

Role Description

Date of last review: July 2015

Title:	Operations Manager	Tier:	4
Business Group:	Operations	Manager's title:	Director, Operations
Location:	Golden Bay – Takaka (400/5600);		

Context

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

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

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

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

Our pillars – how we'll get there:



Purpose of the role

Lead integrated delivery of conservation outputs at place.

Accountabilities

Accountability Area	Activities	Performance Indicators
<p>People Leadership</p>	<p>Lead the operations team to ensure the effective integrated delivery of high quality conservation outputs at place</p> <p>Create a strong safety first environment, ensuring there is a positive safety culture and consistent safety practice across all work sites</p> <p>Lead the team to shape a culture which values:</p> <ul style="list-style-type: none"> • Safety for staff, visitors and volunteers • Continuous improvement • Team process • Partnership with iwi • Working with community, business and others <p>Assist peers and their teams to learn effectively from experience</p> <p>Invest in staff development, particularly Supervisors and Senior Rangers, in order to enhance capability and performance</p>	<ul style="list-style-type: none"> • Your team is highly regarded by Directors and managers across the Department • You exhibit highly visible and accountable leadership and are a source of inspiration for your team • You provide honest and balanced feedback regarding the performance of your team • You are an effective health and safety leader • Feedback from internal and external partners reflects a team culture with a strong focus on performance and service excellence • Indicators such as Safety Statistics and the Engagement Survey results are tracking positively • You work with your manager to incorporate customer feedback to improve service delivery • Work plans and task assignments are delivered on time, to specifications and within budget
<p>Delivery and Improvement</p>	<p>Provide specialist knowledge and support on local conservation activities to the Director, Operations</p> <p>Demonstrate effective leadership for the District and across Operations by:</p> <ul style="list-style-type: none"> • Working with colleagues across the Department to deliver on goals and work plans • Working with peers to share knowledge and best practise 	<ul style="list-style-type: none"> • You are seen to be a strong contributor to your peers both in your knowledge of the business, specialist expertise and ability to think of risks, critical issues, and solutions that further the goals of the Department. • You identify where your work programmes impact others and work positively

Accountability Area	Activities	Performance Indicators
	<ul style="list-style-type: none"> Identifying critical issues and risks and ensuring they are effectively managed Scanning the external environment for information, trends, best practices and innovations Initiating, supporting and implementing continuous improvement and innovation Contributing to improvement and conservation growth 	<ul style="list-style-type: none"> with your peers to manage interdependencies You and your colleagues are seen to work collaboratively
<p>Working With Others</p>	<p>Manage conservation assets and support the implementation of new value exchanges with partners by:</p> <ul style="list-style-type: none"> Placing strong emphasis on positive, collaborative relationships internally and externally Ensuring prioritised step-change growth initiatives are delivered effectively at place Ensuring that suitable ranger capacity and capability is available to implement significant step-change growth projects <p>Positively representing the Department and reinforcing DOC's strategy of growing conservation through partnerships with others</p>	<ul style="list-style-type: none"> You initiate thirdly feedback surveys of internal and external partners on your team's performance and are seen to use this feedback to build team capability and improve service to partners You are actively involved in working with partners to grow conservation Partnership initiatives within your region are implemented with ease and highly successful You can tell the 'Conservation Story' at your place i.e. how the work of you and your team is contributing to the stretch goals in your District context.
<p>Management</p>	<p>Manage the work of Operations effectively within your team by:</p> <ul style="list-style-type: none"> Ensuring that work sites are well managed and that staff are supported to work effectively Identifying and managing key relationships at place with Treaty partners, community, business and others <p>Developing, monitoring and adapting a 1-3 year plan which integrates DOC work at place and is</p>	<ul style="list-style-type: none"> All planning and reporting is completed on time and to standard You and your team are actively engaged in PDP and MOR processes and value the opportunities these provide to enhance individual, team and organisation performance You and your team use the team process to confirm accountabilities, identify

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	<p>aligned with the Department's overall plan</p> <ul style="list-style-type: none"> • Ensuring statutory obligations arising from section 4 and from Treaty settlements are met • Exercising good judgment in making statutory decisions • Appropriately delegating and assigning work tasks and activities • Performance managing your team in a way that inspires trust, respect and continuous improvement in performance • Monitoring performance of systems, services and output delivery • Monitoring output delivery through monthly operating review (MOR), management by walking about (MBWA) • Matching direct reports capability to work plans and providing opportunities for further development • Monitoring and assessing the effectiveness and efficiency of output delivery and ensuring appropriate controls are in place for quality and cost <p>Complete administrative tasks associated with the role</p> <p>Undertake the Deputy Principal Rural Fire Officer role for your location as directed</p>	<p>critical issues and complete all assigned tasks according to the quality and quantity components of each task assignment</p> <ul style="list-style-type: none"> • You obtain the advice needed to make informed statutory decision on time and in accordance with legislative requirements. • You and your team are continually working on improvements to their performance and efficiency • You comply with the Department's Health and Safety policy and guidelines • You have systems in place to ensure effective health and safety on the ground • Your team's work plans are developed, costed, approved, delivered and tracked • You and your team comply with all mandatory systems • Statutory obligations are met by regional service delivery • Feedback from the Kahui Kaupapa Atawhai Group is positive on integration of treaty and section 4 obligations • All visitor and historic infrastructure complies with legal requirements and internal standards including all safety requirements • Accurate performance reporting occurs including MOR and output and outcome reporting as required
Health and Safety	<ul style="list-style-type: none"> • Provide leadership in achieving the Department's goal of developing an injury free workplace 	<ul style="list-style-type: none"> • You are actively leading the goal of the Department becoming injury free

Accountability Area	Activities	Performance Indicators
	<ul style="list-style-type: none"> Lead culture change where health and safety is a key to success and the only acceptable goal is to be injury free Ensure managers have the necessary tools to be effective health and safety leaders Take all practicable steps to ensure the safety of staff in the workplace Ensure staff rehabilitation reflects our commitment to the principles of early return to work 	<ul style="list-style-type: none"> You are an effective health and safety leader You ensure your managers have the skills and knowledge to effectively manage health and safety and drive culture change You and your team are regularly reviewing health and safety performance

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

Capabilities

Capability Area	Competencies
Valuing the work of the role	<p>Commitment to Excellence</p> <p>Sets high personal and professional standards for self and others; assumes responsibility and accountability for the successful completion of projects, assignments or tasks. Consistently gives careful attention to all the detailed aspects of a role, shows a high concern for accuracy.</p> <p>Organisation and Role Connection</p> <p>There is a strong connection to the goals of the Department and an appreciation of the constraints within which these goals can be achieved. There is good alignment between what the individual enjoys and the role they are undertaking.</p>
Leadership ability	<p>Building and Sustaining Collaborative Relationships</p> <p>Identifies, develops and sustains effective, productive, collaborative and outcome oriented relationships (internal and external to the organisation) to achieve conservation goals. Working as one organisation, actively engages in building relationships to share expertise and knowledge to achieve goals.</p> <p>Change Leadership</p> <p>Influences the acceptance of change through helping others see and feel how things can be different; promotes and implements change to move the organisation towards the desired future state.</p> <p>Delegation (This is not Statutory Delegation)</p>

Capability Area	Competencies
	<p>Takes into account strengths, knowledge, potential and development opportunities when delegating; monitors activities that have been delegated; providing support without removing responsibility.</p> <p>Developing Organisational Capability</p> <p>Provides opportunities for staff to develop and grow, positively influencing their progress towards successful results; provides timely coaching, feedback, guidance and support to help individuals reach their agreed objectives. Fosters an environment conducive to learning and development.</p> <p>Inspirational Leadership</p> <p>Promotes and uses the Department’s Vision, Values, DOC Story and stretch goals to inspire, motivate and build cohesive teams and to guide decision-making and plans.</p> <p>Decision Making</p> <p>Uses the team process to identify all critical issues and gain acceptance of a particular course of action; identifies tasks and clearly defines accountabilities; uses effective interpersonal skills and demonstrates determination in achieving desired outcomes</p>
Agile mind	<p>Functional Planning</p> <p>Translates Business Plans into Team Plans and Work Programmes; provides clarity and focus of effort through effective planning; allocates resources (i.e. human, capital, financial); develops and utilises processes to monitor progress and contingencies.</p> <p>Operational Analysis and Decision Making</p> <p>Sees the ‘whole’ and the complexity of connections (this is a “systems thinking” approach to decision making); engages in thorough analysis of team effectiveness through gathering relevant information; takes into account factual information, logical assumptions, resources, potential risks and opportunities; makes timely, sound decisions.</p> <p>Situational Awareness</p> <p>Keeps abreast of science, political, economic, social and commercial imperatives and trends relative to their area of business; recognises opportunities and risks and responds appropriately.</p> <p>Work Management</p> <p>Manages own workload by prioritising work goals, requirements and areas of opportunity.</p>
Emotional intelligence	Communication

Capability Area	Competencies
	<p>Conveys information and ideas through a variety of mechanisms in a manner that engages key audiences and reflects the Department's Vision, Values and Strategic Direction. This may include speaking, writing and listening and covers both formal and informal situations.</p> <p>Fostering Initiative/Innovation</p> <p>Develops new, innovative yet practical ideas, rethinking how to approach work. Takes action to achieve results beyond what is normally called for; looks for opportunities to improve own and the organisation's performance. Fosters an environment conducive to the generation of new and novel ideas.</p> <p>Iwi, Stakeholder, Business and Community Focus</p> <p>Understands the needs of iwi, stakeholders, business and community; ensures they are listened to by self and others; ensures understanding of the rationale for decisions /findings made.</p> <p>Personal Effectiveness</p> <p>Maintains effective performance even when under pressure, (such as time pressure, shifting/conflicting priorities or job ambiguity), when facing opposition from others or in an uncertain environment.</p> <p>Self Awareness</p> <p>Recognises one's emotions and feelings and their effects; recognises the impact of own behaviour on others; acts professionally at all times.</p>
<p>Skilled use of relevant knowledge</p>	<p>Health and Safety Management</p> <p>Proactively promotes a culture where health and safety are seen as integral to success. Is aware of and takes into account conditions that affect own and others' health and safety.</p> <p>Knowledge Management</p> <p>Manages knowledge and information to ensure it is secure and to enable appropriate access by others in the organisation.</p> <p>Learning Agility</p> <p>Acquires, understands and applies new job-related information, knowledge and skills in a timely manner.</p> <p>Technical Skills and Knowledge</p> <p>Is skilled at inspiring, motivating and directing teams</p> <p>Has excellent people skills and a strong drive for results through collaboration</p> <p>Knowledge and experience of conservation management, including natural and historic heritage, community and visitor aspirations</p>

Capability Area	Competencies
	<p>Excellent communicator, verbally and in writing</p> <p>Highly skilled at inspiring other to act</p> <p>Sound appreciation and understanding of value exchange opportunities with community groups, iwi and businesses</p> <p>A high level of competency in the use of scheduling and monitoring tools available through our planning system</p> <p>Is competent at maintaining organisational standards and processes</p> <p>Working with Maori</p> <p>Is comfortable engaging and working in partnership with iwi and tangata whenua and demonstrates an understanding of the implications of the Treaty on today's society and conservation</p>

Relationships

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

Internal groups	
Managers and their staff in Operations (incl PPL & Planning), Partnerships, staff and managers in other Groups	Collaborate with managers and staff in Operations (particularly the Improvement and Statutory Managers, the Operations Planning team and PPL), Partnerships, Shared Service teams and staff in other Groups to ensure you have positive and productive relationships and that integrated solutions are achieved.

External groups	
Whānau, hapū and iwi Conservation Boards Councils, community groups, businesses Conservation groups Local land owners Conservation project partners Other Government Agencies Non-government organisations (NGOs) Industry associations	<p>Have positive and productive relationships with external groups.</p> <p>Engage effectively in partnership initiatives (alongside the Partnership team) to enable value exchanges and growth in conservation</p>

Authorities

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