



Job description

Haere mai

This job description is your go-to place for all the ins and outs of this role at Internal Affairs

Pou Kaiwhakahaere Tuarua, Te Urungi

Deputy Chief Executive, Organisational Strategy and Performance

Primary Focus:

Leading, facilitating and connecting. This role spans organisational strategy, implementation and performance; enterprise-wide assurance; and smart delivery of the branch's core services such as legal, enterprise portfolio management and planning.

Working as a team of three at the 'enterprise centre' (Office of Chief Executive, Organisational Strategy & Performance, Organisational Capability & Services), there's a premium placed on collaboration, connecting the dots, and looking to the future. The aim is to support the Executive Leadership Team in being 'Stronger Together'.

As a member of the Executive Leadership Team:

Your focus is whole of department, keeping an eye on the present and our operational matters, but spending much more time on our future and across the sector and the wider public service. As a team we will work collaboratively and inclusively across all parts of our organisation, supporting each other to take a collective view.

Your success in this role depends on:

- building deep strategic thinking into an organisation and a talent for bringing people from across an organisation on a strategic journey
- experience in steering an organisation on its strategic course and keeping up the momentum
- calmness and self-assurance in the way you do things – how you relate to others and provide assurance we are delivering as we are supposed to
- sophisticated collaboration and relationship management skills
- experience delivering for government.

What we do matters – our purpose

Our purpose is to serve and connect people, communities and government to build a safe, prosperous and respected nation.

In other words, it's all about helping to make New Zealand better for New Zealanders.

Working effectively with Māori

Te Aka Taiwhenua – our Māori Strategic Framework – enables us to work effectively with Māori. Te Aka Taiwhenua is underpinned by our mātāpono – Kotahitanga, Manaakitanga, Whānaungatanga, He Tāngata.

As Internal Affairs is an agent of the Crown, Te Tiriti o Waitangi/The Treaty of Waitangi is important to everything we say or do. We recognise it as an enduring document central to New Zealand's past, present and future. Building and maintaining meaningful relationships is important to work effectively with Māori, stakeholders and other agencies. We accept our privileged role and responsibility of holding and protecting the Treaty of Waitangi / Te Tiriti o Waitangi.



Te Tari Taiwhenua
Internal Affairs

How we do things around here – our principles



We make it easy, we make it work

- Customer centred
- Make things even better

We're stronger together

- Work as a team
- Value each other

We take pride in what we do

- Make a positive difference
- Strive for excellence

Ka Whakamamahia, Ka Whakatinanahia

Kei roto i te kotahitanga tō tāhu kaha

Ka mahi i runga i te ngākau whakahi

Scope of role

Reporting to	Chief Executive Te Tari Taiwhenua Internal Affairs
Location	Wellington
Branch functions	Strategy and Planning, Te Aka Taiwhenua, Machinery of Government, Governance Risk and Assurance, Legal, Enterprise Portfolio Management Office, Branch Development and Support
Direct reports	5
Total staff	50
Human Resources and Financial delegations	Level B
Health and Safety at Work Act 2015	Responsibilities as an Officer of the agency
Security clearance level	Confidential

Leadership characteristics you will need

Go to [Leadership Success Profile - State Services Commission](#)

Strategic Leadership | Mana Rautaki

You will position teams, organisations and sectors to shape, define and respond to the future. You work effectively with others to figure out what the future should look like – and how to get there.

In practice this will include:

- Leading and facilitating strategic kōrero collectively with the Executive Leadership Team, senior leaders, and their people, that stretch and challenge our thinking as we sharpen our organisation strategy (e.g. our four-year strategic plan, navigating the system interface around machinery of government)
- Leading the implementation of Te Aka Taiwhenua as part of our strategic direction and way we work
- Framing our strategic direction for the next 5 years and the next horizon, in the context of multiple ministerial portfolios and a range of independent statutory functions
- Adopting an approach that ensures our strategy development is well connected, prioritised and sequenced across Te Tari Taiwhenua and informed from a starting point of good internal and external intel, and is premised on what we have to deliver, as well as how we deliver in line with our culture (principles and behaviours)
- Supporting the development of other strategies (e.g. Financial Strategy) that are connected and underpinned by the overarching organisation strategy, to ensure everything stays joined up, and at the same time is constructive about 'what we can do with what we have'
- Working closely with peers to narrate and tell our strategic story within and outside Te Tari Taiwhenua

Delivery Management | Te Whakahaere o te Tuki

Leadership that delivers results. You make sure that things happen by translating strategy into action. You focus on getting things done, with and through others – knowing which key decisions you need to make, where to influence, when to collaborate and when to delegate. You create strong teams that deliver results.

In practice this will include:

- Leading the organisation in analysing and making sound investment choices and decisions, resulting in enhanced organisation performance
- Leading a whole of organisation strategy and work programme that identifies what we will do, by when and keeping the kōrero alive and lively to ensure we deliver on it
- Integrating Te Aka Taiwhenua across the enterprise work programme, ensuring senior leaders own implementation and sustain and grow commitment
- Actively working on ensuring each part of the branch is aligned and joined up in its approach and style of delivery in a way that enhances delivery of services and organisation performance, and is understood and valued by our internal customers
- Building line of sight through to our organisation's common purpose and strategy, so that every individual in your branch can tell you what they are doing, why, how and how well
- Delivering on government and central agency performance expectations (e.g. 4-year plan, Annual Report, Select Committees)
- Leading and championing in your branch, enterprise-wide programmes of work, responsibilities and expectations (e.g. health and safety, well-being, capability development, financial integrity)
- Managing trusted, responsive and pro-active relationships with our Ministers, central agencies, other government departments and the sector
- Providing assurance in a diverse and complex organisation, ensuring connections between centralised and decentralised functions

System Leadership | Te Mana o te Tikanga

Leadership that builds sustainability, resilience and connections. You ensure capabilities, assets and initiatives are built with the future of the State Services system in mind. You know when and how to use relationships, ICT, financial, supply market and people levers. Managing the tension between the 'and, and' you make decisions for the good of the system for the long term.

In practice this will include:

- Developing an approach whereby we can easily tell a compelling story of how Te Tari Taiwhenua is making a difference for the well-being of New Zealanders (e.g. what does a high performing organisation look like, performance measures, transparent value for money information)
- Turning organisational performance metrics into insights which can inform decision-making for Te Tari Taiwhenua and the sector
- Continuing to re-imagine the branch's service delivery approach and best way to engage people in the mahi (e.g. streamlining processes that engender value to the whole organisation beyond compliance, drawing on improvement tools from the core public sector)
- Keeping a keen eye on what's happening in the sector and within the organisation, identifying potential risks and working collectively with the leadership team to address them in an early, constructive and pragmatic way while providing assurance to the Chief Executive
- Working with the Executive Leadership Team to ensure our Te Tari Taiwhenua profile is preserved and enhanced as a system leader (e.g. our role hosting inquiries)
- Actively connecting with networks across the sector, public service and with central agencies at multiple levels, shared across the leadership team, to convey a joined up and informed organisation

Talent Management | Te Whakahaere ā Parapara

Leadership that builds people capability. You attract, retain and develop individuals with the attitude, skills and potential to deliver results – for today and tomorrow. You create positive work environments and figure out what people need to deliver results and how to get the best out of them.

In practice this will include:

- Developing your team and services that can pivot quickly in line with changing circumstances e.g. working with them to ensure the right balance of capacity and capability, streamlining ways of working to focus critically on what makes the biggest difference
- Taking a coaching-based talent management approach to your people's performance and development
- Helping to build critical capability in a way that becomes second nature and takes our organisation to the next level of performance (e.g. ensuring that Te Aka Taiwhenua and a Māori lens is consistently applied to our work from the get go, enhancing our ability to provide joined up strategic thinking, advice and information)
- Helping set the tone of our organisation and using the strengths of our internal culture to achieve our goals and ensuring our people connect well with our common purpose and strategy
- Build an enterprise strategy that integrates organisational talent development and workforce strategy
- Supporting the mobilisation of our senior leaders to own the management of the work, enabling the executive to focus more externally and into the future