



SCOPE OF POSITION AND ACTIVITIES: Kaiwhakahaere

Position descriptions to be finalised in consultation with President and Kaiwhakahaere and presented for Board of Directors endorsement, August 2013.

Appointment

The Kaiwhakahaere is elected to office by Te Rūnanga members at the Hui ā-Tau o Te Rūnanga o Aotearoa NZNO (Hui ā-Tau) held in the year in which the term of the previous Kaiwhakahaere ends and is the candidate receiving the highest number of votes in her or his favour.

Candidates for election must be nominated by two financial members of NZNO in accordance with the nomination process set out in Schedule Three of the Constitution. This requires candidates to submit a curriculum vitae and statement against the criteria set out in Schedule Four of the Constitution.

The Kaiwhakahaere is elected for a three year term commencing at the Hui ā-Tau in the year of election and ending at the Hui ā-Tau three years later. The term of the Kaiwhakahaere shall be three years, with a right of re-election for a further consecutive three year term, and may be eligible to stand for office again after a break of three years. The Kaiwhakahaere must be a member of Te Rūnanga and have identified their Kaumatua support to voting members attending the Hui ā-Tau at which the election takes place. The Kaiwhakahaere is engaged under the terms of an individual agreement.

Functions

The Kaiwhakahaere (in partnership with the President) is the governance leader of NZNO and co-chair of the Board of Directors. In essence this is a job share situation requiring negotiation between the President and Kaiwhakahaere as to the performance of their shared responsibilities. This also means this position description should be considered in close conjunction with the position description of the president and that both officers agree on an appropriate delegation between them, one to the other, of those responsibilities that are shared so as to ensure responsibility for the performance of shared functions is clear and that each officer has a similar work load.

As joint heads of NZNO the Kaiwhakahaere and the President shall;

- Be the public face of the Board of Directors and NZNO membership
- Be spokespeople for the Board of Directors and NZNO members on matters of policy and strategy, speaking with one voice.

- Co-chair meetings of the Board of Directors, the Annual General Meeting and any Special General Meetings of NZNO
- Serve the legitimate collective interests of all NZNO members
- Have oversight of NZNO's external relationships
- Have oversight of NZNO's membership groups and networks
- Support the Board in effective governance.

In addition the Kaiwhakahaere is the leader of Te Rūnanga o Aotearoa NZNO. In this capacity the Kaiwhakahaere shall;

- Lead Te Rūnanga to uphold the kaupapa and objectives of Te Rūnanga o Aotearoa Memorandum of Understanding and Structure July 2000.
- Represent Te Rūnanga and advocate for tangata whenua to uphold NZNO's commitment to Te Tiriti o Waitangi in partnership.
- Chair the Annual General Hui of Te Rūnanga and report to it on the performance of Te Poari and the Board of Directors
- Chair hui of Te Poari o Te Rūnanga o Aotearoa NZNO and oversee the performance of the committee.

Responsibilities

The Kaiwhakahaere (in partnership with the President) is responsible to the Board of Directors and as co-chair of the Board of Directors (in partnership with the President) is responsible to all members through the Annual General Meeting of NZNO and to all Te Rūnanga members through the Annual General Hui o Te Rūnanga o Aotearoa NZNO.

The Kaiwhakahaere (in partnership with the President) shall;

- Ensure the Board of Directors is effective in its governance role and providing NZNO with leadership and vision.
- Uphold the NZNO Constitution and act in accordance with its provisions
- Report to the Board of Directors on the exercise of her or his functions
- Account to the Annual General Meeting for the performance of NZNO and the Board's stewardship of that performance.

In addition the Kaiwhakahaere shall;

- Account to all Te Rūnanga members through the Hui ā-Tau of Te Rūnanga o Aotearoa NZNO.
- Consult with He Kahui Kaumātua/Kuia Rōpū

Limitations on Authority

The Kaiwhakahaere is vested with all authority vested in the Board as a whole and must exercise that authority on behalf of the Board in conjunction with the President and has no authority independent of the authority of the Board as a whole. The Kaiwhakahaere must keep the Board and the President apprised of the exercise of its authority and seek approval or confirmation of action taken on behalf of the Board.

The role of the Kaiwhakahaere is governance leadership. The Kaiwhakahaere has no authority to direct or constrain the chief executive in the authorised and legitimate

performance of her or his management duties. NZNO staff do not report to the Kaiwhakahaere. Only the Board acting as a body can instruct the Chief Executive.

Duties

1. The Kaiwhakahaere (in partnership with the President) will chair Board meetings ensuring that;
 - a. Meeting discussion content is confined to governance matters as defined in the Board's policies.
 - b. All directors are treated even-handedly and fairly.
 - c. All directors are encouraged and enabled to make a contribution to the Board's deliberations.
2. The Kaiwhakahaere has no authority to unilaterally change any aspect of Board policy.
3. The Kaiwhakahaere (in partnership with the President) will ensure that the Board develops and implements policies, processes and systems that result in Board effectiveness including:
 - a. The development, review and monitoring of the organisation's strategic plan and risk management.
 - b. Director and office holder succession planning.
 - c. Director and Board professional development.
 - d. Board performance assessment.
 - e. Serving as a mentor to individual directors.
 - f. Overseeing the external stakeholder interface.
 - g. Ensuring the Board develops and achieves its annual plan within approved budget. Note that this is a plan of the work of the Board members and is not the NZNO Annual Plan which is the operational plan of work to be undertaken by NZNO staff and other NZNO resources and against which the Board monitors operational performance of the organisation as a whole.

NB. Some or all of these tasks may be delegated to a Board committee but the ultimate accountability for the performance of the delegation cannot be delegated.

4. The Kaiwhakahaere (in partnership with the President) will ensure that Board meetings are properly planned including the development and distribution of Board papers in a timely manner and that the minutes accurately reflect the deliberations and decisions of the Board.
5. The Kaiwhakahaere (in partnership with the President) will ensure that all Board decisions are understood by directors and accurately recorded.
6. The Kaiwhakahaere shall prepare an Annual Work Plan setting out their activities for the forthcoming year for approval by the Board, report activity against that plan to the Board at each meeting and seek approval for any new activity identified as required but not included in the plan. In preparing the Work Plan the Kaiwhakahaere shall consult closely with the President to ensure it is clear which of them will undertake the duties required to fulfil all their shared responsibilities and the work of shared leadership is well managed. Both partners shall seek comment from the chief executive on their respective work plans to aid identification of any boundary issues. The Kaiwhakahaere's Work Plan shall be submitted together with the President's Work Plan to the Board for approval and to provide a basis for regular ongoing reporting.
7. With the approval of the Board the Kaiwhakahaere and President may establish a regular communication arrangement with the Chief Executive in which there is an

exchange of information. This might also provide an opportunity for the Chief Executive to use such sessions as a sounding Board for proposed actions or to check interpretations of Board policy. However;

- a. The Kaiwhakahaere will recognise that such sessions are not used to 'personally' supervise or direct the Chief Executive.
 - b. The Kaiwhakahaere will maintain an appropriate professional distance from the Chief Executive to ensure objectivity and attention to governance matters and concerns,
 - c. The Kaiwhakahaere will not inhibit the free flow of information to the Board necessary for sound governance. Therefore the Kaiwhakahaere will never come between the Board and its formal links with the Chief Executive.
8. The Kaiwhakahaere may delegate to the President such shared functions as they both agree appropriate for the effective performance of the overall, shared role and to ensure both officers have similar workloads, and aspects of the authority accompanying the position, but remains accountable for the overall role (in partnership with the President).
9. The Kaiwhakahaere shall (in partnership with the President) maintain oversight of NZNO's external relations and shall as approved by the Board and exercising care not to impinge upon the proper operational engagement of staff with external parties;
- a. Liaise with the President and Board of the International Council of Nurses (ICN) and lead NZNO's governance relationship with ICN. This includes representing Te Rūnanga as co-leader of the NZNO delegation to the Council of National Representatives of the International Council of Nurses.
 - b. Liaise with member associations of the South Pacific Nurses Forum (SPNF) and lead NZNO's governance relationship with the SPNF. This includes representing Te Rūnanga as co-leader of the NZNO delegation to the South Pacific Nurses Forum.
 - c. Liaise with the President and National Affiliates Council of the NZ Council of Trade Unions and lead NZNO's governance relationship with the NZCTU and affiliated unions
 - d. Liaise with the Chair and Council of the Nursing Council NZ (NCNZ) and lead NZNO's governance relationship with the NCNZ
 - e. Liaise with the leaders of other national nursing organisations (NNOs) in New Zealand and lead NZNO's political relationship with NNOs.
 - f. Liaise with the Minister of Health and other Ministers as required to advance NZNO's aims and lead NZNO's governance relationship with Government
 - g. Liaise with other members of Parliament as required to advance NZNO's aims and lead NZNO's governance relationship with political parties
 - h. Liaise with Non Governmental Agencies (NGOs) as required to advance NZNO's aims and lead NZNO's governance relationship with NGOs
 - i. Liaise with other external groups and organisations as required to advance NZNO's strategic aims
10. The Kaiwhakahaere in making public comment shall;
- a. Inform the Chief Executive and the President at the earliest convenience of any request for comment or information to confirm an agreed response or appropriate action
 - b. Keep the Board apprised of all public comments and actions in response to requests for information

- c. Refrain from disclosing any significant information, documents or other forms of data without the prior consent of the Board
11. The Kaiwhakahaere shall work in partnership with the President in a relationship of reciprocity and mutual respect including always acting reasonably, honourably and in good faith in the fulfilment of their shared roles, responsibilities and duties. The conduct of the Kaiwhakahaere shall at all times serve to uphold the respect and enhance the performance of the role and functions of the President.

Additional Duties

The Kaiwhakahaere shall be;

- a. A Trustee on Nurses Trust Management
- b. A Trustee of the NZ Nursing Education and research Foundation (NERF)

And other such duties as may be delegated by the Board or the NZNO Annual General Meeting or the Annual General Hui o Te Rūnanga o Aotearoa NZNO.

June 2014