

Chief of Staff

**Manatū
Taonga**
Ministry
for Culture
& Heritage

Te Whakaaturanga Tūranga | Position Description



Ki te puāwai te ahurea, Ka ora te iwi | Culture is thriving, the people are well

He manatū iti, he mana whānui, he toronga whānui, he manawa nui anō hoki tēnei e karanga atu nei. Nau mai, tomo mai, kia rongo ai tāua i ngā tākirikiringa o te whatumanawa o tō tāua tuakiritanga ā-motu.

An invitation from a small ministry, with a broad mandate, a wide reach and a big heart. Come in, let us all get a sense of what speaks to the heart of our national identity.

People Leaders play a critical role in the broader leadership and governance of Manatū Taonga. You influence our strategic direction, and you shape and harness the talent of our people across Manatū Taonga. You help us deliver for all New Zealanders as part of the culture and heritage sector and the wider public service. You help manage and progress the work of the organisation in partnership with Māori. As part of a leadership team you think of the organisation before Group or team and support each other to succeed. We rely on you to deliver on this personally and with your leadership colleagues and teams.

Mō te ratonga tūmatanui | About the Public Service

Ka mahitahi mātou o te ratonga tūmatanui hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hāpori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua a te ratonga tūmatanui i roto i ā mātou mahi.

In the Public Service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the Public Service in our work.

Aronga mahi | Work focus

Reporting Line	You work in Te Toi Office of the Secretary group reporting to Tumu Whakarae Secretary for Culture and Heritage
Direct Reports Accountability	Up to 12
Financial Accountability	Refer financial delegations' policy
This position requires	'Secret' security clearance Credit check

Te whāinga me te putanga | Purpose and outcome

The Chief of Staff is a strategic adviser who works directly with the Secretary and closely with the Secretary's Advisers, and Te Kāhui Mataaho | Ministry Leadership Team to provide strategically focussed advice and support.

You are a trusted confidant to the Secretary on a breadth of matters associated with the Ministry's performance and external engagement, including the Ministry's relationship with Ministers and their offices. You play a key role in leading and guiding the strategic direction of Manatū Taonga.

You ensure you are applying a Te Ao Māori lens to our mahi and seek to improve outcomes for Māori and support Māori-Crown relationships.

Te horopaki me ngā kawenga | Context and responsibilities

You provide the Secretary with high quality, strategically focussed advice and support. You contribute to the oversight of strategic performance and associated content including the Ministry Strategy and Strategic Intentions. You promote and lead consistent communication of the strategic direction and performance of the Ministry through key contact points e.g. Central Agencies and the Ministers' Offices.

You are persuasive and highly adept at building alignment and alliances between competing interests and agendas. You use your strong engagement skills to work confidently and in partnership alongside senior people from other culture and heritage agencies, iwi Māori, and sector partners.

You are trusted by and connected to people across the Ministry, building relationships and having your finger on the pulse of the organisation to provide strategic insights to the Secretary and get ahead of emerging risks. You execute key decisions made by the Secretary and support across the Ministry to ensure successful implementation of these decisions, utilising your cross-ministry relationships to address any challenges.

You support the leadership and governance of the Ministry. You act as a strategic liaison point and sounding board for Ministry Leadership Team (Te Kāhui Mataaho) on matters not being directly managed by the Secretary.

You are accountable for timely quality communication across the Ministry, with Ministers' their Offices and other stakeholders on key issues. You lead and are accountable for identifying, monitoring, and managing strategic organisational risks and opportunities.

You act as the Secretary's personal representative/delegate, as required, including leading or maintaining oversight of key projects.

Ngā hononga | Relationships

Internal

- Te Kāhui Mataaho (Ministry Leadership Team)
- Te Kāhui Arataki (People leaders network)
- Te Kahui Hautu (Chair - Operational Management sub-committee)
- All levels of Ministry staff

Across the system

- Ministers and their offices
- Sector entities
- Other government chiefs of staff
- Iwi/imi and Māori organisations

Ngā wheako me ngā tohu mātauranga | Experience and Qualifications

In addition to the skill requirements outlined at the end of the position description, the following experience and qualifications are specifically required for this position:

- Demonstrated experience working at a senior level across large and complex programmes of work
- An excellent understanding of Government and significant experience working with senior leaders and Ministers/Ministerial Offices
- Operational delivery experience and a practical understanding of what it takes to execute strategy and navigate institutional barriers with and across agencies. Programme management experience is highly desirable
- Expertise in influencing highly skilled senior management and professional teams in a diverse, complex and demanding environment.
- A strong understanding of and commitment to the principles of Te Tiriti o Waitangi.
- Ability to build and maintain diverse networks of relationships internally and across sectors, understanding what drives others
- Tertiary qualification in a relevant field and/or equivalent experience.

Te tū angitu i roto i tēnei tūranga | Being successful in this role

You are comfortable influencing people up, down and across the organisation; you are looking to the future and managing in the present; and you are working autonomously and within a broader leadership team.

As a leader you can see what's possible and you know how to deliver it through your team. You can see the potential in people and know how to get the best out of each person in a way that benefits them and the organisation. You exemplify public service principles and values and the values and behaviours of Manatū Taonga.

You are part of a broader leadership team and recognise and harness the power of the collective. This means you see and make connections across all Manatū Taonga work and ensure that what we do is well informed by the Crown's Treaty obligations. You work with your leadership team to manage risks and capitalise on opportunities so our organisation, and the system we are stewards of, is responsive, sustainable and strong.

Ngā āheinga me ngā kawatau Capabilities and Expectations

People in this role have different experience. Sometimes we recruit for specific subject matter expertise or sector knowledge. This is to ensure the skills, knowledge and credibility of Manatū Taonga continue to develop. We may also recruit to encourage a diverse workforce that reflects New Zealand communities. Regardless of your area of focus, knowledge or background, the skills and capabilities you bring to Manatū Taonga at this level are comparable across your peer group.

We focus on four key leadership capability areas which are described in the Leadership Success Profile.

• Mana Rautaki Strategic leadership	• Te Hautūtanga ā-Pūnaha Systems leadership
• Te Whakahaere Parapara Talent management	• Te Whakahaere o te Tuku Delivery management

We've provided examples of the range of work expected of you so that you contribute to the direction, stewardship and talent development of Manatū Taonga. You'll use your judgment to determine where to place your emphasis at different points in time.

Hautūtanga Rautaki | Strategic Leadership

Where are we going? And how do we get there?

Collectively we want you to lead things like this:

1. He hononga Tiriti: Lead, alongside others, in preserving, developing and maintaining effective Māori–Crown relationships. Use the Crown's Treaty obligations to inform how we move forward strategically.
2. Critically analyse contextual information collected from different viewpoints. Develop a cross Manatū Taonga work programme with clear priorities.

3. Know the full breadth of what our organisation delivers. Participate meaningfully and confidently in cross-organisation strategic discussions and decision-making.
4. Understand what our strategic messages are. Keep messages focused and people engaged in their work, even when the going gets tough.

As a leader of your team, we want you to lead things like this:

1. Keep your knowledge current about what's going on across the political landscape, public service and sector, and the risks and opportunities that lie ahead. Use this context to inform your view of what the organisation should anticipate, and what it needs to focus on to deliver to diverse New Zealand communities.
2. Support the development of the vision and strategy of Manatū Taonga, and act on it. Translate 'what and why' in a meaningful way for each individual in your team and for the work they do. Navigate through imperfect, unclear or ambiguous information and clarify what is required.

Te Hautūtanga ā-Pūnaha | Systems Leadership

How do we together build for a better New Zealand?

Collectively we want you to lead things like this:

1. He hononga Tiriti: Lead how Manatū Taonga is engaging with our Treaty partners in a way that responds to both Māori communities and the Crown and that delivers improved outcomes.
2. Translate what it means to work as a public servant first. Lead messaging about the shared purpose, principles and values of the public service, and demonstrate the values and behaviours of Manatū Taonga.
3. Understand, articulate and promote the role of Manatū Taonga in the sector.

As a leader of your team we want you to lead things like this:

1. Understand the reality of operating in a political environment. Know how to effectively engage with Ministers, hold frank conversations, and retain an achievable work programme for Manatū Taonga.
2. Spend time developing yours and your team's networks across the system and extend into relationships beyond our usual 'go-to' people and organisations. Contribute ideas and develop such good rapport, that you are a sought-after voice whenever decisions affecting our sector are made.
3. Understand the purpose and ethos of the agencies we work with especially for those where our work naturally intersects. Work together with agencies, sometimes taking the lead and sometimes supporting others in the sector to take the lead. Readily share with, and use information from, sector peers to improve the way we do things.

4. Lead your team in imagining how things could be improved. Explore beyond the obvious, check with your leadership peers, and decide what steps are needed to embed improved ways of working.

Te Whakahaere Parapara | Talent Management

How am I building talent for the future – for my agency and others?

Collectively we want you to lead things like this:

1. Develop an organisational view of resourcing and future capability needs so that we can:
 - a. decide how best to assign our people across the organisation to support priorities; reach beyond Manatū Taonga to augment our capability; and change tack quickly if resourcing priorities change
 - b. care about our people, develop careers in ways that are mutually beneficial for them and Manatū Taonga, and build positively on our learning culture.
2. Work on our people practices and the way we do things so we achieve our people related aspirations and can show progress.

As a leader of your team we want you to lead things like this:

1. He ngākau titikaha: Lead by example. Build your confidence and capability in te reo, tikanga and the Treaty of Waitangi. Be a role model and encourage others to do the same. Build organisation knowledge of why and how Te Ao Māori needs to be at the centre of our work.
2. Lead recruitment in your area and help in other areas, to ensure every recruitment opportunity is a hunt for gold and an opportunity to develop our diverse and inclusive workplace.
3. Coach and empower people. Empower your team and others to be effective in their roles and reach their potential. Help them to understand how they are valuable, give them confidence to solve problems and see opportunities, and support them to safely step outside their comfort zone. Look for opportunities to hold thoughtful coaching conversations as an integral part of your work.
4. Develop a sophisticated understanding of your team's strengths and dynamics. Know how to apply this knowledge and build trust so that the team delivers and performs at its best.
5. Set clear standards of performance and manage the team to deliver these. Purposefully improve the performance of people where needed and be confident holding tough conversations.
6. Bring a sense of enthusiasm for the work you do to inspire your team and others and create a positive work environment.

Te Whakahaere o te Tuku | Delivery Management

How will we turn what we know into what we do?

Collectively we want you to lead things like this:

1. Be an active participant in discussions and decision-making about Manatū Taonga work priorities. Take responsibility for and promote the decisions made. Regularly review the context and reset priorities according to immediate and long-term needs and have the courage to remove work from the priorities.
2. Figure out how work is interconnected across Manatū Taonga and how you can help each other deliver in the system with impact.

As a leader of your team we want you to lead things like this:

1. He hononga tangata: Be deliberate in creating opportunities for more New Zealanders to engage with Māori culture when designing and developing work. Ensure we engage with and deliver in partnership with Māori to achieve this.
2. Translate strategy into a multi-year view of what will be delivered by your team. Set bold plans which also manage and mitigate risk. Carefully consider priorities and available budget and develop a step-by-step and well-sequenced plan to deliver on the strategy.
3. Develop compelling business cases for change when change is needed. Use appropriate techniques to move change from idea to implementation, and work with your team to achieve this.
4. Assign work to people to make sure we deliver the right result at the right time, while staying true to the importance we place on work-life balance and flexible working. Frame the work, oversee delivery quality, and develop 'what if' scenarios for organisation and system improvements.
5. Develop ways to measure the quality, results, and effectiveness of your team's work.

Ngā pūkenga – me matatau koe ki ēnei mea | Skills – what you must do well

Cultural perspective

We celebrate our many perspectives and backgrounds. We value and share with all New Zealanders our Māori culture which is at the heart of Aotearoa's cultural identity. We work in partnership with Māori and are guided by the obligations and principles of the Treaty of Waitangi, and Treaty settlement commitments made by the Crown. We provide opportunities for New Zealanders to embrace Te Ao Māori. We have development programmes to build competency and confidence to engage within this context. Manatū Taonga provides the supportive environment to grow capability, and you bring willingness and commitment to apply what you learn.

Leadership

Strategic Leadership Where are we going? And how do we get there?	Imagine the future	Critically review what and how things are done now and imagine how they could be done in the future. Navigate a sensible path toward making the strategic change a reality.
Systems Leadership How do we together build a better New Zealand?	With others, improve our systems and processes	Engage broadly, collectively and credibly with others – across the public service and cultural sector, as well as diverse communities, organisations and cultures – in a way that helps us make sustainable improvements to the systems, practices and processes we use and offer
Talent Management How am I building talent for the future—for my agency and others?	Lead people and teams	Develop individual and organisational talent, enable and inspire individuals to realise their potential and teams to be high performing.
Delivery Management How will we turn what we know into what we do?	Track record of delivery	Turn strategy into something that can be delivered and measured. Meet delivery timeframes, quality expectations, and identify and manage risk. Deliver for your team as well as collectively for the organisation.

Leadership character

Honest & courageous	Provide confident and honest advice to advance the longer-term best interests of all New Zealanders
Curious	Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives
Self-aware & agile	Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people; to adapt well in a changing environment
Resilient	Show composure, grit, and a sense of perspective when the going gets tough; help others maintain optimism and focus

I have read and agree to the position description as detailed above.