

## POSITION DESCRIPTION

|                        |                                                   |
|------------------------|---------------------------------------------------|
| <b>Position:</b>       | Policy Manager                                    |
| <b>Reporting to:</b>   | Deputy Secretary, Engagement, Policy and Delivery |
| <b>Direct reports:</b> | 6-10 (approximately)                              |
| <b>Location:</b>       | Wellington                                        |
| <b>Tenure:</b>         | Permanent                                         |
| <b>Salary Range</b>    | \$140,000 to \$190,000                            |
| <b>Date</b>            | October 2025                                      |

### Te Aronga o te Ratonga Tūmatanui/ Public Service Purpose

Ka mahitahi mātou o te ratonga tūmatanui 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 ōna 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 hāpori, 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.

### Our Role, Purpose and Vision

We are the Government's principal advisor on improving the lives of wāhine women and kōtiro girls in Aotearoa New Zealand. This sees us provide system leadership, working across government and with a range of partners and groups to improve outcomes for wāhine women and kōtiro girls. Our people are crucial to achieving our strategic outcomes set out in our Strategic Intentions document.

### Our work currently focuses on achieving four strategic priorities:

- Economic empowerment: ensuring all women and girls have economic security and independence, supporting them to thrive.
- Representation and leadership: building meaningful participation for women and girls at every level of society.
- Safety: supporting women and girls to be safe from all forms of violence.
- Wellbeing: supporting women and girls to have good health and wellbeing.



In addition to our four priority areas, we are committed to working with wāhine Māori to progress shared goals and aspirations, while our international work protects and promotes the rights of women and girls.

### **Our Ko wai mātou – our ways of working**

Our ko wai mātou reflects who we are and what's most important to us. They guide and influence how we work as individuals, as teams and as one Ministry to achieve the best outcomes for those we serve – wāhine women and kōtiro girls of Aotearoa New Zealand.

### **Our Ko wai mātou are:**

- Kia Māia – we are brave and courageous in all that we do.
- Tuia mai – we embrace and support wāhine from all communities.
- Whakamanawa – we lead with heart to achieve the best outcomes for wāhine.

### **Position Purpose**

The purpose of the policy manager is to lead the delivery of high-quality policy advice to the Government, and the design and delivery of the work programme to improve outcomes for wāhine women and kōtiro girls.

### **Key Result Areas**

| Focus                                                           | Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Leadership</b><br>How do I lead in my team context?          | <ul style="list-style-type: none"><li>• Provides thought leadership on priority initiatives under the four strategic pou.</li><li>• Works with the leadership team to plan, design, and resource the policy work programme.</li><li>• Represents the Ministry in external interactions, including to build partnerships and influence whole of organisation views and protects its reputation in external interactions.</li><li>• Supports the success of the wider Ministry, including through supporting other policy managers to lead their work programmes.</li></ul> |
| <b>Strategy</b><br>Where are we going? And how do we get there? | <ul style="list-style-type: none"><li>• Works with the Deputy Secretary Engagement, Policy and Delivery on policy opportunities and issues with potential to impact on the execution of the Ministry's strategy and reputation.</li><li>• Initiates and leads initiatives under the strategic pou.</li><li>• Works with the Policy leadership team to define future priorities and how the Ministry can best deliver for women and girls.</li></ul>                                                                                                                       |

| Focus                                                                          | Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p><b>Delivery</b></p> <p>How will we turn what we know into what we do?</p>   | <ul style="list-style-type: none"> <li>• Leads the development and delivery of longer-term horizon policy projects.</li> <li>• Leads home team and matrix project teams to deliver end-to-end aspects of the work programme.</li> <li>• Ensures accountability, roles, and deliverables are clearly communicated and managed in a matrix delivery environment.</li> <li>• Works with team and wider Minister to lift policy capability and the quality of policy advice.</li> <li>• Effectively prioritises policy work to deliver Ministerial priorities and the best outcome for women and girls.</li> <li>• Ensures risks, issues, and opportunities are managed.</li> <li>• Ensures a Tiriti perspective and te ao Māori view is integrated into the policy team's mahi, and wāhine and kōtiro Māori outcomes are prioritised.</li> <li>• Establishes and maintains effective and influential working relationships with the Minister and staff in the Minister's office.</li> </ul> |
| <p><b>System</b></p> <p>How do we together build for a better New Zealand?</p> | <ul style="list-style-type: none"> <li>• Ensures systems and processes are in place to deliver our policy priorities; and identifies opportunities for improvements</li> <li>• Builds and maintains high trust, constructive working relationships with a diverse range of partners and groups.</li> <li>• Responds appropriately to requests from other agencies for information and analysis.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <p><b>Talent</b></p> <p>How am I developing talent for the future?</p>         | <ul style="list-style-type: none"> <li>• Provides effective task assignment and commissioning, and coaching and feedback to project team members and their home managers.</li> <li>• Develops, coaches and mentors team members and people across the Ministry, developing their talent, growing their careers, and building capability in the team at all levels.</li> <li>• Builds a culture of trust and collaborative working with the team, to best support delivery of the work programme.</li> <li>• Builds a performance culture where individuals and teams are encouraged and trusted to excel, and where performance issues are managed appropriately.</li> <li>• Manages day to day people issues, including remuneration, leave and health and safety.</li> </ul>                                                                                                                                                                                                           |

## Key Functional Relationships

|                  |                                                                                                                                                                                         |
|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Internal:</b> | Te Tumu Whakarae mō te Wahine - Chief Executive<br>Deputy Secretary Engagement, Policy and Delivery<br>Leadership Team<br>Engagement, Policy and Delivery team<br>Manatū Wāhine kaimahi |
| <b>External:</b> | Other Government agencies<br>Partners and stakeholders<br>Contractors and suppliers<br>Groups focused on wāhine Māori interest                                                          |

## Person Specification

- Experience managing policy teams.
- Strong people-centred leadership, with the ability to build high-performing teams.
- Demonstrated ability to shape, lead and drive the policy programme.
- Expertise in policy processes, including using effective commissioning and management techniques to deliver results.
- Ability to lift policy capability, especially writing for Ministers – knows what great looks like and how to coach staff to build their skills.
- Strong stakeholder engagement skills.
- Understanding of the strategic context, current policy agenda and priorities.  
Understanding of the Te Tiriti o Waitangi and the ability to apply this in public policy.
- A relevant tertiary qualification or equivalent experience.

## Capabilities

### 1. Leadership

Te Kawa Mataaho Leadership Success Profile (LSP) describes what ‘good’ leadership looks like at all levels within the New Zealand public sector.

While all elements of the LSP are important, the following leadership competencies are particularly relevant to your leadership role as a senior leader within a small agency.

| Leadership Competencies      | Leadership Characters |
|------------------------------|-----------------------|
| Achieving through others     | Curious               |
| Enhancing system performance | Honest and courageous |
| Enhancing team performance   | Resilient             |
| Developing talent            | Self-aware and agile  |
| Engaging others              |                       |

You can find further information on the LSP here: [Leadership](#) Success Profile



## **2. Māori Crown Relations**

The [Māori Crown Relations Capability Framework](#) describes what Māori Crown relations skills are needed for effective leadership looks across New Zealand's Public Service.

In addition to the current core focus competencies for the Ministry, additional specialist competencies will be required.

### **Other Requirements**

You are required to comply with the standard operating requirements of Manatū Wāhine, i.e. you must comply with all the health, safety & wellbeing standards, financial, people, legal and other delegations set out in Standard Operating Procedures, policies and instructions (refer to the Intranet for further information).

### **Changes to Position Description**

Positions at the Ministry may change over time as it evolves and priorities change. Responsibilities may change as the job evolves over time and the manager of this position may initiate such change as necessary.