

Role Description

Title	Capability and Development Manager (Treaty and Māori)
Manager Title	Kaihautū Capability, Monitoring and Assurance
Directorate and Group	Iwi Strategy and Partnerships
Direct Reports	Principal Iwi Strategy and Partnerships Advisor Senior Iwi Strategy and Partnerships Advisor Iwi Strategy and Partnerships Advisor
Band	T4 B
Date	7 April 2026
Approved By	Deputy Director-General, Iwi Strategy and Relationships

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 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.

Role Purpose

The Capability and Development Manager (Treaty and Māori) leads DOC's programme of organisational capability uplift to ensure staff at all levels can work confidently, respectfully and effectively with iwi, hapū and whānau, and uphold Te Tiriti o Waitangi/the Treaty of Waitangi in their work.

The role leads the design and delivery of cultural capability initiatives, tools, resources and development pathways that embed:

- Te ao Māori, tikanga Māori and mātauranga Māori
- Treaty literacy and confidence
- Understanding of Treaty settlements and Crown-Māori relationships
- Practices that support mana-enhancing engagement across DOC

As a Tier 4 role, it provides both people leadership and programme leadership—ensuring capability uplift is deliberate, sustained, and integrated across DOC’s operations, systems and workforce development approaches.

Key working relationships

Internal	External
Operations Directors and Managers Regional Treaty relationships and implementation staff Peers and colleagues	TBC

General

Employees are 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 leadership from time to time.

As a leader you are visible, open, and engaging, proactive, and agile. You move towards problems and challenges and 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	Including
Leadership and Team Management	Lead and develop a team of Principal Advisors, Senior Advisors and Advisors responsible for capability development, training and organisational learning. Foster a culturally grounded, inclusive and high-performing team culture aligned with Te Papa Atawhai values. Allocate resources, set priorities and manage team performance to deliver high-quality programmes and tools. Provide coaching, development planning and regular reflective practice opportunities for staff.

Accountability	Including ...
Capability Development Leadership	Lead the design, development and delivery of DOC's Māori and Treaty capability development framework. Oversee the development of learning pathways that strengthen Treaty literacy, cultural competence and engagement confidence across DOC. Ensure capability initiatives are grounded in te ao Māori and reflect iwi, hapū and whānau perspectives. Develop tools, guidance, training materials and resources to support consistent Treaty-aligned practice.
Strategic Alignment and Integration	Ensure capability programmes align with DOC's strategic priorities, workforce development plans and system obligations. Work closely with People and Culture, Operations, Policy, Planning and Treaty-focused functions to ensure capability initiatives are embedded into broader organisational systems. Provide strategic advice to senior leaders on capability needs, risks and opportunities.
Partnership and Engagement	Collaborate with iwi partners, Māori organisations and Treaty experts to ensure learning materials and programmes are authentic, grounded and co-designed where appropriate. Maintain effective relationships with the Kaihautū network, Pou, Treaty Rangers and other internal capability roles to ensure joined-up approaches. Represent DOC in sector or cross-agency capability initiatives, sharing best practice and strengthening system-wide capability.
Quality, Evaluation and Continuous Improvement	Lead monitoring and evaluation processes to assess the effectiveness of capability initiatives. Identify gaps, risks and improvement opportunities, and adjust programmes based on evidence and feedback. Ensure learning reflects current Treaty settlements, Crown-Māori expectations and iwi priorities. Support a culture of reflective practice, learning reviews and continuous improvement.
Work Programme Leadership	Lead the capability and development work programme, ensuring timely delivery and alignment with strategic commitments. Prepare briefings, reports and advice for senior leaders, governance groups and cross-agency forums as required.

Accountability	Including
	Manage information and sensitive cultural knowledge in accordance with tikanga and privacy requirements.

Capability

Capabilities Required	
Specialist skills, knowledge, and qualifications	<u>Essential</u> Deep knowledge of Te Tiriti o Waitangi, Crown-Māori relationships and Treaty settlements. Expertise in cultural capability development, adult learning, workforce development or organisational change. Strong understanding of te ao Māori, mātauranga Māori and tikanga, and ability to embed these in capability design. Experience working with iwi, hapū, whānau and Māori organisations. Strong facilitation skills and confidence delivering learning in kaupapa Māori settings. Ability to design and evaluate system-level capability programmes. Knowledge of DOC's operating environment and public sector practice. <u>Desirable</u> Proficiency or confidence in te reo Māori me ōna tikanga. Experience in learning design, coaching, organisational development or training delivery. Relevant tertiary qualification or equivalent experience.
People leadership	Leads and manages using effective role modelling, delegation, and performance management skills Leads by example, guiding people to be disciplined and considered Understands the impact of own actions Sets clear team objectives and expectations and focuses direct reports on achieving shared objectives Monitors and strengthens management team cohesion and performance Coaching and mentoring skills Motivates and inspires

Capabilities Required	
Treaty partnership	Understands the impact DOC and the wider public sector and government have on the Māori-Crown relationship Understands the obligations of the Crown under the Treaty of Waitangi as this relates to area of work Aware of the differences between Māori and non-Māori world views and knows how to access more knowledge Understands how Treaty settlement commitments impact area of responsibility A sound understanding of te ao Māori, te reo me ngā tikanga Māori
Collaboration and organisation leadership	Works effectively to solve problems, gains trust easily and supports peers Demonstrates and fosters collaboration across teams Proactively informs, and provides frank advice on sensitive issues Has a broad understanding of government processes and politics and key interfaces with government and other public sector agencies Communicates clearly and with impact, and inspires, motivates, and influences Fosters culture of innovation, drives system and process improvements Leads cross-functional work and contributes to wider organisational outcomes
Delivering results	Plans and organises work to achieve required deadlines Manages and delivers on diverse priorities, effectively allocating time and resources Manages risk effectively through appropriate identification, categorisation, and evaluation and/or mitigation
Relationship management, interpersonal and communication skills	Works cooperatively and collaboratively with others; builds relationships with stakeholders and partners Connects with others, builds trust and listens Shares information proactively and seeks to support others Communicates clearly and sensitively with a wide range of audiences Gains active participation and/or support for initiatives, from senior leaders, staff, and senior stakeholders
Decision making and reasoning	Integrates wide ranging information to support effective decision making Seeks different perspectives to check for and mitigate unconscious bias
Commercial and financial management	Budget management skills Negotiation skills

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).