

## Manager International Development and Engagement

<b>Date</b>	April 2019
<b>Location</b>	Wellington
<b>Reporting to</b>	Assistant Ombudsman Compliance and Practice
<b>Responsible for</b>	Leading the design, delivery and evaluation of an international development and engagement strategy and work programme that will enable the Chief Ombudsman to deliver upon his international vision; and leadership and oversight of the team
<b>Direct reports</b>	Will lead a small team to be created as part of the development of the International Development and Engagement Plan
<b>Authorisations/ Delegations</b>	Exercises authorisations/delegations agreed by the Chief Ombudsman
<b>Key relationships</b>	<p>Chief Ombudsman, Deputy Ombudsman, Assistant Ombudsman Compliance and Practice, Strategic Advice Team, Communications Team, Project Coordinator, IKM/ICT managers and staff.</p> <p>International Ombudsmen offices and like institutions, international development organisations (ie, Commonwealth Ombudsman, UNDP) and public sector agencies (ie, IPCA, Audit NZ, Privacy Commissioner, etc)</p>

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**The Ombudsmen are Officers of Parliament. Their functions are:**

1. Resolve and investigate complaints about state sector administration and decision making.
2. Resolve, investigate and review complaints about decisions on requests to access official information.

3. Identify, resolve and investigate significant and systemic concerns with public sector administration and decision making.
4. Monitor general compliance and good practice by public sector agencies in managing and responding to official information requests.
5. Deal with requests for advice and guidance about alleged serious wrongdoing.
6. Monitor and inspect places of detention for cruel and inhumane treatment.
7. Protect and monitor disability rights in New Zealand.
8. Provide comment to the Ministry of Transport on applications for authorised access to personal information on the motor vehicle register.
9. Provide advice, guidance and training in areas relevant to their role, in order to improve overall administrative capability.
10. Publish relevant information about public sector administrative performance.
11. Improve public awareness of the importance of good administration and the official information legislation, and accessibility to our services.

## Office Values

The Office of the Ombudsman's statement of values is:

Te Haerenga o te Kaitiaki Mana Tangata: Our true north — the journey of the guardian of the mana of the people through our people, purpose and passion.

Three core values guide the work at the Office of the Ombudsman. We believe strongly in these values and promote them as important principles for every staff member in every role. In particular:

- People – We all matter
- Purpose – Our focus is on fairness
- Passion – We believe we can make a difference

We expect everyone who works for the Office to embrace and demonstrate these values. They form part of this job description and are taken into account during performance reviews.

## Purpose

The role of the Manager International Development and Engagement (IDE) is to lead the design, delivery and evaluation of an international development and engagement strategy and work programme that will enable the Chief Ombudsman to deliver his international vision. This includes the provision of guidance, training and development support for Ombudsmen or Ombudsman-type anti-corruption and integrity institutions in the Asia-Pacific region, to improve public sector capability and accountability in those countries and promote the

operation of stable and effective democratic governance in the region. This includes openness and transparency of government information, good administrative practice, the disclosure of serious wrongdoing and compliance with international human rights conventions.

The Manager IDE will lead a small team of professionals to develop and deliver this work, ensuring strong and effective relationships are built (internally and externally) as required to deliver the best outcomes. The Manager IDE will provide management support and oversight of the work programme including the prioritisation, planning and sequencing of activities required to ensure that the team is leveraged to be successful. Other staff may be seconded to support specific projects or activities as required.

## Key areas of accountability

### International development and engagement strategies and work programmes

- Lead the design and delivery of the Office's international development and engagement strategy and work programme that:
  - is country/needs driven;
  - ensures sound development and best practice principles;
  - is based from inception on careful problem definition and consultation;
  - provides for joint ownership, transparency and accountability;
  - identifies and manages risk; and
  - ensures evaluation and continuous improvement.
- Identify key stakeholders from across agreed international regions (ie, Asia-Pacific Ombudsman and like-institutions) and lead scoping meetings to:
  - understand their needs for support; *and*
  - survey the challenges, gaps and opportunities; *in order to*
  - undertake a detailed 'needs-analysis' and deliver recommendations for a strong, well-thought through programme of proposed activities and priorities.

- Lead the design and delivery of a work programme that includes international development and engagement strategies, principles, recommended solutions and plans; ensuring activities and resources are coordinated, sequenced, prioritised and planned (ie, what, why, how, who and when).
- Prioritise what makes sense and/or is prudent for the Office to provide support; building links and networks with other international agencies and organisations who may be better placed to provide support on a direct or partnership basis.
- Lead thorough consideration of all political, cultural, country-based, practical and economic challenges and context in order to ensure:
  - effective cost/benefit-analysis of different options and consideration of what will work best (and be most impactful) in each circumstance;
  - recommended solutions are fit for purpose and appropriate for each circumstance;
  - effective consideration of all risks, issues and options for mitigation;
  - solutions lead to enduring and sustainable outcomes (ie, don't stop once we leave); and
  - positive working relationships are built and maintained with all key stakeholders.
- Oversee provision of international development and engagement advice and expertise by the team, including the promotion of good governance and a modern Ombudsman model.
- Role model proactive and collaborative working relationships with external stakeholders in relation to international

development and engagement matters, to ensure complementary outcomes including:

- Key stakeholders across the agreed regions (ie, other Ombudsman Offices);
  - International agencies and organisations for potential collaboration opportunities and/or funding to deliver desired outcomes (eg, Commonwealth Ombudsman, UNDP); and
  - NZ agencies and organisations with whom connections and joint collaboration may be vital in achieving the desired outcomes eg, IPCA, Audit NZ, Privacy Commissioner, etc.
- Oversee the team's access to best practice advice and guidance from the Strategic Advice Team as appropriate.
  - Role model the team's partnership with the Strategic Advice Team to contribute to international policy and practice development and implementation, ensuring alignment and integration with best practice and other Office policies and procedures as appropriate.
  - Oversee the team's provision of support as required to the Chief Ombudsman for international activities, including work arising from the International Ombudsman Institute (IOI) and the Australia New Zealand Ombudsman Association (ANZOA).
  - Oversee the team's provision of support as required to the Deputy Ombudsman, Assistant Ombudsman Compliance and Practice and Strategic Advice Team, on international joint-initiatives with fellow Ombudsmen and other integrity institutions.
  - Ensure all activities planned and delivered by the team are integrated and aligned with the work of other Office teams, as well as Office policy and practice (including corporate

governance, reporting and information technology), to deliver optimal outcomes.

- Lead a culture of evaluation and continuous improvement across the team that ensures activities delivered achieve sustainable and impactful outcomes; including recommendations for ongoing support and follow-up work as appropriate.
- Oversee horizon-scanning to ensure internal and external factors that influence the current and/or future direction and development of the Office's international activities are identified and considered as appropriate.
- Lead provision of international development and engagement-related advice across the Office to share insights and expertise across political, cultural, practical and economic challenges and context as required.
- Ensure team collaboration with the Strategic Advice and People and Capability Teams to support the provision of any international development and engagement-related training required for Office staff.
- Provide regular reports to the Chief Ombudsman, Assistant Ombudsman Compliance and Practice and Deputy Ombudsman, to demonstrate progress in achieving international development and engagement goals and objectives; highlight issues and risks to further progress being made, with recommendations to mitigate or for specific interventions for broader consideration that need to be addressed to deliver agreed outcomes.
- Work with the Office's Information and Knowledge Management Team to ensure effective capture and storage of all relevant data, information and knowledge gathered as part of the team's international development and engagement activities; shared as

appropriate for quantitative and qualitative purposes by other teams across the Office.

- Keep abreast of the latest thinking, technologies and trends in the areas of international development and engagement, in relation to good governance and anti-corruption that may be of benefit to the Office and make recommendations, supported by research, costing, etc, as appropriate.

### Team management and leadership

- Lead the team to deliver work within agreed timeframes and provide timely, high-quality advice and services.
- Ensure all work is carried out within agreed timeframes and to a high quality standard.
- Lead the recruitment, management and coaching of team members, ensuring a good balance of knowledge, skills and experience across the team.
- Lead the planning, management and review of the team's workload to ensure delivery of the annual work programme and agreed objectives.
- Set goals for the team and individual team members with regular reviews and feedback to ensure continuous quality improvement and outcomes.
- Lead, manage and develop a positive and cohesive team, and create and encourage an environment of openness and trust.

### Organisational Contribution

- Work collaboratively with all staff to ensure connections across the different functions and activities and prevent important matters getting lost between the teams.
- Assist other areas of the office when requested, to ensure the optimal performance of the Office.

## General

- Contribute to the development of an organisational culture that reflects the Office's values.
- Contribute to an environment of openness, trust and collaboration.
- Be able to recognise and understand key Maori, disability and other cultural and human rights concepts, including the Treaty of Waitangi and equal employment opportunities.
- Office policies and procedures implemented and applied appropriately, including Corporate Policy documents.
- Open and clear communication maintained.
- All work carried out in a timely manner and to a high quality standard.
- Other duties undertaken as may reasonably be assigned by the Assistant Ombudsman Compliance and Practice, Deputy Ombudsman or Chief Ombudsman.

## Ideal person specification

<b>Qualifications</b>	<ul style="list-style-type: none"> <li>• Relevant tertiary qualification, preferably in international development, public or administrative law, and/or the equivalent work experience, knowledge, skills and attributes required to be successful in this position.</li> </ul>
<b>Knowledge and Experience</b>	<ul style="list-style-type: none"> <li>• Significant experience as a senior international engagement and development practitioner, leading design and delivery of a strategy and work programme.</li> <li>• Experience of working in international development and engagement for developing</li> </ul>



	<p>countries across the Asia-Pacific region and those with lower socioeconomic status.</p> <ul style="list-style-type: none"><li>• Proven track record of planning, managing and leading delivery across a work programme which includes a wide range of international engagement and development activities.</li><li>• Experience of providing advice and expertise across international engagement and development-related matters (including training, policy and practice development), to deliver optimal outcomes.</li><li>• Experience of working with international development organisations/agencies to build collaborative partnerships and/or facilitate introductions to support countries to achieve desired outcomes.</li><li>• Demonstrated understanding of the role of the Ombudsmen in contemporary society and the Office's operating environment.</li><li>• Experience of managing and delivering within budgets.</li><li>• Experience of evaluating work programmes and activities, driving continuous improvement and effective outcomes.</li><li>• Management experience and proven organisational skills, including an ability to productively supervise a team of staff and set team work plans and priorities.</li><li>• Experience in leading and working within a team oriented, collaborative environment.</li><li>• Experience in planning, contributing to and delivering projects using project management methodology.</li><li>• Experience in change management and understands why it is important in delivering optimal outcomes.</li></ul>
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## Skills and Attributes

- Management skills, including an ability to lead, manage, coach and motivate highly skilled, senior level advisory staff.
- Strong relationship management and performance management skills.
- Sound strategic thinker and planner.
- Strong leadership and coaching skills.
- Strong cultural awareness; understands differences between people from other countries or backgrounds, particularly differences in social norms, attitudes and values.
- Innovative thinker with ability to balance creativity and risk to achieve best outcomes.
- Ability to create a vision and inspire others; bringing together different stakeholders (ie, staff, internal and external stakeholders and suppliers) together to achieve a common goal.
- Highly developed interpersonal skills (written and verbal) with ability to work through challenges and road-blocks, and find alternative solutions that are culturally sensitive and appropriate.
- Highly skilled at establishing and maintaining effective relationships (internal and external) and the ability to read situations, persuade, influence and negotiate to determine acceptable solutions.
- Able to work with tact and diplomacy, managing expectations appropriately in order to ensure a positive outcome even where it is not possible to deliver what the customer wants.
- Excellent critical thinking, analytical and problem solving skills.
- Exceptional skills in planning, organising and prioritising with ability to meet deadlines and remain calm under pressure.

	<ul style="list-style-type: none"><li>• Strong customer service ethic.</li><li>• Resilient with ability to adapt to changing priorities and deadlines.</li><li>• Common sense and sound, practical judgement.</li><li>• Flexible with a positive manner and willingness to get stuck into what needs to be done.</li><li>• Exercises confidentiality and discretion at all times.</li></ul>
Other	<ul style="list-style-type: none"><li>• A willingness to undertake regular international travel as and when required.</li></ul>

## Competencies

### Leading through vision and values

Able to role model and communicate the Office's vision, sense of purpose and values to inspire and engage people and ensure the vision and values remain at the forefront of all actions.

### Strategic Orientation

Individuals who demonstrate this competency understand the wider environment in which the Office of the Ombudsman operates and the work and goals of the Ombudsmen, and possess an ability to maintain a view of the broader and longer term issues.

### Problem Solving & Analytical Skills

Individuals who demonstrate this competency possess an ability to identify problems, analyse them by collecting available data, eliciting additional information, sifting out irrelevancies, constructing an accurate picture of the situation and distilling the key issues and associated risks. They are able to evaluate solutions critically on the basis of logical assumptions, factual information, resource constraints and Office values, and provide advice or recommend practicable solutions based on sound logic and reasoning which will enable quality decisions.

## **Planning, Organising & Self-management**

Individuals who demonstrate this competency possess an ability to establish courses of action for themselves and others that will ensure specific tasks or goals are achieved to a high quality, using appropriate resources, in a timely manner.

## **Building a Successful Team**

Uses appropriate methods and a flexible interpersonal style to help build a cohesive team and facilitate the completion of team goals. Develops direction and structure, facilitates goal accomplishment, involves/informs others on the team and models commitment.

## **Drive for Results**

Sets clear goals for self and their team and pursues success with energy and drive. Helps others to define goals and plan a route to successful achievement. Consistently pushes self and team for results but with appropriate concern for people, teams and due process. Consistently achieves goals. Works to overcome challenges and resistance.

## **Teamwork and collaboration**

Individuals who demonstrate this competency recognise the value of teamwork and establishing and maintaining effective relationships to achieve goals. They possess the ability to participate and contribute effectively to the achievement of both Strategic Services objectives and those of the Office as a whole.

## **Communication Skills**

Individuals who demonstrate this competency possess an ability to communicate a range of information and ideas effectively, both in writing and orally, to different audiences using language and style that is appropriate to the particular audience and context. They are able to inform, persuade and/or influence others and convey the Ombudsmen's viewpoint in order to achieve understanding and commitment.

## **Customer Focus**

Focuses their efforts and those of their team on meeting the current and future expectations and requirements of internal and external stakeholders. Acts with stakeholders in mind. Views situations from the perspective of the stakeholder. Provides information people need to know to do their jobs in a timely way.

## **Decision Making**

Identifying and understanding issues, problems, and opportunities; decisions are of a high quality, showing to be accurate most of the time, and are based on a mix of sound analysis,

experience and judgement to identify effective solutions. Is sought out by others for advice and solutions.

## Security clearance

The appointee to this position may be required to achieve and maintain a security clearance from the Security Intelligence Service security vetting to the satisfaction of the Chief Ombudsman