



08 April 2025



Ref: OIA-2024/25-0758

Tēnā koe ,

Official Information Act request relating to NEMA job descriptions and delegations

Thank you for your Official Information Act 1982 (the Act) request received on 19 March 2025. You requested:

“...the current job descriptions for the following roles:

Chief Advisor to the CE

Chief Advisor to the DCE

Chief of Staff

I am also interested in which roles in the ELT/ SLT structure hold authoritarian powers over staff in terms of telling them they need to do something.”

Only one job description (JD) exists for the two Chief Advisor roles, as these are substantively the same. This JD is provided in the attached document.

Likewise, only one JD exists for the Chief of Staff roles in both the National Emergency Management Agency (NEMA) and the Department of the Prime Minister and Cabinet (DPMC). The DPMC JD predates the NEMA role, and it is this that is provided in the attached document. The Chief of Staff NEMA reports to the Chief Executive NEMA.

In addition, I have decided to provide you with the JDs for roles that may be seen to fall within the scope of the part of your request for “*roles in the ELT/ SLT structure [which] hold authoritarian powers over staff in terms of telling them they need to do something.*” We note that NEMA would not describe these roles as holding “authoritarian powers,” but are interpreting this request as relating roles that can issue instructions to their direct reports. These roles, listed by Executive Leadership Team (ELT) and Senior Management Team (SMT) are:

ELT:

- Deputy Chief Executive, Strategic Enablement
- Deputy Chief Executive, Emergency Management
- Deputy Chief Executive, Assurance
- Manager, Business and Performance

SMT:

- Communications Manager
- Manager Planning and Sector Partnership
- Manager System Capability
- Manager, Talent and Organisational Development

- Manager Continuous Improvement
- Manager, Regional Partnership
- Manager, Risk and Recovery
- Manager, Policy
- Manager National Operations
- Strategic Programme Director

Any delegation of functions or powers from the Chief Executive, NEMA to staff is undertaken in accordance with the requirements in the Public Service Act. The DPMC/NEMA Delegations Policy sets out the financial and human resource delegations for NEMA People leaders, and DPMC/NEMA policies and guidance also set out the responsibilities of people leaders and staff – for example, management of conflicts of interest, procurement of goods and services, flexible working.

You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the Act.

This response will be published on the Department of the Prime Minister and Cabinet's website during our regular publication cycle. Typically, information is released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Nāku noa, nā,



Stefan Weir
Chief of Staff



Job Description

Job Title:	Chief Advisor to the Chief Executive
Portfolio:	National Emergency Management Agency (NEMA)
Reports to:	Chief Executive
Location:	Wellington
Date:	October 2020

NEMA's role

NEMA provides national leadership to our distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do

The primary function of NEMA is to support and enable communities to manage emergencies.

NEMA works with the diverse range of agencies that comprise the emergency management sector, each with different responsibilities and focus, and varying levels of resources and capability.

Organisations involved include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks.
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework.
- Ensures coordination at local, regional, and national levels.
- Promotes emergency management and delivers public awareness about how to prepare for, and what to do in, an emergency.
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards.
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups).
- Maintains and operates the National Crisis Management Centre, including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan.

Executive Office

The Executive Office of NEMA (NEO) supports and advises the Chief Executive, Deputy Chief Executive and senior leadership team. It provides leadership of the strategic planning, organisational development, organisational performance and business support functions. Both the Department of the Prime Minister and Cabinet (DPMC) and the Central Agency Shared Services (CASS) provide NEMA with support functions, with NEO the team that manages the relationships with those service providers.

Our Values

Our DPMC values

Mahia i runga i te rangimārie me te ngākau māhaki
With a calm mind and a respectful heart we will always get the best results



NEMA values diversity and inclusion. We want our workforce to reflect the diversity of our communities. We value and respect the contributions of our people with diverse backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in you.

NEMA recognises the continuing partnership Te Tiriti o Waitangi between Māori and the Crown. We are committed to doing our part to deliver on the Crown's commitments to Māori under Te Tiriti. We strive to actively build te Ao Māori perspectives and capability into our day to day work, values and practices.

Role Purpose

The Chief Advisor to the Chief Executive position is accountable for:

- Thought leadership and advice to the Chief Executive
- Supporting NEMA staff to deliver the Chief Executive's expectations
- Thought leadership as a member of the strategic team.

Key Accountabilities

Key Accountability Areas:	Performance Indicators
1. Thought leadership	<ul style="list-style-type: none">• The Chief Executive is advised appropriately• NEMA's direction is set based on appropriate mandates, relevant context, SLT priorities and the CE Strategy• Issues and opportunities are appropriately considered, with the CE advised and appropriate work commissioned• Commissioned work is well thought out, follows appropriate processes and meets quality expectations
2. Strategic Policy and Governance	<ul style="list-style-type: none">• Strategic policy advice provided to the Chief Executive and the Senior Leadership Team• The Strategy Committee governance grows in capability and value add• The Chief Executive and the Deputy Chief Executives are able to work effectively together and with their supporting functions

Key Accountability Areas:	Performance Indicators
3. Strategic team membership	<ul style="list-style-type: none"> Contribution and thought leadership as a member of the strategic team, supporting the Chief Executive, Deputy Chief Executive and Senior Leadership Team.
4. Stakeholder relationships	<ul style="list-style-type: none"> Appropriate internal and external networks / relationships, enabling proactive identification of risks, issues, good practice or solutions and recognising the impact of context. The Chief Executive is effectively represented or supported as delegated Staff are coached, supported and advised to assist them to lift their capability, revise their approach or try new behaviours.
5. Health and safety for self	<ul style="list-style-type: none"> Takes personal responsibility for keeping free from harm Follow safe working procedures Report incidents promptly Report hazards promptly and suggests appropriate remedies Knows what to do in the event of an emergency Co-operates in implementing rehabilitation plans
6. Duty Team	<p>Duty Team After training, the Chief Advisor will be required to participate at regular intervals on the NEMA duty team roster and maintain their related knowledge. They will be on-call for a period of one week, rotating with other staff trained in that role.</p> <p>Emergency In the event of an emergency, the Chief Advisor will be required to assist in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.</p>

Key Relationships

Internal

Chief Executive (Line Manager)
Deputy Chief Executives
Staff in the Executive Office, in particular the Chief Advisor to the Deputy Chief Executive; the Principal Advisors; and the

Executive Assistants to the Chief Executive and Deputy Chief Executives
NEMA Senior Leadership Team and NEMA People Leaders
Manager, Policy and the Policy unit
NEMA Programme and Project Managers
NEMA Staff

External

Chief Executive DPMC
DPMCE Executive Leadership Team and their key Advisors
DPMC Strategy, Governance and Engagement Group
DPMC Policy Advice Group
ODESC members
Senior representatives of Central Government Agencies/Crown Entities and the Emergency Management Sector
CDEM Groups, Regional and Local Government Organisations

Qualifications/Experience

Essential

- A tertiary qualification in a relevant field or an equivalent body of knowledge and experience
- Thought leadership, providing advice to chief executives, governance groups, senior leadership or executive teams
- Significant strategic policy knowledge and experience
- Political nous and understanding of the government environment and processes
- Conceptual and critical thinking skills and strong analytical ability
- Proven experience within the public sector and knowledge of the machinery of government
- Relationship building skills that result in high trust relationships and improved outcomes
- Excellent communication skills, both written and oral, able to express compelling ideas concisely

Desirable

- Knowledge of emergency management systems, processes and planning
- Experience guiding change and strategy development
- Knowledge of the CDEM Act 2002, the National CDEM Plan, Guide, and supporting plan

Personal Attributes

- A high level of integrity, discretion and tact to handle confidential, sensitive and private information
- Role models organisational values in a genuine and effective way
- Anticipates complex problems and watches for tell-tale indicators that warrant intervention
- Anticipates and proactively works to circumvent roadblocks and unintended consequences
- Comfortable facilitating a collaborative work environment, with a constant eye on completing the objectives and goals of the team
- Ability to quickly assimilate new and complex information and provide advice accordingly
- Ability to multitask, reprioritise and react to issues that arise during the day whilst keeping calm and professional in demanding situations

Public Service Introduction

Mahi tōpū ai ngā Kaimahi Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te pūtake o ngā Kaimahi Kāwanatanga, ko te tautoko i te kāwanatanga whai ture me te kāwanatanga manapori; ko te āwhina i te Kāwanatanga o te wā nei me ō anamata ki te whakawhanake, ki te whakatinana hoki i ā rātou kaupapa here; ko te tuku i ngā ratonga tūmatanui e nui ana te kōunga, e nahanaha ana anō hoki; ko te tautoko i te Kāwanatanga e tūroa ai te whai oranga o te marea; ko te huawaere i te whai wāhitanga o te kirirarau ki te ao tūmatanui me te whakatutuki i ngā mahi i runga i tā te ture i whakahau ai. E hiranga ana te wāhi ki a mātou ki te tautoko i te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi

ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hapori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o ngā Kaimahi Tūmatanui.

The public service works collectively to make a meaningful difference for New Zealanders. The Public Service Act states that the purpose of the public service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community, and guided by the core principles and values of the public service in our work.

Health and Safety

NEMA is committed to providing a healthy and safe work environment. All NEMA managers, employees, secondees and consultants to NEMA also have health and safety responsibilities and are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards;
- (b) Undertaking work and using equipment as specified in relevant documentation;
- (c) Reporting incidents, injuries and near misses;
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting NEMA's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (a) Ensuring that staff are supported in addressing health and safety concerns;
- (b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
Undertaking remedial actions as soon as reasonably practicable.

Security Requirements

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain a national security clearance at confidential level or higher. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

Rotation

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet

changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

Released under the Official Information Act 1982



DEPARTMENT OF THE PRIME MINISTER AND CABINET

TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Job Description

Job Title:	Chief of Staff
Portfolio:	Office of the Chief Executive, Strategy, Governance and Engagement
Reports to:	Executive Director Strategy, Governance and Engagement Dotted line to the Chief Executive
Direct reports:	Nil
Location:	Wellington
Date:	September 2019

What we do

The Department of the Prime Minister and Cabinet (DPMC) occupies a unique position as the trusted advisor, leader and steward of our system of executive government. We also lead the national security system to make New Zealand stronger and more resilient. We support the effective conduct of executive government by the Governor General, Prime Minister, and members of the Cabinet, and play a leadership and coordination role for other public sector agencies.

Despite the breadth of our role and the diversity of the portfolios we serve, we are unified in our purpose to advance 'an ambitious, resilient and well-governed New Zealand'.

Our values guide how we work in pursuit of our purpose. We are:

Courageous – We stand up

Connected – We join together

Committed – We believe in what we do

And we do it with **Respect**.

Kia māia – be courageous

Kia honohono – be united

Kia manawanui – be determined & persistent

Kia taute – be considerate

Strategy, Governance and Engagement Group

This role is based in the Strategy, Governance and Engagement Group (SGE). The SGE supports DPMC to achieve its strategic priorities and manage risk by working across the department, ensuring it has sound strategy, communications, effective governance, effective corporate services, and efficient organisational systems and processes.

Office of the Chief Executive

The Office of the Chief Executive sits within SGE. Its role is to support the Chief Executive in his leadership of the organisation.

Role Purpose

The Chief of Staff supports the Chief Executive (CE) through the provision of high-quality advice and support. The person in this position acts as the CE's eyes and ears in the business and manages issues on behalf of the CE – facilitates solutions, manages connections, and ensures actions are followed up.

Key Accountabilities

Key Accountability Areas:

Provision of Advice to the Chief Executive (CE)

- Provide high-quality and trusted advice to the CE on matters of interest to the CE
- Ensure the CE is proactively briefed and kept fully informed at all times of any issues or risks that may have a significant impact on the Department or its reputation
- Monitor key themes, issues, and outputs across the Department to provide the CE with assurance that these matters are being effectively managed

Represent and Support the Chief Executive

- Represent the intentions of the CE in some forums (in particular internal) by communicating the CE's strategic and organisational intentions, and guidance on specific matters impacting the Department's performance. Ensure actions from meetings are followed up as required.
- Manage issues of importance to the CE – bring people together and facilitate solutions
- Gather intelligence - be the CE's eyes and ears
- Engage with ELT members on matters of interest to the CE.

Relationship Management

- Develop and maintain relationships with key internal and external stakeholders in order to advance objectives as requested by the CE
- Foster strong working relationships across the Department

Organisational Responsibilities

- Role model appropriate behaviours such as communicating a shared view of the DPMC strategic direction, vision and values
- Demonstrate alignment with the organisation's values, goals, policies and procedures
- Understand and apply the strategic context in which the Department operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders
- Work to ensure that DPMC becomes 'greater than the sum of its parts'
- Contribute to Department -wide projects and emergency response situations as required
- Apply tikanga and Treaty of Waitangi principles

Key Accountability Areas:

Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have and safety responsibilities and are expected meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards;
- (b) Undertaking work and using equipment as specified in relevant documentation;
- (c) Reporting incidents, injuries and near misses;
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting DPMC's health and safety initiatives

Key Relationships

Internal

Chief Executive
Executive Leadership Team
All DPMC staff and people leaders

External

Prime Minister's Office
Ministers' Offices
Central Agencies
ODESC Agencies

Qualifications/Experience

- A tertiary degree in a relevant field, or equivalent knowledge, skills and experience
- Strong experience within the public sector and knowledge of the machinery of government
- Significant experience working in operational or strategic coordination roles in complex, multi-stakeholder environments
- Proven experience in working with executive leadership teams and in building and maintaining mutually beneficial relationships
- A demonstrated capacity to build and maintain effective relationships with ministers, senior officials and colleagues at all levels
- Excellent oral and written communication skills

Desirable

- A knowledge of and interest in national security issues (broadly defined) would be an advantage

Personal Attributes

- Collaborative: brings together stakeholders to deliver responsive outcomes in a respectful manner
- Leadership: able to lead and support diverse teams towards a common goal, delivering excellence in high tempo situations within a high performance mindset.
- Agility: the ability to quickly adjust and adapt to changing or ambiguous conditions and still perform to the required work standards.
- Initiative: the ability to be a self-starter, to prioritise effectively, to initiate appropriate action to clear obstacles, and to be motivated to find solutions. Manages own workload and operates well under pressure.
- Cognitive power: the ability to think analytically and strategically about issues and express ideas clearly and conceptually.
- Knowledge and skills: the ability to understand and apply relevant analytical frameworks to issues; excellent written and oral communication skills; good general problem identification; highly developed interpersonal and representational skills.
- Discretion: holds a reputation for judicious conduct and speech and for showing due prudence and circumspection as appropriate. Demonstrates high standards of personal conduct and integrity.

Security Requirements

This position requires New Zealand citizenship, and the ability to obtain and maintain a national security clearance at the level of Top Secret Special. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

Job Description / Whakaahuatanga Mahi

Job Title	Deputy Chief Executive (Strategic Enablement)
Business unit	National Emergency Management Agency (NEMA)
Reports to	Chief Executive
Direct Reports	Up to 9
Financial Delegations	Level B
Location	Wellington
Date	January 2023

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumaru

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

The Executive Office of NEMA (NEO) / Te Tari Tumuaki o NEMA

The Executive Office of NEMA (NEO) / Te Tari Tumuaki o NEMA (NEO) supports and advises the Chief Executive, Deputy Chief Executives and Senior Leadership Team. It provides leadership to strategic planning, organisational development, organisational performance and business support functions. NEO manages NEMA's relationships with the Department of the Prime Minister and Cabinet (DPMC) and the Central Agency Shared Services (CASS) who provide NEMA with corporate and support functions.

Role Purpose / Kaupapa Tūranga

The Deputy Chief Executive provides leadership to strategically enable NEMA to perform its role in the emergency management system. The Deputy Chief Executive, Strategic Enablement oversees the NEMA Risk and Recovery, Communications, Policy and Executive functions.

The purpose of the Deputy Chief Executive, Emergency Management is to:

- Support NEMA to achieve its strategic priorities and manage risk by ensuring it has sound strategy, contemporary organisational design, effective governance, and efficient organisational systems and processes.
- Guide NEMA's risk and recovery, communications, and policy work programmes to enable a strategic shift in NEMA's emergency management functions and the emergency management system across New Zealand.

Key Accountabilities / Ngā Kawenga Matua

Key Accountabilities:	Major areas of focus
Leadership	<ul style="list-style-type: none"> • With the Chief Executive and Deputy Chief Executive Emergency Management, lead NEMA's strategic direction and organisational development • Active contribution to the delivery of NEMA's strategic objectives, priorities, and business plan through the NEMA Senior Leadership Team (SLT) and other governance and management groups • Work closely with NEMA's other units which are overseen by the Deputy Chief Executive (Emergency Management), specifically: National Operations, Regional Partnerships, System Capability, Analysis and Planning units • Support implementation of the Chief Executive's strategy and priority initiatives by communicating in a clear, persuasive and impactful way, to convince staff to embrace change and take action • Provides effective leadership to and development of their staff to ensure they are an engaged, capable and high performing team within NEMA • Provide guidance and support to the Communications Manager to enable effective and evidence-based dissemination of preparedness and life safety information to the public before, during and after an emergency. • Ensure Communications provides specialist communications advice across NEMA's work programme as well as to key principals and partners with a view to strengthening communications arrangements across the emergency management system • Provide effective leadership, management and guidance to the Policy Manager to ensure the Minister of Civil Defence, Ministers, NEMA Chief Executive, NEMA Deputy Chief Executive/Director CDEM, CDEM Groups and partner agencies are furnished with robust strategic emergency management policy advice. Ensure NEMA contributes an emergency management perspective to wider national security policy. • Provide thought leadership for NEMA's organisational development and change management programme, working in close cooperation with DPMC's Strategy, Governance and Engagement (SGE) Group and CASS HR. • Work with NEMA SLT and People Leaders to create a positive organisational culture that enables high engagement and performance. • Lead the development of NEMA's strategic and organisational planning processes and documents, including Strategic

	Intentions and business plans, to ensure that agreed priority programmes and projects are achieved. Maintain oversight of NEMA's portfolio, programme and project management.
Impact and influence	<ul style="list-style-type: none"> • Work collaboratively with the Minister of Civil Defence, Ministers' Offices and the Department of the Prime Minister and Cabinet (DPMC) to drive NEMA's strategic agenda. • Actively develop and maintain effective relationships with NEMA's constituents, partners, agencies and stakeholders to support the design of NEMA's and others' roles and responsibilities, ensuring these are clear and understood at the national and local level.
Advice	<ul style="list-style-type: none"> • Advise NEMA SLT on strategic finance issues, working in close cooperation with SGE and CASS Finance. Ensure NEMA's budget is managed within defined parameters with the efficient and effective use of financial resources. Exercise level B financial delegations. • Provide advice and support the Chief Executive and the wider SLT to exercise their organisational health and safety, OIA/Privacy Act responsibilities and other legislative obligations. • Oversee and manage NEMA's governance processes, legal advice, compliance, accountability reporting, assurance, security and risk management. Have strong relationships with OAG, Audit NZ, PSC and other central agencies to ensure NEMA adheres to best practice.

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> • NEMA Chief Executive - Line Manager • NEMA Deputy Chief Executive (Emergency Management) • NEMA Senior Leadership Team • NEMA staff across all Business Units, notably Risk and Recovery, Communications, Policy and Executive Functions • DPMC
External	<ul style="list-style-type: none"> • Minister for Emergency Management • Parliamentary Services staff • Central Agencies Shared Services • CDEM Groups • Local and Central Government agencies, Emergency Services and not-for-profit sectors, science and research • Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- Proven experience in leading strategic and system thinking, supporting the successful delivery of high-quality outputs and outcomes
- A track record in designing and introducing innovative solutions into organisations, i.e. “a nose for change”
- Demonstrated achievement drive, optimism and delivery-focus to make things happen and achieve ambitious outcomes
- Extensive experience in the New Zealand public sector as this role will be working with a range of partners
- Proven experience in leading strategic capability development at a national, sector or system level
- Proven experience in building, developing and leading high performing teams
- Proven leadership experience at a senior level in either the public and/or private sector
- Proven experience in building and maintaining credible and mutually beneficial relationships with senior stakeholders and senior executives, including the ability to manoeuvre through complex political situations effectively and efficiently
- Influencing and negotiation skills in complex and high-stakes situations
- Comfortable working with ambiguity and in novel situations
- High level of judgement with the ability to make effective decisions in complex situations
- Strong analytical skills and high-level policy thinking and innovative problem-solving skills
- Proven commitment to professional development

Desirable

- Previous experience in working with iwi and Māori including the use and promotion of te reo and tikanga
- Experience in the national security, emergency management, emergency services or a related field that required supporting decision-makers working under pressure and operating in ambiguity
- Understanding of Mātauranga Māori and a commitment to engage with iwi Māori
- Strong communication, facilitation, and stakeholder engagement skills
- Understanding of the policy making process and an ability to lead policy advisors
- Understanding of public education programme and an ability to lead communication specialists
- Good understanding of project management methodologies and principles, and experience in the oversight of interagency or national-scale projects
- A sound understanding of risk management
- A solid understanding of budgeting and finance.

Leadership Success Profile

DPMC uses the Leadership Success Profile, as set out by the States Services Commission, for people leader positions at Tier 4 and above. The Head of System Assurance and Continuous Improvement is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via [myLSP \(publicservice.govt.nz\)](https://publicservice.govt.nz/myLSP)

CAPABILITY	LEVEL	DESCRIPTORS (examples in full profile)
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	7	<ul style="list-style-type: none"> Thinks strategically at a sector level Progresses current sector thinking Develops and implements sector and/or organisational strategy Engages people in the organisation and sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7	<ul style="list-style-type: none"> Leads with purpose across the sector and organisation Persuades and inspires across the sector and organisation Communicates clearly across the sector Demonstrates senior leadership impact and gravitas
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	5	<ul style="list-style-type: none"> Strengthens group performance Fosters a continuous improvement culture across the group Leads innovation across the group
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> Provides organisational leadership (internal relationships) Provides sector leadership (external relationships)
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> Establishes self as a trusted senior advisor to political representatives Influences political representatives Navigates diverse political issues
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	4	<ul style="list-style-type: none"> Sets clear expectations for managers Supports and reinforces high performance of managers Manages managerial performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	4	<ul style="list-style-type: none"> Coaches and mentors managers Develops managerial capability Develops work area capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> Sets clear management team objectives and expectations Monitors management team cohesion and performance Strengthens management team cohesion and performance

Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	4	<ul style="list-style-type: none"> Manages and delivers on work priorities Purposeful about where they invest their time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	4	<ul style="list-style-type: none"> Delegates to managers Maintains appropriate oversight of work
Leadership Character - all leaders require these capabilities		
CAPABILITY	DESCRIPTORS (examples in full profile)	
Engaging Others Connect with people; to build trust and become a leader that people want to work with and for.	<ul style="list-style-type: none"> Connects with others Reads people and situations Listens Communicates tactfully 	
Achieving ambitious goals Demonstrating achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.	<ul style="list-style-type: none"> Committed and tenacious Ambitious 	
Curious Showing curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.	<ul style="list-style-type: none"> Thinks analytically and critically Displays curiosity Mitigates analytical and decision-making biases 	
Honest and courageous Delivering the hard messages and making unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.	<ul style="list-style-type: none"> Shows courage Shows decisiveness Leads with integrity 	
Resilient Showing composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.	<ul style="list-style-type: none"> Displays resilience Demonstrates composure 	
Self-aware and agile Leveraging self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.		

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal/national security clearance at Top Secret. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such

transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

Job Description / Whakaahuatanga Mahi

Job Title	Deputy Chief Executive (Emergency Management)
Business unit	National Emergency Management Agency (NEMA)
Reports to	Chief Executive
Direct Reports	Up to 7
Financial Delegations	Level B
Location	Wellington
Date	September 2022

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumaru

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

The Executive Office of NEMA (NEO) / Te Tari Tumuaki o NEMA

The Executive Office of NEMA (NEO) / Te Tari Tumuaki o NEMA (NEO) supports and advises the Chief Executive, Deputy Chief Executives and Senior Leadership Team. It provides leadership to strategic planning, organisational development, organisational performance and business support functions. NEO manages NEMA's relationships with the Department of the Prime Minister and Cabinet (DPMC) and the Central Agency Shared Services (CASS) who provide NEMA with corporate and support functions.

Role Purpose / Kaupapa Tūranga

The purpose of the Deputy Chief Executive, Emergency Management is to:

- provide advice on matters relating to emergency management, including to the Chief Executive NEMA and Minister for Emergency Management
- oversee NEMA's National Operations; Regional Partnerships, System Capability and Analysis and Planning units
- contribute to the collective decision-making of NEMA's Senior Leadership Team
- establish credibility and influence on emergency management among key stakeholders
- provide system leadership on emergency management

Key Accountabilities / Ngā Kawenga Matua

Key Accountabilities:	Major areas of focus
Leadership	<ul style="list-style-type: none"> Proactive leadership to ensure a strategic lens is provided for the day to day management of a comprehensive and integrated emergency management system within New Zealand. Active contribution to the delivery of NEMA's strategic objectives, priorities and business plan through the NEMA Senior Leadership Team (SLT) and other governance and management groups. Work closely with NEMA's other units which are overseen by the Deputy Chief Executive (Strategic Enablement), specifically: Risk and Recovery, Policy, and Communications units. Provides effective leadership to and development of their staff to ensure they are an engaged, capable and high performing team within NEMA. Provides the operational systems, arrangements, facilities and infrastructure, capability and capacity of NEMA and New Zealand's emergency management system to be ready for and able to respond effectively to emergencies. Leads the research and development of CDEM concepts across hazard risk management, reduction, readiness, response, recovery and resilience.
Impact and influence	<ul style="list-style-type: none"> Contributes to building the resilience, capability and capacity of the emergency management system to plan for, withstand, respond to, and recover from emergencies and adapt to changing demands. In consultation with and/or as directed by the Chief Executive, actively develops and maintains effective relationships with NEMA's constituents, partners and stakeholders at the national, regional, local and international level. Supports regional emergency response and recovery through advice, collaboration and the provision of financial assistance.
Operational implementation	<ul style="list-style-type: none"> Monitors and evaluates the National Disaster Resilience Strategy (national civil defence management strategy in the CDEM Act) and the requirements in the CDEM Act including the National CDEM Plan. This includes the review of any associated operational policies, plans, processes and systems impacting delivery of functions in the CDEM Act 2002. Ensures the reporting and monitoring of incidents enables the prompt escalation and support to or management of the emergency or event(s) at local/regional and national levels. Ensures that the emergency management system responds seamlessly to incidents and emergencies under the CDEM Act 2002 across all hazards and all risks.

	<ul style="list-style-type: none"> Ensures the national crisis management centre and related systems are available and functional to its various users to agreed performance standards; applying the standard operating procedures as appropriate.
Advice	<ul style="list-style-type: none"> Provision of high quality and timely advice to the Chief Executive NEMA, Minister for Emergency Management and National Security System on emergency events. Best practice advice on areas relating to emergency management and national disaster resilience supports strong government policy development. This includes the presentation of papers and submissions to the Minister for Emergency Management. Develops and delivers high quality strategic, operational and tactical advice on planning issues, resourcing (24/7 response) and emergency management, services and products.

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> NEMA Chief Executive - Line Manager NEMA Deputy Chief Executive (Strategic Enablement) NEMA Senior Leadership Team NEMA staff across all Business Units, notably National Operations, Regional Partnerships (Auckland), Analysis and Planning and System Capability DPMC
External	<ul style="list-style-type: none"> Minister for Emergency Management Parliamentary Services staff Central Agencies Shared Services CDEM Groups Local and Central Government agencies, Emergency Services and other organisations Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- Able to provide strategic and operational advice and information in relation to emergency management
- Demonstrated experience of successfully leading in crisis conditions at a suitably senior level
- Proven leadership experience at a senior level in either the public and/or private sector
- Experience in the emergency management sector, with an in-depth knowledge of how it functions
- Proven experience in building and maintaining credible and mutually beneficial relationships with senior stakeholders and senior executives, including the ability to manoeuvre through complex political situations effectively and efficiently
- Direct and indirect leadership experience of significant (by size or issue) teams, which may include forming and dissolving multi agency teams as circumstances require
- Ability to assemble and manage project-based coalitions
- Demonstrates systems thinking
- Influencing and negotiation skills in complex and high-stakes situations
- Demonstrates resilience, energy and the ability to rise to the challenge of the most difficult of events including those with high stakes, including where lives are lost or at risk
- Comfortable working with ambiguity and in novel situations
- High level of judgement with the ability to make effective decisions in complex situations
- Strong analytical skills and high-level policy thinking and innovative problem-solving skills
- Proven commitment to professional development

Desirable

- Previous experience in working with iwi and Māori including the use and promotion of te reo and tikanga
- Relevant qualifications and training in emergency management, e.g. CIMS
- Project management experience, using project management methodologies to drive change and create expected outcomes
- Experience working in the National Security System
- Experience in working with Ministers and elected representatives
- High level communications skills, including ability to confidently front with the media

Leadership Success Profile

DPMC uses the Leadership Success Profile, as set out by the States Services Commission, for people leader positions at Tier 4 and above. The Head of System Assurance and Continuous Improvement is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via [myLSP \(publicservice.govt.nz\)](https://myLSP(publicservice.govt.nz))

CAPABILITY	LEVEL	DESCRIPTORS (examples in full profile)
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	7	<ul style="list-style-type: none"> Thinks strategically at a sector level Progresses current sector thinking Develops and implements sector and/or organisational strategy Engages people in the organisation and sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7	<ul style="list-style-type: none"> Leads with purpose across the sector and organisation Persuades and inspires across the sector and organisation Communicates clearly across the sector Demonstrates senior leadership impact and gravitas
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	5	<ul style="list-style-type: none"> Strengthens group performance Fosters a continuous improvement culture across the group Leads innovation across the group
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> Provides organisational leadership (internal relationships) Provides sector leadership (external relationships)
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> Establishes self as a trusted senior advisor to political representatives Influences political representatives Navigates diverse political issues
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	4	<ul style="list-style-type: none"> Sets clear expectations for managers Supports and reinforces high performance of managers Manages managerial performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	4	<ul style="list-style-type: none"> Coaches and mentors managers Develops managerial capability Develops work area capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> Sets clear management team objectives and expectations Monitors management team cohesion and performance Strengthens management team cohesion and performance

Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	4	<ul style="list-style-type: none"> Manages and delivers on work priorities Purposeful about where they invest their time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	4	<ul style="list-style-type: none"> Delegates to managers Maintains appropriate oversight of work
Leadership Character - all leaders require these capabilities		
CAPABILITY	DESCRIPTORS (examples in full profile)	
Engaging Others Connect with people; to build trust and become a leader that people want to work with and for.	<ul style="list-style-type: none"> Connects with others Reads people and situations Listens Communicates tactfully 	
Achieving ambitious goals Demonstrating achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.	<ul style="list-style-type: none"> Committed and tenacious Ambitious 	
Curious Showing curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.	<ul style="list-style-type: none"> Thinks analytically and critically Displays curiosity Mitigates analytical and decision-making biases 	
Honest and courageous Delivering the hard messages and making unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.	<ul style="list-style-type: none"> Shows courage Shows decisiveness Leads with integrity 	
Resilient Showing composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.	<ul style="list-style-type: none"> Displays resilience Demonstrates composure 	
Self-aware and agile Leveraging self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.		

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In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
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transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

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Job Description / Whakaahuatanga Mahi

Job Title	Deputy Chief Executive Assurance
Business unit	National Emergency Management Agency (NEMA)
Reports to	Chief Executive
Direct Reports	NA
Financial Delegations	NA
Location	Wellington
Date	July 2024

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, 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 hāpori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

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The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Provides assurance to the Government and the wider community about the performance and capability of New Zealand's Emergency Management system.
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



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NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

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The Executive Office of NEMA (NEO) / Te Tari Tumuaki o NEMA (NEO) supports and advises the Chief Executive, Deputy Chief Executives and Senior Leadership Team. It provides leadership to strategic planning, organisational development, organisational performance and business support functions. NEO manages NEMA's relationships with the Department of the Prime Minister and Cabinet (DPMC) and the Central Agency Shared Services (CASS) who provide NEMA with corporate and support functions.

Role Purpose / Kaupapa Tūranga

The purpose of the Deputy Chief Executive, Assurance is to:

- lead the development of NEMA's assurance function, building it to full maturity over time.
- provide leadership on the assurance of New Zealand's emergency management system within the Government's wider regulatory, monitoring and ODESC systems
- provide advice on matters relating to the monitoring, evaluation and assurance of the emergency management system, including to the Chief Executive NEMA, Director CDEM, and the Minister for Emergency Management and Recovery
- provide a focal point for the connection between assurance, continuous improvement, and the delivery of emergency management outcomes across NEMA and the wider emergency management system.
- provide a NEMA focal point for government regulatory and assurance forums and systems.
- maintain relationships with and stay abreast of developments in international regulatory and assurance approaches concerning emergency management.
- establish and maintain credibility and influence on assurance and development of emergency management among key stakeholders at all levels throughout the system.
- lead engagement with entities subject to assurance regarding results and opportunities for improvement.
- contribute to the collective decision-making of NEMA's Executive Leadership Team and Senior Management Team.

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
Leadership	<ul style="list-style-type: none"> • Ensure that the CE and Director are provided with sound proactive strategic advice that contributes to achieving the National Disaster Resilience Strategy • Proactive leadership to ensure a strategic approach to the assurance of capabilities and performance across the national emergency management system. • Monitor and analyse national and international trends, issues and initiatives across disaster risk reduction, readiness, response and recovery, and their relevance to New Zealand. • Active contribution to the delivery of NEMA's strategic objectives, priorities and business plan through the NEMA Executive • Leadership Team (ELT) and other governance and management groups. • Champion assurance as a function within NEMA, growing understanding and capability of good regulatory practice among staff. • Work closely with DCE Emergency Management, DCE Strategic Enablement, and the Office of the Chief Executive to develop strategic vision and provide organisational leadership. • Provide effective leadership to, and development of staff to ensure they are an engaged, capable and high performing team within NEMA. • Provide NEMA's focal point for interaction and collaboration within Government regulatory frameworks and governance forums related to assurance. • Representation, direct support to, or substitution for the CE and other DCE's as required.

Development and Implementation

- Lead the development of NEMA's assurance function including:
 - Governance within NEMA and the interface with hazard and risk management governance inside the ODESC System.
 - Monitoring and adjusting the strategic plan for the assurance function to full maturity
 - Develop structural options for the delivery of NEMA's assurance roles in line with changing resource parameters.
 - Drive recruitment of staff as resources permit. Identify remaining capability gaps and develop proposals to fill gaps.
 - Anticipate requirements of alignment with emergency management legislation under consideration.
 - Oversee the design and development of appropriate measures for the evaluation and / or self - evaluation of CDEM Group performance and those agencies and entities with responsibilities under the CDEM Act (2002).
 - A continued focus on improved interoperability of relationships, systems, processes and procedures between portfolio agencies and other stakeholders including local government, iwi/maori, and Non-Governmental Organisations(NGOs).
- Support the development of workforce standards as a fundamental element of the assurance system.

Impact and influence	<ul style="list-style-type: none"> • Actively develop and maintain effective relationships with NEMA's constituent elements, partners and stakeholders at the national, regional, local and international levels. • Contribute to building the resilience, capability and capacity of the emergency management system to plan for, withstand, respond to, and recover from emergencies and adapt to changing demands. • Bring together multi-disciplinary teams from across NEMA to develop assurance capabilities using a 'task-organised' approach. • Develop effective relationships with stakeholders across the emergency management system, in particular those elements of system likely to be the subject to assurance. • Work collaboratively with the Minister for Emergency Management and Recovery, Minister's Offices and the Department of Prime Minister and Cabinet to drive NEMA's strategic agenda. • Promote the development of effective community engagement with local Government, central agencies and other significant stakeholders including NGOs operating in the disaster management arena to ensure cooperative and effective arrangements. • Drive a culture of continuous improvement through a structured programme of reviews
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Assurance	<ul style="list-style-type: none"> On behalf of the Director, monitor and evaluate progress towards the outcomes of the National Disaster Resilience Strategy, performance against, and compliance with the requirements of the CDEM Act (2002). <p>Ensure that disaster planning at a National, regional and local level utilises contemporary risk management strategies and appropriately considers local geographic and demographic variances.</p> <ul style="list-style-type: none"> In accordance with the strategic plan and resources, conduct system-wide assurance of the performance and capability of New Zealand's emergency management system across the Four Rs including: <ul style="list-style-type: none"> NEMA's own capability and performance. CDEM Group capability and performance. The ability of Govt agencies to respond to emergencies and to perform their core function during and after an emergency. The ability of Critical Infrastructure entities (including lifeline utilities as per the 2002 Act) to function during and after an emergency. System wide issues such as relationships, interoperability and common workforce standards,
Advice	<ul style="list-style-type: none"> Provision of high quality and timely advice to the Chief Executive NEMA, Director CDEM, the Minister for Emergency Management and Recovery and the National Security System on the performance and capability of the Emergency Management system. Provide advice to Mayors, Chief Executives and CDEM Group Managers regarding the performance and / or capability of their emergency management arrangements. Best practice advice on areas relating to emergency management assurance, performance and capability; including papers and submissions to the Minister for Emergency Management and Recovery High quality strategic, operational and tactical advice on capability and performance of emergency management activities and products.

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> • Chief Executive (Line Manager) • Chief of Staff • Chief Advisor to the Chief Executive • Chief Advisor Māori to the Chief Executive • Executive Assistant to the Chief Executive • Strategic Programme Director • Deputy Chief Executive (Strategic Enablement) • Deputy Chief Executive (Emergency Management) • Executive Leadership Team (NEMA) • Senior Leadership Team • NEMA staff across all Business Units
External	<ul style="list-style-type: none"> • Ministers' Offices • Iwi/Māori • Local and Central Government agencies, Emergency Services and other organisations • CDEM Groups • Key Volunteer Groups • DPMC • Central Agencies Shared Services • Critical Infrastructure and Service Providers • Science and Academic Institutions • Non-Government Organisations • Key International Partners

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- Able to provide strategic and operational advice and reporting on the development, measurement, assessment and evaluation of capability at the system level.
- Proven leadership experience at a senior level in either the public and/or private sector.
- Experience in designing or leading the assurance of capability and operating within robust governance frameworks.
- Experience in turning strategy into action at the senior level.
- Experience in the emergency management sector, with an in-depth knowledge of how it functions.

- An understanding of the CDEM Act 2002, the National CDEM Plan, Guide, and supporting plans
- Proven experience in building and maintaining credible and mutually beneficial relationships with senior stakeholders and senior executives, including the ability to manoeuvre through complex political situations effectively and efficiently
- Demonstrates systems thinking
- Influencing and negotiation skills in complex and high-stakes situations
- Demonstrates resilience, energy and the ability to rise to the challenge of the most difficult of events including those with high stakes, including where lives are lost or at risk
- Comfortable working with ambiguity and in novel situations
- High level of judgement with the ability to make effective decisions in complex situations
- Strong analytical skills and innovative problem-solving skills
- Proven commitment to professional development
- A relevant tertiary qualification (post graduate desirable) or equivalent experience
- Experience working within the public sector and sound knowledge of the machinery of government
- Experience in working with multiple internal and external stakeholders and negotiating and managing their variable needs to support the deliverables
- Excellent oral and written communication skills

Desirable

- Experience in, or an understanding of, emergency services
- Knowledge of emergency management processes and planning

Personal Attributes

- An ability to problem solve with high level levels of ambiguity and uncertainty.
- An ability to rapidly analyse and convey complex information and make effective, well-reasoned decisions.
- The ability to influence and to ensure work gets completed effectively and on time.
- An ability to deliver high quality work output under pressure.
- Excellent relationship management skills, able to deal in the appropriate manner with a wide range of staff, senior stakeholders and regional and community leaders.

- A high level of integrity, discretion and tact to handle sensitive information.
- Open to change and a willingness to engage with new thinking and opportunities.
- Willingness to grow engagement with iwi and Māori and cultural confidence.

Leadership Success Profile:

DPMC uses the Leadership Success Profile, as set out by the States Services Commission, for people leader positions at Tier 4 and above. DCE Assurance is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via myLSP (publicservice.govt.nz)

CAPABILITY	LEVEL	DESCRIPTORS (examples in full profile)
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	8	<ul style="list-style-type: none"> • Thinks strategically at a wider system level • Progresses current thinking across the system • Develops and implements system strategy • Engages people in a vision for the wider system and sector
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	8	<ul style="list-style-type: none"> • Leads with purpose across the wider system and sector • Persuades and inspires across NZ Inc • Communicates clearly across NZ Inc • Demonstrates executive impact and gravitas
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	8	<ul style="list-style-type: none"> • Strengthens organisational and/or group performance • Fosters a continuous improvement culture across a large group • Leads innovation across a large group
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	8	<ul style="list-style-type: none"> • Provides whole-of-system leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	7	<ul style="list-style-type: none"> • Establishes self as a trusted senior advisor to political representatives • Influences political representatives • Navigates diverse political issues
Identifying and developing our talent		

CAPABILITY	LEVEL	DESCRIPTORS (examples in full profile)
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	6	<ul style="list-style-type: none">• Sets clear expectations for group managers• Supports and reinforces high performance of group managers• Manages group manager performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	6	<ul style="list-style-type: none">• Coaches and mentors group managers• Develops group manager capability• Develops group capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	6	<ul style="list-style-type: none">• Sets clear senior management team objectives and expectations• Monitors senior management team cohesion and performance• Strengthens senior management team cohesion and performance
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	7	<ul style="list-style-type: none">• Manages and delivers on diverse work priorities• Purposeful about where they invest their time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	8	<ul style="list-style-type: none">• Delegates through senior leaders• Maintains strategic oversight
Leadership Character - all leaders require these capabilities		
CAPABILITY	DESCRIPTORS (examples in full profile)	
Engaging Others Connect with people; to build trust and become a leader that people want to work with and for.	<ul style="list-style-type: none">• Connects with others• Listens• Reads people and situations• Communicates tactfully	
Achieving ambitious goals Demonstrating achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.	<ul style="list-style-type: none">• Committed and tenacious• Ambitious	
Curious Showing curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.	<ul style="list-style-type: none">• Thinks analytically and critically• Displays curiosity• Mitigates analytical and decision-making biases	
Honest and courageous Delivering the hard messages and making unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.	<ul style="list-style-type: none">• Shows courage• Shows decisiveness• Leads with integrity	
Resilient Showing composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.	<ul style="list-style-type: none">• Displays resilience• Demonstrates composure	
Self-aware and agile Leveraging self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.		

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from national, regional or local emergencies, as directed. This may involve work in the National Co-ordination Centre (NCC) / National Crisis Management Centre (NCCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and you must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.



Job Description / Whakaahuatanga Mahi

Job Title	Manager Business and Performance
Business unit	Strategic Enablement
Reports to	Deputy Chief Executive, Strategic Enablement
Direct Reports	Up to 10
Financial Delegations	Level C
Location	Wellington
Date	June 2022

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumaru

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

Business and Performance Unit

The purpose of the Business and Performance Unit is to lead, manage and support the identification, design and implementation of strategies that will enable the organisation to succeed. This includes the provision of expert advice and support for data driven process improvement initiatives that inform and improve strategic and operational planning, capacity and capability.

Role Purpose / Kaupapa Tūranga

The purpose of the Manager Business and Performance is to:

- Provide leadership to develop and maintain the Business and Performance work programme.
- Provide strategic oversight and leadership of NEMA's financial performance and business planning process.
- As a member of ELT, provide quality advice and an integrated picture of NEMA's finance. To increase knowledge and understanding of financial and budgeting requirements for managers across the business
- As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy to provide system stewardship and integration across the 4Rs of risk Reduction, Readiness, Response and Recovery and across all Hazards and Risks.
- Develop and maintain effective relationships within NEMA business units, partners, agencies, stakeholders and communities across the emergency management system, including with international counterparts.
- In conjunction with NEMA SLT determine the strategic priorities as they relate to Business and Performance, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects and budgets.
- Serve as NEMA's Privacy Officer

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Strategy and Planning	<ul style="list-style-type: none"> Lead and develop strategic planning and business planning at NEMA. Provide strategic oversight, advice and leadership of financial management at NEMA. Ensure the business impact and project objectives/dependencies are identified, reported on and managed at all times. Collaborative approach to working with the Minister for Emergency Management, Minister's Offices and the Department of the Prime Minister and Cabinet (DPMC) maintained to drive NEMA's strategic agenda. As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy to provide system stewardship and integration across the 4Rs of risk Reduction, Readiness, Response and Recovery and across all Hazards and Risks. In conjunction with NEMA SLT determine the strategic priorities as they relate to Business and Performance, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects and budgets.
2. Business and Performance	<ul style="list-style-type: none"> Ownership of change initiatives taken from evolution/efficiency identification through to project delivery via internal governance and controls. Post implementation reviews completed to ensure successful delivery has been achieved and to ensure that improvements can be made for future projects. Trends and process variations identified as part of establishing a Business and Performance monitoring system. Project risks actively monitored to foresee/identify potential problems and proactively identify solutions to address in advance. Efficient business support is provided, including the management of security, facilities and fleet.
3. Thought leadership	<ul style="list-style-type: none"> Expert strategic and operational advice is provided to stakeholders. Lead/manage and coordinate collaborative multiagency initiatives that support NEMA's strategic direction and objectives to enhance the emergency management system. Risks, issues and opportunities are identified and managed appropriately. A collaborative approach with the organisation to the development of competence.

4. Stakeholder relationships	<ul style="list-style-type: none"> • Key relationships developed and managed, including liaison with stakeholders, agencies, organisations and regional bodies. • Collaborate with key business stakeholders, and multi-jurisdictional 'LEAN champions', to build a Business and Performance environment to support an ongoing programme of change • Lead or represent NEMA in relevant internal and inter-agency committees and working groups.
5. Staff management	<ul style="list-style-type: none"> • Provide effective leadership and management of the Business and Performance Unit. • Staff managed successfully. • Positive employee relations. • A high performing team provided with coaching, mentoring and development opportunities and where the NEMA performance management system is applied effectively. • Strategically aligned development plans are in place for all staff to maintain and build capability. • All team outputs and outcomes are met. • Staff wellbeing and welfare is enabled.

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> • Deputy Chief Executive (Strategic Enablement) (Line Manager) • NEMA Chief Executive • Deputy Chief Executive (Emergency Management) • Executive Leadership Team (NEMA) • Senior Leadership Team (NEMA) • NEMA staff across all Business Units
External	<ul style="list-style-type: none"> • Minister for Emergency Management • Parliamentary Services staff • DPMC • Central Agencies Shared Services • National and regional agencies, partners and stakeholders, including CDEM Groups, government agencies and Non-Government Organisations (NGO) • Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- Minimum 5 -7 years proven Business and Performance leadership and management experience from a similar role, including strategy, planning, finance, project management and business analysis

- Full membership of Chartered Accountants Australia and New Zealand (CAANZ) or equivalent (e.g. Chartered Accountant)
- Experience of the whole project life cycle, including the management of large and/or complex projects
- Experience of designing remediation plans to address productivity and efficiency issues, and track record of following through to ensure closure
- Significant experience in people management and leading successful teams
- Proficient in the use of Microsoft Office, including Project, Visio, Word, Excel, Outlook and PowerPoint
- Excellent verbal and written communication skills and the ability to interact professionally with a diverse group of partners, senior managers, and subject matter experts

Desirable

- Experience of designing and/or implementing a performance framework in a multijurisdictional organisation
- Knowledge of the Machinery of Government.

Personal Attributes

- A 'completer-finisher' taking accountability for ideas from inception to delivery, in an environment that requires robust metrics to confirm success
- Ability to develop and maintain an environment of teamwork and commitment to excellence with a group of highly skilled staff.
- Flexibility of approach/thinking, able to adapt in constantly changing circumstances
- Comfortable facilitating a collaborative work environment, with a constant eye on completing the objective and goals of the business unit
- The discretion and tact to handle confidential and private information
- Willingness to grow Māori capability and cultural confidence.

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and

safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

Released under the Official Information Act 1982

LSP capabilities that are role specific

NEMA uses the Leadership Success Profile, as set out by the State Services Commission, for people leader positions at Tier 4 and above. The Manager, Business and Performance is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via <https://mylsp.ssc.govt.nz/>

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> • Think strategically at an organisational and/or sector level • Progress current organisational and/or sector thinking • Develop and implement organisational and/or group and/or sector strategy • Engage people in the organisation and group vision and/or sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> • Lead with purpose across the group and organisation and/or sector • Persuade and inspire across the sector and/or organisation • Communicate clearly across the organisation and/or sector • Demonstrate leadership impact and gravitas

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and Business and Performance; to sustainably strengthen long-term	5	<ul style="list-style-type: none"> • Strengthen team performance • Foster a Business and Performance culture across the team • Lead innovation across the team

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
organisational performance and improve outcomes for customers.		
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> • Provide organisational leadership • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> • Manage and deliver on work priorities • Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> • Delegate to individuals • Maintain oversight of your team's work



Job Description

Job Title: Communications Manager

Business Unit: Ministry of Civil Defence and Emergency Management (MCDEM)

Responsible To: Director, MCDEM

Direct Reports: Public Education Advisor
Communications Advisor

Indirect Reports: Nil

Key relationships:

Internal

Director, Office of the Chief Executive
Director, Ministry of Civil Defence & Emergency Management (MCDEM)
Office of the Chief Executive and other DPMC staff

External

Media representatives
Emergency Services organisations and the Local Government Civil Defence and Emergency Management sector
Central Agencies Shared Services (CASS)

Financial Delegation: Level x or Nil

Indicative appointing pay range: \$ - \$

DPMC's Purpose

Advancing a confident, well-governed and secure New Zealand.

DPMC's Focus

Together serving and supporting effective executive government

Department of the Prime Minister and Cabinet

The Department of the Prime Minister and Cabinet (DPMC) occupies a unique position at the centre of New Zealand's system of democratic government. It exists to support the effective conduct of executive government by the Prime Minister, the Governor-General and members of the Cabinet. DPMC's principal role is provision of advice, on a daily basis, to the Prime Minister and Cabinet on the wide range of complex issues that confront the Government – particularly its policy priorities.

DPMC provides impartial advice, through the Clerk of the Executive Council and Government House, to the Governor-General. In addition it plays a role in coordinating and leading the work of government departments and agencies, and other entities as appropriate, to ensure that decision making takes account of all relevant viewpoints and that advice is as coherent and complete as possible.

The Department of Prime Minister and Cabinet also includes the following business groups: Office of the Chief Executive, Security & Intelligence, Policy Advisory Group, Cabinet Office & Government House, Ministry of Civil Defence & Emergency Management and the Greater Christchurch Group.

Ministry of Civil Defence & Emergency Management Overview

The Ministry of Civil Defence & Emergency Management (MCDEM) provides leadership in New Zealand in reducing risk, being ready for, responding to and recovering from emergencies. MCDEM is the lead agency for a number of hazards listed in the National CDEM Plan and manages central government's response and recovery functions for these.

The key elements of MCDEM's role are:

- **Leading:** MCDEM provides leadership and the strategic direction for CDEM, underpinning work with evidence-based analysis, high levels of professionalism, and a commitment to providing high quality products and services.
- **Reducing risk:** MCDEM promotes initiatives that identify and research hazards, their consequences, and develop ways to reduce risk to communities.
- **Readiness:** MCDEM promotes CDEM awareness and preparedness in communities and organisations.
- **Responding:** MCDEM maintains the capacity and capability to support, coordinate, and manage the response to an emergency and adapt to changing demands.
- **Recovering:** MCDEM promotes the development of robust processes and arrangements to enable a coordinated and holistic recovery process, and the capacity to manage or coordinate the recovery from an emergency when required.

Purpose of the Position:

The purpose of the Communications Manager position is to lead a communications team that has responsibility for all aspects of the public relations, image integrity, media management and communications for the Ministry of Civil Defence & Emergency Management (MCDEM). The Manager will be responsible for managing the media in times of a major emergency. The Manager will contribute to the strategic direction of MCDEM through participation in the management team. The role will also be operational and will include working with internal and external stakeholders to develop a public profile for MCDEM and for civil defence and emergency management issues.

Date: July 2015

Released under the Official Information Act 1982



Key Tasks or Responsibilities (including Accountabilities)	Performance Indicator
1. Strategic Communications Leadership and Advice	<ul style="list-style-type: none"> Effectively manage the “image” of MCDEM and be responsible for its internal and external communications strategy and processes. Effectively support and advise the MCDEM management team in public and media relations Develop and implement a public education programme to promote public awareness of civil defence and emergency management issues Provide a consultancy service to the Sector Support Unit in the development of public education programmes Provide public information and media management support to the Director in the event of an emergency. Develop, implement and manage internal communications Contribute to, and facilitate support from, DPMC on marketing and communication issues Prepare, monitor and report on business plans and budgets for MCDEM and to manage and report on the Minister's Purchase Agreement in respect of the MCDEM's activities Establish management, quality and information systems for the effective operation of MCDEM
2. Communications planning	<ul style="list-style-type: none"> Develop communications strategies for specific business priorities and issues and manage risks and/or projects Develop and manage a media plan Demonstrate a sound knowledge of the structure and contents of issues-related communications plans Prepare and execute plans for major initiatives and announcements, both externally and internally
3. Communications Team Leadership	<ul style="list-style-type: none"> Accountable for the successful management of employees Develop and maintain positive employee relations Establish and lead a high performing team through coaching and mentoring; operating the Department's performance management system effectively Support managers to ensure strategically aligned development plans are in place for all staff to maintain and build the intellectual capability of MCDEM Lead and take accountability for all team outputs and outcomes



Key Tasks or Responsibilities (including Accountabilities)	Performance Indicator
4. Risk and Reputation Management	<ul style="list-style-type: none"> Identify strategic relationships between all hazards and risk factors Establish and qualify the consequences of risks and hazards at a national and international level Oversee the management of risks at a national level Conduct planning, informed decision-making and integrated resource management to deal with risks associated with national hazards Communicate and report effectively at the national and international level in ways which convey and promote appropriate planning, action, decision-making and resourcing within New Zealand Identify issues that may have a significant impact on MCDEM or its reputation, and assist the manager to develop risk mitigation strategies, ensuring the Manager and Director are fully informed as appropriate Assess potentially challenging issues, communications risks, and emerging media agendas, and advise on appropriate responses Prepare and execute plans for managing media and other crises Liaise closely with the Minister of Civil Defence's office, keeping it advised of DPMC activity on a "no surprises" basis
5. Manage Stakeholder Relationships	<ul style="list-style-type: none"> Develop and maintain a strong stakeholder network to obtain quality information and disseminate information effectively Develop and maintain strong relationships across the DPMC to ensure linkages between business activities are understood and contribute to communications planning and advice Represent DPMC effectively in a range of contexts, from the Minister to interest groups Work collaboratively with other agencies and contractors to achieve strategic communications plans and information Advise senior leaders on a broad range of external stakeholder relationships and issues, consistent with the communications strategy



PERSON SPECIFICATION

The person specification captures the expertise required for the role. This may be a combination of knowledge/ experience, qualifications or an equivalent level of learning through experience or key skills and attributes.

Qualifications:

Essential:	Desirable:
<ul style="list-style-type: none">A tertiary qualification in communications, marketing or other relevant discipline, or an equivalent body of knowledge.	Nil

Knowledge/ Experience:

Essential:	Desirable:
<ul style="list-style-type: none">Significant senior experience developing and implementing external and internal communication strategies;In depth knowledge of media activity and trends;Demonstrated proficiency in all aspects of modern communication tools;Experience producing public education material;Experience successfully managing a small team.	<ul style="list-style-type: none">Knowledge of the machinery of government.



Personal Attributes

- Excellent oral and written communication skills;
- Ability to think analytically and conceptually;
- Can assimilate new and complex information and advise accordingly;
- Ability to organise and prioritise work to ensure it is carried out in a timely manner;
- Ability to be innovative and creative in thinking through issues and problems as they arise;
- Is able to work effectively as a team member and autonomously as and when required;
- Ability to build and maintain strong relationships with a variety of people;
- An ability to deliver high quality work output under pressure;
- The discretion and tact to handle confidential and private information;
- High level of judgement with the ability to make effective decisions in complex situations.

Specialist Competencies and Personal Attributes

Proven management and leadership abilities

Must be able to:

- manage and motivate a team of highly skilled staff effectively;
- appropriately influence decision makers within other organisations;
- handle diplomatically and professionally a range of roles and relationships;
- demonstrate strategic planning and financial management skills;
- develop and maintain an environment of team work and commitment to excellence.

Highest levels of professionalism and integrity

Must be able to:

- display excellence in self management: able to successfully manage own workload, set priorities and operate effectively under pressure;
- demonstrate flexibility in an often changing environment;
- display the highest standards of personal conduct, honesty and integrity;
- demonstrate the highest standards of discretion and judgement, given the level of access to classified information;
- build the trust and confidence of all the key players in this sector.

Security Requirements

This position requires New Zealand citizenship, and the ability to obtain and maintain a national security clearance at **XXX** level or higher. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.



Changes to Job Description

Positions in DPMC may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

Rotation

DPMC requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. DPMC also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities. To achieve this, every employee will have a professional development plan in place. In addition, from time to time DPMC or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both DPMC and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Health and Safety

DPMC is committed to providing a healthy and safe work environment. All DPMC managers, employees, secondees and consultants to DPMC also have and safety responsibilities and are expected meet these and contribute to ensuring DPMC is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards;
- (b) Undertaking work and using equipment as specified in relevant documentation;
- (c) Reporting incidents, injuries and near misses;
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting DPMC's health and safety initiatives.

In addition to the above, managers and team leaders are responsible for:

- (a) Ensuring that staff are supported in addressing health and safety concerns;
- (b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
- (c) Undertaking remedial actions as soon as reasonably practicable.

Approved

Sarah Stuart-Black
Director, MCDEM

Date



Attachment 1: DPMC competencies

Competency	Behavioural Indicator
<p>Knows what DPMC is all about</p> <p><i>Demonstrates a good understanding of the particular function of the department and the nature of its work.</i></p>	<ul style="list-style-type: none"> • Can articulate the direction of the DPMC • Understands what is important for DPMC's success and why • Has knowledge about DPMC's special role in the machinery of government • Can explain the various roles and functions contained within the DPMC • Understands the sensitivity of security issues in the DPMC environment • Understands the implications of having the particular customers we have
<p>Works in a Professional Manner</p> <p><i>Demonstrates appropriate professional knowledge and skills, working to an exacting level</i></p>	<ul style="list-style-type: none"> • Completes work that meets, if not exceeds, the expectations of the client • Acts in a manner consistent with the security requirements of the job • Develops and works to lift their level of competence • Manages competing priorities and work loads • Displays the highest standards of personal conduct • Exercises discretion • Exhibits impartiality and an unbiased approach • Judgement is exercised appropriately on increasingly more sensitive and difficult issues
<p>Maintains productive team working relationships</p> <p><i>Internal</i></p> <p><i>Demonstrates collegiality through knowledge sharing and excellent work relationships.</i></p> <p><i>External</i></p> <p><i>Demonstrates the ability to develop and maintain relationships and promote the interests of the Department and business unit</i></p>	<ul style="list-style-type: none"> • Facilitates the work of the team through information sharing • Shares knowledge that is essential for DPMC's performance • Works collegially with other members of the team • Does not exceed their brief • Is respectful of others • Actively maintains a wide network of contacts • Develops and maintains excellent relationships with all external contacts • Promotes the interests of the Department and/or unit • Facilitates the free flow of information between the unit and the customer • Actively ensures barriers to information flows are minimised
<p>Communicates effectively</p> <p><i>Exercises clarity and directness in all forms of communication ensuring the message is understood.</i></p>	<ul style="list-style-type: none"> • Gets to the point quickly • Actively listens to what is said and how it is said • Tailors their message, tone and delivery to the audience • Checks that the message is understood • Presents logical and reasoned argument in all communication

Competency	Behavioural Indicator
<p>Acts with integrity</p> <p><i>At all times acts in a manner that accords with the department's role at the centre of government in accordance with the principles of the code of conduct.</i></p>	<ul style="list-style-type: none"> • Maintains confidentiality • Exercises discretion • Exhibits impartiality and an unbiased approach • Completes work reliably • Acts honestly • Acts in a trustworthy manner
<p>Negotiation/Conflict Resolution</p> <p><i>Achieves cooperation and coordination where objectives are complex (and often conflicting) and assists in achieving policy closure.</i></p>	<ul style="list-style-type: none"> • Presents arguments which persuade others • Identifies, where possible, mutually acceptable and implementable solutions • Uses informal networks to diffuse potential conflict • Recognises and resolves problems • Implements strategies to avoid/minimise problems and to prevent escalation • Handles conflict constructively • Presents effective arguments
<p>Government/Legal Awareness</p> <p><i>Demonstrates a good understanding of political, legal and policy process</i></p>	<ul style="list-style-type: none"> • Understands the role of the Executive and Parliament • Understands constitutional processes, practices and conventions • Understands the role of the Governor-General and the Prime Minister • Understands the policy process of Cabinet committees and Cabinet • Understands legislative processes • Knows the legal context of one's work and the requirements of the Official Information legislation
<p>Demonstrates analytical ability</p> <p><i>Applies intellectual power and analytical skill to produce high quality advice.</i></p>	<ul style="list-style-type: none"> • Identifies emerging issues early and proactively addresses them • Thinks more broadly than the immediate issues • Asks the right questions • Readily assimilates large volumes of complex data • Clearly answers pragmatic, specific problems • Provides robust, well thought out conclusions supported by relevant data • Consistently works within an analytical framework
<p>Demonstrates security awareness</p> <p><i>Demonstrates an awareness and understanding of the security protocols that apply to the information handled by the business unit.</i></p>	<ul style="list-style-type: none"> • Understands and adheres to all security requirements • Knows when to consult on matters relating to security • Demonstrates a security consciousness

Job Description / Whakaahuatanga Mahi

Job Title	Manager, Planning and Sector Partnerships
Business unit	Planning and Sector Partnerships
Reports to	Deputy Chief Executive, Emergency Management
Direct Reports	4 - 6
Financial Delegations	Level C
Location	Wellington
Date	February 2024

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumaru

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

Our Strategic Framework

Our Purpose: Empowering our communities, preparing for and managing emergencies

Our Vision: Aotearoa New Zealand is a disaster resilient nation that proactively manages risks and builds resilience in a way that contributes to wellbeing and prosperity

Our Role: We lead and support Aotearoa New Zealand's emergency management systems so that risks are reduced and communities are ready to respond and able to recover.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

Planning and Sector Partnerships Unit

The Planning and Sector Partnerships Unit is responsible for developing and maintaining New Zealand's national emergency management planning framework and partnering with social and infrastructure sectors to build resilience across the 4 Rs of risk reduction, readiness, response and recovery in support of communities.

Role Purpose / Kaupapa Tūranga

The purpose of the Manager, Planning and Sector Partnerships is to:

- Lead the Planning and Sector Partnerships Unit in the achievement of developing, maintaining and supporting the implementation of frameworks and services to support the enhancement of CDEM in New Zealand.
- Lead at the national and at times international level, in representing the NEMA position in advancing CDEM by actively engaging with relevant stakeholders, especially at strategic or sector-wide levels on strategic and operational emergency management planning; infrastructure resilience and social and community resilience.
- Hold the responsibility of the National Planning Manager where you will own and drive the planning process on the Controller's behalf.

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Thought leadership	<ul style="list-style-type: none"> • Provide national leadership of CDEM planning, social and community resilience and infrastructure resilience programmes. • Lead and coordinate collaborative multiagency initiatives that support NEMA's strategic direction and objectives to enhance the emergency management system • As a member of the Senior Management Team (SMT), contribute to the development of NEMA's strategy to provide system stewardship and integration across the 4Rs of Risk Reduction, Readiness, Response and Recovery and across all Hazards and Risks • In conjunction with NEMA SMT assess the strategic priorities for Planning and Sector Partnerships, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects, and budgets • National CDEM Plan and supporting plans maintained and reviewed • Risks, issues and opportunities are identified and managed appropriately.
2. Stakeholder relationships	<ul style="list-style-type: none"> • Work collaboratively with the Minister of Civil Defence, Ministers' Offices and the Department of the Prime Minister and Cabinet (DPMC) to drive NEMA's strategic agenda • Effective relationships developed and maintained with partners, agencies and stakeholders across the emergency management system, including with international counterparts • Stakeholder consultation organised, lead or facilitated where required
3. Staff management	<ul style="list-style-type: none"> • Staff are managed successfully • Employee relations are positive • A high performing team provided with coaching, mentoring and development opportunities • The NEMA performance management system is applied effectively • Strategically aligned development plans are in place for all staff to maintain and build capability • Team outputs and outcomes are met • Staff wellbeing and welfare is effectively monitored, and issues are managed as needed • Psychosocial risks are identified and managed appropriately

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> • Deputy Chief Executive (Emergency Management) (Line Manager) • Manager, Risk and Recovery • Chief Executive • Deputy Chief Executive (Strategic Enablement) • Senior Management Team - SMT (NEMA) • NEMA staff across all Business Units • Planning Response Team
External	<ul style="list-style-type: none"> • Minister for Emergency Management & Recovery • Parliamentary Services staff • DPMC • Central Agencies Shared Services • CDEM Groups • Local and Central Government agencies, Emergency Services and other organisations • Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- A relevant tertiary qualification or an equivalent body of knowledge and experience
- Significant experience managing and developing high performing teams
- Experience in working in complex, high pressure environments
- Extensive experience in leading the successful delivery of high-quality outputs and outcomes at all of Government level
- Proven experience in emergency management or a related field
- Sound knowledge of the CDEM Act 2002, the National CDEM Plan and it's supporting plans.
- Understanding of the National Security System model and the national framework for CDEM
- Experience in persuading, influencing, building and maintaining effective collaborative relationships, especially political leaders and decision makers
- Demonstrate strategic planning and financial management skills
- Experience in working at a strategic level and providing strategic direction for organisations or agencies.

Desirable

- Sound knowledge or experience of working with social and infrastructure sectors.
- Experience in emergency operations centres
- Knowledge of emergency management processes and planning
- An understanding of hazard risk management
- Knowledge of the Machinery of Government
- Understanding of the Coordinated Incident Management System (CIMS)
- Experience managing the health and wellbeing of staff

Personal Attributes

- Resilience, agility and Curiosity
- Flexibility of approach/thinking, able to adapt in constantly changing circumstances
- Comfortable facilitating a collaborative work environment
- An ability to deliver high quality work output under pressure
- The discretion and tact to handle confidential and private information
- High level of judgement with the ability to make effective decisions in complex situations
- Able to manage without authority and ensure work gets completed effectively and on time
- Anticipates complex problems and watches for tell-tale indicators that warrant intervention
- Willingness to grow Māori capability and cultural confidence

Please also review the LSP Capabilities which are listed at the bottom of this job description.

Emergency Response / Urupare Ohotata

NEMA is an operational agency, therefore our staff are required to also hold a functional role, that aligns with experience or skillset, in a response. Note, this position holds the responsibility of the National Planning Manager role in response. Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and/or working weekends.

To ensure staff are equipped to handle emergency scenarios, NEMA provides thorough training prior to you being required to assist in a response. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency. The welfare and wellbeing of our staff is of upmost importance.

Health and Safety / Hauora me te Haumarū

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work

- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health, wellbeing and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing physical/mental health, wellbeing and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

LSP capabilities that are role specific

NEMA uses the Leadership Success Profile, as set out by the State Services Commission, for people leader positions at Tier 4 and above. The Manager, Planning and Sector Partnerships is expected to demonstrate the following key capabilities, which are specific to this role.

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> • Think strategically at an organisational and sector level • Progress current organisational and sector thinking • Develop and implement organisational/group and sector strategy • Engage people in the organisation and group vision and sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> • Lead with purpose across the group and organisation and sector • Persuade and inspire across the sector and organisation • Communicate clearly across the organisation and sector • Demonstrate leadership impact and gravitas
LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term	5	<ul style="list-style-type: none"> • Strengthens group and or organisational • improvement culture across a group • Leads innovation across the group

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
organisational performance and improve outcomes for customers.		
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	5	<ul style="list-style-type: none"> • Provide organisational leadership • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance
LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> • Manage and deliver on work priorities • Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> • Delegate to individuals • Maintain oversight of your team's work



Job Description

Job Title:	Manager, System Capability
Portfolio:	National Emergency Management Agency (NEMA)
Reports to:	Deputy Chief Executive
Location:	Wellington
Date:	July 2020

NEMA's role

NEMA provides national leadership to our distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4Rs of risk reduction, readiness, response and recovery.

What we do

The primary function of NEMA is to support and enable communities to manage emergencies.

NEMA works with the diverse range of agencies that comprise the emergency management system, each with different responsibilities and focus, and varying levels of resources, capacity and capability. Organisations involved include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and not-for-profit and private sectors. NEMA:

- Provides advice to government on civil defence emergency management matters.
- Identifies hazards and risks.
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework.
- Ensures coordination at local, regional, and national levels.
- Promotes civil defence emergency management and delivers public awareness about how to prepare for, and what to do in an emergency.
- Leads the emergency management system capability, planning and operations, including developing guidelines and standards.
- Monitors and evaluates the performance of the 16 regional CDEM Groups.
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan.

System Capability

The purpose of the System Capability business group is to lead the identification, design and implementation of strategies that will build the capability of the emergency management system across New Zealand. System Capability does this through the design, development and implementation of a range of performance, learning and development initiatives focusing on the professionalisation of the emergency management workforce in New Zealand. It uses the process of Continuous Improvement to learn from experience and to test understanding through national and local exercises. System Capability supports performance improvement through the setting, monitoring and enforcing of learning standards.

Our Values

Our DPMC values

Mahia i runga i te rangimārie me te ngākau māhaki
With a calm mind and a respectful heart we will always get the best results



Role Purpose

The purpose of the Manager, System Capability is to:

- Work collaboratively with partners to identify, design and implement strategies to build the capability and performance of the emergency management system across New Zealand, taking into account the constraints and challenges that occur at a system level.
- Be accountable for the development and delivery of a range of current and future learning and development products.

Key Responsibilities

Key Responsibility Areas:

1. Drive a strategic lift in capability of the emergency management system across New Zealand.

External focus

2. Lead work to identify the capability gaps, performance constraints and barriers that result in sub-optimal delivery in the current system.
3. In collaboration with key partners, develop a System Capability Enhancement Strategy to guide the professionalisation of the emergency management workforce.
4. Design, develop and deliver the Emergency Management Capability Frameworks across the New Zealand emergency management system.
5. Lead the governance of Coordinated Incident Management System (CIMS).
6. Contribute to the development, delivery and review of the National Exercise Programme and a system for continuous improvement.
7. Maintain oversight of the Emergency Management Response and Recovery Leadership Development programme.
8. Develop and maintain national governance arrangements and develop and implement an accreditation framework for team capabilities, to ensure a robust, organised and sustainable capability and capacity for emergency management.
9. Develop consistent Coordinated Incident Management System (CIMS) practice (with iwi and local, regional and central government, the emergency services, lifeline utilities and others), including revising and developing CIMS unit standards and shifting the sector towards a collective approach to delivery, uptake of training and building knowledge and expertise.

Internal focus

Key Responsibility Areas:

10. As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy to provide system stewardship and integration across the 4Rs of Risk Reduction, Readiness, Response and Recovery and across all Hazards and Risks.
11. In conjunction with NEMA SLT assess the strategic priorities for System Capability, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects, and budgets.
12. Build strong relationships with the Minister of Civil Defence, Ministers' Offices and across the NEMA SLT, Executive Office and Department of the Prime Minister and Cabinet (DPMC) business units to work collaboratively with key sector partners to drive the strategic agenda (forward focus) for critical system capability issues.
13. Lead a team of talented staff to deliver the outcomes of this role.
14. Work with NEMA SLT and their people leaders to coach, mentor and develop staff, lifting individual and collective capability.
15. Accountable for the achievement of Business Group targets, standards and performance objectives
16. Provide effective leadership and management of the System Capability Business Group.
17. Build the capability of the Business Group by effective coaching and mentoring of direct reports, aligned with best practice capability models.
18. Create a positive team culture that enables high performance, and engages and motivates staff.
19. Is accountable for overall health and safety issues that arise in the Business Group.
20. Partner alongside Senior Leadership Team (SLT) members with the Deputy Chief Executive (DCE) to set the strategic direction for System Capability.
21. Act as a change agent, trusted advisor and sounding board to the DCE, Senior Leadership Team peers and staff.
22. Assess the priorities for the Business Group in conjunction with the SLT and implement annual planning to ensure these are achieved, including programmes and projects.

Duty Team

After training, the Manager, System Capability will be required to participate at regular intervals on the NEMA duty team roster and maintain their knowledge. They will be on-call for a period of one week turnabout with other staff trained in that role.

Emergency

In the event of an emergency, the Manager, System Capability will be required to assist in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially unusual hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and/or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Key Relationships

Internal

Deputy Chief Executive (line manager)
Chief Executive
NEMA Senior Leadership Team
System Capability staff
NEMA Executive Office
NEMA people leaders and staff

External

Ministers' Offices
DPMC leaders and staff
Central Agencies Shared Services
CDEM Groups, government agencies, emergencies services, lifeline utilities, private and no-for-profit sectors
Capability and education providers
Leadership teams in delivery partner agencies
Capability teams in other agencies and sectors

Qualifications/Experience

Essential

- Proven experience in leading capability development at a national, sector or system level;
- Proven experience in building and developing high performing teams;
- Experience in working in complex, dynamic, high-pressure environments;
- A track record in implementing new and innovative solutions into organisations, i.e. "a nose for opportunity";
- Strong communication and stakeholder engagement skills;
- A solid understanding of budgeting and finance;
- Strategic and system thinking experience;
- Understanding of Mātauranga Māori and a commitment to engage with iwi Māori.

Desirable

- An understanding of, or experience in the New Zealand public sector;
- Understanding of the Coordinated Incident Management System (CIMS);
- Sound IT systems capability;

Please also review the LSP Capabilities which follow.

Health and Safety

NEMA is committed to providing a healthy and safe work environment. All NEMA people leaders, employees, secondees and consultants to NEMA also have health and safety responsibilities and are expected meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- (a) Notifying management of any hazards or potential hazards;
- (b) Undertaking work and using equipment as specified in relevant documentation;
- (c) Reporting incidents, injuries and near misses;
- (d) Acting in a safety conscious manner at all times; and
- (e) Supporting NEMA's health and safety initiatives.

In addition to the above, people leaders are responsible for:

- (f) Ensuring that staff are supported in addressing health and safety concerns;
- (g) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner; and
- (h) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain a national security clearance at Secret or higher. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

Rotation

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

LSP capabilities that are role specific

NEMA uses the Leadership Success Profile, as set out by the State Services Commission, for people leader positions at Tier 4 and above. The Manager, System Capability is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via <https://mylsp.ssc.govt.nz/>

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> • Think strategically at an organisational and/or sector level • Progress current organisational and/or sector thinking • Develop and implement organisational and/or group and/or sector strategy • Engage people in the organisation and group vision and/or sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> • Lead with purpose across the group and organisation and/or sector • Persuade and inspire across the sector and/or organisation • Communicate clearly across the organisation and/or sector • Demonstrate leadership impact and gravitas
LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	3	<ul style="list-style-type: none"> • Strengthen team performance • Foster a continuous improvement culture across the team • Lead innovation across the team

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> • Provide organisational leadership • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> • Manage and deliver on work priorities • Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> • Delegate to individuals • Maintain oversight of your team's work



Job Description / Whakaahuatanga Mahi

Job Title	Manager Talent and Organisational Development
Business unit	Strategic Enablement
Reports to	Deputy Chief Executive, Strategic Enablement
Direct Reports	Up to 6
Financial Delegations	Level C
Location	Wellington
Date	June 2022

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumaru

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

Talent and Organisational Development Unit

The purpose of the Talent and Organisational Development Unit is to lead and support the identification, design and implementation of strategies that will shape NEMA's organisational design and culture. To provide guidance to ELT on Leadership and People and Culture initiatives. This includes the provision of advice and support for data driven process improvement initiatives that inform and improve strategic and operational planning, capacity, and capability.

Role Purpose / Kaupapa Tūranga

The purpose of the Manager Talent and Organisational Development is to:

- Provide leadership to develop and implement the Talent and Organisational Development work programme.
- Provide strategic oversight of NEMA's Organisational Development and Recruitment strategies
- Work collaboratively with the NEMA's ELT and people leaders to drive NEMA's strategic agenda.
- Develop and maintain effective relationships within NEMA business units, partners, agencies, stakeholders and communities.
- As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy by bringing thought leadership and Organisational Development expertise to ensure strategies are forward thinking and change is managed in a collaborative and effective manner.
- In conjunction with NEMA SLT determine the strategic priorities as they relate to Talent and Organisational Development, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects and budgets.

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas

Performance indicators

<p>1. Talent and Organisational Development strategy</p>	<ul style="list-style-type: none"> • Ensure the Organisational Development and Recruitment strategies for NEMA are implemented • Collaboratively working with CASS HR to build and maintain NEMA's People and Culture infrastructure • Ensure the business impact and project objectives/dependencies are identified, reported on and managed at all times. • Collaborative approach to working with NEMA's ELT and people leaders, and the Department of the Prime Minister and Cabinet (DPMC), are maintained to drive NEMA's strategic agenda. • As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy to ensure the organisation has the structure and staff to deliver on its objectives • In conjunction with NEMA SLT determine the strategic priorities as they relate to Talent and Organisational Development, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects and budgets.
<p>2. Talent and Organisational Development outputs</p>	<ul style="list-style-type: none"> • Ownership of Organisational Development initiatives taken from evolution/efficiency identification through to project delivery via internal governance and controls. • Lead the people and culture workstream with CASS HR as it relates to implementation of NEMA's operating model across and Strategic Plan • Post implementation reviews completed to ensure successful delivery has been achieved and to ensure that improvements can be made for future projects within Organisational Development and Talent. • Trends and process variations identified as part of establishing a Talent and Organisational Development monitoring system. • Project risks actively monitored to foresee/identify potential problems and proactively identify solutions to address in advance.

3. Thought leadership	<ul style="list-style-type: none"> • In conjunction with CASS HR, provide advice and guidance to NEMA ELT and SLT on leadership, Organisational Development and Talent, and People and Culture initiatives • Appropriate strategic and operational advice provided to stakeholders. • Lead and coordinate collaborative initiatives that support NEMA's strategic direction and objectives. • Risks, issues and opportunities are identified and managed appropriately. • A collaborative approach with the organisation to the development of competence. • Work closely with the Business and Performance Unit to bring thought leadership and organisational change expertise to ensure strategies are forward thinking and change is managed in a collaborative and effective manner
4. Stakeholder relationships	<ul style="list-style-type: none"> • Work collaboratively with CASS HR to ensure appropriate people and culture strategies are in place to meet organisation's objectives and incorporates effective remuneration, retention, performance management and review process of all staff • Key relationships developed and managed, including liaison with stakeholders, agencies, and organisations. • Collaborate with key business stakeholders, and multi-jurisdictional 'LEAN champions', to build a Talent and Organisational Development environment to support an ongoing programme of change • Lead or represent NEMA in relevant internal and inter-agency committees and working groups.
5. Staff management	<ul style="list-style-type: none"> • Provide effective leadership and management of the Talent and Organisational Development Unit. • Staff managed successfully. • Positive employee relations. • A high performing team provided with coaching, mentoring and development opportunities and where the NEMA performance management system is applied effectively. • Strategically aligned development plans are in place for all staff to maintain and build capability. • All team outputs and outcomes are met. • Staff wellbeing and welfare is enabled.

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none">• Deputy Chief Executive (Strategic Enablement) (Line Manager)• NEMA Chief Executive• Deputy Chief Executive (Emergency Management)• Senior Leadership Team (NEMA)• NEMA staff across all Business Units• DPMC
External	<ul style="list-style-type: none">• Minister for Emergency Management• Parliamentary Services staff• Central Agencies Shared Services• Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- Minimum 5 -7 years proven Talent and Organisational Development analytical experience from a similar role, including HR, organisational development, project management and business analysis
- Excellent understanding of Talent and Organisational Development concepts
- Experience of the whole project life cycle
- Experience of designing remediation plans to address productivity and efficiency issues, and track record of following through to ensure closure
- Significant experience in people management and leading successful teams
- Proficient in the use of Microsoft Office, including Project, Visio, Word, Excel, Outlook and PowerPoint
- Excellent verbal and written communication skills and the ability to interact professionally with a diverse group of Partners, senior managers, and subject matter experts

Desirable

- Experience of designing or implementing a framework of Talent and Organisational Development improvement in a multijurisdictional organisation
- Knowledge of the Machinery of Government.

Personal Attributes

- A 'completer-finisher' taking accountability for ideas from inception to delivery, in an environment that requires robust metrics to confirm success
- Ability to develop and maintain an environment of teamwork and commitment to excellence with a group of highly skilled staff.
- Flexibility of approach/thinking, able to adapt in constantly changing circumstances
- Comfortable facilitating a collaborative work environment, with a constant eye on completing the objective and goals of the business unit

- The discretion and tact to handle confidential and private information
- Willingness to grow Māori capability and cultural confidence.

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- Taking personal responsibility for keeping free from harm
- Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- Undertaking work and using equipment as specified in relevant documentation
- Reporting incidents, injuries and near misses promptly
- Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- Knowing what to do in the event of an emergency
- Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- Ensuring that staff are supported in addressing health and safety concerns
- Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and you must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

LSP capabilities that are role specific

NEMA uses the Leadership Success Profile, as set out by the State Services Commission, for people leader positions at Tier 4 and above. The Manager, Talent and Organisational Development is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via <https://mylsp.ssc.govt.nz/>

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> • Think strategically at an organisational and/or sector level • Progress current organisational and/or sector thinking • Develop and implement organisational and/or group and/or sector strategy • Engage people in the organisation and group vision and/or sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> • Lead with purpose across the group and organisation and/or sector • Persuade and inspire across the sector and/or organisation • Communicate clearly across the organisation and/or sector • Demonstrate leadership impact and gravitas

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and Talent and Organisational Development; to sustainably strengthen long-	3	<ul style="list-style-type: none"> • Strengthen team performance • Foster a Talent and Organisational Development culture across the team • Lead innovation across the team

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
term organisational performance and improve outcomes for customers.		
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	5	<ul style="list-style-type: none"> • Provide organisational leadership • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	4	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> • Manage and deliver on work priorities • Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> • Delegate to individuals • Maintain oversight of your team's work



Job Description / Whakaahuatanga Mahi

Job Title	Manager, Continuous Improvement
Business unit	Strategic Enablement
Reports to	Deputy Chief Executive, Strategic Enablement
Direct Reports	Up to 7
Financial Delegations	Level C
Location	Wellington
Date	May 2022

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumaru

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

Continuous Improvement Unit

The purpose of the Continuous Improvement Unit is to lead and support the identification, design and implementation of strategies that will contribute to embedding a learning culture across the emergency management system in New Zealand. This includes the provision of advice and support for data driven process improvement initiatives that inform and improve strategic and operational planning, capacity and capability.

Role Purpose / Kaupapa Tūranga

The purpose of the Manager Continuous Improvement is to:

- Lead the team to develop, implement, review and refine continuous improvement frameworks, products and relationships to achieve embedded continuous improvement across the National Security System, NEMA and CDEM.
- Use a co-design development approach with NEMA, the system, CDEM and tangata whenua, and learn from international experiences when building frameworks.
- Lead and demonstrate a continual improvement perspective to the opportunities or challenges presented at the unit and/or organisational level.
- Implement with a strength-based approach, building on and sharing approaches that deliver constructive and timely change.

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Continuous Improvement strategy	<ul style="list-style-type: none"> Continuous EM improvement programme are developed maintained. Ensure the business impact and project objectives/dependencies are identified, reported on and managed at all times. As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy to provide system stewardship and integration across the 4Rs of risk Reduction, Readiness, Response and Recovery and across all Hazards and Risks. In conjunction with NEMA SLT determine the strategic priorities as they relate to Continuous Improvement, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects and budgets.
2. Continuous Improvement outputs	<ul style="list-style-type: none"> A range of products produced and delivered as part of the continuous EM improvement programme. Ownership of change initiatives taken from evolution/efficiency identification through to project delivery via internal governance and controls. Assurance of the 4 Rs provided by following international best practice. Post implementation reviews completed to ensure successful delivery has been achieved and to ensure that improvements can be made for future projects. Trends and process variations identified as part of establishing a continuous improvement monitoring system. Project risks actively monitored to foresee/identify potential problems and proactively identify solutions to address in advance.
3. Thought leadership	<ul style="list-style-type: none"> Appropriate strategic and operational advice provided to stakeholders. Risks, issues and opportunities are identified and managed appropriately. A collaborative approach with the organisation to the development of competence within the sector.
4. Stakeholder relationships	<ul style="list-style-type: none"> Key relationships developed and managed, including liaison with stakeholders, agencies, organisations and regional bodies. Collaborate with key business stakeholders, and multi-jurisdictional 'LEAN champions', to build a continuous improvement environment to support an ongoing programme of change Lead or represent NEMA in relevant internal and inter-agency committees and working groups.

5. Staff management	<ul style="list-style-type: none"> • Staff managed successfully. • Positive employee relations. • A high performing team provided with coaching, mentoring and development opportunities and where the NEMA performance management system is applied effectively. • Strategically aligned development plans are in place for all staff to maintain and build capability. • All team outputs and outcomes are met. • Staff wellbeing and welfare is enabled.
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Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> • Deputy Chief Executive (Strategic Enablement) (Line Manager) • NEMA Chief Executive • Deputy Chief Executive (Emergency Management) • Senior Leadership Team (NEMA) • NEMA staff across all Business Units • DPMC
External	<ul style="list-style-type: none"> • Minister for Emergency Management • Central Agencies Shared Services • CDEM Groups • National and regional agencies, partners and stakeholders, including CDEM Groups, government agencies and Non-Government Organisations (NGO) • National working groups/committees • International partners and committees • Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- Significant experience working in the Continuous Improvement area (typically 10 years plus) is area, including project management and business analysis
- Experience delivering change at the system level.
- Have renowned/recognised thought leadership enabling system stewardship
- Experience delivering continuous improvement that results in significant organisational improvement
- Excellent understanding of continuous improvement concepts including Six Sigma, Lean, value stream mapping
- Experience of the whole project life cycle, able to operate in the initial conceptual design stage, in the depths of system testing, and at each stage in between
- Experience of designing remediation plans to address productivity and efficiency issues, and track record of following through to ensure closure
- Significant experience in people management and leading successful teams

- Excellent verbal and written communication skills and the ability to interact professionally with a diverse group of Partners, senior managers, and subject matter experts

Desirable

- Experience of designing or implementing a framework of continuous improvement in a multijurisdictional organisation
- Knowledge of the Machinery of Government.

Personal Attributes

- A 'completer-finisher' taking accountability for ideas from inception to delivery, in an environment that requires robust metrics to confirm success
- Ability to develop and maintain an environment of teamwork and commitment to excellence with a group of highly skilled staff.
- Flexibility of approach/thinking, able to adapt in constantly changing circumstances
- Comfortable facilitating a collaborative work environment, with a constant eye on completing the objective and goals of the business unit
- The discretion and tact to handle confidential and private information
- Willingness to grow Māori capability and cultural confidence.

Please also review the LSP Capabilities which follow.

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly

- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

LSP capabilities that are role specific

NEMA uses the Leadership Success Profile, as set out by the Public Service Commission, for people leader positions at Tier 4 and above. The Manager, Continuous Improvement is expected to demonstrate the following key capabilities, which are specific to this role.

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> Think strategically at an organisational and/or sector level Progress current organisational and/or sector thinking Develop and implement organisational and/or group and/or sector strategy Engage people in the organisation and group vision and/or sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> Lead with purpose across the group and organisation and/or sector Persuade and inspire across the sector and/or organisation Communicate clearly across the organisation and/or sector Demonstrate leadership impact and gravitas

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational	3	<ul style="list-style-type: none"> Strengthen team performance Foster a continuous improvement culture across the team Lead innovation across the team

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
performance and improve outcomes for customers.		
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> • Provide organisational leadership • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> • Manage and deliver on work priorities • Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> • Delegate to individuals • Maintain oversight of your team's work



Job Description / Whakaahuatanga Mahi

Job Title	Manager, Regional Partnerships
Business unit	Regional Partnerships
Reports to	Deputy Chief Executive, Emergency Management
Direct Reports	4-6
Financial Delegations	Level C
Location	Wellington
Date	April 2024

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumarū

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, iwi, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks of national significance
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

Regional Partnerships Unit

The Regional Partnerships Unit / Tari o Ngā Hononga ā-Rohe leads, builds and strengthens New Zealand's regional partnerships across the emergency management system in New Zealand.

The Unit uses its influential leadership and relationships, including at the most senior levels, in the EM system, and within CDEM Groups and Councils to drive and lift the nationwide application of consistent emergency management performance and standards. The Unit supports regional emergency response and recovery through leadership, advice, collaboration and the application of government financial assistance. The teams within Regional Partnerships are Regional Engagement, Emergency Services Leadership Group and Financial Assurance.

The Unit contributes to NEMA's stewardship role – working with partners to ensure the Emergency Management System has shared goals and priorities, has the capabilities required and can adapt when needed.

It also contributes to NEMA's role as an assurer – monitoring the emergency management system's performance and making improvements that reflect a growing knowledge of emergency management hazards and risks.

Role Purpose / Kaupapa Tūranga

The purpose of the Manager, Regional Partnerships is to:

- Lead and manage an effective Unit responsible for developing and lifting the capability of NEMA's regional partnerships and engagement with the emergency management system.
- Lead, lift and manage the Unit's capability to enable and influence the provision of timely and accurate advice, guidance, and if necessary, support to CDEM groups and other regional partners so they can successfully undertake their role in the EM system.
- Ensure the Unit's capability to provide exemplary management and assurance of the government funding entrusted to NEMA to support communities to prepare for, respond to and recover from emergencies.
- Develop, manage and maintain effective strategic relationships and key partnerships within the EM system and provide influential leadership, including at the most senior levels, at the interface between local and central government.

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
<i>Stakeholder relationships</i>	<ul style="list-style-type: none"> Stakeholders, agencies, organisations and regional bodies show trust in NEMA and willingly engage and seek advice/support. Confidence in NEMA's role and advice from senior stakeholders (including Ministers) and across all relevant internal and inter-agency committees and working groups. Appropriate strategic and operational advice provided to internal and external stakeholders. The sector, and external and internal stakeholders feel engaged and supported in strategic development and competence building.
<i>Strategic Thinking</i>	<ul style="list-style-type: none"> Risks, issues and opportunities are identified and managed appropriately. As a member of the NEMA Senior Management Team, contribute to the development and implementation of NEMA's strategy. Concepts and arrangements at the national level are continually developed and enhanced. The strategic direction of the Regional Partnership Unit is well understood by all stakeholders. Operational priorities and annual planning are implemented to ensure achievement.
<i>Staff management</i>	<ul style="list-style-type: none"> Staff are managed successfully. Employee relations are positive. A high-performing team provided with coaching, mentoring and development opportunities. The NEMA performance management system is applied effectively. Strategically aligned development plans are in place for all staff to lift and maintain and capability. Team outputs and outcomes are met. Staff wellbeing, safety and welfare is enabled, particularly regarding resourcing during emergencies Psychosocial risks are identified and managed appropriately.

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> • Deputy Chief Executive (Emergency Management) - Line Manager • Chief Executive • Deputy Chief Executive (Strategic Enablement) • Chief of Staff and Chief Advisors • Private Secretary Emergency Management • Senior Management Team (NEMA) • Regional Partnerships Unit staff • NEMA staff across all Business Units, (notably National Operations.), and System Capability, Recovery, Policy, Planning and Sector Partnerships • Department of the Prime Minister and Cabinet
External	<ul style="list-style-type: none"> • Minister for Emergency Management and Recovery • CDEM Group Managers and Staff • Local and Central Government agencies, Emergency Services and other organisations represented at the local and regional level • Elected officials at local and central government • Senior Executives in local government and CDEM Groups • Key contacts in public sector • Key contacts in private sector • Iwi, / Māori Leaders at local/regional level • Pacific peoples/Ministry for Pacific Peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- A relevant tertiary qualification OR an equivalent body of knowledge and experience
- Proven experience building and leading high-performing teams
- Proven experience of EM sector relationship management including persuading, influencing, building and maintaining effective collaborative relationships in complex and ambiguous environments
- Extensive experience in leading the successful delivery of high-quality outputs and outcomes within the CDEM sector
- Proven experience in emergency management or a related field
- Sound knowledge of the CDEM Act 2002, the National CDEM Plan and its Supporting Plans and understanding of the National Security System model and the national framework for CDEM
- A sound understanding of budgeting and finance.

Desirable

- Experience in emergency operations centres
- A sound understanding of hazard and risk management
- Understanding of the Coordinated Incident Management System (CIMS)
- Experience in developing and implementing operational processes and systems
- Ability to grow Māori capability and cultural confidence

Personal Attributes

- Resilience, curiosity and agility
- Exceptional relationship management and influencing skills
- Communication skills, able to communicate with authority and effectively at a high level, including advanced writing and presentation skills
- Understanding and ability to work in a complex and politically sensitive environment
- An ability to deliver high quality work output under pressure and at fast pace
- Outstanding judgement with the ability to make effective decisions in complex situations
- Action orientation and able to respond decisively in a crisis situation.

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumaru

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation

- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
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Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the potential ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

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Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

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**National Emergency
Management Agency**
Te Rākau Whakamarumaru



**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**
TE TARIO TE PIRIMIA ME TE KOMITI MATUA

Released under the Official Information Act 1982



Job Description / Whakaahuatanga Mahi

Job Title	Manager, Risk and Recovery
Business unit	Risk and Recovery
Reports to	Deputy Chief Executive, Strategic Enablement
Direct Reports	Up to 7
Financial Delegations	Level C
Location	Wellington
Date	May 2023

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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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 National Emergency Management Agency / Te Rākau Whakamarumaru

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

Risk and Recovery Unit

The Risk and Recovery Unit is responsible for leading the development of hazard risk management and recovery policy and practice, including the development of strategic national frameworks and best practice guidance. The unit also coordinates science and technical advice on hazard risk management and coordinates central government recovery activities during and following emergencies.

Role Purpose / Kaupapa Tūranga

The purpose of the Manager, Risk and Recovery position is to:

- Strategically lead, manage and oversee all programmes of work related to hazard risk management, risk reduction and recovery to support the enhancement of emergency management in New Zealand.
- Lead the coordination of science and technical advice and the application of research related to hazard risk management and recovery.
- When delegated, assume the statutory role of National Recovery Manager (the functions and powers of the National Recovery Manager are as described under section 11A and 11B of the CDEM Act 2022, and its amendments).

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
1. Thought leadership	<ul style="list-style-type: none"> • Partner with the Deputy Chief Executive (DCE) and the Senior Leadership Team (SLT) to set the strategic direction for the Risk and Recovery Unit. • Assess the strategic and operational priorities for the Unit in conjunction with the SLT and implement annual planning to ensure these are achieved, including programmes, projects, and budgets. • Lead the development, implementation and maintenance of programmes and frameworks related to hazard risk management, science advice and recovery management. • As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy to provide system stewardship and integration across the 4Rs of Risk Reduction, Readiness, Response and Recovery and across all hazards and risks. • In conjunction with NEMA SLT assess the strategic priorities for Risk and Recovery, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects, and budgets. • Risks, issues and opportunities are identified and managed appropriately. • Lead the development and maintenance of NEMA's recovery capability and capacity, including resources, procedures, and guidelines.
2. Stakeholder relationships	<ul style="list-style-type: none"> • Work collaboratively with the Minister for Emergency Management, Ministers' Offices and the Department of the Prime Minister and Cabinet (DPMC) to drive NEMA's strategic agenda to reduce risk and manage recovery. • Effective relationships developed and maintained with partner agencies and stakeholders across the emergency management system, including with international counterparts and local government. • Stakeholder consultation organised, lead or facilitated where required.
3. Staff management	<ul style="list-style-type: none"> • Staff managed successfully. • Positive employee relations. • A high performing team provided with coaching, mentoring and development opportunities and where the NEMA performance management system is applied effectively. • Strategically aligned development plans are in place for all staff to maintain and build capability. • All team outputs and outcomes are successfully achieved. • Staff wellbeing and welfare is enabled.

Health and safety for self	<ul style="list-style-type: none"> • Takes personal responsibility for keeping free from harm. • Follow safe working procedures. • Report incidents promptly. • Report hazards promptly and suggests appropriate remedies. • Knows what to do in the event of an emergency. • Co-operates in implementing rehabilitation plans.
Emergency	<p>In the event of an emergency, the Manager, Risk and Recovery will be required to assist in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or a National Recovery Office, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.</p> <p>As National Recovery Manager (when delegated), maintain relations with CDEM Group Recovery Managers and the National Controller, support the development of other recovery managers, and lead the NEMA recovery effort.</p>

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none"> • Deputy Chief Executive, Strategic Enablement (line manager) • Chief Executive • Deputy Chief Executive (Emergency Management) • Members of the Risk and Recovery Unit • Chief Advisor to the Chief Executive • Chief Advisor to the Director Civil Defence Emergency Management • Senior Leadership Team (NEMA) • NEMA staff across all Business Units • DPMC
External	<ul style="list-style-type: none"> • Minister for Emergency Management • Parliamentary Services staff • DPMC • Central Agencies Shared Services • CDEM Groups • Local and Central Government agencies, Emergency Services and other organisations • Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- A relevant tertiary qualification or an equivalent body of knowledge and experience
- Significant experience managing and developing high performing teams

- Experience in working in complex, high pressure environments
- Extensive experience in leading the successful delivery of high-quality outputs and outcomes at all of Government level
- Proven experience in emergency management or a related field
- Sound knowledge of the CDEM Act 2002, the National CDEM Plan and its supporting plans.
- Understanding of the National Security System model and the national framework for CDEM
- Experience in persuading, influencing, building and maintaining effective collaborative relationships, especially political leaders and decision makers
- Demonstrate strategic planning and financial management skills
- Experience in working at a strategic level and providing strategic direction for organisations or agencies.

Desirable

- Sound knowledge or experience working with central and local government and other sectors such as the Crown Research Institutes, and the private sector.
- Experience in emergency management during and following emergencies.
- Knowledge of hazard risk management or recovery
- An understanding of emergency management processes and planning
- Knowledge of the Machinery of Government
- Understanding of the Coordinated Incident Management System (CIMS)

Personal Attributes

- Flexibility of approach/thinking, able to adapt in constantly changing circumstances
- Comfortable facilitating a collaborative work environment, with a constant eye on completing the objective and goals of the business unit
- An ability to deliver high quality work output under pressure
- The discretion and tact to handle confidential and private information
- High level of judgement with the ability to make effective decisions in complex situations
- Able to manage without authority and ensure work gets completed effectively and on time
- Anticipates complex problems and watches for tell-tale indicators that warrant intervention
- Willingness to grow Māori capability and cultural confidence

Please also review the LSP Capabilities which are listed at the bottom of this job description.

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) /

National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumarū

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

LSP capabilities that are role specific

NEMA uses the Leadership Success Profile, as set out by the State Services Commission, for people leader positions at Tier 4 and above. The Manager, Risk and Recovery is expected to demonstrate the following key capabilities, which are specific to this role.

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> • Think strategically at an organisational and/or sector level • Progress current organisational and/or sector thinking • Develop and implement organisational and/or group and/or sector strategy • Engage people in the organisation and group vision and/or sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> • Lead with purpose across the group and organisation and/or sector • Persuade and inspire across the sector and/or organisation • Communicate clearly across the organisation and/or sector • Demonstrate leadership impact and gravitas
LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term	6	<ul style="list-style-type: none"> • Strengthen group and or organisational performance • Foster a continuous improvement culture across a group • Lead innovation across the group

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
organisational performance and improve outcomes for customers.		
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> • Provide organisational leadership • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> • Manage and deliver on work priorities • Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> • Delegate to individuals • Maintain oversight of your team's work



Job Description / Whakaahuatanga Mahi

Job Title	Manager, Policy
Business unit	The Policy Unit / Wāhanga Kaupapahere
Reports to	Deputy Chief Executive, National Emergency Management Agency
Direct Reports	5
Financial Delegations	NA
Location	Wellington
Date	February 2023

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, 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 National Emergency Management Agency / Te Rākau Whakamarumarū

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

Policy

The Policy Unit / Wāhanga Kaupapahere represents NEMA by navigating and influencing the government-policy interface that enables all NEMA's strategic roles. The Policy Unit is responsible for providing emergency management related policy advice to government, the CDEM sector, and the wider emergency management and national security systems. The Policy Unit also supports NEMA, its Regional Emergency Management Advisors and CDEM Groups.

Role Purpose / Kaupapa Tūranga

The purpose of the Manager, Policy is to:

- Provide strategic leadership and overall management oversight for the delivery of high quality, high value advice to the Minister of Civil Defence and senior officials on emergency management policy issues.
- Actively supports the Chief Executive, NEMA in providing strategic leadership and support to NEMA and its partners and stakeholders.

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
Thought leadership	<ul style="list-style-type: none">• Direction for the Emergency Management Policy Team is set• High quality policy leadership and support to the collective functions of the civil defence emergency management sector• A high level of coordinated policy advice on emergency management system issues is provided

Team management	<ul style="list-style-type: none"> • A high performing Emergency Management Policy Team • Effective coaching and mentoring of direct reports, aligned with the Policy Project Skills Framework, Leadership Success Profile and other best practice capability models • A positive team culture that enables high performance and engages and motivates staff • Unit targets, standards and performance objectives are achieved
Stakeholder relationships	<ul style="list-style-type: none"> • Strong, effective relationships are maintained with partners in the emergency management and national security systems • Collaboration with the National Security Group (DPMC) and wider national security and emergency management system leadership to ensure coordinated policy advice is provided to government in times of emergency
Health and safety for self	<ul style="list-style-type: none"> • Takes personal responsibility for keeping free from harm • Follow safe working procedures • Report incidents promptly • Report hazards promptly and suggests appropriate remedies • Knows what to do in the event of an emergency • Co-operates in implementing rehabilitation plans
Emergency	<p>Emergency</p> <ul style="list-style-type: none"> • In the event of an emergency, Manager, Emergency Management Policy will be required to assist in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.
Staff management	<ul style="list-style-type: none"> • <i>Staff managed successfully</i> • <i>Positive employee relations</i> • <i>A high performing team provided with coaching, mentoring and development opportunities and where the NEMA performance management system is applied effectively</i> • <i>Strategically aligned development plans are in place for all staff to maintain and build capability</i> • <i>All team outputs and outcomes are met</i> • <i>Staff wellbeing and welfare is enabled</i>

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none">• Deputy Chief Executive, Strategic Enablement (line manager)• Chief Executive• Deputy Chief Executive (Emergency Management)• Members of Emergency Management Policy Team• Chief Advisor to the Chief Executive• Chief Advisor to the Director Civil Defence Emergency Management• Programme Manager and Project Managers, Regulatory Framework Review Programme• Senior Leadership Team (NEMA)• NEMA staff across all Business Units, notably National Operations, Regional Partnerships (Auckland) and System Capability• DPMC
External	<ul style="list-style-type: none">• Minister for Emergency Management• Parliamentary Services staff• Central Agencies Shared Services• CDEM Groups• Local and Central Government agencies, Emergency Services and other organisations• Key stakeholders e.g. emergency services, national security system, local government, iwi• Iwi, Pacific peoples

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- A tertiary degree in a relevant field, or equivalent knowledge, skills, and experience
- Proven experience in building and developing high performing teams
- Experience working in complex, dynamic, high pressure environments
- Strong communication and stakeholder engagement skills
- Understanding of Mātauranga Māori and a commitment to engage with iwi Māori.
- An understanding of, or experience in, the New Zealand public sector, particularly the machinery of government.

Desirable

- Experience in emergency management.

Personal Attributes

See the Leadership Success Profile that follows.

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumarū

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency
- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.

Leadership Success Profile capabilities that are role specific

NEMA uses the Leadership Success Profile (LSP), as set out by the State Services Commission, for people leader positions at Tier 4 and above. The Manager, Emergency Management Policy is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via <https://mylsp.ssc.govt.nz/>

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> Think strategically at an organisational and/or sector level Progress current organisational and/or sector thinking Develop and implement organisational and/or group and/or sector strategy Engage people in the organisation and group vision and/or sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> Lead with purpose across the group and organisation and/or sector Persuade and inspire across the sector and/or organisation Communicate clearly across the organisation and/or sector Demonstrate leadership impact and gravitas

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	6	<ul style="list-style-type: none"> Strengthen group and or organisational performance Foster a continuous improvement culture across a group Lead innovation across the group

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> • Provide organisational leadership • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance



LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none">• Manage and deliver on work priorities• Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none">• Delegate to individuals• Maintain oversight of your team's work



Job Description

Job Title	Manager National Operations
Business unit	National Operations
Reports to	Deputy Chief Executive, Emergency Management/Director, Emergency Management
Location	Wellington
Date	September 2023

Public Service Introduction

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianeī, ā, hei ngā rā ki tua hoki. He kawenga tino whitake 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 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.

The National Emergency Management Agency

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, iwi, emergency services, welfare agencies, critical infrastructure, and education providers, researchers, international agencies, and non-government organisations. NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks.
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework.

- Ensures coordination at local, regional, and national levels.
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency.
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards.
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups).
- Maintains and operates the National Crisis Management Centre, including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act, National Disaster Resilience Strategy and National CDEM Plan Order.

Our Values

Our DPMC values

Mahia i runga i te rangimārie me te ngākau māhaki

With a calm mind and a respectful heart we will always get the best results



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa New Zealand's peoples and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to doing our part to deliver on the Crown's commitments to Māori under Te Tiriti. We strive to actively build stronger connections to te Ao Māori including through kawa and tikanga, and growing confidence in the use of te reo.

National Operations Unit

The purpose of the National Operations Unit is to lead the operational systems, arrangements, facilities and infrastructure of NEMA and New Zealand's emergency management system to be ready for and able to respond effectively to emergencies. National Operations also has responsibility to manage the 24/7 Monitoring, Alerting and Reporting (MAR) Centre, National Crisis Management Centre (NCMC) and Alternate NMMC readiness and availability during any emergency response. To develop critical enablers or technology and professionalisation of the Emergency Management system.

Role Purpose

The purpose of the Manager, National Operations is to:

- Set, develop and maintain the culture of a high performing National Operations Unit.
- Create a world-class Emergency Management capability and response to New Zealand disasters, working with and in partnership with the Emergency Management system
- When delegated, perform the statutory role of National Controller. (The functions and powers of the National Controller are as described under section 10 of the CDEM Act 2002 and its amendments).
- Build strong, sustainable relationships across NEMA and the wider Emergency Management system.
- Deliver on NEMA's Strategic Framework and Annual Business Plans

Key Accountabilities

Key accountability areas	Performance indicators
<i>External Focus</i> 1. Provide national operational leadership of NEMA and the emergency management system in emergencies	<ul style="list-style-type: none">•
2. Work collaboratively with the Minister of Emergency Management, the Director of Emergency Management, Iwi, the Community, Defence, Ministers' Offices and other relevant government departments to drive NEMA's strategic agenda.	<ul style="list-style-type: none">• Effective working relationships established and maintained with internal and external stakeholders.• Clear and timely communications are achieved internally and externally.
3. Develop and maintain effective relationships with partners, agencies and stakeholders across the emergency management system, including with international counterparts.	<ul style="list-style-type: none">•
4. Lead and coordinate collaborative multiagency initiatives that support NEMA's strategic direction and objectives to enhance the emergency management system NEMA's deployable capabilities.	<ul style="list-style-type: none">•
5. Perform the National Controller role (when delegated). Build and maintain effective relationships with CDEM Group Controllers and partner agencies and actively participate in supporting the development of controllers.	<ul style="list-style-type: none">•

6. Maintain and develop the National Warning System	•
7. Build and maintain effective relationships with the National Recovery Manager, emergency services, government agencies and other agencies and organisations that participate in responses to emergencies	•
<i>Internal focus</i>	•
8. Provide effective leadership and management of the National Operations Unit. This includes coaching and developing team members to lift individual and collective capability	•
9. In conjunction with NEMA SLT assess the strategic priorities for National Operations, implementing annual planning to ensure the agreed priorities are achieved, including programmes, projects, and budgets.	•
10. As a member of the Senior Leadership Team (SLT), contribute to the development of NEMA's strategy to provide system stewardship and integration across the 4Rs of Risk Reduction, Readiness, Response and Recovery and across all Hazards and Risks.	•
11. Work with SLT and People Leaders to create a positive team culture in National Operations and NEMA more broadly that enables high engagement and high performance.	•
12. Lead, develop and maintain NEMA's response arrangements, including resources, procedures, guidelines, operational facilities, infrastructure and systems.	•
13. Manage, maintain, and enhance NEMA operational delivery platforms and systems including the identification and procurement of new solutions.	•
14. Is accountable for overall health and safety issues that arise in National Operations.	•

Key Relationships

Internal	<ul style="list-style-type: none"> • Deputy Chief Executive, Emergency Management / Director EM (Line Manager) • Team Leader, Operational Readiness and Response • Team Leader, Operational Systems • Team Leader, Deployable Capabilities • Team Leader, MAR • Principal Advisor, Contracts and Services • Deputy Chief Executive (Strategic Enablement) • Senior Management Team (NEMA) • NEMA staff across all Business Units, notably National Operations, Regional Partnerships and System Capability
External	<ul style="list-style-type: none"> • Ministers' Offices • CDEM Groups (Including Controllers, Mayors, Regional Council Chairs) • Local and Central Government agencies • Emergency Services • Critical Infrastructure • Private Businesses and Not-for-Profit Organisations and other organisations • Iwi • Community • Central Agencies Shared Services

Qualifications/Experience

Essential

- Qualifications and/or experience that complement the role of the National Controller;
- Extensive experience in leading the successful delivery of high quality outputs and outcomes at an all-of-system level;
- Proven experience in managing and developing high performing teams;
- Proven experience in emergency management or a related field that required decision-making under pressure and operating in ambiguity;
- Understanding of te Ao Māori and a commitment to engage with iwi Māori.

- Experience in continuous improvement of operational arrangements, systems and processes.
- A sound understanding of risk management;
- A solid understanding of budgeting and finance;
- Good understanding of project management methodologies and principles, and experience in the oversight of interagency or national projects;

Desirable

- Sound knowledge of the CDEM Act 2002, the National CDEM Plan and its Supporting Plans and the Coordinated Incident Management System;
- Understanding of the National Security System model and the national framework for CDEM;
- Experience in developing and implementing operational processes and systems (including business case development);
- Extensive experience in the New Zealand public sector as this role will be working with New Zealand's National Security System and international partners;
- Sound technical acumen is desirable, in particular with regards to IT and communication systems;
- Sound understanding and experience of the Machinery of Government;
- Advanced knowledge of emergency management theory and practice.

Please also review the LSP Capabilities which follow

Emergency Response

Emergency

If the Manager, National Operations is not required to act as the National Controller then you will be required to assist in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / NCMC/ANCMC or another location, and may include potentially unusual hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health & Safety

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) has health and safety responsibilities. They are expected meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- Taking personal responsibility for keeping free from harm

- Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- Undertaking work and using equipment as specified in relevant documentation
- Reporting incidents, injuries and near misses promptly
- Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- Knowing what to do in the event of an emergency
- Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- Ensuring that staff are supported in addressing health and safety concerns
- Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- Undertaking remedial actions as soon as reasonably practicable.

Security Requirements

This position requires New Zealand citizenship or Permanent Residence, and the ability to obtain and maintain an internal /national security clearance at Confidential, Secret or higher. You must satisfactorily complete pre-employment checks which will include, but are not limited to, criminal and credit checks.

Rotation

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.



LSP capabilities that are role specific

NEMA uses the Leadership Success Profile, as set out by the State Services Commission, for people leader positions at Tier 4 and above. The Partnerships and Resilience Manager is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via [add]

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none">• Think strategically at an organisational and/or sector level• Progress current organisational and/or sector thinking• Develop and implement organisational and/or group and/or sector strategy• Engage people in the organisation and group vision and/or sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none">• Lead with purpose across the group and organisation and/or sector• Persuade and inspire across the sector and/or organisation• Communicate clearly across the organisation and/or sector• Demonstrate leadership impact and gravitas

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	6	<ul style="list-style-type: none">• Strengthen group and or organisational performance• Foster a continuous improvement culture across a group• Lead innovation across the group
Enhancing system performance	6	<ul style="list-style-type: none">• Provide organisational leadership

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.		<ul style="list-style-type: none"> • Provide sector leadership
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	5	<ul style="list-style-type: none"> • Establish self as a trusted advisor to political representatives • Influence political representatives • Navigate sensitive political issues

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> • Set clear expectations for individuals • Support and reinforce individual high performance • Manage individual performance
Identifying and Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> • Coach and mentor individuals • Develop individual capability • Develop team capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	4	<ul style="list-style-type: none"> • Set clear team and/or management team objectives and expectations • Monitor team and/or management team cohesion and performance • Strengthen team and/or management team cohesion and performance

LSP CAPABILITY	LEVEL	TYPICAL CAPABILITY DESCRIPTION FOR THIS ROLE
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> • Manage and deliver on work priorities • Be purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> • Delegate to individuals • Maintain oversight of your team's work

Job Description / Whakaahuatanga Mahi

Job Title	Strategic Programme Director
Business unit	Office of the Chief Executive
Reports to	CE
Direct Reports	NA
Financial Delegations	NA
Location	Wellington
Date	October 2022

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

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

The National Emergency Management Agency / Te Rākau Whakamarumarū

The National Emergency Management Agency (NEMA) provides national leadership to Aotearoa New Zealand's distributed emergency management system. NEMA's primary focus is on the performance and capability of the emergency management system as a whole, across all hazards and all risks and the 4 Rs of risk reduction, readiness, response and recovery.

What we do / Ā mātau mahi

The primary function of NEMA is to support and enable communities to manage emergencies and keep Aotearoa New Zealand resilient, safe and secure.

NEMA works with the diverse range of organisations that comprise the emergency management system. Each has different responsibilities and focus areas, and varying levels of resources and capability. These organisations include communities and their local authorities, Civil Defence Emergency Management (CDEM) Groups, central government departments and agencies, emergency services, welfare agencies, lifeline utilities and education providers, researchers, international agencies, and non-government organisations.

NEMA:

- Provides advice to government on emergency management matters.
- Identifies hazards and risks
- Develops, maintains and evaluates the effectiveness of the emergency management strategic framework
- Ensures coordination at local, regional, and national levels
- Promotes emergency management and improves public awareness about how to prepare for, and what to do in, an emergency
- Supports emergency management sector capability development, planning and operations, including developing guidelines and standards
- Monitors and evaluates the performance of the 16 regional CDEM Groups (Groups)
- Maintains and operates the National Crisis Management Centre (NCMC), including the maintenance of a duty team to staff the Centre, and issue warnings and public information.
- Manages the central government response to, and recovery from emergencies as described in the CDEM Act and National CDEM Plan Order.

Our Values / Ō Mātau Uara



NEMA values diversity and inclusion. We want our workforce to reflect Aotearoa's people and communities. We value and respect the contributions of our people with a broad range of backgrounds, experiences, skills and perspectives. We support flexible ways of working that bring out the best in our people.

NEMA recognises Te Tiriti o Waitangi, the continuing partnership between Māori and the Crown. We are committed to growing the role iwi Māori play in the emergency management system and integrating te ao Māori into emergency management.

Office of the Chief Executive

The Office of the Chief Executive / Te Tumu Whakahaere includes the Chief Executive, the Executive Assistant, Chief Advisor to the Chief Executive, the Chief of Staff, the Strategic Programme Director and the Coordinator Emergency Services Leadership Board.

The Office of the Chief Executive is responsible for NEMA's strategy management, the oversight and direction of workstreams, and for maintaining a relationship with the Minister of Emergency Management.

Role Purpose / Kaupapa Tūranga

The purpose of the Strategic Programme Director is to:

- Enable NEMA's strategy and operational delivery through helping to clearly articulate the vision and long-term outcomes and support the delivery of these.
- Maintain an overarching view of NEMA's work programmes across business units including resource allocation and alignment with NEMA's strategic direction.
- Provide leadership to support the development of NEMA's strategic capability.
- Develop and continuously improve NEMA's approach to strategy development and operational delivery through a systems approach, aligning processes, partnerships and work programmes across NEMA.
- Set the governance structure and cycle for the agency and ensure NEMA has functional governance that intersects with DPMC.
- Provide advice to ELT and SLT on governance processes and areas of strategic focus.
- Ensure NEMA's programmes adhere to a robust governance framework.
- Support the delivery of NEMA's programmes through All of Government engagement.
- The Strategic Programme Director is a member of the Senior Leadership Team.

Key Accountabilities / Ngā Kawenga Matua

Key accountability areas	Performance indicators
Strategic Programmes	<ul style="list-style-type: none"> • Enable NEMA to develop and deliver its strategy and operational outcomes. • Support the leadership ELT and SLT to develop NEMA's vision. • Support the leadership to develop and deliver long term plans. • Provide organisation-wide leadership to ensure alignment of plans and outputs. • Lead and assist with key work programmes as required by ELT • Align NEMA's programmes using a systems approach. • Engage with leaders and programme managers to support workplan delivery on time and to budget.
Governance	<ul style="list-style-type: none"> • Ensure NEMA's governance model supports its strategy and delivery. • Enable robust decision-making processes. • Creation and maintenance of governance processes to streamline and enable NEMA's delivery. • Support the organisation to deliver high quality corporate planning documents. • Coordinate and prepare reports, briefings and presentations. • Manage the ELT and SLT forward agenda.
Develop and maintain key relationships	<ul style="list-style-type: none"> • Effective working relationships established and maintained with internal and external stakeholders. • Internal and external networks developed to support NEMA's role within All of Government. • Clear and timely communications are achieved internally and externally. • Key relationships are built, managed and supported, including liaison with stakeholders, agencies, organisations and regional bodies.

Key Relationships / Ngā Hononga Matua

Internal	<ul style="list-style-type: none">• Chief Executive (Line Manager)• Chief of Staff• Chief Advisor to the Chief Executive• Executive Assistant to the Chief Executive• Coordinator ESLB• Deputy Chief Executive (Strategic Enablement)• Deputy Chief Executive (Emergency Management)• Senior Leadership Team (NEMA)• NEMA staff across all Business Units
External	<ul style="list-style-type: none">• Ministers' Offices• Local and Central Government agencies, Emergency Services and other organisations• Parliamentary Services staff• DPMC• Central Agencies Shared Services• CDEM Groups

Qualifications/Experience / Ngā Tohu/Wheako

Essential

- A relevant tertiary qualification (post graduate desirable) or equivalent experience
- Proven experience in strategic frameworks and planning
- Experience in turning strategy into action
- Experience of operating within robust governance frameworks
- Experience working within the public sector and sound knowledge of the machinery of government
- Experience in working with multiple internal and external stakeholders and negotiating and managing their variable needs to support the deliverables
- Excellent oral and written communication skills

Desirable

- Experience in, or an understanding of, emergency services
- Knowledge of emergency management processes and planning

- An understanding of the CDEM Act 2002, the National CDEM Plan, Guide, and supporting plans

Personal Attributes

- An ability to problem solve in with high level levels of ambiguity and uncertainty.
- An ability to rapidly analyse and convey complex information and make effective, well-reasoned decisions.
- The ability to influence and to ensure work gets completed effectively and on time.
- An ability to deliver high quality work output under pressure.
- Excellent relationship management skills, able to deal in the appropriate manner with a wide range of staff, senior stakeholders and regional and community leaders.
- A high level of integrity, discretion and tact to handle sensitive information.
- Open to change and a willingness to engage with new thinking and opportunities.
- Willingness to grow engagement with iwi and Māori and cultural confidence.

Emergency Response / Urupare Ohotata

Assistance will be required in the response to and recovery from a national, regional or local emergency, as directed. This may involve work in the National Coordination Centre (NCC) / National Crisis Management Centre (NCMC) or another location, and may include potentially long hours and challenging working conditions, e.g. an emergency could occur at any time of the day or night and may require working shifts and /or working weekends. NEMA will do all in its power to support staff in meeting their work and family responsibilities during an emergency.

Health and Safety / Hauora me te Haumarū

NEMA is committed to providing a healthy and safe work environment. Everyone at NEMA (including managers, employees, secondees, contractors and consultants) have health and safety responsibilities. They are expected to meet these and contribute to ensuring NEMA is a healthy and safe place to work by:

- a) Taking personal responsibility for keeping free from harm
- b) Notifying management of any hazards or potential hazards, and making suggestions for mitigating actions
- c) Undertaking work and using equipment as specified in relevant documentation
- d) Reporting incidents, injuries and near misses promptly
- e) Acting in a safety conscious manner at all times and following safe work procedures, including monitoring and managing the hours they work
- f) Knowing what to do in the event of an emergency

- g) Supporting NEMA's health and safety initiatives, including cooperating with rehabilitation plans.

In addition to the above, managers and team leaders are responsible for:

- a) Ensuring that staff are supported in addressing health and safety concerns
- b) Ensuring incidents, injuries and near misses are recorded, reported and investigated in a timely manner
- c) Undertaking remedial actions as soon as reasonably practicable.

Security Requirements / Ngā Whakaritenga Haumarutanga

This position requires New Zealand citizenship, and the ability to obtain and maintain a national security clearance at the level of Top Secret. You must satisfactorily complete pre-employment checks which will include, but is not limited to, criminal and credit checks.

Rotation / Hurihanga

NEMA requires a workforce that is flexible and able to adapt to meet the rapidly changing scope of government needs and priorities. NEMA also seeks to be an employer that provides development and career opportunities and will work with employees in supporting them to grow and extend their skills, knowledge and abilities.

To achieve this, every employee will have a professional development plan in place. In addition, from time to time NEMA or an employee may propose a transfer to another position within the department where the employee has the relevant skills and experience. Any such transfer would require the agreement of both NEMA and the employee, and would take place on the same terms and conditions of employment, unless both parties otherwise agree.

Changes to Job Description / Ngā huringa ki te Whakaahuatanga Mahi

Positions in NEMA may change over time as the organisation evolves and changing priorities occur. Therefore, we are committed to maintaining a flexible organisation structure which best enables us to meet changing market and customer needs. Responsibilities for this position may change over time as the job evolves and such change may be initiated as necessary by the manager of this position.