

# Head of Operations – Data Ventures

## About Stats NZ

As New Zealand's national statistics office, Stats NZ is uniquely positioned to support the decisions that the Government, Māori and Iwi organisations, businesses, NGO's and ordinary New Zealanders make every day. Our structure, culture and systems are designed with collaboration and customers in mind – mobilised and working together to realise our vision: **unleashing the power of data to change lives.**

The increased availability of data brings data-driven innovation. Insights obtained from exploring data can lead to new and creative approaches in business, public services, and customer experience – ultimately improving the wellbeing of New Zealanders. Stats NZ, as data stewards and leaders of the data eco-system proactively protect and enhance the provision of good quality data in order to realise the value of data.

Our strategic intentions are outlined [here](#). Stats NZ is led by the Chief Executive who is also the Government Statistician and Chief Data Steward.

## About Our Team

Being part of Stats NZ, [Data Ventures](#) focuses on bringing together the right data across private and public sector that are not readily available or accessible. We want to build a place where data is no longer part of the conversation, where the road blocks behind accessing data are gone, and focus is now on how to make the best decisions.

Data Ventures has been very successful in supporting New Zealand's COVID-19 response, where we provided critical datasets to pandemic modelling and helped report on how well we behaved during the different alert levels.

Our work isn't finished, and there is now a focus on how can we measure and monitor the recovery of the economy and wellbeing of New Zealand.

The purposes of the Data Ventures leadership team is to:

- Responsibilities of the Data Ventures sub-brand and the impacts it has to Stats NZ.
- Build marketing strategies to increase opportunities, establishing and maintaining customer relationships and raising DV's awareness.
- Develop commercial strategies, business planning, managing the access to Stats NZ resources and managing internal Stats NZ stakeholder relationships.
- Build a development strategy and oversee delivery.
- Develop a strategy that maintains and nurtures data provider relationships - ensuring data follows robust privacy, ethics and model development.

## Purpose of role

As Head of Operations, you report to the Executive Director (ED) of Data Ventures, and you are their second in charge, deputising for the ED when required. You work closely along-side the ED and other Data Ventures leaders to achieve Data Ventures vision – a trusted data broker. You play a lead role in providing structure, direction and leadership to the Data Ventures team, providing clear expectations, a sound and achievable strategy, sound operating models, systems and processes as well as holding the responsibility to communicate Data Ventures vision across Stats NZ.

You lead Data Ventures to utilise resources from Stats NZ for product development, enhancements and customer prototypes and also enable Stats NZ leaders to have the capacity for the resource demands of Data Ventures. As part of utilising these resources, new methods/processes/approaches and IP will be created inside of Data Ventures, and it's your responsibility to promote this to Stats NZ internally through key relationships. Your relationship skills and expertise in the work of Stats NZ will be critical to further building and aligning the bridge between DV and Stats NZ, plus Data Venture's current and future role with customers and data providers.

You also play a key role in the commercialisation of opportunities, including working with data suppliers to ensure robust commercial agreements for the supply of data.

As a senior leader, you are also a key member of the Stats NZ's Senior Leadership team – accountable for planning for Stats NZ's future, demonstrating collective leadership, and delivering agreed outputs to budget that support and achieve Stats NZ's overall strategic intentions.

## Key Relationships

### Internal

- Data Ventures Team
- Stats NZ Executive Leadership Team (ELT) and Core Leadership Team (CLT)
- Data Ventures Board (when required)
- Stats NZ Senior and Technical Leaders
- Stats NZ staff.

### External

- Customers – including central and local government, private sector, iwi, NGO, etc.
- Data Provider Partners
- Strategic Partners
- Partners for external domain knowledge/oversight.
- Legal Partners

## Key results and actions

Outcomes	Actions
<b>Strategic Leadership and Direction</b>	
Data Ventures strategy and vision is sustainable and financially viable, and aligns with Stats NZ's wider vision.  Data Ventures annual business plan has clearly defined goals and stretch targets, meets DV's needs and speaks to the	<ul style="list-style-type: none"> <li>• Work closely with the ED to develop and lead Data Ventures in a clearly defined strategic direction that delivers its product and services and is embedded within the team</li> </ul>

<p>hearts and minds of employees to galvanise performance and continuous improvement.</p> <p>You provide sound senior leadership and relationship management that ensures Data Ventures and Stats NZ operates effectively</p>	<ul style="list-style-type: none"> <li>• Regularly monitor and review the strategic plan within the context of the changing business environment</li> <li>• Ensure our operating model is developed and implemented in a way that achieves Data Venture’s strategic goals</li> <li>• Contribute to the collective leadership of Stats NZ’s Senior Leadership Group cadre</li> <li>• Challenge thinking to foster innovation in people leadership and represent ideas to be included for Stats NZ ELT debate</li> <li>• Work with key stakeholders such as Deputy CE’s, COO, CFO, CDO and GMs across Stats NZ to ensure a consistent and collaborative support on the operating model between DV and Stats NZ</li> <li>• Develop and maintain an understanding of the implications of the Treaty of Waitangi for your position, and facilitate understanding for others</li> </ul>
<b>External Customer and Stakeholder Relationships</b>	
<p>Data Ventures has positive and enduring relationships with data suppliers, key customers and other stakeholders that deliver value.</p>	<ul style="list-style-type: none"> <li>• Represent Stats NZ and Data Ventures externally as appropriate</li> <li>• Maintain constructive and mutually beneficial relationships with data suppliers.</li> <li>• Negotiate and broker datasets with data suppliers with the support from both internal and external legal advisors. Identifying the opportunities for shared value is key in these relationships.</li> <li>• Maintain effective relationships with key customers, ensuring their current and future business needs are understood and being addressed.</li> <li>• Establish and maintain effective relationships with new customers as relevant for new business opportunities</li> <li>• Maintain and leverage positive relationships with all stakeholders including legal advisors, regulators and others.</li> <li>• Maintain awareness of the competitive market landscape, expansion opportunities, industry developments and craft strategies appropriate for Data Ventures</li> <li>• Develop and maintain an understanding of the agendas, priorities and policies of other agencies within the NZ data system and influence these.</li> </ul>

<b>Operational Leadership</b>	
<p>Data Ventures creates and sustains a high performing team that values diversity and inclusion and enables staff to realise their full potential.</p> <p>Data Ventures embodies a culture and work environment, including the 'Stats Way' that supports Stats NZ's and its own strategic intentions</p> <p>The Health, Safety and Wellbeing of staff is protected and maintained. Stats NZ is free from discrimination.</p>	<ul style="list-style-type: none"> <li>• Engage, consult on and communicate team priorities and changes in the context of Data Ventures priorities</li> <li>• Personify Stats NZ's culture by living Stats NZ's IDARE characteristics, leadership principles and Public Service values</li> <li>• Support Data Ventures leaders to create and foster a high performing team through effective leadership, coaching, thoughtful accountability and people strategies</li> <li>• Support and foster a strongly engaged culture across Data Ventures through meaningful engagement action plans that focus on customer centricity, collaboration and coaching</li> <li>• Ensure all staff have clarity on job expectations, have the required skills, their performance is regularly reviewed and development plans are actioned.</li> <li>• Lead and take responsibility for Health, Safety and Wellbeing in Data Ventures and within Stats NZ.</li> </ul>
<b>Drive Performance and Innovation</b>	
<p>Data Venture's products and services deliver value to customers, revenue targets are met and customer bases expand while customer retention is high.</p> <p>Data Ventures contracts are fit for purpose, support appropriate sharing of risk and opportunity, and maximise revenue and profits back to Stats NZ.</p> <p>Innovative and creative ways of achieving improvements are adding value.</p> <p>Opportunities to improve the efficiency and effectiveness of services are achieved regularly.</p> <p>Quality Assurance is embedded within Data Ventures operating model; quick responses (including escalation) and immediate implementation of lessons learned if internal controls fail.</p> <p>People feel supported to innovate, challenge the status quo, and fail safely.</p>	<ul style="list-style-type: none"> <li>• Ensure effective, safe and efficient management of all resources, including people, finance, facilities, systems and technology to deliver quality, fit for purpose products and services to customers</li> <li>• Ensure commercially competitive and future focused contracts are in place with quality suppliers and customers</li> <li>• Ensure Data Ventures services fulfil all contractual obligations within quality, timeliness, price and safety guidelines</li> <li>• Ensure Data Ventures is always appropriately resourced to fulfil its current obligations and future needs.</li> <li>• Drive an ongoing commitment to innovation and continuous quality improvement in all areas of product and service delivery and building capability across the team</li> <li>• Challenge thinking to foster innovation in people leadership and represent ideas for Data Ventures or wider Stats NZ debate</li> </ul>
<b>Deliver Robust Governance support</b>	

<p>Data Ventures Executive Director receives governance support through regular board meetings.</p> <p>Data Ventures achieves agreed financial targets, and operates with appropriate internal controls and compliant with Stats NZ procurement policy.</p>	<ul style="list-style-type: none"> <li>• Provide the Data Ventures board with high quality and timely monthly board reports</li> <li>• Oversee the development of budget and financial models that should represent and support Data Ventures’ strategy</li> <li>• Ensure the best procurement practices are followed, which may include challenging some of the current government approaches.</li> <li>• Ensure Data Venture leaders regularly review performance against agreed targets, variances are identified, corrective actions are agreed, and future forecasts are reviewed.</li> <li>• Ensure financial and reporting systems operate with appropriate internal controls and to external audit standards.</li> </ul>
---	--

## Person specification

### Formative qualifications, knowledge and/or experience

- Proven operational leadership experience with business planning and forecasting, especially through periods of growth.
- Experience brokering value between two parties ensuring on-going and long term relationships
- Proven ability to deliver results within constraints (financial, capability, capacity, culture and political)
- Strong strategic thinking and conceptual skills, sound commercial judgement and well-developed financial management skills
- Proven relationship, negotiation, interpersonal, coaching and listening skills with the ability to communicate within all levels of an organisation.
- Political nous with the ability to build and maintain trust and confidence of customers and stakeholders (ideally within a government context)
- The ability to thrive in an agile, dynamic environment and work on various projects simultaneously
- The ability to build capability to deliver innovative and best practice systems, tools and services that position the organisation for success
- A deep and broad knowledge of the machinery of government and working in the public sector would be an advantage but not essential.

### Behavioural competencies

#### The Stats NZ Way

- Our people are the driving force for achieving our goals. People and Culture is our number one focus.

- We engage in honest and open conversations and respect one another’s feedback and ideas.
- We encourage a growth mindset and an appetite for continuous learning.
- We work to understand our stakeholder/customer requirements and deliver quality products and service visibly, consistently and repeatedly.
- We use plain language to write and explain because plain language helps create common ground and build connections. Making complicated simple and being transparent creates trust.
- We support initiatives to increase responsiveness to Māori including actively working to better understand Te Ao Maori and build relationships with Iwi and Maori stakeholders.
- We hold one another accountable for safety and security of our data and systems. We apply and monitor compliance with Stats NZ’s information and data governance standards and protocols.
- We place high importance on each other’s health, safety and wellbeing. We speak up, we listen, and we act on health, safety and wellbeing concerns.

## Leadership at Stats NZ

You are first and foremost people leaders and effective leadership is your top priority. This means:

- Your people know what is expected of them. You have a clear set of priorities and your staff understand what they are, how they fit into the wider organisational strategy and how they contribute to this through their own role.
- Your people are enabled and empowered to develop and grow. You coach, mentor and support your staff to build on their capability. All staff have development opportunities and can describe what these are and how they are working towards achieving them if asked.
- Your people know that how they do things and how they behave is just as important as what they deliver. They know and live and breathe the “Stats Way” every day.
- You encourage and reward your people for appropriate experimentation and celebrate both success and appropriate failure.
- You address poor performance is addressed promptly, clearly and fairly with a view to understanding the underlying cause and working with your staff member towards a solution that benefits everyone involved.
- You have a clear sense of your current and emerging capability needs and are actively following a plan to address these, including succession planning for key roles
- Your people have the tools, information and space to do their job well.
- Your people’s wellbeing is a primary focus. You oversee their workload and they are comfortable raising concerns knowing you will act in the best interests of their wellbeing first and foremost. You reprioritise and escalate any issues up the line when necessary.
- You lead the development of a culture where people know they can raise issues safely and that we as leaders will take their issues seriously. There is a zero tolerance of bullying and other inappropriate behaviour.
- As a Leader you work as a collective with other Leaders. You are open, honest and constructive and challenge each other appropriately, encouragingly and curiously. You engage openly and frequently with transparency and actively seek others contribution.

- You model a “no surprises approach” when it comes to informing others that may be affected by anything involving the Minister, media and significant feedback from stakeholders and customers.

## Stats NZ’s Organisational Characteristics: IDARE

IDARE is Stats NZ’s organisational character. It stands for Inquisitive, Driven, Agile, Resilient and Engaging. IDARE is how we fulfil our vision of unleashing the power to change lives.

<b>Inquisitive</b>	Curiosity is a driving force. It gets us asking ‘Why?’ and ‘Why not?’ We ask questions and are intent on finding answers. We go into things eyes wide open, with a gaze to the horizon.
<b>Driven</b>	We go the extra mile, and we’re motivated to do the best for our organisation and our customers. We use our endless energy to propel ourselves forward - at pace. Be they storms or sun showers, we keep going. We’re determined. Giving up is not an option.
<b>Agile</b>	We’re light on our feet and ready to move. We can turn on a dime. While nimble, our footing is always steady. We’re poised to act. Alert and perceptive, were looking outward to see how we next need to respond to the environment we’re working in.
<b>Resilient</b>	We stand tall even when the world’s changing around us. We adapt to the conditions and we continue forward. Regardless of barriers we may face, we find ways to keep on keeping on. We’re good at bending, but we don’t break. We’re always there. Period.
<b>Engaging</b>	We know this is a job where we’re better working together. We are open-minded and make connections inside and out. We know there’s not just one way of doing things. We value the wisdom of others. We act on our word. And when we move, we move in unison. Be able to engage with customers and to identify their true needs (beyond problems presented); managing expectations. Articulate your ideas clearly and collaboratively.

## Team Structure

Data Ventures team structure as at September 2020.

