



Job Title:	Āpiha Mātāmua ā-Tangata Chief People Officer
Group:	Whakatutukitanga ā-Whakahaere Organisational Capability and Performance
Reports to:	Kaikōmihana Tuarua Deputy Commissioner
Location:	Wellington
Date:	May 2022

Our Role

Mahi tōpū ai ngā Kaimahi Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te pūtake o ngā Kaimahi Kāwanatanga, ko te tautoko i te kāwanatanga whai ture me te kāwanatanga manapori; ko te āwhina i te Kāwanatanga o te wā nei me ō anamata ki te whakawhanake, ki te whakatinana hoki i ā rātou kaupapa here; ko te tuku i ngā ratonga tūmatanui e nui ana te kounga, e nahanaha ana anō hoki; ko te tautoko i te Kāwanatanga e tūroa ai te whai orange o te marea; ko te huawaere i te whai wāhitanga o te kirirarau ki te ao tūmatanui me te whakatutuki i ngā mahi i runga i tā te ture i whakahau ai. E hiranga ana te wāhi ki a mātou ki te tautoko i te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hāpori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o ngā Kaimahi Tūmatanui.

The public service works collectively to make a meaningful difference for New Zealanders. The Public Service Act states that the purpose of the public service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community, and guided by the core principles and values of the public service in our work.

Te Kawa Mataaho Public Service Commission (the Commission) leads the public sector to make a positive difference for New Zealand and New Zealanders. Our agency, which houses the Office of the Head of the Public Service, sets the course, role models what good looks like, and leads the system to deliver the results and services that matter to New Zealanders.

Our purpose is to lead the Public Service while protecting and enhancing the standards of integrity and conduct that are at the heart of what we do. Working with us is about being part of a small agile team, with a big ambition. Our ambition means we enable our people to push the boundaries and strive for better, while encouraging our colleagues across other agencies to do the same.

We look for people who are talented in many ways and can influence and inspire those around them. We are after people who embody the spirit of service and can deliver for the communities we work so hard for. We offer exciting career opportunities to gain breadth of expertise through work that reaches across the sector.

Our mission is: we lead the public sector in the service of our nation.

Position Purpose

The Organisational Capability and Performance (OCP) group enables the Commission to deliver and perform at its best. Organisational health, continuous improvement of the operating model and modelling best practice for the Public Service are important parts of the Commission being ahead of the game, fit for the future and enabled to lead and serve. This group provides a range of corporate services including people, information and technology, finance, planning and reporting, risk and assurance, workplace and administration.

The Chief People Officer (CPO) is responsible for providing organisational leadership in developing, enhancing and executing the workforce strategy and people plan in support of the overall strategic direction and business plan of the Commission.

The role will provide leadership across the full range of human resources (HR) capability to drive the employee experience and deliver an attractive value proposition. These areas include leadership development, talent management, workforce planning, culture, diversity and inclusion, change management, employment relations, organisational development, learning and development, remuneration and wellbeing. It will also lead the People team to provide a high quality, trusted and efficient operational service and strategic advice in support of developing the organisation's capability and performance.

The role is a trusted advisor to the Commission's executive team and a key leader in the Whakatutukitanga ā-Whakahere | Organisational Capability and Performance group. The CPO will have a close connection with the HR Head of Profession and other teams across the Commission to ensure that the Commission role models best practice as part of the Commission's system leadership role.

Position Scope

Key Dimensions

Financial:	Nil	Delegation level = 3
Human resources:	Direct reports = 6-8	Delegation level = 3

Key Accountabilities

Key Result Areas	Key accountabilities/expectations
<p>Strategy</p> <p><i>Where are we going? And how do we get there?</i></p>	<ul style="list-style-type: none"> ▶ Provide organisational leadership in developing, enhancing and executing the internal workforce strategy and people plan in support of the overall strategic direction and business plan of the Commission. ▶ Lead, influence, shape and communicate the content of organisational strategies, particularly in relation to workforce and people based components. ▶ Collaborate with the Commission’s executive leaders and people leaders to build organisational capability and performance through people. ▶ Champion, develop and implement approaches to drive an employee experience that effectively supports the Commission’s strategic direction and desired culture. ▶ Influence and advise on best practice approaches that can be used and adapted to fit the Commission’s culture and environment, and are aligned to wider Public Service initiatives. ▶ Lead and/or contribute to the development of the Commission’s strategy to build Māori Crown Relations (MCR) capability and role model expectations under the Public Service Act 2020, including developing and maintaining the capability of the Public Service to engage with Māori and to understand Māori perspectives.
<p>Delivery</p> <p><i>How will we turn what we know into what we do?</i></p>	<ul style="list-style-type: none"> ▶ Establish and ensure the delivery of a clear People Plan and work programme which may be delivered through direct reports and cross-Commission teams. ▶ Deliver a range of initiatives that improve the employee experience and build an attractive value proposition. ▶ Work effectively with members of the People team to ensure that the work is integrated and coordinated, and meets the needs of people leaders at the Commission. ▶ Provide trusted and sought after advice on all people matters to the chief executive and executive leaders. Challenge thinking to foster innovation in people leadership and represent ideas to be included for discussion or debate. ▶ Provide timely, accurate, best practice advice and support across a broad range of workforce and people matters – including strategic workforce planning, recruitment, induction, culture, data and analytics, diversity and inclusion, employment relations, remuneration, recognition, performance management, wellbeing, leadership development, talent management, organisational development, learning and development and change management. ▶ Deliver the People team’s commitments under Te Angitū (our Māori capability strategy) and incorporate these into the work programme ▶ Complete any other duties consistent with the position required from time to time by the Deputy Commissioner, Organisational Capability and Performance.

Key Result Areas	Key accountabilities/expectations
<p>System</p> <p><i>How do we together build for a better NZ?</i></p>	<ul style="list-style-type: none"> ▶ Develop a close relationship with HR Head of Profession and other Commission teams to ensure that the Commission role models advice and process that is provided across the Public Service as part of the Commission's system leadership role. ▶ Build and maintain good working relationships with the Commission's executive leaders, to facilitate their ability to influence the Commission's people practices and drive a positive employee experience. ▶ Ensure close working relationships are established with people leaders across the Commission, driving a culture of collaboration and capability for people leadership excellence across this cohort. ▶ Actively contribute to the Heads of HR network across the Public Service, including the small agency network. ▶ Be an active member of the Organisational Capability and Performance management team and foster supportive and collaborative relationships with the wider group. ▶ Develop and maintain a professional relationship with relevant union(s), including the Public Service Association (PSA). ▶ Leverage strong relationships with a range of senior leaders across the Public Service and take a systems approach to people issues.
<p>Talent</p> <p><i>How am I developing talent for the future?</i></p>	<ul style="list-style-type: none"> ▶ Lead a high-performing People team to achieve the strategic goals and desired culture of the Commission through fostering a high level of functional and technical expertise within the team. ▶ Coach and mentor team members and ensure development action to build capability suited to the role and identified development needs. ▶ Lead and develop others through cross-Commission teams to deliver key organisational initiatives. ▶ Lead organisational talent management processes to ensure the systematic development of all employees across the Commission. ▶ Manage the performance of direct reports and support and advise people leaders to ensure consistently high levels of people performance across the Commission.

Key Relationships

- ▶ Te Mana Arataki | Executive Leadership Team
- ▶ Deputy Commissioner, Organisational Capability and Performance
- ▶ Deputy Commissioner, Workforce, Employment Relations and Equity (HR Head of Profession)
- ▶ Deputy Commissioner, Leadership, Diversity and Inclusion
- ▶ Chief Legal Officer
- ▶ Organisational Capability and Performance managers
- ▶ People leaders and staff
- ▶ Heads of HR network
- ▶ Public Service Association
- ▶ Providers of HR products, services and systems (including The Treasury – CASS Payroll)
- ▶ Social Wellbeing Agency (departmental agency)

Experience, Qualifications, Skills and Knowledge

- ▶ Significant human resources experience, including at management levels.
- ▶ A tertiary qualification and professional achievement in business, human resources management or a related discipline.
- ▶ Hands-on experience across the broad range of human resources activities, including strategy development and implementation, operations, organisational development, employment relations, change, data and analytics.
- ▶ Have broad knowledge of the public sector and working with employment related legislation.
- ▶ Have demonstrated proficiency with applicable laws/regulations and management theories: including policy/procedure development; union activities; strong organisational skills in the areas of operations, budget and project administration; effective interface with diverse groups utilising your employment relations and emotional intelligence skills and effective supervisory skills.
- ▶ Excellent interpersonal, written and oral communication and presentation skills.
- ▶ Knowledge of te ao Māori, tikanga and kawa and/or be open to developing a sound understanding of the implications of Te Tiriti on today's society and public service.
- ▶ A commitment to supporting diversity and inclusion in the workplace
- ▶ Ability to meet the criteria required to hold a NZ Government security clearance at the level assigned for the position.

Leadership Success Profile

The Leadership Success Profile (LSP) describes what effective leadership looks like across New Zealand's Public Service. The capabilities and outcomes required for this role are included in the Appendix. For more information please visit the [Leadership Success Profile](#) on our website.

Health, Safety and Wellbeing

Te Kawa Mataaho is committed to providing a healthy and safe work environment and safe management practices for all employees. Employees are expected to share this commitment as outlined in the Health and Safety at Work Act by taking all practicable steps to ensure their safety at work and that no action or inaction, causes harm to others while at work.

Changes to Position Description

Positions in the Commission may change over time as the organisation evolves and priorities change. Responsibilities for this position may change as the job evolves over time and the manager of this position may initiate such change as necessary.

Appendix: Leadership Success Profile (LSP)



LSP capability	Level	Typical capability description for this role
Strategic Leadership: Navigating for the future		
Leading strategically Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.	6	<ul style="list-style-type: none"> ▶ Think strategically ▶ Progress current thinking ▶ Develop and implement strategy ▶ Engage people in the vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action.	6	<ul style="list-style-type: none"> ▶ Lead with purpose ▶ Persuade and inspire others ▶ Communicate clearly ▶ Display leadership impact and gravitas
Engaging others Connect with people; to build trust and become a leader that people want to work and for.		<ul style="list-style-type: none"> ▶ Connect with others ▶ Listen ▶ Read people and situations ▶ Communicate tactfully
System Leadership: Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.	5	<ul style="list-style-type: none"> ▶ Strengthen business performance ▶ Ensure systems/processes support business goals ▶ Foster continuous improvement ▶ Lead innovation
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	5	<ul style="list-style-type: none"> ▶ Build strong internal relationships and contribute to your management team as a peer (organisational leadership) ▶ Build external relationships and networks (sector leadership)
Leading at the political interface Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.	1	<ul style="list-style-type: none"> ▶ Work effectively with political representatives ▶ Inform or influence political representatives ▶ Navigate political issues
Talent Management: Identifying and developing our talent		
Enhancing people performance Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.	3	<ul style="list-style-type: none"> ▶ Set clear expectations ▶ Support and reinforce high performance ▶ Manage staff performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	3	<ul style="list-style-type: none"> ▶ Coach and mentor people ▶ Develop individual capability ▶ Develop collective capability
Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	3	<ul style="list-style-type: none"> ▶ Set clear team objectives and expectations ▶ Monitor team cohesion and performance ▶ Strengthen team cohesion and performance
Delivery Management: Making it happen – with and through others		
Achieving ambitious goals Demonstrate achievement drive, ambition, optimism and delivery focus; to make things happen and achieve ambitious outcomes.		<ul style="list-style-type: none"> ▶ Committed and tenacious ▶ Set and achieve challenging goals
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	3	<ul style="list-style-type: none"> ▶ Planned and organised ▶ Purposeful about where you invest your time
Achieving through others Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.	3	<ul style="list-style-type: none"> ▶ Delegate effectively to staff ▶ Maintain oversight of your work area
Leadership Character: Tuturu te whakahaere		
Curious Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.		<ul style="list-style-type: none"> ▶ Think analytically and critically ▶ Display curiosity ▶ Mitigate analytical and decision-making biases
Honest and courageous Deliver the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.		<ul style="list-style-type: none"> ▶ Show courage ▶ Show decisiveness ▶ Lead with integrity
Resilient Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.		<ul style="list-style-type: none"> ▶ Display resilience ▶ Demonstrate composure
Self-aware and agile Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.		<ul style="list-style-type: none"> ▶ Encourage feedback on own performance ▶ Can self-assess ▶ Adapt approach ▶ Show commitment to development