



POSITION DESCRIPTION

Position details

Position Title	Policy Manager
Team/Branch/Group	By Placement
Location	Wellington
Date	August 2016

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:

Office of the Chief Executive	Building, Resources & Markets,	Labour Science & Enterprise	Corporate, Governance & Information
Immigration New Zealand	Market Services	Finance & Performance	

Position purpose

The Policy Manager is a team leadership and management position in MBIE. The Policy Manager will bring their business understanding and perspective to work in partnership with other managers and team members.

The Policy Manager is responsible for:

- Setting strategy for the team, driving activity, allocating resources, cross-Ministry co-ordination and results to maximise the contribution that the team makes to MBIE outcomes and government goals
- Leading the team's policy domain, providing policy advice, applying judgement including identifying risks and opportunities
- Effectively influencing, and contributing to an authorising environment, through building and maintaining enduring relationships with senior stakeholders (including articulating and communicating the purpose of the team and the policy domain)
- Building and enhancing the overall capability of the team to ensure quality advice
- Maintaining a high-performing policy team through good recruitment and performance management, and by developing and maintaining a culture of learning and development, safety and wellbeing within the team.

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>Sets team/domain strategic direction, builds team capability, decides/approves advice, manages stakeholder relationships:</i>	<ul style="list-style-type: none">• Sets strategy for the team and drives delivery of high quality policy advice and results to maximise the contribution that the team makes to MBIE outcomes and government goals• Applies advanced judgement in shaping direction and approach to policy advice and tasks, prioritising and integrating across projects• Shapes complex policy projects and manages the delivery and landing of advice and tasks with senior managers, ministers and stakeholders

Key accountability or deliverable	Indicators of success
	<ul style="list-style-type: none"> • Provides high quality commissioning of policy projects to ensure delivery of high quality policy advice and results • 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.
<p>General management (Policy Manager and General Manager and Policy Director as assistant)</p> <p><i>Plans and manages work, establishes project teams, monitors and ensures accountability for delivery, develops and maintains relationships with colleagues and stakeholders</i></p>	<ul style="list-style-type: none"> • Develops team work programme, priorities and domain strategy • Manages multiple complex projects concurrently using planning and management techniques to effectively carry out the agreed policy work, within the resources available • Participates in, chairs and leverages advisory groups and governance groups to drive the policy agenda and facilitate timely decision making • Manages expenditure and resources in line with approved guidelines, budget, deadlines and reporting requirements, with a focus on driving cost effectiveness in the Ministry • Effectively and consistently identifies and manages risk • Aligns team’s work programmes with MBIE’s strategic direction and other Groups’ work programmes • Manages staff in the team including recruitment, performance, development, safety and well-being.
<p>People leadership</p> <p><i>Build and maintain a high-performing team that is capable of developing and delivering innovative advice, products and services to support MBIE’s strategic direction.</i></p>	<ul style="list-style-type: none"> • Leads the team and understands and utilises the capability of team members to deliver high quality project outputs • Provides a sense of vision and leadership that engages and motivates others participate and make things happen • Establishes clear accountabilities, expectations and performance standards with direct reports and ensures regular performance management and development occurs • Monitors individual and team performance to ensure that performance targets are met (including pro-actively identifying and addressing any issues in a timely manner) • Anticipates future capability needs in resources, identifies gaps in capability and addresses these gaps through targeted recruitment and development or other actions • Coaches, mentors and develops staff to meet the needs of MBIE now and in the future. • Models exemplary management and leadership behaviours, and State Sector ethics and values • Fosters an open, collaborative environment that encourages quality, innovation, on-going learning and knowledge sharing
<p>Capability development</p> <p><i>Seeks development</i></p>	<ul style="list-style-type: none"> • Takes responsibility for own professional development of core, transferable policy skills and seeks opportunities to learn

Key accountability or deliverable	Indicators of success
<i>opportunities</i>	
<p>Relationship Management</p> <p><i>Manage constructive working relationships with work colleagues and external stakeholders to enhance understanding and co-operation needed to achieve desired results.</i></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).

Competencies

Policy managers are expected to be skilled in all areas (complexity, policy craft and influencing) and have advanced:

- Influencing (people leadership) skills

Role Specific

<p>Policy knowledge and skills</p> <p><i>Applies judgement and strong intellectual capability to anticipate and meet the needs of ministers across multiple complex projects concurrently</i></p> <p><i>Builds and manages stakeholder relationships</i></p>	<ul style="list-style-type: none"> • Understands the strategic context, current policy agenda and priorities, and is able to apply foresight and judgement to shape the work programme and policy projects to anticipate needs and priorities of the Minister and Ministry • Is able to apply strong intellectual capability 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, including stakeholder consultation processes • 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 establish connections with stakeholders within short periods of time, and maintain and deepen those relationships over time even in the face of differences • Is sensitive to how people and organisation function, deals comfortably with organisation politics and anticipates land mines and plans approach accordingly.
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Capabilities

Organisational	
<p>Organisational commitment and public service Role models the standards of Integrity and Conduct for the State Services 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 <p>Complying with all legislative requirements and good employer obligations</p>	
Leadership Success Profile	
<p>The Ministry uses the Leadership Success Profile, as set out by the State Services Commission, for Tier 4 and above people leader positions. Please refer to the Leadership Success Profile expanded guide for further explanation of each capability required for this role.</p>	
Navigating for the future	
<p>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.</i></p>	6
<p>Leading with influence <i>Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.</i></p>	6
<p>Engaging others <i>Connect with people; to build trust and become a leader that people want to work and for.</i></p>	
Stewardship	
<p>Enhancing organisational performance <i>Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.</i></p>	4
<p>Enhancing system performance <i>Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.</i></p>	6
<p>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.</i></p>	6
Identifying and developing our talent	
<p>Enhancing people performance <i>Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.</i></p>	3
<p>Developing talent <i>Coach and develop diverse talent; to build the people capability required to deliver outcomes.</i></p>	3
<p>Enhancing team performance <i>Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.</i></p>	3
Making it happen	
<p>Managing work priorities <i>Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.</i></p>	3
<p>Achieving through others <i>Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.</i></p>	3
<p>Achieving ambitious goals <i>Demonstrate achievement drive, ambition, optimism and delivery focus; to make things happen and achieve ambitious outcomes.</i></p>	
Leadership Character	
<p>Curious <i>Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.</i></p>	
<p>Honest and courageous <i>Deliver the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of</i></p>	

customers and New Zealand.

Resilient

Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.

Self-aware and agile

Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.

Other Personal specifications

- A good tertiary qualification
 - Must consent to and satisfactorily complete a credit check as the role holds financial delegations
 - Must be a NZ citizen or hold a residence class visa.
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