

3 October 2024

AI
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Tēnā koe AI

Your request for official information, reference: HN200062257

Thank you for your email of 27 August 2024, asking Health New Zealand | Te Whatu Ora for the following under the Official Information Act 1982 (the Act):

In January 2024 roles for a senior advisor and product manager were advertised for the national quarantine capability for 'in the event of a future pandemic'. Since February 2024 could I be provided with documents such as briefings, memos or key emails or other relevant documentation that show:

The outputs and outcomes of both roles realised or expected since February 2024. The work program of these roles since February 2024. The salary of these roles

Could I also be provided with emails and documents such as briefings, memos or otherwise that relates to the setting up or planning or implementation of a national MIQ system since February 2024 as part of a quarantine readiness plan and which former or new MIQ suppliers are involved.

(As described in the 1 July 2023 Health NZ press release announcing a quarantine readiness plan and development of proposal for investment in an evolving portfolio of quarantine interventions).

On 24 September 2024, we extended the timeframe on your request to 8 October 2024. This extension was made in accordance with section 15A(1)(b) of the Act.

Response

For ease of reading, I have broken your request into two main questions and responded to each part in turn as below.

The outputs and outcomes of both roles realised or expected since February 2024, the work program of these roles since February 2024, and the salary of these roles.

The expected outputs, outcomes and work program of these roles are outlined in the position descriptions (**Appendix 1 and 2** refer). A summary of these outputs and outcomes by role is provided below.

Senior Advisor

In accordance with the position description, the Senior Advisor role supports the following outcomes:

- **Advisory:** provides expert advice and support to ensure effective delivery of National Quarantine Capability (NQC) work, incorporating operational needs and continuous improvement. Collaborates with stakeholders to meet accountability standards and offers strategic insights on NQC-wide issues.
- **Business planning and performance management:** supports planning, improvement, and reporting activities. Analyses data trends to inform planning and proactively identifies priorities and issues.

- **Relationship management and stakeholder engagement:** builds and maintains strong relationships internally and externally, ensuring continuity and cooperation. Actively contributes expertise, represents NQC positively, and influences key leaders' decisions.

The salary bands for this role (band SP19) are as follows:

- 80% position in range: \$92,046
- 100% position in range: \$115,057

Product Manager

In accordance with the position description, the Product Manager role supports the following outcomes:

- **Lead product strategies:** develop and implement strategies that align NQC objectives with Health New Zealand's business and technology plans, with a focus on NQC digital systems.
- **Manage stakeholders:** collaborate effectively with internal and external stakeholders, including Health New Zealand business and clinical owners, to define, prioritise, and deliver on the Enterprise Backlog.
- **Provide technical leadership:** maintain an awareness of current technical developments, ensure quality assurance processes are robust, and operate as a senior functional technical specialist providing expert advice.
- **Ensure service delivery:** lead product planning, delivery, and marketing through the product lifecycle, manage the associated budget, and prioritise delivery against the product roadmaps.
- **Contribute to broader organisational goals:** contribute to a culture that enables employee growth, work collaboratively to achieve strategic health outcomes, and support a culturally safe workforce.

The salary bands for this role (band SP21) are as follows:

- 80% position in range: \$107,886
- 100% position in range: \$134,857

While we are unable to disclose specific information regarding the output and workload of individual staff, Health NZ can confirm that the realised outputs and outcomes of both roles have been delivered in accordance with the expected outcomes, in line with the position descriptions provided.

Could I also be provided with emails and documents such as briefings, memos or otherwise that relates to the setting up or planning or implementation of a national MIQ system since February 2024 as part of a quarantine readiness plan and which former or new MIQ suppliers are involved.

The MIQ network was decommissioned in its entirety by the Ministry of Business, Innovation and Employment (MBIE) in August 2022, but work continued to ensure New Zealand remains well prepared for any future pandemic and other events for which quarantine and isolation might be required. The Quarantine and Isolation Capability Readiness Plan (readiness plan) was developed by MBIE to maintain readiness to re-establish quarantine and isolation mechanisms (such as MIQ). From 1 July 2023, this responsibility was transferred to Health agencies. The National Quarantine Capability (NQC) within Protection, Health NZ is responsible for enabling border focused quarantine and isolation capability, should the need arise. Since February 2024, NQC has worked to maintain, test and mature the readiness plan.

We have identified two documents within scope of your request. These are owned the Ministry of Health who hold joint responsibility for this work.

1. Briefing 10 May 2024: *National Quarantine Capability: work programme and next steps* (H2024039348)
2. Briefing 31 July 2024: *National isolation and quarantine capability* (H2024045544)

We have been advised that these will be proactively released by the Ministry of Health on their website in the near future. As such, this information is refused under section 18(d) of the Act as it will soon be publicly available. A list of suppliers who provide services for NQC has been provided as Appendix 3.

How to get in touch

If you have any questions, you can contact us at h.nzOIA@tewhatuora.govt.nz.

If you are not happy with this response, you have the right to make a complaint to the Ombudsman. Information about how to do this is available at www.ombudsman.parliament.nz or by phoning 0800 802 602.

As this information may be of interest to other members of the public, Health NZ may proactively release a copy of this response on our website. All requester data, including your name and contact details, will be removed prior to release.

Nāku iti noa, nā



Sara Freitag

**Manager, Machinery of Government Support
National Public Health Service**

Position Description | Te whakaturanga o mahi

Title	Senior Advisor, Readiness & Continuous Improvement (NQC)		
Reports to	Principal Advisor, Readiness (NQC)		
Location	Flexible		
Department	NPHS, Health Protection Directorate		
Direct Reports	Nil	Total FTE	1
Budget Size	Opex	N/A	Capex
Delegated Authority	HR	Tier 7	Finance
Date	January 2024		
Job band (indicative)			

Te Whatu Ora | Health New Zealand

The Health System in Aotearoa is entering a period of transformation as we implement the Pae Ora/Healthy Futures vision of a reformed system where people live longer in good health, have improved quality of life, and there is equity between all groups.

We want to build a healthcare system that works collectively and cohesively around a shared set of values and a culture that enables everyone to bring their best to work and feel proud when they go home to their whānau, friends and community. The reforms are expected to achieve five system shifts. These are:

- The health system will reinforce Te Tiriti principles and obligations
- All people will be able to access a comprehensive range of support in their local communities to help them stay well
- Everyone will have equal access to high quality emergency and specialist care when they need it
- Digital services will provide more people the care they need in their homes and communities
- Health and care workers will be valued and well-trained for the future health system

Te Mauri o Rongo – The New Zealand Health Charter (to be confirmed)

Te Mauri o Rongo is currently being finalised – this section provides an overview of anticipated content. In order to guide the culture, values, and behaviour expected of the health sector, Health New Te Mauri o Rongo provides common values, principles and behaviours through four Pou, to guide health entities and their workers, enabling a cultural transformation of the health sector. Te Mauri o Rongo fundamentally upholds a key system shift of the New Zealand health reforms to reinforce and embrace Te Tiriti and our obligations to it.

The pou are a platform and a foundation to empower a culture transformation, every person is guided to align themselves to the pou and enact the values and behaviours that the pou represent. Employers and employees are expected to uphold Te Mauri o Rongo in their work and environments as part of our commitment to achieving Pae Ora (healthy futures) for all.

It is fundamental that the four Pou of Te Mauri o Rongo are upheld by the health entities and their workforce.

Wairuatanga	The ability to work with heart	<i>“When we come to work, we are able and supported by others to be our whole selves. When we return home we are fulfilled”.</i>
Rangatiratanga	Ensuring that the health system has leaders at all levels who are here to serve	<i>“As organisations we support our people to lead. We will know our people; we will grow those around us and be accountable with them in contributing to Pae Ora for all”</i>
Whanaungatanga	We are a team, and together a team of teams	<i>“Regardless of our role, we work together for a common purpose. We look out for each other and keep each other safe. Together we are whānaunga, we are the workforce - kaimahi hauora”</i>
Te Korowai Manaaki	Seeks to embrace and protect the workforce	<i>“The wearer of the cloak has responsibility to act/embody those values and behaviours”</i>

About the role

The Senior Advisor, Readiness and Continuous Improvement plays a critical role in helping to shape NQC’s business performance, and readiness through the provision of specialist advice and development of effective processes and for leading a programme of continuous improvement activities.

Key Result Area	Expected Outcomes / Performance Indicators – Position Specific
Advisory	<ul style="list-style-type: none"> • Leading the provision of balanced, expert and responsive advice, support and planning which relates to the delivery of the Portfolio. • Understanding the operational needs of NQC to ensure those needs are reflected in approach to delivery of work. • Builds continuous review and improvement throughout all elements of Isolation and Quarantine Readiness. • Works with others across Te Whatu Ora to ensure successful and on time delivery of the public sector accountability framework. • Works effectively across the health system, engaging with the Te Aka Whai Ora and Manatu Hauora. • Identifies opportunities as to how NQC’s accountability framework will look in the future, how we work together and how all the processes fit together. • Work closely with NQC management to understand the operational environment. • Provides strategic advice on NQC-wide issues and positioning the group with key external stakeholders. •
Business Planning and	<ul style="list-style-type: none"> • Supports group business planning initiatives, continuous improvement, and performance reporting. • Identify trends from multiple data sources covering quantitative and qualitative data sets and relate these to the NQC business

Performance Management	<p>planning and performance framework and continuous improvement.</p> <ul style="list-style-type: none"> Continuously and independently monitor the environment, anticipate priorities, and issues, and proactively liaise with colleagues to act. Builds continuous review and improvement throughout all elements of Isolation and Quarantine Readiness.
Relationship Management and Stakeholder Engagement	<ul style="list-style-type: none"> Develop and maintain relationships across NQC and other external agencies to ensure continuity of delivery and associated resourcing. Build appropriate and effective business relationships with work colleagues and external stakeholders to enhance understanding and cooperation needed to achieve desired results. Participate as an active team member and contribute knowledge and expertise. Develop effective working relationships with managers and team leaders, and across NQC. Represent NQC and Te Whatu Ora views and protects its reputation in external interactions. Build strategic alliances with key leaders to ensure operational influence in their decision-making.

Key Result Area	Expected Outcomes / Performance Indicators – All Te Whatu Ora Leaders
Te Tiriti o Waitangi	<ul style="list-style-type: none"> Remains focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori. Supports tangata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery and monitoring of health care. Actively supports kaimahi Māori by improving attraction, recruitment, retention, development, and leadership.
Equity	<ul style="list-style-type: none"> Commits to helping all people achieve equitable health outcomes. Demonstrates awareness of colonisation and power relationships. Demonstrates critical consciousness and on-going self-reflection and self-awareness in terms of the impact of their own culture on interactions and service delivery. Willingness to personally take a stand for equity. Supports Māori-led and Pacific-led responses.
Culture and People Leadership	<ul style="list-style-type: none"> Lead, nurture and develop our team to make them feel valued. Prioritise developing individuals and the team so Te Whatu Ora has enough of the right skills for the future, supporting diversity of leadership to develop – Māori, Pacific, people with disabilities and others. Provides leadership that shows commitment, urgency and is visibly open, clear and innovative whilst building mutually beneficial partnerships with various stakeholders both internally and externally. Implement and maintain People & Culture strategies and processes that support provide an environment where employee experience,

	<p>development and performance management drive achievement of the organisation's strategic and business goals.</p> <ul style="list-style-type: none"> Ensures Business Unit culture develops in line with expectations outlined in Te Mauri o Rongo (the Health Charter, once developed), ensuring unification of diverse teams whilst simultaneously supporting local cultures to be retained and strengthened.
Innovation & Improvement	<ul style="list-style-type: none"> Be open to new ideas and create a culture where individuals at all levels bring their ideas on how to 'do it better' to the table. Model an agile approach –tries new approaches, learns quickly, adapts fast. Develops and maintains appropriate external networks to support current knowledge of leading practices.
Collaboration and Relationship Management	<ul style="list-style-type: none"> Models good team player behaviour, working with colleagues to not allow silo thinking and behaviour at decision making level to get in the way of doing our best and collegially supports others to do the same. Work with peers in Te Aka Whai Ora Māori Health Authority and Pacific Health Business Unit to ensure the voice of and direct aspirations of Māori and Pacific People are reflected in planning and delivery of services.
Health & safety	<ul style="list-style-type: none"> Exercises leadership and due diligence in Health and Safety matters and ensures the successful implementation of Health and Safety strategy and initiatives . Taking all reasonably practicable steps to eliminate and mitigate risks and hazards in the workplace that could cause harm, placing employee, contractor and others' health, safety, and wellbeing centrally, alongside high-quality patient outcomes. Lead, champion, and promote continual improvement in health and wellbeing to create a healthy and safe culture.
Compliance and Risk	<ul style="list-style-type: none"> Takes responsibility to ensure appropriate risk reporting, management and mitigation activities are in place Ensures compliance with all relevant statutory, safety and regulatory requirements applicable to the Business Unit. Understands, and operates within, the financial & operational delegations of their role, ensuring peers and team members are also similarly aware.

About you – to succeed in this role

You will have

Essential:

- A relevant tertiary qualification or equivalent experience.
- Previous experience in a senior advisory role in a complex environment.
- Demonstrated sound understanding of internal processes as well as keeping abreast of strategy and operations of NQC to provide the right level of information and advice to maintain credibility of the Portfolio.
- Strong conceptual thinker and problem solver, demonstrating innovation and excellent judgement.

- Clear, concise, communicator with particular strengths in writing, including but not limited to; leadership papers, memos, project documentation and reports.
- Able to cut a clear path through complexity and comfortable with ambiguity and change.
- Able to balance strategic imperatives with operational realities.
- Knowledge and experience of Te Ao Māori and Te Ao Māori practices; tikanga, Te Reo and a comprehensive understanding of the Treaty, Te Tiriti and the Treaty Principles.
- Self-motivated and results-driven, including the ability to do what is difficult or unpopular when required, to work effectively under pressure and focus on key issues.
- Excellent interpersonal skills with an ability to liaise and collaborate effectively at all levels of the organisation and an ability to build and maintain strategic relationships.
- Maturity, political nous, sound judgement, flexibility, and a sense of teamwork in a demanding and unpredictable work environment, which can involve urgent problem resolution.
- Attention to detail and a commitment to accuracy and excellence.
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You will be able to

Essential:

- Demonstrate an understanding of the significance of and obligations under Te Tiriti o Waitangi, including how to apply Te Tiriti principles in a meaningful way in your role
- Take care of own physical and mental wellbeing, and have the stamina needed to go the distance
- Able to maximise the quality and contributions of individuals and teams to achieve the organisation's vision, purpose and goals
- Establish and maintain positive working relationships with people at all levels within the public and private sectors, related industry and community interest groups and the wider national and international communities
- Demonstrate a strong drive to deliver and take personal responsibility
- Demonstrate self-awareness of your impact on people and invests in your own leadership practice to continuously grow and improve
- Demonstrate the highest standards of personal, professional and institutional behaviour through commitment, loyalty and integrity

This position description is intended as an insight to the main tasks and responsibilities required in the role and is not intended to be exhaustive. It may be subject to change, in consultation with the job holder.

Position Description | Te whakaturanga ō mahi

Title	Product Manager		
Role ID	D&D Product Manager – NQC		
Reports To	Manager, National Quarantine Capability		
Location	Wellington - preferred		
Business Group	Health Protection		
People	Direct Reports: Nil	Indirect Reports: Nil	
Budget	Opex: Nil	Capex: Nil	
Delegated Authority	HR: TBD	Finance: TBD	
Job Band	SP21	Tier	6
About the Role	<p>The Product Manager is a senior member of the National Quarantine Capability (NQC) team which sits in the National Public Health Service (NPHS). NQC is responsible for providing quarantine and isolation capability in Aotearoa in the event of a future pandemic. NQC is supported by several digital systems and the Product Manager will take responsibility for these systems, working collaboratively with Te Whatu Ora Data and Digital teams to maintain, evolve and drive value from these platforms over time. The role will lead assessment of NQC's digital systems to inform a future plan for investment opportunities to both mitigate risk and realise the NQC strategic vision. A key delivery will be input and leadership around budget process planning. The role will be responsible for aligning strategic thought leadership with operational delivery.</p>		
Organisational Impact	Giving effect to the strategic health outcomes of Te Whatu Ora by providing leadership that contributes to building sustainability, resilience and meaningful culturally safe connections, capabilities, assets and		

services with the good of the New Zealand Public Health System in mind, now and for the future.

Key Result Areas	Expected Outcomes (Role specific)
Strategy Management	<p>Lead product strategies that are aligned to the principles of Te Tiriti and help deliver pro-equity outcomes.</p> <p>Develop and implement strategies to align Te Whatu Ora organisational business plans and technology delivery plans with business objectives.</p> <p>Maintain a facilitation role for delivering business outcomes in area of accountability that contribute to the overall data and digital strategy.</p> <p>Own the product vision ensuring shared goals are clear and well understood by the product teams and the business.</p> <p>Collaborate with the Te Whatu Ora business and clinical owners to define, prioritise and deliver against the Enterprise Backlog.</p> <p>Provide thought leadership, expertise and advice to programmes of work to ensure the successful delivery of priorities and objectives.</p> <p>Communicate business objectives/strategies authoritatively at all levels across the organisation to both technical and non-technical audiences.</p> <p>Provide input into policy and strategy formation where required.</p>
Stakeholder Management	<p>Collaborate across teams and capabilities to streamline and improve delivery of services, prioritise demand, and improve business value.</p> <p>Actively initiate influential relationships with internal and external customers, suppliers and partners at a senior level, including industry leaders to deliver business objectives.</p> <p>Gain agreement from stakeholders to conclusions and recommendations and negotiate with stakeholders to manage competing priorities and conflicts.</p> <p>Work collaboratively with colleagues, other business teams and other agencies to take advantage of, and develop good practice frameworks, methodologies and collateral.</p>

	<p>Represent product management at the appropriate technical and governance levels.</p> <p>Foster an open, collaborative environment that encourages ongoing learning and knowledge sharing.</p> <p>Foster a culture of continuous improvement and innovation with stakeholders within the organisation to improve efficiencies, reduce waste in processes and better utilise resources.</p> <p>Work closely with other Product Managers to deliver business outcomes where multiple products and in particular complex products are required.</p> <p>Facilitate the building of effective relationships between others.</p>
<p>Technical Leadership</p>	<p>Maintain an awareness of current technical developments that may provide business opportunities to programmes, projects, products or services. Provide expert insights and share knowledge widely.</p> <p>Undertake troubleshooting to understand current challenges and needs, identifying and resolving issues that impact the success of their product teams</p> <p>Ensure that quality assurance processes and activities are robust and reliable, and appropriately tailored to the organisation's quality objectives, and are effectively deployed.</p> <p>Develop, summarise and report on KPIs within business area as to status against measures including the required quality, scope, resource, benefit, budget, delivery cadence and outcomes of product team deliverables.</p> <p>Operate as a senior functional technical specialist providing expert technical advice and recommendations to ensure the delivery of programmes of work and wider organisational strategies.</p> <p>Analyse and anticipate procurement needs, and ensure they are met through high-quality relationships with key suppliers and vendors.</p> <p>Lead the procurement of vendors and manage vendor performance against agreed service levels/deliverables.</p> <p>Operate as an expert in product management performing highly complex/ambiguous work activities covering technical, financial and quality aspects.</p>

Released under Official Information Act 1982

	<p>Propose, develop and lead learning sessions that will increase the product management capability across the organisation.</p>
<p>Service Delivery</p>	<p>Lead product planning, delivery and marketing through the product lifecycle.</p> <p>Operate between the Business and Technical domains to align strategy, drive product value and achieve agreed outcomes against the Enterprise Backlog.</p> <p>Operate agreed product roadmaps and quarterly plans and ensure reporting and progress against those roadmaps and quarterly plans is communicated as per the organisation's requirements.</p> <p>Manage the budget associated with the roadmaps and quarterly plans.</p> <p>Market the product to look for opportunities for re-use or other applications of the product both inside and outside the Senior Product Manager's business area.</p> <p>Prioritise delivery against the product roadmaps alongside key product stakeholders.</p> <p>Work with the product teams to ensure that functionality in production is supported effectively, efficiently and to the agreed quality standards.</p> <p>Works with the business to define objectives and key results, and to implement measurement of these when products are in production</p> <p>Give business empowerment where appropriate to direct on timings and value for business-driven improvements and change while balancing this with the need for product development that ensures the technical sustainability of the product.</p> <p>Ensure re-use of those products that provide common or re-usable capabilities across different business units.</p>
<p>People Leadership</p>	<p>Form, maintain and lead the product team and the team members within it to achieve project/programme objectives.</p> <p>Provide advice to iteratively improve product management capability including skills requirement, development opportunities, training, coaching and mentoring.</p> <p>Participate actively in the recruitment and onboarding of team members.</p>

Released under Official Information Act 1982

	<p>Carry out formal capability assessments to identify strengths and areas for improvement of self and other Product Managers.</p> <p>Facilitate team members' individual development of skills and capabilities in line with team and personal goals, providing development opportunities in line with the product management capability, business and strategic direction.</p> <p>Set quality, performance and capability targets for the team in line with capability area and organisational goals.</p> <p>Determine and allocate routine tasks or project work to team members in line with team objectives and individual capabilities including adjusting workload, targets, and team capacity as requirements.</p> <p>Review team outputs and provide constructive advice and feedback.</p> <p>Monitor the performance of the team and working relationships providing effective feedback to address individual issues.</p> <p>Lead team member performance reviews.</p>
Other	<p>Undertake any other duties as directed by the Manager.</p> <p>Drive own development taking the initiative to identify and negotiate own appropriate development opportunities.</p>

Key Result Areas	Expected Outcomes for all Te Whatu Ora Managers
People and Culture	<p>Lead a culture that enables employees to learn and grow in order to deliver responsive and trusted services, ensuring career growth and development, and supporting Te Whatu Ora to be seen as a preferred employer.</p> <p>Act as an ambassador for the values and behaviours of the desired organisational culture, Te Mauri o Rongo¹, ensuring unification of diverse individuals and teams whilst supporting positive local cultures to be retained and strengthened, and driving performance through effective teamwork and empowerment to achieve current and future service delivery.</p> <p>Support product teams so that Te Whatu Ora has the skills and performance outcomes it requires now and for the future,</p>

¹ Health Charter, once developed

	<p>supporting diversity of leadership to develop – Māori, Pacific, people with disabilities, and others.</p>
<p>Strategic Health Outcomes</p>	<p>Work collaboratively with other business units and across sectors, to collectively contribute to the strategic health outcomes outlined in the Pae Ora (Healthy Futures) Act 2022².</p> <p>Te Tiriti o Waitangi – is focused on the pursuit of Māori health gain as well as achieving equitable health outcomes for Māori. Support tangata whenua- and mana whenua-led change to deliver mana motuhake and Māori self-determination in the design, delivery, and monitoring of health care. Actively support kaimahi Māori by improving attraction, recruitment, retention, development, and leadership, and te ao Maori is reflected in all that we do.</p>
<p>Planning, direction and operational management</p>	<p>Think, plan, and lead the product team. Engage the product team in the vision and position the team to meet current and future needs.</p> <p>Lead the development and implementation of business plans, frameworks for the team, function or business unit performance, and drives performance and delivery against objectives.</p> <p>Lead and contribute to business planning, delivery monitoring and reporting, and resource management effectiveness.</p>
<p>Achieving Equitable Outcomes</p>	<p>Role-model a change in the way we work to improve health outcomes, equity for Māori, as well as Pacifica, Whaikaha, and other groups, that achieves the goals of Pae Ora.</p> <p>Contribute to the business unit's equity commitments.</p> <p>Support a culturally safe workforce, reflecting our diverse community, and better understanding own cultural perspectives to bring awareness and how this may unconsciously impact interactions and service delivery, to advance work across a range of social contexts. Including, to partner effectively with Te Aka Whai Ora and Manatu Hauorā in advancing Māori health aspiration and outcomes.</p>
<p>Collaboration and Relationship Management</p>	<p>Build mutually beneficial partnerships internally and externally with inter-dependent stakeholders across different organisational and community representation including hapu and iwi, required to achieve sustainable performance outcomes.</p>

² The explicit purpose of Act is to: protect, promote, and improve the health of all New Zealanders; achieve equity in health outcomes among New Zealand's population groups, including by striving to eliminate health disparities, in particularly for Māori; and build towards pae ora (healthy futures) for all New Zealanders.

	<p>Work with peers in Te Aka Whai Ora Māori Health Authority and Pacific Health Business Unit, and others, to ensure the voice of and direct aspirations of Māori and Pacific People are reflected in planning and delivery of services</p> <p>Role model effective team player behaviour and works to support inclusive, productive interactions and service delivery by actively breaking-down silo thinking and behaviour, especially at decision making level, to allow for best work. Collegially supports others to do the same.</p>
<p>Health & Safety, Compliance and Reporting</p>	<p>Take all reasonably practicable steps to eliminate and mitigate risks and hazards in the workplace that could cause harm, placing employee, contractor and others' health, safety, and wellbeing centrally, alongside high-quality patient outcomes.</p> <p>Ensure active management and compliance with all relevant statutory, safety and regulatory requirements applicable to the team.</p> <p>Take responsibility to ensure appropriate risk reporting, management and mitigation activities are in place.</p> <p>Understand, and operate within the financial and operational delegations of their role, ensuring peers and team members are also similarly aware.</p>

Key Relationships	
<p>External</p> <ul style="list-style-type: none"> • Suppliers • Vendors • Contractors • Other Government agencies 	<p>Internal</p> <ul style="list-style-type: none"> • Te Aka Whai Ora • Manager • Project teams • Product Managers and teams • Product Owners • Sector Digital Channels Managers • Sector Digital Channels Capability Leads • Programmes • Wider Data and Digital Teams • Business Owners

- Te Whatu Ora business units

Essential Requirements

Experience

Seasoned experience in a similar role in a large complex organisation working with both internal and external stakeholders and leading team

Experience working in an Agile product delivery framework

Significant experience developing product roadmaps

An appreciation of the technical landscape, ability to support the shaping of solutions with the ability to articulate this in a language that is reflective of the audience

Demonstrated ability to motivate and encourage teams in an environment of change, financial prudence and an increasing level of digital maturity across the organisation

Strong coaching and mentoring skills with the ability to lead others effectively to achieve successful organisational outcomes

Proven relationship building skills and well-developed communication skills.

Proven ability in managing suppliers and vendors

Ability to apply technical strategies, policies, standards and practices effectively.

Demonstrated intuition and the ability to balance good process with the need to make clear decisions in demanding situations such as priority service outages.

Demonstrated ability to work under tight timeframes and manage competing priorities while remaining resilient under pressure.

Experience working in the health sector or other Government body preferred

Knowledge, Skills, and Attributes

Pae Ora & Te Tiriti o Waitangi - demonstrates an understanding of Pae Ora (Healthy Futures) Act 2022, the significance and obligations of Te Tiriti o Waitangi, including how to give effect to these expectations in a meaningful way, and the commitments to equity and priorities of Wai2575. Have an appreciation of cross-cultural matters, including knowledge of tikanga Māori (or a willingness to learn).

Leadership and management – at a mid-managerial level, has the ability to think, plan and contribute strategically and to connect with people to build an engaged and productive workforce. Demonstrates inclusive leadership and management skills able to maximise the quality and contributions of individuals and teams to drive outcomes.

Communication and relationship effectiveness – demonstrates mature communication and interpersonal skills, including the ability to write and present in a clear, persuasive, and impactful way, to influence others to embrace change, and to develop, unify and maintain effective internal and external relationships essential for achieving sustainable outcomes.

Planning and direction – at a mid-managerial level, has the ability to maintain oversight of work responsibilities, to identify business / project requirements, to contribute to strategies, to plan, prioritise, delegate and organise work to deliver on short and long-term objectives across the breadth of the role.

Operational management – at a mid-managerial level, has the ability to monitor and analyse performance to ensure the quality of work, identify areas of improvement, problem solve, and make sound decisions to achieve goals.

Continuous improvement – demonstrates an openness to the views of others, and an ability to model an agile³ approach that helps to foster a culture where individuals bring their ideas and issues for constructive debate and finding improved ways forward. Has networks to support current knowledge of leading practices.

Dealing with ambiguity – demonstrates an ability and willingness to effectively manage people and projects of work during times of uncertainty and change.

Financial management – at a mid-management level, has a relevant understanding of financial management, including budgeting, forecasting, and cost management.

Compliance and risk management - demonstrates an understanding of risk and compliance, legal and regulatory requirements regarding relevant regulations and standards in New Zealand, to ensure compliance with these requirements as relevant to the role.

³ Agile approach – tries new approaches, learns quickly, adapts fast

Education	A relevant graduate and/or post-graduate qualification or comparable experience working at a management level.
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Selection Criteria	
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<i>Critical knowledge, skills, and attributes, including specific cultural and/or language requirements</i>	<ol style="list-style-type: none"> 1. Knowledge and experience relevant to the expectations of this position as outlined above. 2. Seasoned experience in a similar role in a large complex organisation working with both internal and external stakeholders and leading team. Experience working in an Agile product delivery framework. Significant experience developing product roadmaps. An appreciation of the technical landscape, ability to support the shaping of solutions with the ability to articulate this in a language that is reflective of the audience. Proven ability in managing suppliers and vendors. Ability to apply technical strategies, policies, standards and practices effectively. 3. Demonstrated ability to balance good process with the need to make clear decisions in demanding situations (e.g. priority service outages). Demonstrated ability to work under tight timeframes and manage competing priorities while remaining resilient under pressure. 4. Demonstrated ability to motivate and encourage teams in an environment of change, financial prudence and an increasing level of digital maturity across the organisation. Strong coaching and mentoring skills with the ability to lead others effectively to achieve successful organisational outcomes. Strong financial management of operational budgets 5. Previous responsibility at a leadership level for developing, maintaining and influencing relationships and partnerships across sectors and organisations including with Māori and Pacific Peoples and groups. Proven relationship building skills and well-developed communication skills. Leadership level experience putting into practice the expectations outlined in Te Tiriti o Waitangi in their position.
<i>Essential qualifications, certifications and/or professional registrations required</i>	A graduate or post graduate qualification in a relevant area or comparable experience working at a management level.

Appendix 3

NQC suppliers

- Interact Learning Pty Ltd (trading as Kineo)
- Sudima Christchurch
- Sudima Auckland Airport
- The SEBEL Auckland Manukau
- Novotel Christchurch Airport
- Novotel Auckland Airport
- Naumi Hotel
- Johnston's Coachlines
- Satellite Media Ltd
- Jet Park Auckland
- Holiday Inn Auckland Airport
- First Security Guard Services Ltd
- Big Blue
- AvSec
- JNCTN

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