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## Note to chair

Over the next few days the following scenarios could begin to unfold as a result of the resolution passed by the MUMA Board on 16 March 2025.

We understand these scenarios to be:

- **Scenario 1:** The board stands down the CE and conducts an investigation into her behaviour and the culture of MUMA.
- **Scenario 2:** The CEO resigns from MUMA

This document provides you with advice on how and what to communicate to managers, staff and stakeholders in the event that either scenario emerges.

It briefly provides an overview of some of the operational issues you may need to consider as Acting CE.

# Scenario One: CEO Stood Down for Investigation

## Overview

The Board has made the decision to stand down the CEO while an independent investigation is conducted into workplace culture and leadership. The Board's priority is to provide certainty, stability, and confidence to managers, staff, and stakeholders throughout this transition. Strong, clear communication is essential to reinforcing the Board's leadership and direction.

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## Timeline

1. **Board Notifies CEO** – The CEO is informed and placed on leave.
  2. **Chair Meets with Managers** – Outlines decision, timeline, and next steps.
    - Provides key messages for staff.
    - Explains the review process and what to expect.
  3. **One-on-One Meetings with Managers** – Address concerns and gather input.
  4. **Staff Communication** – Chair holds a hui or sends an email outlining the interim leadership plan, reassuring staff, and committing to ongoing updates.
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## Key Messages for Managers

- "I want to inform you that Tania will be taking leave for [XX] days."
  - "During this time, the Board will undertake a review of MUMA's workplace culture."
  - "The wellbeing of our staff is our priority, and we need to ensure MUMA's future is built on strong leadership and a positive working environment."
  - "I will be stepping in as Acting CEO, with your support, to provide stability and continuity."
  - "I will meet with each of you individually in the coming days to discuss urgent matters."
  - "We will hold weekly leadership meetings to ensure you are informed."
  - "This may come as a shock, and I acknowledge that change can be challenging, but I assure you that the Board is committed to supporting you and your teams."
  - "A message will be sent to all staff, and you will receive key talking points for any staff questions."
  - "Thank you for your ongoing commitment to MUMA's Kaupapa and our communities. The Board will now take the necessary steps to ensure a positive path forward."
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## Key Messages for Staff

### Organisational Commitment:

- "MUMA is committed to fostering a safe, supportive, and values-driven workplace."
- "We uphold high standards of leadership and accountability to align with our Kaupapa and values."

#### **Leadership Transition:**

- "Tania has taken leave for [XX] days. In the interim, Board Chair Mike Hinton will step in as Acting CEO."
- "The Board is conducting a review into the cultural and leadership practices at MUMA to strengthen the workplace environment and the organisations commitment to its people."

#### **Workplace Culture & Well-being:**

- "Our people are our priority, and we are committed to strengthening our workplace environment."
- "We encourage open conversations and will keep you updated on developments."

#### **Looking Forward:**

- "MUMA remains dedicated to its mission. Our services and community support will continue as usual."
- "We are committed to learning from this process and ensuring the best outcomes for all of our people."

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#### **Key Messages for Stakeholders & Funders**

- "MUMA's CEO, Tania Rangiheuea, is on leave. Board Chair Mike Hinton will act as CEO in the interim."
  - "This transition will not impact our ability to deliver services or meet obligations."
  - "If you have any questions, please contact Mike directly."
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#### **Media Holding Lines**

- "MUMA is committed to a safe and values-driven workplace."
- "The Board has taken proactive steps to review the organisation's culture and leadership."
- "While this review is underway, the CEO is on leave, and Board Chair Mike Hinton is Acting CEO."
- "MUMA's mission remains unchanged, and our services to whānau and the community continue uninterrupted."
- "We will not be commenting further on this matter."

## Scenario Two: CEO Resigns

### Overview

The CEO has made the decision to step down. The Board's role is to ensure a smooth leadership transition and provide clarity and stability for managers, staff, and stakeholders.

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### Timeline

1. **CEO Resigns** – The Board receives and accepts resignation.
  2. **Chair Meets with Managers** – Announces resignation, explains next steps.
  3. **One-on-One Meetings with Managers** – Provides space for concerns and questions.
  4. **Staff Communication** – Chair holds a hui or sends an email confirming the resignation and interim leadership arrangements.
  5. **Recruitment Process Begins** – Board initiates search for a new CEO.
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### Key Messages for Managers

- "Tania has decided to step down as CEO. We thank her for her service and wish her well."
  - "The Board will begin the recruitment process for a new CEO."
  - "Until a new CEO is appointed, I will act as CEO, supported by senior managers."
  - "We will have weekly leadership meetings to keep you informed."
  - "The Board acknowledges recent challenges and is committed to ensuring a positive and supportive workplace."
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### Key Messages for Staff

- "Tania has stepped down as CEO. We thank her for her contributions to MUMA."
  - "The Board will conduct a recruitment process for a new CEO."
  - "Until a new CEO is appointed, Board Chair Mike Hinton will act as CEO."
  - "MUMA remains strong in its mission, and this transition will not affect our support for whānau and the community."
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### Key Messages for Stakeholders & Funders

- "MUMA's CEO, Tania Rangiheuea, has stepped down. We thank her for her contributions."

- "Board Chair Mike Hinton will act as CEO during the recruitment process."
  - "This transition will not impact our services or partnerships."
  - "For further inquiries, please contact Mike directly."
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#### **Media Holding Lines**

- "CEO of MUMA, Tania Rangiheuea, has stepped down. We thank her for her work."
  - "Board Chair Mike Hinton will be Acting CEO while a recruitment process is underway."
  - "MUMA remains dedicated to its Kaupapa, and our services to the community will continue uninterrupted."
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## **Staff Morale & Well-being**

Given recent challenges, it's important to acknowledge staff efforts and reinforce team morale. Actions to show appreciation could include:

- Distributing Pak'n Save vouchers to staff (MUMA has thousands that remain unused)
  - Hosting a shared lunch in the wharekai.
  - Providing Easter egg packages for staff and their whānau using the Pak'n Save vouchers
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## **Key Operational Priorities**

#### **Contract Renewals**

- Urgent decisions required for Te Paenga Ora (Police) and Whānau Ora contracts, both expiring June 2025.
- Immediate engagement needed with funding partners to discuss renewal options.

#### **HR & Pay Equity**

- Outstanding employment matters require resolution.
- Engage a short-term HR expert to advise on employment relations and pay equity issues.

#### **ICT & Staffing**

- If changes to ICT leadership occur, ensure access to critical systems before any transition.
- Engage external ICT support if needed.

#### **Financial Planning**

- Leadership transitions come with costs. An urgent budget review is required to accommodate necessary changes.
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#### **Board & Chair Support**

- It is advisable for the Chair to be in Auckland three days per week post-announcement.
  - Strategic Advisors can assist, but their roles must be clearly defined to maintain focus and stability.
  - Managing team dynamics will be critical—ensuring all staff remain engaged in their roles and focused on MUMA's mission.
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#### **Final Notes**

The Board's priority is to ensure a strong, stable, and positive transition. The key to success will be clear communication, decisive leadership, and a commitment to supporting staff and stakeholders throughout this process.

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## **DRAFT Terms of Reference**

**16 March 2025**

### **Independent Investigation into Allegations of Bullying, Poor culture and Leadership at MUMA**

#### **1. Background**

MUMA is committed to maintaining a safe, respectful, and Kaupapa Māori-driven workplace. Concerns have been raised regarding workplace culture, including allegations of bullying and poor leadership. To ensure a fair, transparent, and independent process, the Board of MUMA has commissioned this investigation to assess these concerns and provide recommendations for action.

#### **2. Purpose**

The purpose of this investigation is to:

- Determine the validity of allegations related to bullying, poor culture and leadership.
- Assess whether any actions have been taken to address concerns and the effectiveness of those actions
- Provide recommendations to address concerns raised, giving the Board a clear pathway forward on actions required.

#### **3. Scope of Investigation**

The investigation will:

- Review allegations of bullying, poor culture and leadership within MUMA.
- Examine the experiences of affected staff and the impact of leadership decisions on workplace culture.
- Evaluate the effectiveness of existing complaint mechanisms and responses.
- Provide recommendations on decisions and actions required to remedy the situation

The investigation will **not**:

- Re-litigate past employment disputes that have been legally settled.
- Address issues unrelated to leadership, culture, or employee well-being.

#### **4. Investigator(s)**

An independent investigator will be appointed with expertise in workplace investigations, employment law, Tikanga Māori organisations and organisational culture. The investigator(s) must remain impartial and conduct the investigation with professionalism and confidentiality.

#### **5. Methodology**

The investigation will include:

- **Document Review:** Examining relevant policies, previous complaints, HR records, and other documentation.
- **Interviews:** Conducting confidential interviews with staff, managers, and any other relevant stakeholders.

- **Surveys or Feedback Mechanisms:** Providing staff an opportunity to submit experiences confidentially.
- **Comparative Analysis:** Assessing MUMA's policies and culture against industry best practices.

## **6. Confidentiality & Protection from Retaliation**

- All interviews and submissions will be treated with strict confidentiality.
- Participants will be protected from retaliation.
- Findings will be anonymised where possible to protect individuals' identities.

## **7. Reporting & Recommendations**

- A preliminary report will be provided to the Board outlining key findings.
- A final report will include:
  - Summary of findings.
  - Analysis of leadership and workplace culture concerns.
  - Recommendations for action.
- The Board will determine the appropriate course of action based on findings.

## **8. Timeline**

- **Investigator appointment:** [Date]
- **Investigation commencement:** [Date]
- **Interviews and data collection:** [Date range]
- **Final report and recommendations:** [Date]

## **9. Accountability & Implementation**

- The Board is responsible for acting on the findings and ensuring meaningful change.
- An action plan will be developed or decisions made based on the recommendations.
- Progress updates will be provided to staff and stakeholders as appropriate.

## **10. Conclusion**

This investigation is a step toward fostering a safer, more supportive workplace culture at MUMA. The Board is committed to ensuring accountability and making the necessary improvements to support all employees in their roles.