



Job Title:	Manager, System and Agency Performance
Group:	System and Agency Performance Group (SAPG)
Reports to:	Deputy Commissioner, System and Agency Performance Group
Location:	Wellington
Date:	November 2021

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 State services 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 System and Agency Performance Group (SAPG) provides critical support to the Commission in its interaction with chief executives and their agencies. The group delivers analysis and advice to enable the Commission to lead and influence improvements now and in the future at agency, sector and system wide levels, including Performance Improvement Framework (PIF) reviews for agencies. It is involved in addressing sector and agency specific performance issues and for distributing best practice across the system and State sector.

SAPG leads the management of chief executive recruitment, remuneration, performance management, development and succession and provides guidance on fees and appointments for Crown bodies.

Managers within SAPG are responsible for leading and managing a team of analysts and advisors that provide analysis, advice and deliver the work programme across one or more of the areas below.

- Chief Executive, Appointments and Remuneration
- Performance Analysis and Advice
- Crown Entities Engagement, Fees and Disclosure
- Performance Improvement Framework (PIF).

Portfolios may change over time to meet the Commission and agency needs.

The Manager is a member of the SAPG management team and contributes to the broader SAPG Team and Public Service Commission work programme and deliverables.

Position Scope

Key Dimensions

Financial:	Nil	Delegation level = 3
Human resources:	Direct reports = 5-9	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"> ▶ Lead the development of innovative and progressive policy around all aspects the portfolio ▶ Lead the development of a strategic work programme for the portfolio ▶ Identify critical priorities, opportunities and interventions within the portfolio ▶ Provide analysis and advice to enable the Commission to lead and influence improvements now and in the future at agency, sector and system wide levels ▶ Engage others in the vision for the portfolio to meet customer and future needs
<p>Delivery</p> <p><i>How will we turn what we know into what we do?</i></p>	<ul style="list-style-type: none"> ▶ Plan, prioritise and organise work to deliver on short and longer term objectives across the portfolio within deadlines and to quality standards ▶ Delegate and maintain oversight of the portfolio responsibilities, empowering direct reports to deliver outcomes ▶ Lead ongoing review and improvement to deliver innovative, high quality services ▶ Provide advice and expertise to the Public Service Commissioner, Deputy Public Service Commissioner, Assistant Commissioners and Deputy Commissioner SAPGS on all areas within the portfolio ▶ Assist Assistant Commissioners in their work with CEs and their agencies ▶ Lead engagement and relationship building with stakeholders and other agencies ▶ Lead project work and programmes as required
<p>System</p> <p><i>How do we together build for a better NZ?</i></p>	<ul style="list-style-type: none"> ▶ Develop and maintain positive and sustainable relationships within the Commission and across the Public Services ▶ Contribute to the development of a modern, agile and adaptive Public Service through the development of collaborative ways of working across portfolio and scope of influence ▶ Drive and support innovation and continuous improvement to sustain and strengthen longer term organisational performance ▶ Contribute to the broader SAPG Management Team as a peer ▶ Contribute to the Commission’s manager cohort and to wider Public Service Commission work programme and deliverables

Key Result Areas	Key accountabilities/expectations
<p>Talent</p> <p><i>How am I developing talent for the future?</i></p>	<ul style="list-style-type: none"> ▶ Build a cohesive and high performing team to deliver portfolio services and outcomes ▶ Manage team members performance and ensure all direct reports have clarity of direction and well defined work plans, priorities and deliverables. ▶ Ensure all team members are encouraged to grow and develop their skills capability and that all have an active development plan in place. ▶ Coach and develop individual direct reports to bring the best out in people and to empower them to deliver work of high quality. ▶ Provide impactful and inspiring leadership to encourage the team to embrace change and take action

Key Relationships

- ▶ Deputy Commissioner, System and Agency Performance
- ▶ Public Service Commissioner and Deputy Public Service Commissioner
- ▶ Deputy Commissioners
- ▶ Assistant Commissioners
- ▶ Other Public Service Commission managers and staff
- ▶ Public Sector Chief Executives and their EAs
- ▶ Public Service leaders
- ▶ Crown entity Board chairs
- ▶ External stakeholders

Experience, Qualifications, Skills and Knowledge

- ▶ Excellent English communication skills, both written and verbal with the ability to use pictures and diagrams to present complex matters simply.
- ▶ Experience in managing teams of people with the ability to bring together the contributions of diverse teams to deliver a complex work programme
- ▶ Success in leading the provision of policy analysis and advice, and in operational delivery.
- ▶ Ability to lead and develop new and challenging ways of thinking about issues.
- ▶ Strong influencing skills, to build momentum and support for new ideas and ways of working.
- ▶ Proven experience in developing and maintaining strong working relationships, underpinned by professional credibility
- ▶ Demonstrated discretion and tact to handle confidential and private information.
- ▶ Highly developed problem analysis skills and sound judgement when assessing options.
- ▶ A tertiary qualification in business, Public Sector or HR management, or other relevant qualification.
- ▶ 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.	6	<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.	3	<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