



Job description

Haere mai

This job description is your go-to place for all the ins and outs of this role at Internal Affairs

Policy Manager

Kaiwhakahaere, Kaupapahere

Policy Group, Policy, Regulation and Communities Branch

The Department's Policy Group is the primary provider of policy advice services and leadership in a large, complex and multi-portfolio operational department that also has system leadership responsibilities. The Policy Group develops and delivers policy advice to both Ministers and department branches across the Internal Affairs, Local Government, Community and Voluntary Sector, and Racing portfolios. The Policy Group also delivers mandated operational and ministerial services.

Policy Managers are crucial to the effective delivery of the Department's Policy Work Programme. Policy Managers have multiple roles as the managers of allocated policy work delivered to agreed performance standards, as stakeholder relationship leads and as managers and mentors of staff.

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- **Reporting to:** Director, Policy Services
 - **Location:** Wellington
 - **Salary range:** Policy band J

What we do matters – our purpose

Our purpose is to serve and connect people, communities and government to build a safe, prosperous and respected nation.

In other words, it's all about helping to make New Zealand better for New Zealanders.

How we do things around here – our principles



We make it easy, we make it work

- Customer centred
- Make things even better

We're stronger together

- Work as a team
- Value each other

We take pride in what we do

- Make a positive difference
- Strive for excellence

Working effectively with Māori

Te Aka Taiwhenua – our Māori Strategic Framework – enables us to work effectively with Māori. We accept our privileged role and responsibility of holding and protecting the Treaty of Waitangi / Te Tiriti o Waitangi.

What you will do to contribute	As a result we will see
<p>Strategic Leadership</p> <ul style="list-style-type: none">• Provide input into and effectively contribute to the direction and intellectual leadership of the Directorate, and to the wider Policy Group as a member of the management team• Set clear outcomes and objectives for staff and explore with direct reports how these outcomes and objectives can be best achieved• Provide input to ensure that the Directorate’s work programme is aligned with wider Departmental priorities, is informed by trends and influences, delivers on identified outcomes and achieves traction with Ministers and other stakeholders	<ul style="list-style-type: none">• The direction of the Policy Group is clearly aligned to the Department’s Priorities and Focus Areas and is future focused• The Policy Group is agile, innovative and responsive to changes in priorities and developments in quality policy advice and service delivery best practice guidance

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<p>Operational Leadership</p> <ul style="list-style-type: none"> • Plan, oversee and complete the allocated projects from the Policy Work Programme • Provide advice on the prioritisation of Policy Services Directorate resources to deliver the agreed Policy Work Programme • Work with Policy Manager peers, Senior Policy Analysts, Policy Analysts and Graduate Policy Analysts to promote high performance in the Policy Services Directorate • Embed a value-add quality assurance process for the Policy Services Directorate’s policy advice • Ensure that the policy advice delivered is of high quality, based on sound evidence, and uses a wide range of analysis methodologies and frameworks as appropriate • Ensure that people and financial resources are used efficiently and effectively, and that all required documentation to implement plans is completed in a timely and accurate manner • Manage risk by identifying issues, developing mitigation strategies, and escalating as appropriate, including with regard to the Business Continuity Plan 	<ul style="list-style-type: none"> • Work is actively delegated by the Policy Manager to direct reports, or others, in consultation with Directors and/or other Policy Managers as required • The Policy Group has documented analytical frameworks that it promotes across the Department’s branches • The Policy Group quality assurance processes are well understood and consistently followed by Policy Services Directorate staff • The Policy Work Programme is used by the Policy Services Directorate Managers to forecast workflows for policy teams • Outputs are delivered on time, within budget and to agreed quality standards • Risks to delivery of agreed work objectives are spotted early and managed appropriately • All the Department’s corporate policies and processes are complied with

What you will do to contribute	As a result we will see
<p>People Leadership</p> <ul style="list-style-type: none">• Lead and inspire by working with direct reports to set clear and positive team objectives and line of sight for each staff member for the achievement of those objectives• Attract and retain top talent by positioning and developing people effectively within teams, and across the Directorate, Policy Group and wider Department as appropriate• Continue to build the capability and performance of the team, using a strengths-based approach and leading staff engagement efforts• Promote, recognise and reward innovation, diversity of thinking, flexibility and adaptability within the team• Demonstrate leadership support for all departmental initiatives and organisational development activities, modelling expected behaviours to direct reports to create a desired workplace culture• Manage the performance, development and engagement of direct reports in accordance with the Department's processes and the needs and priorities of the team	<ul style="list-style-type: none">• Behaviour is in line and consistent with the People Leader profile of the DIA Capability Framework• Staff will have a clear line of sight between their work and the direction of the team, Directorate and the wider Policy Group• High performing and high potential staff are effectively recruited, developed, supported and retained• Regular culture and engagement activities are undertaken and owned by the team• The performance and development of direct reports is appropriately planned and managed in accordance with the Department's processes and business needs

What you will do to contribute	As a result we will see
<p>Relationship Management</p> <ul style="list-style-type: none"> • Develop and maintain positive and constructive relationships with Ministers and other stakeholders, providing free and frank advice and demonstrating political savvy • Support the Director, Policy Services to establish partnerships with key agencies, stakeholders and communities to deliver Directorate outcomes • Ensure that outcomes of engagement are appropriately reflected in advice and that implications advised by key stakeholders are clear to Government • Ensure that the parts of the Policy Work Programme for which personal accountability is held, have had appropriate input from other areas of the Directorate, Policy Group and Department, particularly those responsible for service delivery • Ensure that the parts of the Policy Work Programme for which personal accountability is held appropriately reflects consultation outcomes • Represent the Directorate, Policy Group, PRC, the Department and Ministers at critical, high-level and potentially sensitive meetings, including Cabinet Committee and Select Committee meetings • Establishes and maintains key relationships, external and internal, for the Directorate 	<ul style="list-style-type: none"> • The Policy Manager is recognised as a trusted advisor by Ministers, senior leaders and other key stakeholders • The Policy Group has a documented map of its key stakeholders • Policy advice consistently reflects the outcomes of sound engagement with key stakeholders and communities • The team’s work incorporates input from relevant areas of the Department and outcomes of consultation processes with key stakeholders and communities • The Policy Manager represents the Policy Group, PRC, the Department and Ministers effectively and appropriately
<p>Health and safety (for self)</p> <ul style="list-style-type: none"> • Work safely and take responsibility for keeping self and colleagues free from harm • Report all incidents and hazards promptly • Know what to do in the event of an emergency • Cooperate in implementing return to work plans <p>Health and safety (for team)</p> <ul style="list-style-type: none"> • Inform, train and equip staff to carry out their work safely • Ensure prompt and accurate reporting and investigation of all workplace incidents and injuries • Assess all hazards promptly and ensure they are managed 	<ul style="list-style-type: none"> • A safe and healthy workplace for all people using our sites as a place of work • All requirements of DIA’s Health and Safety policy and procedures are met

Who you will work with to get the job done		Advise	Collaborate with	Influence	Inform	Manage/ lead	Deliver to
Internal	General Manager, Policy	✓	✓	✓	✓		✓
	Director, Policy Services	✓	✓	✓	✓		✓
	Policy Group Leadership Team	✓	✓	✓	✓		✓
	Policy Group Management Team	✓	✓	✓	✓		✓
	Principal Policy Analysts	✓	✓	✓	✓		
	Direct Reports	✓	✓	✓	✓	✓	✓
	Policy Group Staff	✓	✓	✓	✓		
	Chief Executive and Deputy Chief Executive, PRC	✓	✓	✓	✓		✓
	Other Deputy Chief Executives and Senior Managers	✓	✓	✓	✓		✓
	Relevant staff in the Department	✓	✓	✓	✓		
External	Portfolio Ministers and staff of Ministerial Offices	✓		✓	✓		✓
	Cabinet Committees and Select Committees of Parliament	✓	✓	✓	✓		✓
	Central Agencies	✓	✓	✓	✓		✓
	Policy Branches of other Government Departments whose responsibilities relate to the Department	✓	✓	✓	✓		✓
	Local authorities and agencies; Community groups; Crown entities and agencies associated with the Department; and other networks and professional associations as relevant	✓	✓	✓	✓		

Your delegations as a manager	
Human Resources and financial delegations	Level E/F
Direct reports	6-10

Your success profile for this role	What you will bring specifically
<p>At DIA, we have a Capability Framework to help guide our people towards the behaviours and skills needed to be successful. The core success profile for this role is People Leader.</p> <p>Keys to Success:</p> <ul style="list-style-type: none"> • Setting expectations • Encouraging innovation • Building effective teams • Identifying talent and developing others • Motivating others to achieve results • Developing business acumen 	<p>Experience:</p> <ul style="list-style-type: none"> • Proven success in people and team leadership skills, including motivating and inspiring others • Experience moving teams towards a desired future and gaining the commitment of staff to that future • Experience in setting clear objectives, reflecting on and evaluating progress towards those objectives • Proven ability to manage risks to delivery across a wide portfolio of work • Experience in building policy capability that is conceptually robust and well evidenced <p>Knowledge:</p> <ul style="list-style-type: none"> • Understanding of the broader strategic context including the Government’s overall desired outcomes and goals for New Zealand • Understanding of the machinery of government in the public sector • Understanding of the principles of good policy development • Understanding of issues facing whānau, hapū, iwi, Māori and communities <p>Skills:</p> <ul style="list-style-type: none"> • Excellent communication and influencing skills • Ability to gain the confidence of diverse stakeholders, including Ministers and Ministers’ offices, and senior executives and colleagues • A demonstrated commitment to working beside whānau, hapū, iwi, Māori and communities • Commitment to supporting, developing and engaging staff <p>Other requirements:</p> <ul style="list-style-type: none"> • Advanced University Degree (or equivalent) complementary to Policy • Ability to obtain and maintain Confidential Security Clearance