



19 January 2023

[REDACTED]
[REDACTED]
[REDACTED]

Ref: OIA-2022/23-0473

Dear [REDACTED]

Official Information Act request for job descriptions and summarised CVs of IT/Digital Managers

Thank you for your Official Information Act 1982 (OIA) request of 10 January 2023.

You have requested:

"I am currently researching digital leadership competencies for digital government and as part of my research, I intend to analyse the Job description (JD) and leadership profiles of digital leaders leading digital transformation across government. Are you able to please provide the following information

- 1. The JD or PD (position description) of the DCE or head equivalent (tier 2 leader) in charge of digital or IT in your organisation*
- 2. The summarised CV of the DCE or head equivalent (tier 2 leader) in charge of digital or IT in your organisation*
- 3. The JD or PD of the Chief Information Officer (CIO), Chief Digital Officer (CDO), General Manager (GM), or head equivalent (tier 3 leader) in charge of digital or IT in your organisation*
- 4. The summarised CV of the Chief Information Officer (CIO), Chief Digital Officer (CDO), General Manager (GM), or head equivalent (tier 3 leader) in charge of digital or IT in your organisation."*

Please note that the National Emergency Management Agency (NEMA) is a departmental agency hosted by the Department of the Prime Minister and Cabinet (DPMC). This response will address your requests as it relates to both DPMC and NEMA.

I can advise that DPMC and NEMA receive their Digital and Information Technology (IT) services from the Treasury through a shared service arrangement. The roles mentioned in your request sit within Treasury, and not DPMC or NEMA.

We would usually transfer your request to Treasury under section 14(b)(ii) of the OIA, since the information you have requested is more closely connected to their functions. Treasury have advised that they have also received this request. Accordingly, DPMC refers you to their response instead.

Further to this, I can also advise that DPMC and NEMA's Chief Security Officer has a role in overseeing IT for DPMC, and leading DPMC's relationship for the delivery of services with

Treasury. This position is held by the Executive Director of the Strategy, Governance and Engagement Group.

Please find attached a copy of the job description for that position.

The OIA enables people to request official information from Ministers and agencies, including DPMC. However, the OIA only applies to information that is already held by DPMC. There is no obligation on DPMC to create information in order to respond to a request.

Summarised CVs, which is the information you are seeking in parts 2 and 4 of your request, are not held by DPMC, and would need to be created to respond to you. I am therefore refusing those parts of your requests under section 18(g) of the OIA as DPMC does not hold any official information relevant to your request.

I trust the information provided is of assistance. You have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the OIA.

This response may be published on DPMC's website during our regular publication cycle. Information is usually released monthly, or as otherwise determined. Your personal information including name and contact details will be removed for publication.

Yours sincerely



Clare Ward
Executive Director
Strategy, Governance and Engagement



**DEPARTMENT OF THE
PRIME MINISTER AND CABINET**
TE TARI O TE PIRIMIA ME TE KOMITI MATUA

Job Description

Job Title:	Executive Director, Strategy, Governance, and Engagement
Reports to:	Chief Executive
Direct reports:	Up to 8
Indirect reports:	Up to 35
Location:	Wellington
Date:	September 2020

Public Service Introduction / Kōrero Whakataki mō ngā Ratonga Tūmatanui

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whitake 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 hāpori, 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 we do

The Department of the Prime Minister and Cabinet (DPMC) occupies a unique position as the trusted advisor, leader and steward of our system of executive government. We also lead the national security system to make New Zealand stronger and more resilient. We support the effective conduct of executive government by the Prime Minister, the Governor-General and members of the Cabinet, and play a leadership and coordination role for other public sector agencies.

Despite the breadth of our role and the diversity of the portfolios we serve, we are unified in our purpose to advance '**An ambitious, resilient and well-governed New Zealand**'. To support achievement of this purpose, DPMC has three core and enduring roles: Supporting informed decision making; Supporting well-conducted government; and Leading an effective, strategically focused National Security System. These roles support us in progressing our long-term outcomes, set in our *Strategic Intentions 2020/21 to 2023/24* - The Government is enabled to deliver its priorities; Aotearoa New Zealand's institutions of executive government are trusted, effective and enhance our nation's reputation; and People living in Aotearoa New Zealand are, and feel, resilient safe and secure.

Our values connect the Department and guide how we work in pursuit of our purpose. Despite our diverse mahi, DPMC people are unified in our values:

Courageous – We stand up
Connected – We join together
Committed – We believe in what we do
And we do it with **Respect**.

Kia māia – be courageous
Kia honohono – be united
Kia manawanui – be determined & persistent
Kia taute – be considerate

Strategy, Governance and Engagement Group

The Strategy, Governance and Engagement Group (SGE) provides the backbone and glue to support DPMC to achieve its strategic priorities and manage risk. It is a lean team that flexes as needed to deliver the Group's two primary functions: one focused on the direction and development of DPMC, and the second focused on providing services to the organisation and key stakeholders.

To support achievement of our outcomes, DPMC aims to be an ambitious, resilient, well-governed department. To do this, DPMC people must be strategic, effective influencers, leaders and system stewards; a DPMC must be a first-choice employer, and be well-positioned to deliver, now and in the future. SGE plays a key role in making these things happen. It works across the Department, starting by ensuring it has sound strategy, strong culture, communications, effective governance and risk management. It provides executive and corporate services directly, and indirectly through the Central Agency Shared Service (CASS), to DPMC and its departmental agency, the National Emergency Management Agency (NEMA).

SGE has the following core functions:

- **Organisation direction and development** which leads work on the Department's strategic direction, accountability requirements, organisational planning and performance, organisation development and culture and its relationship with CASS.
- **Strategic Communications and Engagement** which provides strategic oversight to the Department's external and internal communications strategies, supports national security communications, and leads communications for ODESC (the Officials Committee for Domestic and External Security Coordination).
- **Risk, Assurance and Governance** which ensures that DPMC has sound risk, assurance and governance systems in place that support it to achieve its strategic priorities and manage risk while ensuring that we meet our obligations as a department, including health and safety, security, and business continuity obligations.
- **Ministerial Services** which provides Ministerial Services to DPMC and its Ministers, including co-ordinating Official Information Act (OIA) requests received by the Department and the Prime Minister, Parliamentary questions, and Ministerial correspondence.
- **Legal Services** which provides legal advice and services to support DPMC's and NEMA's corporate roles, policy and operational responsibilities, as well as advice on privacy matters (as DPMC's Chief Privacy Officer).
- **Office of the Chief Executive** which provides support to the Chief Executive, Executive Leadership Team, and in their role as the Chair of ODESC and the Head of the Policy Profession.

Together these functions lead change management and oversight of change across DPMC as new functions are docked in and out of the Department.

Role Purpose

The Executive Director is a member of the Executive Leadership Team (ELT) and in that capacity shares in the strategic direction of the Department. The role is accountable to the Chief Executive for ensuring that DPMC has sound strategy, culture, effective governance, and efficient organisational systems and processes that enable the organisation to achieve its strategic priorities and manage risk. It supports the CE to meet the demands of their position and their roles as the Chair of ODESC and the Head of the Policy Profession.

Through their leadership of the SGE Group, the Executive Director leads the shaping of DPMC's organisational strategy, culture and brand driving efficient and effective organisation-wide planning and performance; ensures that DPMC has robust systems, processes and practices and is compliant with legal requirements and good practice standards; and ensures that DPMC and NEMA receive resilient, agile, high-quality, customer-focused advice and executive services directly, and indirectly through CASS.

The Executive Director SGE is responsible for building an SGE team that is greater than the sum of its parts. It works in close partnership with the Chief Executive, Executive Leadership Team, people leaders, staff across DPMC and CASS, and external stakeholders, providing leadership across the Department and influencing action in line with the vision.

As a member of the Executive Leadership Team, the Executive Director has a shared responsibility and focus to drive the Department's strategy, to ensure that the different parts of DPMC work effectively together, and to assess its overall performance.

The Executive Director is DPMC's and NEMA's Chief Security Officer (CSO).

Key Accountabilities

Key Accountability Areas:

1. Provide trusted and sound advice to the Chief Executive and Executive Leadership Team

- Actively contribute to the Executive Leadership Team (ELT) in its leadership of the organisation and its work to ensure that DPMC becomes 'greater than the sum of its parts'
- Support the Chief Executive (CE) to ensure ELT and the Leadership Forum operate effectively, with time set aside for team building and strategic thinking/planning
- Support the CE in the leadership of DPMC, particularly engagement with stakeholders and building culture and engagement across DPMC
- Display exemplary leadership, collaborative in times of business-as-usual and appropriately directional in times of crisis. Role model appropriate behaviours such as communicating a shared view of the DPMC or Central Agency strategic direction, vision and values
- Ensure the CE is proactively briefed and kept fully informed of any issues or risks that may have a significant impact on the Department or its reputation
- Look for opportunities to encourage a dynamic working relationship across DPMC, so teams can solve problems, act collaboratively and cooperatively, and be candid with each other
- Ensure change is managed effectively within and across DPMC

2. Lead the Strategy, Governance and Engagement Group

- Build a cohesive and high performing team to deliver collective results that are more than the sum of individual efforts.
- Mentor, guide and support direct reports in their roles to develop skills and capabilities, including capability to work with and for Māori.
- Build a constructive workplace culture with high staff engagement
- Ensure that SGE effectively contributes towards the Department's strategic direction and delivers its strategic objectives, priorities and business plan each year.

Key Accountability Areas:

3. Lead the shaping of DPMC's organisational strategy, culture and brand driving efficient and effective organisation-wide planning and performance

- Ensure that DPMC has effective and integrated strategy, planning, budgeting, accountability, monitoring, reporting, and investment processes.
- Lead the development and implementation of One DPMC and a diverse and inclusive DPMC that supports learning and growth.
- Lead work to build a Māori capable organisation.
- Champion and lead approaches such as the Culture and Engagement Network and an effective internal communications function that engage staff in One DPMC.
- Effectively build the brand and reputation of DPMC and ensure that DPMC communicates and engages effectively with its different audiences

4. Ensure that DPMC has robust systems, processes and practices and is compliant with legal requirements and good practice standards

- Provide leadership to develop and maintain an effective governance framework for the Department. Work with other parts of DPMC to lift performance and governance excellence
- Ensure DPMC has sound risk management and assurance practices and that risks are identified and managed.
- Ensure that DPMC has an integrated approach to risk, health and safety, security and business continuity
- Fulfil the responsibilities of DPMC's (and NEMA's) Chief Security Officer
- Support the manager of corporate legal services to provide internal legal services to units across DPMC and to manage legal risk.
- Provide Ministerial servicing that ensures that legal requirements are met.

5. Provide resilient, agile, high-quality, customer-focused advice and executive services

- Align the services provided by SGE with key organisational and individual stakeholder needs
- Add value to the effectiveness to the operations and long-term plans of DPMC and NEMA through the provision of high-quality, customer focused executive services.
- Continually improve SGE's services and develop strategies for addressing major gaps.
- Ensure that DPMC's executive and corporate services are resilient and agile, able to support the docking in and out of new functions.

6. Lead the Department's relationship with CASS to ensure that its services meet DPMC's and NEMA's priorities and needs

- Engage at a strategic level in the CASS Bilateral Group and IT Governance Committee Investment Board and related central agency forums to ensure DPMC's needs are effectively prioritised and met
- Work constructively with CASS to prioritise work across DPMC (including NEMA) to ensure the benefits of CASS are maximised, to agree, and to set required performance standards and their regular review
- Ensure excellent communication, clear service expectations and regular performance feedback.

7. Lead the Department's relationship with NEMA

- Ensure the Department's responsibilities as 'host' are identified and delivered.
- Manage the relationship with NEMA to support it to achieve its objectives and manage risks to DPMC.
- Work with the Chief Executive of NEMA to ensure that the Departmental Agency Agreement and Shared Services Agreements with NEMA are in place and working effectively.

Key Accountability Areas:

8. Relationship management

- Establish and maintain effective working relationships with internal and external stakeholders, in particular CASS, the Treasury, Te Kawa Mataaho Public Service Commission, Audit New Zealand and the Office of the Auditor General.
- Work closely in partnership with business groups, people leaders and subject matter experts across the Department.
- Represent SGE at a senior level promoting the interests of DPMC.

9. Manage health and safety

- Manage own personal health and safety
- Ensure own and others' safety at all times
- Comply with relevant safety legislation, policies, procedures, safe systems of work and event reporting
- Report all incidents/accidents, including near misses in a timely fashion.

Key Relationships

Internal	External
<ul style="list-style-type: none">• Chief Executive DPMC• Executive Leadership Team• SGE Leadership Team• People Leaders & Leadership Forum• DPMC staff• Risk and Assurance Committee• Chief Executive NEMA	<ul style="list-style-type: none">• Central Agencies Shared Services managers and staff• Central Agencies – Treasury, Te Kawa Mataaho Public Service Commission• Staff in the Prime Minister's office and other Portfolio ministers' offices• Audit New Zealand• Office of the Auditor General

What do I need for the role?

Educational requirements

- A tertiary degree in a relevant field is desirable, or equivalent knowledge, skills, and experience, to effectively deliver on the key responsibilities for this Executive Director role
- A relevant post graduate qualification is also desirable
- An in-depth understanding of the public sector and government processes.

Desirable knowledge/experience

- Demonstrated senior management experience, leading people and building high performing teams with emphasis on development, growth, culture, and engagement.
- Proven experience working as part of an executive leadership team and with senior leaders and in building and maintaining mutually beneficial relationships
- Experience in working at a strategic level and providing strategic direction and organisation development for organisations
- Significant business strategy, accountability, planning knowledge and experience
- Innovation and experience to develop and lead strategic organisation development initiatives
- Strong experience within the public sector and knowledge of the machinery of government and government accountability and legislative
- In-depth understanding of corporate governance and risk management

- Experience providing executive and corporate services directly and indirectly through a service level agreement.
- Demonstrated relationship management skills with the ability to manage relationships at a senior level across DPMC and with Ministers' offices
- Experience engaging meaningfully within te ao Māori and with other cultural frameworks
- Demonstrated analytic and strategic thinking applied to a range of macro and micro issues, with an ability to express your ideas clearly and conceptually – in writing and verbally.
- Sound financial acumen.

Security requirements

- This position requires New Zealand citizenship, and the ability to obtain and maintain a national security clearance at the level of Top Secret Special. You must satisfactorily complete pre-employment checks which will include, but is not limited to criminal and credit checks.

Key capabilities

DPMC uses the Leadership Success Profile, as set out by Te Kawe Mataaho Public Service Commission, for people leader positions at Tier 4 and above. The Executive Director is expected to demonstrate the following key capabilities, which are specific to this role. The full profile can be accessed via <https://www.publicservice.govt.nz/resources/leadership-success-profile/>

CAPABILITY	LEVEL	DESCRIPTORS (examples in full profile)
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.	7	<ul style="list-style-type: none"> • Thinks strategically at a sector level • Progresses current sector thinking • Develops and implements sector and/or organisational strategy • Engages people in the organisation and sector vision
Leading with influence Lead and communicate in a clear, persuasive, impactful, and inspiring way; to convince others to embrace change and take action Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	7	<ul style="list-style-type: none"> • Leads with purpose across the sector and organisation • Persuades and inspires across the sector and organisation • Communicates clearly across the sector • Demonstrates senior leadership impact and gravitas
Stewardship		
Enhancing organisational performance Drive innovation and continuous improvement; to sustainably strengthen long term organisational performance and improve outcomes for customers.	6	<ul style="list-style-type: none"> • Strengthens group performance • Fosters a continuous improvement culture across the group • Leads innovation across the group
Enhancing system performance Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.	6	<ul style="list-style-type: none"> • Provides organisational leadership (internal relationships) • Provides sector leadership (external relationships)
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.	5	<ul style="list-style-type: none"> • Establishes self as a trusted senior advisor to political representatives • Influences political representatives • Navigates diverse political issues
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.	5	<ul style="list-style-type: none"> • Sets clear expectations for managers • Supports and reinforces high performance of managers • Manages managerial performance
Developing talent Coach and develop diverse talent; to build the people capability required to deliver outcomes.	5	<ul style="list-style-type: none"> • Coaches and mentors managers • Develops managerial capability • Develops work area capability

Enhancing team performance Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.	6	<ul style="list-style-type: none"> Sets clear management team objectives and expectations Monitors management team cohesion and performance Strengthens management team cohesion and performance
Making it happen		
Managing work priorities Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.	6	<ul style="list-style-type: none"> Manages and delivers on work priorities Purposeful about where they invest their 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.	6	<ul style="list-style-type: none"> Delegates to managers Maintains appropriate oversight of work
Leadership Character - all leaders require these capabilities		
CAPABILITY	DESCRIPTORS (examples in full profile)	
Engaging Others Connect with people; to build trust and become a leader that people want to work with and for.	<ul style="list-style-type: none"> Connects with others Reads people and situations 	<ul style="list-style-type: none"> Listens Communicates tactfully
Achieving ambitious goals Demonstrating achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.	<ul style="list-style-type: none"> Committed and tenacious Ambitious 	
Curious Showing 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"> Thinks analytically and critically Displays curiosity Mitigates analytical and decision-making biases 	
Honest and courageous Delivering the hard messages and making unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.	<ul style="list-style-type: none"> Shows courage Shows decisiveness Leads with integrity 	
Resilient Showing 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"> Displays resilience Demonstrates composure 	
Self-aware and agile Leveraging self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.		

Released under the Official Information Act 1982