

POSITION DESCRIPTION



Job Title: Head of Mātauranga Māori
Directorate: Collections, Research and Learning Directorate (CRL)
Reports to: Director CRL

BACKGROUND

Te Papa's vision describes our direction and defines the impact we intend to have. It provides the focus around which we organise ourselves and our activities:

E huri ngākau ana. E huri whakaaro ana. E huri orange ana
Changing Hearts, Changing Minds, Changing Lives

The ways in which we work are guided by our five values:

HIRANGA
Excellence

MĀTAURANGA
Knowledge & learning

KAITIAKITANGA
Guardianship

MANAAKITANGA
Community responsibility

WHANAUNGATANGA
Relationships

COLLECTIONS, RESEARCH AND LEARNING DIRECTORATE

The Collections, Research and Learning Directorate facilitates physical and digital access to Te Papa's collections and expertise, with activities spanning curatorial research, collection management and development, exhibition development, learning and public programmes. Activities within this Directorate focus on explorations of the natural environment, arts, cultural diversity and heritage of Aotearoa New Zealand and the Pacific.

Te Papa is kaitiaki or guardian of the Mātauranga Māori and Moriori collection for the nation. 'Mātauranga Māori' broadly describes the continuous and dynamic knowledge system that is used by tangata whenua to explain and interpret the world as it was and as they continue to experience it. Deeply informed by whakapapa (genealogy) and whanaungatanga (kinship connections) to all things animate and inanimate, physical and non-physical, mātauranga Māori, like other knowledge systems, is expressed in all forms including physical objects, oral histories, values, artworks, written works, traditions and practices.

ROLE PURPOSE

The Head of Mātauranga Māori sets and implements the strategic direction for Mātauranga Māori at Te Papa, and works with other "Heads of" position to develop a cohesive and sustainable cross-disciplinary curatorial strategy.

In providing inspirational leadership and management of the curatorial team the Head of Mātauranga Māori is responsible for determining the intellectual direction that informs acquisitions policy, research and professional development programmes, and strategic partnerships and resourcing.

Reporting to the Director, Collections, Research and Learning (CRL), the Head of Mātauranga Māori works collaboratively with the leaders of other disciplines (Heads of Arts, Science, and New Zealand and Pacific Cultures). The Head of Mātauranga Māori advances Te Papa's unique role as a national, multi-disciplinary museum to foster and increase regional and international reach, and the impact of exhibition and public learning programmes.

The Head of Mātauranga Māori also works closely with the kaihautū and the Director Ngā Manu Atarau.

KEY ACCOUNTABILITIES

Management and Executive Leadership Team Contribution

The Head of Mātauranga Māori is a member of of the Collections, Research and Learning Directorate, and Te Papa's extended Executive Leadership Team. In close collaboration with the Director, Collections, Research and Learning, they are responsible for taking a "whole of organisation" approach to achieving Te Papa's strategic objectives.

- Work collaboratively with other members of the Executive Leadership and Management Teams to align programmes and business plans and organisation wide strategy.
- Contribute to the shaping of strategy for Te Papa as a whole by communicating and championing Mātauranga Māori at Executive level, and with external partners and stakeholders.
- Collaborate with other colleagues to advance Te Papa's organisation-wide initiatives, cross-functional projects and development activities.

Strategy Development

The Head of Mātauranga Māori is responsible for articulating a strategy for Mātauranga Māori at Te Papa which encompasses and prioritises acquisitions policy, collection management, research and exhibition programmes.

- Work collaboratively with Heads of other discipline areas to develop a cross disciplinary, cohesive and sustainable strategic and intellectual direction of Te Papa, its collections' strategy and organisational capability.
- Work with senior curators to shape the strategy and prioritise accordingly.
- Conduct independent research to keep abreast of emerging trends and developments related to curatorial practice and public Learning strategies in other museums, both in NZ and internationally
- Develop an informed and critical view of the strategic challenges and opportunities towards advancing Te Papa's unique proposition for Mātauranga Māori.
- In collaboration with Heads of other discipline areas, re-interrogate Te Papa's inter-disciplinary approach and intellectual direction for the renewal of long-term exhibitions, ensuring audience relevance and effective use of physical spaces and digital channels.
- In collaboration with Head of Learning Innovation, support the development of public learning programmes that exemplify innovative approaches to integrating curatorial practice with Te Papa's learning philosophy (onsite, offsite and online).
- Provide vision and creative energy to further develop and execute an innovative approach to Mātauranga Māori programming that activates audience Learning with, and use of, Te Papa's Mātauranga Māori collections
- Advance Te Papa's digital goals to maximise access to, learning with, and use of, online Mātauranga Māori collections, expertise, and knowledge resources.
- Establish, maintain and mobilise national and international networks to assess and secure compelling exhibitions as part of Te Papa's touring programme.
- Identify and convert partnerships into tangible outcomes for sharing resources, expertise and channels in the delivery of sustained programmes that extend Te Papa's brand, geographical reach and impact.
- Explore opportunities to increase earned revenue and positively contribute towards Te Papa's commercial goals.

Resource Management

The Head of Mātauranga Māori empowers and inspires the Mātauranga Māori Curatorial team while effectively managing all people and operational resources within their team.

- Lead the development of the annual Mātauranga Māori Activity Plan and associated curatorial work programmes.
- Establish and monitor the work programmes of direct reports, ensuring that deliverables are met and systems are in place for regular reporting.
- Manage the Mātauranga Māori Curatorial Team financial resources and budget, including reporting and compliance.
- Facilitate team participation in exhibition renewal, digital and/or other strategic priorities, ensuring adequate coverage and continuity of Directorate activities.
- Lead the recruitment of staff in accordance with Te Papa's human resource policies and procedures (in collaboration with Human Resource Advisors).
- Meet all statutory, legal and good employer obligations.
- Work with direct reports to execute strategy and changes to work-place practices.
- Implement Te Papa's performance management system, enabling staff to have a high level of understanding and Learning with the Directorate's objectives and Te Papa's values.
- Coach and mentor Senior Curators to further their professional development, and advance their professional disciplines within Te Papa, and to coach and mentor other curatorial staff
- Support resourcing requirements for cross functional strategic priorities, in particular the exhibition renewal programme, training related to design thinking methodologies and user-centred design principles
- Takes an organisational view of resourcing, working with the Project Management Office on the projects and programmes across the organisation, and modify work plans as required.

Professional Leadership and Guidance

The Head of Mātauranga Māori provides leadership and effective advocacy to extend thinking and apply creative approaches to intersections between curatorial practice, collections and visitor experiences.

- Build a team culture that fosters creativity, innovation and a courageous attitude to Mātauranga Māori programming that has a positive impact on the personal lives and learning goals of visitors to, and/or, users of Te Papa's physical and digital properties
- Effectively advocate for audience needs, achieving a balance with design and production standards, available budgets and brand presence.
- Influence and support Directorate leaders, managers and delivery teams to explore and adopt innovative approaches to Mātauranga Māori programming.
- Work with the People and Culture team to identify workforce development needs for the Mātauranga Māori Curatorial team and the curatorial team more broadly.
- Ensure appropriate coaching and mentoring frameworks and development opportunities are in operation and understood across curatorial staff.
- Build Te Papa's reputation for the quality and impact of its research and public Learning programmes nationally and internationally
- Integrate Te Papa's philosophies of Mana Taonga, Museology and Learning, along with

our bicultural and all other policies into day to day work practice

- Assess team direction, functions and demands to identify opportunities for implementing operational efficiencies, process improvements and changing resource requirements
- Facilitate the adoption of learning processes into day to day practice, building curatorial and research practice, and developing new ways of working, as and when required, to deliver Te Papa's vision and outcomes
- Challenge prevailing mind-sets and promote dialogue that leads to productive explorations and approaches to further enhancing Te Papa's reputation for high standards of curatorial practice and outputs.

Collection Development, Research and Scholarship

The Head of Mātauranga Māori leads the development and implementation of collection development and research plans within their discipline and in line with cross disciplinary curatorial strategy.

- Lead the further assessment and definition of Te Papa's Collection Policy for Mātauranga Māori to ensure alignment between Te Papa's strategic priorities and its collections.
- Develop an annual Mātauranga Māori Acquisition Plan, collaborating with other curatorial areas to regularly review plans and ensure that processes and financial delegations are in place and adhered to.
- Ensure acquisition proposals are rigorously debated and that contestable funding is scrutinised in an objective, collegial manner.
- Promote the physical and visual manifestation of concepts, values and ideas that underpin the generation of new knowledge, scholarship and Mātauranga Māori.
- Review and further define Te Papa's Mātauranga Māori Research Strategy.
- Align research priorities with the strategy, and assess outputs and impacts, building on existing knowledge and scholarship.
- Facilitate the development and implementation of curatorial research plans to increase and broaden access to Te Papa's Mātauranga Māori collections.
- Support the ongoing research capability and scholarship within the Mātauranga Māori Curatorial Team.
- Build Te Papa's reputation for quality research standards and scholarship, both nationally and internationally
- Maintain professional standing and reputation through own research activities, publications, public programmes and/or contribution to national and international fora.

Stakeholder Relationships

The Head of Mātauranga Māori is responsible for proactively identifying, developing and maintaining networks and relationships with key stakeholders to develop and retain the support and involvement that is critical to the success of developing and implementing Te Papa's Mātauranga Māori strategy and cross-disciplinary curatorial strategy.

- Identify and develop relationships with key stakeholders, senior leaders in allied organisations, international museums, academic institutions, iwi authorities, corporate partners, sponsors Museums Aotearoa and its members.
- Work with other Heads of disciplines to ensure a cross-disciplinary stakeholder Learning approach.
- Use these relationships to identify and advance opportunities that create mutual reputational and business benefits, including a national and international reputation for curatorial expertise and scholarship.
- Proactively and positively represent and promote Te Papa, its vision and collection development objectives, to build stakeholder Learning and support.
- Build internal networks and coalitions that will achieve cross-organisation outcomes and an integrated response to external stakeholders, resources, workloads, delivery and forecasting.
- Maintain professional and responsive relationships, ensuring that roles are clear, that commitments are met, and problems and issues are resolved speedily.

Risk Management

The Head of Mātauranga Māori manages risks associated with the development and delivery of Mātauranga Māori Curatorial outputs.

- With the Mātauranga Māori Curatorial team, identify potential risks and mitigation strategies to delivering the programmes of work and monitor compliance with solutions, escalating risks or issues to Executive level when appropriate.
- Demonstrate an understanding of responsibilities under Te Papa's health and safety policy and the Health and Safety Act, and take ownership and responsibility for personal health and safety and that of all staff, contractors and visitors within their area of responsibility.
- Ensure a secure environment is maintained for visitors, staff, contractors and collections.

Change Management

The Head of Mātauranga Māori enables organisational culture, and promotes continuous improvement.

- Identify opportunities for improvement, and issues which may impact on the sustainability of change, and develop strategies for these with the (work area) team.
- Integrate Te Papa's philosophies of Mana Taonga, Museology and Learning, along with our bicultural and all other policies into day-to-day work practice
- Model creative, innovative and collaborative approaches to work.
- Model and reinforce Te Papa's Uara/Values and alignment to Te Papa's vision and values

DELEGATED AUTHORITY

Budget authority Level 3

People delegation Level 3

KEY RELATIONSHIPS

Internal

- Executive Leadership Team
- Collections, Research and Learning Management Team
- Associate Director Museum Renewal
- Creative Director
- Senior Curators

External

- Leaders and strategic partners within the relevant curatorial, museum and academic sectors
- Leaders and strategic partners within Iwi and national Maori organisations

PROFESSIONAL KNOWLEDGE AND EXPERIENCE

- Relevant post-graduate qualification, preferably PhD, and significant experience leading and managing curatorial or academic teams, and research programmes
- Fluent in Te Reo Maori and operates comfortably within Te Aō Maori
- A recognised authority in relevant academic field, and/or museum professional
- Record of sustained, high quality research outputs as evidenced by national and international conference speaking invitations, successful funding bids and/or peer reviewed publications or journals (print and/or digital),
- Demonstrated ability and/or transferable skills applicable to the development, management, interpretation and presentation of cultural collections.
- Demonstrated collaborative approach to the development of innovative outputs.
- Extensive national and international networks that are able to be activated to secure exhibitions and/or other mutually beneficial outcomes.
- Impressive track-record of representing an organisation to inspire stakeholder engagement, new funding sources, community Learning and development, professional partnerships and/or collaborations with business leaders.
- An understanding of human-centred design principles as relevant to contemporary museum practice and audience participation.
- Proven ability to inspire, empower and lead a team to collaboratively develop and implement strategic plans.
- Proven operational and people management skills with a collaborative working style
- Solid facilitation and influencing skills to successfully build relationships at a senior level within Te Papa and across the wider sector.
- Experience in developing and implementing successful strategies for developing workforce capability.
- An inclusive approach that supports Te Papa's bicultural policy and philosophies of Mana Taonga, Museology and Learning.
- Ability to analyse programme evaluation data and interpret research findings to inform programming decisions and/or research priorities.
- Ability to manage work programmes and resource plans within annual budgets and financial delegations.

- Experience in mentoring and enabling the professional development of staff leading to skill development and/or quantifiable research and curatorial outputs.

TE PAPA VALUES AND SENIOR LEADER COMPETENCIES

Values					
Matauranga / Knowledge & Learning	<p>Learning Capability</p> <p>Creates learning opportunities for colleagues to develop and grow, positively influencing their progress towards successful results. Coaches and gives feedback, guidance and support to enable individuals to reach agreed objectives. Creates an environment conducive to revealing and developing mātauranga / knowledge and learning.</p>	<p>Future Focus</p> <p>Keeps abreast and understands the impact of political, cultural, economic, commercial, scientific, educational and social trends relative to Te Papa's strategic priorities. Understands how giving effect to Te Tiriti o te Waitangi relates to Te Papa.</p>	<p>Innovation and Fostering Creativity</p> <p>Facilitates an environment where creativity and innovation can flourish; where looking for opportunities to improve your own and the organisation's performance is the norm. Actively encourages others to generate creative and practical ideas; adapts leadership style to allow for innovation.</p>	<p>Life Long Learning</p> <p>Acquires, understands and applies new role-related information, knowledge and skills in a timely manner.</p>	<p>Self Awareness</p> <p>Recognises own emotions and feelings and their effects; recognises the impact of own behaviour on others; acts professionally at all times.</p>
Whanaungatanga / Relationships	<p>Co-operation</p> <p>Actively builds internal relationships to accomplish strategic priorities; respects colleagues' perspectives and their contributions; shares expertise and knowledge</p>	<p>Executive Outlook</p> <p>Takes a "whole of Te Papa" approach to work; champions collective decisions; assists colleagues to achieve organisation's strategic priorities and presents an image that is appropriate for a senior leader.</p>	<p>Inspirational Leadership</p> <p>Inspires, motivates and builds cohesive teams; promotes and uses Te Papa's Vision, Uara/Values and strategic priorities as a guide to everyday business. Leads others through change by helping them to see and feel how things can be different.</p>		
Kaitiakitanga / Guardianship	<p>Stakeholder Focus</p> <p>Understands the needs of stakeholders, past, current and future; ensures they are listened to by self and others; focuses attention on meeting their needs wherever possible and managing their expectations.</p>				

Values					
Manaakitanga / Community Responsibility	Building and Sustaining Strategic Partnerships Identifies, develops and sustains productive, collaborative and outcome oriented partnerships with interested communities including tangata whenua, other cultures and key external partners to shape and achieve Te Papa's strategic priorities. Engages with colleagues to get the best out of relationships.				
Hiranga / Excellence	Commitment to Excellence Sets high personal and professional standards; assumes responsibility and accountability for the successful completion of projects, assignments or tasks. Consistently gives careful attention to all the detailed aspects of a role, shows a high concern for accuracy. Fosters an environment of excellence.	Personal Effectiveness Displays energy, optimism and resilience; ensures effective performance when faced with ambiguity; demonstrates high standards of ethical behaviour.			
Role-Related Competencies	Business Execution Defines strategic direction, intermediate goals and operational requirements. Provides clarity and focus of effort through effective planning; allocates resources (i.e. human, capital, financial); develops and utilises processes to monitor progress and contingencies.	Delegation Takes into account strengths, knowledge, potential and development opportunities when delegating; monitors activities that have been delegated; provides support without removing responsibility.	Executive Decision-Making Applies broad knowledge and seasoned experience when addressing complex issues; defines strategic issues clearly despite any ambiguity; takes all critical information into account when making decisions; makes difficult, timely, high impact decisions.	Gaining Commitment Reaches agreement or gains acceptance of a particular course of action through effectively defining the benefits and exploring alternatives; uses effective interpersonal skills and demonstrates determination in achieving desired outcomes; brokers deals.	Work Management Manages own workload by prioritising work goals, requirements and areas of opportunity.

Te Papa's Three Philosophies

Te Papa's philosophies of Mana Taonga, Museology, and Learning represent the core organisational capabilities that Te Papa will uphold, develop, and shape to reinforce our uniqueness. They are what differentiates us from other museums and enable us to achieve our vision of Changing Hearts, Changing Minds, Changing Lives.

Mana taonga

Mana taonga recognises that taonga, which includes objects, narratives, languages, as well as all forms of cultural expression have mana; that taonga have whakapapa relationships with their source communities, as well as connections to the environment, people and places. Mana taonga recognises the authority derived from these relationships and the innate spiritual values associated with them. Respecting and expressing knowledge, worldviews and learning systems including matauranga Māori - the views, explanations and perspectives of the nature of the world, as known and informed by Māori, is an important dimension of mana taonga. The principle is an empowering one that enables Te Papa to acknowledge the richness of cultural diversity and to design and disseminate models of co-operation, collaboration and co-creation that shares authority and control with iwi and communities, whilst recognising, embracing and representing the changing demographics of Aotearoa New Zealand.

Museology

Best practice in museum development and implementation. Te Papa's unique and world-leading museology recognises the role of communities in enhancing the care and understanding of the collections and taonga, which in turn drives our approach and access to research. Collections are seen as part of living cultures that provide a gateway to understanding how other people live and uniquely view their world. Te Papa works in collaboration with communities and individuals to deliver exhibitions and experiences that are current, meaningful and relevant nationally and globally.

Learning

Te Papa encourages experimentation that allows us to try new ideas and generate new knowledge, upon which we reflect and adapt our beliefs and actions, change behaviours and enhance our performance. People learn in different ways, and Te Papa provides a range of experiences to meet visitors' different learning needs, styles and interests. For staff, Te Papa provides a supportive learning environment. The ability of staff to meet visitor needs is developed through an appreciation of differences and openness to new ideas and providing time for reflection on achievements, outcomes, practices and processes.