



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, Ngā Tohu Rātonga

Deputy Chief Executive, Organisational Capability and Services

Primary Focus:

Leading, facilitating and engaging. This role spans strategy, implementation and performance for the branch, organisational capability and culture development, organisational infrastructure and system investment, and smart delivery of core organisational services.

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 the 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:

- a deep understanding of the importance of culture in the development of strategy and organisational performance and a record of engaging people well in culture and strategy
- the ability to enhance corporate services which are credible, valuable and foundational for an organisation's strong performance delivery, achieving a nuanced balance of standardised and personalised services
- sophisticated collaboration and relationship management skills
- experience in 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	Communications, Finance, Human Resources, Information and Safety, Property, Technology Services and Solutions, Branch Development and Support, Inquiries, Ministerial and Secretariat Support, <small>*note: Inquiries and Ministerial & Secretariat Support are temporarily located in other branches until June 2019</small>
Direct reports	10
Total staff	550 <small>*70 in Inquiries and 270 in Ministerial & Secretariat Support</small>
Human Resources and Financial delegations	Level B
Health and Safety at Work Act 2015	Responsibilities as an Officer of the agency
Security clearance level	Secret

Leadership characteristics you will need

[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 the way the Executive Leadership Team connects and engages with our people about our strategic direction and ways of working
- Leading and facilitating strategic kōrero collectively with the Executive Leadership Team, senior leaders, and their people, that stretch and challenge our thinking about how we deliver our corporate services to best support our organisation strategy (e.g. workforce of the future, infrastructure and the role it plays in future work environments, inclusive and diverse culture)
- Leading the mahi and engagement with our people that takes our organisational culture to its next level, in a way that keeps us true to our principles and enhances our organisational performance
- Adopting an approach that ensures functional strategy development is well connected 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 and principles
- Leading and facilitating the development of frameworks, business models and tools to support the operation of a diverse, multi-faceted department
- Ensuring we have sound, achievable and living functional strategies in place that resonate well across Te Tari Taiwhenua and the sector, and in doing so helps guide how we prioritise and sequence our mahi, and achieve outcomes for New Zealanders

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 development and implementation of a prioritised and sequenced work programme to deliver on the branch's services, endorsed and adopted by organisational leaders
- 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 (e.g. collating information useful for informing insights, reporting in the context of organisation performance measures, customer feedback insights on branch performance in relation to organisation delivery needs)
- 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 central agency performance expectations across the spectrum of functions (e.g. inclusion and diversity, gender pay)
- Leading a sound financial strategy grounded in organisational strategy and building the financial capabilities across the organisation to deliver on that
- Leading and championing 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

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:

- Using organisation performance metrics to gauge the internal health of the organisation, and provide insights about how improvements could be made
- Continuing to re-imagine the branch's service delivery approach and best way to engage people in the mahi (e.g. reframing the relationship with our internal customers and building a culture around this, delivering services that enable Te Tari Taiwhenua to 'plug and unplug' as the organisation changes, balancing the need for common and tailored services)
- Being transparent about the costs, choices and trade-offs that need to be made in relation to service offerings (e.g. prioritising service delivery through a 'value for money' lens)
- Leading the development and implementation of investment in infrastructure, thinking of whole of government common capability offerings
- Keeping a keen eye on what's happening 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 (e.g. monitoring relevant infrastructure Service Level Agreements, ensuring we deliver on our State Sector Act good employer obligations)
- Working with the Executive Leadership Team to ensure our Te Tari Taiwhenua profile is preserved and enhanced in relation to our role in the system of core corporate services
- Actively connecting with networks (functional leaders and Heads of Profession) across the sector, public service and with central agencies, 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:

- Leading our mahi to frame and manage organisational capability development, talent management and our reputation as a great place to work for everyone
- 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
- Mobilising our senior leaders to own the management of the work, enabling the executive to focus more externally and into the future