

# JOB DESCRIPTION

GENERAL MANAGER PAE ORA

## PUBLIC SERVICE PURPOSE STATEMENT

Ka mahitahi mātou o te ratonga tūmatanui kia 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.

Mō ētahi atu kōrero hei whakamārama i tēnei kaupapa, haere ki (<https://www.publicservice.govt.nz/about-us>)

In the publicservice 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.

You can find out more about what this means at (<https://www.publicservice.govt.nz/about-us>)

## ARA POUTAMA AOTEAROA - HŌKAI RANGI

*Kōtahi anō te kaupapa, ko te oranga o te iwi | There is only one purpose to our work: the wellness and wellbeing of people.*

Ara Poutama Aotearoa – the Department of Corrections is one of New Zealand’s largest government departments. At its heart, it is focussed on the pursuit of oranga – the wellbeing of people. By working with those in our care, and their whānau, we can achieve transformative and inter-generational change in their lives, leading to improved wellbeing, reduced reoffending, and safer communities.

The name, Ara Poutama Aotearoa, refers to the pathway of excellence towards Te Tahi o Manōno, the point from which unlimited potential can be realised for those in the department’s management. The name demonstrates the department’s efforts to empower those in our management to change their lives, and the lives of their whānau.

## ABOUT THE GROUP OR TEAM

People in the corrections system have needs that affect their wellbeing and reintegration prospects – and very often these include complex health and rehabilitation needs. The Pae Ora group works to understand each person’s holistic healthcare and rehabilitative needs. This includes needs associated with their primary health, mental health, Rongoa Māori needs, alcohol and drug dependency, and offending. The group’s focus is on ensuring people in the corrections system remain connected to the broader health and social wellbeing system (inclusive of whānau) through pathways of support that extend into communities. This holistic approach helps achieve more equitable health and rehabilitation outcomes building the foundations for wellbeing and effective participation in society and beginning to realise the outcomes we seek through Hōkai Rangi. As one of the department’s three core operational service groups, Pae Ora works together with the Custodial Services, and Communities, Partnerships & Pathways groups, to deliver effective, integrated, and high-quality services.

## ABOUT US

All Corrections employees are part of one team, working to keep our communities safe, change lives, and reduce reoffending. To do this we put safety first, build strong partnerships, take responsibility for our own actions, and enable and support others to do the right thing as well.

Our values embrace the Māori kaupapa concepts of Whānau, Wairua, Kaitiaki, Rangatira and Manaaki. By living our values, we will -

- Whānau (Relationships)**
  - Develop supporting and lasting relationships.
  - Proactively involve the wider community, families and whānau, and each other in our work.
  - Work as a team, and we achieve success together.
- Wairua (Spirituality)**
  - Take a holistic approach to our work, and are unified and focused in our efforts.
  - Acknowledge the importance of mental and spiritual wellbeing, for our staff, people in prison and people we manage in the community.
- Kaitiaki (Guardianship)**
  - Be responsive and accountable because everyone has a duty to keep ourselves and others safe every day.
  - Take responsibility for our own health, safety and wellbeing, and for the health, safety and wellbeing of those around us.
  - Be respectful of differences and individual needs, and will always consider the emotional, as well as physical safety of those around us.
- Rangatira (Leadership)**
  - Demonstrate leadership and be accountable for our actions.
  - Lead with integrity, be excellent role models, and recognise tika and pono – doing the right things for the right reasons.
- Manaaki (Respect)**
  - Recognise that respect is hard to earn and easy to lose. We will earn respect by showing empathy, by being firm yet fair, and by being honest with our words and our actions.
  - Show clearly that earning the respect of all in our management is the surest way of gaining their trust and unlocking their potential.



**ARA POUTAMA AOTEAROA**  
DEPARTMENT OF CORRECTIONS

## ABOUT THE ROLE

<b>Position:</b>	<b>General Manager Pae Ora</b>
<b>Business Group:</b>	Pae Ora
<b>Reports to:</b>	Director Pae Ora
<b>Direct Reports:</b>	Yes
<b>Location</b>	National

The General Manager Pae Ora is a leader within the Pae Ora function representing a specific region. The position leads the operational delivery and management of offence-focused, disability and health services that enable equitable access to these services as well as equitable outcomes for the people in our management across their respective regions, servicing both community and custodial environments. The scope of the GM Pae Ora role may differ slightly based on the needs of the local region and may evolve over time as different services are introduced or requirements change. The position accountabilities include:

### Pae Ora Planning and Delivery

- Is responsible for leading and delivering operations within Pae Ora to support the implementation of Hōkai Rangi across functions, ensuring we are developing, assuring, and securing outcomes that focus on populations of high needs.
- Leads and manages offence-focused rehabilitation, health, mental health, addictions, and disability services within the region in alignment with legislative requirements.
- Provides leadership and management to the people within their team, resolving escalations and driving alignment of integrated service delivery across the Pae Ora functions.
- Acts as a point of contact representing Pae Ora for their region, setting the direction and alignment for the community through operational planning, and ensures needs are being met in alignment with other General Managers and Hōkai Rangi outcomes.
- Along with external providers, ensures integrated pathways of care are delivered within their regions and within localised solutions aligned to Pae Ora and Hōkai Rangi outcomes.
- Assesses the effectiveness and success of disability, offence-focused, and health-related service activities, and identifies ways to continually improve performance across delivery in their region.
- Represents Ara Poutama Aotearoa as a key contact for Pae Ora services in their region.
- Participates and leads regional networks bringing together General Managers from across their region, including prison and Community GM's, to share insights, learn, drive collective initiatives, and build greater effectiveness to maintain close alignment.
- Ensures delivery is achieved within the delegated financial accountabilities.

### Talent, Leadership & Building Capability

- Is responsible for supporting recruitment and attracting new talent, whilst ensuring there is a focus on capability building and retention by enhancing the employee experience.
- Is accountable for working with the P&C function to identify actions and formulate plans to ensure your team develops in a high performing, collaborative work environment.
- Ensures your team has the leadership, knowledge, skills, capabilities and resources necessary to be successful in the delivery of their operations and services.
- Drives and enhances our people experience through our commitment to, diversity, equity, and inclusion.

### Te Tiriti o Waitangi

- Is accountable for helping influence the people of Ara Poutama Aotearoa to support the fundamental understanding and expression of Te Tiriti o Waitangi obligations.
- Understands the unique position of Māori as tangata whenua of Aotearoa under the Treaty of Waitangi, understands the determinates of ethnic inequalities in health and socio-economic outcomes and is an advocate for addressing personal and systemic barriers for and by Māori.
- Ensures the design of our programmes and services is aligned to Hōkai Rangi.
- Ensures coherent and consistent application of Te Tiriti o Waitangi in all decision-making.

### Relationships and Networks

- Maintains key Ara Poutama Aotearoa external relationships with health services and agencies, government organisations, NGOs, local community representatives and iwi as required.

- Building more experience, knowledge, skills and capabilities to confidently engage with whānau, hapū and iwi.
- Maintains key internal relationships with General Managers Prisons and the General Managers CPP to ensure alignment of the guiderails and reintegration of those in our services, and to provide senior leadership with the tools to be able to contribute to the outcomes of Hōkai Rangī.
- Works with the leadership team to ensure continuity across functions, allowing each function to work towards the Ara Poutama Aotearoa's vision.

### Legal and Risk

- Is responsible for ensuring compliance with legal obligations in all activities across their region, and that legislative responsibilities are delivered upon as set out in the Corrections Act 2004 and other guiding legislation for the corrections or health system
- Is responsible for monitoring and managing intense risk through effective mitigation, and resolving complex issues from within operational delivery on behalf of their DCE or Director Pae Ora
- Is accountable for ensuring critical risk accountabilities are recognised and called out.
- Contributes to proactive risk management for their function consistent with risk management policies and practices across the function. This includes providing robust, well considered advice to their DCE and leadership team.

### Health, Safety & Wellbeing

- Takes responsibility for maintaining a proactive approach regarding both personal wellbeing as well as that of fellow employees, associated client personnel, sub-contractors and members of the public.
- Monitors health and safety events, encourage near miss reporting, debriefs with a lessons-learned mindset, and resource incident reviews to a level commensurate with their significance
- Ensures relevant provisions of Emergency Management and Business Continuity Plans are in place for your team and that all relevant parties are aware of their responsibilities.
- Support the Health and Safety policies and expectations with a clear focus on building the right specialist functional skill sets and operational safety leadership to be able to recognise risk and ensure reporting and improvement requirements are adhered to.
- Leads safety conversations at all levels of the business and encourage staff to constantly strive to prevent accidents and situations that can lead to mental or physical harm.
- Leads a positive health, safety and wellbeing culture across Pae Ora service delivery.

## ABOUT YOURSELF

### Knowledge, Skills & Experience

- Demonstrated management experience, ideally in the design and delivery of mental health, disability, additions, nursing, psychology and/or programme services to a diverse range of people with complex needs.
- Experience within a health, disability and/or rehabilitative context with an understanding of the multidisciplinary team needed to deliver effective care.
- Demonstrated understanding of a holistic, whole of system approach to improving health, wellbeing and offence focused outcomes for the wider community and people in our management.
- Knowledge of our obligations under Te Tiriti o Waitangi with an understanding of current inequities faced by Māori and a commitment to pae ora for Māori.
- Experience in building and / or leading a high performing team with demonstrated experience in working collaboratively with peers.
- Exceptional communication and relationship building skills with an ability to influence peers and outcomes.
- Successful track record of managing large and complex operational budgets.
- Ability to develop and maintain strong working relations internally and with external agencies and stakeholder groups, taking account of their strategic goals, pressures and priorities.
- Experience in designing and delivering on strategic objectives and analysing evidence-based, culturally informed best practice to address complex issues, coupled with experience in reporting on key operational performance measures.
- Demonstrated ability to think conceptually and make the big picture connections and decisions

### Qualifications

- Extensive practitioner experience and leadership within a health, disability and/or rehabilitative context

## ARA RANGATIRA – EXPECTATIONS FOR LEADERS OF LEADERS

### Live the Values

- **Values Led Leadership** – You are values driven in your approach. You proactively demonstrate Ara Poutama values in your day-to-day work – with staff, partners and people in care. You can articulate your own values and seek to understand those of the people you lead. You are an authentic leader who engages in ways that are mana enhancing. You are self-aware and understand your impact on others. You seek feedback. You actively drive your own self development and learning through a growth mindset, encouraging others to do the same.
- **Positive Leadership** – You lead by example and are seen as a role-model by your peers and others. You are consistent, supportive of others and act with integrity. You enable a positive and inclusive culture. You trust and are trusted.

### Put People at the Centre

- **Wellness & Wellbeing Focus** – You lead through service and with empathy and care for others. You prioritise the wellbeing of people and encourage and role-model active wellbeing practices. You are resilient with well-developed self-care and stress management skills. Oranga is front of mind.
- **Developing People** – You are focussed on continuous growth and development including safety leadership. You coach and mentor others to support their growth and to strive for excellence. You take a purposeful approach to developing direct reports and identify and encourage them to participate in relevant development activities – for their role & future focussed. You prioritise and conduct Kōrero Whakawhanake conversations. You set challenging performance expectations and you seek out learning and development opportunities for yourself and others. You build a collective learning culture. You support and manage individual performance by recognising & building on strengths & providing timely, clear and constructive feedback about areas for improvement, as required.
- **Connect, then Lead** – You ensure authentic connection is enabled through whanaungatanga. Your leadership and feedback is strengths-based to allow for growth. Your thinking is human centred - you put people at the centre of your decision making. You prioritise building high performing teams that work collaboratively and cohesively for shared objectives. You understand organisational dynamics and you build strong formal and informal connections and networks.

## ARA RANGATIRA – EXPECTATIONS FOR LEADERS OF LEADERS (cont'd)

### Develop Positive Environments

- **Promote Psychological Safety** – You build a positive organisational culture through enabling and promoting environments that are inclusive, open, trusted and safe. You encourage diversity of thinking, taking managed risks and foster an environment where we are curious about and learn from mistakes, not blame. You role model building psychological safety through deliberate actions to care, coach, support and guiding your team.
- **Open Communication** – You display highly developed people skills, being an excellent listener and communicator with influencing skills that are appropriate and considerate to their audience. You communicate complex information simply and in a timely way that resonates with a wide range of audiences, -internal and external, other managers, staff and stakeholders. You invite and encourage learner safety, transparency and vulnerability. Your leadership style is consultative and collaborative.
- **Drive High Levels of Engagement** – You lead through the development of strong, positive relationships and high levels of engagement. Key to success is your ability to gain and be trusted and maintain beneficial relationships to advance the objectives and outcomes of Hōkai Rangī. You have personal mana to influence and enrol others. You bring different viewpoints and strongly held beliefs and agendas together, with a strong Hōkai Rangī outcomes focus.

### Position for the Future

- **Strategic Focus** – You are transformative and courageous in your leadership. You translate the strategy into operational goals and creates a shared sense of purpose within the group. You engage others in the strategic direction of the work area, encourage their contribution and communicate expected outcomes. You recognise broader implications & connections.
- **Leading Change** – You role model curiosity and innovation. You focus on the intended vision and purpose and think creatively to identify new frameworks and solutions. You are a catalyst for change, where new approaches are always on the table. From the overall vision - you chart a clear direction for your group/team. You persuade & inspire others to actively participate. You are comfortable with ambiguity and ensure people-centred approaches support those around you to adapt easily to new ways of working.
- **Partnership Approach** – You build and sustain relationships with a network of key people internally and externally. You recognise shared interests/agendas and work toward these common outcomes. You anticipate and are responsive to internal and external staff and stakeholder needs and priorities.

### Build Cultural Capability

- **Inclusive Leadership** – You show respect and always seek out the views of others, being mindful of their context, needs and range of experiences. You proactively build diverse, inclusive and safe environments. You lead with confidence and by example in your own cultural capability journey. You comfortably work with different groups and in different cultural settings. You treat everyone with dignity, empathy and compassion and you act with humility.
- **Te Ao Māori Approaches** – You bring the community close to our work. You build mutually beneficial relationships that support genuine Crown-Māori partnerships and engagement that aims to better support the people we manage and their outcomes. You are comfortable and confident within Te Ao Māori. You know when to engage with and involve mana whenua in our work.

### Deliver Excellence

- **Operational Excellence** – You are accountable and focused on better outcomes for the people we manage. You are clear in your expectations, are results oriented and you always strive for excellence. You ensure your teams have clear timelines, goals and deploy resources astutely and identify optimum resourcing combinations to ensure their success. You lead the implementation of improvements to processes and systems to achieve gains in effectiveness and efficiency.
- **Learning Focus** – You foster a learning and continuous improvement culture. You leverage metrics & reporting mechanisms to monitor performance and inform actions. You role model listening to and seeking feedback from many different sources. You create time and space for your people to learn. You feel comfortable in helping others find solutions in light of imperfect, incomplete information or ambiguity. You remain curious and open to novel solutions.
- **Innovation** – You encourage and support suggestions on what can be done differently to achieve outcomes. You display agility and stretch in your own and others' beliefs that we can achieve more. You foster an environment where everyone is encouraged and supported to seize and act on opportunities to enhance performance

