Unit Manager, Enterprise Planning and Performance (12 month Fixed Term)
Strategy and Performance Division

The Strategy and Performance Division (SAPD) links strategy, planning, resourcing and performance to help the Ministry maximise its collective impact. The Division is responsible for Ministry-wide strategic direction underpinned by strategic assessments; strategy and policy development and practice; enterprise planning; monitoring, evaluating and reporting on performance; and linking resourcing to strategic intent. It supports the SLT Strategy and Policy and Resources Committees.

This Unit Manager role leads a small team that delivers the Ministry’s enterprise planning and performance functions. It works closely with other parts of the Division to capitalise on synergies among its functions. Key responsibilities include maintaining a fit for purpose strategic framework, providing a planning system that turns our strategy into coherent action across the Ministry, and delivering a performance system that enables the Ministry to assess the difference we are making for New Zealand.

You will have an opportunity to use your expertise in:
- Enterprise planning
- Business and programme management
- Enterprise performance monitoring and reporting
Position Description

Position Title
Unit Manager, Enterprise Planning and Performance

Division
Strategy and Performance Division

Group
DCE

Location
Wellington

Reports to
Divisional Manager

Last Review Date
August 2018

About the Ministry
The Ministry of Foreign Affairs and Trade (the Ministry) acts in the world to make New Zealanders safer and more prosperous. We do this by building connections with and influencing other countries to advance New Zealand’s interests, project New Zealand values and secure the outcomes that matter to New Zealand. We pursue the Government’s international priorities and provide advice to the Government on the implications for New Zealand of what is happening in the world.

Our work contributes to New Zealanders’ wellbeing in the following ways:

- Kaitiakitanga: Generations of New Zealanders benefit from sustainable solutions to global and regional challenges;
- Prosperity: New Zealanders have better job opportunities and incomes from trade, investment and other international connections;
- Security: New Zealanders are able to live, do business, travel and communicate more safely at home and offshore;
- Influence: New Zealanders have confidence their country can influence others on issues that matter for them now and in the future.

Our values are:

Impact
• We achieve for New Zealand, everyday, everywhere

Kotahitanga
• We draw strength from our diversity

Courage
• We do the right thing

Manaakitanga
• We honour and respect others
Diversity and Inclusion

We aspire to be a workplace that values and utilises diverse and inclusive thinking, people and behaviours. This means that our staff reflect the diversity of New Zealand and the countries we work in, and that the contributions of staff with diverse backgrounds, experiences, skills and perspectives are valued and respected.

About the Division

The Strategy and Performance Division (SAPD) links strategy, planning, resourcing and performance to help the Ministry maximise its collective impact. The Division provides a combination of expertise and systems across its areas of responsibility: Ministry-wide strategic direction underpinned by strategic assessments; strategy and policy development and practice; enterprise planning; monitoring, evaluating and reporting on performance; and linking resourcing to strategic intent. The Division supports two Senior Leadership Team governance committees (Strategy and Policy, and Resources).

About the Position

This Unit Manager role leads a small team that delivers the Ministry’s enterprise planning and performance functions. It works closely with other parts of the Division to capitalise on synergies among its functions. Key responsibilities include maintaining a fit for purpose strategic framework, providing a planning system that turns our strategy into coherent action across the Ministry, and delivering a performance system that enables the Ministry to assess the difference we are making for New Zealand.

The role involves applying planning and performance expertise in an organisation that is operating in a complex and dynamic global environment and is committed to delivering value to New Zealanders from our work. Building strong relationships that will support robust conversations is critical to the role.

As well as delivering and continuously improving cross-Ministry systems and supporting the Senior Leadership Team’s governance functions, there is opportunity to develop the team’s role in building capability throughout the organisation for assessing the impact of our work. This role is currently being filled on a 12 month fixed term basis while the Division scopes the provision of an evaluation function for the Ministry’s work beyond the Pacific and Development Group.

The Ministry supports a range of flexible work options as the default setting for all positions.

Delegations

The position is responsible for the management of a team of two staff. The position’s full delegations are set out in the Schedule of Delegations. These include:

Human Resources
- Recruitment of all divisional staff in adherence with Ministry policy

Financial
- As delegated by Divisional Manager

Relationships

The position is required to build and maintain the following relationships:

Internal (within MFAT)
- Divisional Manager
- Direct reports
- Other Division staff
• Office of the Chief Executive
• Chair of Coordination and Performance Committee
• Senior Leadership Team
• Planning Leads
• Portfolio and Delivery Services Division
• Audit and Risk Division
• Finance Division
• Divisional Managers and other MFAT staff
External (outside MFAT)
• Audit New Zealand and Office of the Auditor-General
• Central agencies
• Other government departments and agencies
• Service providers

Key Accountabilities
The following key accountabilities of this role assist in delivering the Ministry’s vision and mission.

Role specific

Strategic Framework
• Undertake the design/maintenance of a fit for purpose Ministry Strategic Framework
• Coordinate periodic updates of Strategic Framework content

Enterprise planning
• Lead the design/maintenance of a fit for purpose planning system and support the organisation in understanding and implementing it
• Oversee the annual Ministry-wide business planning process
• Oversee the development of key strategic planning documents including the Strategic Intentions and the Four Year Plan

Enterprise performance monitoring and reporting
• Lead the design/maintenance of a fit for purpose system for assessing strategic performance and support the organisation in understanding and implementing it
• Lead the provision of enterprise performance advice and insights to the Ministry’s Senior Leadership Team and its Coordination and Performance Committee
• Oversee production of the Ministry’s Annual Report
• Coordinate and monitor implementation of PIF Reviews
• Ensure robust performance evidence is available for public accountability and internal improvement purposes
• Lead provision of advice, training, support and tools to improve the Ministry’s ability to assess the impact of its work including through promotion and demonstration of best practice
• Contribute to scoping of a Ministry-wide evaluation function in 2018/19

People Leadership
• Recruit, retain and develop high performing staff to ensure the Ministry has the necessary expertise required by their team
• Manage staff so they are empowered to make decisions, while consulting on issues that need wider consideration
• Ensure effective flow of information occurs both vertically and horizontally, within the division and group, including post/s, and across the Ministry
• Build strong team spirit and level of engagement, acknowledging team contribution and achievement as appropriate
• Ensure the performance management framework is implemented for self and team members, actively managing both strong and poor performance
• Formally coach and mentor team members by fostering high standards in the quality of outputs and ensuring a culture of learning, sharing experiences and constructively challenging thinking
• Using the Learning and Career Development Framework, policies and programmes, identify and encourage team members to develop specialised skills, knowledge and experience in priority areas as required to deliver the Ministry’s Strategic Framework
• Provide opportunities and support staff to lead delegations offshore and to represent the Ministry onshore

Business and Programme Management
• Lead the unit’s delivery of its planned and agreed activity stream to realise its strategic priorities and high level outcomes
• Manage the unit’s programme of work to ensure that resources are appropriately distributed and managed within budget
• Forecast, manage and monitor the unit’s budget and report against variances
• Lead the preparation and implementation of the unit’s strategic and business planning processes

Relationship Management
• Develop and influence a clear map of relationships with decision-makers, policy-makers and thinkers that advance the division’s objectives
• Develop and maintain relationships with key internal and external stakeholders in order to advance the division’s objectives
• Ensure that the unit’s network is regularly reviewed and refreshed in light of developments in strategic priorities

Ministerial Servicing
• Ensure the unit’s input to the Executive Services Division is given the necessary priority and meets the high standard required

Organisational Responsibilities
• Demonstrate and lead alignment with the organisation’s values, goals, policies and procedures
• Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders
• Actively input into and support the Ministry’s Strategic Framework
• Foster strong working relationships across the Ministry
• Contribute to Ministry-wide projects and emergency response situations
• Apply tikanga and Treaty of Waitangi principles, ensuring staff also have a good understanding and are able to apply the Ministry Māori dimension in a way that is relevant to the context of our business and underpinned by Ministry values
• All other duties as requested by the employer

Knowledge Management
• Contribute to the continuous development of the Ministry’s knowledge base by using the Ministry’s internal systems, sharing information and data with relevant internal stakeholders, including contributing to/presenting at internal learning and development opportunities

Health and Safety
The Ministry is committed to providing a safe, healthy and secure working environment for all staff, contractors and other workers, both on and offshore.
As a manager you are required to demonstrate leadership of all health and safety matters for your area of responsibility. This means ensuring that the Ministry complies with its obligations under the Health and Safety at Work Act 2015 (Act) and that workers are operating in an environment where health and safety hazards and risks are appropriately identified, eliminated and mitigated, so far as is reasonably practicable.

You are responsible for:

- ensuring that health and safety resources and processes are in place and are being appropriately used
- engaging with staff, and contractors to enable proactive participation in matters related to health and safety
- ensuring that health and safety hazards are identified (in consultation with staff), that controls are in place, that associated risks are being assessed and regularly reviewed, and an action plan determined to eliminate or mitigate the risks so far as reasonably practicable
- implementing the agreed actions to eliminate or mitigate the assessed risks and monitoring and reviewing progress
- ensuring that the group or event hazard and risk register documents are regularly updated and controls are regularly reviewed
- ensuring that all health and safety incidents, illnesses, injuries, near misses are immediately reported through the HR Kiosk and followed-up
- ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your manager.

**Qualifications, Skills, Knowledge and Experience**

You must have the following qualifications, skills and experience:

- Relevant tertiary qualification
- Significant experience in developing and leading implementation of enterprise planning and performance systems, preferably in the public sector
- Experience of leading strategic planning in complex environments and organisations
- Knowledge of central agencies’ planning, review and benchmarking approaches
- Experience of leading production of planning and accountability documentation
- Knowledge of evaluation practice
- Demonstrated leadership and management acumen. This includes:
  - Ability to bring out the best performance in others, including setting expectations, providing feedback, encouraging high performance, and addressing underperformance
  - Ability to coach and develop people, to ensure that staff have the right skills to do their jobs well and progress in their careers
  - Shows the drive and resilience to lead proactively and deliver sustainable high performance
  - Demonstrates the drive and ability to improve own capability. Includes self-awareness and self-improvement focus
  - Ability to lead, implement and champion organisational change
- Ability to think strategically and contribute to group decision making
- Ability to build, maintain and leverage relationships with key internal and external contacts
- Excellent written and verbal skills
- Ability to work effectively with a diverse group of people from a range of cultures and backgrounds
- Strong project management skills, planning and organising skills, and the ability to manage a work programme
- Strong understanding of tikanga and Treaty of Waitangi principles
• A strong understanding of the Machinery of Government and the Government decision making process
• Financial and business planning skills and knowledge desirable
• Strong qualitative and quantitative analytical skills
• Ability to work effectively with colleagues across the group and wider
• A high level of judgement and decision making skills

Additional Comments
You must also:
• Hold New Zealand citizenship
• Be able to obtain and maintain an appropriate New Zealand Government security clearance