



POSITION DESCRIPTION

Position details

Position Title	Policy Director
Branch/Group	Tourism / Labour, Science and Enterprise
Location	Wellington
Date	November 2018

Our purpose – grow New Zealand for all

Our purpose is to grow the New Zealand economy to provide a better standard of living for all New Zealanders. To achieve this, we need a strong, high performing economy, where for example, people (workers, consumers and investors) are protected and aware of their rights and obligations; and the integrity of the environment is maintained.

As one of New Zealand's largest government agencies, the work we do impacts the lives of all New Zealanders. We work to increase household incomes by helping businesses to be more productive and internationally competitive, increasing opportunities for all New Zealanders to participate in the economy through improved job opportunities, and by ensuring quality housing is more affordable.

This is all echoed in our Māori identity – Hikina Whakatutuki – which broadly means “lifting to make successful”.

How we work

Our aspiration is that MBIE is a great place to work where great work gets done.

We believe in harnessing the potential of our people and the diverse skills and life experiences they bring to MBIE.

Our targets are challenging and require us to work with others, and across the Ministry (making the most of our size and scope).

Our people will need to adopt a generous disposition and actively seek out opportunities to be purposely collaborative across MBIE. This means asking ‘why not?’ instead of ‘why?’, and leveraging off the collective that is MBIE in the pursuit of goals that stretch right across teams, branches and groups.

We work across government, and New Zealand, in a way that enables us to expand and deepen our understanding of businesses and markets. We use our extensive presence across New Zealand and around the world to make and leverage domestic and global connections.

With our Crown entity partners we work collaboratively with other government agencies; local government; businesses; industry, sector, union and employer groups; consumer groups; Māori leaders; and scientists to develop and deliver fit-for-purpose policy, services, advice and regulation that support people, businesses, communities and regions to be successful.

As the lead agency for providing government services for business, we are focussed on making it easier for business to interact with government.

Our character

Shape	We shape the agenda by challenging the status quo, and by generating and adopting new ideas, to bring those ideas to life.
Collaborate	We support each other, engage early and proactively partner in pursuit of shared goals.
Deliver	We have a can do attitude, take ownership, act with purpose, urgency and discipline, take calculated risks, celebrate success and learn as we go.

Our structure

The Ministry comprises around 3,200 staff operating in New Zealand with a further 400 staff in overseas locations.

The Ministry has seven business groups: Building, Resources and Markets; Corporate, Governance and Information; Finance and Performance; Immigration New Zealand; Labour, Science and Enterprise; Market Services; and the Office of the Chief Executive.

The Policy Director is a team member position that reports to the General Manager Tourism within the Tourism Branch of the Labour, Science and Enterprise group.

The functions in this branch are:

- Tourism Systems and Insights
- Tourism Policy
- Tourism Operations & Partnerships
- Investment Management Performance
- Major Events

Position purpose

The Policy Director is a Policy leadership position that supports the General Manager Tourism with the breadth, scale and diversity of the General Manager position.

The Policy Director is responsible for partnering with the General Manger to drive the strategic agenda at portfolio and cross portfolio levels, managing the authorising environment for teams to work within, including building and maintaining strategic stakeholder relationships. They are also responsible for providing thought leadership on complex, ambiguous multi-sector issues with significant sensitivity and risk, setting and driving priorities.

The Policy Director is also responsible for enhancing the overall capability of the branch and Ministry through guiding and mentoring managers and principal advisors.

Key accountabilities and deliverables

Responsibilities of this position are expected to change over time as the Ministry responds to changing needs. The incumbent will need the flexibility to adapt and develop as the environment evolves.

Key accountability or deliverable	Indicators of success
Policy activities and tasks <i>Shapes and drives portfolio and cross-portfolio strategic direction; guides and mentors; decides/approves advice; builds branch, group and ministry capability; manages</i>	<ul style="list-style-type: none">• Partners with the General Manager Tourism to drive the strategic policy agenda at a portfolio level and align work programmes to that direction• Leads complex policy programmes on complex, ambiguous multi-sector issues with significant sensitivity and risk, and provides authoritative and frank policy advice that recognises the choices and constraints Ministers face, anticipates needs, predicts and plans for potentially controversial or politically sensitive issues

Key accountability or deliverable	Indicators of success
<i>authorising environment</i>	<ul style="list-style-type: none"> • Critically synthesises information from a wide variety of domains and applies expert judgement to draw conclusions • Integrates up-to-date information and evidence across a number of policy areas from a wide variety of sources and disciplines to develop new insights and innovative policy solutions in ambiguous/novel areas • Proactively identifies branch and portfolio risks, ensures managed and change occurs where required • Trusted advisor/sounding board for the General Manager Tourism, Tourism Managers and policy staff • Manages the delivery and landing of advice and tasks with senior managers, ministers and stakeholders and presents frank advice even if that tests Ministers' views and preferences • Leads establishment, conclusion and trouble-shooting of complex whole of ministry and whole of public service projects drawing on the expertise of others • Manages the delivery of cross MBIE work for the design and delivery of shared projects • Ensures that the needs and priorities of all business groups are appropriately represented in the branch's outcomes • Ensures that other business groups understand the function of the branch • Provides consultancy service to various policy projects in the branch, across MBIE and external agencies
<p>General management</p> <p><i>Plans and manages work, establishes and leads project teams, develops and maintains relationships with colleagues and stakeholders</i></p> <p><i>Supports the General Manager so that the Branch operates effectively and efficiently, and delivers agreed outputs to support achievement of MBIE outcomes.</i></p>	<ul style="list-style-type: none"> • Develops portfolio work programme, priorities and strategy • Use project planning and management techniques to effectively lead and carry out multiple concurrently complex projects within the resources available • Participates in, chairs and leverages advisory groups and governance groups to drive the policy agenda and facilitate timely decision making • Assist the General Manager Tourism in building, monitoring and maintain fit for purpose innovative ministry capability (people and structures) needed to achieve desired goals and objectives, and achieve expected efficiency benefits and on-going improvements in cost effectiveness • Monitors and adjusts work programmes through the agreed processes to enable the Branch to adapt to changing circumstances
People leadership	<ul style="list-style-type: none"> • Models exemplary management and leadership behaviours, and State Sector ethics and values • Provides a sense of vision and leadership that engages and motivates others participate and make things happen • Fosters an open, collaborative environment that encourages quality, innovation, on-going learning and knowledge sharing • Monitors branch and team performance against branch objectives/KPIs to

Key accountability or deliverable	Indicators of success
	<p>ensure performance targets and outcomes are met. Identifies issues and brings to General Manager Tourism attention in a timely manner and addresses any issues, as required)</p> <ul style="list-style-type: none"> • Supports the General Manager Tourism in ensuring an engaged, functional branch (including pro-actively identifying and effectively addressing any issues that detract in a timely manner) • Supports the General Manager Tourism so that the branch operates effectively and efficiently, and delivers agreed outputs to support achievement of MBIE outcome
<p>Capability development <i>Seeks development opportunities</i></p>	<ul style="list-style-type: none"> • Takes responsibility for own professional development of core, transferable policy skills and seeks opportunities to learn
<p>Relationship management</p>	<ul style="list-style-type: none"> • Effectively influences, and contributes to an authorising environment, through building and maintaining enduring relationships with senior stakeholders • Represents whole-of-Ministry views and protects its reputation in external interactions • Builds strategic alliances with key government and non-government representatives to ensure MBIE's views are influential in their decision-making • Builds and maintains effective relationships and partnerships with national and international organisations to identify and share best practice information and to promote the Ministry, its products and services • Tests the effectiveness of stakeholder relationships using a range of appropriate measures and processes (including stakeholder feedback)
<p>Safety and wellbeing <i>Manages own personal health and safety, and takes appropriate action to deal with workplace hazards, accidents, incidents and near misses</i></p>	<ul style="list-style-type: none"> • Manages own personal health and safety, and takes appropriate action to deal with workplace hazards, accidents and incidents. • Ensures own and others' safety at all times. • Complies with relevant safety legislation, policies, procedures, safe systems of work and event reporting. • Reports all incidents/accidents, including near misses in a timely fashion.

Competencies

<p>Policy knowledge and skills <i>Applies judgement and strong intellectual capability to anticipate and ensure the needs of ministers are met</i> <i>Shapes the future policy agenda and builds and</i></p>	<ul style="list-style-type: none"> • Understands what the government wants to achieve and has the ability to anticipate minister and Ministry needs • Is able to navigate high levels of ambiguity and use judgement and experience to identify priorities • Is able to use experience and judgement to shape the future policy agenda and priorities, identify work programme gaps, delivery risks and other issues and ensure effective and timely intervention
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<p><i>manages strategically important stakeholder relationships</i></p>	<ul style="list-style-type: none"> • Understands the system, how people and the organisation functions and is able to drive the Ministry’s work programme and influence change across teams, branches and groups • Is able to apply strong intellectual capability and judgement to analyse large, complex policy issues and readily grasp and synthesise the ideas, analysis and advice produced by others • Has the intellectual capability and judgement to manage multiple complex projects concurrently • Demonstrates mastery of public policy processes and has an in-depth understanding of the policy production process • Has the ability to use effective commissioning and policy management techniques including to identify and manage risks • Is able to communicate and persuade using a range of oral, written and visual mediums in diverse situations • Has the ability to identify strategically important stakeholders and establish connections within short periods of time, and maintain and deepen those relationships over time even in the face of differences
<p>People Leadership <i>Builds branch capability</i> <i>Persuades and enlists</i></p>	<ul style="list-style-type: none"> • Has excellent communication and influencing skills and able to build buy-in and commitment without reliance on positional leadership • Is able credibly/trusted to coach and provide sounding board to policy managers and the General Manager • Is able to create a climate where people are motivated to do their best to help the organisation achieve its objectives • Has excellent change leadership, communication and coaching skills to embed a culture of policy excellence in the branch • Has an understanding of organisational and management theory and practice • Is able to identify people leadership issues and ensure effective and timely intervention through the policy manager or General Manager
<p>Cultivates Innovation</p>	<p>Shape the agenda, creating new and better ways for the organisation to be successful, including by</p> <ul style="list-style-type: none"> • Coming up with useful ideas that are new, better or unique • Challenging the status quo • Introducing new ways of looking at problems • Generating and adopting new and creative ideas, and putting them into practice • Encouraging diverse thinking to promote and nurture innovation
<p>Nimble Learning</p>	<p>Actively learn through experimentation when tackling new problems, using both successes and failures as learning fodder, including by:</p> <ul style="list-style-type: none"> • Learning as we go, when facing new situations • Experimenting to find new solutions • Taking on the challenge of unfamiliar tasks • Extracting lessons learned from failures and mistakes • Being flexible and responsive to changes in requirements • Identifying personal learning opportunities • Finding own solutions where possible

Collaborates	<p>Support others, building partnerships and working collaboratively with others to meet shared objectives, by</p> <ul style="list-style-type: none"> • Working co-operatively with others across MBIE, the public sector and external stakeholder groups to achieve shared objectives • Balancing competing interests and priorities appropriately and in line with MBIE's priorities • Identifying, engaging early and partnering with relevant stakeholders to get work done • Crediting others for their contributions and accomplishments • Gaining trust and support of others. • Addressing behaviours that do not align with our culture • Seeking and respecting the views and opinions of others • Providing timely and helpful information to others across the organisation
Customer Focus	<p>Build strong customer relationships and delivering customer-centric solutions, by</p> <ul style="list-style-type: none"> • Gaining insights into customer needs • Delivering quality, accurate, timely service and customer focussed solutions • Identifying opportunities that benefit the customer and will improve service delivery • Building and delivering solutions that meet customer expectations • Establishing and maintaining effective customer relationships • Pro-actively partnering in pursuit of shared goals • Actively seeking and responding to customer feedback
Action Oriented	<p>Take on new opportunities and tough challenges with purpose, urgency and discipline, by</p> <ul style="list-style-type: none"> • Readily taking ownership and action on challenges, without unnecessary planning, and being accountable for the results • Identifying and seizing new opportunities • Displaying a can-do attitude in good and bad times, and celebrating success • Stepping up to manage tough situations and encouraging my colleagues to do the same
Decision Quality	<p>Make good and timely decisions that keep the organisation moving forward, by</p> <ul style="list-style-type: none"> • Making sound decisions, even in the absence of complete information • Relying on an appropriate mix of analysis, wisdom, experience and judgement to make valid and reliable decisions • Considering all relevant factors and using appropriate decision-making criteria and principles, taking calculated risks where required • Recognising when a quick 80% solution will suffice, and when it will not • Analysing information to make effective decisions in order to improve performance.
Organisational commitment and public service	<p>Role models the <i>Standards of Integrity and Conduct</i> for the State Services.</p> <p>Contributes to the development of, and helps promote and builds commitment to MBIE's vision, mission, values and services, by</p>

	<ul style="list-style-type: none">• Willingly undertaking any duty required within the context of the position• Managing own personal health and safety, and takes appropriate action to deal with workplace hazards, accidents and incidents• Understanding Equal Employment Opportunities (EEO) principles and the application of these to MBIE• Complying with all legislative requirements and good employer obligations.
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Personal specifications

Skills/Experience

- Considerable experience in a New Zealand government context
- Demonstrated experience delivering outcomes in a strategic systems thinking environment
- Demonstrated ability to critically analyse complex and challenging situations and to recommend robust solutions
- A background in or sound understanding of economics would be an advantage
- Significant experience in influencing and negotiating with Ministers, peers and stakeholders
- Excellent interpersonal skills; demonstrated by credibility, personal or collaborative influence and managing expectations
- High degree of political nous and a strong working knowledge of the machinery of government
- Considerable experience in dealing with ambiguity in a complex and dynamic environment

Qualifications

- Tertiary qualification, or equivalent relevant experience

Requirements

- Must have the legal right to live and work in New Zealand
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