Job description

<table>
<thead>
<tr>
<th>Job Title</th>
<th>Team Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Branch</td>
<td>Service Delivery &amp; Operations</td>
</tr>
<tr>
<td>Business Group</td>
<td>Passports</td>
</tr>
<tr>
<td>Reporting to</td>
<td>Senior Team Leader</td>
</tr>
<tr>
<td>Location</td>
<td>New Zealand</td>
</tr>
<tr>
<td>Salary Range</td>
<td>$50,859 to $68,808 (F Delivery)</td>
</tr>
</tbody>
</table>

Purpose

To lead a team of Passports Officer’s to produce and issue high integrity travel documents in accordance with legislation and the Department’s own standards and expectations.

Key Tasks

People Management:
- Recruits, inducts, supports and develops a team of high performing Passport Officers.
- Builds and maintains staff capability by identifying individual strengths and development needs and establishing performance agreements and expectations that extend individuals.
- Supports and develops employees to be successful in their roles by providing clear performance guidelines, regular and meaningful feedback, development opportunities and formal performance reviews.
- Ensures team capability is enhanced by motivating and engaging employees. Provides support to exercise sound judgement and decision making through coaching, mentoring and positive role modelling.
- Shares knowledge, experience with team members and colleagues to ensure that all staff have the relevant training to provide high quality services. Co-ordinates, delivers and supports that training as required.
- Identifies when employees are not meeting performance expectations and/or are not demonstrating the Departmental values and takes appropriate and timely action.
- Supports all Departmental initiatives and organisational development activities, modelling expected behaviours to managers and staff.
- Develop and build a high performing environment, ensuring that a high performing professional team culture is modelled.

Quality Management:
- Ensures that other business units within DIA receive high quality service.
- Manages escalated customer problems and issues ensuring the best possible outcome is achieved for the customer, while meeting regulatory compliance.
- Ensures all Travel Documents are issued in accordance with legislation, to agreed quality standards within agreed timeframes.
- Remains contactable during call out hours to advise and assist Passport Officer’s on call out duty.
- Ensures customers receive helpful, accurate and timely information and that these expectations are clearly communicated to staff.
- Specific inquiries are referred to the appropriate business unit for resolution.
- Models a strong service ethic – developing a quality-orientated, timely and service focused approach.
Continuous Improvement

- Current processes and procedures are constantly reviewed and more efficient and effective ways of doing things implemented.
- Monitors application workflow on a continual basis and identify processes that can be enhanced through our business improvement process.
- Demonstrates commitment to continuous improvement through empowerment of individuals and management supported by data.
- Captures lessons learned as part of business improvement interventions and ensures these are used effectively to inform and improve the approach and business performance generally.

Process/Workflow Management:

- Manage the allocation of resources to ensure the right resources are provided at the right time to ensure successful delivery Co-ordinates team reporting requirements and ensures that reports are delivered in an accurate and timely manner.
- Plan and allocate tasks to staff based on the operation requirements/business needs.
- Creates a learning environment leading to the most efficient and effective work processes
- Is flexible in responding to unexpected workflow disruptions.
- Daily review of performance/output levels to ensure customer contacts are being managed appropriately.

Risk Management:

- Maintains an depth knowledge of Policy and Regulations and ensures staff compliance
- Completes quarterly internal control compliance report.
- Ensures security is maintained and changes are made accordingly to update staff access to systems and buildings.
- Assesses and approves referrals to other business units, ensures correct documentation.
- Reports incidents, raises work requests in relation to system interruptions.

Relationship Management:

- Builds and maintains productive, professional relationships with staff in other business units and external stakeholders.
- Works collaboratively with Team Leaders peers to ensure quality and optimal workflow are maintained.

Contribution to Passports and wider DIA environment:

- Contributes to the enhancement of the Passport unit’s reputation for professionalism and responsiveness.
- Willingly participates in projects and a wide range of tasks and activities which contribute to improved service delivery.
- Develops and maintains in-depth knowledge of business procedures and the operating environment.
- Willingly shares knowledge and experience with colleagues.
- Contributes to timely responses to Ministerial enquiries.

Finance:

- Where required, cash handling processes and practices meet all quality assurance and internal control requirements.
- Refunds are actioned as required.
- Where required, maintain accurate and efficient invoicing procedures for both internal and external clients.
• Thorough investigations are conducted for any payment discrepancies and the resulting findings communicated to affected parties.
• Develop and maintain positive relationships with DIA finance staff and banking stakeholders, proactively working with them to ensure best procedure in financial compliance is followed at all times.

Stock Management
• Performs monthly stock takes for all Passports related stock.
• Ensures travel documents are securely delivered at agreed times and that all stock is accounted for on delivery.
• Ensures that travel documents and associated stock are securely stored.
• Ensures that sufficient travel documents are distributed for production.
• End of day Passport stock reconciliation.
• Process, reconcile and return to Wellington, all travel document spoils.
• Assists the Logistics and Document Security Controller with stock questions and queries.
• Ensures that Emergency Travel Document equipment and resources are maintained.
• Ensures that all Callout staff are proficiently trained to issue Emergency Travel Documents.

Resources and equipment are maintained to support service delivery expectations:
• Ensures all equipment and resources are managed to ensure Passports operations are maintained to deliver day to day service.
• Ensures the appropriate security, destruction and storage of documents and application forms.
• Provides timely recall and filing of documentation as required.

Site Management:
• Ensures adequate security is maintained at all times.
• Liaises with DIA facilities staff and where necessary building managers and designated contractors as required.
• Co-ordinates maintenance and repairs to shared equipment as required.
• Liaison takes place with the local H & S representative and co-ordinator to address identified hazards.
• Ensures compliance for 6 monthly fire drills.
• Ensures correct procedure is followed for access card management.

Health & Safety (Managers):
• Ensures staff are informed of Health & Safety requirements in the workplace, and are adequately trained to carry out their work safely.
• Ensures the prompt and accurate reporting, recording and investigation of all workplace incidents and injuries.
• Ensures all hazards are promptly assessed for their significance, and managed according to the hazard management process.
• Provides training and supports others in the safe use of equipment and materials.
• Include a health and safety item on every team meeting agenda.
• Encourages open discussion of hazardous work problems and possible solutions.
• Actively seek alternative duties for ill/injured employees and assist their rehabilitation.
• Ensures workloads are realistic and that staff take regular breaks.
• Takes personal responsibility for keeping self free from harm.
• Follows safe working procedures.
• Reports hazards and incidents promptly, suggest appropriate remedies where appropriate.
• Knows what to do in the event of an emergency.
• Co-operates in implementing rehabilitation plans.
**Health & Safety (Staff):**
- Takes personal responsibility for keeping self free from harm.
- Follows safe working procedures.
- Reports incidents promptly.
- Reports hazards promptly and suggests appropriate remedies.
- Knows what to do in the event of an emergency.
- Co-operates in implementing rehabilitation plans.

**Key Relationships**

<table>
<thead>
<tr>
<th>Key Relationships and Nature of Interaction</th>
<th>Advise</th>
<th>Collaborate</th>
<th>Influence</th>
<th>Inform</th>
<th>Manage/lead</th>
<th>Deliver to</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Internal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passport Officers</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Passports Business Support</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passports Senior Team Leaders</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Passports Operations Manager</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Integrity and Identity Programmes (IIP)</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Birth, Deaths and Marriages (BDM)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Citizenship (CITZ)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finance</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resources</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contact Centre</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Logistical Support Centre (LSC)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Counters</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training and Development</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Service Desk</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property Services</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Government Technology Services (GTS)</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flying Squad</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Logistics &amp; Documents Security Controller</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Language Line / Translation Services</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>External</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Public and their representatives</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs and Trade (MFAT)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Ministry of Defence</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Child Youth and Family (CYFS)</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Justice Department</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>Temping Agencies</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>NZ Post</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Recall

| Courier Companies | ✓ | ✓ |
| NZ Customs       | ✓ | ✓ | ✓ |
| Airline Companies| ✓ | ✓ | ✓ | ✓ |
| Security Companies| ✓ | ✓ | ✓ |
| Canadian Bank Note Engineer | ✓ | ✓ | ✓ | ✓ |

**Staff Management**

Number of direct reports up to 15

Financial Delegation – Level E

**Person Specification**

**Experience**
- Proven experience in leading or managing a successful team in a production and service delivery environment
- Proven ability to influence and make sound decisions within set business standards
- Ability to interact and communicate with people from different cultures
- Ability to lead, manage staff and workflow in a high paced real time environment
- Proven experience managing throughput of high volumes of work within tight time frames, to required quality standards
- Proven experience or understanding of workflow management
- Able to lead, motivate and develop staff
- Able to interact and communicate with a broad range of internal and external stakeholders
- Use of initiative and ability to be flexible and proactive

**Knowledge & Skills**
- Ability to interpret and apply legislation (Privacy, Passports, Health and Safety)
- Ability to demonstrate and maintain a high level working knowledge of policy and procedure
- Ability to work autonomously without immediate supervision
- Excellent oral and written communication skills
- High level of proficiency using designated systems
- Strong interpersonal skills and ability to manage relationships
- Good problem solving and analytical skills
- High standard of personal integrity, discretion and tact; maintaining confidentiality
- Resolving conflict with integrity
- Flexibility to change, and lead change in an evolving environment

**Other**
- New Zealand Citizenship
- Security Clearance

**Competencies**

The Competencies required for this role consist of both core Departmental and job specific competencies. The core competencies are shown below in italics. Each competency falls within a competency cluster, which are broad themes of skills, behaviours and abilities.
<table>
<thead>
<tr>
<th>Competency Cluster</th>
<th>Competency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>Integrity and Trust</td>
</tr>
<tr>
<td></td>
<td>Ethics and Values</td>
</tr>
<tr>
<td>Intelligence</td>
<td>Learning on the Fly</td>
</tr>
<tr>
<td></td>
<td>Timely Decision Making</td>
</tr>
<tr>
<td></td>
<td>Decision Quality</td>
</tr>
<tr>
<td>Edge</td>
<td>Confronting Direct Reports</td>
</tr>
<tr>
<td>Emotional Maturity</td>
<td>Self Knowledge</td>
</tr>
<tr>
<td></td>
<td>Composure</td>
</tr>
<tr>
<td>Managing Complexity</td>
<td>Problem-Solving</td>
</tr>
<tr>
<td>Talent to Execute</td>
<td>Customer Focus</td>
</tr>
<tr>
<td></td>
<td>Managing and Measuring Work</td>
</tr>
<tr>
<td></td>
<td>Drive for Results</td>
</tr>
<tr>
<td>Positive Energy</td>
<td>Perseverance</td>
</tr>
<tr>
<td></td>
<td>Motivating Others</td>
</tr>
<tr>
<td>Managing Diverse Relationships</td>
<td>Interpersonal Savvy</td>
</tr>
<tr>
<td></td>
<td>Approachability</td>
</tr>
<tr>
<td></td>
<td>Managing Diversity</td>
</tr>
<tr>
<td>Managing and Developing People</td>
<td>Developing Direct Reports</td>
</tr>
<tr>
<td></td>
<td>Building Effective Teams</td>
</tr>
<tr>
<td>Achieves Effectiveness for Maori</td>
<td>Effectiveness for Maori</td>
</tr>
</tbody>
</table>

*With the exception of Achieves Effectiveness for Māori, the competencies DIA uses are derived from the Competency Sort Cards developed and copyrighted by Lominger Limited, Inc. No part of the Lominger competencies may be used, reproduced or transmitted in any form or by any means, by or to any party outside of The Department of Internal Affairs.

**Competency descriptors can be found on the DIA intranet (1840) or by contacting your hiring manager.