

## POSITION DESCRIPTION

Ngā Taipitopito mō te Tūranga/Position Details		
Taitara/Position	Kaiwhakahaere, Ngā Mahinga Tahi me te Mātauranga	Manager, Partnerships and Education
Rōpū/Group	Te Pūnaha me te Tautiakitanga	System and Stewardship
Ka noho takohanga ki/Reports to	Kaitohutohu Pāremata Matua Tuarua, Te Pūnaha me te Tautiakitanga	Deputy Chief Parliamentary Counsel, System and Stewardship
Ngā Kaimahi Hāngai/ Direct Report	Tokowhā ngā kaimahi hāngai, tērā pea ka tāpiritia ētahi atu	4 direct reports; additional may be added
Taumata whakahaere pūtea/DFA level	Taihoa ka whakataua	TBC
Wāhi Mahi/Location	Wellington	Wellington
Te Rā/Date	Mahuru 2021	September 2021

Ko tā mātau kaupapa	Our Purpose
<p>Ko Te Tari Tohutohu Pāremata (Te Tari) te tari tuhituhi ture o Aotearoa. Ka riro māna e:</p> <ul style="list-style-type: none"> <li>tuhituhi i ngā Pire Kāwanatanga o Aotearoa (hāunga ngā Pire Tāke) me ngā ture pae tuarua i roto i te hōtaka ture a te Kāwanatanga</li> <li>tā i ngā Pire me ngā Ture katoa o Aotearoa, me ngā ture pae tuarua ka tuhia e Te Tari.</li> </ul> <p>He tari tū Motuhake ā-ture Te Tari i runga i ngā tikanga o te Legislation Act 2012. Ka noho takohanga Te Tari ki te Rōia Matua o te Kāwanatanga, ā, ki te kore tētahi Rōia Matua, ko te Pirimia kē.</p>	<p>The Parliamentary Counsel Office (PCO) is New Zealand's law drafting office. It is responsible for:</p> <ul style="list-style-type: none"> <li>drafting New Zealand Government Bills (except Inland Revenue Bills) and secondary legislation for the Government's legislative programme</li> <li>publishing all New Zealand Bills and Acts, and secondary legislation drafted by PCO</li> </ul> <p>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.</p>

He aha ā mātau mahi	What we do
Ka mahi mātau me ētahi atu ki te tuhituhi ture e rite ana mō ana kaupapa, e aro ana ki ngā tikanga whakahaere kāwanatanga, ā, e wātea ana ki ngā kaiwhakamahi katoa.	We work with others to make legislation that is fit for purpose, constitutionally sound, and accessible to all users.



Ko Tō Mātau Hanga	Our Structure
<p>E whā ngā rōpū pakihi o Te Tari: ko te Pūnaha me te Tautiakitanga; ko te Tuhituhi Ture; ko te Rautaki Whai Wāhi, Matihiko hoki me Ngā Ratonga Tari.</p> <p>Ka noho takohanga te Kaiwhakahaere, Ngā Mahinga Tahī me te Mātauranga ki te Kaitohutohu Pāremata Matua Tuarua, Te Pūnaha me te Tautiakitanga.</p>	<p>The PCO has four business groups: System and Stewardship, Drafting, Access and Digital Strategy, and Business Services.</p> <p>The Manager, Partnerships and Education reports to the Deputy Chief Parliamentary Counsel, System and Stewardship in the System and Stewardship group.</p>



Mō te Tūranga	Position Purpose
<p>Ka ārahi te Kaiwhakahaere, Ngā Mahinga Tahī me te Mātauranga i ngā mahi rautaki, whakapakari kaimahi hoki a Te Tari mō te whakawhiti kōrero, whai hononga, mātauranga (mōroto, mōwaho hoki) me te ao Māori. Ka ārahi ia i tētahi rōpū ka whakapiki mōhiotanga ki roto i Te Tari, ka waihanga mahi tahitanga ki te hunga whai wāhi mai me te whakapiki i ō rātau pūkenga hoki, ka whakarite tērā ka tūhonotia mai, ka whakatairangatia hoki ēnei momo mahi ki roto i te rautaki tautiaki a Te Tari me ōna huanga hoki.</p> <p>Ka noho te kaiwhakahaere hei mema nō te rōpū ārahi o te Rōpū Pūnaha, Tautiakitanga, ka ārahi i ngā mahi hei whakawhanake i te Rōpū, hei whakatinana hoki i te rautaki tautiaki puta noa i Te Tari. Ka raua atu ki ngā mahi nei ko te waihanga mahinga tahī (me te āwhina i ētahi atu ki te waihanga mahinga tahī) puta noa i te rāngai kāwanatanga me ētahi atu kei te whai wāhi mai ki ngā mahi nei.</p> <p>Ko tētahi mahi nui ka hāpaitia e tēnei tūranga, ko te ārahi i te whakawhanaketanga me te whakapūmautanga o te rautaki a Te Tari Tohutohu Pāremata e pā ana ki te ao Māori, ko te whakatū hoki i ngā pūnaha, ngā hātepe me ngā āheinga ā-tari hei kōkiri i ngā mahi a Te Tari e tautoko nei i te Karauna hei hoa Tiriti.</p> <p>Ka tautoko hoki tēnei tūranga i te whāinga a Te Tari ki te whakapiki āheinga mō te whakarite, mō te tuhituhi, mō te tā hoki i te ture, tae atu ki ērā tari ka tuhituhi ture pae tuarua kāore e tuhia e Te Tari.</p>	<p>The Manager Partnerships and Education leads the communications and engagement, education (internal and external) and Te Ao Māori strategy and capability functions of PCO. They will lead the team that enhances knowledge within PCO, builds relationships with, and capability of, key external stakeholders, and ensures these functions are integrated into, and promote, PCO's stewardship strategy and PCO's outcomes.</p> <p>As a member of the System and Stewardship Group's leadership team, the manager will contribute their leadership and expertise to support the Group to develop and implement PCO's stewardship strategy across PCO. This will include developing (and supporting others in PCO to develop) partnerships across the system with others who are key to delivering that strategy.</p> <p>A key role of the position is to lead development and establishment of PCO's Te Ao Māori strategy, and put in place the systems, processes, and organisational capability to progress PCO's reach and participation in supporting the Crown as an effective Treaty Partner.</p> <p>The position also supports PCO's goal to increase capability in developing, drafting, and publishing legislation, particularly for agencies that make secondary legislation not drafted by PCO.</p>

### Key Relationships

Internal key relationships are:

- Chief Parliamentary Counsel and Members of the Executive Leadership Team
- Team members
- Members of the System and Stewardship Group

- Parliamentary Counsel
- Access and Digital Strategy Group
- Other managers and staff of PCO

External key relationships are:

- Training providers
- Public Service Agencies
- Key PCO partners (eg LDAC , Crown Law Office, Office of the Clerk and Parliamentary Service)
- Attorney General and the Office of the Attorney General
- Government Legal Network
- Ministerial Service
- Te Puni Kōkiri
- Te Arawhiti
- Central and regulatory agencies
- Key private sector partners (eg Te Hunga Rōia Māori o Aotearoa).

### 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
<p><b>Leadership</b></p> <p><i>Work collaboratively with the System and Stewardship Group and the Executive Leadership Team to support the achievement of PCO outcomes</i></p>	<ul style="list-style-type: none"> <li>● Represents whole of organisation views and protects its reputation in external interactions.</li> <li>● Works with members of the leadership team of the System and Stewardship Group to define the outcomes and outputs expected of the Group to deliver on PCO’s strategic direction.</li> <li>● Collaborates to ensure that the work of the Group is coordinated and gives effect to our principles of having a strong and visible strategic, stewardship focus</li> <li>● Contributes beyond core functional area to enhance overall effectiveness</li> </ul>
<p><b>Team Leadership</b></p> <p><i>Build and maintain a high-performing team that is capable of developing and delivering innovative advice, products, and services to support PCO’s strategic direction.</i></p>	<ul style="list-style-type: none"> <li>● Establishes clear accountabilities, expectations and performance standards with direct reports and ensures regular performance management and development occurs.</li> <li>● Monitors individual and team performance to ensure that performance targets are met</li> <li>● Anticipates future capability needs across the team, identifies gaps in capability and addresses these gaps through targeted recruitment and development or other actions</li> <li>● Coaches, mentors, and develops staff to meet the needs of the PCO now and into the future</li> <li>● Identifies and develops talent for key roles in the business group</li> </ul>



	<ul style="list-style-type: none"> <li>Addresses underperformance fairly and effectively following guidance and advice.</li> </ul>
<p><b>Te Ao Māori Strategy</b></p> <p><i>Lead the development and establishment of PCO's Te Ao Māori strategy, with oversight from the DCPC System and Stewardship and support from the Group</i></p>	<ul style="list-style-type: none"> <li>Ensures PCO's Te Ao Māori strategy is developed in a timely manner, through a process that has internal and external support</li> <li>Ensures the strategy embeds systems, processes and organisational capability in PCO to support the Crown as an effective Treaty partner.</li> <li>Ensures the strategy grows the use of te reo Māori in legislation and other material produced by PCO.</li> </ul>
<p><b>Communications</b></p> <p><i>Lead the communications and engagement function in PCO (including information requests, public and media queries, corporate information)</i></p>	<ul style="list-style-type: none"> <li>Ensures PCO's day to day communications and engagement supports PCO's objectives</li> <li>Ensures communications strategy is aligned with and supports the stewardship strategy, education and Te Ao Māori programmes, and is monitored and reported on.</li> </ul>
<p><b>Education</b></p> <p><i>Lead development and implementation of an education strategy</i></p>	<ul style="list-style-type: none"> <li>Leads education strategy focused on increasing internal capability (in the development of primary and secondary legislation) and on developing capability and key resources for makers of secondary legislation and other external stakeholders</li> <li>Enhances knowledge within PCO aligned with strategy</li> <li>Develops good relationships with external stakeholders.</li> <li>Coordinates external education strategy with other agencies (eg LDAC, Parliamentary Services and other agencies)</li> </ul>
<p><b>Partnerships</b></p> <p><i>Lead development and maintenance of key PCO partnerships</i></p>	<ul style="list-style-type: none"> <li>Develops good understanding of PCO partners and broader stakeholders in the context of the stewardship strategy and PCO's outcomes</li> <li>Develops and maintains systems and processes to support effective communication and ways of working with those partners in line with the stewardship strategy</li> </ul>
<p><b>Relationship Management</b></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"> <li>Participates as an active member of PCO's wider leadership team and contributes knowledge and expertise needed to achieve PCO outcomes.</li> <li>Develops effective working relationships with Executive Leaders and other Managers internally and externally in order to transfer knowledge and learning to the PCO.</li> <li>Develops effective working relationships with stakeholders</li> <li>Tests the effectiveness of stakeholder relationships using a range of appropriate measure and processes (including stakeholder feedback) and makes adjustments to deliver improvements.</li> </ul>
<p><b>Personal Leadership</b></p>	<ul style="list-style-type: none"> <li>Models exemplary management and leadership behaviours that align to our ethics and values.</li> </ul>



<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"> <li>• Creates a sense of vision, engages and motivates people to participate, and makes things happen.</li> <li>• Fosters an open, collaborative environment that encourages quality, innovation, continuous improvement and knowledge sharing.</li> </ul>
<p><b>Te Tiriti o Waitangi</b> <i>Deep understanding of Te Tiriti o Waitangi and the principles: partnership, participation, and protection.</i></p>	<ul style="list-style-type: none"> <li>• Establish and maintain effective professional relationships by demonstrating personal practice relating to Te Tiriti o Waitangi.</li> <li>• Strong understanding of Te Tiriti o Waitangi and knowledge of Tikanga Māori and the appropriate usage and accurate pronunciation of Te reo Māori.</li> <li>• Demonstrate commitment to bicultural partnership in Aotearoa, working effectively within the bicultural context.</li> <li>• Lead and actively participate in the partnership relationship with Māori.</li> <li>• Develop the team to enable them to appropriately engage in key relationships with Māori and other key stakeholders.</li> </ul>
<p><b>Safety and wellbeing</b> <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"> <li>• Manages own personal health and safety, and takes appropriate action to deal with workplace hazards, accident and incidents.</li> <li>• Ensures own and others' safety at all times.</li> <li>• Complies with relevant safety legislation, policies, procedures, safe systems of work and event reporting.</li> <li>• Reports and investigates all incidents/accidents, including near misses in a timely way.</li> </ul>

Leadership Success Profile	
<p>PCO uses the Leadership Success Profile, as set out by the Public Services Commission, for all of our people leader positions. Please refer to the <a href="#">Leadership Success Profile</a> expanded guide for further explanation of each capability required for this role.</p>	
Navigating for the future	
<p><b>Leading strategically</b> <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>	4
<p><b>Leading with influence</b> <i>Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.</i></p>	3
<p><b>Engaging others</b> <i>Connect with people; to build trust and become a leader that people want to work for.</i></p>	
Stewardship	
<p><b>Enhancing organisational performance</b> <i>Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.</i></p>	5



<b>Enhancing system performance</b> <i>Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.</i>	4
<b>Identifying and developing our talent</b>	
<b>Enhancing people performance</b> <i>Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.</i>	3
<b>Developing talent</b> <i>Coach and develop diverse talent; to build the people capability required to deliver outcomes.</i>	4
<b>Enhancing team performance</b> <i>Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.</i>	3
<b>Making it happen</b>	
<b>Managing work priorities</b> <i>Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.</i>	3
<b>Achieving through others</b> <i>Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.</i>	3
<b>Achieving ambitious goals</b> <i>Demonstrate achievement drive, ambition, optimism, and delivery focus; to make things happen and achieve ambitious outcomes.</i>	
<b>Leadership Character</b>	
<b>Curious</b> <i>Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.</i>	
<b>Honest and courageous</b> <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>	
<b>Resilient</b> <i>Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.</i>	
<b>Self-aware and agile</b> <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>	

#### Qualifications

- Tertiary level qualification in law, communications, management or similar.

#### Personal specifications

- Public sector management experience is desirable, although this role might suit a new manager who is focussed on building management skills. The person will need to demonstrate capability to bring together a new team and drive a positive team culture.

- Experience in leading the design, implementation and management of communications and engagement or education strategies is desirable.
- Good understanding of the policy and legislative process, machinery of government, and the public sector is necessary. The person must have a strong interest in legislative design and the drivers and factors impacting on delivering high-quality legislation in different contexts.
- The person will have:
  - Ability, desire, and commitment to develop and implement a partnership approach with Māori to build PCO's internal and external capability.
  - In-depth understanding of tikanga and confidence in te ao Māori. Fluency in te reo Māori preferred.
  - Experience in working with Iwi, hapū, whānau, Māori organisations and Māori communities
  - Politically aware and comfortable working within the political context, particularly in the context of Māori leadership and governance
  - Sound understanding of Te Tiriti o Waitangi and its principles and their application to the work of the public sector.
  - Demonstrated experience in building organisational capability to support better Māori-Crown relationships preferred
  - Ability to advocate in relation to the voice of Māori in the way PCO will deliver services
- The person will demonstrate an ability to maintain composure in stressful situations and work effectively under pressure. They will be able to navigate the relationship between tikanga, operational and strategic goals.
- The person will have well developed collaboration & influencing skills, showing strong intellect and strong personal integrity and ethics.
- They will have clear written and verbal communication skills with strong influencing skills to effectively engage with key stakeholders at different levels.
- They will be 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.