

Role Description

Date of last review: March 2017

Title:	Tourism and Economic Development Policy Manager	Position Number:	800/2500
Business Group:	Policy and Visitors	Manager's title:	Director, Policy
Location:	Wellington	Tier:	Tier 4

Context

The Department is the central government agency that conserves and manages New Zealand's natural, historic and cultural heritage which provides increasing benefit to New Zealanders.

The Department's vision is that New Zealand is 'the greatest living space on Earth'. Kāore he wāhi i tua atu i a Aotearoa, hei wahi noho i te ao. Its undertaking is that New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities and from living our history. The Department has committed to a new strategy to "grow conservation through partnerships with others".

The Department has adopted a set of 2025 Stretch Goals, which will require a strong focus on strategy and growing conservation by working with others. This will be executed through a leader led approach. Through this focus the Department will be able to become a leader in the Natural Resource Sector (NRS), driving better conservation, natural resource management, Government outcomes, and moving towards step change growth in conservation.

Whānau, hapū and iwi enjoy a primary Treaty relationship with Te Papa Atawhai through the Department's Section 4 obligations.

Purpose of the role

To lead the Policy team to deliver policy that supports the Department's strategic direction.

Accountabilities

Accountability Area	Activities
Lead Policy Team	<p>Staff are directed efficiently and effectively to high priority policy work (as determined by Policy Managers and/or the Director, Policy)</p> <p>Support and advice for the Minister, Director General, Deputy Director-General Science and Policy, and the Director, Policy.</p> <p>Work is appropriately allocated and delivered to required standards of quality and timeliness</p> <p>Project and time management skills are grown throughout the team</p> <p>Proficiency in policy development and the context in which it is required</p> <p>Develops a strong and effective team to achieve results:</p> <ul style="list-style-type: none"> • Staff are directed efficiently and effectively to high priority policy work (as determined by the Policy Managers collectively or Director, Policy) and work is appropriately allocated and delivered to required standards of quality and timeliness • Team members' personal and professional capabilities are developed. <p>Quality assurance of the Policy Team's deliverables</p>
Stakeholder/Customer Engagement	<p>Build and maintain effective relationships with key individuals and groups from relevant sectors and organisations</p> <p>Lead the representation and co-ordination of cross-agency initiatives within own area of responsibility</p> <p>Work with other Business Groups and Units to ensure a consistent and collaborative approach to stakeholder engagement</p> <p>Engage and work in partnership with iwi and tangata whenua to align conservation goals with the principles of the Treaty of Waitangi</p>
Health and Safety	<p>Provide leadership in achieving the Department's goal of developing an injury free workplace</p> <p>Lead culture change where health and safety is a key to success and the only acceptable goal is to be injury free</p> <p>Ensure managers have the necessary tools to be effective health and safety leaders</p>

For more detailed information about the role accountabilities refer to the Business Plan, Performance and Development Plan, and Operating Reviews of the position holder.

Capabilities

Capability Area	Competencies
<p>Strategic Leadership Navigating for the future</p>	<p><i>Leading strategically</i> - think, plan and act strategically; to engage others in the vision, and position teams, organisations and sectors to meet customer and future needs.</p> <p><i>Leading with influence</i> - lead and communicate in a clear; persuasive and impactful way; to convince others to embrace change and take action</p> <p><i>Engaging others</i> - connect with and inspire people; to build a highly motivated and engaged workforce</p>
<p>System Leadership Stewardship of people, functions, organisations and systems</p>	<p><i>Enhancing organisational performance</i> - drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers</p> <p><i>Enhancing system performance</i> - work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes</p> <p><i>Leading at the political interface</i> - bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government’s policy priorities</p> <p><i>Working in Complexity</i> - see the big picture- the whole context and the complexity of connections; consider multiple levels and look for patterns and underlying causes/drivers of issues.</p>
<p>Delivery Management Making it happen with and through others</p>	<p><i>Achieving ambitious goals</i> - demonstrate achievement, drive, ambition, optimism and delivery-focus; to make things happen and achieve ambitious outcomes</p> <p><i>Managing work priorities</i>- use team process to plan, prioritise and organise work; to deliver on short and long term objectives across the breadth of your role</p> <p><i>Achieving through others</i>- delegate to maximise the strengths in your team and set clear expectations through task assignments. Maintain oversight of work responsibilities and leverage the capability of direct reports and staff to deliver outcomes for customers.</p> <p><i>Health, Safety and Wellbeing</i>- actively promote a culture of health, safety and wellbeing through role modelling a high standard of practice, and taking all practical actions to mitigate risks.</p>

Capability Area	Competencies
Specialist Skills and Experience	<p>High level of knowledge of policy processes of government and good understanding of the theory and systems for policy development and experience in successfully leading teams of policy analysts.</p> <p>Project and programme management familiarity</p> <p>Skilled in legislative and policy development and implementation</p> <p>Thorough knowledge of the natural resource policy environment including the local government sector</p> <p>Ability to work in wider Government context across departmental interests</p> <p>Good knowledge of government processes, procedures and accountability and its application</p> <p>Able to impart policy and technical information in a clear and concise manner</p> <p>A university degree with relevance to the Department of Conservation.</p>

Personal Characteristics

Self-aware and agile - You seek out opportunities to build self-awareness, improve your skills and personal capability. You reflect on, and learn from experience; you adapt your approach to optimise your effectiveness with different people and in different situations. You are aware of the impact your own emotions and behaviour have on others, and modify these where necessary.

Curious - You actively listen, use questioning, and check for understanding. You show curiosity, flexibility and seek out others' contributions and perspectives. You analyse and integrate ideas and information and apply sound judgement to make fit for purpose decisions.

Resilient - You show drive, composure and grit, and a sense of perspective when the going gets tough; to help others retain optimism and focus. You take personal responsibility for managing your own health and wellbeing.

Honest and Courageous - You deliver the hard messages, make timely decisions and take on accountability for those decisions; to advance the longer-term best interests of customers and New Zealand.

Personal Integrity - You treat people with fairness and respect. You build trust through maintaining confidentiality, delivering on promises, and assume personal responsibility for individual actions and decisions.

Relationship building - You identify and build effective relationships both internally and externally. You demonstrate an understanding of the Treaty of Waitangi and of Maori Tikanga and protocols.

Relationships

This section describes the expectations and boundaries the role has with key roles and Groups

Internal groups

Other T4 Policy Managers - to work closely with this role-holder to achieve priority policy projects and to ensure that staff have the capability and resources to effectively deliver priority advice and projects to the required standards

Intermediate Outcome Stream Leads (IOSL's) and Tier 4 managers throughout the department to establish the desired standards and potential for outcomes from policy work assigned to the Unit

Science and Policy Group T4 managers and the Capability and Organisation Development Manager and their team to develop capability and capacity in the Policy team

External groups

Natural Resources Sector including: the Secretariat for the Sector; any work on building capability and capacity for policy analysis across the sector or the wider public sector (e.g. State Services Commission and Treasury work on improving quality of policy advice); liaison to assist with co-ordination across whole-of government policy projects and in NRS-led project work

Engagement with external stakeholder organisations as part of agreed work programmes

Other Managers across government as a first-point of escalation of issues for the DOC Policy team

Authorities

You are required to comply with the standard operating procedures of the Department. In addition you must comply with the financial, human resources, legal and other delegations set out in Standard Operating Procedures, policies and instructions (Refer to the Intranet for further information).