**Programme Lead – “Workplace” Assurance**

## Arataki Kaupapa - Wāhi Mahi Tūturu

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|  | **Te Puni:** |  **Te Puni Tautoko Whakahaere - Organisational Support**  |
| **Reports to:** |  Manahautū Tuarua Te Puni Tautoko - Deputy Chief Executive  |
| **Location:** |  Tari Matua, Te Whanganui a Tara - National Office, Wellington |

**ORGANISATIONAL STATEMENT**

The Te Puni Kōkiri nationwide organisation with six regional areas and 17 offices.

Our vision is Iwi, hapū and whānau Māori succeed as Māori.

Our purpose is to support Government to strengthen Treaty of Waitangi partnerships and facilitate Iwi, hapū and whānau Māori to succeed at home and globally through:

* ***Ārahitanga:*** Provision of strategic leadership and guidance to Ministers and the State Sector on the Crown’s on-going and evolving partnerships and relationships with Iwi, hapū and whānau Māori
* ***Whakamāherehere*:** Provision of advice to Ministers and agencies on achieving better results for whānau Māori
* ***Auahatanga*:** Development and implementation of innovative trials and investments to test policy and programme models that promote better results for whānau Māori

Our work is focused around five inter-related kaupapa:

* Crown - Iwi, hapū and whānau Māori relationships
* State Sector effectiveness for Māori
* Strengthening cultural wealth
* Skills, learning and education
* Strengthening economic wealth

For further information about Te Puni Kōkiri please visit our website: [www.tpk.govt.nz](http://www.tpk.govt.nz/)

**O TĀTOU WHAIPAINGA – OUR VALUES**

**Te Wero** – *We pursue excellence*.

We strive for excellence and we get results. We act with courage when required, take calculated risks and are results focused.

**Manaakitanga** - *We value people and relationships*.

We act with integrity and treat others with respect. We are caring, humble and tolerant. We are co-operative and inclusive.

**He Toa Takitini** – *We work collectively.*

We lead by example, work as a team and maximise collective strengths to achieve our goals.

**Ture Tangata** – *We are creative and innovative.*

We test ideas and generate new knowledge. We learn from others and confidently apply new knowledge to get results.

**TE PUNI Statement**

The Organisational Support Te Puni works in partnership with others (internally and externally) to enable Te Puni Kōkiri to maintain and enhance our capability to deliver efficient, effective and economical outputs. In part we achieve this through the provision of advice, systems, tools and processes that are tailored for our needs.

Our areas of responsibility include:

* Business Continuity and Protective Security
* Health and Safety oversight
* Communications and media management
* Information services and records management
* Technology services
* Finance and departmental procurement
* Legal advice and administration of Māori Trust Boards
* Human Resources and Capability
* Ministerials and Business Support
* Property and asset management

**Organisational Support are committed to achieving this through:**

* Working collectively: Building and maintaining a capable workforce
* Working together towards our agreed purpose: Nurturing effective relationships
* Knowing and trusting each other, our strengths and experiences: Embracing whānau rangatiratānga
* Applying our Te Ao Māori lens: Fostering supportive environments.

***Specific expectations*** will be agreed through the development of performance and development plans.

Job Description Updated & Certified: Manager\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: August 2017

**PURPOSE**

The Programme Lead will proactively manage or contribute to the development, review and co-ordination of an overarching “Framework” to meet a range of organisational assurance requirements including:

* Health and Safety
* Protective security (including facilities)
* Privacy
* Business Continuity
* Emergency Management

They will work with other leaders across the organisation, especially the Business Managers in Organisational Support and Regional Partnerships, key business owners and the Regional Managers (see attached table) to ensure programmes are fit for purpose, meet assurance requirements and our staff are educated.

They will be responsible for central co-ordination, developing and monitoring programmes of work and the annual reviews of our state of maturity and developing and implementing annual enhancement programmes. In doing this they need to understand the wider and long term implications of the programmes and what we are seeking to achieve and engage relevant stakeholders at an early stage. Ensuring the right approach is applied for each programme.

They, in partnership with the Business Manager (OS), will be responsible for:

* engaging in emergency management exercises and other cross agency forum
* supporting the internal governance groups (including Privacy and Protective Security Governance Group)
* co-ordinating the implementation of programmes across the Ministry including education for managers and staff on requirements and expectations
* providing intellectual leadership across and managing external requirements (other agencies and Cabinet)
* developing (or supporting development of) and monitoring 3 year programmes of work in the security and safety areas)
* develop and deliver manager and staff education programmes across TPKs nationwide network
* developing and maintaining policies, procedures and guidance material
* assist regional and national teams to develop site specific health, safety and security plans
* completing annual departmental reviews and maturity questionnaires
* overseeing the health and safety committee (with Human Resources and Capability)
* working across government to identify best practice ways to use technology and cross agency engagement to identify and promote effective implementation

The Programme Lead will work collaboratively and flexibly as the work arises and will be engaged in work across the Ministry. They will provide technical and analytical leadership on complex issues, leading or support initiatives within their area of expertise. They will also play an essential role as coach to staff and management.

**DIMENSIONS**

**Range of Influence**

The Programme Lead is expected to possess high level technical knowledge and expertise relevant to business continuity, emergency management, Protective Security and/or health and safety. Understanding how organisations function and how best to lead and embed initiatives. Seen as an expert in their field they are expected to use their knowledge to influence outcomes at the highest level across government and in communities.

**Leadership**

The Programme Lead does not have line management responsibility but they are expected to coach others and support professional development. The Programme Lead will also play an important role in increasing the capability of Te Puni Kōkiri by coaching and imparting their knowledge to others.

**Financial**

The Programme Lead, together with the Business Manager (OS), may manage project budgets.

**Health and Safety**

Understand, promote and demonstrate a commitment to sound health and safety practices by applying Te Puni Kōkiri Health and Safety Policies and Procedures.

**SPECIFIC ACCOUNTABILITIES AND DELIVERABLES**

**Provide advice and co-ordinate implementation for organisational programmes – *Business Continuity, Emergency Management, Protective Security, Health & Safety and Privacy***

* Work with business owners to develop an overarching Assurance Framework and formulate strategies and plans to respond to external demands that are fit for purpose
* Develop policies, procedures and guidance material for managers and staff
* Develop and run regional and national office education programmes
* Support regional offices in implementing new requirements
* Co-ordinate assurance requirements and recommend areas for ongoing development / enhancement
* Design and support readiness exercises
* Participate in external emergency management exercises
* Working with the Business Managers, build and maintain extensive relationships and connections with other government agencies (particularly DIA, NZSIS, MCDEM), industry/sector organisations, international
* Work collaboratively across the Ministry and wider government to ensure the best advice and plans are developed, implemented and reviewed
* Support the internal protective security and privacy governance group (PPSGG)
* Oversee National Health and Safety Committee.

**Provide leadership in the development and delivery of high quality advice and services**

* In-depth understanding of protective security, business continuity, emergency management, health and safety and other organisational assurance requirements
* Demonstrate flexibility, adaptability and strategic agility as the needs and priorities of the Ministry and the Government change over time
* Front engagement with the other agencies
* Lead the Ministry’s contribution to reviews of cross government initiatives

**Increasing the capability and professionalism of the Ministry**

* Demonstrate a commitment to your own continuing development of core and transferable skills.
* Providing technical leadership and support to the Deputy Chief Executive and Business Manager.
* Demonstrate an enthusiasm and willingness to work across team and departmental boundaries and issues.
* Incorporate informal opportunities to build capability in the course of working across the organisation especially in the regions.

**Supporting team management and administration**

* Deliver organisational initiatives through thought leadership and the quality of advice.
* Lead and contribute to the preparation and reporting requirements of team and Ministry accountability and planning processes e.g., Te Puni planning, output plans, development and delivery of annual plans, responses to official correspondence requests.
* Contribute to the administration of statutory obligations and commitments, including implementation, monitoring, reporting and reviewing of specific recommendations in co-operation with relevant stakeholders.
* Be aware of and apply all Te Puni Kōkiri policies and procedures

**KNOWLEDGE SKILLS AND EXPERIENCE**

**Essential**

* A relevant tertiary qualification and proven current experience within government
* Experience of developing, implementing and reviewing frameworks and plans to meet organisational requirements
* Excellent oral and written communication skills
* Well-developed relationship management skills to work with a broad range of people including senior management, other agencies, service providers and external contractors
* Influencing skills
* Trustworthiness and discretion
* A high level of commitment to detail, quality, thoroughness and delivery.
* Experience in leading change and coaching key stakeholders and staff
* Proven experience managing complex and multiple relationships to take full advantage of the perspectives and expertise of others
* Demonstrated leadership experience in a complex and sensitive environment
* Understanding of the relevance of the Treaty of Waitangi to the work being undertaken

**Desirable**

* Experience in agile project management
* Proven ability to represent their organisation and are recognised for their expertise by other Government agencies or external stakeholders.
* Understanding of Te Ao Māori and te reo Māori
* Have experience working with Māori along with a respect for Māori cultural, values and customs

**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 competencies required for this role.

## *Role Specific Competencies*

Role specific competencies describe requirements specific to a role:

**Specialist Knowledge**

* Seen and accepted as a professional expert in your field, both internally and externally, and have a significant influence in your field of specialisation.
* Use your knowledge and skill to inform current nominations and appointments development and predict future scenarios
* Share your expertise across the organisation and act to record your knowledge for the benefit of current and future decision making.
* Keep abreast of the cutting edge of your specialist field, including national and international developments and keep necessary people informed.
* Have a broad understanding of the subject areas that Te Puni Kōkiri operates within.

***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 is 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 the Treaty of Waitangi
* Actively consider ways of incorporating and representing Te Ao Māori in your work

### Leadership

* Are prepared to make difficult decisions when required
* Demonstrate leadership behaviours including commitment, integrity, accountability, humility and selflessness
* Translate the organisations direction into goals and action for the team
* Provide support and motivate team members
* Create opportunities for development of individuals and the team
* Create an environment where staff can take the initiative
* Take action to improve team dynamics, achievement and abilities
* Take shared responsibility for organisational decisions
* Look for areas for improvement and positive change

**Relationship Management**

* Adhere to concepts such as whanaungatanga, whakapapa and manaakitanga when dealing with people
* Foster an environment where people work together with ease and understanding
* Focus on the organisation working as a team rather than separate business units
* Champion initiatives that achieve a positive outcome for stakeholders
* Proactively build positive working relationships with people at all levels within the public sector, private sector and Māoridom, with the intent of furthering the organisations’ strategy
* Ensure all stakeholders have their say and information is considered before decisions are made
* Approach tense or difficult situations with the objective of reaching win-win solutions

### Communicating Effectively

* Are adept at using te reo Māori in your work and communicate with Māori audiences adhering to tikanga and kawa
* Strategies 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

* Understand business plans and advise on medium to long term improvement
* Plan work and significant projects identifying timeframes and priorities; organise and allocate resource; monitor work streams and report on progress
* Analyse complex situations by: breaking into constituent parts; recognise and assess likely causal factors; interpret the information available; look for connections, and devise effective solutions
* Use contemporary and traditional Māori knowledge to achieve results
* Actively consider risk involved in problems or issues and act to mitigate and/or advise appropriate others
* Define work in terms of results and pursue success with energy and drive
* Monitor conditions to anticipate the need to change

**Business Understanding**

* Understand the importance of tradition and contemporary knowledge for Māori development
* Commit to and promote the organisation’s strategies and business objectives
* Set operational strategy to achieve business to achieve business goals
* Understand the reasons behind business policy and procedures and monitor effectiveness
* Understand the purpose and current work of other group in the organisation
* Understand the treaty of Waitangi and how it applies to the work of Te Puni Kōkiri
* Understand and consider impact of decisions on wider State Sector
* Work collaboratively with other government agencies
* Have a thorough understanding of the political environment that Te Puni Kōkiri operates in
* Understand the needs of Te Puni Kōkiri stakeholders and respond to them

***PLANNING/PROJECT MANAGEMENT COMPETENCY***

**Champion effective use of project management disciplines**The Ministry is applying a project management methodology across our work programme. You need to demonstrate the advantages of project management for improving outcomes, including:

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

**Oversee large projects**

You will be able to take on large project roles and balance your responsibilities between leading and coaching.

**Manage project priorities, risks and opportunities**

You will:

* have a clear sense of the objectives that you are trying to achieve
* 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
* 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.

**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.

**KEY RELATIONSHIPS**

**Internal**

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| **Contact** | **Nature and Purpose of Relationship** |
| Deputy Chief Executive  | As a direct report |
| Business ManagersProperty Manager | Provide advice and support to develop and implement plans, policies and programmes (especially the Business Manager for Organisational Support) |
| Chief Executive and Deputy Chief Executives | Proactively provide expert to support delivery, staff safety and maintaining compliance |
| Managers  | As a partner and provider of a range of services that contribute to the success of the Ministry. |
| Principal Advisors | Peer group |
| All Te Puni Kōkiri staff  | Provision of high quality, proactive advice and support. |

**External**

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| **Contact** | **Nature and Purpose of Relationship** |
| Other government departments | Gather relevant information and work together to understand and explore new initiativesComplete reporting requirements.Participate on exercises (and events) |
| Minister(s) and their Offices | Brief and advise the Minister if required by the Deputy Chief Executive |
| Suppliers and providers | Oversee and work this on the delivery of services and advice |
| Industry/Sector organisations  | Engage and build strong relationships |

**SPECIAL REQUIREMENTS**

Travel will be required to support the Deputy Chief Executive in the development, implementation and review of specific programmes with our Regional offices.

Work out of normal working hours will be required from time to time.

**DECISION MAKING AUTHORITY**

Support the Deputy Chief Executive with project and budget management as agreed from time to time.

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| **Framework Focus Area** | **Business Owner** | **Lead** | **Engagement** |
| Framework development | Deputy Chief Executive – Organisational Support (DCE – OS) | Programme Lead | Focus area Business OwnersPrivacy and Protective Security Governance Group (PPSGG)  |
| Health and Safety | Human Resources & Capability (HR&C) | Principal Advisor, HR&CProgramme Lead | Programme Lead |
| Welfare Services in Emergencies | DCEs – RP and OS | Business Managers RP and OS | Regional Managers,MCDEMState Sector Agencies (Welfare)Programme Lead |
| Business Continuity (plan development, review and testing) | DCE - OS | Business Manager OSProgramme Lead | Critical Area Managers (including: IT, Finance, HR&C) |
| Protective Security | DCE - OS | Programme Lead | Facilities – Property Manager,Information Services – Manager ISPhysical Security – Principal Advisor HR&CPersonnel Security – BM OS, SIS |
| Privacy  | Legal Team | Legal Services Manager | Programme LeadGovt Chief Privacy Officer |
| Overall programme development and monitoring | DCE – OS | Programme Lead | Governance Group (PPSGG)TPK Executive Team |