A substantive academic position at Senior Lecturer/Associate Professor level is available in the Liggins Institute for candidates who offer considerable experience and an established track record. The Liggins Institute is part of the University of Auckland based in the heart of Auckland City, New Zealand. Research at the Liggins Institute has demonstrated that events that occur in pregnancy and in the period after birth can have a profound impact on the baby’s physical and mental development.

Our multidisciplinary research focuses on identifying risks and developing strategies that will reduce or prevent risk and that can be translated into clinical practice. The Liggins Institute is growing its infrastructure to support clinical research, which includes a dedicated, family-friendly research space, a clinical research data hub and core clinical research staff.

Interested candidates should be qualified to work as a neonatal specialist in New Zealand and have a postgraduate doctoral degree (MD/PhD).

**Why choose the Liggins Institute?**

Join the Liggins Institute and you’ll be part of a world-leading centre for research into maternal, fetal and child health, nutrition, development, epigenetics and translational science.

You’ll contribute to excellent research into the long-term consequences of early-life events. Your work will help to translate scientific discoveries into clinical practice that makes a difference to the health of this generation and the next. You will collaborate in international research, and build your reputation by contributing to publications and conferences.

The multi-disciplinary nature of the Institute will give you the opportunity to work with colleagues from many different specialisations. From molecular research in the laboratory through to clinical trials in babies, children and adults, you’ll collaborate with and learn from experts in your field. The Institute receives considerable philanthropic support and our staff have continuing success in being awarded substantial research grants, including the recently announced Aotearoa Foundation $2.7 million grant, the Health Research Council (NZ) $4.9 million grant and National Institutes of Health (USA) grants of US$1.5 million.

Prospective candidates should email a short letter outlining their areas of research interest and a full CV to:

**Professor Frank Bloomfield**

Director, Liggins Institute
The University of Auckland
Email: director@liggins.auckland.ac.nz
Phone: +64 9 923 8346

The University is committed to meeting its obligations under the Treaty of Waitangi and achieving equity outcomes for staff and students in a safe, inclusive and equitable environment. For further information on services for Māori, Pacific, women, LGBTQI/Tākātūpui+, people with disabilities, parenting support, flexible work and other equity issues go to [www.equity.auckland.ac.nz](http://www.equity.auckland.ac.nz)
Welcome to the Liggins Institute

A Healthy Start for a Healthy Life

Thank you for considering furthering your career at the Liggins Institute. It is our pleasure to assist you as you take the next steps in your clinical academic career.

This candidate booklet is a guide to our key research themes and what you can expect from being part of a research-focused institute with a worldwide reputation.

The Liggins Institute is a large-scale research institute at the University of Auckland. We are one of the world’s leading centres for research on fetal and child health, nutrition, development, epigenetics and translational and implementation science.

Our aim is to translate discoveries in basic science into strategies that will prevent or help people manage major health problems of the 21st century, such as obesity, heart disease and type 2 diabetes. Our vision is ‘a healthy start for a healthy life’ and our mission is to improve life-long health through excellent research into the long-term consequences of early life events.

The Liggins Institute is based at the University’s Grafton campus, in a new building that is part of the Faculty of Medical and Health Sciences, and directly opposite Auckland’s biggest teaching hospital where many of our clinical researchers are based. Our Institute has world-class laboratory facilities as well as a dedicated clinical research unit where we see study participants. Our central location puts you right in the heart of Auckland, currently ranked third out of 230 world cities for quality of living.*

Whether you want to advance your scientific or clinical knowledge, improve outcomes for future generations, or help develop New Zealand’s healthcare system, the Liggins Institute’s reputation and expertise offers you a strong foundation for a successful career.

I invite you to explore our website to discover the range of research projects on offer, and I look forward to welcoming you to the Institute.


Professor Frank Bloomfield
Director, Liggins Institute
The University of Auckland
Since its founding in 1883, the University of Auckland has grown to become New Zealand’s flagship, research-led university, known for the excellence of its teaching, research, and service to local, national and international communities. The University was ranked in the top 100 for 33 subjects in the QS World University Rankings by Subject, and in the top 100 universities for the same period. The University has also retained its number one ranking in the world for impact as measured by contribution to the United Nation’s Sustainable Development Goals.

We have more than 40,000 students of whom 10,000 are postgraduates. Our research programmes deliver across all disciplines and we are world leaders in such fields as cancer drug development, inductive power transfer and computational physiology. Auckland UniServices Ltd, our research commercialisation company, is recognised internationally for its achievements in transferring the outcomes of our research to industry.

As we look to the future one thing is certain – knowledge will be a key resource and will be highly sought-after within New Zealand and around the world. Our challenge is to help to generate ideas that will benefit society, and to educate and train people to work in fields where they will be valued both for their specialised knowledge and for their ability to research, communicate and solve problems.

To meet these challenges we need to build on the alliances and collaborative partnerships the University has established with business, government, and other research institutions. It is equally important we keep close to our wider communities of interest within New Zealand and internationally. This will help to ensure the ongoing relevance of our academic programmes and the continued excellence of our teaching, learning and research.

To find out more about the University’s history, our teaching and research strengths, our diverse networks and our vibrant, cosmopolitan campuses see The University of Auckland Profile and 2019 Annual Report.

We look forward to welcoming you to the University of Auckland.

Professor Dawn Freshwater
Vice-Chancellor

Welcome from the Vice Chancellor
Why work with us

Work with New Zealand’s leading researchers
As a Liggins Institute researcher you’ll enjoy all the benefits of working at New Zealand’s leading university with the added bonus of being part of a world-class research institute.

A unique multidisciplinary approach
At the Liggins Institute we draw on expertise from a range of complementary fields in order to view human health problems from different angles at once. Some research projects have direct clinical relevance and can be quickly applied as strategies that benefit community health. Others focus on uncovering the molecular mechanisms behind diseases such as type 2 diabetes and complications of pregnancy such as preterm birth.

Internationally recognised researchers
As part of the Liggins team, you’ll be supported by academic staff who are internationally known and respected. Many of our academics are involved in research projects across the University, and many others are practising clinicians. This ensures that you have access to a wide range of ideas, expertise, resources and opportunities.

World-class facilities
The Liggins Institute offers state-of-the-art laboratory facilities and equipment, including cell culture facilities, confocal microscopy, flow cytometry, mass spectrometry, DEXA scanning, Real-time PCR analysis, and SNP, methylation and expression analysis using a Sequenom Epityper. Our clinical research unit sees over 300 research participants each year, in a diverse range of studies including nutrition, pregnancy, and early childhood development. We also have a research farm for large animal studies and access to small animal facilities on the Grafton campus.

The Liggins legacy
Join the Liggins Institute and you’ll be following in the footsteps of one of New Zealand’s greatest perinatal scientists, Professor Sir Graham ‘Mont’ Liggins, who discovered that antenatal corticosteroids administered to pregnant mothers at risk of delivering early could hugely increase the survival rate of premature babies. He showed that steroids could speed up the development of a baby’s lungs enough for those born very prematurely to breathe on their own. This life-saving treatment – first trialled by Mont in the 1960s – led to dramatically improved survival rates among premature babies all over the world. Mont’s work demonstrated how basic science can be translated into clinical practice that makes an impact on people’s lives, and is what we strive to achieve at the Liggins Institute today.
Determinants of a healthy life

A genome is an organism’s complete set of DNA, including all of its genes. Understanding how the genome works is key to understanding why some people develop certain conditions and others do not.

During early life, both in the womb and in early childhood, the environment interacts with the genome to determine life-long disease risk. Understanding how the environment alters gene expression, for example through epigenetic modifications to the genome, could help us design interventions to decrease the risk of disease in later life.

In addition to our own genome, there are trillions of bacteria living in our bodies that are changing all the time. Some of these bacteria live in our cells and have the potential to change how our cells behave. This means it could be possible to use bacterial supplements to alter the likelihood of developing diseases like diabetes.

This ground-breaking area of science is a key research theme at Liggins because of its potential to understand why and how non-communicable diseases develop.

Healthy mothers, healthy babies

A mother’s environment, diet and lifestyle during pregnancy and even before conception can influence the outcome of her pregnancy and her child’s life-long health.

Babies who are born too small or too early are more likely to develop chronic adult conditions such as obesity, cardiovascular disease and diabetes. Babies whose mothers are affected by complications of pregnancy, such as pre-eclampsia, severe morning sickness and gestational diabetes also are at increased risk of these adult conditions.

In this area of research we look at how maternal, fetal and neonatal treatments - including nutrition and the intrauterine environment – can affect a baby’s growth, development and long-term health. Through experimental research, clinical trials and follow-up studies, our goal is to improve medical guidelines, practices and treatments that take place from before conception through to early childhood.

Nutrition for lifelong health

Good nutrition is important at every stage of life: from the health of parents at the time a baby is conceived, to the impact of diet on growth, through to the risks of diseases in adulthood. However, there is still much that is unknown about the importance of differing amounts and types of fats, carbohydrate, proteins, vitamins and minerals on health at each life stage.

For babies, the nutritional environment from conception can influence metabolic and genetic pathways resulting in altered risk of obesity and related metabolic disorders as they grow up. We’re particularly interested in babies who are more at risk of developing chronic diseases in later life, such as those born early or late, or small- or large-for gestational-age.

Nutrition and activity during adolescence and adulthood also influence the likelihood of developing conditions like obesity and diabetes. We’re investigating the effects of macronutrients on early life growth and body composition and the complex roles of vitamin and minerals as regulators of genetic pathways throughout the life-course to better understand better their role in metabolic health.

Liggins Institute Research Themes

The Liggins Institute’s goal is to turn research discoveries into real strategies that will help people to prevent and manage major health problems in the 21st century and our four key research themes focus on achieving this.
Research to Reality

We’re passionate about translating our research discoveries into real strategies that will help people to prevent and manage major health problems in the 21st century. Research to Reality is all about finding the best ways to translate our research findings to educators, healthcare professionals and policy makers, so that these findings are implemented through change in practice. It’s also about communicating most effectively to bring about behavioural change. This theme includes systematic reviews; meta-analyses and overviews; individual participant data analysis; development, implementation and audit of national and international guidelines, and projects that engage directly with those who are in positions to bring about behavioural change. Two key groups are school teachers, who can embed our research evidence into the science curriculum, and healthcare workers who engage with prospective mothers and with parents.

Liggins Institute Clinical Research

Clinical trials

Liggins researchers follow people at every age and stage to identify the determinants of a healthy start to life and to investigate the diet and exercise factors that influence health and disease in adulthood. We carry out randomised controlled trials and observational studies in hospitals, at the Liggins’ purpose-built Maurice and Agnes Paykel Clinical Research Unit, and at our on-site Nutrition and Mobility Clinic.

These fully equipped facilities allow us to run complex metabolic studies in children, young people and adults. The Clinical Research Unit (CRU) has three comfortable assessment rooms for trial participants, as well as quiet rooms for questionnaires and psychological studies, a kitchen and a play area. Students and researchers using the CRU have access to a DEXA (Dual Energy X-ray Absorptiometry) scanner and PEA POD air displacement plethysmograph for measuring body composition; a Peripheral QCT (Quantitative Computed Tomography) scanner for measuring bone density; a portable ultrasound; a Leonardo Jump Plate for measuring power and balance; and all the standard medical equipment for cardiovascular assessments. There are two dedicated rooms for developmental assessments with video and audio recording equipment.

The unit is staffed by a friendly team of paediatric endocrinologists, paediatricians, paediatric and research nurses and administrative staff. The unit is a child friendly space well equipped with toys, books and other activities for children of all ages.
The University of Auckland is New Zealand’s leading and largest university. It is the only one included in the QS World University Rankings top 100 and the Times Higher Education top 200 and it is the highest ranked New Zealand university in the Shanghai Jiao Tong Academic Ranking of World Universities. For the last two years, the University of Auckland has been ranked number 1 in the Times Higher Education Impact Rankings that assess universities against the United Nation’s Sustainable Development Goals.

Based in the heart of New Zealand’s largest and most diverse city, The University of Auckland has the most comprehensive range of courses in the country with teaching and research conducted over eight faculties and two large-scale research institutes. It is New Zealand’s pre-eminent research-led institution and has key linkages with many of the world’s top research-intensive universities.

History of the University

Founded by Act of Parliament in 1883 as a College of the University of New Zealand, The University of Auckland became fully independent in 1962. From the beginning it has admitted both men and women as students. At first the College dedicated itself to providing opportunities for higher education in the arts, science and music, and vocational education in law, teaching and commerce. Over time its curriculum has expanded to include architecture, fine arts, engineering, planning, medical and health sciences and theology.

The University was established in the centre of the small colonial city of Auckland and has grown to become a major feature of the twenty-first century city, with a number of specialised satellite campuses. The iconic Clock Tower, built in 1926, is a city landmark.

In 1883 the College enrolled 95 students; now it enrols over 40,000 each year. The original staff of four professors and a registrar has swelled to 2,750 academic and 2,650 professional staff. The University of Auckland is an international institution with staff appointed from many countries and students attending from round the world. Both staff and students participate in international exchanges and attend international conferences. These international linkages are vital to a teaching and research University which strives to be academically excellent and to provide its staff and students with the best possible educational and career opportunities.

The University comprises eight faculties: Business and Economics, Arts, Education and Social Work, Science, Law, Engineering, Creative Arts and Industries, Medical and Health Sciences; and two large-scale research institutes: the Auckland Bioengineering Institute and the Liggins Institute. The academic faculties are supported by a number of service divisions, including Libraries and Learning Services, Property Services, ITS, Human Resources, Campus Life and the International Office.
About the University

The University is located over several sites: For over 100 years, the University has had a presence on what is now the City Campus. Located in the heart of Auckland, the campus is accessible to the cultural and commercial amenities of the country’s largest city, while harbour views and nearby parks add to its attractiveness.

City
The City Campus provides a full range of amenities, including cafés, health services, libraries, childcare facilities, and a recreation centre. Historically significant buildings include Old Government House, the Clock Tower, and University House (once a synagogue).
It is home to the faculties of Business and Economics, Law, Engineering, Science, Arts, and Creative Arts and Industries, along with the General Library and other service divisions.

Grafton
Home to the Faculty of Medical and Health Sciences, the Grafton Campus is situated opposite Auckland City Hospital on the boundary of Auckland Domain. It houses many of the faculty’s departments and research centres, with some other departments having premises at Auckland, Starship, North Shore, Middlemore and Waikato Hospitals. Established in 1968 in Park Road as The School of Medicine, it became the Grafton Campus in 1995 and has recently undergone a significant capital redevelopment with upgraded facilities including a café, health services and the Philson Library.

Newmarket
The recently opened Newmarket Campus, lies adjacent to the City and Grafton campuses. The acquisition of this important inner city site will support the long-term growth of the University, with the campus development expected to span a 30 year timeframe.
The first stage of the development has focused on a high quality research environment housing academic staff and post graduate students in mainly science and engineering disciplines. Further development of this five hectare site will be staged as demands for new facilities arise. It will be a mixed use campus, with purpose-built teaching and research facilities, student accommodation, business development and other facilities.

Epsom
The Epsom Campus is the main Faculty of Education and Social Work campus, offering programmes in teacher education and social services. Established in September 2004, this faculty comprises the University’s former School of Education, and the former Auckland College of Education. The Faculty is expected to move to the City Campus in the next eight years.
Position Overview

About the Institute
The Liggins Institute was the University’s first Large Scale Research Institute. It is a world leading centre for translational research on maternal, fetal and child health; the impact of nutrition on health throughout life; epigenetic regulation of growth and development; the origins of non-communicable diseases, particularly metabolic, and knowledge transfer.

Our research programme focuses on how maternal, fetal and neonatal nutrition and the intrauterine environment affect fetal and postnatal growth, development and long-term health. We are also working to understand the causes and consequences of preterm birth and fetal growth restriction (FGR), which together affect more than 8,000 babies born in New Zealand each year. These conditions have long-term implications including neonatal and on-going illness, compromised growth and cognitive development, and increased risk of chronic adult conditions such as obesity, cardiovascular disease and diabetes.

Main purpose of the position
To undertake excellent research into maternal and perinatal health and its long-term consequences and provide specialist clinical assessment, diagnosis and management of infants under the care of Newborn Services at Auckland City Hospital.

This position is a full-time position at the University of Auckland, but with clinical service delivered at Starship Children’s Health, Auckland City Hospital (0.4 to 0.5 FTE, negotiable). In addition, there is 0.1 FTE teaching commitment in the Department of Paediatrics: Child and Youth Health in the Faculty of Medical and Health Sciences. This undergraduate teaching is mostly in the clinical years of the medical degree.

What you are expected to deliver

Academic:
- Undertake research in an area relevant to clinical research in maternal and perinatal health and its long-term consequences at the Liggins Institute. Excellent research is undertaken.
- Engage in collaborative research with other researchers at the Liggins Institute and beyond as required. Collaboration and research skills are enhanced within the clinical research teams at the Liggins Institute. External collaborators are engaged in the research.
- Submit research grants to support development of your research portfolio. Research grants are submitted in a timely manner, to a high standard with accurate budgets and in accordance with university policies and processes.

- Contribute to supervision of postgraduate students. Initially, co-supervise postgraduate students with experienced supervisors.
- Complete all University of Auckland requirements for supervision; progress to co-primary / primary supervision as appropriate.
- High quality research outputs. Appropriate dissemination of high quality research through publication, presentation, stakeholder and community engagement. Appropriate engagement with media, including social media.
- Contribute to the life of the Liggins Institute. Appropriate service contributions in discussion with line manager. Participation in Liggins events including student workshops, meetings, seminars and engagement with the public and with supporters of the Institute.
- Undergraduate teaching through the Department of Paediatrics: Child & Youth Health, in the School of Medicine, FMHS. This teaching will be based in the Newborn Services at Auckland City Hospital, which is on the same clinical site as Starship Children’s Hospital.
- Valuing Equity: Support the University’s commitment to Māori and Te Tiriti o Waitangi. Demonstrate equity behaviours and values aligned to the University Leadership Capabilities framework in all day-to-day interactions with the team, stakeholders and the university.

Clinical:
- Provide clinical expertise in management of infants requiring neonatal care in the Newborn ICU, including telephone advice to other neonatal, paediatric, and community services regionally and nationally, as required. This includes being available in house during daytime service (including non-clinical time) and within 20 minutes (when on call) for clinical situations requiring specialist attendance.
- Assess and manage infants seen in neonatal outpatient clinics and provide antenatal consultation as appropriate for women whose infants are likely to be under the care of Newborn Services.
- Participate in the specialist on-call roster and provide cover for other specialists during their absences.
- Undertake clinical responsibilities in accordance with best practice and relevant ethical and professional standards.
- Initiate and/or contribute to clinical review / case conference meetings; assist staff to resolve medical ethical and professional issues; and establish standards of practice/protocols.

- Submit research grants to support development of your research portfolio. Research grants are submitted in a timely manner, to a high standard with accurate budgets and in accordance with university policies and processes.
Position Overview

Knowledge, skills and personal qualities

Qualifications
Essential:
- PhD or equivalent
- Registered with the Medical Council of New Zealand or eligible to be registered
- Vocationally trained in specialty
- Evidence of progress towards current Maintenance of Professional Standards Programme (CPD)

Preferred: Experience / Qualification in the following areas:
- Neonatal Paediatrics
- Ongoing research activities
- Vocationally registered
- Fellowship of appropriate Medical College
- Interest and experience in in undergraduate and postgraduate teaching

Skills and Knowledge
Essential:
- High standard of written and verbal communication.
- Able to work as an integral member of a multidisciplinary team.
- Able to maintain good professional relationships and be respectful of other team members’ skills.
- Basic programming in statistical packages and experience in data analysis.

Preferred:
- Up to date with recent developments in clinical trial design, analysis and reporting
- Knowledge of Good Clinical Practice in clinical research
- Self-directed in ongoing professional development.
- An interest in promoting a consumer focus for care delivery.

Leadership Capabilities
Essential: Refer to the Leadership Framework. The five leadership dimensions and associated capabilities (5D Leadership) reflect and encourage a culture of distributed leadership for all staff. The Leadership Framework is an important part of how we attract, select, develop and enable staff achievement.

Key relationships
Internal:
- Academics
- Multidisciplinary clinicians
- Postgraduate students
- Statisticians
- Professional staff

External:
- Relevant professional networks
- Clinical colleagues at District Health Boards
- International collaborators

Delegated authority
Human Resources: No formal responsibility for staff.

Health and safety
All staff have a responsibility for their own health and safety, and that of others who may be affected by their work and their acts or omissions. Staff will:
- Ask for assistance if they are unsure what to do
- Make themselves aware of and follow the contents of the University’s Health and Safety Policy, standards and guidelines
- Undertake all health and safety training and induction, as required
- Report any unsafe or unhealthy working conditions or any faults in equipment to the Academic Heads or Directors of Service (or their delegated nominee)
- Ensure that all appropriate personal protective equipment is worn or used as required
- Familiarise themselves with and adhere to local emergency procedures and how to provide appropriate assistance to others

Occupational health
The following aspects of the role require a good level of health and fitness, or involve risks to health in some pre-disposed individuals, and require referral for a pre-employment health assessment and/or ongoing health surveillance.

If the role involves working with human samples / participants in clinical studies, evidence of immunity to hepatitis B and of vaccination against common infectious diseases (including boosters at recommended intervals where appropriate), such as measles, mumps, rubella and whooping cough will be required.

Financial responsibility
- Budget Expenditure
  No authority to commit to expenditure.
- Purchase Orders
  No authority to approve or issue purchase orders.
- Purchase Card (P-Card)
  No authority to use a Purchase Card (P-Card)
- Correspondence
  No authority to sign external correspondence
# 5D Leadership Capabilities

Academic Staff: Lecturer, Senior Lecturer, Research Fellow, Senior Research Fellow, Professional Teaching Fellow

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<tr>
<th>Dimension</th>
<th>Capabilities</th>
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<tr>
<td><strong>Exhibiting Personal Leadership</strong>&lt;br&gt;Rangatiratanga</td>
<td><strong>Personal Attributes:</strong> Displays integrity, professionalism, adaptability and courage, accurately perceiving and interpreting own and others’ emotions and behaviours in the context of the situation to effectively manage own responses, reactions and relationships.</td>
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<tr>
<td><strong>Setting Direction</strong>&lt;br&gt;Mana Tohu</td>
<td><strong>University Awareness:</strong> Displays an understanding of the international and commercial context in which the University operates and how the University works to successfully achieve results.</td>
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<tr>
<td><strong>Innovating and Engaging</strong>&lt;br&gt;Whakamatāra</td>
<td><strong>Planning &amp; Organising:</strong> Establishes courses of action for self/and others to ensure that work is completed efficiently, while building/contributing to a successful work/project/research team.</td>
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<td><strong>Enabling People</strong>&lt;br&gt;Hāpai</td>
<td><strong>Stakeholder Service:</strong> Ensures that the service provided to stakeholders is a driving force behind decisions and activities; crafts and/or implements service practices that meet the needs of stakeholders (including students and staff) and the University, including a safe and healthy environment.</td>
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<tr>
<td><strong>Achieving Results</strong>&lt;br&gt;Whai hua</td>
<td><strong>Relationship Building:</strong> Establishes and maintains effective working relationships with stakeholders inside and outside the University, using an appropriate interpersonal style to advance the University’s objectives.</td>
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<td></td>
<td><strong>Facilitating Change &amp; Innovation:</strong> Facilitates and supports University changes needed to adapt to changing external/market demands, technology, and internal initiatives; initiates new approaches to improve results by transforming University/community culture, systems, or programmes/services.</td>
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<td><strong>Scholarship / Professional Development:</strong> Engages in discovering, integrating, applying and disseminating the knowledge and professional skills necessary to be successful in current and future roles; promotes collegiality and actively pursues development experiences to improve personal impact and that of the University.</td>
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<td><strong>Valuing Equity:</strong> Works effectively to support the University’s commitment to Māori, Te Tiriti o Waitangi and equity, and values the capabilities and insights of individuals (both inside &amp; outside the organisation) with diverse backgrounds, styles, abilities, and motivation.</td>
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<td><strong>Coaching and Developing Others:</strong> Provides feedback, instruction, and development guidance to help others (individuals and teams) excel in their current or future responsibilities; plans and supports the development of individual/team skills and abilities.</td>
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<td></td>
<td><strong>Leading Teams:</strong> Uses appropriate methods and interpersonal styles to develop, coach, motivate, and guide the work/project/research team to attain successful outcomes and objectives.</td>
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<td><strong>Decision Making:</strong> Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions and uses effective approaches for choosing a course of action or developing appropriate solutions; takes action that is consistent with available facts, constraints, and probable consequences.</td>
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<td><strong>Delivering Results:</strong> Sets high objectives for personal/group accomplishment; uses measurement methods to monitor progress toward goals; tenaciously works to meet or exceed goals managing resources responsibly; seeks continuous improvements.</td>
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## 5D Leadership Capabilities

These capabilities are for Professional Staff: Job Family D and Senior Leaders  
Academic Staff: Associate Professor, Professor and Academic Heads

<table>
<thead>
<tr>
<th>Dimension</th>
<th>Capabilities</th>
</tr>
</thead>
</table>
| **Exhibiting Personal Leadership**  
*Rangatiratanga*  
Role modelling leadership behaviours to engage others and support the University’s values and aspirations. |  
**Personal Attributes:** Displays integrity, professionalism, adaptability and courage, accurately perceiving and interpreting own and others’ emotions and behaviours in the context of the situation to effectively manage own responses, reactions and relationships.  
**Interpersonal Effectiveness:** Communicates with clarity, using constructive interpersonal behaviours and interactions to influence others, resolves conflict and inspires cooperation and achievement. |
| **Setting Direction**  
*Mana Tohu*  
Establishing and committing to plans and activities that will deliver the University’s strategy. |  
**Global & Commercial Acumen:** Demonstrates an understanding of the competitive global environment and key market drivers, as well as an awareness of economic, social and political trends that impact the University’s strategy, and uses this understanding to create and seize opportunities, expand into new markets and deliver programmes, teaching and learning, research and service.  
**Establishing Strategic Direction:** Establishes and commits to a strategic direction for the Faculty/Service and University based on an analysis of information, internal/external drivers, consideration of resources, and organisational values to clearly communicate a compelling view of the future.  
**Stakeholder Service:** Ensures that the service provided to stakeholders is a driving force behind decisions and activities; crafts and/or implements service practices that meet the needs of stakeholders (including students and staff) and the University, including a safe and healthy environment. |
| **Innovating and Engaging**  
*Whakamatāra*  
Identifying, creating and responding to relationships and opportunities to improve and progress the University. |  
**Building Strategic Partnerships:** Identifies opportunities and takes action to build strategic relationships with stakeholders inside and outside the University to help achieve strategic aspirations and objectives.  
**Facilitating Change & Innovation:** Facilitates and supports University changes needed to adapt to changing external/market demands, technology, and internal initiatives; initiates new approaches to improve results by transforming University/community culture, systems, or programmes/services. |
| **Enabling People**  
*Hāpai*  
Developing self, others and teams so they can realise the University’s strategy and values. |  
**Scholarship / Professional Development:** Engages in discovering, integrating, applying and disseminating the knowledge and professional skills necessary to be successful in current and future roles; promotes collegiality and actively pursues development experiences to improve personal impact and that of the University.  
**Championing Equity:** Leads strategic decision making and implementation for Te Tiriti o Waitangi and equity objectives, and values the capabilities and insights of those with diverse backgrounds, styles, abilities, and motivation.  
**Building Talent and Engagement:** Establishes systems and processes to attract, select, develop, engage, and retain talented individuals; creates a work environment where people can realise their full potential, thus allowing the University to meet current and future challenges; coaches and develops others to excel in their current or future position; drives a culture of collaboration and engagement. |
| **Achieving Results**  
*Whai hua*  
Accepting accountability for making decisions and taking action to deliver the University’s strategy and deliver excellent results. |  
**Decision Making:** Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions and uses effective approaches for choosing a course of action or developing appropriate solutions; takes action that is consistent with available facts, constraints, and probable consequences.  
**Implementing Strategy:** Translates strategic priorities into operational reality and drives high standards for own and others’ accomplishment; creates alignment to ensure activities produce measurable and sustainable results; tenaciously works to meet or exceed challenging objectives; maintains fiscal responsibilities and seeks continuous improvement for all levels. |
The University of Auckland is located in the heart of Auckland, which is ranked joint 3rd out of 231 world cities for quality of living in the 2019 Mercer Quality of Living Survey (see www.mercer.com/qualityofliving).

Auckland’s harbour setting, magnificent beaches and verdant bush make it a great place to study and work, while the University’s close proximity to New Zealand’s major business city enables staff and students to rub shoulders with leading practitioners in their field. For example, the Business School has a close relationship with leading Auckland companies and academics from our Faculty of Engineering, School of Population Health and School of Architecture and Planning serve on think-tanks helping to shape the city’s future. Our medical students work alongside leading specialists at Auckland City Hospital while the Faculty of Law is within walking distance of the courts and major legal firms. Auckland is New Zealand’s largest city and the centre of the country’s retail and commercial activities. Approximately 1.5 million people live in the greater Auckland area, representing about one third of the population of the whole country.

Auckland is a city with a rich cosmopolitan mix of peoples. English is the main written and spoken language in Auckland. Māori, Polynesian and Asian languages are also spoken by ethnic communities. The city’s climate is temperate, with warm summers (averaging more than 24 degrees) and cooler winters (averaging 16 degrees). The summer months are between December and March. The prevailing wind is westerly.

The city is built on a narrow isthmus between two harbours – the Manukau and the Waitemata - and is surrounded by 11 dormant volcanoes and numerous picturesque islands.

This harbourside location has fostered locals’ love of the sea and Auckland is nicknamed the “City of Sails” because of the great number of yachts that sail in the harbours and the adjoining Hauraki Gulf.

To the west of the city, the Waitakere Ranges rainforest forms a gateway to magnificent west coast surf beaches and an abundance of bush walks.

Auckland is a bustling cosmopolitan centre with a thriving arts and entertainment scene and, thanks to its stunning natural surroundings, myriad lifestyle options.

From golden sand beaches and bays to idyllic harbours and lush forests, Auckland is a city that allows you to truly enjoy outdoor life.
Further Links

University of Auckland links
Further information on our main site www.auckland.ac.nz
Careers information www.auckland.ac.nz/uoa/home/about/careersat-auckland

Treaty of Waitangi

Immigration
For further information on Immigration, please refer to the Immigration New Zealand website – www.immigration.govt.nz
We have an in-house licensed Immigration Adviser (i.e. an employee of the University) who facilitates work visas and residency for the many staff we employ from off-shore.
Emigrate New Zealand provides advice regarding cost of living, finance, personal experiences of those who have emigrated and a forum for specific questions - www.enz.org

Personal Taxation
Salaries, which are paid fortnightly, are subject to taxation deductions on the “pay-as-you-earn” (PAYE) basis.
New Zealand operates a progressive tax system for individuals. This means that the amount of tax you pay is dependent on the amount of income that you earn during the financial year, with the top rate of 33% being applied to earnings over $70,000.
There is a Goods and Services Tax (15%) on all purchases and services.
The New Zealand Inland Revenue website provides information and services related to taxes and specific social policy services - www.ird.govt.nz including an Online taxation calculator.

Schooling
Education is free between the ages of 5 and 19 at our number of top quality state schools (schools that are government-owned and funded) for children who are a New Zealand citizen or a permanent resident.
Schooling is compulsory from age 6 to 16. Children can start school on the day they turn 5 years old and most stay at school until they are around 17.
In addition there are a number of fee-paying State Integrated and Independent (private) Schools to choose from.
The New Zealand National Curriculum is NCEA.
Some schools also offer the International Baccalaureate (IB) programme and Cambridge International Examination (CIE).
New Zealand’s Education Review Office reviews all schools and early childhood centres in the country.
These reviews are comprehensive and publicly available. Searchable by region and suburb. www.ero.govt.nz

Superannuation
University of Auckland employees qualify for an employer subsidy of 1.35 times their contributions up to a maximum 6.75% of their salary. That is employee contribution of 5% of salary will gain the maximum employer subsidy. The best, and most comprehensive information in regard to the Universities NZ superannuation scheme, Unisaver, is sourced directly from their website.

Auckland
ATEED – Auckland Tourism, Events and Economic Development (an Auckland Council organisation) www.businessaucklandnz.com Study Auckland is a division of ATEED.
Information on public transport in Auckland - https://at.govt.nz/
Find out about the latest events in Auckland City, places to shop, dine, dance and stay. www.heartofthecity.co.nz www.aucklandnz.com

Real Estate
Searchable Real Estate web-site with listings from multiple agencies www.realestate.co.nz
New Zealand’s online auction site which includes residential real estate, cars and almost anything else you may require! www.trademe.co.nz

Cost of Living
Online supermarket to assist with cost of living comparisons – www.shop.countdown.co.nz

Health Insurance
Hospital and emergency care in New Zealand is provided free to residents; however elective or non-urgent surgery can encounter significant waiting lists and delays, so many have private healthcare.
The University of Auckland has a Group Scheme discount with Southern Cross Healthcare and there is an online process you can work through for an instant quote. There are many different levels of cover, so it is worth exploring. There are a number of other providers of healthcare also.