



Job description

Haere mai

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

Manager Capability

System Strategy & Initiatives, Digital Public Service Branch

The Capability Manager engages, develops, coaches and manages a multidisciplinary team of people with diverse backgrounds, experience and skills, and works with the Programme Delivery Manager to assign them to the Work Programme activities based on their capability, experience level and development direction.

- **Reporting to:** General Manager System Strategy & Initiatives
- **Location:** Wellington
- **Salary range:** IT Band K

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. Te Aka Taiwhenua is underpinned by our mātāpono – Kotahitanga, Manaakitanga, Whānaungatanga, He Tāngata.

As DIA is an agent of the Crown, Te Tiriti o Waitangi/The Treaty of Waitangi is important to everything we say or do. We recognise it as an enduring document central to New Zealand's past, present and future. Building and maintaining meaningful relationships is important to work effectively with Māori, stakeholders and other



Te Tari Taiwhenua
Internal Affairs

agencies. We accept our privileged role and responsibility of holding and protecting the Treaty of Waitangi / Te Tiriti o Waitangi.

Spirit of service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

What you will do to contribute	As a result we will see
<p>Membership of the SSI Leadership Team</p> <ul style="list-style-type: none"> • Contribute to the leadership, strategy and operational direction of the System Strategy and Initiatives Group by actively participating in the leadership and management team and being involved in appropriate forums. • Take joint responsibility with the rest of the SSI leadership team for a ‘whole of organisation’ approach to the management of the business unit and the delivery of overall outcomes. • Work collaboratively with the SSI leadership team as change leaders – driving the delivery of the Group’s work programme to affect the system changes required to enable a digital public service • Work collectively with other managers and senior leaders across the Branch to inspire the desired workplace environment and culture. • Demonstrate leadership for initiatives and organisational activities, modelling DIA principles and behaviour. 	<ul style="list-style-type: none"> • An integrated approach to delivery of the strategy and work programme across the Branch • The Group’s strategic direction is aligned to the branch and DIA four-year plan • Plans are in place to ensure the Group has the workforce capability it requires now and, in the future, • Contribution to the prioritisation of the Groups workplan and initiatives • Value for money decisions are being made • DIA principles and behaviours are demonstrated
<p>Work programme delivery</p> <ul style="list-style-type: none"> • Work with the Programme Delivery Manager (PDM) to manage the approach to effectively commission, scope and resource work programme activities to support the delivery of strategic objectives. • Work with the PDM to develop multi-disciplinary approaches to delivery, with the capability and capacity to adapt and respond to requirements, events and work cycles. • Actively monitor the forecast workload and resourcing levels for the team to best match “the right people to the right work at the right time”. • Determine the appropriate resourcing strategy and approach to best meet the ongoing capability requirements of the team and work programme e.g. recruitment, temporary capacity, consulting services, secondment, development opportunity etc. • Help guide individuals and Leads to form “teams” when work is commissioned - help them establish their vision, mission, goals and measures, building their capability and improving the way people work. • Ensure the team has the resources it needs and remove any impediments to the team. 	<ul style="list-style-type: none"> • Adaptive and productive work environment and conditions that allow the team to be successful and work effectively • Streamlined processes and systems for the effective commissioning, allocation and decommissioning of work • Methods of collaboration and ways of working that enable new insights, creative solutions and enhance development • The levels of permanent and contract staff are regularly adjusted based on forecast work pipeline and work/projects have the people they need to deliver on time

What you will do to contribute	As a result we will see
<ul style="list-style-type: none"> • Ensure team members behave in ways that support the effective operation of the multidisciplinary team including listening to each other and respecting each other's knowledge, expertise and contribution, and share accountability for delivering results. • With the PDM, contribute to projects and initiatives definition and development, and support critical interventions as the need arises 	<ul style="list-style-type: none"> • Effective matching of people to Group/Branch/work programme demands and needs • Positive view of team and the work being delivered
<p>People Leadership and Team Culture</p> <ul style="list-style-type: none"> • Build, lead and motivate the team of specialists, ensuring that they have the appropriate skills and competencies available within the team • Foster a multi-disciplinary delivery team culture. • Ensure the team are clear on their role, function, goals/outcomes and their contribution to SSI and the Branch • Enhance the performance culture within the team, setting clear expectations, holding people accountable and actively managing and enabling delivery • Communicate regularly with team members to ensure they have the support and understanding they need to work at maximum effectiveness. • Support Departmental organisational development activities, modelling expected behaviours to staff to create healthy workplace culture and engaged workforce • Drive and enable information sharing and collaboration across SSI and between business groups • Proactively mentor, coach and support team members to develop skills, adopt new ideas and develop practices 	<ul style="list-style-type: none"> • Behaviour as a people leader in line with DIA Capability framework • A sense of unity and a culture of continuous improvement mindset in the team • A team of high performers that deliver, take on big challenges and bring their skills and knowledge to the table • Active performance management and development of staff, leading to improved delivery over time • Clarity of role and work for individuals and the wider team • Each team member bringing their skills and knowledge to the table
<p>Building Capability</p> <ul style="list-style-type: none"> • Identify capability training and development requirements, ensuring staff knowledge and skills are appropriate to their roles. • Lead the ongoing professional development of the capability team and the promotion of best practice within the specialist team. • Identify future skill requirements (at individual, team and work-specific level) and drive skills development strategies. 	<ul style="list-style-type: none"> • Consistent improvement and innovation in delivery capability that leads to the team being recognised as agile, innovative and responsive • Increased growth, productivity and creativity • Development opportunities of both individuals, team and specialist functions being realised

What you will do to contribute	As a result we will see
<ul style="list-style-type: none"> Use options to enhance capability or currency of technical skills through secondments with agencies and expert contract and consultant resourcing. Ensure an ongoing balance in team members' professional backgrounds and experience in the multidisciplinary team as new team members are recruited so that the benefits of the of a multidisciplinary team can be optimised. 	
<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	Manager Programme Delivery	✓	✓	✓	✓		
	Strategic Advisors	✓	✓		✓	✓	
	Programme Coordinator/Group Administrator				✓	✓	
	Te Pou Matihiko		✓		✓		
	Director System Settings & Design		✓		✓		
External							

Your delegations as a manager	
Human Resources and financial delegations	Level E
Direct reports	11-20

Your success profile for this role	What you will bring specifically
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>Experience:</p> <ul style="list-style-type: none"> Demonstrated leadership of multidisciplinary, high-performance work teams/groups

Your success profile for this role	What you will bring specifically
<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	<ul style="list-style-type: none">• Coaching experience, ideally in an enterprise environment or scaled agile environment• Significant experience of operating in complex environments with multiple objectives and stakeholders• (Ideally) exposure to Agile, lean, productivity, design thinking and other methodologies suited to a multi-disciplinary team environment <p>Knowledge:</p> <ul style="list-style-type: none">• Expert knowledge of coaching and facilitating teams on the adoption and practices in relation to new ways of working• Incorporates a sound understanding of how to best use influence and get things done in the government context <p>Skills:</p> <ul style="list-style-type: none">• Organisation and planning skills• Facilitation of collective planning and decision making• Negotiation, influencing and relationship management skills at a senior level• Excellent communication and negotiation skills, especially in complex settings and in a cross-cultural environment.• Problem solving skills• An openness to new ideas and activities <p>Other requirements:</p> <ul style="list-style-type: none">• Tertiary level qualification or equivalent experience