

James Bourne  
[fyi-request-3036-3ca84774@requests.fyi.org.nz](mailto:fyi-request-3036-3ca84774@requests.fyi.org.nz)

Dear Mr Bourne

I refer to your request of 12 August 2015 in which you ask:

*Could you please explain the roles and responsibilities of the Deputy Chief Executive (Maori)?*

I attach a document which sets out the roles and responsibilities of the Deputy Chief Executive Maori as requested.

Yours sincerely



Fiona Michel  
Deputy Chief Executive People

## **Roles and Responsibilities of DCE Māori**

To lead and manage the development of organisational strategies relating to Treaty of Waitangi and Māori, to ensure better outcomes for New Zealand by working in partnership with Iwi.

Ensures the provision of strategic advice to the Executive and Senior Managers about Treaty of Waitangi, Māori and ethnic matters that affect policing.

Oversees Treaty of Waitangi development for Police so as to secure the trust, confidence and working relationship with Māori as a Treaty partner.

Contributes fully as a member of the Police Executive team to the leadership, governance, financial management, vision, compliance and management of NZ Police.

### **Key accountabilities**

#### **1. Strategy Development**

- Drives the development and implementation of Police strategy for Māori in accordance with the overall vision, Government goals and Police key priorities.
- Develops a strategic vision of Treaty and ethnic-wide police responsiveness that will enhance the achievement of NZ Polices purpose of be safe, feel safe.
- Participates as a member of the Executive Team and contributes to the strategic direction, governance and management of Police.
- Develops and maintains collaborative and strategic alliances with Treaty partners and other key stakeholders to Police.
- Focuses on achieving the goals of the organisation and shares the vision with staff, partners and stakeholders.
- Develops, communicates and promotes relevant strategies and issues at an Executive and national level internally and to the wider external community.

#### **2. Service Management**

- Ensures services are delivered within a quality customer service, Māori responsiveness, partnerships and community orientated policing framework.
- Ensures the provision of impartial and comprehensive advice and support to the Executive and Minister(s) on any matters within the scope of Māori and ethnic matters affecting policing.
- Ensures members of the public, partnering agencies and international agencies, receive high quality services.
- Acts as a source of specialist support and ensures the provision of advice and support to Police staff.
- Facilitates administration and operation of the Commissioner's Māori Focus Forum for the Commissioner.
- Assists the Commissioner in leadership and management roles at a national level.
- Contributes to the management of Police responses to national security.

- Ensures services are delivered promptly, impartially and safely and ensuring victims' needs are met.
- Provides executive oversight of Parliamentary questions, ministerials and the Commissioner's correspondence relevant to their responsibilities.

### **3. Relationship Management**

- Assists the Commissioner in representing Police at Ministerial and senior official level, including appearing before select committees and engaging with the public and media.
- Establishes and maintains open and constructive working relationships with partnering agencies both nationally and internationally.
- Ensures the Police perspective is adequately represented on inter-agency working parties.
- Develops and maintains formal and informal consultative and information sharing networks with peers in partner agencies and other government departments.

### **4. Project Management**

- Prioritises projects according to strategic requirements and direction.
- Ensures the direction, management and coordination of developmental projects through effective project sponsorship.
- Assigns and appoints project managers and team members to complete projects.
- Ensures projects are completed in a timely, cost effective manner to Project Management Office standards with a quality focus
- Manages project risks and focuses on project deliverables.
- Ensures projects are scoped and appropriately planned.
- Ensures suppliers have established contracts, service level agreements and that performance is monitored against established criteria.
- Ensures fair pricing for services in order to achieve optimal results.

### **5. Risk Management**

- Ensures that any areas of potential political risk are identified, the Commissioner, relevant business managers and external partners/agencies are given early warning, and appropriate ways of managing the risks are found, particularly in relation to Treaty, Māori, Pacific or other ethnic community concerns.
- Identifies and highlights any risks pertaining to the changing environment that might impact on strategic direction.

### **6. Representation and Relationship Management**

- Represents the Commissioner in forums nationally and internationally as tasked by the Commissioner.
- Establishes and maintains productive working relationships with:
  - The Minister of Police and other Ministers of the Crown particularly those associated with Māori, Pacific, ethnic-wide portfolios
  - Government officials.

- Central agencies (Department of Prime Minister and Cabinet, State Services Commission, Treasury).
- A range of government agencies with an interest in the Justice/Community safety sectors (Te Puni Kōkiri, Ministry of Pacific & Island Affairs).
- International policing agencies
- Members of the Commissioners' Māori Focus Forum.
- Develops and maintains informal consultation and information sharing networks with peers in partner agencies and other government departments.
- Ensures adequate and timely advice on policing initiatives is made available to other agencies with an interest in Police policy and strategy.
- Establishes effective and productive working relationships with the Executive Leadership team, District Commanders and Senior Managers at Police National Headquarters.

### **7. Team Management**

- Provides leadership and direction for the team and acts as a role model.
- Plans, coordinates, develops and monitors work of the team.
- Plans, develops and monitors the performance of staff in the team ensuring that they are motivated, trained and encouraged to the best of their abilities.
- Leads and manages own team in relation to:
  - Human resource management
  - Project management
  - Financial management
  - Communication management
- Ensures systems and behavioural alignment to the integrity, ethics and values of the organisation.
- Ensures the promotion of values and within NZ Police.

### **8. General Management**

- Maintains a constructive working relationship with all of our people.
- Contributes to Police objectives as a member of the Police Executive.
- Contributes to meeting Police obligations under the Treaty of Waitangi.
- Provides overall management and allocation of the budget.
- Fosters a safe environment by integrating safety and health into all aspects of work practices and places of work.

