

# POSITION DESCRIPTION

## Oranga Tamariki—Ministry for Children



Title:	General Manager – People and Leadership
Group:	Corporate Services
Reports to:	Deputy Chief Executive – Corporate Services
Location:	National Office, Wellington
Direct Reports:	Yes
Budget:	Yes

## OUR ORGANISATION

### About us

Oranga Tamariki—Ministry for Children is a Ministry dedicated to supporting any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. We also work with young people who may have offended, or are likely to offend. Our belief is that in the right environment, with the right people surrounding and nurturing them, any child can, and should flourish.

### Our vision

Our vision is: New Zealand values the wellbeing of tamariki above all else.

### Our purpose

Our purpose is: To ensure that all tamariki are in loving whānau and communities where oranga tamariki can be realised.

### The Oranga Tamariki way

We've introduced a new way of doing things. A way of looking at the world that guides everything we do:



### Our core outcomes

Our core outcomes are:

- All children and young people are in loving families and communities where they can be safe, strong, connected, and able to flourish
- Improved outcomes for all children, especially tamariki and rangatahi Māori.

## POSITION PURPOSE

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Our people matter - we cannot realise our vision without them. We want our people to feel listened to, valued and empowered. We want to make things easy for them, ensure they have the right skills, and provide support to put tamariki first.

The purpose of the People and Leadership team is to facilitate continuous development of our workforce strategy and associated plans, and deliver on them by providing targeted advice, support and guidance to our managers on people-related issues, while providing an exceptional employee experience across Oranga Tamariki.

We have a complex workforce with over 4000 staff, plus a large casual workforce, spread across the country operating in community, residential care and office environments. We also work in partnership with the NGO sector to deliver services for tamariki and rangatahi.

Within this context, the General Manager People & Leadership is responsible for the development, delivery and implementation of organisational development and human resources strategies, systems, frameworks and processes, the delivery of best practice HR Services and trusted HR advice throughout the organisation. The GM also provides HR advice and assurance to the Chief Executive and thought leadership to the Senior Leadership team.

This role leads the development of strategies and interventions that shape and deliver transformational change through people. This role also has responsibility for leading Oranga Tamariki's contribution to workforce related all of sector challenges and initiatives.

## KEY ACCOUNTABILITIES

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Key Result area	Key Accountabilities
<b>Strategic Focus</b>	<ul style="list-style-type: none"><li>– Provide strategic, proactive and timely HR advice to the CE and SLT to support the strategic direction of Oranga Tamariki.</li><li>– Provide strategic thought leadership, identifying the need for, and leading the development of, people related strategies, frameworks and processes to ensure Oranga Tamariki is able to achieve its priorities and strategies.</li><li>– Develop and implement strategies to promote and enhance the capabilities of managers across the organisation, ensuring an up-to-date understanding of HR issues, risks and obligations through advice, communication and training.</li><li>– Work with DCE Corporate Services and the leadership team to set and continuously review the strategic direction and operational performance of the group</li><li>– Identify and implement opportunities for continuous improvement to ensure lessons are learned and consistently applied</li><li>– Drive initiatives focussed on enhancing organisational, leadership and performance cultures</li><li>– Work in collaboration with other key agencies and NGOs to build capability across the children's workforce.</li></ul>
<b>Service Delivery</b>	<ul style="list-style-type: none"><li>– Ensure the provision of high quality, customer centric HR services that meet internal expectations and service level agreements.</li><li>– Drive continuous improvement of service delivery in order to meet</li></ul>

Key Result area	Key Accountabilities
	<p>the needs of internal stakeholders</p> <ul style="list-style-type: none"> <li>– Anticipate changing HR service demands and ensure the function is able to flex to meet these</li> <li>– Ensure compliance with all legislative and central agency requirements relating to people and employment</li> </ul>
<b>Leadership and management</b>	<ul style="list-style-type: none"> <li>– Contribute to achieving high aspirations for tamariki and rangatahi Māori, Pacific children and young people, and other vulnerable children</li> <li>– Demonstrate a positive commitment to the vision, values and purpose of Oranga Tamariki at all times</li> <li>– Set a clear direction for the People &amp; Leadership team and lead all staff in a manner which creates a culture and environment which is customer focused, proactive and consistent with the values, principles and behaviours of Oranga Tamariki, inspiring staff to deliver high level performance.</li> <li>– Lead the creation of an organisational learning system to achieve continuous improvement, an agile workforce and management capability</li> <li>– Identify, coach and develop high performing HR team members</li> <li>– Deliver results by making things happen with and through others</li> <li>– Lead in a public service context, contributing to a better New Zealand</li> <li>– Actively manage conduct and performance matters effectively and in a timely manner</li> <li>– Understand your manager Health, Safety and Security accountabilities, and ensure health, safety and security policies and procedures are understood, followed and implemented by all employees</li> <li>– Take accountability for the financial performance of the HR group, managing budgets within defined parameters and ensuring efficient and effective use of financial resources.</li> </ul>
<b>Relationship Management</b>	<ul style="list-style-type: none"> <li>– Develop and provide advice, and maintain a close working relationship with the Chief Executive, DCEs and senior leaders</li> <li>– Proactively engage and develop strategic partnerships to understand business requirements, priorities and programmes of work across Oranga Tamariki and wider Government.</li> <li>– Develop and maintain effective working relationships with HR leaders in other government agencies and external providers</li> <li>– Establish and maintain strong relationships at all levels of Oranga Tamariki to ensure that the advice, support and solutions provided to managers, their leadership teams and other people managers across the business are relevant, pragmatic and consistent with the People &amp; Leadership Strategy and the Oranga Tamariki way.</li> </ul>
<b>Cultural Competence</b>	<ul style="list-style-type: none"> <li>– Demonstrate understanding of, and commitment to, our Māori cultural framework</li> </ul>

Key Result area	Key Accountabilities
	<ul style="list-style-type: none"> <li>Proactively instil and strengthen knowledge and practice across the Region</li> <li>Ensure there is regard to our Māori Cultural Framework and our Treaty and legislative obligations to Māori in our work, policies, practices and reporting.</li> </ul>
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>Ensure that there are appropriate systems and processes in place to manage serious issues and risks</li> <li>Identify any organisational risks and take action to minimise their impact</li> <li>Effectively manage risks, escalating and proposing appropriate mitigation where necessary.</li> </ul>
<b>Being part of the Oranga Tamariki team</b>	<ul style="list-style-type: none"> <li>Actively and positively participate as a member of the team</li> <li>Proactively look for opportunities to improve the operations of Oranga Tamariki</li> <li>From time to time, you may be required to perform other reasonable duties as requested by your manager</li> <li>Comply with and support all health and safety policies, guidelines and initiatives</li> <li>Ensure all incidents, injuries and near misses are reported into our H&amp;S reporting tool</li> <li>Comply with all legislative and regulatory requirements, and report any breaches as soon as they become known</li> <li>Adhere to all Oranga Tamariki procedures, policies, guidelines, and standards of integrity and conduct</li> <li>Demonstrate a commitment to and respect for the Treaty of Waitangi and incorporate these into your work.</li> </ul>

## KEY RELATIONSHIPS

<b>Internal</b>	<ul style="list-style-type: none"> <li>Chief Executive</li> <li>All Deputy Chief Executives</li> <li>Other senior leaders within Oranga Tamariki</li> <li>People &amp; Leadership team</li> <li>Other Oranga Tamariki Staff</li> </ul>
<b>External</b>	<ul style="list-style-type: none"> <li>Ministry of Social Development Human Resources Group</li> <li>Senior executives and representatives in Ministries, Government Departments, Central Agencies' and Crown Entities</li> <li>Unions</li> <li>State Services Commission</li> <li>Relevant network and professional associations</li> </ul>

## QUALIFICATIONS & EXPERIENCE

<b>Qualifications</b>	<ul style="list-style-type: none"> <li>– A relevant tertiary qualification is desirable</li> <li>– A clean, current driver's licence is essential and a willingness to drive the Ministry's vehicles.</li> </ul>
<b>Other requirements</b>	<ul style="list-style-type: none"> <li>– Willingness to travel within New Zealand to fulfil the requirements of the role</li> </ul>
<b>Experience</b>	<ul style="list-style-type: none"> <li>– Extensive experience leading transformational change through people in a complex and demanding environment</li> <li>– A proven history of providing thought leadership while challenging the status quo.</li> <li>– Strong manager and leader who has successfully developed innovative, organisation-wide people strategies and implemented within a large and diverse organisation to benefit the customer</li> <li>– Expertise in leading high performing human resource or other professional teams and groups</li> <li>– Proven track record in building networks to effectively influence and collaborate to achieve cross functional/sector goals.</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>– Demonstrated sound judgement in dealing with complex, sensitive or ambiguous issues</li> <li>– Excellent relationship management, negotiation and communication skills both oral and written</li> <li>– Pragmatic, solution focused approach with well-developed perceptions and judgement</li> <li>– Ability to communicate complex ideas to a variety of audiences and build and maintain rapport with others</li> <li>– Understanding and appreciation of cross cultural issues and concerns, in particular, knowledge of tikanga Māori, and Pacific peoples' culture</li> <li>– Communicates vision and purpose in a way that inspires and motivates.</li> </ul>