

Pou Tohu Mātāmua o Te Pae Kaupapa | Principal Adviser Operational Policy

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.

Principal Advisers are central in shaping the direction of advice across Manatū Taonga, and you are masters of your craft. You are well attuned to the bigger picture, context, political environment and pace of change, and make strategic and operational connections that work. Because of your deep knowledge and broad experience, people seek your opinion, advice and leadership. You give confident and honest advice to decision-makers.

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 hapori, 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 Hua Delivery & Investment group, reporting to the Pou Arataki o Te Pae Kaupapa Manager Operational Policy
Direct Reports Accountability	Nil
Financial Accountability	Nil

Te whāinga me te putanga | Purpose and Outcome

As the Principal Adviser Operational Policy, you think strategically and are capable of identifying opportunities as well as working collaboratively with the key players in the sector and across government.

You bring significant experience in a variety of methodology, including policy and advisory techniques, and service design approaches.

You work closely with the Manager Operational Policy to build and enhance the overall capability of the team.

You elevate our approach to policy implementation, ensuring that our partnerships and delivery teams can turn governmental priorities into operational realities.

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 will lead the strategic alignment of investments in the Arts, Cultural, and Heritage sectors with governmental objectives, meticulously managing operational risks to optimise outcomes. Your role as a Principal Adviser entails not only fostering connectivity but also fostering strategic foresight to anticipate and address emerging challenges and opportunities.

You will lead initiatives, providing strategic oversight and comprehensive risk analysis. Your expertise will be pivotal in offering strategic foresight and guidance on the operational impact of new policies and initiatives, assessing their feasibility, costs, and optimal timing. Your strategic leadership will drive the identification of opportunities for operational excellence and the development of innovative policies and initiatives to address evolving needs.

Crafting robust operational frameworks and providing strategic guidance for policy implementation will be central to your role. You will provide quality assurance and leadership within the team to ensure outputs are fit-for-purpose and to a high standard.

You will lead the management and administration of legislation we administer, including compliance monitoring and enforcement of legislated or regulated policies that are not administered by sector entities. You can navigate a wide spectrum of inquiries and requests, ranging from straightforward to intricate situations that may not have been envisioned when the legislation was initially developed.

Ngā hononga | Relationships

You work confidently alongside senior people from other agencies, entities, iwi, and stakeholders to solve problems and develop integrated operational policy and delivery

solutions. You build positive relationships and lead out on external engagements with a focus on maximising impact and accountability. This draws on your ability to frame a position and persuade effectively.

You work closely with the strategic policy team to create connections with operational groups and strong understanding of operational imperatives and issues.

You engage effectively with operational leaders and staff to provide current and robust advice and work closely with operational groups to plan implementation and ensure materials and approach are fit for purpose and meet needs.

You may lead relationships with board members and senior executives of funded organisations to manage funding activities.

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:

- A working knowledge of government legislation and/or service delivery and design.
- Demonstrable experience in assessing the opportunities, risks, feasibility, costs and benefits of operational policy design options.
- Excellent communication skills both written and verbal, and the ability to communicate effectively with different audiences.
- Experience of advising senior leadership teams and generating advice with a comprehensive portfolio lens.
- Experience working with Ministers, select/officials committees and senior departmental representatives.
- Ability to build and maintain diverse networks of relationships internally and across sectors, understanding what drives others.
- Demonstrated experience in building effective and enduring relationships internally and externally.
- Clear leadership experience within a team to deliver work effectively and generate a positive work culture.
- A tertiary qualification or relevant experience.

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

You think and work across the organisation, leading and facilitating conversations to progress our strategic priorities. You work with a high level of autonomy and responsibility, confident in your advice and judgement, and supporting our

organisational direction and culture. Formally collaborating with and working alongside other Principal Advisers strengthens what you can offer the organisation.

Ngā āheinga me ngā kawatau | Capabilities and expectations

Sometimes we may recruit for specific subject matter expertise or sector knowledge to ensure continuity of skills, knowledge and credibility across Manatū Taonga in the public sector, culture and heritage sector, and te ao Māori. We may also recruit to encourage a diverse workforce that reflects New Zealand communities. Regardless of your area of focus, knowledge and background, the underlying skills and capabilities you bring to Manatū Taonga at this level are comparable.

We focus on four key leadership capability areas which are described in the Leadership Success Profile. Below we've summarised what we expect from you, so that you contribute to the direction, stewardship, talent development and achievements of Manatū Taonga. It's not an exhaustive list.

Hautūtanga Rautaki | Strategic Leadership

We want you to do things like this:

1. Carefully consider current challenges in Manatū Taonga and the sector, and challenges for the next generation. In your area of work identify medium and long-term opportunities, risks and gaps, unintended consequences and ways to address them
2. Support the development of organisational and Group strategy, leading innovative thinking for work challenges
3. Develop and encourage fresh ideas, concepts and insights that help us progress towards our goals
4. He hononga Tiriti: Play a lead role, alongside others, in developing the Māori–Crown relationship, and understand how the Crown's Treaty obligations inform your strategic advice
5. Keep up with what's going on across the political landscape, sector or within the organisation, sharing relevant information so we can anticipate any changes in organisational direction delivering to diverse New Zealand communities
6. Work with the manager, and across or outside the organisation, to shape, frame and scope strategic pieces of work, interpreting and translating what we need to do so that it's easy to deliver on

7. Use your highly attuned people skills to tell a compelling strategic story, debate issues confidently, and facilitate challenging conversations

Te Hautūtanga ā-Pūnaha | Systems Leadership

We want you to do things like this:

1. Use your understanding of the political environment to help us navigate it and connect our work with government priorities and interests, and those of other agencies
2. He hononga Tiriti: Lead the engagement with our Treaty partners in a way that responds to Māori communities as well as the Crown, delivering improved outcomes
3. Plan how you identify, engage with and connect critical stakeholders as you contribute to the sector agenda and influence it, whether in the context of work we have initiated or work initiated by others that we can contribute to
4. Connect with (or establish) formal and informal networks with other agencies and stakeholders to identify common objectives and build support for our work. Build links with networks and diverse communities to ensure that what we develop is well informed and takes a collaborative approach
5. Present work to internal or external audiences, framing a clear position and persuading effectively (in person or in writing), while acknowledging different perspectives and being prepared to find a middle ground
6. Lead, develop and implement processes and ways of working that reflect best practice, enhancing work performance, fostering experimentation, and ensuring consistent practices across the organisation
7. Evaluate what we develop to ensure it is fit for purpose, advancing long-term improvements for New Zealanders

Te Whakahaere Parapara | Talent Management

We want you to do things like this:

1. Help build talent across the organisation (and sector where possible), using a coaching approach. Encourage colleagues to share knowledge and make the most of their strengths, respecting what each person brings to Manatū Taonga, and supporting a diverse and inclusive workplace
2. He ngākau titikaha: Build your confidence and capability in te reo, tikanga and the Treaty of Waitangi/ te Tiriti o Waitangi, encouraging others to do the same
3. Help identify capability gaps and ways to address them that the organisation can sustain, encouraging everyone to improve their skills, including yourself
4. Lead by example, developing exemplary work to demonstrate what 'good' looks like, sharing information, and providing practical quality assurance
5. Contribute to a positive organisational culture, demonstrating our values and behaviours and encouraging flexible ways of working
6. Tell others about your own learning and development, role-modelling the importance of continuous learning to others

7. Lead and promote cross-Ministry initiatives designed to improve how we work

Te Whakahaere o te Tuku | Delivery Management

We want you to do things like this:

1. Be that go-to person, reliable and capable, known for getting things done
2. Clearly explain what we want to achieve strategically, particularly when requirements seem ambiguous
3. He hononga tangata: Connect the New Zealand public and Māori culture when designing and developing work
4. Connect with diverse communities when developing and shaping work
5. Lead large, complex, sensitive or cross-cutting pieces of work to a successful conclusion—working on it from start to finish, or setting it up for others to implement
6. Set out a clear path for delivery, helping to determine the best approach to take, breaking projects down into manageable tasks, and helping people feel connected to the work as the final product is developed
7. Safeguard the well-being and work-life balance of colleagues involved with your activity, making sure delivery is realistic
8. Encourage an environment that motivates and empowers others—setting goals that extend people and supporting a culture of energy and focus on doing the job well

Te āhua whaiaro | Personal character

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| 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 |

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

- Engage and influence credibly on critical matters at the most senior levels, in person and in writing
- Connect regularly with diverse and senior level networks enabling you to progress complex issues and resolve differing perspectives
- Coach and mentor others, imparting knowledge in a way that supports and grows our colleagues and ensures a positive work environment
- Apply knowledge of te reo, tikanga and the Treaty of Waitangi/ te Tiriti o Waitangi, or have the willingness and commitment to learn
- Plan, lead and deliver significant and complex pieces of work to a successful conclusion
- Provide conceptual thinking and insights that progresses strategic goals
- Navigate complexity and ambiguity of political and sector environments

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