

Position Title - Ingoa Tūranga

Unit Manager EPMO (402045)

Group - Puni

People and Operations Group

Division - Tānga

Enterprise Connections

Reports to - Menetia

Divisional Manager, Enterprise Connections

About the Public Service - Mō te Ratonga Tūmatanui

Mahi tōpū ai ngā Kaimahi Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act 2020 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 ē anamata ki te whakawhanake, ki te whakatinana hoki i ā rātou kaupapa here; ko te tuku i ngā ratonga tūmatanui e nui ana te kounga, 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 hāpori, 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 2020 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.

About the Ministry - Mō te Manatū

The Ministry of Foreign Affairs and Trade (the Ministry) acts in the world to build a safer, more prosperous and more sustainable future for New Zealanders. 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 the wellbeing of New Zealanders 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.

Diversity and Inclusion - Kanorau, Kauawhi

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.

Our values are:

- **Impact:** We achieve for New Zealand, every day, everywhere
- **Kotahitanga:** We draw strength from our diversity.
- **Courage:** We do the right thing
- **Manaakitanga:** We honour and respect others.

The Ministry recognises the importance of staff having flexibility around work hours and working arrangements to maintain a work/life balance. In turn there may be some situations where the Ministry's business deliverables require staff to be available during certain hours of the day or for longer periods to meet a temporary surge in work requirements.

About the Position - Mō te Tūranga

The Enterprise Connections Division provides enterprise-level advice and guidance to the Ministry on Investment, Change, Business improvement, and global NZ Inc. connections, to ensure strategic alignment with Ministry goals. With an enterprise view of all change across the Ministry including business, process, and NZ Inc. initiatives impacting both onshore and the offshore network, the division is the lead adviser and centre of excellence on change, governance, and how and when the Ministry can achieve best outcomes. The Division consists of three business units with an enterprise level focus across portfolios of investment, business process, and NZ Inc. which work together to provide enterprise-wide advice to the Ministry.

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The Unit Manager – Enterprise Portfolio Management Office provides thought leadership, expertise and advice to strategies, work programmes and governance committees on investment decisions and achievement of outcomes for the Ministry.

The Unit Manager – Enterprise Portfolio Management Office is responsible for advising senior leaders and internal business groups on Portfolio related practices including investment planning, performance reporting, prioritisation and building of project, programme and portfolio (P3M) capability.

Key Accountabilities - Kawenga Matua

This position reports to the Divisional Manager and is a key business and people leader within MFAT. You work closely with your colleagues from across the organisation to form a broader leadership team, shaping and driving organisational performance.

You play a critical role in determining how your functional area works to reflect the strategic direction and are adept at working collaboratively with colleagues across the organisation to ensure, as a collective leadership group, work intersects in the right places for maximum impact.

You are integral to the thinking required to implement organisational shifts, and can bring teams, individuals and partners along on the journey of change. You will be instrumental in supporting the Leadership Team build a supportive organisational culture and model behaviours and values of MFAT.

The following key accountabilities of this role assist in delivering the Ministry's purpose:

Leadership

The EPMO is intentional about its Practice Leadership, Portfolio Governance and Change Visibility across its activities, by investing in functions that deliver improved project, governance, and capability outcomes.

The Unit Manager - Enterprise Portfolio Management Office leads the key supporting and enabling function for the delivery and governance of our multi-year transformation programme and leads a high performing team in support of this.

Role specific

- Providing strategic leadership to the EPMO ensuring an integrated, enterprise-wide approach across all functions that aligns investment decisions and delivery with MFAT's strategic priorities and outcomes.

- Lead the enterprise planning, prioritisation and delivery of programmes and projects, ensuring resources are focused on the highest-value initiatives and that delivery is coordinated, achievable, and outcome-driven.
- Ensure the Ministry's investment portfolio is robustly defined, prioritised and managed, with clear articulation of expected benefits, and that benefits are actively tracked and realised throughout delivery and into business-as-usual.
- Drive enterprise-wide change management frameworks, capability and insights, providing guidance and assurance to strengthen MFAT's ability to successfully deliver and embed change, enhance frontline readiness, and realise intended outcomes.
- Lift organisational maturity in portfolio, programme and project governance, including establishing fit-for-purpose frameworks, high-quality reporting and analytics, and enabling informed, timely decision-making at all levels of leadership.
- Act as a trusted strategic advisor to governance boards, sponsors and Senior Responsible Owners (SROs), building strong relationships and providing authoritative advice on investment decisions, delivery confidence, risk, and performance.

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 division is well-aligned with MFAT's organisational improvement objectives.
- 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 in terms of areas of responsibility 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 in terms of areas of responsibility to ensure that resources are appropriately distributed and managed within budget.
- With the Divisional Manager forecast and monitor the unit's budget and report against variances
- Assist with the preparation and implementation of the unit's strategic and business planning processes.

Relationship Management

- Develop and deliver robust advice through leading or working and advising on portfolio investment decisions to governance groups.
- Develop and maintain key relationships within the Ministry's groups and divisions responsible for delivering the Investment Portfolio
- Establish ongoing working relationships with Divisional, Deputy Secretary, Unit Managers and others responsible for delivery in the Ministry.
- Manage Public Sector accountability relationships such as with PSC, DPMC, Treasury, Audit NZ etc. Respond to requests and reporting.
- Develop working relationships with recruitment agencies and vendors, to promote MFAT in the market in order to secure top quality resources and support for portfolios.

Delivery Management

- Translate strategy into a multi-year view of what will be delivered by your functional 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.
- 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.
- Lead the delivery, monitoring and review of all your function'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 the EPMO 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.
- Support the development and implementation of programmes to develop confidence and capability in the Ministry of Foreign Affairs and Trade.

Organisational Responsibilities

- Understand the Ministry's strategic priorities and high-level outcomes framework and how this role contributes to the framework.
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders.
- Contribute to the preparation and reporting requirements of the Ministry's accountability documents.
- Using the Ministry's Capability and Leadership Frameworks, identify and participate in opportunities for learning and development, including through regular coaching and mentoring.
- Understand tikanga and Treaty of Waitangi principles and have sufficient appreciation of Te Reo Māori to be able to apply the Ministry Māori dimension, underpinned by Ministry values, in a way that is relevant to the context of our business.
- Identify and pursue opportunities to build specialised skills, knowledge and experience aligned with the Ministry's Strategic Framework.
- Contribute to Ministry-wide projects and emergency response situations.
- Be aware of and adhere to the Ministry's Health and Safety policies and procedures.
- 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.

Skills, Knowledge and Experience - Tohu Mātauranga, Pūkenga, Mātauranga, Wheako

- Experience in leading an EPMO or specialist function in a public sector organisation.
- Strong understanding of Treasury investment planning and management requirements (including business case development, investment governance, and assurance processes), with practical experience applying these within a government agency.
- Has managed and built effective relationships, maintaining effective stakeholder relationships over time.
- Knowledge of portfolio, programme and project management tools and methodologies.
- Highly developed ability to sequence large work programmes with multiple dependencies and arrange priorities with a view to maximising resource efficiency and achievability.
- Understanding of how to develop, promote and support a centre of excellence.

Relationships – Pātahitanga

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

Internal (within MFAT)

- Divisional Manager
- Asset owners
- Direct reports
- Resources and Investment Committee
- Finance Division
- Principal Adviser Strategic Investment
- Other MFAT staff, both onshore and offshore.

External (outside MFAT)

- Other government departments and agencies
- Business, academia, regional and international organisations and institutions, Māori and the wider community.

Delegations – Whakatautapatanga

These are set out in the Ministry’s Instrument of Delegation.
This role has up to five direct reports.

Mandatory Role Requirements - Whakaritenga Tūranga Whakahauanga

- You must hold New Zealand citizenship or Permanent Residency.
- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.

References

- **Ministry’s Strategic Intentions 2024-2028**
Available here: <https://www.mfat.govt.nz/en/about-us/our-strategic-direction/>