



## Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department: Position Description and Appointment Process

**Date:** 19 November 2021

**Security Level:** IN CONFIDENCE

**Report No:** 2021/0343

**Contact:** Thor Gudjonsson, 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 Minister of Revenue	As soon as possible
	Confirm the ministerial priorities for the Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department (through the draft Position Description)	29 November 2021
	Note that you will receive a separate paper to submit to the Cabinet Appointments and Honours Committee (APH) notifying the vacancy	N/A
<b>Hon David Parker, Minister of Revenue</b>	Note the enclosed appointment process and indicative timeline for the Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department role	N/A
	Confirm the ministerial priorities for the Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department (through the draft Position Description)	29 November 2021
	Provide a nominee for the interview panel	As soon as possible

Enclosure: Yes attached

## Executive Summary

---

1. As you know, on 30 June 2022, the role of Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department will become vacant when the incumbent Commissioner's term ends.
2. Deputy Public Service Commissioner Helene Quilter intends to commence a recruitment process for a substantive Commissioner of Inland Revenue and Chief Executive appointment. In the attached report we outline the appointment process, provide a tentative and indicative timeline, and note your involvement in the process which includes consultation on the enclosed Position Description.

## Recommended Action

---

We recommend that the Minister for the Public Service:

- a **note** the report and appointment process

*Noted.*

- b **confirm** the ministerial priorities (through the draft Position Description) for the Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department role

*Confirmed/not confirmed.*

- c **refer** this report and the draft position description to the Minister of Revenue

*Referred/not referred.*

Hon Chris Hipkins

**Minister for the Public Service**

We recommend that the Minister of Revenue:

- a **note** the report and appointment process

*Noted.*

- b **confirm** the ministerial priorities (through the draft Position Description) for the Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department role

*Confirmed/not confirmed.*

- c **agree to provide** a nominee for the interview panel chaired by the Commissioner

*Agree/discuss.*

Hon David Parker

**Minister of Revenue**

## Chief Executive Appointment Process

---

3. The process for appointing Public Service Chief Executives 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 Public Service Commissioner or Deputy Public Service Commissioner in the selection of the person for the job.
4. The Act provides for input by the Government at three points in the appointment process:
  - 1.1 invitation to the Minister for the Public Service and appropriate Minister to identify any matters that should be considered throughout the appointment process (this report);
  - 1.2 consultation with the appropriate Minister on persons to be appointed by the Commissioner or Deputy Commissioner as interview panellists. In practice, this is done by seeking from the appropriate Minister a nominee for the interview panel, which the Public Service Commissioner or Deputy Public Service Commissioner as chairperson establishes; and
  - 1.3 consultation with the Prime Minister and Minister for the Public Service before finalising terms and conditions of employment.
5. The Commissioner or Deputy Commissioner updates the Minister for the Public Service and the appropriate Minister at key points throughout the process, including at shortlisting and after interviews.
6. Following the recruitment and interview process, a recommendation for appointment is made by the Public Service Commissioner or Deputy Public Service Commissioner as chairperson to the Minister for the Public Service, who refers it to APH and Cabinet, and then on to the Governor-General in Council.

## Position Description

---

7. The Position Description is the formal document against which an appointment is made. It is made publicly available during the recruitment process. The Position Description is also likely to be publicly released by Te Kawa Mataaho Public Service Commission (the Commission) following the appointment as part of a standard proactive release process.
8. Please confirm that your priorities are incorporated in the refreshed Position Description or let us know whether you have any feedback.

## Panel Nominee

---

9. The appropriate Minister is asked to identify a suitably qualified person to be the Minister's nominee for the interview panel chaired by the Deputy Public Service Commissioner.
10. Under the Act, the interview panel will be comprised of:
  - 1.4 the Deputy Public Service Commissioner as chairperson; and
  - 1.5 another Deputy Public Service Commissioner or an employee of the Commissioner; and
  - 1.6 one or more persons to be appointed by the Deputy Public Service Commissioner as panellists (including the appropriate Minister's nominee).

11. It would be appreciated if the Panel Nominee could be provided either directly to the Deputy Public Service Commissioner or to the Minister for the Public Services' Office, so that the Commission can liaise directly with the person regarding their availability.

### **Indicative timeline**

---

12. An indicative timeline is proposed below:

<b>Action</b>	<b>Proposed Dates</b>
Ministerial consultation (this report)	Mid-Nov 2021
<b>APH &amp; Cabinet</b> (vacancy paper)	Early Dec 2021
Commence advertising	Mid-Dec 2021
Applications close	Early Feb 2022
Longlisting, shortlisting & assessment	By early March 2022
Panel interviews	Mid-March 2022
Probity & security clearance checks	April 2022
Ministerial consultation	Mid-April 2022
<b>APH, Cabinet &amp; Governor-General</b> (recommendation for appointment)	Early May 2022
Announcement	Mid-May 2022



## Vacancy: Commissioner of Inland Revenue, Inland Revenue Department

**Date:** 19 November 2021

**Security Level:** IN CONFIDENCE

**Report No:** 2021/0344

**Contact:** Thor Gudjonsson, Deputy Commissioner

**Telephone:** 9(2)(a) privacy

	Actions Sought	Due Date
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Sign and lodge the attached paper for consideration by the Cabinet Appointments and Honours Committee on 8 December 2021	<b>2 December 2021</b>

Enclosure: Yes attached

### Minister's Office Comments

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

## Executive Summary

---

- 1 Please find attached, for your consideration and signature, a paper for the Cabinet Appointments and Honours Committee meeting on 8 December 2021, relating to the impending vacancy in the role of Commissioner of Inland Revenue, Inland Revenue Department.
- 2 The appropriate Minister has been consulted and provided feedback on the ministerial priorities for the role, via the enclosed position description (PD).
- 3 Once Cabinet has confirmed the PD as the basis for selection to the role, Deputy Public Service Commissioner Helene Quilter will commence recruitment processes for the role.
- 4 The Deputy Public Service Commissioner will keep you and the appropriate Minister updated throughout the recruitment process.

## Recommended Action

---

We recommend that you:

- a **sign and lodge** the attached Cabinet Appointments and Honours Committee (APH) paper regarding the impending vacancy in the role of Commissioner of Inland Revenue, Inland Revenue Department.

*Lodged/not lodged.*



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

**IN CONFIDENCE**

Office of the Minister for the Public Service

Chair  
Cabinet Appointments and Honours Committee

**Vacancy: Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department**

**Proposal**

- 1 Deputy Public Service Commissioner Helene Quilter has forwarded to me, as Minister for the Public Service, the draft position description for the impending vacancy in the position of Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department.
- 2 On 1 July 2022, a vacancy will be created when Ms Naomi Ferguson, Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department finishes her term.
- 3 The Minister of Revenue and I have advised the Deputy Public Service Commissioner on matters to be taken into account in making an appointment to this position.
- 4 I now submit the draft position description to the Cabinet Appointments and Honours Committee for its consideration.

**Recommendations**

- 5 The Minister recommends that the Cabinet Appointments and Honours Committee:
  - 5.1 **note** the impending vacancy in the position of Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department; and
  - 5.2 **confirm** the attached position description as a basis for selecting a suitable candidate for appointment.

Authorised for lodgement  
Date:

**IN CONFIDENCE**



## Update on Commissioner of Inland Revenue appointment, and upcoming end of term options for the Secretary for the Environment

**Date:** 4 April 2022 **Security Level:** IN CONFIDENCE

**Minister** Hon David Parker, Minister of Revenue and Minister for the Environment

**Copy to:** Hon Chris Hipkins, Minister for the Public Service

**Report No:** 2022/0060

---

**Purpose** This meeting is to provide you with an update on the Commissioner of Inland Revenue appointment process, and to discuss the upcoming end of term options for the Secretary for the Environment.

---

**Date of meeting** 5 April 2022

---

**Proposal** You are meeting with Ms Helene Quilter, Deputy Public Service Commissioner on 5 April 2022. As Minister of Revenue, Ms Quilter will provide you with an update on the Commissioner of Inland Revenue appointment process. As Minister for the Environment, Ms Quilter will discuss with you the options for the upcoming end of term for the Secretary for the Environment, Ms Vicky Robertson.

---

**Author** Ian Lineham, Principal Advisor, System and Agency Performance

**Manager** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance



**Appointment: Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department**

**Date:** 26 April 2022

**Security Level:** STAFF SENSITIVE

**Report No:** 2022/0069

**Contact:** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

**Telephone:** 9(2)(a) privacy

	Actions Sought	Due Date
Hon Chris Hipkins, Minister for the Public Service	Sign and lodge the attached Cabinet Appointments and Honours Committee (APH) papers	28 April 2022

Enclosure: Yes

## Executive Summary

- 1 The Deputy Public Service Commissioner intends to appoint Pietro (Peter) Mersi as Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department.
- 2 The Minister of Revenue has been briefed and is supportive of the proposal to appoint Mr Mersi to the role.
- 3 In accordance with schedule 7 clause 3 of the Public Service Act 2020, the Deputy Public Service Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of employment for Mr Mersi. Your office will receive a letter that details the relevant terms and conditions for Mr Mersi.

## Recommended Action

We recommend that you:

- a **sign and lodge** the attached APH paper regarding the appointment of Pietro (Peter) Mersi as Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department, for consideration by APH on 4 May 2022.

*Lodged / not lodged*

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

Office of the Minister for the Public Service

Chair  
Cabinet Appointments and Honours Committee

### Appointment: Inland Revenue Department

- 1 Deputy Public Service Commissioner (the Deputy Commissioner), Ms Helene Quilter, has forwarded to me, as the Minister for the Public Service, a recommendation for the appointment of Pietro (Peter) Mersi to the position of Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department, under schedule 7 clause 3(1) of the Public Service Act 2020 (the Act).
- 2 I now submit the Deputy Commissioner's recommendation, attached under this coversheet, to the Cabinet Appointments and Honours Committee for consideration and referral to the Governor-General in Council, via Cabinet.
- 3 The appropriate Minister and I have been consulted by the Deputy Commissioner about this appointment.
- 4 The Deputy Commissioner will consult the Prime Minister and I before finalising conditions of employment for Pietro (Peter) Mersi, including his term of appointment, as required under schedule 7 clause 7(1) of the Act.

### Recommendations

- 5 I recommend that Cabinet:
  - 1 **accept** the recommendation of the Deputy Commissioner to appoint Pietro (Peter) Mersi to the position of Inland Revenue Department;
  - 2 **refer** the recommendation and the attached curriculum vitae to the Governor-General in Council;
  - 3 **note** that the Deputy Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Pietro (Peter) Mersi;
  - 4 **note** that under the Act, the Deputy Commissioner is required to publicly announce appointments; and
  - 5 **note** that, subject to the Governor-General's acceptance of the Deputy Commissioner's recommendation, the Deputy Commissioner intends to:
    - 5.1 publicly announce the appointment of Pietro (Peter) Mersi in the New Zealand Gazette; and
    - 5.2 proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Authorised for Lodgement

Hon Chris Hipkins

**Minister for the Public Service**

\_\_\_\_/\_\_\_\_/\_\_\_\_

Hon Chris Hipkins  
Minister for the Public Service

**Appointment: Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department**

***Proposal***

- 1 I recommend that Pietro (Peter) Mersi be appointed to the position of Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department (the Commissioner), for a five-year term.
- 2 Mr Mersi is currently Secretary for Transport and Chief Executive (Secretary for Transport), Te Manatū Waka | Ministry of Transport, a role he has held since 18 July 2016. Prior to this role he was Chief Executive, Land Information New Zealand, and earlier the Acting Secretary for Internal Affairs, Department of Internal Affairs.
- 3 As Secretary for Transport, Mr Mersi is responsible for providing strategic policy advice, sector leadership and shaping the future of the New Zealand transport system, as well as monitoring and providing ownership advice on the Waka Kotahi New Zealand Transport Agency, the Civil Aviation Authority, Maritime New Zealand and the Transport Accident Investigation Commission.
- 4 Prior to Mr Mersi's chief executive roles he was a Deputy Commissioner at Inland Revenue Department and a Deputy Secretary at The Treasury.
- 5 I consider that Mr Mersi has the necessary skills and experience to successfully lead the Inland Revenue Department. A copy of his summarised curriculum vitae is attached.
- 6 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***

- 7 On 30 June 2022, a vacancy will be created in the Commissioner role when Ms Naomi Ferguson's term ends, although she has indicated her intention to resign as of 27 May 2022.
- 8 The Inland Revenue Department is the steward of New Zealand's revenue system. The Department plays a crucial role in maintaining and enhancing the integrity of the tax system by making sure it is clear, consistent and simple. With The Treasury, it provides advice to the Government on tax policy and the social policies it administers. It also provides advice on international tax issues and is involved in the development and implementation of New Zealand's international tax obligations.
- 9 The Department collects over 80% of the Crown's revenue and collects and distributes social support payments.

### ***Requirements of the Position***

- 10 The appropriate Minister and the Minister for the Public Service were invited to provide their views on matters to take into account for this appointment, via the attached position description.
- 11 The Commissioner holds important roles as the principal steward of the New Zealand tax system and leader of a large organisation. The Commissioner has duties of care and management of taxes under the Tax Administration Act 1994 and has statutory independence from Ministers to ensure Inland Revenue can levy and carry out its duties independently.
- 12 Priorities for the Commissioner are to be a thought leader on tax policy and lead the development of tax principles and taxation policy based on the needs and challenges facing New Zealand. The Commissioner needs to be a leader who can ensure any policy development reflects opportunities and challenges that arise from the growth of the digital economy. The new Commissioner must continue to embed the Business Transformation capabilities and systems within a large organisation delivering multiple services; and ensure the continuation of the successful benefits of the Business Transformation investment across the Public Service.
- 13 The position description was considered by the Cabinet Appointments and Honours Committee on 8 December 2021 and confirmed as the basis for selection to the role (APH-21-MIN- 0284).

### ***Selection Process***

- 14 I have undertaken a comprehensive recruitment and assessment process for the next Commissioner, including the engagement of external executive search and assessment consultants.
- 15 The appointment process was run in accordance with the requirements under schedule 7 clause 3 of the Public Service Act 2020.
- 16 The vacancy was advertised online from 21 December 2021. Applications closed on 10 February 2022.
- 17 Nine candidates applied for the position. Four applicants were shortlisted for interview.
- 18 Shortlisted candidates were interviewed on Wednesday, 30 March 2022 by a panel comprised of:
  - Ms Helene Quilter, Deputy Public Service Commissioner (Chair)
  - Ms Heather Baggott, Deputy Public Service Commissioner
  - Ms Caralee McLiesh, Secretary to The Treasury
  - Hon Pete Hodgson, former Minister of the Crown
  - Mr Steve Haami, Pouārahi, Te Manatū Whakahiato Ora | Ministry of Social Development, and Kaihautū to the panel.

***Recommended Appointee***

- 19 I recommend the appointment of Mr Mersi to the position of Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department, for a five-year term.
- 20 Mr Mersi is an experienced Public Service Chief Executive, having been the Secretary for Transport since 18 July 2016. Prior to this role he was Chief Executive, Land Information New Zealand from 2012 to 2016, and Acting Secretary and Chief Executive for Internal Affairs, Department of Internal Affairs from 2011 to 2012.
- 21 He has breadth and depth of policy leadership experience, as well as leading policy development and implementation as a chief executive. He has led policy and operational departments and gained valuable skills and insights into leading people, enhancing organisational performance and positioning an organisation to provide greater system leadership.
- 22 As Secretary for Transport, Mr Mersi established a new direction and operating model for the Ministry and delivered significant reforms in the transport sector, which included the latest Government Policy Statement on Land Transport setting out the Government's priorities for investment in land transport over the next 10-year period. He has worked with the transport Crown Entity chief executives to establish collective ownership of the transport system.
- 23 Earlier in his career Mr Mersi was a Deputy Commissioner at the Inland Revenue Department and a Deputy Secretary at The Treasury for 8 years including a period where he was responsible for regulatory and tax policy.
- 24 Mr Mersi demonstrated to the panel he is committed and well-prepared to lead the Inland Revenue Department and is closely connected with the organisation's purpose. As a leader he grows high performance organisations and is dedicated to meeting the standards expected of public service chief executives.
- 25 Mr Mersi underwent a comprehensive vetting and reference check process. Reference checks were undertaken with four referees that Mr Mersi provided, as well as one further referee not provided by Mr Mersi. Referees included direct reports and peers from the sector.
- 26 Referees refer to Mr Mersi as a people-centred leader with a strategic mind. He is skilled, experienced and at ease working with Ministers over a range of complex issues. He works well with chief executive colleagues to achieve outcomes.
- 27 Mr Mersi holds a Bachelor of Commerce and Administration (Economics) from Victoria University of Wellington.
- 28 In summary, I am of the view that Pietro (Peter) Mersi meets the requirements outlined in the attached position description.

***Conditions of Employment***

- 29 I have consulted with the Minister of Revenue about the proposed appointment, and he is supportive of the proposal.

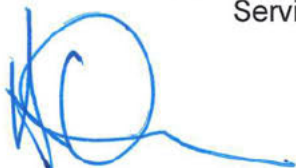
- 30 In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, I will consult with you and the Prime Minister before finalising the terms and conditions of employment for Mr Mersi, including the proposed five-year term of appointment.
- 31 The Commissioner must be able to maintain at minimum a 9(2)(a) privacy security clearance.

**Publicity**

- 32 Subject to the Governor-General's acceptance of my recommendation, I intend to publicly announce the appointment of Mr Mersi on Tuesday, 10 May 2022.
- 33 It is also my intention to publicly release associated documents, including this paper, on the 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**

- 34 I recommend that you:
- 1 **forward** my recommendation to **appoint** Pietro (Peter) Mersi to the position of Commissioner of Inland Revenue and Chief Executive, Inland Revenue Department, 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 Mersi, including his term of appointment;
  - 4 **note** that Mr Mersi's employment is subject to him maintaining at minimum a 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 Mersi on Tuesday, 10 May 2022; 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



## In Executive Council

---

*Her Excellency the Governor-General is recommended to*

Accept the recommendation of the Deputy Public Service Commissioner that

**Pietro Mersi**

be appointed, pursuant to schedule 7 clause 3 of the Public Service Act 2020,  
as the Commissioner of Inland Revenue and Chief Executive,  
Inland Revenue Department

Hon Chris Hipkins  
Minister for the Public Service

*Approved in Council*

*Clerk of the Executive Council*

Date: 9 May 2022



## ***Employment History***

2016 – present	<b>Ministry of Transport</b> Secretary for Transport and Chief Executive
2012 – 2016	<b>Land Information New Zealand</b> Chief Executive
2011 – 2012	<b>Department of Internal Affairs</b> Acting Secretary for Internal Affairs and Chief Executive
2010 – 2012	<b>Inland Revenue Department</b> Deputy Commissioner, Business Transformation
	<b>The Treasury</b>
2003 – 2010	Deputy Secretary, State Sector Performance Group
2002 – 2003	Acting Deputy Secretary, Regulatory and Tax Policy Branch
2001 – 2002	Senior Manager, Market Interventions
1999 – 2001	Manager, Commercial Markets
1996 – 1999	Manager, Education Section
1993 – 1996	<b>Department of the Prime Minister and Cabinet</b> Policy Advisor, Advisory Group
1990 – 1993	<b>Department of Labour</b> Senior Analyst, Labour Market Analysis Unit
1990	<b>The Treasury</b> Contractor, Budget Management Branch
1987 – 1990	<b>Bank of New Zealand</b> Economist
1987	<b>Department of Trade and Industry</b> Desk Officer, International Trade Relations Division
1985 – 1987	Overseas Travel
1982 – 1985	<b>Department of Trade and Industry</b> Desk Officer, Natural Resources and Industries Divisions

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

1983	Bachelor of Commerce and Administration in Economics, Victoria University of Wellington
------	---



**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 hapori, 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



**Inland Revenue**  
Te Tari Taake

**Te Tūranga | Position**      **Kaikōmihana o Te Tari Taake | Commissioner of Inland Revenue and Chief Executive**

**Te Pokapū | Agency**      **Te Tari Taake | Inland Revenue Department**

**This position is a member of the Public Service Leadership Team**

### Te whāinga o te tūranga | Position purpose

Te Tari Taake | Inland Revenue (IR) plays a critical role in improving the economic and social wellbeing of New Zealanders. IR does this by collecting and distributing money — it collects over 80% of the Crown's revenue and collects and distributes social support payments.

IR is the principal steward of New Zealand's revenue system. It plays a crucial role in maintaining and enhancing the integrity of the tax system by making sure it is clear, consistent and simple. With the Treasury, it provides advice to the Government on tax policy and the social policies it administers. It also provides advice to the Government on international tax issues and is involved in the development and implementation of New Zealand's international tax legislation.

The Commissioner of Inland Revenue and Chief Executive (the Commissioner) holds important roles as the steward of the New Zealand tax system and leader of a large organisation. The Commissioner must maintain the trust and confidence of the Government, stakeholders and the public in the tax system.

By mid-2022 IR will have completed Business Transformation, a major change programme to modernise New Zealand's revenue system. This creates the opportunity to lead a digital tax system and to leverage the investment in people and systems that has been made. The Commissioner will provide leadership across the tax ecosystem and the department to drive full value from this investment for government and better outcomes for customers.

IR employs over 4,000 staff operating in 17 locations. It administers Vote Revenue with an annual budget of approximately \$10 billion. As well as collecting most of the revenue that the Government needs to fund its programmes, IR administers key social policies such as KiwiSaver, student loans and child support. IR operates a highly regarded policy division, providing advice on all aspects of tax and social policy measures that interact with the tax system. In all its various roles, IR interacts with New Zealand citizens and businesses.

## Te momo kaiarataki e whāia ana | Leader profile

Inland Revenue is the principal steward of New Zealand's revenue system.

The Commissioner of Inland Revenue is expected to lead across the four key dimensions set out in the Leadership Roadmap:

Leadership Roadmap			
Priority 1	Priority 2	Priority 3	Priority 4
Policy Leadership and Communication	Organisational Leadership	System Leadership	Context Management
Be a thought leader in tax policy and effectively communicating the case for change where it is needed	Leading a large, digitally enabled organisation delivering multiple services that impact on the lives of all New Zealanders	Ensuring the continuation of successful benefit realisation and drive opportunities to leverage the Business Transformation investment across the Public Service	Maintaining effective working relationships and trust and confidence of Ministers
Leading the development of tax principles based on the needs and challenges facing New Zealand	Continuing to embed the Business Transformation capabilities and systems to help New Zealanders to manage their obligations right from the start and assure the integrity of the tax system	Leading and contributing to system leadership at the interface of social and economic sectors	Ensuring the continued provision of efficient and effective services to customers and protecting the integrity of the tax system to maintain trust and public confidence in the tax system
Ensuring that any policy development reflects opportunities and challenges that arise from the growth of the Digital Economy.		Continuing to contribute and manage the response to and recovery from COVID-19	Establishing and maintaining strong relationships with customers and key stakeholders

Te kaiaratakinga | Leadership

Excellent leadership by Public Service chief executives is essential for a high performing, professional and world class Public Service. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the higher bar expected of chief executive behaviour.

As set out in the Public Service Act 2020, chief executives 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.

As stewards of the system, chief executives 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.

## Ngā haepapa | Accountabilities

### Te pūnaha | System

As a Public Service chief executive, the Commissioner 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 member of the Public Service Leadership Team, the Commissioner is responsible for providing strategic leadership that contributes to an effective and cohesive Public Service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Commissioner 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 Commissioner has duties of care and management of taxes under the Tax Administration Act 1994 and is accountable for protecting the perception of integrity of the tax system. The Commissioner has statutory independence from Ministers to ensure IR can levy tax and carry out its duties independently. The Commissioner carries primary responsibility for IR's performance.

The Commissioner is also accountable for:

- Managing a large complex department that has undergone significant change in the way services are delivered and the technology and skills supporting this;
- Managing a tax system that encourages voluntary compliance by taxpayers, retains the confidence of the community and proactively addresses compliance risks;
- Ensuring social policy programmes are appropriately managed;
- Working across government to improve services to develop long term strategies;
- Providing high quality policy advice and data on tax, social policy and broader policy issues;
- Working internationally on tax issues; and
- Ensuring the integrity and conduct of the department's employees.

## Ngā hononga matua | Key relationships

Te Kāwanatanga   Government	<ul style="list-style-type: none"> <li>Minister of Revenue</li> <li>Minister of Finance</li> <li>Finance and Expenditure Select Committee</li> </ul>
Te ratonga tūmatanui   Public Service	<ul style="list-style-type: none"> <li>Members of the Public Service Leadership Team</li> <li>Te Kawa Mataaho Public Service Commission</li> <li>The Treasury</li> <li>Ministry of Social Development</li> <li>Ministry of Business Innovation and Employment</li> <li>Ministry of Education</li> <li>Department of Internal Affairs</li> <li>Crown Law Office</li> <li>Other organisations and Chief Executives</li> </ul>
Ngā iwi me ngā hapori whānui   Iwi and wider communities	<ul style="list-style-type: none"> <li>Māori as the Crown's Treaty partner</li> <li>The tax community including the New Zealand Institute of Chartered Accountants and the New Zealand Law Society</li> <li>Business including employers and companies</li> <li>Software and payroll providers and other intermediaries</li> <li>Individuals as taxpayers and recipients of social support programmes that IR administers.</li> </ul>
Te ao whānui   International	<p>The Commissioner is involved in various international engagements such as:</p> <ul style="list-style-type: none"> <li>Study Group on Asian Tax Administration and Research (SGATAR)</li> <li>Commonwealth Association of Tax Administration (CATA)</li> <li>OECD Tax Administration Forum.</li> </ul>
Te taumata o te āheitanga   Security Clearance	Appointment will be subject to a New Zealand Government <b>Secret</b> security clearance.

Up to date information on the Department of Inland Revenue outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.ird.govt.nz/about-us>

Other useful information is also available at the following links:

- Annual Reports: [link here](#)
- Statements of Intent: [link here](#)