

# Role Description

Date of last review: August 2015

Title:	Improvement Manager	Tier:	4
Business Group:	Operations	Manager's title:	Director Operations
Location:	Northern North Island (400/1060); Auckland (400/9630); Hauraki-Waikato-Taranaki (400/2060); Central North Island (400/3060); Lower North Island (400/4060); Northern South Island (400/5060); Western South Island (400/6060); Eastern South Island (400/7060); Southern South Island (400/8060).		

## Context

The Department is the central government agency that conserves and manages New Zealand's natural, historic and cultural heritage which provides increasing benefit to New Zealanders.

The Department's vision is that New Zealand is 'the greatest living space on Earth'. Kāore he wāhi i tua atu i a Aotearoa, hei wahi noho i te ao. Its undertaking is that New Zealanders gain environmental, social and economic benefits from healthy functioning ecosystems, from recreation opportunities and from living our history. The Department has committed to a new strategy to "grow conservation through partnerships with others".

The Department has adopted a set of 2025 Stretch Goals, which will require a strong focus on strategy and growing conservation by working with others. This will be executed through a leader led approach. Through this focus the Department will be able to become a leader in the Natural Resource Sector (NRS), driving better conservation, natural resource management, Government outcomes, and moving towards step change growth in conservation.

Whānau, hapū and iwi enjoy a primary Treaty relationship with Te Papa Atawhai through the Department's Section 4 obligations.

*Our pillars – how we'll get there:*



## Purpose of the role

Support the Director, Operations to improve the delivery of agreed conservation outcomes within a Region.

## Accountabilities

Accountability Area	Activities	Performance Indicators
<p><b>Leadership</b></p>	<p>Provide specialist knowledge and support to the Director, Operations</p> <p>Demonstrate effective leadership by:</p> <ul style="list-style-type: none"> <li>• Working with colleagues across the Department to deliver on goals and work plans</li> <li>• Working with peers to share knowledge and best practise</li> <li>• Establishing strong and influential relationships with colleagues</li> <li>• Identifying critical issues and risks and ensuring they are effectively managed</li> <li>• Scanning the external environment for information, trends, best practices and innovations</li> <li>• Initiating, supporting and implementing continuous improvement and innovation</li> <li>• Contributing to improvement and conservation growth</li> </ul> <p>Place strong emphasis on positive, collaborative relationships internally and externally</p> <p>Positively represent the Department and reinforce DOC's strategy of growing conservation through partnerships with others</p> <p>Assist peers and their teams to learn effectively from experience</p>	<ul style="list-style-type: none"> <li>• You are seen to be a strong contributor to your peers both in your knowledge of the business, specialist expertise and ability to think of risks, critical issues, and solutions that further the goals of the Department.</li> <li>• You identify where your work programmes impact others and work positively with your peers to manage interdependencies</li> <li>• You and your colleagues are seen to work collaboratively</li> <li>• You initiate thirdly feedback surveys of internal and external partners on your team's performance and are seen to use this feedback to build team capability and improve service to partners</li> <li>• You are actively involved in supporting others to work with partners to grow conservation</li> <li>• Feedback from internal and external partners reflects a team culture with a strong focus on collaboration and service excellence</li> </ul>
<p><b>Undertake improvement and systems analysis</b></p>	<p>Identify opportunities to improve the delivery of agreed conservation outcomes across the Operations Group.</p> <p>Lead systems analysis and assurance across the Operations Group, providing advice to the Director, National</p>	<ul style="list-style-type: none"> <li>• You look across all the work programmes in a Region to provide advice on improvement.</li> <li>• Your advice to the Director, Operations and colleagues is</li> </ul>

Accountability Area	Activities	Performance Indicators
	<p>Operations to lead improvement.</p> <p>Complete tasks associated with supporting the development, monitoring and adaptation of the plans which integrate DOC work at place across a region (including step-change growth initiatives).</p> <p>Identify critical issues across the region.</p> <p>Support Operations Managers to effectively deliver their work plans and national priorities.</p> <p>Identify additional training and tools required by Operations Managers to deliver quality work.</p> <p>Contribute towards building key relationships with Treaty partners, community, business, and others.</p> <p>Identify and support best practice across the region</p> <p>Provide systems analysis and support to the Director, Operations</p> <p>Develop processes to create effective interaction between Operations and support/Shared Services teams to enhance Operations' ability to deliver their work</p> <p>Complete tasks associated with the integration of step-change work with Operations work within the region</p> <p>Contribute to improvement and conservation growth within their region including:</p> <ul style="list-style-type: none"> <li>• Regional engagement planning</li> <li>• Capability needs and development</li> <li>• Leadership of regional projects</li> </ul> <p>Complete administrative tasks associated with the role</p>	<p>practical and readily implemented.</p> <ul style="list-style-type: none"> <li>• You initiate discussion with system and process owners regarding improvement on behalf of the Director, Operations and your colleagues</li> <li>• You use the team process confirm accountabilities, identify critical issues and complete all assigned tasks according to the quality and quantity components of each task assignment</li> <li>• You provide open and honest feedback and recommendations to the Director, Operations and your colleagues regarding performance and improvement opportunities</li> <li>• You share best practice and improvements with other Improvement managers and system owners</li> <li>• You contribute to the development of systems and measures to ensure delivery of step-change growth initiatives in you region</li> </ul>
<b>Health and Safety</b>	<p>Provide leadership in achieving the Department's goal of developing an injury free workplace</p> <p>Lead culture change where health and safety is a key to success and the only acceptable goal is to be injury free</p> <p>Take all practicable steps to ensure</p>	<ul style="list-style-type: none"> <li>• You ensure your own safety and that of colleagues who work around you</li> <li>• You comply with all instruction on health and safety</li> <li>• You contribute to health and</li> </ul>

Accountability Area	Activities	Performance Indicators
	<p>your own safety and the safety of others in the workplace</p> <p>Comply with the Department's Health and Safety policy and guidelines</p>	<p>safety management in a meaningful way</p> <ul style="list-style-type: none"> <li>You report all incidents (injury or on injury) and new hazards to your manager immediately</li> </ul>

For more detailed information about the role accountabilities refer to the Business Plan, Performance and Development Plan, and Operating Reviews of the position holder.

## Capabilities

Capability Area	Competencies
<b>Valuing the work of the role</b>	<p>Commitment to Excellence</p> <p>Sets high personal and professional standards for self and others; assumes responsibility and accountability for the successful completion of projects, assignments or tasks. Consistently gives careful attention to all the detailed aspects of a role, shows a high concern for accuracy.</p> <p>Organisation and Role Connection</p> <p>There is a strong connection to the goals of the Department and an appreciation of the constraints within which these goals can be achieved. There is good alignment between what the individual enjoys and the role they are undertaking.</p>
<b>Leadership ability</b>	<p>Building and Sustaining Collaborative Relationships</p> <p>Identifies, develops and sustains effective, productive, collaborative and outcome oriented relationships (internal and external to the organisation) to achieve conservation goals. Working as one organisation, actively engages in building relationships to share expertise and knowledge to achieve goals.</p> <p>Change Leadership</p> <p>Influences the acceptance of change through helping others see and feel how things can be different; promotes and implements change to move the organisation towards the desired future state.</p> <p>Delegation (This is not Statutory Delegation)</p> <p>Takes into account strengths, knowledge, potential and development opportunities when delegating; monitors activities that have been delegated; providing support without removing responsibility.</p> <p>Developing Organisational Capability</p> <p>Provides opportunities for staff to develop and grow, positively influencing their progress towards successful results; provides timely coaching, feedback, guidance and support to help individuals reach their agreed objectives. Fosters an</p>

Capability Area	Competencies
	<p>environment conducive to learning and development.</p> <p><b>Inspirational Leadership</b></p> <p>Promotes and uses the Department’s Vision, Values, DOC Story and stretch goals to inspire, motivate and build cohesive teams and to guide decision-making and plans.</p> <p><b>Decision Making</b></p> <p>Uses the team process to identify all critical issues and gain acceptance of a particular course of action; identifies tasks and clearly defines accountabilities; uses effective interpersonal skills and demonstrates determination in achieving desired outcomes</p>
<b>Agile mind</b>	<p><b>Functional Planning</b></p> <p>Translates Business Plans into Team Plans and Work Programmes; provides clarity and focus of effort through effective planning; allocates resources (i.e. human, capital, financial); develops and utilises processes to monitor progress and contingencies.</p> <p><b>Operational Analysis and Decision Making</b></p> <p>Sees the ‘whole’ and the complexity of connections (this is a “systems thinking” approach to decision making); engages in thorough analysis of team effectiveness through gathering relevant information; takes into account factual information, logical assumptions, resources, potential risks and opportunities; makes timely, sound decisions.</p> <p><b>Situational Awareness</b></p> <p>Keeps abreast of science, political, economic, social and commercial imperatives and trends relative to their area of business; recognises opportunities and risks and responds appropriately.</p> <p><b>Work Management</b></p> <p>Manages own workload by prioritising work goals, requirements and areas of opportunity.</p>
<b>Emotional intelligence</b>	<p><b>Communication</b></p> <p>Conveys information and ideas through a variety of mechanisms in a manner that engages key audiences and reflects the Department’s Vision, Values and Strategic Direction. This may include speaking, writing and listening and covers both formal and informal situations.</p> <p><b>Fostering Initiative/Innovation</b></p> <p>Develops new, innovative yet practical ideas, rethinking how to approach work. Takes action to achieve results beyond what is normally called for; looks for opportunities to improve own and the organisation’s performance. Fosters an environment conducive to the generation of new and novel ideas.</p>

Capability Area	Competencies
	<p>Iwi, Stakeholder, Business and Community Focus</p> <p>Understands the needs of iwi, stakeholders, business and community; ensures they are listened to by self and others; ensures understanding of the rationale for decisions /findings made.</p> <p>Personal Effectiveness</p> <p>Maintains effective performance even when under pressure, (such as time pressure, shifting/conflicting priorities or job ambiguity), when facing opposition from others or in an uncertain environment.</p> <p>Self Awareness</p> <p>Recognises one's emotions and feelings and their effects; recognises the impact of own behaviour on others; acts professionally at all times.</p>
<p><b>Skilled use of relevant knowledge</b></p>	<p>Health and Safety Management</p> <p>Proactively promotes a culture where health and safety are seen as integral to success. Is aware of and takes into account conditions that affect own and others' health and safety.</p> <p>Knowledge Management</p> <p>Manages knowledge and information to ensure it is secure and to enable appropriate access by others in the organisation.</p> <p>Learning Agility</p> <p>Acquires, understands and applies new job-related information, knowledge and skills in a timely manner.</p> <p>Technical Skills and Knowledge</p> <p>Skilled at inspiring, motivating and directing teams</p> <p>Has excellent people skills and a strong drive for results through collaboration</p> <p>Knowledge and experience of conservation management, including natural and historic heritage, community and visitor aspirations</p> <p>Highly skilled at inspiring other to act</p> <p>A high level of competency in the use of scheduling and monitoring tools available through our planning system</p> <p>Is competent at maintaining organisational standards and processes</p> <p>Experienced in identifying and implementing improvements</p> <p>Excellent communicator, verbally and in writing</p> <p>Sound appreciation and understanding of value exchange opportunities with community groups, iwi and businesses</p> <p>Working with Maori</p> <p>Is comfortable engaging and working in partnership with iwi</p>

Capability Area	Competencies
	and tangata whenua and demonstrates an understanding of the implications of the Treaty on today's society and conservation

## Relationships

This section describes the expectations and boundaries the role has with key roles and Groups.

### Internal groups

Managers and their staff in Operations (incl Planning), Partnerships, staff and managers in other Groups	<p>Collaborate with managers and staff in Operations (particularly the Operations Planning team), Partnerships, Shared Service teams and staff in other Groups to ensure you have positive and productive relationships and that integrated solutions are achieved.</p> <p>Work with other Improvement Managers nationally to identify best practice and general improvement work.</p>
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### External groups

Other Government Departments and Crown Entities and National Partners on an as required basis	Have positive and productive relationships with external groups.
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## Authorities

You are required to comply with the standard operating procedures of the Department. In addition you must comply with the financial, human resources, legal and other delegations set out in Standard Operating Procedures, policies and instructions (refer to the Intranet for further information).

APPROVED:

Name

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Date

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