

Department of Conservation *Te Papa Atawhai*

Role Description

Role Details

Title	Kaihautū Strategy and Policy (Treaty)
Manager Title	Deputy Director-General, Iwi Strategy and Partnerships
Group	Iwi Strategy and Partnerships
Direct Reports	Principal Advisor Treaty Policy Principal Advisor Treaty Strategy Business Partner Iwi Strategy and Partnerships Senior Advisor Iwi Strategy and Partnerships
Security Clearance Required	TBC
Date	April 2026
Approved By	Director-General

Public Service

Ka mahitahi mātou o te ratonga tūmatanui 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.

About DOC

The Department of Conservation *Te Papa Atawhai* (DOC) protects and sustains nature for current and future generations. Our purpose is to ensure that Papatūānuku thrives. We do this by:

- Protecting land, species, ecosystems, and cultural heritage for conservation purposes
- Managing threats and adverse impacts
- Being a voice for conservation
- Connecting people to nature

All New Zealanders have a role in keeping nature healthy. We partner with whānau, hapū and iwi and collaborate with commercial partners, NGOs, volunteers, and government agencies to improve conservation outcomes.

Role Purpose

Provide enterprise-level strategic and policy leadership so that Section 4 of the Conservation act is clearly given effect across DOC's strategies, systems and practice. The Kaihautū:

- Leads the Treaty Operating Model work programme—providing functional leadership and direction to the Principal Advisor Treaty Policy and Principal Advisor Strategy and associated roles to ensure Section 4 is applied consistently and settlement obligations are upheld.
- Shapes Treaty strategy and system settings so that DOC's long-term direction reflects settlement commitments and Treaty partner aspirations for conservation.
- Connects strategy to delivery, ensuring Treaty partner aspirations and perspectives, mātauranga Māori and cultural expertise inform prioritisation, planning, policy development, implementation, delivery and assurance across DOC.

As Kaihautū (Tier 3), this role advises and supports the DD-G and Group leadership to set priorities, steward performance, and influence the wider system through evidence-informed, mana-enhancing practice.

General

Employees required to respond to DOC's changing needs, performing other tasks as reasonably required.

DOC may make reasonable changes to the role in consultation with the role holder. This could include adjustment of the allocation of portfolios and responsibilities among members of the Group leadership from time to time.

As a leader within DOC, you are required to be visible, open, and engaging, proactive, and agile. You will move towards problems and challenges and will not create barriers or assume something is someone else's responsibility.

You are required to maintain a strict sense of personal ethics, maintain confidentiality and privacy, and abide by DOC's Code of Conduct.

Key Accountabilities

Accountability	This includes....
Treaty Strategy & Policy Leadership (Enterprise)	<p>Set the strategic direction for DOC's Treaty strategy and policy settings, ensuring a clear line of sight from Te Tiriti to DOC's strategies, business plans and operational practice.</p> <p>Establish an integrated Treaty Policy work programme, provide functional leadership to the Principal Advisor Treaty Policy, and ensure policy frameworks, standards and guidance are coherent, practical and used.</p> <p>Provide strategic interpretation of Section 4 and settlement expectations for policy and investment choices; ensure early integration in planning and decision-making.</p> <p>Commission horizon scans and options analyses to position DOC for future Treaty</p>

Accountability	This includes....
Expert Advice, Assurance & Quality	<p>Provide authoritative advice to the DD-G, SLT and governance; quality-assure complex policy/strategy products and cross-agency contributions.</p> <p>Oversee monitoring/assurance of Treaty-related policies and system settings; ensure risks, performance insights and improvement actions are visible and acted upon.</p> <p>Lead responses to complex issues, inquiries or reviews relevant to Treaty strategy and policy.</p>
Collaboration, Relationships & System Influence	<p>Build trusted relationships with whānau, hapū, iwi, settlement entities and Māori organisations; facilitate co-design and mana-enhancing engagement pathways.</p> <p>Represent DOC credibly in cross-agency and sector fora; broker alignment and joint initiatives with central agencies (e.g., Te Arawhiti, Te Puni Kōkiri).</p> <p>Partner closely with Kaihautū, Pou, Treaty Rangers and leaders across Strategy & Policy, Operations, Planning and Legal to ensure strategy → policy → delivery alignment.</p>
Governance, Planning & Portfolio Management	<p>Maintain a consolidated Treaty strategy & policy portfolio with priorities, outcomes, measures, resourcing and sequencing.</p> <p>Provide regular reporting and advice to governance on progress, risks and required decisions; ensure robust responses to parliamentary, OIA and Ministerial requests as needed.</p> <p>Enable Directors/Chiefs to plan, prioritise and deliver agreed outcomes; identify opportunities for collaboration and efficiency across DOC.</p>
People, Practice & Culture (Functional Leadership)	<p>Provide functional leadership to Principal Advisors/Advisors working on Treaty policy—setting expectations, providing coaching, and ensuring high-quality policy craft.</p> <p>Model and embed culturally safe, tikanga-aligned practices; support capability lift through wānanga, tools and coaching.</p> <p>Contribute to a group culture that is collaborative, insights-driven and future-focused.</p>

Relationships

Internal	Nature of the Relationship
Directorate Leadership Team	To share information, coordinate business and work plans, participate in decision making, collaborate on initiatives and work activities
Direct Reports	To provide direction and guidance, individual development and management support

External	Nature of the Relationship
Ministers' Offices	To provide information proactively and in response to requests
Treaty Partner	To collaborate on opportunities to partner, represent interests of DOC, provide information as required
Peers in other government agencies, nationally and internationally	Represent interests of DOC, collaborate on All of Government (AOG) and sector wide goals and priorities, provide information as required
External entities and professional bodies	Gather information and provide guidance, lead or participate in networks, represent DOC's interests and collaborate in partnerships to support DOC's priorities

Capabilities Required	
Specialist Skills, Knowledge and Qualifications	<p>Deep knowledge of Te Tiriti o Waitangi, Crown-Māori relationships and Treaty policy, and proven ability to apply these in strategy, policy and operations at enterprise scale.</p> <p>Strong understanding of the Conservation Act (Section 4) and Treaty settlements relevant to DOC.</p> <p>Demonstrated experience providing senior-level advice, shaping complex policy and strategy in the public sector, and stewarding system-level change.</p> <p>Ability to integrate te ao Māori, mātauranga Māori and tikanga into strategy and policy design and assurance.</p>
Treaty Partnership	<p>Demonstrated success in building relationships and gaining the support and participation of key Treaty Partner individuals and groups</p> <p>Sound understanding of the impact DOC and the wider public sector/government has on the Māori Crown relationship, and the obligations of the Crown under the Treaty of Waitangi in own area of work</p> <p>Awareness of the differences between Māori and non-Māori world views and how to access more knowledge</p> <p>Broad understanding of how Treaty settlement commitments impact own area of responsibility</p> <p>Demonstrates a sound understanding of te ao Māori, te reo me nga tikanga Māori</p>
People Leadership	<p>Demonstrated ability to lead and manage managers using effective role modelling, delegation, and performance management skills</p> <p>Able to lead by example, guiding people to be disciplined and considered</p> <p>Understands the impact of own actions</p> <p>Able to set clear management team objectives and expectations</p> <p>Monitors and strengthens management team cohesion and performance</p> <p>Focuses direct reports on achieving shared objectives</p>

Capabilities Required	
	<p>Demonstrated coaching and mentoring skills</p> <p>Able to motivate and inspire others</p>
Decision Making and Reasoning	<p>Able to integrate wide ranging information to support effective decision making</p> <p>Practiced at seeking different perspectives to check for and mitigate unconscious bias</p>
Collaboration	<p>Able to find common ground and solve problems</p> <p>Demonstrates and fosters collaboration internally across the organisation, and externally with partners</p>
Organisation Leadership	<p>Demonstrated ability in, and experience of, leading change</p> <p>Influences political representatives, proactively informs, and provides frank advice on sensitive issues</p> <p>Has a broad and detailed knowledge of government systems and structures</p> <p>Has a broad understanding of government processes and politics and key interfaces with government and other public sector agencies</p>
Delivery of Results	<p>Demonstrated ability to plan and organise large and complex programmes of work</p> <p>Able to manage and deliver on diverse work priorities by effectively allocating time and resources</p> <p>Able to manage risk effectively through appropriate identification, categorisation, and evaluation and/or mitigation</p>
Relationship Building and Stakeholder Management	<p>Able to demonstrate integrity, curiosity, openness, a non-judgemental attitude, and consistency and reliability so colleagues and partners trust and rely on you</p> <p>Able to anticipate and show empathy for others' points of view while persevering with achievement of conservation outcomes.</p> <p>Able to deal with difficult issues and disagreements using honesty and joint problem solving rather than using positional power</p> <p>Able to build personal connections with and understand the perspective of senior Treaty Partner representatives and other stakeholder leaders</p>
Commercial and Financial Management	<p>Demonstrated commercial experience and expertise</p> <p>Demonstrated negotiation skills</p>
Interpersonal Skills and Communication	<p>Able to communicate 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 relevant 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)