

## Role Description

### Role Details

Title	Operations Manager
Manager Title	Director, Regional Operations
Group	Regional Operations
Date	February 2024
Approved By	Deputy Director-General, Regional Operations

### Public Service

Ka mahitahi mātou o te ratonga tūmatanui 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.

### About DOC

The Department of Conservation *Te Papa Atawhai* (DOC) protects and sustains nature for current and future generations. Our purpose is to ensure that Papatūānuku thrives. We do this by:

- Protecting land, species, ecosystems, and cultural heritage for conservation purposes
- Managing threats and adverse impacts
- Being a voice for conservation
- Connecting people to nature

All New Zealanders have a role in keeping nature healthy. We partner with whānau, hapū and iwi and collaborate with commercial partners, NGOs, volunteers, and government agencies to improve conservation outcomes.

### Role Purpose

This purpose of this role is to lead integrated delivery of conservation outputs at place.

## Key working relationships

Internal	External
Managers and their staff in Operations Staff and managers in support services and technical advisory roles	Whānau, hapū and iwi Conservation Boards Councils, community groups, businesses Conservation groups Landowners Conservation project partners Government agencies & non-government organisations (NGOs) Industry associations

## General

Employees are required to respond to DOC's changing needs, performing other tasks as reasonably required.

DOC may make reasonable changes to the role in consultation with the role holder. This could include adjustment of the allocation of portfolios and responsibilities among members of the Group leadership from time to time.

As a leader you are visible, open, and engaging, proactive, and agile. You move towards problems and challenges and not create barriers or assume something is someone else's responsibility.

You are required to maintain a strict sense of personal ethics, maintain confidentiality and privacy, and abide by DOC's Code of Conduct.

## Key Accountabilities

Accountability	This includes....
Operations management	Ensuring work sites are well managed and staff are supported to work effectively Identifying and managing key relationships at place with Treaty partners, community, business, and others Developing, monitoring and adapting a 1-3 year plan which integrates DOC work at place and is aligned with the Department's overall plan Ensuring statutory obligations arising from section 4 and from Treaty settlements are met Exercising good judgment in making statutory decisions 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

Accountability	This includes....
	<p>Monitoring and assessing the effectiveness and efficiency of output delivery and ensuring appropriate controls are in place for quality and cost</p> <p>Undertaking the Deputy Principal Rural Fire Officer role for your location as directed</p>
Delivery and improvement	<p>Leading the team to ensure effective integrated delivery of high-quality conservation outputs at place</p> <p>Ensuring prioritised step-change growth initiatives are delivered effectively at place</p> <p>Creating a strong safety-first environment, ensuring there is a positive safety culture and consistent safety practice across all work sites</p> <p>Shaping a culture which values:</p> <ul style="list-style-type: none"> <li>• Safety for staff, visitors, and volunteers</li> <li>• Continuous improvement</li> <li>• Team process</li> <li>• Partnership with iwi</li> <li>• Working with community, business, and others</li> </ul> <p>Providing specialist knowledge and support on local conservation activities to the Director, Operations</p> <p>Working with colleagues across the Department to deliver on goals and work plans</p> <p>Working with peers to share knowledge and best practise</p> <p>Identifying critical issues and risks and ensuring they are effectively managed</p> <p>Scanning the external environment for information, trends, best practices, and innovations</p> <p>Initiating, supporting, and implementing continuous improvement and innovation</p> <p>Contributing to improvement and conservation growth</p> <p>Assisting peers and their teams to learn effectively from experience</p>
Team leadership	<p>Leading and supporting employees to ensure a high performing and capable team</p> <p>Ensuring suitable ranger capacity and capability is available to implement significant step-change growth projects</p> <p>Setting expectations with staff including clear definitions of success</p> <p>Providing constructive and robust feedback to staff and team leaders</p> <p>Investing in staff development, particularly Supervisors and Senior Rangers to enhance capability and performance</p>

Accountability	This includes....
	<p>Supporting the creation of an inclusive culture</p> <p>Encouraging the team to draw upon diverse strengths and perspectives</p> <p>Supporting the learning and development of the team to ensure identified capability requirements are met</p> <p>Directing and supporting team members to collaborate</p>
Supporting group outcomes	<p>Contributing to the setting of team or directorate priorities, ensuring alignment of activities and resources</p> <p>Providing leadership across the directorate</p> <p>Supporting the Director and Managers with specialist knowledge and expertise</p>
Working with others	<p>Managing conservation assets and supporting the implementation of value exchanges with partners</p> <p>Placing strong emphasis on positive, collaborative relationships internally and externally</p> <p>Positively representing the Department and reinforcing DOC's strategy</p> <p>Engaging with stakeholders to share information, build relationships, and identify critical issues and opportunities</p> <p>Providing regular updates on key outcomes and undertakings for internal and external audiences</p> <p>Participating in engagement and feedback activities and ensuring feedback is incorporated into the team's work</p>
Treaty partnership	<p>Ensuring DOC operates as an honourable Treaty Partner by identifying the impact of the team's work on Māori and building team awareness and capability</p> <p>Establishing networks with iwi and Māori who are interested in or impacted by the work of the team</p> <p>Identifying appropriate methods and leading engagement processes</p> <p>Ensuring co-design with Māori is undertaken when required</p> <p>Ensuring different ways of working are supported, institutional bias and stereotypes are not reinforced</p>

## Capability

Capabilities Required	
Specialist skills, knowledge, and qualifications	<p>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> <p>Excellent communicator, verbally and in writing</p>

Capabilities Required	
	<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>Competent at maintaining organisational standards and processes</p>
People leadership	<p>Skilled at inspiring, motivating, and directing teams</p> <p>Leads and manages using effective role modelling, delegation, and performance management skills</p> <p>Leads by example, guiding people to be disciplined and considered</p> <p>Understands the impact of own actions</p> <p>Sets clear team objectives and expectations</p> <p>Monitors and strengthens management team cohesion and performance, focuses direct reports on achieving shared objectives</p> <p>Coaching and mentoring skills</p>
Treaty partnership	<p>Understands the impact DOC and the wider public sector/government has on the Māori-Crown relationship</p> <p>Comfortable engaging and working in partnership with iwi and tangata whenua</p> <p>Understands the obligations of the Crown under the Treaty of Waitangi as this relates to area of work</p> <p>Aware of the differences between Māori and non-Māori world views and knows how to access more knowledge</p> <p>Understands how Treaty settlement commitments impact area of responsibility</p> <p>A sound understanding of te ao Māori, te reo me ngā tikanga Māori</p>
Collaboration and organisation leadership	<p>Works effectively to solve problems, gains trust easily and supports peers</p> <p>Demonstrates and fosters collaboration across teams</p> <p>Proactively informs, and provides frank advice on sensitive issues</p> <p>Has a broad understanding of government processes and politics and key interfaces with government and other public sector agencies</p> <p>Communicates clearly and with impact, and inspires, motivates, and influences others</p> <p>Fosters culture of innovation, drives system and process improvements</p> <p>Leads cross-functional work and contributes to wider organisational outcomes</p>
Delivering results	<p>Plans and organises work to achieve required deadlines</p>

Capabilities Required	
	<p>Manages and delivers on diverse work priorities, effectively allocating time and resources</p> <p>Manages risk effectively through appropriate identification, categorisation, and evaluation and/or mitigation</p>
Relationship management, interpersonal and communication skills	<p>Works cooperatively and collaboratively with others; builds relationships with stakeholders and partners</p> <p>Connects with others, builds trust and listens</p> <p>Shares information proactively and seeks to support others</p> <p>Communicates clearly and sensitively with a wide range of audiences</p> <p>Gains active participation and/or support for initiatives, from senior leaders, staff, and senior stakeholders</p>
Decision making and reasoning	<p>Integrates wide ranging information to support effective decision making</p> <p>Seeks different perspectives to check for and mitigate unconscious bias</p>
Commercial and financial management	<p>Budget management skills</p> <p>Commercial experience and expertise</p> <p>Negotiation skills</p>

You are required to comply with the standard operating requirements of DOC, i.e., you must comply with the financial, health and safety, legal, people and other delegations set out in Standard Operating Procedures, policies, and instructions (refer to the Intranet for further information).