

POSITION DESCRIPTION

Position Details	
Position Title	Manager Organisational Capability and Executive Support (12-month fixed term)
Team/Branch/Group	Business Services
Reports to	Deputy Chief Executive Business Services
Direct Report	5 direct reports and 2 indirect reports
DFA level	TBC
Location	Wellington
Date	June 2021

Our Purpose

The Parliamentary Counsel Office (PCO) is New Zealand's law drafting office. It is responsible for:

- drafting New Zealand Government Bills (except Inland Revenue Bills) and Legislative Instruments
- publishing all New Zealand Bills, Acts, and Legislative Instruments, both in hard copy and online on the New Zealand Legislation website.

The PCO is constituted as a separate statutory office by the Legislation Act 2012. The PCO is under the Attorney-General's control or, if there is no Attorney-General, the Prime Minister.

What we do

We work with others to make legislation that is fit for purpose, constitutionally sound, and accessible to all users.



Our Structure

The PCO has four business groups: Systems and Stewardship, Drafting, Access and Digital Strategy, and Business Services.

The Manager Organisational Capability and Executive Support reports to the Deputy Chief Executive Business Services.

Position Purpose

The purpose of the Manager Capability and Executive Support is to provide the necessary leadership and expertise to progress key organisational development priorities.

The position will develop and implement people and capability strategies and embed good practice in the organisation. The role will be a key partner to the Executive Leadership Team and will drive the overall performance of the PCO through building culture, strong HR practices, systems and processes, and people development. It will drive strategic capability uplift across the PCO with a focus on leadership capability, talent management and effective performance management. This role will also lead our people strategy and will make sure our diversity and inclusion priorities are strongly aligned to this.

Key Relationships

Internal key relationships are:

- Chief Parliamentary Counsel
- Members of the Executive Leadership Team
- Team members
- Other team managers and staff of the PCO
- Other relevant internal governance groups

External key relationships are:

- Training providers
- All of Government panel
- Other government departments
- HR practitioners
- Key PCO partners

Key Accountabilities and Deliverables

Responsibilities of this position are expected to change over time as the Parliamentary Counsel Office responds to changing needs. The incumbent will need the flexibility to adapt and develop as the environment evolves.

Key accountability or deliverable	Indicators of Success
Leadership <i>Work collaboratively with the Business Services Group and the Executive Leadership Team to support the achievement of PCO outcomes</i>	<ul style="list-style-type: none">• Represent whole of organisation views and protects its reputation in external interactions.• Works with DCE Business Services to define the outcomes and outputs expected of the Group to deliver on PCO's strategic direction.• Contributes beyond core functional area to enhance overall effectiveness.

<p>People and Capability</p>	<ul style="list-style-type: none"> • Leads the development and implementation of people and capability strategies across the PCO. • Works in partnership with the executive leadership team to explore the skillsets and behaviours we need to lead and adapt in an evolving environment. • Leads the development and implementation of a leadership framework to address capability gaps and drive a high performing organisation. • Leads the development and implementation of a diversity and inclusion strategy. • Assess the impact of initiatives for knowledge transfer, effective behaviour change, building organisation culture and tangible business outcomes. • Partners with and coaches the executive leadership team and other managers within the PCO to build their leadership capability. • Works with external providers to deliver effective and targeted training to close capability gaps. • Leads the HR function across the PCO and provides direction to the HR Team Leader and staff.
<p>Executive Support</p>	<ul style="list-style-type: none"> • Leads the executive support team by providing direction, support and guidance on best practice, processes and tools to deliver quality customer experiences. • Manages and monitors the performance of the executive support team and identifies and works towards closing capability gaps. • Designs an executive support operating model that is flexible and promotes knowledge sharing and supports coverage and management of workloads across the team.
<p>Relationship Management</p> <p><i>Manage constructive working relationships with work colleagues and external stakeholders to enhance understanding and cooperation needed to achieve desired results</i></p>	<ul style="list-style-type: none"> • Participates as an active member and contributes knowledge and expertise needed to achieve PCO outcomes. • Develops effective working relationships with Executive Leaders and Managers internally and externally in order to transfer knowledge and learning to the PCO. • Develops effective working relationships with stakeholders • Tests the effectiveness of stakeholder relationships using a range of appropriate measure and processes (including stakeholder feedback) and makes adjustments to deliver improvements.
<p>Personal Leadership</p> <p><i>Provide leadership that engages and motivates others to succeed and develop, and proactively share experiences, knowledge and ideas.</i></p>	<ul style="list-style-type: none"> • Models exemplary management and leadership behaviours that align to our ethics and values. • Creates a sense of vision, engages and motivates people to participate, and makes things happen. • Fosters an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing.
<p>Te Tiriti o Waitangi</p>	<ul style="list-style-type: none"> • Show leadership of commitment and strong understanding of Te Tiriti o Waitangi and the principles: partnership, participation, and protection.

	<ul style="list-style-type: none"> • Establish and maintain effective professional relationships by demonstrating commitment to ongoing professional learning and development of personal practice relating to Te Tiriti o Waitangi. • Continue to develop understanding of Te Tiriti o Waitangi and continue to develop knowledge of Tikanga Māori and the appropriate usage and accurate pronunciation of Te Reo Māori. • Demonstrate commitment to bicultural partnership in Aotearoa, working effectively within the bicultural context. • Actively participate in the partnership relationship with Māori. • Develop all managers within the team to enable them to competently engage in key relationships with Māori and other key stakeholders.
<p>Safety and wellbeing</p> <p><i>Manages own personal health and safety, and takes appropriate action to deal with workplace hazards, incidents and near misses</i></p>	<ul style="list-style-type: none"> • Manages own personal health and safety, and takes appropriate action to deal with workplace hazards, accident and incidents. • Ensures own and others' safety at all times. • Complies with relevant safety legislation, policies, procedures, safe systems of work and event reporting. • Reports and investigates all incidents/accidents, including near misses in a timely way.

Leadership Success Profile	
PCO is moving to the Leadership Success Profile, as set out by the Public Services Commission, for all of our people leader positions. Please refer to the Leadership Success Profile expanded guide for further explanation of each capability required for this role.	
Navigating for the future	
<p>Leading strategically</p> <p><i>Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.</i></p>	5
<p>Leading with influence</p> <p><i>Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.</i></p>	4
<p>Engaging others</p> <p><i>Connect with people; to build trust and become a leader that people want to work for.</i></p>	5
Stewardship	
<p>Enhancing organisational performance</p> <p><i>Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.</i></p>	5
<p>Enhancing system performance</p> <p><i>Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.</i></p>	4
Identifying and developing our talent	
<p>Enhancing people performance</p>	4

<i>Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.</i>	
Developing talent <i>Coach and develop diverse talent; to build the people capability required to deliver outcomes.</i>	4
Enhancing team performance <i>Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.</i>	5
Making it happen	
Managing work priorities <i>Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.</i>	5
Achieving through others <i>Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.</i>	4
Achieving ambitious goals <i>Demonstrate achievement drive, ambition, optimism and delivery focus; to make things happen and achieve ambitious outcomes.</i>	5
Leadership Character	
Curious <i>Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.</i>	4
Honest and courageous <i>Deliver the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.</i>	5
Resilient <i>Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.</i>	5
Self-aware and agile <i>Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.</i>	4

Qualifications

- Tertiary level qualification in business, human resources, or operations management

Personal specifications

- 5-7 years' experience leading a people and capability function within a medium to large organisation.
- Proven experience in the successful development and implementation of people and capability strategies with demonstrable ability to think strategically and successfully deliver operationally.
- Strength and expertise in collaboration & influencing skills, showing high intellect and strong personal integrity and ethics.
- Strong experience bringing together new teams and driving a positive team and organisational culture.

- Highly developed conceptual and technical skills to gain insights and understand and advise on gaps and opportunities.
- Extensive experience in building and maintaining strong relationships with other executive leaders, staff and key stakeholders both internal and external.
- Clear written and verbal communication skills to effectively engage with key stakeholders at different levels.
- A good knowledge of the machinery of government, and public sector issues is desirable.
- Proven ability to communicate technical and or complex issues in 'plain language' and in a way that other managers and staff across the business can relate to
- Demonstrated ability to maintain composure in stressful situations and work effectively under pressure.