



3 March 2020

Sarah Carter

BY EMAIL: fyi-request-12142-f2df8fcd@requests.fyi.org.nz

Dear Sarah

Thank you for your Official Information Act request to the Department of Conservation, dated 3 February 2020. You requested the following:

1. *Please send a copy of DOC Operations Manager (Hilary Aikman)'s description, roles and responsibilities.*
2. *Please outline KPIs attached to the role of DOC Operations Manager and how these will/are evidenced.*
3. *Please outline what experience and qualifications required to fulfil the role of a DOC Operations Manager. Please indicate how Hilary Aikman holds these/this experience/qualifications and whether and how these relate to her present role or not.*
4. *Please state the vehicle the DOC Operations Manager role attracts and what vehicle Hilary Aikman is provided with.*
5. *Please clarify what (if any) other roles Hilary Aikman engages with (external and internally within DOC). Please state if any conflicts of interest have been declared and what these are.*
6. *Please outline the remuneration package attracted by the role of DOC Operations Manager - include financial and any other benefits or incentives? Please provide the package attracted by Hilary Aikman.*
7. *Please also send a copies of DOC Operation Manager, Hilary Aikman's work schedule/diary for the past 12 months both planned and actual attendance.*
8. *Please also send full details of Hilary Aikman's (DOC Operations Manager) expense account - e.g. her allowances and other subsistances, travel and her actual spend for the past 12 months.*
9. *Please confirm who Hilary Aikman (DOC Operations Manager) immediate manager is.*
10. *Please state how many people report directly to Hilary Aikman (DOC Operations Manager) and their titles/roles within DOC.*

Please note that the correct title for the position that Hilary Aikman occupies at the Department of Conservation is Director, National Operations, Issues and Programmes. All information supplied under this OIA is in relation to this.

Your questions and our responses are listed below:

1. *Please send a copy of DOC Operations Manager (Hilary Aikman)'s description, roles and responsibilities.*

The current role description for the Director, National Operations, Issues and Programmes is attached.

2. *Please outline KPIs attached to the role of DOC Operations Manager and how these will/are evidenced.*

These are outlined in the attached Role Description.

3. *Please outline what experience and qualifications required to fulfil the role of a DOC Operations Manager. Please indicate how Hilary Aikman holds these/this experience/qualifications and whether and how these relate to her present role or not.*

These are outlined in the attached Role Description. Hilary Aikman meets the requirements of the role as outlined in the Role Description.

4. *Please state the vehicle the DOC Operations Manager role attracts and what vehicle Hilary Aikman is provided with.*

There is no departmental vehicle associated with the role of Director, National Operations, Issues and Programmes.

5. *Please clarify what (if any) other roles Hilary Aikman engages with (external and internally within DOC). Please state if any conflicts of interest have been declared and what these are.*

The internal and external roles that the Director, National Operations, Issues and Programmes engages with are outlined in the attached Role Description. No conflicts of interest have been declared.

6. *Please outline the remuneration package attracted by the role of DOC Operations Manager - include financial and any other benefits or incentives? Please provide the package attracted by Hilary Aikman.*

This information is withheld under Section 9(2)(a) of the Official Information Act to protect the privacy of natural persons.

7. *Please also send a copies of DOC Operation Manager, Hilary Aikman's work schedule/diary for the past 12 months both planned and actual attendance.*

This information is withheld under Section 9(2)(a) of the Official Information Act to protect the privacy of natural persons.

8. Please also send full details of Hilary Aikman's (DOC Operations Manager) expense account - e.g. her allowances and other subsistances, travel and her actual spend for the past 12 months.

Hilary Aikman does not have an expense account.

9. Please confirm who Hilary Aikman (DOC Operations Manager) immediate manager is.

The Director, National Operations, Issues and Programmes position that Hilary Aikman occupies reports to the Deputy Director-General, Operations (occupied by Mike Slater).

10. Please state how many people report directly to Hilary Aikman (DOC Operations Manager) and their titles/roles within DOC.

There are seven positions that report to the Director, National Operations, Issues and Programmes position occupied by Hilary Aikman.

They are:

- Communities Manager, Predator Free 2050
- Issues Manager (x 3)
- National Compliance Manager
- Landscapes Manager, Predator Free 2050
- Senior Advisor, Operations

The following documents fall within the scope of your request and are attached as noted above:

Item	Date	Document description	Decision
1	September 2019	Role Description for the Director, National Operations, Issues and Programmes	Released in full

If you wish to discuss this with the Department, please contact Suzanne Edwards by email Sedwards@doc.govt.nz.

Yours sincerely



Suzanne Edwards
Director, Human Resources

Position details	
Position Title	Director, Operations Issues and Programmes
Manager's Title	Deputy Director-General, Operations
Manager Once Removed	Director General
Unit/Group	Operations Issues and Programmes Unit
Position Number and Location	400/11000 and 400/12000 (Wellington)
Tier	Tier 3
Date	September 2019
Line/Service/Support	Support

Our purpose

The Department of Conservation (DOC) is the central government agency that conserves and manages New Zealand's natural, historic and cultural heritage which provides increasing benefit to New Zealanders.

Our vision, shared with others, is that New Zealand is 'the greatest living space on Earth'. Kāore he wāhi i tua atu i a Aotearoa, hei wahi noho i te ao.

Our purpose is to work with others to increase the value of conservation for New Zealanders. Kia piki te oranga o Te Ao Tūroa, i roto i te ngātahitanga, ki Aotearoa.

We provide conservation services and leadership to protect and enhance New Zealand's natural and historic heritage. We contribute to New Zealand's economic, social and cultural success. We enhance wellbeing of New Zealanders and international visitors, by encouraging and enabling people to connect and contribute to New Zealand's nature and heritage.

Whānau, hapū and iwi enjoy a primary Treaty relationship with Te Papa Atawhai through the Department's Section 4 obligations.

Our values

The way we work is guided by four common values

Kaitiakitanga is guardianship over natural resources and the natural environment: Te Ao Tūroa – the natural world. As kaitiaki, the guardians are responsible for protecting resources for future generations.

Whanaungatanga is about building strong relationships, with Treaty partners and all our partners – through shared experiences and cooperation.

Sustainability is more than minimising our environmental impact, it is also about nurturing our people and building enduring and trusting relationships. It is about ensuring we deliver on our goals and responsibilities now and in the future.

Safety, diversity and wellbeing, we're committed to a culturally diverse environment that represents our communities. We understand diversity brings new perspectives and a wider understanding, which helps make our work more effective. We also recognise nature's contribution to the health and wellbeing of New Zealanders, and what this means for you as a member of the DOC whānau. We strive for a culture of care. Our goal is an injury-free workplace where accidents are rare, and where every employee, every volunteer and every visitor returns home safely.

The DOC way of working

DOC *Te Papa Atawhai* has an established way of working - the DOC Trilogy – which helps everyone understand their role and what is expected of them. The trilogy ensures that one person is accountable for decision-making, everyone has input into their decisions, and leaders take responsibility for their teams:

Single Point Accountability – one person is accountable for decisions;

Team Process – DOC's decision making tool that ensures every team member can contribute to decisions affecting them;

Leader-led – our leaders are accountable for their people. They lead the way in communications, well-being, development and performance.

Role context

The National Operations – Issues and Programmes Unit is a diverse team within the Operations Group, which provides support to the Deputy Director-General (DDG), Operations to improve and optimise the overarching Operations conservation outcomes delivery system.

The Unit leads large complex national programmes of work with significant national and/or political implications for the Operations Group and functions of work. Programmes of work currently include Tiakina Nga Manu, Save Our Iconic Kiwi, Kauri Dieback, Myrtle Rust, Tahr management, Firearms management, and Predator Free Community. Functions of the Unit are Fire and Compliance (including Convention on International Trade in Endangered Species (CITES)).

The Directors, National Operations, Issues and Programmes work together to provide support for the DDG Operations to identify, triage and recommend solutions for management of emerging issues impacting on Operations. Other key functions include strategic contributions for Operations to work led by other Groups in the department, Operations system improvement, and co-ordination and quality assurance of national tasks as determined by the DDG Operations.

Role purpose

The Directors National Operations Issues and Programmes work together to provide support to the Deputy Director-General, Operations to improve and optimise the overarching Operations conservation outcomes delivery system.

Key accountabilities and deliverables

Responsibilities of this position are expected to change over time as DOC responds to changing needs. The incumbent will need the flexibility to adapt and develop as the environment evolves. This includes performing any other reasonable duties as required.

Accountability areas	Activities
Lead National Operations Functions	Work together with your Co-Director, National Operations Issues and Programmes to: Lead the National Compliance and Convention on International Trade in Endangered Species (CITES) function Lead the National Fire function



Accountability areas	Activities
	<p>Lead the operational component of the Predator Free Community function</p> <p>Lead the national coordination and oversight of complex multi-regional operational programmes including:</p> <ul style="list-style-type: none"> • Tiakina Ngā Manu (landscape pest management) • Tahr management • Kauri Dieback • Myrtle Rust • Save Our Iconic Kiwi <p>Lead the National Issues Managers to support the successful management of large-scale or complex issues, and initiatives or systems improvement work that require coordination nationally</p>
Support the Deputy Director-General, Operations	<p>Provide support to the Deputy Director-General, Operations by leading and executing national operations programmes and projects</p> <p>Facilitate the strategic alignment of Operations work to optimise delivery of agreed conservation outcomes</p> <p>Contribute operational input into significant organisational initiatives</p> <p>Lead priority national issues</p> <p>Identify critical issues for the Deputy Director-General, Operations</p> <p>Manage issues and coordinate large scale projects across the Operations Group</p>
People Leadership	<p>Lead DOC's core people leadership systems, including Monthly Operating Reviews (MORs) and Development Plans</p> <p>Lead DOC's way of working across your Unit/Region, including single point accountability, team process (including leading training) and leader-led</p> <p>Oversee and support the performance, learning and development of your Unit/Region (individually and collectively)</p> <p>Set annual expectations and manage and monitor performance through MORs and other performance indicators</p> <p>Have a talent management plan for the team that ensures the right capability including succession, recruitment and development opportunities</p> <p>Support the development of your team (individually and collectively) by ensuring every team member has up to date Development Plan, receives regular feedback and is provided with development opportunities</p> <p>Inspire and engage the Unit/Region in the effective delivery of high quality results that are integrated well into the whole of DOC business, used and valued by customers</p> <p>Foster an inclusive workplace culture and take action to create and support a diverse workforce</p> <p>Appropriately delegate and assign tasks and projects</p>



Accountability areas	Activities
	Manage the performance of your team in a way that inspires trust, respect and continuous improvement in performance
Safety and Wellbeing	<p>Lead Safety and Wellbeing systems and processes across your Unit/Region including Workplace Safety Committees, Safety Learning Days and Management By Walk About (MBWA)</p> <p>Actively manage and support the wellbeing of your team and wider Unit/Region</p> <p>Provide leadership in achieving DOC's goal of developing an injury free workplace</p> <p>Lead culture change where safety and wellbeing is a key to success and the only acceptable goal is to be injury free</p> <p>Ensure managers have the necessary tools to be effective health and safety leaders</p> <p>Take all practical steps to ensure your own safety and the safety of others in the workplace</p> <p>Ensure staff rehabilitation reflects our commitment to the principles of early return to work</p>
Treaty Partner	<p>Demonstrate familiarity with Regional and National Treaty Partners Engagement system(s)</p> <p>Engage in strong productive relationships in partnership with whānau, hapū and iwi to align conservation goals with the principles of the Treaty of Waitangi</p> <p>Ensure statutory obligations arising from Section 4 and from Treaty settlements are met throughout the region or unit</p> <p>Understand whānau/hapū/iwi needs and aspirations at place</p>
DOC and Team Contribution	<p>Display good team member behaviours</p> <p>Contribute to an inclusive, trusting and respectful team environment</p> <p>Use team process effectively</p> <p>Behave in a way that aligns with DOC's values</p> <p>Abide by DOC's standard operating procedures</p> <p>Work collaboratively with other teams across DOC and contribute effectively to cross-functional teams</p> <p>Behave in accordance with the Standards of Integrity and Conduct</p>
Stakeholder/Customer Engagement	<p>Develop and shape strategic connections with key individuals and groups from relevant sectors and organisations</p> <p>Lead the representation and co-ordination of cross-agency initiatives within own area of responsibility</p> <p>Work with other Business Groups and Units to ensure a consistent and collaborative approach to stakeholder engagement</p>
Management and Delivery	<p>Manage the work of the Unit effectively by:</p> <ul style="list-style-type: none"> • Planning, monitoring and reporting on work

Accountability areas	Activities
	<ul style="list-style-type: none"> • Managing resources and processes • Managing the Region/Unit budget

Capabilities

Leading strategically: Develops, implements and engages others in group vision and strategy, and thinks and acts strategically

Leading with influence: Communicates clearly and with impact, and inspires, motivates and influences others

Enhancing organisational performance: Fosters culture of innovation, drives system and process improvements

Enhancing system performance: Leads cross-functional work across DOC and contributes to wider organisational outcomes

Leads effective relationships with external stakeholders and partners across government and beyond to achieve conservation outcomes

Leads effective relationships with local whānau, hapū and iwi and contributes to DOC's wider relationship with its Treaty Partner

Leading at the political interface: Navigates and manages sensitive political issues and demonstrates political savvy

Enhancing people performance: Sets clear expectations for managers and wider team, reinforces, rewards and celebrates high performance, and addresses issues promptly

Developing diverse talent: Effectively coaches, gives feedback and takes a purposeful approach to building manager and unit or region capability

Enhancing team performance: Builds a cohesive and high performing management team and high functioning and inclusive team culture

Achieving through others: Delegates appropriately and sufficiently, and maintains the right level of oversight of work

Managing work priorities: Plans, prioritises and organises work to deliver on short and long-term objectives

Demonstrating understanding of the Treaty of Waitangi: Demonstrates an understanding of the implications of the Treaty on today's society and conservation

Demonstrating understanding of Māori Tikanga and protocols: Demonstrates comfort engaging and working in partnership with iwi and tangata whenua

Exercising judgement: Displays judgement in applying knowledge of the situation and relevant context to make sound and unbiased decisions

Honesty and courageousness: Displays courage, decisiveness and integrity

Resilience: Displays composure and a sense of perspective when the going gets tough; adopts habits to maintain personal balance and wellbeing

Curiosity: Displays openness to different perspectives

Engaging others: Connects with others, builds trust and listens

Self-awareness and agility: Displays self-awareness, is development focused, reflects on and adapts approach in changing circumstances

Achieving ambitious goals: Is accountable and committed to achieving ambitious outcomes

Specialist skills and experience

- Is a highly skilled strategic leader, able to lead effectively in circumstances of complexity and ambiguity and demonstrate whole of system thinking
- Has experience operating at a senior leadership level
- Understands the business of the Department and the interface with other public sector agencies, iwi, the private sector and community organisations
- Understands the implications of Section 4 on the Department's operational work and its importance across the organisation
- Has exceptional people skills and a strong drive for results through collaboration
- Demonstrates an ability to assess, question and challenge technical advice in order to ensure positive outcomes occur
- Has background and experience in conservation management, including natural and historic heritage, community and visitor aspirations
- Demonstrates a sound appreciation and understanding of the needs and aspirations of potential partners and potential value exchange opportunities with community groups, iwi and businesses
- Is comfortable engaging and working in partnership with iwi and tangata whenua and demonstrates an understanding of the implications of the Treaty on today's society and conservation

Relationships

External

- Minister's Office
- Other Government Departments and Crown Entities
- National Partners on an as required basis (e.g. Ministry for Primary Industries, Ministry for the Environment, Land Information New Zealand, Regional Councils, Local Government NZ, FENZ, National pest control sector)

Internal

- Peers and colleagues
- Operations Leadership Team
- Tier 3 and Tier 2 colleagues

Authorities

You are required to comply with the standard operating procedures of DOC. In addition you must comply with the financial, human resources, legal and other delegations set out in Standard Operating Procedures, policies and instructions (refer to the Intranet for further information).



Department of
Conservation
Te Papa Atawhai

APPROVED:

Name: Michael Slater, DDG Operations

Date: 26 September 2019
