**Tumu Whakahaere**

**Manager**

**Operational Policy & Design**

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|  | **Te Puni:** |  Mahi Haumi - Investment  |
| **Reports to:** |  Manahautū Tuarua a Te Puni Mahi Haumi Whakamahi - Deputy Chief Executive |
| **Location:** |  Tari Matua, Te Whanganui a Tara - National Office, Wellington |

**PURPOSE**

The role of the Operational Policy & Design team is to lead the design of new Te Puni Kōkiri–led initiatives and funds and to support continuous improvement of existing initiatives. The team will act as the bridge between policy development and implementation, and will provide services in:

* Operational policy design
* Process and system design
* Guidance and support tools
* Service design, including customer insights, customer experience design and service channels

The Manager, Operational Policy & Design will develop and lead delivery of a work proramme that will meet the needs of the Investment Leads, Regional Managers and their staff while providing leadership and management to a team of operational policy and service design specialists (3FTE)> The team will operationalize funds and initiatives, supporting the other teams in the puni to implement and deliver work programmes, funds and initiatives that deliver on the policy intent.

**DIMENSIONS**

**Range of influence**

The Manager is accountable for developing and implementing a work programme for the team. The Manager will maintain a strategic overview of their work area, ensuring that work undertaken is aligned with Te Puni Kōkiri plans and goals. The Manager will lead and influence key projects in their area of responsibility.

**Leadership**

The Manager is responsible for leadership of initiatives within Te Puni Kōkiri and externally to lift the effectiveness of public services for achieving Māori success. The Manager has line management responsibility for 3 FTE – 2 Senior Advisors, 1 Advisor. The Manager will need to work effectively with their peers across the Investment Te Puni and Te Puni Kōkiri to influence partners at national and regional level.

The Manager will demonstrate a leadership style aligned to Te Puni Kōkiri’s values and relevant to their work area and is responsible for the recruitment, retention, performance management and development of their team.

The Manager together with the Deputy Chief Executive Investment, the Manager Investment and Performance, and the Investment Leads, is responsible for embedding the Te Puni Kōkiri operating model across the Investment Te Puni.

**Financial**

The Manager is responsible for the financial management of their work areas including the process of setting an annual budget and then monitoring progress and reporting against it.

**Human Resources**

The Manager is responsible for ensuring they meet their obligations in Te Puni Kōkiri’s Employment Agreements, Human Resource policies and procedures and the Ministry’s Good Faith obligations under legislation.

**Health and Safety**

To display a commitment to, and demonstrate an understanding of, Te Puni Kōkiri Health and Safety Policies and Procedures in order to promote healthy and safe work practices and a safety culture.

**­­­SPECIFIC ACCOUNTABILITIES & DELIVERABLES**

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| Leadership and management | * Develop and lead the Operational Policy and Design team to deliver high quality and influential results that reflect best practice within the state sector.
* Provide leadership to engage and motivate others to succeed and develop, and foster an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing
* Effectively manage team performance by setting clear and stretch objectives, measuring and monitoring progress and results and providing regular feedback
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| ­­­Delivery of a work programme | * Coach and mentor staff and support professional development of the Operational Policy and Design team
* Set and incentivise clear expectations for the team around an engaged, collaborative way of working with colleagues across Te Puni
* Undertake robust quality assurance of projects being led by team on the design (or redesign) of initiatives
* Provide technical advice on the development of business cases, operational policy and programme design models, business process design and systems to improve contract management and performance measurement
* Ensure processes are robust, efficient, transparent and fit-for-purpose
* Ensure engagement with internal and external stakeholders is sufficient and effective to continuous improvement of products, services, or processes
* Provide advice on operational policy and guidance that meets Te Puni Kōkiri’s policy intent and reflects “what is happening on the ground” back into the policy cycle
* Provide a commissioning evaluation approach to inform future commissioning policies
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| Stakeholder relationship management | * Manage relationships with key internal partners, in particular the DCEs, Investment Leads and Regional Managers
* Work with other Te Puni to ensure consistency
* Create and manage constructive working relationships with peers across the state sector to enhance understanding of investment impacts on Māori and drive results in Te Puni Kōkiri areas of focus
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| Collective leadership | * Participate collaboratively as a member of the Te Puni Kōkiri senior leadership team
* Contribute beyond core areas to enhance overall effectiveness of Te Puni Kōkiri
* Communicate a shared view of the Te Puni Kōkiri strategic direction
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**KNOWLEDGE, SKILLS AND EXPERIENCE**

Essential

* Experience in the development of business cases, operational policy and programme design models and business process design
* Robust working knowledge of New Zealand legislation and policy in relation to government finance, procurement and investment
* Proven management experience including an ability to identify, build and actively manage significant relationships
* Excellent communication skills – highly developed skills of persuasion and influence
* Ability to champion effective use of project management disciplines to support their work
* Understanding of government and public service – understanding the rationale and mechanisms for government Intervention
* Understanding of the relevance of the Treaty of Waitangi partnership

**COMPETENCIES**

Our competency framework incorporates core abilities that are relevant across the organisation and technical abilities specific for each role. Our competencies are represented by the Poutama, symbolising the journey of growth and development that a person takes to realise their own potential, by developing in steps and building on the knowledge and skills that they already have. The following indicators represent the knowledge and actions required for the role.

***ROLE SPECIFIC COMPETENCIES***

# Facilitating Strategic and Purposeful Partnerships

* build strong support for Te Puni Kōkiri and government initiatives
* articulate Māori perspectives and practices into the organisation and across the government sector, government policy
* lead development of new frameworks
* work collaboratively to integrate partnership management with key stakeholders internally and externally

**Planning/Project Management**

You need to demonstrate the advantages of project management for improving the outcomes of policy development processes. This includes:

* having excellent understanding and use of the Ministry’s project management operational methodology, with the ability to coach and mentor other staff
* tailoring the project management approach to suit the particular project
* encouraging all staff to attend project management training and apply the Ministry’s project management methodology to their work.

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| **Oversee large projects** You will be able to: * take on large key project roles
* balance your responsibilities between leading operational policy development processes and coaching less experienced staff
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| **Manage project priorities, risks and opportunities** You will: * have a clear sense of the objectives that you are trying to achieve through a Ministry development process
* be practiced at identifying project priorities and be attuned to the need to manage any risks to the project
* use planning and process management tools to set well-defined objectives and goals
* accurately scope out length and difficulty of tasks and projects
* break down work into process steps
* understand and figure out the processes necessary to get things done
* get the most out of few resources
* take a strategic overview of work and prioritise activities and team resources
* ensure project plans clearly identify project roles, resource requirements, timeframes and allocate responsibilities and tasks to individual staff
* ensure consistent approaches are taken to communications and reporting across key projects
* track progress, proactively share information, and keep relevant data and evidence in line with records management policies and statutory obligations.
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| **Incorporate implementation and evaluation considerations** You will: * understand the circumstances and environment in which a specific work is likely to be implemented
* know how the ongoing success of the Ministry’s work will be measured
* consider implementation threats and evaluation requirements at the early stages of work processes.
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***CORE COMPETENCIES***

Core competencies are relevant to all roles in Te Puni Kōkiri but may be required at different levels of ability and complexity. The following are required for this role:

**Māori Perspective**

* Show respect for and have an interest in Māori history and traditions
* Use basic greetings and pronunciation of Te Reo Māori
* Are comfortable in situations where tikanga is observed and show respect for its importance
* Are open to working with Māori concepts and traditions
* Show respect for Māori groups and are comfortable working in a Māori environment
* Understand the importance of Treaty of Waitangi.

**Leadership**

* Are brave when taking difficult leadership decisions
* Model exemplary leadership behaviours including commitment, integrity, accountability, humility and selflessness
* Provide direction by aligning people and action with the organisation’s purpose and show people that direction
* Energise people to undertake their work by being a role model for personal excellence
* Are committed to continuous learning and improvement
* Have knowledge of and show commitment to the goals of all wāhanga
* Have the mandate of the people and drive an environment of team work and organisation cohesiveness
* Provide a sense of stability and personal safety from which positive change can be championed and followed through

**Relationship Management**

* Build relationships with deference to tikanga values
* Promote the benefits of collaboration and build team identity
* Facilitate individuals working together by identifying common goals, encouraging collaboration and joint ownership of ideas and approaches
* Actively seek opportunities to contribute to positive outcomes for stakeholders
* Identify and initiate contacts that will further the organisations interests in the near and/or longer term
* Avoid focusing on immediate needs to the detriment of longer term relationships
* Consult with a wide audience to attain buy-in and consensus
* Handle difficult or tense situations with diplomacy and tact.

**Communicating Effectively**

* Are adept at using Te Reo Māori in your work and communicate with Māori audiences adhering to tikanga and kawa
* Strategise the presentation of verbal and written information and deliver to the highest level of audience with clarity and confidence
* Are highly persuasive in situations where strong opposition or potential conflict exists
* Vary your communication style and draw upon examples or illustrations relevant to the audience
* Deliver unpopular information with diplomacy and tact
* Are aware of all nuances in written and verbal information delivered by others
* Use a consultative approach to decision making
* Consider who (individuals, teams and organisations) need to be aware of relevant information and ensure information is imparted

**Results Orientation**

* Develop medium to long term business plans to achieve organisation strategy
* Plan work programmes managing timeframes and priorities; organise and allocate resource; monitor and report on progress; anticipate roadblocks and plan how to overcome them
* Adopt a systems thinking approach to solving complex problems: look for and understand linkages and interactions between the elements that comprise the “system”; use evaluative judgement to define the most effective solution
* Integrate Māori values and concepts in planning and problem solving
* Constantly monitor organisational risk and act to prevent it
* Set challenging stretch goals and pursue them with energy and drive
* Demonstrate agility and responsiveness in meeting changing work demands

**Business Understanding**

* Understand the strategic alignment of Māori succeeding as Māori and have a vision of what that success looks like
* Develop organisation strategies and business objectives
* Have a detailed understanding of the organisation’s structure, the purpose of each group and how each contributes to the whole organisation
* Understand state sector inter-relationships and detailed workings of government
* Contribute to defining and furthering State Sector goals
* Have an in-depth understanding of the Treaty of Waitangi and it’s impact through the State Sector
* Understand the nuances of the political environment and consider them in decision making
* Use a detailed understanding of the nature of all stakeholders to inform the organisation’s strategy

**KEY RELATIONSHIPS**

There are key internal and external contacts with whom this position has to maintain or develop professional relationships. Key contacts will be those that have regular involvement or impact on the position and those that are essential in achieving particular outcomes, including the nature and purpose of the relationship as to why the relationships exists and what the relationships enables.

INTERNAL

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| Contact | Nature and Purpose of Relationship |
| Investment Te Puni  | Provide strategic oversight and leadership. |
| Regional Partnerships Te Puni  | Sharing of information for smooth functioning of investments and initiatives  |
| Regional Partnerships Regional Offices | Sharing of information and leveraging of pre-existing relationships for the smooth functioning of investments |
| Policy Partnerships Te Puni  | Gather information relevant to Investment team projects and keep up to date on work relevant to them. |
| Strategic and Organisational Performance Te Puni  | To contribute to the national strategies developed to ensure sound information and data can be considered in the formation of plans. |
| Senior Leadership Team  | Member of the Senior Leadership team which is responsible for the operational management of Te Puni Kōkiri. |
| Office of the Minister for Māori Development | Brief and advise the Minister as required by the Deputy Chief Executive Regional Partnerships. |

EXTERNAL

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| Contact | Nature and Purpose of Relationship |
| Other government agencies | Participate in and lead cross agency projects or fora. |
| Māori communities | Consult and communicate with relevant Māori groups about work programmes affecting that group. |
| Potential and selected vendors | Provide robust and clear information regarding Te Puni Kōkiri’s investment intentions and approaches. Provide technical contract and procurement support  |

**DECISION MAKING AUTHORITY**

The schedule of delegated authorities detail those departmental and non-departmental decisions that this position is authorised to make. The following summarises the key decision making authorities.

**Human Resource Authority**

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| **Area of Delegation** | **Delegated Authority** |
| Recruitment | Recommend staff for appointment to the Deputy Chief Executive |
| Remuneration | Recommend remuneration increases to Te Puni Kōkiri Executive Team. Approve operational allowances within policy guidelines. |
| Development and performance | Set performance agreements with staff and conduct performance reviews. Approve training within budget. |
| Ending employment | Accept resignations |

**Financial Authority**

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| Delegation Level  | Level 3 |
| Maximum Expenditure Limit | $150,000 |