

Manager, National Judicial Resources

Chief District Court Judge's Office

Reports to	Director, Office of the Chief District Court Judge	Group	Operations and Service Delivery
Unit/Team	<i>Te Whare o Ngā Kaihautū Waka o te Kōti a Rohe o Aotearoa - Office of the Chief District Court Judge</i>	Location	Wellington
Direct reports	7-12		

Our Ministry

Justice is the foundation of any democratic society and New Zealand has one of the most trusted public services in the world. At the Ministry of Justice, we work as one team to provide a great service to the public every day. Our team of over 4,000 people is working together for a fair and safe Aotearoa.

We lead the justice sector administering the courts and tribunals, the legal aid system, and the Public Defence Service, ensuring their integrity. We provide policy advice to the government on legislation relating to the justice system and New Zealand's constitution. We help the Crown to honour its responsibilities to Māori.

It is an exciting time to join us. We are leading the transformation of our criminal justice system, helping to tackle New Zealand's high levels of family violence and sexual violence, and improving New Zealanders' access to justice. We want to provide better justice for Māori, and we are working closely with the tangata whenua.

We listen to and work with our communities so we can improve our services for the people who need them most and increase our support for the most vulnerable. We want people to have the same high quality of service regardless of who they are, where they are, or how they interact with us.

The Ministry is a great place to be, where you can be yourself and succeed. We value diversity. We respect our people, practice integrity, deliver great service and our team always aims for excellence.

Public Service

Mahi tōpū ai ngā Kaimahi Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te pūtake o ngā Kaimahi Kāwanatanga, ko te tautoko i te kāwanatanga whai ture me te kāwanatanga manapori; ko te āwhina i te Kāwanatanga o te wā nei me ō anamata ki te whakawhanake, ki te whakatinana hoki i ā rātou kaupapa here; ko te tuku i ngā ratonga tūmatanui e nui ana te kounga, e nahanaha ana anō hoki; ko te tautoko i te Kāwanatanga e tūroa ai te whai oranga o te marea; ko te huawaere i te whai wāhitanga o te kirirarau ki te ao tūmatanui me te whakatutuki i ngā mahi i runga i tā te ture i whakahau ai. E hiranga ana te wāhi ki a mātou ki te tautoko i te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hapori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o ngā Kaimahi Tūmatanui.

The public service works collectively to make a meaningful difference for New Zealanders. The Public Service Act states that the purpose of the public service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community, and guided by the core principles and values of the public service in our work.

Our values: RISE

Respect: We value others and their contributions

Integrity: We are honest and open

Service: We deliver results

Excellence: We focus on quality

Our Group

The Operations and Service Delivery Group is responsible for the Ministry's operational services, including the courts, tribunals, Legal Aid, centralised national services and provider and community services.

The services we deliver support access to the Court of Appeal, High Court, 58 District Courts, Coroner's Court, Environment Court, Employment Court and Māori Land Court. We want the judiciary to receive quality, effective support, wherever they are.

We also operate 29 tribunals, authorities and committees that help New Zealanders resolve disputes and we collect court-ordered fines.

We support the Ministry's strategic goal of providing people centred justice services so there is access to justice for all New Zealanders by delivering high quality, consistent services to participants wherever, or however, they interact with the Ministry.

People expect services to be simple, online, quick and consistent. We are working to modernise our courts and tribunals to improve New Zealanders' access to justice. Together with the judiciary, we are focusing on improving court processes.

OSD is the biggest part of the Ministry of Justice comprising more than 3,000 staff. It is led by a Chief Operating Officer, supported by the Office of the Chief Operating Officer, and organised into four business groups that are each led by a Group Manager but operate as one skilled workforce across multiple jurisdictions and services.

Our five business groups are:

- *Commissioning and Service Improvement* aims to continually improve customer services and commissioning services from providers and determines how best to deliver them to achieve national consistency
- *Courts and Tribunals Regional Service Delivery* supports face-to-face service delivery through four regions. This team includes services provided to all national courts and tribunals, with the exception of the senior courts
- *The Senior Courts Unit* supports the senior courts. This recognises their role in reviewing decisions made by the Executive branch of Government, which may include decisions made by the Ministry of Justice while delivering consistent customer-focussed court services
- *National Service Delivery* delivers services nationally, where the services do not need to be delivered to the customer face-to-face. This includes; transcription services, judicial libraries, collections, call centres and centralised services and central processing.
- *Te Whare o Ngā Kaihautū Waka o Te Kōti-ā-Rohe o Aotearoa) Office of the Chief District Court Judge* provides administrative, operational and strategic support to the District Court Judicial Leadership team comprising the Chief District Court Judge, National Executive Judge, Principal Family Court Judge and the Principal Youth Court Judge.

Chief District Court Judges Chambers (Te Whare o Ngā Kaihautū Waka o Te Kōti-ā-Rohe o Aotearoa)

The District Court is the largest court in Australasia. Most New Zealanders who go to court will go through the entire justice process in the District Court. Each year, more than 200 Judges, Acting Warranted Judges, Community Magistrates and Judicial Justices' of the Peace in 58 courthouses deal with approximately 200,000 criminal, family, youth, and civil matters. The office is distinct and independent of the Ministry of Justice.

The Chief District Court Judge, together with the Principal Family Court Judge, Principal Youth Court Judge and National Executive Judge, oversees the operation of the District Court. The Chief and Principal Judges are the public face of the court. The Chief District Court Judge has statutory authority to determine sessions of the court and to assign judges. The role includes keeping digital records accurate and up to date, managing workloads, rostering judges around the country, overseeing scheduling and professional development, making directions, and setting standards for best practice. The Chief District Court Judge, National Executive Judge and the Principal Family Court Judge and Principal Youth Court Judge have no direct authority or responsibility over the judicial work of other judges.

Specifically, the Chief District Court Judge, under the District Court Act 2016, s 24(3) must ensure the orderly and efficient conduct of the court's business and, for that purpose, may, among other things:

- Determine the sessions of the court, and
- Assign judges to those sessions, and
- Assign Judges to particular divisions or jurisdictions, and
- Assign Judges to the hearing of cases and other duties, and
- Determine the places and schedules of sessions for individual Judges (including varying the places and schedules of sessions for Judges from time to time), and
- Manage the workload of individual Judges, and
- Delegate administrative duties to individual Judges, and
- Oversee and promote the professional development, continuing education, and training of Judges, and
- Make directions and set standards for best practice and procedure in the court.

The Kaihautū may sit in the court from time to time but their focus is primarily to support the orderly and efficient conduct of the business of the courts.

The Kaihautū are located at Chambers/Te Whare at Solnet House in Wellington and have dedicated staff to support them. As a team member of Te Whare, your primary role is to provide support to these judges and the overall direction and priorities of the District Court and Te Whare.

Your role

The National Judicial Resource Manager is responsible for managing the access and availability of District Court Judges, Acting Warranted Judges and Community Magistrates and JPs, on behalf of the Chief District Court Judge, Principal Family Court Judge and Principal Youth Court Judge for the national judicial rostering schedule - with one imperative. To ensure judicial resources are made available to efficiently and effectively enable cases before the various jurisdictions of the District Court to be determined in a timely and equitable manner. The national judicial register is made up of more than 200 District Court Judges and Judicial Officers across Aotearoa.

This includes managing the various requests for Judges to be provided to, amongst others, the Parole Board, Court Martial, Electoral Petitions, Pitcairn islands, and provision of assistance with the Pacific region. It also involves working collaboratively with Te Kura Kaiwhakawā / Institute of Judicial Studies to ensure judicial access to ongoing professional development including education days, conferences and seminars, while maintaining the integrity of judicial sitting schedules and access to justice.

The National Judicial Resource Manager leads the team of Judicial Resource Managers and the Principal Advisor for Judicial Resources, including training and development of staff, monitoring their performance and leave, and fostering a workplace culture that enables the team to deliver on its objectives as set by the Director and District Court Heads of Bench.

The National Judicial Resource Manager leads strategic thinking and analytical support for the national judicial rostering schedule of activities for the District Court. The National Judicial Resource Manager has co-responsibility for the development and/or promotion of, and implementation of innovative tools, systems and processes that enhance the judiciary's opportunity to reduce the time between cases being commenced and determined.

The National Judicial Resource Manager collaborates with a wide range of people and teams, including business intelligence and forecasting teams, courts and tribunal managers and the national scheduling team, senior managers, and the judiciary.

Your responsibilities

Strategic Contribution

- Provide strategic thinking and analytical support to the Chief District Court Judge, Principal Family Court Judge and Principal Youth Court Judge on all aspects of judicial rostering activities for the District Court.
- Contribute to the work of various judicial committees/groups and provide advice as required to the Kaihautū Committee, Te Kei o te Waka, Rostering & Scheduling Committee and other judicial committees as required.
 - Provide support and advice for legislation and policy seeking to improve the efficiency and effectiveness of the District Court,
 - Provide support and advice in the development of strategic / tactical / operational plans to improve the efficiency and effectiveness of the District Court,
 - Provide support and advice for innovations and implementation plans targeting the efficiency and effectiveness of the District Court

- This may include leading/contributing to the following projects:
 - The development of operational policies targeting the accuracy and integrity of the data and information required to deliver and maintain the National Rostering Schedule,
 - An evidenced-based rostering and scheduling strategy for the District Court, by developing and maintaining,
 - a register of the legislation and policies informing the prioritisation of cases in the National Rostering Schedule,
 - a data and information essential to the development of the national rostering schedule,
 - an analytical and visualisation tools required to create a dynamic national rostering schedule, including:
 - a judicial resourcing model to support decision-making on future workloads and resource requirements for the national rostering schedule,
 - a monitoring and reporting system tracking the District Court performance, one that measures the efficiency and effectiveness of the national rostering schedule,
 - an intervention model that hones the efficiency and effectiveness of the national rostering schedule.
- More generally contribute to the development and achievement of the strategic goals of the District Court Heads of Bench by,
 - considering and align judicial priorities to the strategic priorities for the Ministry and wider Justice sector groups more generally,
 - contributing to the development of Te Whare’s strategic direction (including Te Ao Mārama) and share in collective responsibility for office-wide strategy and decisions (for example, work programme and prioritisation).

Project Management

- Define the scope of projects and work schedules in consultation with project sponsors.
- Identify resource requirements to deliver on projects.
- Lead and co-lead projects and other discrete pieces of work.
- Monitor progress against project milestones and deliverables in accordance with project plans.
- Provide regular reports on the status of projects, including budget, risks and issues, in agreed format and within agreed timeframes.
- Conduct post implementation reviews to identify learning/improvement opportunities for the future.
- Apply previous learning to future projects.

Work Programme Delivery

- Provide intellectual leadership in areas of justice sector analysis and strategic direction, in partnership with Sector Insights,
- Establish and maintain a range of relevant, professional relationships and networks, both within the Ministry and externally that enable you to draw on resources and information and keep up to date with best practice,
- Work collaboratively and constructively with the Ministry staff and staff in other agencies to achieve successful outcomes,
- Define problems taking account of broader strategic issues, perspectives, and the impact on the wider system, to ensure the development of robust advice and to contribute to successful outcomes.
- Monitor the operational impact of change initiatives to predict and plan for any issues in the rostering schedule that may arise because of that change,
- Clearly deliver advice and work, including rationale and recommendations,
- Support the preparation of high profile, sensitive or particularly complex official correspondence or requests for judicial information as needed,
- Meet work programme delivery timeframes and standards agreed with your manager.

Management of National Judicial Register

Ensure the development and management of a National Register on behalf of the Chief District Court Judge by:

- Managing the data and information in the National Register – with the intent of building a National Rostering Schedule
- Monitoring judicial resources within the Register, ensuring the data and information is accurate and current
- Reviewing resourcing requirements to assist with national resourcing priorities for the National Rostering Schedule,
- Analysing and reporting on impact of workload trends created by the National Rostering Schedule,
- Reviewing the planning and supporting the implementation of an efficient National Rostering Schedule
- Supporting the development and implementation of tools evidence advice to respond to,
 - forecasting of judicial resources to meet expected workload in the National Rostering Schedule,
 - working collaboratively with the National Scheduling team, other Ministry of Justice teams and Judiciary to agree fair and realistic workload caps for all resources to promote timely disposition of cases and quality decision making,
 - taking all practicable steps to ensure national equity in case disposition and timeliness for all judicial officers,
 - meeting the demands of other jurisdictions who from time to time require the services of District Court Judges (for example, NZ Parole Board, Court Martial, Electoral Commission)
 - requests for the deployment of District Court Judges within the Pacific regions (for example, the Cook Islands, Samoa, and Vanuatu),
 - collaborate with Te Kura Kaiwhakawā / Institute of Judicial Studies to ensure judicial access to ongoing professional development, including education days, conferences, and seminars, while maintaining the integrity judicial sitting schedules and access to justice
 - advise the Executive and Liaison Judges and the various jurisdictional committees to ensure they have meaningful information upon which to identify risk areas, mitigate risks, assess priorities, and make recommendations
 - assist the Chief District Court Judge and the Principal Judges to make appropriate decisions on rostering by reporting on trends/workloads/impacts on judicial resourcing.

Leadership

People Management

- Develop capability across the team to ensure an agreed service delivery approach is implemented
- Set expectations of the team's outcomes and priorities
- Communicate clear, measurable, challenging and achievable performance goals and ensure these are met
- Address poor performance issues promptly by adopting appropriate processes, and provide regular and constructive feedback on performance
- Use rigorous selection processes to recruit the most suitable candidates for vacant positions
- Identify and develop essential skills, knowledge and behaviours (competencies) required for the team to be effective
- Assess gaps between desired and actual capability, identify areas for development and ensure staff have the tools and resources necessary to perform their jobs
- Ensure that annual development plans are in place for all staff
- Provide regular coaching and support to build performance and capability

Personal Leadership

- Actively support the vision of the District Court of New Zealand.
- Actively promote the Ministry's purpose, strategy, vision and values.
- Role model the Ministry's and Te Whare's desired values and behaviours.
- Promote and support Te Whare and group decisions and initiatives.
- Gain the cooperation of others by treating people with respect and dignity.
- Recognise and celebrate others' successes.

- Know when to seek advice or guidance.
- Identify opportunities for continuous improvement and innovation.
- Adhere to Ministry policies, guidelines, and delegations.
- Adhere to Te Whare policies, guidelines and delegations including handling and management of sensitive and confidential information and where appropriate, judicial information.
- Contribute to the maintenance of a safe working environment.
- Identify issues or risks, escalate where appropriate and contribute to the development and implementation of mitigation strategies.

Relationship Management

- Maintain the confidence and respect of the Judiciary and their staff.
- Provide trusted advice and services to the Director of Te Whare, judiciary and other key stakeholders.
- Build strong relationships with key national scheduling teams and proactively develop networks with senior employees in the Ministry to contribute to developing and implementing rostering & scheduling strategies.
- Engage and work in partnership with the judiciary and key stakeholders where appropriate
- Work with other Ministry business groups, units, and teams to ensure a consistent and collaborative approach to sector and stakeholder engagement
- Contribute to the identification of relevant sectors and organisations for external engagement and collaboration
- Develop and maintain a current understanding of the priorities, objectives and work programmes of other business groups and units.
- Foster and maintain effective working relationships and networks with key individuals and groups from the wider Ministry.

Health and Safety at Work

- Provide leadership in health and safety issues.
- Understand and meet your health and safety responsibilities, including in relation to hazard management.
- Communicate and consult with employees on health and safety issues.
- Ensure effective injury management processes are put in place for injured staff.
- Investigate and report work related accidents, illnesses, and incidents in accordance with the requirements of the law and the Ministry's policies.

Your working relationships

Internal

Chief District Court Judge
Principal Family Court Judge
Principal Youth Court Judge
National Executive Judge
Executive Judges and Court Liaison Judges
Judges of the District Court
Acting Warranted Judges
Environment and Alternate Environment Court Judges
Community Magistrates
National Federation of Justice's of the Peace
Director of Te Whare and Te Whare staff
Office of the Chief Justice – Te Tari
National Scheduling Team
Regional Managers
Special Jurisdictions Judicial Resource Managers
High Court National Roster Manager
Data Insights
Other OSD and Ministry Leaders
Legal Services (Public Defenders Service)
Te Kura Kaiwhakawā / Institute of Judicial Studies

External Justice sector partners

Parole Board
New Zealand Law Society (Continuing Education)
Crown Law
Crown Solicitors
Office of the Judge Advocate-General – Courts Martial

Your education & experience

EDUCATION/PROFESSIONAL QUALIFICATIONS AND TECHNICAL SKILLS

- Relevant tertiary qualification or equivalent knowledge, skills, and experience and commitment to ongoing professional development
- Ability to work effectively with the judiciary
- Ability to think and contribute strategically but also able to effectively deal to the detail
- Able to read, understand and interpret complex documents, including legislation, financial, numerical, and business information
- Highly developed ability to proactively nurture and maintain good working relationships with a range of people, as well as the ability to anticipate and respond to the needs of the judiciary
- Strong verbal and written communication skills with an ability to understand the audience and present messages in a clear, concise, and articulate manner
- Respect for tikanga Māori and its place in New Zealand's legal context
- Ability to use initiative and work independently, making informed decisions about priorities and taking personal responsibility for achieving objectives.

WORK EXPERIENCE

- Professional credibility with the Judiciary
- Sound understanding of the District Court judicial requirements
- Sound understanding of the structure, business and operation of the District Court in all its jurisdictions and of the various “other” jurisdictions who from time to time require the services of District Court Judges
- Providing intellectual and professional leadership across and within organisations, including experience mentoring and developing junior staff and peers
- Understanding of public sector systems and processes, including accountability requirements and the use of performance information to inform decision-making
- Understanding of large and complex operational businesses and experience working in this environment
- Leading complex projects to successful completion
- Sound understanding of the New Zealand courts and the constitutional principles and legal processes that underpin the New Zealand justice system