culture that values whānau as taonga.	**Kotahitanga:** Nurture courageous, innovative and reciprocal approaches to common goals.
Kia Ngātahi Te Hoe: Paddle together as one to overcome challenges and reach the shared destination.	**Māia:** Lead with strength, confidence and integrity in Hauora Māori.

THE TOITŪ ACCORD | Māori Health Leadership

The Director demonstrates the ten markers of Māori leadership for health and wellness: committed to Māori health and wellness; accountable to Māori; informed by old and new knowledge; sustainable into the future; grounded in Te Ao Māori; consistent with Te Tiriti o Waitangi; connected and collaborative; strategic and innovative; aligned to global Indigenous priorities; and ready to promote policies and practices for Māori health and wellbeing.

The Director is expected to actively apply these markers through leadership practice, workforce strategy, organisational development, employment practice and organisational decision-making.

TAKE TŪRANGA | The Role

This is a senior functional leadership role. **People and Culture is the primary portfolio** and accounts for the clear majority of the role's authority, professional expertise, technical depth and work programme. Corporate services is a supporting stewardship and integration portfolio.

The Director carries organisation-wide responsibility for:

- People and Culture strategy;
- employment and industrial relations;
- organisational development and culture;
- strategic workforce planning and organisational design;
- workforce, leadership and professional capability;
- people policies, systems and services;

- remuneration and reward;
- organisational change;
- workforce risk;
- leadership of the People and Culture function; and
- stewardship and integration of agreed corporate processes.

NGĀ TAKOHANGA MATUA | Key Accountabilities

1. Strategic people and culture leadership

- Develop, implement and regularly review an organisation-wide People and Culture strategy, annual work programme, key performance indicators and measures of success aligned with Te Rau Ora's strategy, values and kaupapa.
- Ensure People and Culture strategy, workforce planning, organisational design, policies and systems reflect Te Rau Ora's kaupapa Māori foundations and give practical effect to Te Tiriti o Waitangi, tikanga Māori and Te Ao Māori within the workplace.
- Provide the Chief Executive and Leadership Team with evidence-based advice, options and expert commentary on workforce priorities, organisational capability, culture, workforce cost, risk and future requirements.
- Lead strategic workforce planning, organisation design and capability, succession and talent planning, leadership capability, engagement, wellbeing and employee-value-proposition initiatives.
- Maintain external and internal workforce insights, metrics and relevant benchmarking; use evidence to forecast requirements, test assumptions and evaluate the impact of interventions.
- Lead Te Rau Ora's remuneration approach, including framework and policy settings, role sizing, market positioning, internal relativities, annual review processes and reward advice.
- Prepare or contribute to proposals and business cases that identify strategic, financial, workforce, risk and implementation implications and demonstrate value for money.

2. Employment relations, risk and compliance

- Provide authoritative advice on complex employment relations, performance, conduct, medical incapacity, change, grievance, conflict, employment agreements and related workforce matters.
- Lead or oversee sensitive employment processes, ensuring good faith, procedural fairness, timely documentation, confidentiality and mana-enhancing practice.
- Apply tikanga Māori and kaupapa Māori approaches appropriately within employment-relations, consultation, conflict-resolution and restorative processes while maintaining procedural fairness and applicable New Zealand employment obligations.
- Ensure employment policies, processes and people practices appropriately give practical effect to Te Tiriti o Waitangi and Te Rau Ora's kaupapa, values and organisational responsibilities.
- Use te reo Māori appropriately within employment, engagement and relationship processes according to context and the needs of participants.
- Lead union and collective-employment relationships and bargaining where these apply, maintaining constructive engagement and clear organisational mandates.
- Maintain fit-for-purpose people policies, delegations, employment documentation, templates and case-management standards that reflect applicable New Zealand legislation and organisational requirements.
- Manage relationships with employment lawyers, mediators, investigators and other specialist advisers; escalate material legal, financial, safety or reputational risks promptly.
- Maintain audit-ready records and provide the Chief Executive and governing body with timely assurance reporting on material people risks, compliance obligations and agreed actions.

3. Organisational development, culture and change

- Lead organisational development initiatives that strengthen leadership, team effectiveness, accountability, cultural safety, inclusion and service delivery.
- Lead the development of an organisational culture grounded in Te Rau Ora's kaupapa, values, Te Ao Māori.
- Lead organisation-wide kaimahi professional and capability development, including leadership development, cultural capability, mentoring and supervision, internal learning and knowledge sharing.
- Embed te reo Māori, tikanga Māori, Te Ao Māori and kaupapa Māori practice appropriately within organisational development, leadership development, workforce capability and change initiatives.
- Design and support fair, well-planned organisational change processes, including consultation, implementation, redeployment, redundancy and transition support.
- Embed Te Rau Ora's values, Te Tiriti responsibilities, tikanga-informed practice and Toitū Accord markers through people systems, policies and leadership expectations.
- Develop practical frameworks for performance and development, recognition, capability building, career development and employee experience.
- Coach and mentor leaders to strengthen everyday people management, including recruitment, induction, feedback, performance, development, wellbeing and change.
- Facilitate constructive relationships and restorative approaches where appropriate, safe and consistent with employment obligations.

4. People and Culture Operations and service delivery

- Lead reliable end-to-end HR services across workforce establishment, recruitment, onboarding and induction, employment documentation, remuneration administration, performance and development cycles, leave, employee records, redeployment and exits.
- Ensure employee-lifecycle processes reflect Te Rau Ora's kaupapa Māori identity, values, tikanga Māori.
- Ensure recruitment and selection processes identify and appropriately assess cultural capabilities required for roles, including te reo Māori competence, tikanga Māori experience, applied Te Tiriti capability and kaupapa.
- Establish a clear service catalogue, service standards, performance measures, feedback channels, accountabilities and escalation pathways for HR advice and administration.
- Maintain strong alignment and workflow across the HR operating pipeline so services are timely, accurate, consistent and centred on the kaimahi experience.
- Ensure HR information, personnel records and reporting are accurate, secure, audit-ready and managed consistently with privacy, records-management and appropriate Māori data considerations.
- Oversee payroll inputs, approvals and employment-data interfaces while financial processing, payroll system ownership and statutory filing remain with the appropriate payroll specialist provider or accountable manager.
- Build manager self-service capability through practical guidance, templates, coaching and accessible policies; use service feedback and data to drive automation and continuous improvement.
- Ensure the HR team provides accurate workforce information and reports to the Chief Executive, leaders, kaimahi, unions and authorised agencies as required.

5. Corporate services stewardship and coordination

- Coordinate the annual organisational planning and reporting calendar, drawing information from accountable business owners and ensuring actions and deadlines are visible.
- Maintain an integrated register of operational risks, obligations, policies, contracts and assurance actions, while specialist risk ownership remains with the relevant accountable roles.
- Apply kaupapa Māori and tikanga-informed approaches to corporate-services stewardship where appropriate, ensuring organisational systems and processes support Te Rau Ora's kaupapa and ways of working.
- Coordinate business continuity planning, emergency management, critical-process documentation, exercises and follow-up actions.
- Oversee day-to-day facilities, office services, approved procurement coordination, supplier performance and corporate service standards within delegated authority.
- Support governance and leadership reporting on people and corporate operations, but do not assume company secretarial, independent assurance, statutory financial or specialist technology accountabilities unless formally delegated and separately evaluated.

6. Leadership, relationships and organisational contribution

- Lead, coach and develop direct reports; set clear objectives, delegate effectively and build team autonomy, professional capability, knowledge sharing and accountability.
- Demonstrate visible and credible senior leadership within a kaupapa Māori organisation through competent and appropriate use of te reo Māori, tikanga Māori and applied Te Tiriti practice.
- Role-model Te Rau Ora's kaupapa, values and tikanga Māori through leadership behaviour, decision-making, people practice and organisational relationships.
- Apply prior kaupapa Māori organisational experience to support leaders and kaimahi to operate effectively within Te Rau Ora's kaupapa, cultural expectations and ways of working.
- Promote and support the continued development of te reo Māori, tikanga Māori, Te Tiriti capability and kaupapa Māori leadership across direct reports and the wider organisation.
- Plan and allocate team resources so strategic projects and business-as-usual services are delivered within agreed priorities, cost, time and service expectations.
- Build trusted relationships with kaimahi, leaders, the Chief Executive, governance representatives, iwi, Māori organisations, funders, unions, professional advisers, suppliers and sector partners.
- Role-model sound judgement, confidentiality, accountability, continuous learning, constructive challenge and Te Rau Ora's values.
- Contribute as a senior leader to organisational priorities, decisions and projects beyond the immediate portfolio where consistent with the role's capability and delegations.
- Promote safe work practices, report hazards and incidents, and support Te Rau Ora's health, safety and wellbeing systems.
- Undertake other duties reasonably incidental to the role and within the position holder's capability, following appropriate consultation.

TE RAHINGA O TE TŪRANGA | Position Dimensions

People leadership	**Direct reports:** People & Culture Specialist | Matapopore Tāngata. Any additional direct reports and the wider team structure are to be confirmed. The role is expected to lead the HR function and may lead selected business-support roles.
Financial delegations	In accordance with the Te Rau Ora Delegated Authority Policy. No independent authority is implied by this position description.

HR delegations	As formally delegated by the Chief Executive and relevant policy.
Key internal relationships	Chief Executive; Leadership Team; people leaders; kaimahi; Finance; Quality, Risk and Assurance; programme and directorate leads; governance support.
Key external relationships	Employment counsel and specialist advisers; payroll/HRIS, IT, property and facilities providers; auditors and investigators; iwi, hapū, marae and Māori organisations; funders and sector partners.
Decision-making scope	Makes functional decisions within approved strategy, policy, budget and delegations. Escalates material legal, financial, safety, privacy, technology, reputation and governance matters to the accountable role

TĀTAI PŪMANAWA | Person Specifications – Essential Requirements

Experience	• Demonstrated competence in te reo Māori sufficient to operate confidently and appropriately within Te Rau Ora's workplace, senior leadership and engagement environments. • Demonstrated practical knowledge and application of tikanga Māori, including direct experience participating in and supporting tikanga Māori-driven organisational and people processes. • Demonstrated prior professional experience within a kaupapa Māori organisation, or an organisation where kaupapa Māori, tikanga Māori and Te Ao Māori are integral to organisational purpose, culture, leadership and practice. • At least 10 years' broad HR/People and Culture experience, including substantial experience at senior management or functional-lead level. • Demonstrated leadership of complex employment and industrial relations, organisational change, workforce planning, organisational development, remuneration and people-policy work. • Experience advising a Chief Executive, senior leadership team and, where required, a governing body on sensitive, contentious and high-risk matters. • Experience leading and developing a professional team and improving end-to-end HR services, systems, service standards, controls and reporting. • Experience using workforce data, metrics and external insights to support planning, performance assessment and executive decisions. • Experience preparing business cases or executive advice that addresses cost, resource use, risk, value and implementation.

	• Practical experience coordinating a bounded corporate-services portfolio, outsourced services or specialist suppliers. • Experience in kaupapa Māori, health, community, not-for-profit, public or similarly complex stakeholder environments is highly desirable.
Skills and knowledge	• Expert working knowledge of New Zealand employment relations, good-faith obligations, privacy, human rights, health and safety intersections and contemporary HR practice. • Strong strategic judgement, critical thinking, problem definition, options analysis and risk-based advice. • Advanced relationship, coaching, facilitation, negotiation, collective-bargaining, conflict-resolution and influencing capability. • Ability to translate strategy, legislation and evidence into practical policies, systems, manager tools and measurable work programmes. • Commercial and financial acumen sufficient to assess workforce cost, business cases, provider performance, return on investment, value for money and budget implications. • Strong data literacy, HRIS capability and proficiency with Microsoft 365, workflow and reporting tools. • Cultural capability and confidence working in Te Ao Māori contexts, with commitment to ongoing development in tikanga and te reo Māori. • Clear, concise and persuasive written and verbal communication, including executive and governance reporting.

Personal attributes	• Mana-enhancing and culturally grounded. • Trusted, discreet and courageous in giving free and frank advice. • Calm and fair under pressure, with strong professional boundaries. • Collaborative and practical, while maintaining accountability and follow-through. • Curious, improvement-focused and comfortable with ambiguity. • Politically astute without becoming political; understands when to decide, consult or escalate.
Qualifications	• A relevant bachelor's degree in Human Resources, employment relations, organisational psychology, law, business or a related discipline is required, or an equivalent combination of tertiary study and substantial senior-level experience. • A postgraduate qualification in a relevant field is desirable. • Professional membership of Human Resources New Zealand, or an equivalent recognised professional body, is desirable. • Training or recognised development in Te Tiriti o Waitangi, tikanga Māori, te reo Māori, mediation, employment investigation, change management or organisational development is desirable. • A current full New Zealand driver licence may be required where regular travel forms part of the role.

NGĀ INENGA ANGITU | Performance Expectations

- An approved People and Culture strategy, annual work programme, KPIs and workforce-risk profile are maintained, monitored and reported against.
- Complex employment and change matters are managed lawfully, fairly, promptly and in ways that protect mana, confidentiality and organisational interests.
- Leaders receive practical, trusted advice and demonstrate stronger confidence and consistency in people leadership.
- HR service standards, employee-lifecycle processes, data, records and reporting are accurate, timely, secure, audit-ready and continuously improved.

- Workforce planning, remuneration, capability and organisational-development decisions are supported by relevant evidence, financial analysis and clear implementation advice.
- Corporate-service accountabilities, provider performance, continuity arrangements and material operational risks are visible and actively managed.
- Direct reports have clear expectations, appropriate delegation and documented development priorities, and the team maintains effective cover for critical work.
- The role visibly models Te Rau Ora's values and strengthens culturally safe, collaborative and accountable ways of working.

HE KUPU WHAKAMĀRAMA | Scope Recommendation

Recommended corporate services level: Corporate services stewardship and integration, approximately 20 to 30 percent of the role in a steady state, with Human Resources remaining the dominant portfolio.

Include: organisational planning and reporting coordination; operational risk and compliance action tracking; business continuity; facilities and office services; supplier and contract coordination; delegated procurement coordination; governance and leadership reporting support; and liaison with outsourced or specialist corporate providers.

Does not include accountabilities such as statutory financial reporting, treasury or taxation; independent audit or enterprise assurance; legal counsel; chief information security or technology architecture; privacy officer responsibilities unless specifically appointed; health and safety officer due-diligence accountabilities; full company secretariat; external communications and marketing ownership; or broad programme-delivery accountability.