



# Abuse in Care

## Royal Commission of Inquiry

### Associate Executive Director - Operations

The Abuse in Care Royal Commission is investigating the abuse and neglect of children, young people and vulnerable adults who were in the care of the State and faith-based institutions between 1950 and 1999.

The Inquiry is examining what happened and why and will make recommendations aimed at stopping this happening in the future.

Te Tiriti o Waitangi is the founding document of New Zealand and the Royal Commission is committed to applying the principles of Te Tiriti to the Inquiry - our terms of reference recognise the status of iwi and Māori under Te Tiriti, and ours is the first Inquiry of this nature that formally acknowledges its indigenous population in this way. The Inquiry will partner with Māori throughout the inquiry process and will give appropriate recognition to Māori interests, acknowledging the disproportionate representation of Māori (particularly of children and young people in care).

#### Our vision

Transforming the way, we, as a nation, care for children, young people and vulnerable adults in our communities.

#### Our values



**Fairness and balance**



**Independence and determination**



**Transparency**



**Aroha**

To learn more about the Royal Commission visit [www.abuseincare.org.nz](http://www.abuseincare.org.nz)

#### Role details

<b>Business unit</b>	Operations	<b>Directorate</b>	Operations
<b>Reports to</b>	Executive Director	<b>Location</b>	Wellington

#### Operations Directorate

The Operations Directorate is the delivery branch of the Royal Commission and includes the Investigations, Treaty of Waitangi Partnerships, Policy and Research, Report Development and Governance groups.

The Directorate is responsible for the effective and efficient implementation and monitoring of Tō Tātou Mahere, our Roadmap for delivering the Royal Commission's work programme. The Directorate operates a multi-disciplinary project approach to its mahi and collaborates across the Royal Commission to enable the effective and efficient delivery of Tō Tātou Mahere.

## What you'll do

The Associate Executive Director - Operations is responsible for the delivery of Tō Tātou Mahere (Roadmap), providing high level support and advice to the Executive Director as it relates to Tō Tātou Mahere. The role is also responsible for leading and managing the policy and research, investigations, report development, treaty partnerships and governance functions, and leading and embedding Tō Tātou Mahere across the Commission.

This role works closely with Counsel Assist to ensure high quality advice from both the secretariat and Counsel Assist is presented to Commissioners to ensure effective and independent decision-making.

Accountabilities	Responsibilities
Strategic Leadership	<ul style="list-style-type: none"> <li>▪ Provide strategic leadership and direction for the Operations directorate (the Directorate).</li> <li>▪ Lead the strategic thinking, operational management and delivery of the Directorate's programme of work.</li> <li>▪ Provide direction on the effective management and development of team members.</li> <li>▪ Work closely with the Executive Director, Director of the ED's Office, Associate Executive Director – Survivor Accounts, Engagement and Communications and Associate Executive Director – Business Support to ensure that the Directorate's programme of work is aligned with the needs of the inquiry.</li> <li>▪ Recognise and provide for advice received from the Survivor Advisory Group(s) and Te Taumata.</li> <li>▪ Develop a Directorate operating plan that focuses on cost effectiveness and target achievement.</li> <li>▪ Work closely with the ELT to lead change management initiatives to ensure implications are fully scoped and are integrated into strategic planning initiatives.</li> <li>▪ Lead the Directorate to ensure the delivery of consistent, high quality services on an ongoing basis.</li> </ul>
Tō Tātou Mahere	<ul style="list-style-type: none"> <li>▪ Lead the implementation of Tō Tātou Mahere across the Commission.</li> <li>▪ Provide expert technical advice and understanding to the Executive Director and the secretariat around legislative and cultural responsibilities as it relates to Tō Tātou Mahere.</li> <li>▪ Work with senior leaders to ensure they understand and are confident with Tō Tātou Mahere.</li> <li>▪ Partner with the Executive Director and the Leadership team to provide leadership and advice, to reflect the Commission's commitment to Te Tiriti o Waitangi as it relates to Tō Tātou Mahere.</li> <li>▪ Work with the Executive Director and the Leadership Team to ensure the strategy is grounded in Te Tiriti o Waitangi.</li> </ul>
People Leadership	<p>As leaders, our role is to lift the performance of our teams, to develop their capability through coaching, mentoring, learning and development and actively sharing our knowledge and expertise. This may occur through, but not limited to:</p> <ul style="list-style-type: none"> <li>▪ Regular 1 on 1 discussions/coaching sessions with direct reports</li> <li>▪ End of year performance reviews</li> <li>▪ Management of leave</li> <li>▪ Establishes clear accountabilities, expectations and performance standards with direct reports.</li> <li>▪ Ensure that individual, team and business unit performance is monitored to ensure that performance targets are met.</li> <li>▪ Anticipates future capability needs in the directorate, identifies gaps in capability and addresses these gaps through targeted recruitment and development or other actions.</li> <li>▪ Coaches, mentors and develops staff to meet the needs of the Commission now and in the future.</li> </ul>

Collaboration across the Commission	<ul style="list-style-type: none"> <li>▪ Ensure all staff across the Commission understand and are confident with Tō Tātou Mahere.</li> <li>▪ Work with the Treaty Engagement team, Māori Investigation Team (MIT) and other investigation leads to land the engagement required for Māori across all investigations.</li> <li>▪ Ensure that professional effective relationships are fostered across the Commission, particularly as it relates to the Communications and Engagement team.</li> <li>▪ Participate as an active team member of the Leadership Team and contribute knowledge and expertise needed to achieve the Commission’s outcomes.</li> <li>▪ Build strategic alliances with key government and non-government representatives to ensure the Commission’s views are influential in their decision-making.</li> <li>▪ Build and maintain effective relationships and partnerships with national and international organisations to identify and share best practice.</li> </ul>
Management	<ul style="list-style-type: none"> <li>▪ Develop strategies and work programmes for the Directorate, with supporting measurement, monitoring and reporting mechanisms.</li> <li>▪ Ensure that the Directorate’s work programme is aligned with the Royal Commission’s strategic direction.</li> <li>▪ Monitor and adjust work programmes through the agreed processes to enable communications and engagement to adapt to changing circumstances.</li> <li>▪ Regularly monitor and report on progress towards achievement of plans and strategies.</li> <li>▪ Manage expenditure and resources in line with approved guidelines, budget, deadlines and reporting requirements, with a focus on driving cost effectiveness in the Commission.</li> <li>▪ Provide regular reporting to the Executive Director and Commissioners.</li> </ul>
Relationship Management	<ul style="list-style-type: none"> <li>▪ Build strong networks and working relationships throughout the Commission so that you are seen as a trusted advisor who is approachable.</li> <li>▪ Build relationships with Iwi, Māori organisations and service providers.</li> <li>▪ Support regional engagements with iwi to build strong, meaningful and enduring relationships to achieve mutually beneficial outcomes.</li> <li>▪ Build effective working relationships with Commissioners, Counsel Assist and DIA.</li> <li>▪ Build effective working relationship across Government.</li> </ul>
Te Tiriti o Waitangi	<ul style="list-style-type: none"> <li>▪ Show strong Te Tiriti of Waitangi leadership.</li> <li>▪ Champion and lead a way of working across the Inquiry that respects and lives up to being a Te Tiriti o Waitangi partner.</li> <li>▪ Support a focus within the Inquiry that is consistent with Te Tiriti o Waitangi.</li> </ul>
Travel	<ul style="list-style-type: none"> <li>▪ Travel may be required as part of this role.</li> </ul>
Risk Management	<ul style="list-style-type: none"> <li>▪ Comply with specific legislative requirements, adhere to the Royal Commission’s policies and procedures, and report or escalate risks, issues and events.</li> <li>▪ Maintain a strict sense of professional ethics, confidentiality and privacy, and abiding by the public service Code of Conduct.</li> </ul>
Health and safety	<ul style="list-style-type: none"> <li>▪ Take reasonable care for their own health and safety.</li> <li>▪ Take reasonable care that they do not adversely affect the health and safety of other people</li> <li>▪ Co-operate with any reasonable workplace policy or procedure that has been communicated</li> <li>▪ Comply, with any reasonable instruction that is given by the Commission to allow it to meet with its health and safety obligations.</li> </ul>

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Leadership

As leaders, our role is to manage the performance of our teams, to develop their capability through coaching, mentoring, learning and development and actively sharing our knowledge and expertise. This may occur through, but not limited to:

- Regular 1 on 1 discussions/coaching sessions with direct reports
  - End of year performance reviews
  - Management of leave.
  
  - Be accountable for the delivery of tasks undertaken by team members.
  - Establishes clear accountabilities, expectations and performance standards with direct reports.
  - Monitors individual, team and business unit performance to ensure that performance targets are met.
  - Anticipates future capability needs in the directorate, identifies gaps in capability and addresses these gaps through targeted recruitment and development or other actions.
  - Coaches, mentors and develops staff to meet the needs of the Commission now and in the future.
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## Qualifications and experience

<b>Qualifications</b>	<ul style="list-style-type: none"> <li>▪ A minimum of five years' experience in an organisation providing advice across senior leadership groups.</li> </ul>
<b>Experience and knowledge</b>	<p>Strong demonstrable knowledge of and experience in:</p> <ul style="list-style-type: none"> <li>▪ Experience in leading across teams.</li> <li>▪ Previous experience in a Royal Commission setting preferred.</li> <li>▪ All aspects of communications including written, oral and relationship management.</li> <li>▪ Highly developed knowledge of Te Tiriti o Waitangi.</li> <li>▪ Significant experience of applying Te Tiriti o Watangi in the public service.</li> <li>▪ Confidence in cultural and disability approaches including tikanga Māori.</li> <li>▪ Experience in working across complex organisations and building wide support.</li> <li>▪ Experience in team building and building and sustaining relationships.</li> <li>▪ Experience in providing policy documents to a high level.</li> <li>▪ A team player that supports their colleagues when required.</li> <li>▪ The role of the public service, the machinery of government and the independent role of a Royal Commission.</li> </ul>
<b>Variations to Duties</b>	<p>Duties and responsibilities described above should not be construed as a complete and exhaustive list as it is not the intention to limit in any way the scope or functions of the position. Duties and responsibilities can be amended from time to time either by additional, deletion or straight amendment to meet any changing conditions, however this will only be done in consultation with the employee.</p>
<b>Inclusion and Diversity</b>	<p>Here at the Royal Commission, we foster relationships with all people, including Māori, Pacific People, LGBTIQ+, and disabled communities.</p> <p>Your work life balance is important to us. We acknowledge that non-standard working practices can often be a preferable way for people to work to help them maintain a healthy work-life balance. We will proactively work with you to make your flexible working arrangement work where possible.</p>

## Role dimensions

<b>Reports</b>			
Direct reports	7	Indirect reports	157
Financial Delegations:	Nil	Non-Financial Delegations:	Nil
<b>Key relationships</b>			
Internal	<ul style="list-style-type: none"> <li>▪ Executive Director</li> <li>▪ Executive Leadership Team members</li> <li>▪ Senior Managers</li> <li>▪ Other Royal Commission employees</li> <li>▪ Commissioners</li> <li>▪ Counsel Assist</li> </ul>	External	<ul style="list-style-type: none"> <li>▪ Survivors</li> <li>▪ Statutory bodies and other agencies associated with the Department</li> <li>▪ Stakeholder groups</li> <li>▪ Treaty Partners, Māori organisations</li> <li>▪ Non-Government Organisations particularly those that work with or represent Survivors</li> </ul>
Last reviewed		September 2021	