



Abuse in Care

Royal Commission of Inquiry

General Manager, Policy and Research

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.

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).

The Inquiry is also guided by a number of human rights treaties including, the United Nations Convention on the Rights of Persons with Disabilities.

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

Role details

Business unit	Policy and Research	Directorate	Operations
Reports to	Associate Executive Director – Operations	Location	Wellington
Direct Reports	Up to 5	Indirect Reports	Up to 25
Financial Delegations	Yes	Human Resources delegations	Yes

Operations Directorate

The Operations Directorate is the primary provider of investigations, Treaty of Waitangi partnerships and engagement, policy and research, report development and governance advice to the Royal Commission.

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 that will best meet the terms of reference set by the

government. The Directorate operates a multi-disciplinary project approach to its mahi and collaborates across the Royal Commission that enables the effective and efficient implementation of Tō Tātou Mahere.

Policy and Research business unit

The Policy and Research business unit drives the delivery of the Inquiry’s policy and research activities. These issues are complex, wide-ranging, and ever-growing, and have the potential to make a significant contribution to the Inquiry’s findings, recommendations and Ngā Pūrongo (reports/case studies). The policy and research teams support the delivery of the Inquiry’s public hearings, wānanga and engagements schedule and deliverables. In addition, the Policy and Research business unit is responsible for contributing to the development of the Inquiry’s final report.

There is a strong focus on successfully working with colleagues across the Operations directorate, Counsel Assisting and more broadly with leaders across all Inquiry directorates to deliver high quality results.

What you’ll do

The General Manager, Policy and Research is a strategic leadership and management position within the Royal Commission. The role leads the Policy and Research business unit to deliver high-quality and fit-for-purpose policy and research advice to Commissioners, the Executive Director and Associate Executive Director, Operations. The General Manager also works with the General Manager, Report Development to ensure the development of cogent, coherent and high quality Ngā Pūrongo.

There are three policy and research focus areas: Faith, Social Welfare and Health and Disability, and Māori and Pacific.

The role is part of the Operations Leadership Team and also the Executive Leadership Team. It works with leaders across the inquiry to drive the implementation of the policy and research work programme and ensures it reflects the inquiry’s priorities. The role also ensures that high quality, fit for purpose and trusted policy and research advice is available to Commissioners and senior leaders across the Royal Commission team.

Accountabilities	Responsibilities
Strategic leadership	<ul style="list-style-type: none"> ▪ Support the Associate Executive Director in providing strategic and intellectual leadership to the Operations Directorate as a member of the Directorate’s Leadership team ▪ Provide strategic and intellectual leadership and direction to the Policy and Research business unit, setting direction and performance expectations and monitoring overall progress against those directives and performance expectations ▪ Lead and oversee the development and implementation of the Royal Commission’s Policy and Research work programme, ensuring investigations, Treaty partnerships, report development, governance, Survivor Accounts, communities and stakeholder engagement and communications functions contribute effectively ▪ Take an organisational leadership role across the Royal Commission.
Functional leadership	<ul style="list-style-type: none"> ▪ Ensure the effective delivery of the Policy and Research work programme and demonstrate excellence based on enterprise-wide input ▪ Ensure the use of sound quality assurance methods to ensure policy and research services and products are high quality ▪ Manages and prioritises conflicting demands – leads the way in adjusting priorities, redeploying resources and recovering from setbacks ▪ Ensure ‘right touch’ project management principles are applied to ensure desired outcomes are delivered on time and to the right level of quality, by: <ul style="list-style-type: none"> ○ adapting the principles agilely in response to uncertainty and change ○ using stakeholder management plans and risk registers appropriately
People leadership & management	<ul style="list-style-type: none"> ▪ Foster a “one Royal Commission team” culture, where staff understand the need for adaptability, flexibility and readiness for change

	<ul style="list-style-type: none"> ▪ Recruit, lead and manage people in line with HR guidelines ▪ Contribute to, and/or support team members to contribute to cross-cutting projects or work initiatives, including joint projects through multi-disciplined project teams ▪ Cultivates a positive team culture of celebrating achievements and learning from mistakes ▪ Provides 'on-the-job' training of team members through supervision, guidance, coaching and mentoring. ▪ Ensures the Royal Commission recruits, develops, supports and retains high performing staff ▪ Encourage a positive health, safety and wellbeing culture in your team and ensure you and your team understand your accountabilities and responsibilities under our Health, Safety and Wellness policy and the Health and Safety at Work Act 2015 ▪ Encourage and nurture a high performing, engaged team with a clear line of sight to the parameters of their role, how their work aligns with the Commission's strategy, <i>Tō Tātou Mahere</i>, and deliverables ▪ Create a curious (yet delivery focused) learning team environment – where the skills and insights from others are actively sought out and leveraged, where the focus is on strengthening team performance just as much as individual performance ▪ Cultivates a positive team culture of celebrating achievements and learning from mistakes
Operational Leadership	<ul style="list-style-type: none"> ▪ Complies with the Royal Commission's policies and processes, including: <ul style="list-style-type: none"> ○ Planning and reporting: ensure all planning and reporting requirements are met ○ Financial management: taking responsibility and accountability for financial performance, managing budget and ensuring efficient and effective use of financial resources ○ Risk management: identifies issues, develops risk mitigation strategies, informs the Associate Executive Director, Operations and Operations Leadership team, as appropriate. ○ Effective and efficient contract management of out-sourced assignments
Relationship management	<ul style="list-style-type: none"> ▪ Work in a highly collaborative 'hub and spoke model' business partnership mode and ensure seamless service delivery to and engagement with the organisation ▪ Develop, maintains, builds and draws on effective working relationships across the Royal Commission ▪ Demonstrates mastery of strategic, political and operational matters through high level advice to Commissioners, Executive Director, Associate Executive Director, ELT, Te Taumata and SAGE and stakeholders ▪ Identifies, establishes, and maintains external relationships, both domestically and internationally as part of a defined external communications strategy ▪ Credibly front conversations with Commissioners, other agencies and stakeholders on matters
Te Tiriti o Waitangi	<ul style="list-style-type: none"> ▪ Carries out duties in ways that are consistent with, and honors the Commission's commitment to, Te Tiriti o Waitangi and demonstrates a good understanding of the expectations of iwi / Māori within the context of the Commission's mahi.
Risk Management	<ul style="list-style-type: none"> ▪ Comply with specific legislative requirements, adhere to the Royal Commission's policies and procedures, and report or escalate risks to the Commission's people, operations or reputation. ▪ Maintain a strict sense of professional ethics, confidentiality and privacy, and abide by the public service Code of Conduct.
Health, safety and wellbeing	<p>Everyone is required to:</p> <ul style="list-style-type: none"> ▪ Take reasonable care for their own health, safety and wellbeing.

	<ul style="list-style-type: none"> ▪ Take reasonable care that they do not adversely affect the health, safety and wellbeing of other people ▪ Co-operate with any reasonable workplace policy or procedure that has been communicated including prompt reporting of health and safety incidents ▪ Comply with any reasonable instruction that is given by the Commission to allow it to meet with its health and safety obligations.
Travel	<ul style="list-style-type: none"> ▪ Willingness to travel within New Zealand to fulfil the requirements of the role
Other	<ul style="list-style-type: none"> ▪ All other duties as required

Qualifications and experience

Qualifications	<ul style="list-style-type: none"> ▪ A relevant tertiary or professional qualification.
Experience and knowledge	<p>Strong demonstrable experience:</p> <ul style="list-style-type: none"> ▪ Proven success in promoting and implementing innovation and change, moving an organisation towards a desired future and gaining the commitment of staff to that future ▪ Experience in creating an environment conducive to building strategic, responsive and operational policy capability that is robust and evidence formed ▪ Experience in overseeing the delivery of operational services using sound systems and processes ▪ Proven competence as a collaborative leader and operator ▪ High level of proven competence in public or private sector, or non-governmental organisation financial and asset management and people management ▪ High level of proven competence in working collaboratively with peers and developing and maintaining effective working relationships including community and stakeholder relationships ▪ Proven success in supporting and nurturing staff ▪ Proven success in working with Māori including whānau, hapū, iwi, Māori organisations <p>Strong knowledge of:</p> <ul style="list-style-type: none"> ▪ Understanding of the broader strategic context, including the role of the public service, the machinery of government and the independent role of a Royal Commission ▪ An advanced understanding of the principles of policy development and quality policy advice processes ▪ An understanding of service delivery frameworks ▪ An understanding of the issues facing Survivors of abuse in care, including of their whānau / support network, hapū, iwi, hāpori / community ▪ An understanding and knowledge of tikanga Māori, and Pacific peoples' culture ▪ An understanding and appreciation of disability issues and working with Deaf communities, people with disabilities including those with mental illness ▪ An understanding of intersectionality issues ▪ Strategic level leadership of a policy or research or related function ▪ An understanding of the machinery of government processes, and experience establishing policies to comply with relevant legislation would be an advantage
Variations to Duties	<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 may be amended in consultation with the</p>

	employee by addition, deletion of alteration as required to adapt to changing conditions.
Inclusion and Diversity	<p>The Commission welcomes and celebrates diversity and seeks to provide equal opportunities for all people including Māori, Pacific People, LGBTITQA+, and disabled communities to participate in the work of the Commission.</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

Reports			
Direct reports	Up to 5	Indirect reports	Up to 25
Financial Delegations:	Yes	Non-Financial Delegations:	Yes
Key relationships			
Internal	<ul style="list-style-type: none"> ▪ Commissioners Executive Director ▪ Associate Executive Director, Operations ▪ General Managers across the Commission ▪ "Heads of" functional leads across the Commission ▪ Team Leaders across the Commission ▪ Counsel Assisting the inquiry 	External	<ul style="list-style-type: none"> ▪ Statutory bodies and other agencies associated with the Department
Last reviewed		September 2021	

Approved COO 30/09/2021