



Position Description

Title:	Manager Strategic Treaty Policy & Treaty Capability
Branch:	Policy & Trade
Reports to:	Director Strategy & Insights
Location:	Wellington
Direct Reports:	6 - 10
Approved by:	
Date:	

Let us introduce ourselves - Ko wai mātou

[New Zealand Public 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 whaitake 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 hāpori, 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.

[Ministry for Primary Industries \(MPI\)](#)

MPI's enduring vision is that New Zealand will be the world's most sustainable provider of high-value food and primary products (see [MPI's Strategy](#) on our website). Our responsibilities stretch from paddock, orchard, forest and ocean, through to the processing, packaging and transportation systems that keep the food and primary product supply chain operating.

MPI brings together six regulatory systems – agriculture, animal welfare, biosecurity, fisheries, food safety and forestry - which underpin the food and primary industries. The success of our sector relies on New Zealand's international reputation for robust regulatory systems and is maintained through strong relationships with our trading partners as we work to expand New Zealand's exports of food and primary industry products in an integrated way.

We have key working styles - open, agile, engaging and proactive - to deliver on our key outcomes of Prosperity (Tōnuitanga), Sustainability (Kauneke Tauwhiro), Protection (Whakangungu), and Visible Leadership (Ngā Manukura)

Our commitment to Diversity and Inclusion

To mātou kaingākau mo ngā rerekētanga me te tāpītītanga

At MPI we *respect* the individual and want everyone to feel they can bring their whole selves to work every day. For more information on what Diversity and Inclusion looks and feels like at MPI, refer to - [Our Diversity and Inclusion](#).

Policy & Trade Branch

Policy & Trade provides sector-wide strategic thinking as well as policy and trade advice and analysis to the organisation and Ministers. The Branch incorporates international and market access functions and it leads MPI's involvement in New Zealand's trade system. It also oversees government-to-government relationships to maximise export opportunities. It focuses on sustainable economic growth, resource management, rural communities and the contribution of the food and fibre sector to the economic performance and well-being of New Zealand.

The Branch is responsible for maintaining a large suite of legislation and regulations. It also provides advice on international agreements, industry structure and performance, food safety, animal welfare, biosecurity, forestry, fishing, resource management and climate change.

Purpose of the position

A key purpose of this role is to lead the team with three unique and key functions that will impact the Policy and Trade branch, MPI as an organisation and the Māori Primary Sector. These functions are:

- **Strategy:** Develop and maintain a coherent targeted strategy to enable Māori economic growth in the primary sector. To lead Policy and Trade 's development of a strategic plan around engagement with our treaty partners in the primary industries sectors. You will ensure our engagements are profound, dynamic, promote our strategy and ensure the rich advice provided by our treaty partners is visible in the delivery of the policy work programme and outcomes of the organisation.
- **Responsiveness and Support:** Respond to priority internal and external Treaty and Māori relevant policy requests, and support the Office of the Tumuaki Tuarua to carry out their duties with confidence, by providing sound advice that results in positive decisions to elevate and grow the Māori Primary Sector.
- **Capability:** to develop and increase the treaty capability and knowledge within the policy and trade branch by creating frameworks, tools and advice to allow all people to access and engage with our treaty partners confidently and appropriately.

As a key leader reporting to the Director of Strategy and Insights, you will lead the strategic thinking and provide responsive policy advice that enables MPI to bring a Māori dimension to its policies, procedures and operational thinking. This includes Nga Pouwhiro Taimātua (he Māori Primary Sector Leaders Forum), as well as The Office of the Tumuaki Tuarua. This role is the key conduit between MPI and Ngā Pouwhiro Taimātua, and acts as a trusted adviser to the Director General of MPI, DDG Policy and Trade and The Policy and Trade Leadership Team providing advice across the policy, market access and other relevant components in relation to treaty capability, treaty partner engagement, and the Treaty Strategic plan.

Principal responsibilities/key result areas

Provide leadership and foster a culture that enables MPI to be connected, focused on results, delivers on our obligations to Māori, is lean and agile, and is prepared to take informed risks.

Give effect to the Crown's Te Tiriti o Waitangi obligations and engage appropriately with Māori.

Support the DDG and work with PTLT as an active member of the Branch and MPI leadership teams and other business/MPI forums to progress the strategic treaty goals of the branch

Develop and maintain on-going treaty capability of the Branch to deliver excellence – in policy, trade, business support, and project management.

Follow and apply organisational policies and procedures, e.g. financial management, recruitment and selection, health and safety.

Engage and form effective partnerships with managers and MPI people, as well as other government agencies, Māori primary sector leaders, and sectoral stakeholders.

Confidence in managing relationships with difficult stakeholders, with sound experience in achieving beneficial outcomes through negotiation and conflict management – especially with Māori.

Team Management

Support the Director by contributing to leadership of the team and by participating as a member of the directorate leadership team and through relevant business/MPI forums.

Work closely with the Managers of Science Policy to ensure that linkages and connections across the skills and science work programmes are made.

Ensure branch business plans support MPI's overall strategic vision and organisational strategy by translating and aligning the branch's business plan into operational work plans for the group.

Ensure the on-going capability of the directorate is developed and maintained by ensuring individual performance is managed, development needs are identified and appropriate development opportunities are provided.

Provide leadership and management to all staff within the function by ensuring that robust processes for communication, performance management, and learning and development are in place and effectively implemented, and in particular that staff are well led and developed.

Ensure effective partnerships with Managers and staff at all levels throughout MPI, with government agencies, sectoral stakeholders and Māori by implementing appropriate engagement strategies that build and sustain effective relationships and participating in relevant forums, reference groups and project teams.

Ensure that all resources within the function are managed efficiently and effectively through the implementation and adherence to organisational policies and procedures, e.g. financial management, recruitment and selection, health and safety.

Provide leadership and foster a culture which enables MPI to be an organisation that is connected, focused on results, delivers on our obligations to Māori, is lean and agile, and is prepared to take informed risks.

Contribute to the effective management of the Ministry by producing plans, performance measures and reporting within the framework of the Ministry's planning and performance cycle.

Team Engagement

Support and have accountability for Team Engagement, including building engagement activities into team processes and activities:

- Lead the team engagement action planning process;
- Ensure staff have tools appropriate to do their work, within organisational constraints;
- Ensure staff are aware of what is expected of them through regular performance conversations and informal catch ups;

- Provide effective, constructive and timely updates, recognition and feedback to team members.

General

Responds to the changing needs of the Ministry for Primary Industries (MPI), performing other tasks as reasonably required.

Participates in responses (using the New Zealand Coordinated Incident Management System) if required and support others to participate in response as required.

Maintains a strict sense of professional ethics, maintain confidentiality and privacy, and abide by MPI's Code of Conduct.

This position description is not intended to be an exhaustive list of tasks, but to act as guide as to the main duties and responsibilities of the position. Its content will be subject to regular review in conjunction with the job holder.

Key relationships and stakeholders

Internal	Nature of the relationship
Director	For guidance on process, intellectual leadership, work programmes, individual development and management support.
Direct Reports	To provide direction, guidance and allocate work.
Director and Branch Leadership Team	For guidance on strategy, initiatives across the Ministry, government direction and support for organisational culture.
Other managers, teams within MPI	To collaborate on organisational projects, share information and practise, and co-ordinate work programmes.
MPI Corporate Service Providers	For collaboration on Finance, health and safety, recruitment and induction, procurement, delegations, HRIS etc.
The office of the Tumuaki Tuarua	For strategic direction and to collaborate on initiatives across the ministry for intellectual leadership
Senior Leadership Team	For guidance on initiatives across the ministry and government and provide strategic advice and support for organisational treaty
Policy & Trade teams	To provide advice on Māori engagement and treaty capability

External	Nature of the relationship
Stakeholder/industry groups	To inform, share information, liaise on key matters, and represent interests of the Ministry.
Other government agencies	To inform, share information, liaise on key matters, and represent interests of the Ministry.
Māori stakeholders, Iwi, Hapu, organisations	To facilitate active collaboration, build knowledge, and capture Māori knowledge/information as inputs to work.
Ministers offices	For support of the Minister(s).

Dimensions of the position

STAFF

Number of direct reports	6 – 9
Total number of staff within area of responsibility	6 – 9

FINANCIAL RESPONSIBILITY

Indicative budget managed (excluding non-departmental	~\$1.5m
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FREEDOM TO ACT

- The authority to exercise Human Resource Delegations of Authority for Level 4 Manager as detailed in the Human Resource Delegations of Authority.
- The ability to incur financial costs for a Level 4 position, as detailed in the Financial Delegations of Authority.
- Non-Departmental Financial delegations (as approved by the Minister from time to time for specific programmes).
- Negotiations with suppliers and contractors within limits delegated by Director General
- Planning, prioritising and deploying all resources within his/her defined area of responsibility.

SECURITY CLEARANCE

To fulfil the requirement of this position a security clearance classification to the following level is required:	Criminal Conviction Check; Confidential
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Education, skills and experience

Education, skills and experience

Qualifications	<p>Essential</p> <ul style="list-style-type: none"> • A relevant qualification or equivalent work experience <p>Desired</p> <ul style="list-style-type: none"> • Post graduate level qualification
Experience and knowledge	<p>Essential</p> <ul style="list-style-type: none"> • A strong track record of leading and delivering policy or strategy projects and communicating complex concepts in a coherent and succinct way • Experience in leading policy work that has significant impact on Māori economic prosperity • Significant experience in consulting with and managing relationships with internal and external relationships with diverse stakeholders. • Understands the policy world, machinery of government and how government priorities are delivered. • A proven track record of supporting the implementation of Māori development in an organisation and successfully implementing capability shifts in line with the organisation's vision • Strong knowledge and experience in tikanga Māori and Te Tiriti o Waitangi • Good understanding of Te Ao Māori from employment experience or study. • Strong understanding of management policies relating to the Treaty Principles and the Crown's obligations to Māori under Te Tiriti o Waitangi. • Previous experience working in partnership with Māori and/or strategic leadership. • Sound understanding of the machinery of government and regulatory best practice. <p>Desired</p> <ul style="list-style-type: none"> • Knowledge of MPI business environment, its strategic priorities, strengths and weaknesses. • Experience working in government agencies or large complex environments managing high profile programmes of work

Skills	Essential <ul style="list-style-type: none"> • Exceptional networker, with strong organisational agility • The ability to create and implement a vision within a large group • Project management skills, including experience in leading projects and achieving effective outcomes in situations where there are diverse interests. • Proven negotiation, influencing and problem-solving skills. • Facilitation and presentation skills • People leadership, management, development, performance management, succession planning and team building • Proven financial management skills including understanding of government's financial management process' and systems • Advanced written and verbal communication skills and the ability to effectively communicate the perspectives of Māori to a variety of audiences.
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Capabilities

COMMON CAPABILITIES – expected in all MPI roles	
Engaging <i>Te Whai Wāhitanga</i>	<ul style="list-style-type: none"> • Connects with others • Listens • Reads people and situations • Interacts appropriately in different situational / social / cultural settings • Communicates tactfully
Honest and Courageous <i>He Pono, He Māia</i>	<ul style="list-style-type: none"> • Shows courage • Shows decisiveness • Acts with integrity
Resilient <i>He Manawaroa</i>	<ul style="list-style-type: none"> • Is adaptable • Remains effective under pressure • Demonstrates composure
Results Focus <i>He Aro ki ngā Hua</i>	<ul style="list-style-type: none"> • Committed and tenacious • Focused on achieving
Self-Aware Learner <i>He Ākonga Kiri Mōhio</i>	<ul style="list-style-type: none"> • Seeks feedback on own performance • Self-assesses • Adapts approach • Shows commitment to development
Tikanga Māori <i>Tikanga: the dynamics of doing what is right / rite so as to respect, and not transgress, the mana, integrity and honour of anyone in a given context;</i> <i>Māori: the indigenous people of the land</i>	<ul style="list-style-type: none"> • Applies Māori culture and language to work • Draws on Māori culture to enrich one's work • Applies Māori knowledge and values within a government and Crown context <p><i>Refer to relevant Career Pathway Māori Cultural Competency for role-specific expectations.</i></p>

LEADERSHIP - LEVEL 4	
Category	Capabilities
Talent management	<p>Manages Individual Performance</p> <ul style="list-style-type: none"> • Sets clear performance expectations for individuals • Supports and reinforces high performance • Manages poor performance <p>Develops People</p> <ul style="list-style-type: none"> • Develops others • Coaches / mentors individuals • Enables career development • Develops team capability <p>Builds Team Performance</p> <ul style="list-style-type: none"> • Sets clear team objectives and expectations • Monitors team cohesion and performance • Strengthens team cohesion and performance • When recruiting, considers gaps in team's capability, diversity and experience
Delivery management	<p>Plans and Organises</p> <ul style="list-style-type: none"> • Manages and delivers on work priorities • Purposeful about use of time <p>Achieves through others</p> <ul style="list-style-type: none"> • Delegates to individuals • Maintains oversight of their team's work
Collaborative Leadership	<p>Works Collaboratively</p> <ul style="list-style-type: none"> • Understands the context • Focuses on priority work • Shares information • Builds trust with other teams/groups • Works across boundaries • Supports others to succeed
Strategic leadership	<p>Customer and Stakeholder Connection</p> <ul style="list-style-type: none"> • Thinks about broader context • Knows stakeholders / customers • Consults widely <p>Strategic</p> <ul style="list-style-type: none"> • Looks ahead • Considers the big picture and the detail • Progresses current thinking
System leadership	<p>Judgement and Decision-Making</p> <ul style="list-style-type: none"> • Considers options and likely consequences • Able to give rationale for decisions • Is able to make decisions in uncertain situations • Makes timely decisions, balancing the desire for complete information with the need to progress important or urgent matters <p>Organisational/ Political Nows</p> <ul style="list-style-type: none"> • Shows political awareness • Navigates sensitive issues • Is regarded as credible and trustworthy

LEADERSHIP - LEVEL 4	
Category	Capabilities
	<ul style="list-style-type: none"> • Influences others' priorities

RESPONSE FUNCTION MANAGER CAPABILITIES	
Accountability	Accepts responsibility for ones actions regardless of outcomes
Leading Others	Demonstrates general leadership ability and effectiveness
Leveraging People Skills	Gets along well with others, is tactful and behaves appropriately in social situations
Dealing With Ambiguity	Comfortably handles unclear or unpredictable situations
Handling Pressure	Remains calm, composed and focussed on the work in ongoing high pressure situations