

# He Whakamārama mō te Tūranga Position Description



**Te Kawa Mataaho**  
Public Service Commission

**Te Tūranga | Position**      **Te Tumu Whakarae mō Te Kawa Mataaho | Public Service Commissioner, Head of Service and Chief Executive**

**Te pokapū | Agency**      **Te Kawa Mataaho Public Service Commission**

## Te whāinga o te tūranga | Position purpose

The Office of the Public Service Commissioner (the Commissioner) is central to New Zealand’s politically neutral, effective and unified Public Service.

The Public Service Commissioner is the Head of Service and leads the Public Service and wider public sector agencies to work as one system to deliver better services and better outcomes. The Head of Service is responsible to the government of the day for the overall performance and integrity of the Public Service, and for leadership of its agencies and workforce. As the Head of Service, the Public Service Commissioner works closely with the heads of the other two Central agencies, The Treasury and the Department of the Prime Minister and Cabinet.

As a holder of a statutory office, the Commissioner acts independently on a range of matters to do with the operation of the Public Service, the public sector and wider system – including the appointment of Public Service secretaries and chief executives.

As Chief Executive of Te Kawa Mataaho Public Service Commission (the Commission), the Commissioner is responsible to the Minister for the Public Service for the Commission’s capability and performance.

The Public Service Commission has an annual departmental budget of \$36.5 million and has around 200 full time equivalent employees (FTE)

The Public Service Commission is the host agency for the Social Wellbeing Agency.

## Ngā haepapa | Accountabilities

Te pūnaha   System	<p>The Public Service Commissioner has the responsibilities, functions and duties as set out in the Public Service Act 2020 (the Act) and in other relevant statutes and legislation.</p> <p>The Public Service Commissioner leads the Public Service Leadership Team and is responsible for providing strategic leadership that contributes to an effective and cohesive Public Service; working with secretaries and chief executives to model leadership behaviours; and assisting these senior leaders to fulfil their responsibilities.</p> <p>The Public Service Commissioner will:</p> <ul style="list-style-type: none"><li>• Uphold the Public Service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency you lead also does so;</li><li>• Promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective Public Service, it is desirable for the group comprising all Public Service employees to, as far as practicable, reflect the makeup of society;</li><li>• Preserve, protect and nurture the spirit of service to the community that Public Service employees bring to their work;</li><li>• Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020;</li></ul>
--------------------	---

	<ul style="list-style-type: none"> <li>• Support the Crown in its relationships with Māori under te Tiriti o Waitangi and the Treaty of Waitangi by developing and maintaining the capability of the Public Service to engage with Māori and to understand Māori perspectives.</li> </ul> <p>The Commissioner’s general functions are to:</p> <ul style="list-style-type: none"> <li>• establish and lead a Public Service Leadership Team so that public service agencies work as a system to deliver better services to, and achieve better outcomes for, the public; and</li> <li>• act as the employer of public service chief executives, including by— <ul style="list-style-type: none"> <li>○ appointing chief executives and reviewing their performance; and</li> <li>○ to the extent relevant in each case, reviewing the performance of the public service agency that the chief executive leads or carries out some functions within; and</li> </ul> </li> <li>• review the design and operation of the system of government agencies in order to advise the Minister or the appropriate Minister on the following matters: <ul style="list-style-type: none"> <li>○ possible improvements to delivery of services and inter-agency cohesion:</li> <li>○ agency establishments, disestablishments, and amalgamations:</li> <li>○ the governance and allocation of functions, and the transfer of functions to and between agencies; and</li> </ul> </li> <li>• promote integrity, accountability, and transparency throughout agencies in the State services, including by setting standards and issuing guidance; and</li> <li>• work with public service leaders to develop a highly capable workforce that reflects the diversity of the society it serves and to ensure fair and equitable employment, including by promoting the good employer requirements; and</li> <li>• carry out any other administrative and management functions in relation to the Public Service that the Prime Minister from time to time directs.</li> </ul>
<p>Ngā take mātāmua me mātua whai e angitu ai   Critical success priorities</p>	<p>The following are the critical areas of success for the Public Service Commissioner in the coming three to five years:</p> <ul style="list-style-type: none"> <li>• Deliver better public services – lead the public service to improve effectiveness, efficiency and responsiveness to deliver measurable results for New Zealanders</li> <li>• Public Service transformation – organise the Public Service around the priority outcomes of the Government, drive efficiencies and more integrated and focused services to respond to the key issues facing the public sector and New Zealand both now and in the future;</li> <li>• Public Service capability – build strong capability and high performing leadership across the Public Service system, and increase its agility, adaptability and interoperability so that capability can be accessed and deployed where it is needed;</li> <li>• Further reform opportunities – ensure that the public sector is driving further innovation and progress in active citizenship and devolution of services;</li> <li>• Support key government priorities by ensuring that departments and departmental leaders take an innovative and collaborative approach to designing and delivering services; and</li> <li>• Ensure cross-agency work is effective and delivers better outcomes and services for New Zealanders.</li> </ul>

## Tūtohu Angitū | Leadership Roadmap

The Public Service Commissioner will need to be able to demonstrate applied experience across a number of the dimensions set out in the table below:

<i>Priority 1</i> <b>System Leadership</b>	<i>Priority 2</i> <b>Drive Performance</b>	<i>Priority 3</i> <b>Context Management</b>	<i>Priority 4</i> <b>Integrity</b>	<i>Priority 5</i> <b>Organisational Leadership</b>
Experience working and influencing others to work across boundaries to achieve collective outcomes.	Ability to drive and influence performance through Public Service chief executives.	Experience building effective relationships with Ministers, maintaining their trust and confidence and providing advice on complex situations.	Have the ability to perform important statutory and constitutional roles with wisdom, integrity, consistency and courage.	Experience leading an organisation to deliver strategic impact and develop high quality advice.
Credibility and authority to deliver the Commissioner's system leadership responsibilities.	Understand how the public sector functions as a large, devolved organisation, and have proven ability to manage problems and drive performance.	Experience managing complex issues effectively with agility, sound judgement, and astuteness.	Have a thorough understanding of New Zealand's constitution and government system and how these work.	Ability to lead a Public Service agency delivering multiple functions that are efficient and effective.
A strong understanding of the factors that impact on New Zealand's social and economic wellbeing and on its cultural life and physical environment.	Have credibility to lead the Public Service Leadership Team, providing direction and guidance on key issues, and holding them to account where appropriate.	Credibility to build and maintain relationships across the wider public sector and with diverse stakeholders.	Authoritative in supporting and upholding constitutional arrangements, including the political neutrality of the Public Service.	Experience building high performing teams and lifting capability.
An ability to take a long term and strategic view of the public sector system alongside other central agencies.		An understanding of the Crown's relationship with Māori, and an ability to engage with Māori and understand Māori perspectives.		Successful real-world executive experience to respond quickly and effectively to the numerous management challenges that arise in the course of business.

## Ngā hononga matua | Key relationships

The Prime Minister, the Minister for the Public Service and all Ministers are critical relationships for the Public Service Commissioner.

The Public Service Commissioner needs strong relationships across the wider public sector including departments and departmental agencies, non-Public Service departments and Crown entities.

The Public Service Commissioner needs to develop and maintain relevant and effective relationships to promote the role of the public sector and the Commission with external stakeholders including Māori as the Crown's Treaty partners, Pacific and other communities and Unions, professional bodies and research communities.

The Public Service Commissioner also needs to build relationships across international jurisdictions and other key contacts.

---

Te taumata o  
te āheitanga |  
Security  
Clearance

Appointment will be subject to a New Zealand Government **Top Secret Special** security clearance.

Up to date information on Te Kawa Mataaho Public Service Commission outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.publicservice.govt.nz/about-us/>

Other useful information including Annual Reports and Strategic Intentions is available at the following link:

[Publications - Te Kawa Mataaho Public Service Commission](#)