

## Role Description

Title	Deputy Director-General, Policy
Reports to	Director-General
Group	Policy
Direct Reports	Directors, Chief Advisors, Executive Assistant
Security Clearance Required	Secret clearance: criminal convictions check
Date	August 2025
Approved By	Director-General

## Public Service

Ka mahitahi mātou o te ratonga tūmatanui hei painga mō ngā tāngata o Aotearoa

I āianeī, 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 hapori, 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.

## About DOC

The Department of Conservation Te Papa Atawhai (DOC) serves to protect and restore nature spaces and species across Aotearoa.

At the heart of our success is our strong DOC culture, built on clear values. Our integrity grounds us, our connections take us further together, we empower ourselves and others to do the best work, so we achieve more for nature and New Zealand.

## Purpose of the role

The purpose of the Deputy Director-General (DD-G), Policy role is to provide excellent policy leadership and set the direction for DOC's conservation policy, legislative, and Treaty negotiations strategy, systems and frameworks. The Policy Group works across DOC to develop robust and pragmatic solutions to support effective functioning of the conservation system.

The DD-G, Policy is responsible for DOC's Treaty policy and Treaty negotiation's function, ensures the conservation system is fit for purpose, with the right policy and legislative frameworks in place, and oversees our in-house legal services and core land management functions.

DOC has diverse operational responsibilities that require purposeful relationships with Treaty partners across the country, and which involve a wide range of interests that can at times conflict. There are challenges and opportunities in every aspect of these responsibilities which means DOC must work collaboratively to achieve its conservation objectives”

The DD-G Policy is a member of DOC’s Senior Leadership Team (SLT). As an SLT member the DD-G helps collectively lead the organisation

SLT members have collective accountability to bring DOC’s strategy and priorities to life and to build an organisation where people can deliver their best, feel empowered to make a difference and see this as a place where they are proud to work.

As a member of SLT, the DD-G ensures DOC is developing high quality systems and processes and outstanding governance and management.

## Key Result Areas

The DD-G is responsible for leading DOC’s Policy Group, ensuring DOC has the right frameworks and settings in place to deliver on our strategic outcomes.

This role has the primary responsibility for:

- Providing strategic policy leadership, representing DOC at cross-agency and international forums.
- Ensuring the provision of high-quality policy advice, consistent with public service standards for excellence
- Treaty settlement negotiations, working closely with the DD-G Treaty Partnership to ensure outcomes can be implemented
- Leading policy development and advice on conservation and biodiversity issues across the conservation and natural resources system
- Influencing others to get the best outcomes for biodiversity in Aotearoa New Zealand and internationally
- Ensuring conservation legislation is fit for purpose, including leading reform of conservation law and other relevant statutes.
- Working closely with other DDGs to ensure policy and regulation are translated for implementation in DOC’s delivery groups
- Working with stakeholders to understand and respond to their interests in public conservation land.
- Delivering a suite of legal services, including in-house tailored legal advice and services on a range of issues critical to DOC’s success
- Ensuring the effective operation of DOC’s core land management functions (including statutory land management and reclassification)
- Working closely with DD-G, Biodiversity, Heritage and Visitors to ensure insights, monitoring and evaluation informs policy and strategy

## General Requirements

Respond to DOC’s changing needs, performing other tasks as reasonably required.

Be visible, open and engaging, proactive and agile. Move towards problems and challenges and do not put up boundaries or assume something is someone else’s responsibility.

Maintain a strict sense of personal ethics, maintain confidentiality and privacy, and abide by DOC’s Code of Conduct.

DOC may make reasonable changes to the positions in consultation with the job holder. This could include adjustment of the allocation of portfolios and responsibilities among members of the Senior Leadership Team from time to time.

## Accountabilities

Accountability	Including
Ensure DOC develops and delivers on its vision and strategy and provides ongoing stewardship for conservation	<p>Bring a range of perspectives and information to the table to ensure DOC's strategy and vision are fit for purpose</p> <p>Develop a critical view of the opportunities and challenges to achieving DOC's goals</p> <p>Identify opportunities across DOC and the system to collaborate and improve outcomes</p> <p>Lead collaboration across the organisation and encourage others to make a difference for conservation</p>
Build strong and effective relationships with Treaty Partners and a wide range of external stakeholders	<p>Actively provide opportunities for Treaty partnership to be expressed in our everyday work</p> <p>Set clear expectations to embed te ao Māori in our work, and to give effect to the principles of the Treaty of Waitangi (section 4, Conservation Act)</p> <p>Implement the Whāinga Amorangi framework for engaging and partnering with Māori communities</p> <p>Understand the objectives of Treaty Partners and external stakeholders, identifying critical risks, issues, and opportunities</p>
Develop and maintain a long-term plan to support DOC's goals and vision	<p>Work collectively with the Senior Leadership Team to balance the resources available to achieve the best outcomes for conservation</p> <p>Ensure disciplined budget, planning and prioritising is carried out across the Group</p>
Oversee the delivery and implementation of the Group's plan	<p>Manage a broad range of work priorities and an overview of diverse work commitments</p> <p>Work smarter, drawing on the network of capabilities across the organisation to successfully deliver</p> <p>Lead improvements to systems and processes for gains in organisational effectiveness and efficiency</p> <p>Ensure comprehensive performance monitoring to regularly assess progress and identify areas of risk or concern</p> <p>Respond to critical issues or opportunities as required</p>

Accountability	Including
Support our people	<p>Support all people to bring their whole selves to work, achieving their personal development goals and meet DOC's aspirations</p> <p>Develop leaders through effective coaching and mentoring and development opportunities</p> <p>Create a positive work environment to support a high performing and engaged workforce</p> <p>Set clear expectations and outcomes for senior leaders and managers and manage performance</p> <p>Set long-term initiatives to develop capability</p>

## Relationships

Internal	Nature of the Relationship
DOC Senior Leadership Team	<p>To coordinate strategies and collaborate on facilitating work programmes</p> <p>To provide support to other Groups and contribute to initiatives across the organisation</p>
Direct Reports	To provide direction and guidance on process, intellectual leadership, strategies, work programmes, individual development and management support
Directorate Leadership Teams	To share information, coordinate business and work plans, lead decision making, facilitate and guide implementation of policy
External	Nature of the Relationship
Ministers' Offices	To support the Minister (s)
Treaty Partners	To apply the principles of the Treaty of Waitangi to our work
Peers in other government agencies, nationally and internationally	To facilitate active collaboration, build strong networks and build knowledge
Conservation sector, nationally and internationally	To lead and facilitate active networks, collaborate, and build, capture and share knowledge and information

## Capability

Capabilities required	
Function	<p>In depth knowledge of policy development and implementation</p> <p>Effectively navigates political issues, engages effectively with Ministers and political representatives to shape and implement the government's policy priorities.</p> <p>Executive leadership experience in a large and complex organisation</p>
Treaty Partnership	<p>Sound understanding of the Crown's obligations under the Treaty of Waitangi</p> <p>Leads partnerships and relationships with whānau, hapū, iwi and Māori organisations with integrity</p> <p>A sound understanding of te ao Māori, te reo me ngā tikanga Māori</p> <p>Broad understanding of how Treaty settlement commitments impact area of responsibility</p>
People Leadership	<p>Skilled in leading and managing senior leadership teams using effective role modelling, delegation and performance management</p> <p>Comprehensive coaching and mentoring skills</p> <p>Motivates and inspires others</p>
Decision Making and Reasoning	<p>Astute judgement and decision-making in senior roles and high-stake situations</p> <p>High level analytical and creative reasoning skills to solve complex problems and devise strategies and policies</p> <p>Integrates wide ranging information to support effective decision making</p> <p>Seeks different perspectives to check for and mitigate unconscious bias</p>
Collaboration	<p>Finds common ground and solves problems</p> <p>Solves problems with peers, gains trust easily and supports peers and encourage collaboration</p> <p>Demonstrates and fosters collaboration at an organisational and sector levels</p>

Capabilities required	
Organisation Leadership	<p>Track record of successful strategic leadership and management, with high level strategic capability</p> <p>Skilled in leading change</p> <p>Able to establish self as a trusted senior adviser to sector and government leaders, and proactively inform and provide frank advice on sensitive issues</p> <p>A broad and detailed knowledge of government systems and structures</p> <p>A broad understanding of government processes and politics and key interfaces with government and other public sector agencies</p>
Delivery of Results	<p>Manages and delivers on diverse work priorities, effectively allocating time and resources</p> <p>Planning and organising skills in large and complex projects, and situations involving many people and groups in a medium-long time frames</p> <p>Manages risk effectively through appropriate identification, categorisation, and evaluation and mitigation</p>
Relationship Building and Stakeholder Management	<p>Able to influence a range of audiences from Ministers to the New Zealand public, and across international fora</p> <p>Able to build personal connections with and understand the perspectives of senior Treaty Partner representatives and stakeholder leaders</p> <p>Able to build an understanding of Treaty Partner and stakeholder perspectives in complex, external settings</p>
Commercial and Financial Management	<p>Commercial experience and expertise</p> <p>Negotiation skills in complex and high-stakes situations</p>
Interpersonal Skills and Communication	<p>Communicates clearly and sensitively with a very wide range of internal and external audiences</p> <p>Gains active participation and/or support for initiatives, from senior leaders, staff, and other senior stakeholders</p>

You are required to comply with the standard operating requirements of DOC, i.e., you must comply with the financial, health and safety, legal, people and other delegations set out in Standard Operating Procedures, policies, and instructions (refer to the Intranet for further information)