# Director Planning, Performance & Support

## Planning, Performance and Support, Digital Public Service Branch

The Digital Public Service Branch works with and through agencies to drive and deliver customer centred digital government.

As one of the Senior Leadership Team, the Director Planning, Performance & Support is jointly accountable for leading change across the public service to enable a system shift to a Digital Public Service*.*

The Director Planning, Performance & Support is accountable for developing, maintaining and governing the Branch-wide workplan – acting as the “funnel” for all mandated priorities to enter – and leading the SLT to prioritise, commission and/or decommission work as appropriate. The Director is also accountable for providing the GCDO and Deputy GCDO with oversight and visibility of progress against all initiatives (lead, support, deliver) in the wider GCDO work programme.

The role is also accountable for leading the Branch’s corporate accountability planning, reporting and compliance activities to support the Department’s wider organisational performance; servicing ministerial and government stakeholder needs leads the Branch’s international engagement on behalf of the GCDO.

* Reporting to: Deputy Chief Executive, Digital Public Service Branch

Location: Wellington

* Salary range: Corporate Band L

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.

How we do things around here – our principles

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| 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
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| We’re stronger together * Work as a team
* Value each other
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| We take pride in what we do * Make a positive difference
* Strive for excellence
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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 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.

Te Pou Matihiko plays an important role in leading and supporting the Digital Public Service Branch to embed tikanga Māori in the way we work and co-create future digital experiences that deliver value for Māori.

| What you will do to contribute | As a result we will see |
| --- | --- |
| **Strategic Leadership*** Provide strategic and professional leadership across the Branch as a member of the branch leadership team, across DIA as a member of the cohort of senior leaders, across the wider Public sector, and internationally as a representative of the GCDO
* As part of the SLT demonstrate and model change leadership to support the Branch to implement the Branch operating model to effect the system changes required to enable a digital public service
* Provide strategic and intellectual leadership to the GCDO in relation to the international engagement programme and activities
* Lead the governance of the system-wide GCDO work programme and Branch workplan on behalf of the GCDO and Branch, ensuring alignment to the *Strategy for a Digital Public Service*
* Support the GCDO to maintain effective relationships with Ministers Offices and ministerial officials’ groups
* Provide organisational leadership and stewardship through participation in the Department’s strategic development and governance processes
 | * Actively contributing to branch leadership and providing trusted advice to the branch and wider DIA
* Demonstrating and modelling collaborative change leadership to influence the successful implementation and embedding of the Branch operating model
* The Branch is positively represented and reflected in the Departmental strategic direction and collective leadership forums
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| What you will do to contribute | As a result we will see |
| --- | --- |
| **Planning, Governance and Reporting*** Working with senior leadership team, lead the development and maintenance of the overall Branch workplan, ensuring it is representative of the work the GCDO is responsible for delivering through the Branch
* Lead the SLT to effectively govern the Branch workplan, including acting as the “funnel” for all priorities and mandated work that shape the workplan to enter and leading prioritisation, commissioning/decommissioning of work as appropriate
* Working with the SLT and wider government stakeholders, provide the GCDO and Deputy GCDO with oversight and visibility of the GCDO work programme, ensuring progress against all initiatives (lead, support, deliver), including risks and issues, are regularly monitored (or escalated where necessary) and reported on
* Working with the SLT and wider government stakeholders lead the development of measures and reporting processes to demonstrate progress against the Branch workplan and the wider GCDO work programme
 | * Established and effective planning and reporting strategies and processes are in place providing visibility of the Branch and GCDO workplans and progress against them
* Priorities are understood are constantly reflected in a well governed workplan that reflects the GCDO mandated programme of work and Ministerial Priorities
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| **Corporate and Ministerial Accountability*** Lead and the Branch’s input into the development of DIA’s 4-year plan and wider corporate accountability planning processes
* Develop and maintain the Branch Disaster Recovery and Business Continuity Plans
* Oversee the production of Branch performance reports, as required to support Departmental and Ministerial Governance and performance reporting
* Support GM colleagues to establish planning and reporting processes that support the Branch’s wider corporate accountability requirements
* Lead risk and assurance management for the Branch – maintaining and reporting against processes and activities designed to mitigate risk and provide assurance
* Manages relationships with the Minister’s Office to ensure the effective and timely flow of quality information artefacts from the Branch to Ministers’ offices and from Ministers’ offices to the branch
* Manage the process and quality assurance systems for advice and reporting for the Minister, ensuring all advice has had appropriate input from other Groups from within the Branch and other areas of the Department (where appropriate)
* Manage the connection between the branch/GCDO and the Office of the Chief Executive to ensure the alignment and that the GCDO is well supported
 | * Compliance with DIA’s corporate policies, including effective business planning and reporting and financial and risk management
* Relationships with Ministers’ Officers are robust and reflect Ministers report satisfaction with the advice from the Branch
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| **International Engagement*** Lead the GCDO’s international leadership role in digital transformation is effectively coordinated and supported
* Build and maintain engagement with international bodies, governments and key international thought leaders – conveying New Zealand’s digital transformation journey and acting as a conduit for learning from international counterparts
* Support the GCDO and Deputy GCDO in their international engagement, including OECD and the D9
* Ensure the effective strategic engagement with agencies, government and non-government stakeholders
 | * International bodies receive strategic engagement and GCDO and branch obligations are met
* The Minister, GCDO and Deputy GCDO are satisfied with the support they receive in managing their international relationships
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| **Relationship and Stakeholder Engagement*** Proactively build and maintain effective relationships with senior leadership colleagues both within the branch, across the Department and the wider public sector
* Develop and maintain effective relationships with ministers’ offices, ministerial officials’ groups and other key external stakeholders
* Play a key GCDO leadership role across the public sector
* Ensure effective working relationships between the Branch, other branches, the Organisational Strategy & Performance Group and Department-wide Branch Development & Support Managers
* Maintain effective relationships with DIA Business Partners to ensure corporate expectations are embedded into the work of the branch
 | * Effective relationships are developed and maintained across the branch, Ministers’ Offices and the public sector
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| **People Leadership & Management*** Recruit, lead and manage people in line with HR guidelines and the Senior Leader profile of the DIA Capability Framework
* Provide support and coaching to direct reports in relation to people leadership and management, to ensure the group recruits, develops, supports and retains high performing staff
* Manage the performance and development of staff in accordance with DIA processes and the needs and priorities of the group, contributing to the branch and wider departmental talent development
* Support all Departmental organisational development activities, modelling expected behaviours to managers and staff to create healthy workplace culture and engaged workforce
* Drive and enable information sharing and collaboration between business groups and across the wider department
 | * Behaviour aligns with DIA’s Senior Leader Capability Framework success profile
* Leadership and people management meets expectations set out in DIA’s people policies and practices
* A high performing and high potential workforce is supported and retained and is well represented within the DIA talent development framework
* All staff have a performance and development plan in place that support business needs and aligns with DIA processes
* Regular culture and engagement activities are undertaken
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| **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
 | * 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.
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| **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
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|  | Advise | Collaborate with | Influence | Inform | Manage/lead | Deliver to |
| --- | --- | --- | --- | --- | --- | --- |
| Who you will work with to get the job done |
| Internal | Government Chief Digital Officer | ✓ |  |  | ✓ | ✓ |  |
| Deputy Chief Executive | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| Branch Planning, Performance & Support team | ✓ | ✓ | ✓ | ✓ |  |  |
| GM colleagues and branch Senior Leadership Team | ✓ | ✓ | ✓ | ✓ |  | ✓ |
| DIA Executive Leadership Team | ✓ |  | ✓ | ✓ |  | ✓ |
| Organisational Strategy and Performance team | ✓ |  | ✓ | ✓ |  | ✓ |
| DIA corporate services (e.g. Finance, HR) |  | ✓ | ✓ | ✓ |  | ✓ |
| DIA Branch Development & Support network |  | ✓ | ✓ | ✓ |  |  |
| External | Other government agencies  | ✓ | ✓ | ✓ | ✓ |  |  |
| International government representatives, digital organisations and partners (e.g. D9, OECD) and specialist capability groups | ✓ | ✓ | ✓ | ✓ |  |  |
| Ministers and their offices | ✓ |  | ✓ | ✓ |  | ✓ |

| Your delegations as a manager |
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| Human Resources and financial delegations | Level C |
| Direct reports | 1-5 |

| 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](http://www.dia.govt.nz/diawebsite.nsf/Files/DIA_Profile_Senior_Leader_v7/%24file/DIA_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
 | **Experience:** * Proven experience of successful leadership in a senior public or private sector environment with a proven ability to achieve outcomes and to deliver to diverse stakeholder expectations
* Experience leading and embedding change and establishing new ways of working
* Experience in leading the development and constantly managing and monitoring of a strategic workplan in a large and complex environment
* Experience as a member of a leadership team and contribution to collective decision making for an entire branch
* Experience of monitoring performance of success in achieving outcomes
* Proven success as an influencer across a large organisation and sector

**Knowledge:*** In-depth understanding of the machinery of government
* Comprehensive knowledge and understanding of governance and frameworks/models for planning and reporting
* Specific knowledge derived from a combination of advanced academic study in related fields related to the role and/or leadership and professional experience in applying knowledge in the context of a large complex organisation

**Skills:*** Problem solving skills to work through complex issues, using in depth analysis in the context of the overall business issues, and the judgement to select and apply/recommend appropriate decisions
* Ability to plan, prioritise and reprioritise work and understand the interconnections between a complex ecosystem of work programmes and priorities
* Senior management, leadership and change leadership skills in the facilitation of collective decision making
* Interpersonal skills in influencing others which can be applied at the ministerial and cross agency level
* Experience in managing difficult and diverse stakeholder relationships and expectations

**Other requirements:*** Ability to obtain and maintain a Top Secret security clearance
* Relevant tertiary qualification and/or considerable professional experience and standing e.g. in a senior business role
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