



## Ngā Kōrero e pā ana ki te Tūranga

# Job Description

## Initiative Delivery Lead

<b>Business Group</b>	Te Pae Aronui   Operations and Integration
<b>Location</b>	Wellington
<b>Salary band</b>	B4

## Mahi i roto i te Ratonga Tūmatanui | Working in the Public Service

Ka mahitahi mātou o te ratonga tūmatanui kia 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.

Mō ētahi atu kōrero hei whakamārama i tēnei kaupapa, haere ki | You can find out more about what this means at [Role and purpose - Te Kawa Mataaho Public Service Commission](#).

## To Mātou Aronga | What we do for Aotearoa New Zealand

At Te Tāhuhu o te Mātauranga | Ministry of Education, delivering our purpose makes a real difference to all ākonga of Aotearoa:

***He mea tārai e mātou te mātauranga kia rangatira ai, kia mana taurite ai ōna huanga***  
***We shape an education system that delivers excellent and equitable outcomes***

We fulfil our purpose by:

- delivering services and support nationally, regionally and locally to and through the education sector and in some cases directly to ākonga and whānau
- shaping the policies, settings and performance of the education system so that it is well placed to deliver equitable outcomes for ākonga and their whānau, from early learning through tertiary.

## Tēnei Tūranga | About the role

Initiative Delivery Leads in the Operational Design and Development function are responsible for developing and delivering cohesive and integrated design-led strategies, work programmes and initiatives for agreed focus and priority areas of work.

Using your experience in operations and leading service design, operational policy and business process management work, you will collaboratively size and scope key priorities that sit within your areas of work. You will do this with practice managers and teams across the organisation, forming multi-disciplined matrix teams to achieve the expected deliverables. The members of the programme team will change as needed and formally report to line managers outside of the design and development programmes you lead.

You will be open-minded and flexible, willing to embrace new ideas, perspectives and approaches, and adapt to changing circumstances and priorities.

You will work in close collaboration with colleagues and leaders across Te Pae Aronui and the Ministry. You will be accountable to the Manager Operational Design and Development Delivery, senior responsible users,

## Ngā Kōrero e pā ana ki te Tūranga

# Job Description

and any Boards, groups or committees the mahi within your portfolio reports to. Most areas of focus will have a range of programme, projects and initiatives in them. Governance will often be at a senior level.

This role is in the Operational Design and Development function of Te Pae Aronui | Operations and Integration. You will report to the Manager Design and Development Delivery and be allocated key initiatives, where possible, aligned to an area of focus. Areas of focus and initiatives will change as needed to align to system priorities.

In 2024 the initial areas of focus are likely to be:

1. Early Childhood Education regulatory change
2. Charter Schools operational policy and design
3. Learning support digitalisation and operational improvement
4. Attendance and engagement initiatives

There is an overarching need to be building the Te Mahau intervention framework and associated standard operating procedures which all Initiative Delivery Leads will contribute to.

## Ngā Haepapa | Accountabilities

### As an Operational Design and Development Initiative Delivery Lead you will:

- Be responsible for managing design initiatives from inception to completion. This involves creating reverse design briefs and activity plans, identifying design, operational policy and business process design methodologies that will be needed and ensuring that work is delivered on time and within budget.
- Lead multi-disciplined teams of operational policy, service design and business process management practitioners, providing guidance, support, and mentorship to ensure that team members are working effectively and efficiently towards design project goals.
- Creatively apply innovative thinking and design practices in identifying solutions that will deliver value for the benefit of ākonga, whānau and educators
- Develop and implement design strategies that align with the overall goals and objectives of the Ministry, working across Te Mahau and Te Tāhuhu to ensure that design efforts support broader business objectives.
- Manage key Te Tiriti partner and stakeholder relationships and ensure relevant leaders, and boards are kept up to date with progress.
- Work closely with the senior users (leaders of service delivery functions) to ensure the solutions developed will meet the needs of kaimahi, ākonga, whānau and educators.
- Support Practice Managers to build the required technical capability in the function to achieve success across all deliverables and monitor design work to maintain standards at the highest quality. This involves reviewing and providing feedback on design outputs, conducting quality assurance checks, and implementing processes to continuously improve quality.
- Identify strategic issues and opportunities emerging from external and internal data and insights and make recommendations to integrate these topics into the team's work programme.
- Stay up-to-date with industry trends, emerging technologies, and best practices in operational policy, service design and business process management, and use this knowledge to inform design decisions and keep the Ministry at the forefront of innovation. Support change through focusing on and evidencing what is efficient, what's working and what's not.
- Lead by example, exhibiting dedication and enthusiasm towards achieving goals set for the priorities of the time and foster a collaborative environment where team members can share ideas, collaborate on projects, and leverage each other's strengths to achieve collective goals.

You will make decisions in accordance with the Ministry's policies and delegations framework.



## Ngā Kōrero e pā ana ki te Tūranga

# Job Description

## Wheako | Experience

To be successful in this role you will have the following experience:

- Demonstrated experience leading design and operational improvement initiatives that incorporate multiple disciplines, specifically; operational policy, service design, and business process management.
- Demonstrated experience in leading and delivering large, complex work programmes, balancing policy, operational needs with the need of ākonga and whānau.
- Demonstrated experience building effective working relationships and partnerships with diverse groups, to achieve shared outcomes in a complex environment with often competing views on how to best prioritise or deliver the needed change.
- Demonstrated knowledge of business operations and the development and maintenance of effective standard operating procedures and guidelines.
- Demonstrated knowledge of te ao Māori and a willingness to continue your development and understand of tikanga and te reo Māori. For Te Ranga Taunaki roles your knowledge of tikanga and te reo Māori will enable you to work confidently with Te Tiriti partners and in Māori Medium and Kaupapa Māori education settings.
- Demonstrated knowledge of public sector requirements, systems and processes relating to operational policy, service design, and/or business improvement, including the development and maintenance of standard operating procedures.
- A track record of building capability, leading, coaching and mentoring others to achieve outcomes.

## Ngā Āheinga | Capabilities

To be successful in this role you will have the following capabilities and competencies:

- Technical knowledge and experience of leading work that uses at least two disciplines across operational policy, service design, business process management or similar practice (eg continuous improvement, service management, UX design, lean six sigma).
- Knowledge of te Tiriti o Waitangi (the Treaty of Waitangi) as it applies in the public sector and giving effect to Te Tiriti in the design and implementation of solutions. For Te Ranga Taunaki roles your knowledge of te Tiriti o Waitangi will enable you to work confidently with Te Tiriti partners and in Māori Medium and Kaupapa Māori education settings to identify and develop by Māori for Māori solutions that realise ākonga and whānau potential.
- Proven ability to develop, coach and constructively challenge others to shift mindsets, foster collaborative action, inspire and energise people to consistently deliver their best performance.
- Proven ability to use data and insights to identify trends, risks and opportunities, and to inform decision making.
- A track record of thriving in a team-oriented environment, valuing collaboration and cooperation, demonstrated adaptability of adjusting communication and work style to complement team dynamics.
- The intellectual capability to work with multiple complex ideas in parallel as well as being able to integrate multiple concepts and pathways and deal comfortably with ambiguity.
- Excellent communication skills, especially writing skills, to be able to produce and present the advice required.



## Ngā Kōrero e pā ana ki te Tūranga

# Job Description

## Tātai Pou | Our Cultural Competency

Tātai Pou is our Māori Cultural competency framework. It has been aligned and is complementary to the Māori Crown Relations Capability Framework (MCR). Tātai Pou is designed to support our people and organisation to give effect to the articles of te Tiriti o Waitangi in our work. The work-based capabilities have four focus areas and describe four levels of competency (high, consolidation, developing and essential) that enable us to deliver our partnership approach so that Māori enjoy and achieve educational success as Māori.

Pou Hono   Valuing Māori	Confident
Pou Mana   Knowledge of Māori content	Confident
Pou Kipa   Achieving equitable education outcomes for Māori	Confident
Pou Aroā   Critical consciousness of racial equity for Māori	Confident

## Leadership Success Profile - Te Kawa Mataaho | Public Service Commission

Leadership matters. Strong leadership at every level in the Public Service will transform the experiences of New Zealanders. The Leadership Success Profile establishes “what good looks like” for leadership at all levels. Information about how the Leadership Success Profile applies to this role is available on the Ministry’s intranet.

## Ngā Whakaaetanga | Approvals

Date Reviewed and Approved	June 2025
Approved By	HR Advisory Team