

POSITION DESCRIPTION

Oranga Tamariki—Ministry for Children



Title:	Executive Director Transformation and Strategic Alignment
Group:	Office of the Chief Executive
Reports to:	Tumu Whakarae Chief Executive
Location:	National Office, Wellington
Status	Fixed term (TBC)
Term:	24 months
Total Staff:	Direct Reports – 67
Budget:	Yes

PUBLIC SECTOR PURPOSE STATEMENT

Ka mahi tahi 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.

You can find out more about what this means at (<https://www.publicservice.govt.nz/about-us>)

OUR ORGANISATION

About us	Oranga Tamariki—Ministry for Children is dedicated to supporting any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. We also work with young people who may have offended or are likely to offend. Our belief is that in the right environment, with the right people surrounding and nurturing them, any child can, and should flourish.
Our vision	New Zealand values the wellbeing of tamariki above all else.
Our purpose	To ensure that all tamariki are in loving whānau and communities where oranga tamariki can be realised.
Our core outcomes	<ul style="list-style-type: none">- All children and young people are in loving families and communities where they can be safe, strong, connected, and able to flourish.- Improved outcomes for all children, especially tamariki and rangatahi Māori.

**The Oranga
Tamariki way**

We're introducing a new way of doing things. A way of looking at the world that guides everything we do:



POSITION PURPOSE

Reporting directly to the Chief Executive and working in close partnership with the Executive Leadership team, the Executive Director Transformation plays a pivotal role in shaping and delivery the organisations transformation agenda. A trusted advisor and integrator across the executive, this role ensures alignment of enterprise-wide initiatives with the organisation's long-term vision, fostering a cohesive and high-performing leadership environment. The Executive Director brings a whole-of-organisation perspective to transformation, enabling the Chief Executive and ELT to make informed, future-focused decisions that drive sustainable change and performance.

The Executive Director ensures that transformation initiatives are prioritised, sequenced, and delivered in alignment with organisational strategy, while maintaining strong governance and risk management practices. They champion a culture of continuous improvement, lead cross-functional integration, and ensure that planning and optimisation efforts support sustainable, high-performance outcomes. In collaboration with the executive leadership team, the Executive Director plays a critical role in shaping the organisation's future direction and enabling successful delivery of complex change.

DIMENSIONS

Financial Delegations	Refer to the Financial Delegations Policy
Human Resource Delegations	Refer to the HR Delegations Policy
Special Requirements	Nil

KEY ACCOUNTABILITIES

Key Result area	Key Accountabilities
<p>Strategic Leadership: Navigating for the Future, give effect to the now</p> <p>You will position your area of responsibility to define and respond to the future. You will work effectively with others to determine what the future should look like – and how to get there. In practice this will look like:</p>	<ul style="list-style-type: none"> – Working alongside others, in preserving, developing and maintaining effective Māori-Crown relationships. – Understand the full breadth of what the organisation delivers and the strategic and political context in which it operates. Know the risks and opportunities that lie ahead and bring these ideas to be tested and challenged in strategic conversations. – Leading with clarity and intent to foster a culture of continuous improvement and innovation. – Strengthening governance and decision-making processes to support strategic alignment and accountability – Embedding robust business planning practices that translate strategic priorities into actionable outcomes. – Participate meaningfully in cross-organisation strategic discussions basing reasoning and priorities on sound evidence and insights. – Ensure group strategies and plans are developed and implemented that are consistent and align to the organisation's plans and intent and that change is managed effectively. – Actively manage relationships with external stakeholders, other teams and groups across the organisation. You will represent and promote Oranga Tamariki externally to support, explain and build the overall reputation and performance of Oranga Tamariki. – Lead the development, implementation, and ongoing review of employee engagement and organisational culture plans across the organisation. – Promote and encourage group/team responsibility and buy-in to the purpose, vision and culture of Oranga Tamariki.
<p>System Leadership: Stewardship Leadership that builds sustainability, resilience and connections.</p> <p>You ensure capabilities, assets and initiatives are built with the future of the Ministry in mind. You know when and how to use relationships, ICT, financial, supply market, and people levers. You make decisions for the good of the Ministry for the long-term. In practice this will look like:</p>	<ul style="list-style-type: none"> – Lead the organisation's engagement with our Treaty partners in a way that responds to both Māori communities and the Crown and that delivers improved outcomes. – Direct the delivery and performance of organisation-wide and external initiatives and represent Oranga Tamariki in relation to these initiatives. – Establish and lead external relationships with key stakeholders extending the influence of Oranga Tamariki and provide trusted advice and services to the Chief Executive and Minister(s). – Work with senior leadership colleagues to direct and lead an integrated, value-for money, consistent and customer-focussed service by Oranga Tamariki. – Lead the provision of high-quality advice on specialist matters and issues and ensure that organisational risks are identified, and mitigation strategies implemented. – Direct and lead managers and staff to build and maintain quality relationships across the organisation to encourage cooperation and support and discourage silos.

Delivery Management: Making it Happen

Leadership that delivers results. You make sure that things happen by translating strategy into action. You focus on getting things done, with and through others – knowing which key decisions you need to make, where to influence, when to collaborate, and when to delegate. You create strong teams that deliver results and own service quality and development. In practice this will look like:

- Be deliberate in creating opportunities to engage with and deliver in partnership with Māori when designing and developing work that supports the protection and care of children.
- Translate strategy into a multi-year view of what will be delivered by your group/team. Ensure plans are well understood and socialised with your colleagues – embrace collective problem-solving. Go above and beyond to take responsibility for successful collective delivery.
- Lead the development, implementation, and ongoing review of employee engagement and organisational culture plans across the organisation.
- Lead the development of the group's work programme and ensure alignment with the organisational and other groups' strategies and plans.
- Actively lead and participate in discussions about business group work plans, priorities and decision-making. Ensure an inclusive approach to decision-making so work activities that provide the biggest positive impact on organisational services are prioritised. Take responsibility for and promote the decisions made.
- Ensure plans dovetail with and support plans of other functions across the organisation to reinforce 'one organisation'. Be clear about how your teams' work interconnects with other teams and ensure approaches are in place to support each other deliver with impact.
- Lead the delivery, monitoring and review of all your group's services and support across the organisation to ensure services are fit-for-purpose. Actively put in place channels that enable teams to keep their finger on the pulse of effectiveness, and ways of working to respond to feedback and make improvements.
- Lead the forecast and allocation of work across your team. Ensure workloads are pro-actively managed and agile to respond to changing needs. Hold your team to account for delivery including from a cross-organisation perspective.
- Establish and oversee overall group and functions and measure the achievement of goals and outputs, ensure risks are addressed and adapt and reprioritise where appropriate.

Talent Management: Identifying and Developing our Talent

Leadership that builds people capability. You attract, retain and develop individuals with the attitude, skills and potential to deliver results – for today and tomorrow. You create positive work environments and figure out what people need to deliver results and how to get the best out of them. You will lead on driving diversity and inclusiveness. You will drive Te Ao Māori. In practice this will look like:

- Support the development and implementation of programmes to develop confidence and capability in te reo, tikanga and the Treaty of Waitangi. Build organisational knowledge of why and how Te Ao Māori needs to be at the centre of our work. Lead by example.
 - Lead, direct and support managers and staff, setting clear, stretching and achievable expectations and reviewing and directing continuous improvement.
 - Drive and support initiatives that grow and develop talent for the future for both the organisation and the wider public service.
 - Lead and support managers and staff to develop competencies, skills, knowledge, and capabilities to enhance individual, team and group effectiveness and performance, and support succession and progression.
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- Lead your group's performance to the next level. Understand team dynamics and how to leverage these for overall team effectiveness.
- Provide coaching, support and feedback on performance to managers and staff to shift and improve overall organisational performance. Able and prepared to hold difficult conversations.
- Lead and model behaviours and attitudes that drive a high performing, inclusive and supportive professional culture.

KEY RELATIONSHIPS

FOCUS	RELATIONSHIP	PURPOSE
Internal	Chief Executive and Deputy Chief Executives	Provide professional advice and guidance to the Chief Executive and Executive Leadership Team. Translate and implement overall strategy at a functional level, driving business planning and delivery.
	General Managers Regional Managers Other Oranga Tamariki staff	Ongoing professional working relationships. May provide/receive key services and support. Work cooperatively on issues/projects for the benefit of the agency, services, tamariki and whānau.
External	Ministers	Provide professional advice. Support the CE in managing relationship and responding to direction from the government of the day.
	Sector and Community	Build and maintain relationships across the sector and communities nationally to drive and develop locally led ways of working.
	Central agencies and other monitoring agencies (PSC, DPMC, Treasury, Audit NZ, etc)	Manage public sector accountability relationships. Respond to requests and reporting. Negotiate, discuss and agree key business issues and implications on the organisation and wider sector.
	Sector agencies including: <ul style="list-style-type: none"> – Ministry of Social Development – Ministry of Health – Ministry of Education – Ministry of Justice – NZ Police 	Lead, represent and negotiate organisational and sector interests. Keep informed on issues affecting tamariki.
	Wider public sector	Manage external relationships. Promote and positively represent Oranga Tamariki. Collaborate to provide and supply resources, advice and support. Provide networks and access for managers and staff to further support services.

PERSON SPECIFICATION

Qualifications	<ul style="list-style-type: none"> – A relevant tertiary qualification or equivalent relevant experience is essential – Completed study in public sector and/or senior executive management is preferred – A clean, current driver's licence is essential and a willingness to drive the Ministry's vehicles
Other requirements	<ul style="list-style-type: none"> – Membership and/or affiliation to relevant professional associations where required – Willingness to travel within New Zealand to fulfil the requirements of the role
Experience, Knowledge and Skills	<ul style="list-style-type: none"> – Proven experience in leading major change management initiatives in more than one public sector organisation affecting a significant percentage of staff within the organisation or group, impacting across the organisation. – Has led and sponsored change processes transitioning larger groups of employees through a process to shift organisational performance, operating model and culture to improve the overall performance of the organisation. Has led these processes from initial inception, through design, implementation, and consolidation. – Demonstrate understanding of, and commitment to, and has actively worked to shift and change the way in which people, teams and organisations works over time which responds effectively to: <ul style="list-style-type: none"> ○ Oranga Tamariki Cultural Competency Framework ○ Principles of Te Tiriti o Waitangi ○ Mana tamaiti, whakapapa and whanaungatanga principles ○ Knowledge and understanding of tikanga Māori ○ Demonstrated experience in applying cultural frameworks in a meaningful way. – Experience as a member of a leadership team in two or more public sector organisations, driving culture and change across all aspects of the organisation. – Has managed and built effective relationships across a sector/industry etc building and maintaining strong stakeholder relationships in at least two different settings, industries or sectors. – Knowledge and/or experience of contemporary issues in the delivery of social services and how organisational capability services can support transformation efforts. – Thorough experience and understanding knowledge of machinery of government and significant experience of working in a public sector environment balancing diverse demands and issues. – Extensive change management experience at a senior level, leading whole-of-organisation change over multiple functions, groups and teams to bring about significant shift in culture, operating models and processes in more than two other public sector organisations – In-depth knowledge and experience in applying current change theory and practice. – Excellent project and programme management experience and knowledge

Competencies	Description
Leading People	<ul style="list-style-type: none"> – Inspire, motivate and guide others to achieve organisational goals – Encourage and facilitate cooperation across the organisation to develop a common purpose. – Coaching, mentoring, rewarding and guiding employees. – Act with integrity and honesty, fostering a high standard of ethics and instil mutual trust and confidence.
Leading Change	<ul style="list-style-type: none"> – Develop and implement a vision for the organisation that aligns with the Ministry's core values and fosters an environment where this can be achieved. – Able to organise and plan across a range of competing and complex issues and demands and establish a clear and organised path to resolve the more complex matters and work through the issues. – Intellectually curious, analytical, and conceptually agile and experienced in dealing with complex business issues and change.
Building and Managing Relationships	<ul style="list-style-type: none"> – Exceptional communications skills, able to communicate effectively including oral and written forms and across several channels including dealing with the media and operating in public forum. – Ability to influence an audience, group or individual; build and maintain rapport with others and show empathy, respect, and consideration. – Build strong and meaningful relationships across a diverse range of partners, community, staff, agencies and interested groups and individuals.
Leading the Business	<ul style="list-style-type: none"> – Understanding and appreciation of cross-cultural issues and concerns knowledge of tikanga Māori, and Pacific peoples' culture. – Understanding of and skills in working through policy, machinery of government and public services processes at a senior level. – Strong business and commercial or economic skills. Understands how to apply business levers including finance, resources and people to improve performance. – Works collaboratively and actively seeks to build relationships for the advancement of group and organisational objectives and outcomes.
Technical Competencies	<ul style="list-style-type: none"> – Executive change agent who seeks buy-in and commitment from others and able to lead and deliver complex and large-scale processes with significant impact on people, resources and time.