



## Chief Executive, Ministry for Ethnic Communities

**Date:** 11 March 2021      **Security Level:** IN CONFIDENCE  
**Report No:** 2021/0064  
**Contact:** Kellie Coombes, Deputy Commissioner, System and Agency Performance  
**Telephone:** 9(2)(a) privacy

---

	<b>Actions Sought</b>	<b>Due Date</b>
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Forward a copy of this paper to the Responsible Minister	As soon as possible
	Provide any feedback on matters to be taken into account for appointment of the Chief Executive, Ministry for Ethnic Communities	By <b>17 March 2021</b>
	Note that you will receive a paper to submit to the Cabinet Appointments and Honours Committee (APH) relating to a vacancy in the role of Chief Executive, Ministry for Ethnic Communities. (A draft is enclosed.)	A paper will be provided to you for lodging on <b>18 March</b> for consideration by APH on 24 March and Cabinet on 29 March 2021
	Note the enclosed appointment process and indicative timeline for the Chief Executive, Ministry for Ethnic Communities role	
<b>Hon Priyanca Radhakrishnan, Minister for Diversity, Inclusion and Ethnic Communities</b>	Provide any feedback on matters to be taken into account for appointment of the Chief Executive, Ministry for Ethnic Communities	By <b>17 March 2021</b>
	Provide a nominee for the interview panel	By <b>17 March 2021</b>
	Note the enclosed appointment process and indicative timeline for the Chief Executive, Ministry for Ethnic Communities role	

---

Enclosure: Yes

**Minister's Office Comments**

<b>Comments:</b>	
<b>Date returned to Te Kawa Mataaho:</b>	

PROACTIVELY RELEASED BY TE KAWA MATAAHO PUBLIC SERVICE COMMISSION

## Executive Summary

---

- 1 The Ministry for Ethnic Communities (MEC) is being established as a new Departmental Agency hosted by the Department of Internal Affairs (DIA) and is to be established on 1 July 2021 [CBC-20-MIN-0093].
- 2 The following report provides information regarding the appointment of a Chief Executive (CE), MEC, for Ministers' consideration. The CE will be appointed under the Public Service Act 2020. The Deputy Public Service Commissioner will lead the appointment process.
- 3 We are seeking feedback from the Minister for the Public Service and the Minister for Diversity, Inclusion and Ethnic Communities on matters to be taken into account for the appointment of the CE, MEC, through the draft Position Description (attached).
- 4 Once Ministers' feedback has been incorporated, Te Kawa Mataaho Public Service Commission (the Commission) will provide the Minister for the Public Service with a vacancy paper for consideration by the Appointments and Honours Committee (APH) on 24 March 2021 and Cabinet on 29 March 2021.

## Recommended Action

---

We recommend that you:

- a **Refer** this report and draft Position Description to the Minister for Diversity, Inclusion and Ethnic Communities  
 Referred /  not referred
- b **Provide** feedback on matters to be taken into account (through the draft Position Description) for appointment to the role of Chief Executive, Ministry for Ethnic Communities  
 Provided /  not provided
- c **Note** that you will receive a paper to submit to the Cabinet Appointments and Honours Committee (APH) relating to a vacancy in the role of Chief Executive, Ministry for Ethnic Communities  
 Noted
- d **Note** the enclosed appointment process and indicative timings for the Chief Executive, Ministry for Ethnic Communities role  
 Noted



Hon Chris Hipkins  
**Minister for the Public Service**

We recommend that the Minister for Diversity, Inclusion and Ethnic Communities:

- e **Provide** feedback on matters to be taken into account (through the draft Position Description) for appointment to the role of Chief Executive, Ministry for Ethnic Communities

*Provided / not provided*

- f **Provide** a nominee for the interview panel

*Provided / not provided*

- g **Note** the enclosed appointment process and indicative timings for the Chief Executive, Ministry for Ethnic Communities role.

*Noted*

Hon Priyanca Radhakrishnan

**Minister for Diversity, Inclusion and Ethnic Communities**

PROACTIVELY RELEASED BY TE KAWA MATAPIHO PUBLIC SERVICE COMMISSION

## **Chief Executive Appointment Process**

---

- 5 The process for appointing Public Service CEs is set out in schedule 7 of the Public Service Act 2020 (the Act). The Act provides for input by the Government but provides statutory independence for the Deputy Public Service Commissioner in the selection of the person for the job.
- 6 The Act provides for input by the Government at three points in the CE appointment process:
  - 6.1 Invitation to the Minister for the Public Service and Responsible Minister to identify any matters that must be considered in making a recommendation for appointment (in practice, often through the Position Description);
  - 6.2 Consultation with the Responsible Minister on persons to be appointed by the Deputy Public Service Commissioner as interview panellists. In practice, this is done by seeking from the Responsible Minister a nominee for the interview panel, which the Deputy Public Service Commissioner as chairperson establishes; and
  - 6.3 Consultation with the Prime Minister and Minister for the Public Service before finalising terms and conditions of employment.
- 7 The Deputy Public Service Commissioner updates the Minister for the Public Service and the Responsible Minister at key points throughout the process, including at shortlisting and after panel interviews.
- 8 Following the recruitment and interview process, a recommendation for appointment is made by the Deputy Public Service Commissioner to the Minister for the Public Service, who refers it to a Cabinet Committee and Cabinet, and then on to the Governor-General in Council.

## **Establishment of the Ministry for Ethnic Communities**

---

- 9 In December 2020, Cabinet invited the Minister for the Public Service to issue drafting instructions to the Parliamentary Counsel Office for an Order in Council to establish the Ministry for Ethnic Communities, effective 1 July 2021 [CBC-20-MIN-0093]. The Order in Council is required to legally stand up the Ministry and add it to the relevant schedules of the Public Service Act and the Ombudsmen Act. The Order is Gazetted. This step is not dependent on the appointment of a CE or future decisions regarding the additional functions proposed by the report by the *Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain*. Subject to the Parliamentary Counsel Office's availability we are working to the following timeline:
  - 9.1 Cabinet Legislation Committee: 8 April 2021;
  - 9.2 Cabinet and Executive Council: 12 April 2021;
  - 9.3 Gazette: 15 April 2021; and
  - 9.4 Ministry for Ethnic Communities established: 1 July 2021.
- 10 We understand that the Minister for Diversity, Inclusion and Ethnic Communities may take a paper to Cabinet prior to the MEC's establishment on 1 July 2021, making recommendations about the agency's future functions and responsibilities.
- 11 As the Deputy Public Service Commissioner is commencing recruitment to the CE, MEC role prior those potential decisions, should questions regarding the agency's functions and responsibilities arise during the appointment process, the Deputy Public Service Commissioner will consult with Ministers to seek clarification and to ensure alignment between the Government's strategic priorities for the agency and the CE appointment process.

## **Position Description**

---

- 12 The Position Description (PD) is the formal document against which an appointment is made. It is made publicly available during the recruitment process and will be publicly released by the Commission following the appointment, as part of standard proactive release processes.
- 13 The PD has been developed by the Commission and reviewed by host department chief executive, Secretary for Internal Affairs, Mr Paul James.
- 14 The PD has been informed by community feedback from the nationwide engagement hui recently undertaken by Ministers Little and Radhakrishnan regarding the report by the *Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain*, as well as engagement undertaken with communities prior to appointment of the Executive Director, Office of Ethnic Communities in 2020.
- 15 The PD provides for the potential update of the MEC's functions and responsibilities in response to Cabinet decisions that may be taken later in the year.
- 16 The Minister for the Public Service and Minister for Diversity, Inclusion and Ethnic Communities are now being invited to review the PD in order to identify any matters to be taken into account in recommending a person for appointment to the CE, MEC role. In particular, feedback is sought from you on the medium-term priorities for the position, and the context into which an appointment would be made.
- 17 Once Ministers' feedback has been incorporated, the Commission will provide the Minister for the Public Service with a paper to submit for consideration by the Cabinet Appointments and Honours Committee (APH) at its meeting on 24 March 2021, to note the impending vacancy in the role and approve the PD as the basis for appointment.

## **Panel Nominee**

---

- 18 Under the Act, the interview panel must include:
  - 18.1 the Public Service Commissioner or Deputy Public Service Commissioner as chairperson;
  - 18.2 the Deputy Public Service Commissioner or an employee of the Commission;
  - 18.3 one or more persons to be appointed by the Commissioner after consultation with the Responsible Minister; and
  - 18.4 the chief executive of the host department, for appointment of chief executives of departmental agencies (such as the MEC).
- 19 As part of this appointment process, we invite the Minister for Diversity, Inclusion and Ethnic Communities to identify a suitably qualified person to sit on the interview panel.
- 20 It would be appreciated if the panel nominee could be provided either to the Deputy Public Service Commissioner or to the Office of the Minister for the Public Service, so that the Commission can liaise directly with them regarding their availability.

## **Next Steps**

---

- 21 Advertising for the role of CE, MEC is planned to commence shortly after Cabinet's consideration of the vacancy paper and confirmation of the PD as the basis for selection to the role in late March.
- 22 The Order in Council (OIC) paper to legally establish the MEC is anticipated to be lodged for consideration by Committee and Cabinet in April.
- 23 We understand that the Minister for Diversity, Inclusion and Ethnic Communities may submit a Cabinet paper before 1 July 2021, making recommendations about the future functions and responsibilities of MEC.

- 24 As noted in December 2020's *Upgrading the Office of Ethnic Communities to the Ministry for Ethnic Communities* Cabinet paper, an Acting Chief Executive may need to be appointed for a short period if the substantive appointment has not been completed by MEC's establishment date.
- 25 If required, an Acting Chief Executive would be appointed by the Public Service Commissioner under the Public Service Act 2020.

### Indicative Timeline

- 26 An indicative timeline for key steps in the appointment process is set out below:

Steps	Approximate Dates (2021)
APH/Cabinet process: vacancy paper	By late Mar
Advertise role	Late Mar – Late Apr
Assessment of applications (longlisting, preliminary interviews, shortlisting, assessments of shortlist)	Late Apr – Late May
Panel interviews	Late May
Probity checks	Early to mid June
Appointment papers finalised for Cabinet	Mid to late June
APH/Cabinet/Governor-General in Council: appointment recommendation and announcement	Late June / Early July

PROACTIVELY RELEASED BY TE KAWA MATIHAHO PUBLIC SERVICE COMMISSION

21 June 2021

Hon Chris Hipkins  
Minister for the Public Service

## **Appointment: Chief Executive, Ministry for Ethnic Communities**

### ***Proposal***

- 1 I recommend that Mr Mervin Suresh Kumar Satkunasingam (Mr Singham) be appointed to the position of Chief Executive, Ministry for Ethnic Communities (the Ministry) for a five-year term.
- 2 Mr Singham is currently the Executive Director of the Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions (the Royal Commission), a role he has held since 2018.
- 3 Mr Singham is an experienced leader in the Public Service with a proven ability to navigate the Public Service context. He has successfully worked with a range of Ministers across a variety of programmes at a senior leadership level for over 10 years.
- 4 I consider that Mr Singham has the necessary skills and experience to successfully lead the Ministry. A copy of his summarised curriculum vitae is attached.
- 5 I propose that you forward my recommendation to Cabinet for referral to the Governor-General in Council. A warrant for execution by the Governor-General is attached.

### ***Background***

- 6 On 2 December 2020, Cabinet agreed to upgrade the Office of Ethnic Communities (the Office) to a departmental agency, named the Ministry for Ethnic Communities, effective 1 July 2021, with the Department of Internal Affairs as the host department and the Minister for Inclusion, Diversity and Ethnic Communities as the responsible Minister [CBC-20-MIN-0093].
- 7 On 1 July 2021, a vacancy will be created in the Chief Executive role when the Ministry for Ethnic Communities is established.
- 8 The Ministry will act as the Government's chief advisor on ethnic communities, the ethnic diversity therein and the inclusion of ethnic communities in wider society.
- 9 On 8 June 2021, Cabinet agreed the following core functions that will sit with the Ministry, which may evolve over time [SWC-21-MIN-0078]:
  - Leading the system to improve outcomes for ethnic communities;
  - Policy advice;
  - Monitoring and data; and

- Partnering and engagement.
- 10 Through these core functions, the Ministry will have an impact in four key areas:
- New Zealanders appreciate the value that ethnic diversity brings and take steps to become more inclusive;
  - Government agencies are culturally competent in their service provision, policy development and engagement;
  - Government policy across the system addresses the priorities and challenges faced by ethnic communities and is coherent, evidence-based and effective for ethnic communities; and
  - Ethnic communities have equitable access to government services, their experience is positive, and services are effective for, and relevant to, ethnic communities.
- 11 The Ministry has an appropriation of approximately \$9 million for the 2021/22 financial year.

**Requirements of the Position**

- 12 The Responsible Minister and the Minister for the Public Service were invited to provide their views on matters to be taken into account for this appointment, via the attached position description. The position description was also informed by feedback received during the Government's recent engagement with ethnic communities following release of the *Royal Commission of Inquiry into the terrorist attack on Christchurch masjidain on 15 March 2019* report.
- 13 In the immediate term, the Chief Executive's responsibility is to establish the Ministry as a new Public Service departmental agency, including rapidly building and maintaining strong relationships with ethnic and community stakeholders and national and local government partners.
- 14 Priorities for the Chief Executive are to work with the Minister for Diversity, Inclusion and Ethnic Communities to establish a strategic work programme for the Ministry, including a review of organisational functions and resources, and assessment of its suitability for delivering on the Government's priorities regarding ethnic communities.
- 15 The position description was considered by the Cabinet Appointments and Honours Committee on 24 March 2021 and confirmed as the basis for selection to the role [APH-21-MIN-0023].

**Selection Process**

- 16 I have undertaken a comprehensive recruitment and assessment process for the next Chief Executive, including the engagement of external executive search and assessment consultants.
- 17 The appointment process was run in accordance with the requirements under schedule 7 clause 3 of the Public Service Act 2020.
- 18 The vacancy was advertised online from 31 March 2021. Applications closed on 26 April 2021.

- 19 Twenty-six candidates applied for the position. b(2)(a) priv applicants were shortlisted for interview.
- 20 Shortlisted candidates were interviewed on Thursday, 3 June 2021 by a panel comprised of:
- Ms Helene Quilter QSO, Deputy Public Service Commissioner, Chair of the interview panel;
  - Ms Heather Baggott, Deputy Commissioner Leadership, Diversity and Inclusion, Te Kawa Mataaho Public Service Commission and delegated host agency Chief Executive;
  - Mr Richard Leung, National President, New Zealand Chinese Association;
  - Ms Anya Satyanand, Chief Executive, Leadership New Zealand;
  - Ms Ranjna Patel ONZM, QSM, JP, Director and Founder, Tāmaki Health; and
  - Mr Ikhlāq Kashkari, President, New Zealand Muslim Association.
- 21 Mr Steven Haami attended the interviews to provide cultural support to the interview panel and candidates as Kaihautū.

***Recommended Appointee***

- 22 I recommend the appointment of Mr Singham for a five-year term.
- 23 Mr Singham has experience in establishing new agencies to deliver on ambitious goals. As the Executive Director of the Royal Commission, Mr Singham established and led the Secretariat that supports Commissioners to deliver on their accountabilities by supporting the Chair and Commissioners to design the strategy, operating model and plans for delivery in accordance with the Terms of Reference for the Royal Commission.
- 24 Mr Singham is a proven leader with experience developing advice and delivering to stakeholders to achieve tangible outcomes. As Deputy Chief Executive of Stewardship and Organisational Sustainability at the Department of Internal Affairs (the Department), Mr Singham was accountable for establishing a long-term strategy for the Department that considers developments in technology, environment, and the community. Mr Singham's work included setting up the evidence base that allows Ministers and the executive leadership team at the Department of Internal Affairs to make informed decisions.
- 25 As Deputy Chief Executive of Strategy and Governance at the Department, Mr Singham was accountable for monitoring the Department's organisational performance and risk. Mr Singham's work in the role included connecting the Department to other public sector agencies and shaping and supporting the Department's strategies through influencing the authorising environment and growing key internal capabilities.
- 26 As the former Director, Office of Ethnic Affairs (OEA), Mr Singham has an in-depth understanding of issues facing ethnic communities in New Zealand. In this role, he was responsible for providing policy advice and support to the Chief Executive of the Department as well as various Ministers. During this time, Mr Singham developed the OEA into a Centre of Excellence on ethnic diversity.

- 27 Mr Singham also has experience collaborating and engaging with iwi, Pasific and ethnic communities on race relations and human rights issues in New Zealand and internationally.
- 28 The interview panel found Mr Singham to be a collaborative leader who is able to achieve through others. They believe that he will be able to bring diverse communities together through his vision for the Ministry and deliver real change for them. The panel agreed that Mr Singham has the appropriate skills and personal qualities to successfully undertake the role of Chief Executive, Ministry for Ethnic Communities.
- 29 Mr Singham's suitability for appointment to the role of Chief Executive, Ministry for Ethnic Communities has been confirmed by referees. Referees described Mr Singham as a calm, compassionate and inclusive leader who works well with stakeholders and is able to translate strategy into plans for action. He was described as a good communicator and facilitator and someone who is able to bring community leaders together.
- 30 Mr Singham holds a Master of Laws with First Class Honours from Auckland University and a Bachelor of Laws (Honours) from the University of Canterbury.
- 31 In summary, I am of the view that Mr Singham meets the requirements outlined in the attached position description.

#### ***Conditions of Employment***

- 32 I have consulted with Minister Radhakrishnan about the proposed appointment and she is supportive of the proposal.
- 33 In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, I will consult with you and the Prime Minister before finalising the terms and conditions of employment for Mr Singham, including the proposed five-year term of appointment.
- 34 The Chief Executive must be able to obtain and maintain a Secret security clearance.

#### ***Publicity***

- 35 Subject to the Governor-General's acceptance of my recommendation, I intend to publicly announce the appointment of Mr Singham on 29 June 2021.
- 36 It is also my intention to publicly release associated documents, including this paper, on Te Kawa Mataaho Public Service Commission's website, as is our standard practice for Chief Executive appointment recommendations. The documents will have any necessary redactions in accordance with the Official Information Act 1982. You will be consulted on the communications plan and material to be released.

#### ***Recommendations***

- 37 I recommend that you:
- 1 **forward** my recommendation to appoint Mr Mervin Suresh Kumar Satkunasingam to the position of Chief Executive, Ministry for Ethnic Communities, to the Cabinet Appointments and Honours Committee for referral to the Governor-General in Council;

- 2 **note** that a warrant for appointment is attached for execution by the Governor-General in due course;
- 3 **note** that I will consult with the Prime Minister and you, as Minister for the Public Service, before finalising terms and conditions of employment for Mr Singham, including his term of appointment;
- 4 **note** that Mr Singham's employment is subject to him 9(2)(a) privacy security clearance;
- 5 **note** that, subject to the Governor-General's acceptance of my recommendation, I intend to:
  - 5.1 publicly announce the appointment of Mr Singham on Tuesday, 29 June 2021; and
  - 5.2 proactively release associated documents on the Te Kawa Mataaho Public Service Commission's website.



Helene Quilter  
Te Pou Turuki mō Te Kawa Mataaho  
Deputy Public Service Commissioner

PROACTIVELY RELEASED BY TE KAWA MATAAHO PUBLIC SERVICE COMMISSION



## In Executive Council

---

*Her Excellency the Governor-General is recommended to*

accept the recommendation of the Deputy Public Service Commissioner that

**Mervin Suresh Kumar Satkunasingam**

be appointed, pursuant to schedule 7 clause 3 of the Public Service Act 2020,  
as the Chief Executive, Ministry for Ethnic Communities

Hon Chris Hipkins  
Minister for the Public Service

*Approved in Council*

*Clerk of the Executive Council*

Date: 28th June 2021



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

## The New Zealand Public Service

Mahi tōpū ai te Ratonga Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te whāinga o te Ratonga Tūmatanui, he tautoko i te kāwanatanga e whai ture ana, e whai ana hoki i te manaporitanga; he tuku kia whakawhanake, kia whakatinana hoki te Kāwanatanga o te wā me ō muri atu i ā rātou kaupapa here, he tuku i ngā ratonga tūmatanui e kairangi ana, e nahanaha ana hoki, he tautoko i te Kāwanatanga ki te whai i ngā painga mō te iwi kei te pae tawhiti, he huawaere i te āta whai wāhitanga o te kirirarau, he whakatutuki hoki i ngā mahi i runga i tā te ture i whakahau ai. E hirahira ana te wāhi ki a mātou i te tautokohanga o 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 te Ratonga 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 te Tiriti o Waitangi and the Treaty of 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.

# He Whakamārama mō te Tūranga Position Description



**Te Kawa Mataaho**  
Public Service Commission

**Te Tūranga | Position**      **Te Tumu Whakahaere | Chief Executive**

**Te Pokapū | Agency**      **Ministry for Ethnic Communities**

## Te whāinga o te tūranga | Position purpose

Aotearoa New Zealand is one of the most ethnically diverse countries in the world. We have more than 200 different ethnicities in our communities, projected to grow to approximately 25% of the population by 2038.

The Government is committed to ensuring that Aotearoa New Zealand is an inclusive society that embraces diversity and where everyone feels they belong, are valued and are able to contribute.

The Ministry will act as the Government's principal advisor on improving outcomes and promoting the social, economic and cultural wellbeing of New Zealand's ethnic and particular faith communities (ethnic communities), recognising that faith is often intertwined with ethnicity. The Ministry will achieve this by facilitating the development of relationships, dialogues, policy and services across the Public Service, that help contribute to the Government's priorities for ethnic communities and create a society that is inclusive and embraces diversity.

The Chief Executive of the Ministry is responsible for providing strategic leadership to the agency and the system to achieve better outcomes for ethnic communities in New Zealand, including:

- Establishing and maintaining strong relationships with New Zealand's diverse ethnic communities;
- Ensuring Government policies and service delivery meet the needs of our ethnically diverse communities and ensure equity of opportunity and outcomes;
- Improving the government's visibility of, and focus on, the wellbeing of ethnic communities;
- Making sure ethnic communities have a voice and feel connected to, and valued by, government; and
- Ensuring people across society feel their lives are enriched by diversity as a valued part of our collective national identity.

The Chief Executive will develop relationships, capabilities, systems and procedures to undertake community engagement that informs policy development and service delivery across government. The functions and responsibilities of the Ministry and Chief Executive are expected to expand as the Ministry evolves and continues to engage with communities and work with public sector stakeholders in response to government priorities.

As a departmental agency, the Ministry for Ethnic Communities will work with the Department of Internal Affairs as its host department to ensure that strategic intentions are aligned as far as possible and work in tandem on agreed issues of mutual interest, including social inclusion, community operations, charities, and local government.

## Ngā haepapa | Accountabilities

Te pūnaha | System      As a Public Service Chief Executive, the Chief Executive has the responsibilities, functions and duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

---

As a Public Service leader, the Chief Executive will:

- 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 agency and the wider Public Service to engage with Māori and to understand Māori perspectives;
- 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;
- Preserve, protect and nurture the spirit of service to the community that Public Service employees bring to their work;
- Uphold the Public Service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency also does so;
- Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020; and
- Uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees.

---

Te pokapū |  
Agency

The Ministry for Ethnic Communities will initially take on the responsibilities of the Office of Ethnic Communities (which it supersedes). The Chief Executive reports directly to the Minister for Diversity, Inclusion and Ethnic Communities. The Ministry will:

- Advise the government and public sector on ethnic diversity and inclusion in New Zealand and support effective responses by government to the needs and aspirations of ethnic communities;
- Build strong relationships with, and gain the trust and confidence of, ethnic community leaders and ethnic communities across Aotearoa New Zealand;
- Champion and promote the value of diversity and social inclusion in, and to, New Zealand society;
- Administer funds to support community development and social cohesion.

The Ministry's responsibilities are expected to expand over time. It is anticipated the Ministry may in the future:

- Gather data to analyse, monitor and evaluate Public sector efforts to improve the wellbeing of ethnic communities and advise on prioritisation of those efforts, and
- Develop and implement an evaluation framework with performance indicators examining impact and effectiveness of government policies and programmes focused on the wellbeing of ethnic communities.

### Ngā hononga matua | Key relationships

---

Te kāwanatanga |  
Government

- Minister for Diversity, Inclusion and Ethnic Communities
- Other Ministers of the Crown, including the Minister for Internal Affairs

---

Te ratonga  
tūmatanui |  
Public Service

- Department of Internal Affairs (host department)
  - Te Kawa Mataaho Public Service Commission, Department of the Prime Minister and Cabinet, The Treasury, Secretaries across the Public Service, and the Public Service Leadership Team
  - Functional Co-leads for Diversity and Inclusion
-

	<ul style="list-style-type: none"> <li>• Key agencies in priority sectors, including: Ministry of Social Development; Ministry of Business, Innovation and Employment; Ministry of Education; Ministry of Health; justice and intelligence sector agencies; Ministry for Women; Te Puni Kōkiri; Ministry for Pacific Peoples; and Statistics New Zealand.</li> </ul>
Te rāngai   Sector	<ul style="list-style-type: none"> <li>• Ethnic community leaders and organisations, including pan-ethnic bodies</li> <li>• NGOs such as the Refugee and Migrant Service, and Refugees as Survivors</li> <li>• The Human Rights Commission</li> <li>• Local Government</li> </ul>
Ngā iwi me ngā hapori whānui   Iwi and wider communities	<ul style="list-style-type: none"> <li>• Māori communities, iwi and hapū and organisations representing Māori interests</li> <li>• Business sector including the New Zealand Institute of Directors</li> <li>• Academics and educational institutions</li> </ul>
Te ao whānui   International	<ul style="list-style-type: none"> <li>• International organisations, including the United Nations</li> </ul>

### Te momo kaiarataki e whāia ana | Leader profile

Te kaiaratakinga   Leadership	<p>Excellent leadership by Public Service Secretaries and Chief Executives (Secretaries) is essential for a high performing, professional and world class Public Service. Underpinning this leadership is the requirement to adhere to the standards of integrity and conduct and the higher bar expected of chief executive behaviour.</p> <p>As set out in the Public Service Act 2020, Secretaries are required to proactively promote stewardship of the Public Service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.</p> <p>As stewards of the system, Secretaries are responsible for achieving cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.</p>
Ngā take mātāmua me mātua whai e angitu ai   Critical success priorities	<p>In the immediate term the key responsibilities of the Chief Executive, Ministry for Ethnic Communities will be to:</p> <ul style="list-style-type: none"> <li>• Establish the Ministry as a new Public Service departmental agency, including rapidly building and maintaining strong relationships with ethnic and community stakeholders and national and local government partners;</li> <li>• Work with the Minister for Diversity, Inclusion and Ethnic Communities to confirm their portfolio priorities, and establish a strategic work programme for the new Ministry, including a review of organisational functions and resources, and assessment of its suitability for delivering on the government’s priorities regarding ethnic communities;</li> <li>• Work with relevant Public Service agencies on actions to improve social cohesion, including implementation of the recommendations from the report of the <i>Royal Commission of Inquiry into the Terrorist Attack on Christchurch Mosque on 15 March 2019</i>; and</li> <li>• Work with the Secretary for Internal Affairs and Chief Executive, Department of Internal Affairs to jointly finalise the Departmental Agency Agreement.</li> </ul> <p>Ongoing responsibilities of the Chief Executive will be to:</p> <ul style="list-style-type: none"> <li>• Provide high-quality strategic advice to the government on issues affecting ethnic people and communities;</li> </ul>

- Provide strong leadership, both within the Ministry and across government, to promote diversity and inclusion, and coordinate delivery of priorities for ethnic communities;
- Maintain excellent relationships and work effectively with ethnic communities and a wide range of stakeholders and strategic partners to achieve the Ministry's purpose;
- Establish the Ministry's strategic direction and priorities for action, ensuring they are clearly aligned to those of the Government and wider system, and informed by a collective view from ethnic communities;
- Build and strengthen the Ministry's system role and policy and influencing capability by developing a critical mass of expertise, skills, evaluative data, resources and relationships focused on ethnic diversity and inclusion;
- Work with chief executives across the system to ensure a joined-up approach to engagement with ethnic communities;
- Build effective working relationships with relevant government agencies and chief executive colleagues, particularly the Chief Executive of DIA (host department); and
- Ensure the Ministry engages with and is accessible to the diverse range of ethnic communities it serves, including representation of regional views.

### Te momo tangata e whāia ana | Person profile

Ngā pūkenga me ngā wheako | Skills and experience

The appointee to the position will need:

- In-depth understanding of the issues facing ethnic communities living in New Zealand and demonstrated credibility in working with ethnic communities;
- Experience developing and delivering high-quality advice, particularly community or population-based advice, to government agencies and Ministers;
- Ability to relate to and gain the confidence of diverse stakeholders, including Ministers;
- A good understanding of the political process and the role of public service agencies, and a commitment to the overall goals and objectives of the New Zealand Public Service;
- Experience leading and managing organisations; and
- Experience in successfully promoting and implementing change, moving an organisation and system towards a desired future and gaining the commitment of others to that future.

Ngā pūkenga e hāngai pū ana ki te tūrangā | Position specific competencies

The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to:

<https://www.publicservice.govt.nz/resources/leadership-success-profile/>

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.

Leading with influence

Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action

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.

Engaging others

Connect with and inspire people; to build a highly motivated and engaged workforce.

Achieving ambitious goals

Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.

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.
Te taumata o te āheitanga   Security clearance	Appointment will be subject to a New Zealand Government <b>Secret</b> security clearance.

PROACTIVELY RELEASED BY TE KAWA MATAAHO PUBLIC SERVICE COMMISSION



## ***Employment History***

	<b>Royal Commission of Inquiry into Historical Abuse in State Care and in the Care of Faith-based Institutions</b>
2018 – present	Executive Director
	<b>Department of Internal Affairs</b>
2017 – 2018	Deputy Chief Executive, Stewardship and Organisational Sustainability
2013 – 2017	Deputy Chief Executive, Strategy and Governance
2012	Acting Chief Executive, Information and Knowledge Service Branch
2012	Performance Review Manager, Performance Improvement Framework self-review
2004 – 2013	Director, Office of Ethnic Affairs
	<b>Human Rights Commission</b>
2000 – 2004	Chief Mediator
	<b>Office of the Race Relations Conciliator</b>
1997 – 2000	Complaints Manager
	<b>Ministry of Housing</b>
1996 – 1997	Tenancy Mediator, Tenancy Services
	<b>Mobil Oil New Zealand</b>
1994 – 1996	Territory Manager (Marketing)

## ***Academic Qualifications and Professional Memberships***

2001	Master of Laws (1 <sup>st</sup> Class Honours), Auckland University
1989	Bachelor of Laws (Honours), University of Canterbury

## ***Management and Leadership Training***

Current	Tier 2 Leaders course, Jeff Whalan Learning Group
2010	High Potentials Leadership Program, Harvard Business School
2009	Leading Change and Organisational Renewal, Harvard Business School
2008	Proteus: Creative Encounters to Inspire Leaders, London Business School
1999	Turning the Tide, British Council
1995	Australasian and South Pacific Marketing Programme, Mobil Oil New Zealand