



POSITION DESCRIPTION

Position details	
Position Title	Operations Manager
Team/Branch/Group	Te Kupenga – Maori Economic Development Unit, Strategic Policy and Programmes
Reports to	Te Tumu Houkura - General Manager Māori
Location	Wellington
Date	May 2021

Our purpose

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 – Hīkina 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 organisational values

<p>Mahi Tahī - Better Together Mā mahi tahī ka ora ka puāwai <i>By working together we will flourish and achieve greatness</i></p> <ul style="list-style-type: none"> • We collaborate and respect the experiences of others • We share our knowledge • We connect and partner with our communities 	<p>Pae Kahurangi – Build our future Ka huri taku aro ki te Pae Kahurangi, kei reira te oranga mōku <i>We turn our attention to the future, that’s where the opportunities lie</i></p> <ul style="list-style-type: none"> • We learn from the past to shape the future • We protect what’s precious, our taonga • We listen to lead the way
<p>Māia – Bold and brave Tāwhia tō mana kia mau, kia maia <i>Retain and hold fast to your mana, be bold, be brave</i></p> <ul style="list-style-type: none"> • We challenge the status quo • We’re curious • We explore new ideas 	<p>Pono me te Tika – Own it Ā mātau mahi katoa, ka pono, ka tika <i>Taking responsibility to commit to doing things right</i></p> <ul style="list-style-type: none"> • We step up and take responsibility • We do what we say we will • We hold ourselves and each other to account

Our structure

The Ministry comprises around 5,300 staff operating in New Zealand with a further 400 staff in overseas locations.

The Ministry has ten business groups: Building, Resources and Markets; Corporate, Governance and Information; Digital, Data Insights; Finance and Performance; Immigration New Zealand; Labour, Science and Enterprise; Managed Isolation and Quarantine; Te Whakatairanga Service Delivery; the Provincial Development Unit and Strategic Policy and Programmes.

The Operations Manager position reports to Te Tumu Houkura - General Manager Māori - Māori Economic Development Unit (MEDU), in the Strategic Policy and Programmes (SPP) group.

The functions in the SPP group are:

- Chief Economist
- Economic Strategy
- Māori Economic Development
- Regulatory Stewardship
- Small Business and Strategic Programmes

The core purpose of the Māori Economic Development Unit, Te Kupenga is to “cast the net to develop, influence and deliver Māori economic prosperity”, via:

- Leadership: Economic thought leadership on policy development and delivery to grow the Māori economy as a leading contributor to the economy of Aotearoa
- Enabling strategic opportunities for a productive, sustainable and inclusive Māori economy and empowering Māori cultural intelligence throughout MBIE.
- Partnership: We partner with and collaborate with Māori, iwi, Māori entities and SMEs to grow the Māori economy in a productive, sustainable and inclusive way.

Te Kupenga is responsible for:

- co-ordinating delivery of He kai kei aku ringa / Māori economic development within MBIE and across government, including support to the Māori Economic Advisory Board.
- Providing advice and services to Ministers regarding Māori economic prosperity.
- Providing advice and support to MBIE leadership and policy development regarding Māori economic prosperity.

- Lifting MBIE capability to engage effectively with Māori through provision of tikanga and Te Reo support and, working with People & Culture, through the design and delivery of a structured learning and development Māori cultural intelligence programme to bring effect to Partner with Māori in Te Ara Amiorangi.

Position purpose

The Operations Manager position is responsible for;

- ensuring the end-to-end MEDU work programme is efficiently and effectively delivered; and that all planned initiatives are delivered on time, to specification
- delivery of the Māori Innovation Fund including procurement, programme delivery, contract management, customer interface, policy and Ministerial briefings.
- data and knowledge depository process and systems are established, functioning and utilised
- supporting and facilitating coordination across various projects, including team and group reporting requirements
- ensuring administrative support is provided across the team to support the delivery of the teams work programme and outcomes

The role will also be responsible for line management of at least three staff within the Te Kupenga team.

Key relationships

Key Internal Relationships

- MBIE senior leaders, relevant managers and staff in MBIE.
- Te Kupenga – Māori Economic Development Unit
- Other Māori Advisors in MBIE
- Director Group Operations, Strategic Policy & Programmes (SPP)
- SPP General Managers and their teams
- Enterprise Risk & Compliance team

Key External Relationships

- Māori Economic Development Advisory Board and other governance entities as appropriate
- Māori communities, iwi, hapū and key Māori organisations throughout New Zealand as appropriate
- Ministers and their offices
- Central Government agencies
- Industry, Local and regional government and non-government entities involved in Māori economic development.

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. This includes performing any other reasonable duties as required.

Te Kupenga Work Programme

Key accountability or deliverable	Indicators of success
<p>Programme Management</p> <p><i>Delivers quality results which contribute to the Ministry's outcomes</i></p>	<p>A. Te Kupenga Work Programme</p> <ul style="list-style-type: none"> • Managing programme reporting – keeping track of progress, problem solving where needed and taking corrective actions to ensure requirements are met;

Key accountability or deliverable	Indicators of success
	<ul style="list-style-type: none"> • ensuring there are detailed activity plans for all programme initiatives, and the overall programme is properly balanced and sequenced; • Managing ministerial enquiries, OIAs, briefings and initial unit enquiries; • With the Senior Māori Engagement and Communications Manager, prepare project and programme communications and ensure stakeholder communications and engagement are first class throughout the life cycle of the work programme; <p>B. Māori Innovation Fund (MIF) Programming and Procurement</p> <ul style="list-style-type: none"> • Managing the delivery of the MIF Programme in accordance with MBIE procurement policy and guidelines and includes the following tasks either as lead or as managerial support to a project lead (staff or contractor): • Manages MIF programming and procurement including: • Procurement documentation:- e.g. Procurement Plans, Requests for Proposal (RFP) or Quote (RFQ), Registration of Interest (ROI), Response form template, Pricing spreadsheets • Funding Agreements • Evaluation Guidelines and process for the Assessment Panel • Publish RFPs and MIF application process on GETS and manage RFP/application process in the marketplace, including preparing and publishing Q&As • Download responses from GETs or IMIS and manage process to release documents and instructions to Assessment Panel • Manage contracting and invoicing and payments for allocated MIF application process including IMIS, finance, legal, policy and any other MBIE input required • Manage logistics for evaluation of proposals/ applications – Panel communications, venue, date, time, including taking minutes of Panel meetings • Provide recommendations to the General Manager, to improve the MIF management, processes and implementation. • Manages applicant interface and communications for MIF, including procurement process, contract management, general communications and MIF guidance. • With the Policy Manager, manages policy and Ministerial briefings regarding MIF in conjunction with relevant MBIE teams
<p>Relationship Management</p> <p><i>Manage constructive working relationships with work colleagues and external stakeholders</i></p>	<ul style="list-style-type: none"> • Participates as an active team member and contributes knowledge and expertise needed to achieve the outcomes of Te Kupenga and MBIE. • Develops effective working relationships with other MBIE managers and staff in order to transfer knowledge and learning from the team to the wider organisation. • Builds and maintains effective relationships and partnerships with MBIE managers, staff and external stakeholders, as necessary, in order to

Key accountability or deliverable	Indicators of success
	<p>identify and share best practice information and to promote collaborative solutions.</p> <ul style="list-style-type: none"> • Enhance MBIE’s reputation and the reputation of other agencies in any external interactions. • Māori Innovation Fund – Manages customer relationships and procurement processes in a professional and timely way according to MBIEs procurement processes and guidelines. In doing so, understands and manages any risks, conflicts, legal, probity implications and draws on specialist expertise within the organisation to assist in these matters.
<p>Personal Leadership</p> <p><i>Provide leadership that engages and motivates others to succeed and develop, and proactively share experience, knowledge and ideas</i></p>	<ul style="list-style-type: none"> • Models positive management and leadership behaviours • Models the desired values and culture of the organisation and leads this across the team • Fosters an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing within the team
<p>Team Management</p> <p><i>Apply sound general management practices so that the team operates effectively and efficiently, and delivers agreed outputs to support achievement of MBIE outcomes</i></p>	<ul style="list-style-type: none"> • Implements strategies, work programmes and performance targets for the team with supporting measurement, monitoring and reporting mechanisms • Regularly monitors and reports on progress towards achievement of plans and strategies • Continually reviews and considers improvement to all elements of the team’s operations • Effectively and consistently identifies and manages risk • Manages expenditure and resources in line with approved delegations, guidelines, budget, deadlines and reporting requirements, with a focus on cost effectiveness in the Ministry
<p>Team Leadership</p> <p><i>Build and maintain a high-performing team that is capable of delivering innovative advice, products and services to support MBIE’s strategic direction</i></p>	<ul style="list-style-type: none"> • 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 • Provides feedback to staff on team and individual performance • Motivates team members and gives them opportunities to participate • Coaches and develops staff to meet the needs of MBIE now and in the future • Build and maintain a high performing team that is capable of developing and delivering innovative advice, products and services to support strategic direction • Establishes clear accountabilities, expectations and performance standards with direct reports and ensures regular performance management and development occurs. • Monitors individual, team and business unit performance to ensure that performance targets are met.

Key accountability or deliverable	Indicators of success
<p>Team Leadership</p> <p><i>Build and maintain a high-performing team that is capable of delivering innovative advice, products and services to support MBIE's strategic direction</i></p>	<ul style="list-style-type: none"> • Anticipates future capability needs across the team and Branch, 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 the organisation now and in the future. • Identifies and develops talent for key roles.
<p>Safety and Wellbeing</p> <p><i>Manages own personal health and safety, and takes appropriate action to deal with workplace hazards, accidents and incidents.</i></p>	<ul style="list-style-type: none"> • Displays commitment through actively supporting all safety and wellbeing initiatives • Ensures own and others safety at all times • Complies with relevant safety and wellbeing policies, procedures, safe systems of work and event reporting • Reports all incidents/accidents, including near misses in a timely fashion • Is involved in health and safety through participation and consultation
Competencies	
<p>Cultivates Innovation Māia Bold and Brave</p>	<p>Creating new and better ways for the organisation to be successful, by</p> <ul style="list-style-type: none"> • Challenging the status quo • Introducing new ways of looking at problems • Exploring, generating and adopting new and creative ideas, and putting them into practice • Encouraging and seeking diversity of thought to promote and nurture innovation • Translating ideas into workable, valuable solutions • Showing initiative, finding efficiencies which improve effectiveness
<p>Nimble Learning Māia Bold and Brave</p>	<p>We are curious and actively learn through experimentation when tackling new problems by,</p> <ul style="list-style-type: none"> • Learning as we go, when facing new situations • 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
<p>Collaborates Mahi Tahī Better Together</p>	<p>We connect, working together to build partnerships with our communities, working collaboratively 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 • Identifying, engaging early and partnering with relevant stakeholders to get work done • Crediting others for their contributions and accomplishments • Addressing behaviours that do not align with our values • Gaining trust and support of others; actively seeking he views, experiences and opinions of others • Sharing our knowledge, providing timely and helpful information to others • Engaging in a way that has people experience a feeling of inclusion and belonging

<p>Customer Focus Pae Kahurangi Build Our Future</p>	<p>Build strong customer relationships and delivering customer-centric solutions, by</p> <ul style="list-style-type: none"> • Listening and gaining insights into the needs of the communities we serve • Delivering quality, accurate, timely service and customer focussed solutions • Learning from the past to identify opportunities that benefit the customer and will improve service delivery • Building and delivering human-centred solutions that meet customer expectations • Proactively partnering in pursuit of shared goals • Actively seeking, considering and responding to customer feedback
<p>Action Oriented Pono me te Tika Own It</p>	<p>We step up, taking on new opportunities and tough challenges with purpose, urgency and discipline, by</p> <ul style="list-style-type: none"> • Taking responsibility, ownership and action on challenges, , and being accountable for the results • Showing commitment and energy; we do what we say we will, and can be relied upon to get things done • 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 • Holding ourselves and each other to account
<p>Decision Quality Pae Kahurangi Build Our Future</p>	<p>We make quality and timely decisions that shape the future for our communities and keep the organisation moving forward, by</p> <ul style="list-style-type: none"> • Aligning our decisions with our values and organisational strategy • 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
<p>Organisational commitment and public service</p>	<p>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 • Complying with all legislative requirements and good employer obligations

<p style="text-align: center;">Leadership Success Profile</p>	
<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>	
<p style="text-align: center;">Navigating for the future</p>	
<p>Leading strategically</p>	<p><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>
<p>Leading with influence</p>	<p><i>Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.</i></p>
<p>Engaging others</p>	

<i>Connect with people; to build trust and become a leader that people want to work and for.</i>
Stewardship
Enhancing organisational performance <i>Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.</i>
Enhancing system performance <i>Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.</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.</i>
Identifying and developing our talent
Enhancing people performance <i>Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.</i>
Developing talent <i>Coach and develop diverse talent; to build the people capability required to deliver outcomes.</i>
Enhancing team performance <i>Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.</i>
Making it happen
Managing work priorities <i>Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.</i>
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>
Achieving ambitious goals <i>Demonstrate achievement drive, ambition, optimism and delivery focus; to make things happen and achieve ambitious outcomes.</i>
Leadership Character
Curious <i>Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.</i>
Honest and courageous <i>Deliver the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.</i>
Resilient <i>Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.</i>
Self-aware and agile <i>Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.</i>

Personal specifications

Skills and Experience:

- Professional credibility suitable to take a leadership role across this high profile programme of work
- Proven experience working as a lead in programmes or projects of scale across the State sector
- Strong organisational skills (including project planning, project management and project reporting skills)
- Thorough knowledge of how to lead programmes well from start to finish i.e. design, resourcing, implementation, monitoring and review
- Experience with procurement and contracting processes
- Skilled in finance administration
- In-depth knowledge of processes at the centre of government as well as wider government processes and protocols
- Strong relationship management and communication skills and a high level of tact, intuition and judgement
- Very strong writer, skilled at drafting accurate, succinct and tactful correspondence, and reports
- Sound understanding of the principles of the Treaty of Waitangi and some knowledge of tikanga and Te Reo.

Prerequisites:

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- Relevant tertiary qualification.
 - Must have the right to live and work in NZ.
-