# Executive Director, Royal Commission of Inquiry into Historical Abuse in State Care

## Toi Hiranga (Regulation & Policy) Branch

The Executive Director is responsible for establishing and driving the development and implementation of the Royal Commission of Inquiry’s (the Inquiry) work programme. The Executive Director’s role is key to enabling the Royal Commission to fulfil its terms of reference and deliver its report to Government within time and budget.

The Executive Director is employed by the Department of Internal Affairs to work for the Royal Commission of Inquiry. It is an executive public service leadership role with significant people and financial delegations. To be effective the Executive Director will establish and maintain a strong working relationship with the Chair of the Inquiry, Commissioners and the Counsel Assisting who is appointed by Crown Law to provide legal advice and assistance to the Inquiry. Robust relationships also must be developed with Māori and other key stakeholder groups who are impacted by, or have an interest in, the Inquiry’s remit.

In addition, the Executive Director will recruit, lead and manage skilled teams to undertake the work necessary to enable the Inquiry to deliver on its Terms of Reference within time and budget, ensuring that all activities comply with relevant legislation, policies, and procedures.

The Executive Director will have superior relationship management and influencing skills, excellent judgement, political astuteness and a delivery focus. Successful experience in an executive level public service position, a strong appreciation of Te Ao Māori and of public sector frameworks and accountabilities are also essential.

* Reporting to: Deputy Chief Executive, Toi Hiranga

Location: Wellington

* Salary range: Non-banded

**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.

The Department of Internal Affairs (DIA) is responsible for administrative matters relating to Royal Commissions of Inquiry, supporting Royal Commissions to act independently, impartially and fairly on matters related to their Terms of Reference.

The matter of public importance that is the subject of the inquiry is the historical abuse of children, young persons, and vulnerable adults in State care, and in the care of faith-based institutions.

How we do things around here – our principles

|  |  |
| --- | --- |
| This is an icon for our three principles, 'We make it easy, we make it work,' 'We're stronger together,' and 'We take pride in what we do.' | 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
 |

Working effectively with Māori

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

As DIA 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.

The Royal Commission has made a specific commitment to te Tiriti o Waitangi, consistent with the requirements of its terms of reference. The inquiry will give appropriate recognition to Māori interests, acknowledging the disproportionate representation of Māori, particularly in care. The inquiry will be underpinned by te Tiriti o Waitangi, and its principles, and will partner with Māori throughout the inquiry process. The Royal Commission retains an advisory group, Te Taumata, to advise it in that regard.

Spirit of service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, 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.

In the public service 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.

| What you will do to contribute | As a result we will see |
| --- | --- |
| **Establish Strong, Collaborative Working Relationships** * Establish a strong, effective and collaborative working relationship with the Chair and Commissioners of the Inquiry
* In collaboration with the Inquiry Chair, Counsel Assisting, and other relevant members of the Inquiry:
	+ establish the strategy and plan to deliver the Terms of Reference
	+ establish operational processes and procedures, including determining working relationships and delegated authority for decision making
* Provide advice and guidance to the Inquiry on the Government’s operating environment and relevant public sector frameworks and procedures
* Work collaboratively with Counsel Assisting to ensure the Inquiry is appropriately supported
 | * The Executive Director is recognised as a trusted advisor by the Inquiry
* The Executive Director is recognised as a key connector between the Inquiry, DIA and the rest of the public service
* The Executive Director provides robust advice to Commissioners on the strategy and plan to deliver on its Terms of Reference
* The operating model of the Inquiry is clear and efficient
* Authority and processes for decision making are clear
 |
| **Establish, Drive and Deliver Programme of Work** * Develop and establish a programme of work and timeline to give effect to the strategy for delivering the Terms of Reference and supporting communications plan
* Provide regular updates to the Chair, and through the Chair to the Minister on progress against the work programme – identifying potential risks, any issues, and possible mitigation strategies
* Establish productive relationships across DIA to ensure processes work well, accountabilities are clear, and risks and issues signalled early
* Ensure that Te Ao Māori informs and guides the establishment and delivery of the work programme
* Ensure the appropriate structures, skills, systems, and processes are in place to deliver the programme of work – including risk register and appropriate monitoring and reporting processes
* Establish appropriate budgets and proactively manage and monitor the overall Royal Commission budget in accordance with delegations and meeting reporting requirements
* Recruit appropriately skilled teams to deliver the programme of work
* Drive delivery of key milestones and deliverables, ensuring that timelines are met within budget
* Adhere to all DIA and public sector policies and procedures, identifying and seeking exemptions where necessary
 | * A comprehensive programme of work, with clear milestones, deliverables and timelines
* Achievement of milestones and deliverables in accordance with timeline and within budget
* Meaningful progress and risk reporting
* The Executive Director takes a “no surprises” approach with the Chair and DIA
* Strong relationships with Māori kaimahi, Māori Commissioners, Te Taumata Advisory Group, and Māori/iwi stakeholders are developed based on Te Ao Māori
* A Secretariat that has the necessary skills, systems and processes to deliver the programme of work
* Work programme milestones are met, and the Inquiry reports within time and budget
* The Executive Director operating within delegations and no breaches of DIA or public sector policies and procedures (e.g., Treasury guidelines, OAG guidelines, Procurement Rules)
 |
| **Strategic Stakeholder Engagement*** Develop a fit for purpose stakeholder engagement and communication plan
* Proactively engage with key stakeholders who are impacted by, or have an interest in, the work of the Inquiry
* Ensure that engagement processes recognise and are responsive to Te Ao Māori
* Facilitate and manage relationships between key stakeholders and the Royal Commission of Inquiry
* Ensure that stakeholder input to the Inquiry is accurately recorded and there are appropriate feedback loops established
* Work to ensure that dialogue between the stakeholders and the commission/Secretariat remains open and constructive
 | * Stakeholders understand the Inquiry process and how to engage
* Stakeholders willing to engage with the Inquiry to tell their story and provide evidence
* Stakeholders feel that they have been listened to understand how their information will be used
* There is open constructive dialogue between the Inquiry and key stakeholders
* Advice on culturally appropriate engagement is provided to the Inquiry
 |
| **Operational Leadership*** Provide operational leadership to ensure that the Secretariat has a clear focus and understands the purpose ,scope and boundaries of its work.
* Maintain oversight of the day-to-day operation of the Inquiry ensuring effective management and delivery of the range of tasks and recognising degrees of urgency and importance
* Provide day-to-day management of the Inquiry secretariat team, including working with the Inquiry Chair to identify and set expectations for the team, monitor team performance, and provide constructive feedback to support high performance
* Lead team in a manner which fosters a positive culture and environment that is consistent with the principles and behaviours of DIA and leads to a highly engaged work force
* Model a strong public service ethic – including providing robust advice and ensuring value for money in the Inquiry’s activities
 | * Services provided to the Inquiry are fit for purpose with an appropriate focus on the Inquiry’s requirements
* All people (including contractors) are employed and managed according to DIA policies and procedures
* There is a positive, collegial culture and “can do” environment
* The Inquiry is results driven
* Leadership and management of people within the Inquiry meets DIA and Public Sector expectations
* DIA’s accountabilities can be met (e.g., in managing budget, procurement, employment, and health and safety issues where the CE is ultimately accountable)
 |
| **Health and safety (for self)*** Work safely and take responsibility for keeping self and colleagues free from harm
* Report all incidents and hazards promptly
* Know what to do in the event of an emergency
* Cooperate in implementing return to work plans

**Health and safety (for team)*** Inform, train and equip staff to carry out their work safely
* Ensure prompt and accurate reporting and investigation of all workplace incidents and injuries
* Assess all hazards promptly and ensure they are managed
 | * A safe and healthy workplace for all people using our sites as a place of work.
* All requirements of DIA’s Health and Safety policy and procedures are met, and the supplementary health, safety, wellbeing and security procedures developed for the Royal Commission are adhered to
* Given the subject matter of the Inquiry, additional well-being support is available to all staff (including contractors)
 |
|  |  |

|  | Advise | Collaborate with | Influence | Inform | Manage/lead | Deliver to |
| --- | --- | --- | --- | --- | --- | --- |
| Who you will work with to get the job done |
| Internal | Chief Executive Te Tari Taiwhenua | ✓ | ✓ |  | ✓ |  | ✓ |
| DCE Toi Hiranga | ✓ | ✓ |  | ✓ |  | ✓ |
| Inquiries Group Toi Hiranga | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| Relevant Te Tari Taiwhenua managers and teams, including Finance, HR, Communications, TSS, Property, Legal | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| Royal Commission Secretariat staff | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| External | Chair of the Royal Commission | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| Commissioners  | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| Counsel Assisting | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| Royal Commission participants and interested parties | ✓ | ✓ |  | ✓ |  | ✓ |
| Other Royal Commission stakeholders, including other government departments | ✓ | ✓ |  | ✓ |  | ✓ |

| Your delegations as a manager |
| --- |
| Human Resources and financial delegations | B |
| Direct reports | 7 |
| Total number of staff reporting | –Up to 200 |

| Your success profile for this role | What you will bring specifically |
| --- | --- |
| At DIA, we have a Capability Framework to help guide our people towards the behaviours and skills needed to be successful. The core success profile for this role is [Senior Leader](https://dms.dia.govt.nz/DMS/Active/bsr.nsf/0/A9C779153BFB7200CC257D09006F172A/%24file/4063613DA%20-%20DIA_Profile_Senior_Leader_v7.pdf).**Keys to Success:*** Adaptive leadership
* Driving innovation and transformation
* Strategic agility
* Political savvy
* Empowering people for success
* Inspiring others through vision and purpose
* Drive for results
 | **Experience:** * Proven experience in an executive public sector role such as Deputy Secretary/ Deputy Chief Executive
* Successful experience in working in a complex and multifaceted environment
* Proven experience in building strong relationships which foster confidence and trust
* Proven experience in working with iwi Māori and other Māori groups to achieve results
* Proven experience in working across diverse cultures, communities and organisations to achieve results
* A proven ability to achieve outcomes and to deliver to diverse stakeholder expectations
* A history of achievement in the development and delivery of large, complex work programmes to timelines and within budget
* Successful experience in leading and managing high performing teams
* Demonstrated experience in public sector budget management
* Experience in delivering Inquiry, Tribunal or other reports to Government

**Knowledge:*** A comprehensive understanding of Government and parliamentary functions, processes, conventions, and structures
* Knowledge of report delivery to Government
* Strong knowledge of Te Ao Māori and the relationship between Māori and the Crown
* Strong knowledge of programme management methodologies and techniques

**Skills:*** Strong interpersonal and relationship management skills – able to influence and gain the trust and confidence of diverse stakeholders
* Excellent judgement in dealing with complex, sensitive, or ambiguous issues
* Ability to establish and utilise networks to identify and resolve issues, in a subtle and sometimes indirect way
* Ability to drive for high quality results
* Ability to take a strategic view and demonstrated agility to identify and progress innovative approaches to deliver results
* Ability to create “buy in” and bring others with you
* Political astuteness
* Practical, pragmatic, solutions-focused approach to achievement of objectives

**Other requirements:*** A Confidential security clearance will be required
 |