# Ministry of Social Development logo

# Group General Manager, People

# People and Capability

## Our purpose

**Manaaki tangata, Manaaki whānau**

We help New Zealanders to be safe, strong and independent

## Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

## Our strategic direction



## Our Values



## Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, 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 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.

## The outcomes we want to achieve

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| --- | --- | --- |
| New Zealanders get the support they require | New Zealanders are resilient and live in inclusive and supportive communities | New Zealanders participate positively in society and reach their potential |

## We carry out a broad range of responsibilities and functions including

* Employment, income support and superannuation
* Community partnerships, programmes and campaigns
* Advocacy for seniors, disabled people and youth
* Public Housing assistance and emergency housing
* Resolving claims of abuse and neglect in state care
* Student allowances and loans

## **He whakataukī\***

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| --- | --- |
| Unuhia te rito o te harakekeKei hea te kōmako e kō?Whakatairangitia, rere ki uta, rere ki tai;Ui mai ki ahau,He aha te mea nui o te ao?Māku e kī atu,He tangata, he tangata, he tangata\* | If you remove the central shoot of the flaxbushWhere will the bellbird find rest?Will it fly inland, fly out to sea, or fly aimlessly;If you were to ask me,What is the most important thing in the world?I will tell you,It is people, it is people, it is people |

\* We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī

## Position detail

### Overview of position

### The Group General Manager (GM) People ensures the strategies, policies and services are in place to enable MSD to be a great employer and to have the people required to deliver on MSD’s purpose.

### Location

National Office

### Reports to

### Deputy Chief Executive, People and Capability

## Key responsibilities

#### Embedding Te Ao Māori Principles

Consider the principles of Te Ao Māori and the Treaty of Waitangi in all decisions and ensure Te Pae Tata is delivered and embedded in the organisation.

#### Strategy and People Policies

The Group GM People is MSD’s lead advisor relating to the development of people capability and is responsible for:

* Developing People strategies (including the MSD Workforce Strategy), policies and procedures that are aligned to and support the work of the Ministry and its strategy.
* Leading organisation development: including organisation design, values, culture and diversity & inclusion.
* Providing the Deputy Chief Executive (DCE) and MSD Leadership Team (LT) with high quality and best practice advice on people related strategies and ensure that organisational risks and opportunities are identified, and appropriate actions are recommended.

#### Service Delivery

The Group GM People provides a range of services relating to the recruitment, development, training and rewarding of MSD people. This includes:

* leading the People business unit in ensuring the implementation and delivery of high-quality advice and services to MSD leaders and managers, and
* developing and providing an integrated, efficient and client focussed business support service to the whole MSD (and shared service partners as required) including:
	+ developing and implementing operational strategies
	+ driving the delivery of effective services including recruitment and selection, learning and development, payroll, employment relations, employment policy, human resource management information systems; and workplace integrity
	+ support for organisational change processes, and
	+ establishing quality and best practice standards of service, monitoring and reviewing performance against these standards and improving service where required.

**Employment Relations**

* The Group GM People leads the relationship with employees’ and the employees’ representatives.
* Develop and implement the MSD Employment Relations Strategy.
* Manage the relationship with unions and associations in accordance with the strategy and ensure an effective working relationship at all times.
* Manage the processes related to the negotiation of Collective Agreements and their implementation.

**Stakeholder Management**

The Group GM People is part of a functional leadership group and is required to:

* Champion MSD and its values demonstrate leadership across the public sector and build strong internal and external relationships that reinforce MSD People as a public sector leader and benchmark organisation in the human resources field.
* Represent MSD in forums that will contribute to its reputation for excellence and expertise. This includes:
* representing the Ministry in a professional and competent manner
* displaying leadership in MSD and in the area of expertise
* developing networks that will contribute to enhancing the MSD’s reputation for leadership and knowledge in the area of human resources, and
* working effectively with external stakeholders on people related issues.

#### Team Leadership and People Development

Develop and lead a highly effective team of professionals who have the skills and expertise to lead and manage MSD’s People Strategy and support the whole organisation. This includes accountability for:

* leading a structure that pro-actively supports the end goals of the organisation;
* creating and maintaining a performance and development culture, and promoting professional development within the People Business Group;
* ensuring that all staff are aware of their performance expectations, are given regular feedback, coaching and performance assessments;
* maintaining high levels of staff motivation focused on individual and team performance goals, service standards, value for money and continuous improvement;
* ensuring compliance with human resources policies and practices; and
* providing quality communication to the team and leading by example.

#### Risk Management and Quality Assurance

The Group GM is required to:

* Identify any organisational risks and take action to minimise their impact.
* Champion effective management of organisational risks and establish and maintain an organisational risk management framework.
* Develop, promote and monitor a high-quality service for the People Business Group within which standard operating procedures are developed and monitored.
* Ensure Group and MSD-wide reporting and audit standards are met in all aspects of the People Business Group’s work.
* Ensure that appropriate risk management and monitoring strategies are in place in relation to contract management.
* Use delegated authority where appropriate.
* Lead and oversee the negotiation and management of external contracts.
* Keep the Deputy Chief Executive informed of any risk issues which may impact on the Ministry’s reputation.

#### Information Management and Finance Systems

The Group GM is accountable for ensuring that all people related information is organised, stored securely, managed appropriately and able to be efficiently accessed by the appropriate people. This includes the development and management of effective budgeting, reporting and administrative systems for the People business unit. In addition, the Group GM will ensure that such systems add value and assist both management and staff by:

* developing and ensuring the effective management of People’s management information systems (including payroll) and reporting processes
* developing and maintaining HR’s budget development and monitoring processes
* ensuring the timely and accurate preparation, negotiation and establishment of operational budgets
* managing and regularly reporting on the team finances, budgets (including variances) and resources utilisation
* identifying and addressing financial and budgetary issues, and
* establishing and maintaining teams’ administrative policies and processes.

## Embedding te ao Māori

* Embedding and building on Te Ao Māori within their leadership role.
* Create the conditions for Te Ao Māori and Te Tiriti o Waitangi in all decisions to ensure Te Pae Tata is delivered and embedded in your business group.

## Health, safety and security

* Understand and implement your manager accountabilities as outlined in the HSS Accountability Framework.
* Ensure health, safety, security and wellbeing policies and procedures are understood, followed and implemented by all employees.

## Emergency management and business continuity

* Take responsibility for emergency management and business continuity confirming management of the critical functions that satisfy legislative, regulatory and client obligations are in place during and after a disruptive event.
* Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed and implemented by employees.

## Know-how

* Senior management experience in a large, complex and diverse organisation
* Relevant background as a professional leader with a sound knowledge of human resources practices, operations and systems and relevant legislation
* Must be politically astute and have extremely well-developed networks and have extensive expertise in managing relationships in a complex and demanding environment, including shared services customer relationships
* Significant practical experience in developing and promoting significant strategies and operational initiatives organisation wide
* Proven and successful experience in strategic planning, operational management, project management, financial management and performance monitoring processes
* Significant practical experience and expertise in developing and leading successful change management strategies and implementing best practice initiatives
* A proven track record of making things happen in a solutions-focused environment
* Experience in leading teams of high-performing professionals
* Knowledge of Government and State sector processes and systems desirable
* Tertiary qualified in a relevant field at a post graduate level preferred.

## Attributes

Demonstrated strengths in the following personal competencies:

* Strategic leadership
* Senior managerial expertise and the management of people
* Strong client focus
* Skilful communicator and ability to influence action in areas outside of direct control
* Commitment to achievement and achieving significant goals
* Managing internal and external relationships and ability to work collaboratively
* Honesty and integrity
* Managing and influencing in the political and cultural context
* Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected
* Commitment to ongoing professional development.

## Key relationships

### Internal

* MSD Leadership Team (the Chief Executive and DCEs)
* Deputy Chief Executive, People and Capability
* Members of the People and Capability Leadership Team and peers
* HR Directors, Managers and staff
* Other Managers and staff across MSD.

### External

* Central agencies and other government organisations, particularly the State Services Commission

## Other

### Delegations

* Financial – Yes
* Human Resources – Yes, level 3

### Direct reports - Yes

### Security clearance – Yes. To fulfil the requirement of this position a security clearance to the following level is required: Secret

### Children’s worker – No

Limited ad hoc travel may be required

**Position Description Updated:** April 2022