



## Commencing the Director-General of the GCSB appointment

<b>Date:</b>	<b>21 April 2023</b>		
<b>To:</b>	<b>Hon Andrew Little, Minister for the Public Service and Minister Responsible for the GCSB</b>		
<b>Action Sought:</b>	<p><b>Confirm</b> your Ministerial priorities for the Director-General of the GCSB role are reflected in the Position Description for this role.</p> <p><b>Provide feedback</b> on the proposed interview panel.</p> <p><b>Sign and approve for lodging</b> the attached vacancy paper for consideration by Cabinet Appointments and Honours Committee on 3 May 2023.</p>	<b>Due Date</b>	27 April 2023
<b>Report No:</b>	<b>2023-0130</b>		
<b>Contact:</b>	<b>Emma Shaw, Director, System and Agency Performance, 9(2)(a) privacy</b>		
<b>Encl:</b>	Position Description, Director-General of the GCSB Vacancy paper for APH	<b>Priority:</b>	Medium
<b>Security Level:</b>	<b>IN CONFIDENCE</b>		

## Executive Summary

1. On 17 April 2023 the role of Director-General of the Government Communications Security Bureau (GCSB) and Chief Executive became vacant when Mr Andrew Hampton commenced in his new role as Director-General of Security at the New Zealand Security Intelligence Service (NZSIS).
2. Deputy Public Service Commissioner Heather Baggott intends to commence a recruitment process for a substantive appointment for the Director-General of the GCSB role. The attached report outlines the appointment process, including an indicative timeline, and notes where you have a role in the process.
3. Your role includes advising us on matters to be taken into account in making an appointment, usually via consultation on the proposed Position Description. We have refreshed the Position Description for this position with your Ministerial priorities, following your conversation with Te Kawa Mataaho officials on 6 April. We are now seeking your confirmation that the enclosed Position Description reflects these priorities.
4. You must also, as the Minister responsible for the GCSB, be consulted on the proposed composition of the interview panel for the position, which we are also doing via this briefing.
5. To commence the appointment process, we enclose for your consideration and signature a vacancy paper for the Cabinet Appointments and Honours Committee meeting on 3 May 2023. Any feedback you may have on your priorities for this role will be incorporated into the Position Description prior to lodging the vacancy paper.

## **Recommended Action**

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We recommend that as the Minister Responsible for the Government Communications Security Bureau, you:

- a **note** the appointment process outlined in this report;

*Noted.*

- b **confirm** your Ministerial priorities for the Director-General of the Government Communications Security Bureau and Chief Executive role are reflected in the draft Position Description;

*Confirmed / not confirmed*

- c **provide feedback** on the proposed interview panel for the appointment process;

*Feedback provided / no feedback necessary.*

Hon Andrew Little

**Minister Responsible for the Government Communications Security Bureau**

We recommend that as the Minister for the Public Service, you:

- d **sign and approve for lodging** the attached Cabinet Appointments and Honours Committee (APH) paper regarding the vacancy in the role of the Director-General of the Government Communications Security Bureau and Chief Executive;

*Approved / not approved.*

- e **agree** that Te Kawa Mataaho release this briefing in full once it has been considered by you, and the appointment process has been concluded.

*Agree/disagree.*

Hon Andrew Little

**Minister for the Public Service**

## **Commencing Director-General of the GCSB appointment**

### **Purpose of Report**

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1. This report sets out the appointment process for Public Service Chief Executives, your role in that process, and seeks your confirmation, feedback and agreement on matters to enable Deputy Public Service Commissioner Heather Baggott to commence the appointment process for the Director-General of the GCSB position.
2. We are asking you to:
  - Confirm your Ministerial priorities for the position are reflected in the enclosed Position Description.
  - Provide any feedback you may have on the proposed membership of the interview panel.
  - Sign and approve for lodging, the vacancy paper for the Cabinet Appointment and Honours Committee (APH) meeting on 3 May 2023.
3. Because you are both the Minister for the Public Service and the Minister Responsible for the GCSB, we have identified the separate portfolio responsibilities in the recommendations.

### **Appointment Process**

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4. 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 position.
5. The Act provides for input by the Government at three points in the appointment process:
  - an invitation to the Minister for the Public Service and the responsible portfolio Minister to identify any matters that should be considered throughout the appointment process (this report);
  - consultation with the responsible portfolio Minister on persons to be appointed by the Commissioner or Deputy Commissioner as interview panellists (also this report); and
  - consultation with the Prime Minister and Minister for the Public Service before finalising terms and conditions of employment (to come once the preferred candidate is identified).
6. The Commissioner or Deputy Commissioner updates the Minister for the Public Service and the responsible Minister at key points throughout the process, including at shortlisting and after interviews.
7. Following interviews and a comprehensive reference and probity process, a recommendation for appointment is made by the Deputy Public Service Commissioner as chairperson of the interview panel 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**

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8. The Position Description is the formal document against which an appointment is made. It is made publicly available during the recruitment process and will also be publicly released by Te Kawa Mataaho following the appointment, as part of a standard proactive release process.
9. On 6 April 2023 you met with Te Kawa Mataaho officials and articulated your Ministerial priorities for the next Director-General of the GCSB. We have included these in the attached Position Description and ask

that you confirm that your priorities are incorporated appropriately. We can incorporate any additional feedback you may have prior to lodging the vacancy paper (which attaches the Position Description) with APH, or we can defer lodging the vacancy paper if your feedback is more substantive and requires discussion with you or your office.

## **Vacancy Paper to APH**

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12. To enable us to commence the appointment process, we have prepared a vacancy paper for APH for your consideration and if comfortable, your signature and approval to lodge for the 3 May 2023 APH meeting.

## **Panel composition**

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13. As indicated above, the Deputy Public Service Commissioner must establish an interview panel with one or more persons appointed after consultation with the appropriate Minister. As the Minister Responsible for the GCSB, we are consulting you on the proposed interview panel for this position. The composition of Chief Executive interview panels is set out in the Act (clause 4, schedule 7) which states interview panels will be comprised of:
- the Public Service Commissioner or Deputy Public Service Commissioner as chairperson; and
  - the Deputy Commissioner or an employee of the Commissioner; and
  - one or more persons to be appointed by the Deputy Public Service Commissioner after consultation with the appropriate Minister.
14. Given the nature of the Director-General of the GCSB role, the Deputy Public Service Commissioner considers that the interview panel needs knowledge and experience with the intelligence agencies and their operations. The Deputy Public Service Commissioner intends to establish an interview panel comprising the following members, subject to their availability:
1. Ms Heather Baggott, Deputy Public Service Commissioner (chair of panel);
  2. Mr Erik Koed, Assistant Commissioner, Public Service Commissioner (an employee of the Commission with portfolio responsibilities for the GCSB);
  3. 9(2)(f)(iv) confidentiality of advice
  4. Ms Christine Stevenson, Comptroller of Customs, NZ Customs Service, who was until recently also the Acting Chief Executive of the DPMC; and
  5. A Kaihautū, to be confirmed.
15. Please provide us with your feedback on the proposed interview panel, if you have any.

## Indicative timeline

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18. The indicative timeline for this appointment process is set out below:

Action	Proposed Dates
Ministerial consultation	Late April 2023
<b>APH</b> (vacancy paper)	3 May 2023
<b>Cabinet</b> confirmation of vacancy	8 May 2023
Commence advertising	9 May 2023
Applications close	Late May 2023
Shortlisting & assessment	By mid-June 2023
Panel interviews	Mid-June 2023
Probity & initiate clearance on shortlisted candidates	Mid- June 2023
Ministerial consultation on outcome of interviews	Late June 2023
<b>APH, Cabinet &amp; Governor-General</b> (recommendation for appointment)	July/August 2023
Announcement	July/August 2023

**IN CONFIDENCE**

Office of the Minister for the Public Service

Chair  
Cabinet Appointments and Honours Committee

**Vacancy: Director-General of the Government Communications Security Bureau and Chief Executive**

**Proposal**

- 1 Deputy Public Service Commissioner Heather Baggott has forwarded to me, as Minister for the Public Service, the draft Position Description for the vacancy in the position of Director-General of the Government Communications Security Bureau and Chief Executive.
- 2 On 17 April 2023, a vacancy was created in the Director-General of the Government Communications Security Bureau and Chief Executive position when Mr Andrew Hampton took up the role of Director-General of Security at the New Zealand Security Intelligence Service.
- 3 As the Minister Responsible for the Government Communications Security Bureau 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 vacancy in the position of Director-General of the Government Communications Security Bureau and Chief Executive; and
  - 5.2 **confirm** the attached position description as a basis for selecting a suitable candidate for appointment.

Authorised for lodgement

Hon Andrew Little  
**Minister for the Public Service**

**IN CONFIDENCE**



## APH 3 May 2023: GCSB vacancy paper

<b>Date:</b>	<b>27 April 2023</b>	<b>Security Level:</b>	IN CONFIDENCE
<b>Minister and Portfolio:</b>	<b>Hon Andrew Little, Minister for the Public Service</b>		
<b>Report No:</b>	<b>2023-0140</b>		

**Purpose** Briefing for APH

**Date of meeting** 3 May 2023

**Proposal** This aide memoire provides you with key points for your item at the Appointments and Honours Committee (APH) on 3 May 2023 regarding the Director-General of the Government Communications Security Bureau and Chief Executive vacancy. You are asking APH to note this impending vacancy, and confirm the position description as the basis for selecting a suitable candidate for the appointment.

**Talking Points** **Vacancy: Director-General of the Government Communications Security Bureau and Chief Executive**

- On 17 April 2023, a vacancy was created in the Director-General of the Government Communications Security Bureau (GCSB) and Chief Executive position when Mr Andrew Hampton took up the role of Director-General of Security at the New Zealand Security Intelligence Service.
- Attached to the APH paper is a Position Description for the APH role.
- As the Minister Responsible for the Government Communications Security Bureau, I have advised the Deputy Public Service Commissioner on matters to be taken into account in making an appointment to this position.
- Of note is the strengthening of the Government Chief Information Security Officer role, which is line with earlier Cabinet decisions to make the Director-General of the GCSB the system lead to support good information security governance and assurance practices, especially around cyber defence and cyber security.
- I recommend the Committee confirms the attached position description as a basis for selecting a suitable candidate for appointment to the Director-General of the GCSB.

*Timing*

- I consider it preferable to make a substantive appointment now rather than have someone acting for an extended period. I have consulted with the Opposition spokesperson on this approach.

*Next Steps*

- Advertising for the role will commence soon after Cabinet confirms the Position Description.

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

**Manager** Emma Shaw, Director, System and Agency Performance



## Appointment: Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau

<b>Date:</b>	7 August 2023		
<b>To:</b>	Hon Andrew Little, Minister for the Public Service		
<b>Action Sought:</b>	Sign and lodge the attached Cabinet Appointments and Honours Committee (APH) papers	<b>Due Date</b>	10 August 2023
<b>Report No:</b>	2023-0224		
<b>Contact:</b>	Thor Gudjonsson, Deputy Commissioner, System and Agency Performance <small>9(2)(a) privacy</small>		
<b>Encl:</b>	Yes	<b>Priority:</b>	Medium
<b>Security Level:</b>	SENSITIVE-STAFF		

### Executive Summary

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- 1 The Public Service Commissioner intends to appoint Andrew Charles Clark as Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau (GCSB).
- 2 You have been briefed, as both the Minister Responsible for the GCSB and the Minister for the Public Service, and are supportive of the proposal to appoint Mr Clark to the role.
- 3 In accordance with schedule 7 clause 7 of the Public Service Act 2020, the Public Service Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of employment for Mr Clark. Your office will receive a letter that details the relevant terms and conditions for Mr Clark.

### Recommended Action

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We recommend that you:

- a **sign and lodge** the attached APH paper regarding the appointment of Andrew Charles Clark as Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau, for consideration by APH on 16 August 2023.

Office of the Minister for the Public Service

Chair  
Cabinet Appointments and Honours Committee

**Appointment: Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau**

- 1 The Public Service Commissioner (the Commissioner) has forwarded to me, as the Minister for the Public Service, a recommendation for the appointment of Andrew Charles Clark to the position of Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau, under schedule 7 clause 3(10) of the Public Service Act 2020 (the Act).
- 2 I now submit the 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 I have been consulted by the Commissioner about this appointment as both the Minister for the Public Service and the Minister Responsible for the GCSB.
- 4 The Commissioner will consult the Prime Minister and me before finalising conditions of employment for Andrew Charles Clark, including their 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 Commissioner to appoint Andrew Charles Clark to the position of Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau;
  - 2 **refer** the recommendation and the attached curriculum vitae to the Governor-General in Council;
  - 3 **note** that the Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment with Andrew Charles Clark;
  - 4 **note** that under the Act, the Commissioner is required to publicly announce appointments; and
  - 5 **note** that, subject to the Governor-General's acceptance of the Commissioner's recommendation, the Commissioner intends to:
    - 5.1 publicly announce the appointment of Andrew Charles Clark 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 Andrew Little

**Minister for the Public Service**

8, 8, 23

Hon Andrew Little  
Minister for the Public Service

**Appointment: Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau**

***Proposal***

- 1 I recommend that Andrew Charles Clark be appointed to the position of Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau (GCSB) for a five-year term.
- 2 Since September 2018, Air Vice-Marshal Andrew Clark has been the Chief of Air Force at New Zealand Defence Force. He has spent his career in the Royal New Zealand Air Force (RNZAF) commencing in operational roles as a Navigator in 1986 and working his way up through the ranks.
- 3 Prior to his current role he has been Air Component Commander (2018), Assistant Chief, Capability (2016-2018), Deputy Chief of Air Force (2015), Director of Defence Intelligence (2014-2015), Director of Strategic Commitments (2012-2013), and Commanding Officer, No 5 Squadron (2008-2009).
- 4 Mr Clark is a leader who has experience in system leadership, organisational leadership and has delivered in diverse operational roles within the Defence context. He is a strategic and system thinker with regulatory and intelligence sector experience.
- 5 I consider that Mr Clark has the necessary skills and experience to successfully lead the Government Communications Security Bureau. 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. An advice sheet for execution by the Governor-General is attached.

***Background***

- 7 On 17 April 2023 the role of Director-General of the GCSB and Chief Executive became vacant when Mr Andrew Hampton commenced in his new role as Director-General of Security at the New Zealand Security Intelligence Service.
- 8 The GCSB is the intelligence and security agency that specialises in electronic communications, information assurance, information security and cyber security. It also has a regulatory role with regard to proposals to change telecommunications networks.
- 9 The GCSB hosts a number of shared services that provide functions to the New Zealand Security Intelligence Service (NZSIS), including human resources, finance, facilities, and common technology. It also hosts the classified IT Network for government agencies. As at 30 June 2022, the GCSB had 535 full-time equivalent staff.

***Requirements of the Position***

- 10 Hon Andrew Little, as both the Minister Responsible for the GCSB and the Minister for the Public Service, was invited to provide his views on matters to be taken into account for this appointment, via the attached position description.
- 11 Ministers have identified the key priorities for the Director-General of the GCSB as:
- Contributing to the ability of Ministers and senior officials to make sound national security and foreign policy decisions;
  - Protecting classified information and systems and providing information assurance and cyber security services more broadly;
  - Maintaining productive and effective technical links with counterpart offshore agencies ensuring the GCSB provides an uninterrupted conduit for classified material;
  - With the NZSIS, maintaining and enhancing strategic alignment, joint operational activity and utilisation of shared functions and capabilities.
  - As Government Chief Information Security Officer, the Director-General:
    - leverages the organisation's unique insights for cyber defence;
    - oversees system capability investment for cyber security;
    - sets minimum technical security standards for good system hygiene, and produces technical and security guidance to support good information security governance and assurance practices;
    - upholds the concept of a unified public service;
    - ensures te ao Māori concepts, knowledge, values and perspectives are reflected in the work and ethos of the function.
- 12 The position description was considered by the Cabinet Appointment and Honours Committee on 3 May 2023 and confirmed as the basis for selection to the role [APH-23-MIN-0058].

***Selection Process***

- 13 I have undertaken a comprehensive recruitment and assessment process for the next Director-General of the GCSB and Chief Executive, including the engagement of external executive search and assessment professionals.
- 14 The appointment process was run in accordance with the requirements under schedule 7 clause 3 of the Public Service Act 2020.
- 15 The vacancy was advertised online on 9 May 2023, and applications closed on 29 May 2023.
- 16 Twenty-two candidates applied for the position. Seven applicants were shortlisted for interview.
- 17 The panel comprised of:

**SENSITIVE: STAFF**

- Mr Peter Hughes, Public Service Commissioner
  - Ms Heather Baggott, Deputy Public Service Commissioner
  - Mr Erik Koed, Assistant Commissioner, Public Service Commission
  - Mr Chris Seed, Secretary of Foreign Affairs and Trade
  - Ms Christine Stevenson, Comptroller of Customs, and
  - Mr Steve Haami, Kaihautū to the panel.
- 18 Ms Baggott chaired the Panel interviews on Friday, 23 June 2023 and Mr Hughes chaired the Panel interview on Tuesday 18 July 2023.

***Recommended Appointee***

- 19 I recommend the appointment of Andrew Charles Clark to the position of Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau, for a -five-year term.
- 20 Since September 2018, Air Vice-Marshal Andrew Clark has been the Chief of Air Force at the New Zealand Defence Force. He has spent his career in the Royal New Zealand Air Force (RNZAF) commencing operational roles as a navigator in 1986 and working his way up through the ranks.
- 21 Prior to his current role he has been Air Component Commander (2018), Assistant Chief, Capability (2016-2018), Deputy Chief of Air Force (2015), Director of Defence Intelligence (2014-2015), Director of Strategic Commitments (2012-2013), and Commanding Officer, No 5 Squadron (2008-2009).

*System Leadership*

- 22 Mr Clark is a natural strategic thinker who thinks and acts from a system perspective. He views issues from a wide perspective and through multiple lenses (historical, international, organisational and sector). He is well placed to stretch people's thinking about issues under discussion, possibilities, and potential solutions.
- 23 As a system leader, he has skill and comfort navigating ambiguity and complexity. He is equipped to tackle complex multifaceted issues. He is collaborative and enjoys partnering with other agencies to help them out and achieve shared objectives.

*Organisational Leadership*

- 24 As a senior leader, Mr Clark has the ability to distil complex ideas and communicate them in an accessible way while maintaining composure and a level head in changing and stressful environments.
- 25 His experience in leading the RNZAF is directly transferable to position him well in leading GCSB. In particular, his experience in identifying the resources, capabilities and training needs for the RNZAF's future operations; leading an organisation with diverse operational activities; and leading change initiatives to increase staff diversity.

*Operational Delivery*

- 26 Throughout his career, Mr Clark has worked at different operational levels where he was required to evaluate and assess threats in different contexts and use his judgement on when and how to act. He has shown the ability to adapt and learn quickly while drawing on the expertise and experience from within the NZDF when required to deliver operational outcomes.

*Context and Relationship Management*

- 27 Mr Clark is an articulate, clear and logical communicator. He is quick on his feet and can easily explain complex ideas.
- 28 His experience with domestic and international partnerships is a key strength, in particular as Director of Defence Intelligence in fostering domestic and Five Eyes intelligence relationships, and as Chief of Air Force in maintaining and leveraging relationships with various regional and global counterparts for mutual benefit.

*Overall summary*

- 29 The panel found Mr Clark to be strategic and analytical, and someone who conceptualised and positioned the role well. He has a good understanding of the context and the need to maintain the social licence within which GCSB operates.
- 30 Mr Clark demonstrated to the panel he is committed and well-prepared to lead the GCSB and is closely connected with the organisation's purpose. He strives to achieve high performance and is dedicated to meeting the standards expected of the Public Service.
- 31 Mr Clark was subjected to a comprehensive probity and reference check process. Reference checks were undertaken with four referees that Mr Clark nominated, and a further referee not nominated by Mr Clark. Referees included direct reports, line managers, and peers from the sector. All referees agreed Mr Clark is ready for the role and would make an excellent Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau.
- 32 Referees commented on Mr Clark's thoughtful, engaging and collaborative approach to decision making. He is calm under pressure and doesn't rush to judgments. He listens to other people and has the ability to synthesise a range of views into a well-considered conclusion.
- 33 Mr Clark has a Masters in Management (Defence Studies) from the University of Canberra, and a Postgraduate Diploma in Defence Studies from the University of New South Wales.
- 34 In summary, I am of the view that Andrew Clark meets the requirements outlined in the attached position description.

***Conditions of Employment***

- 35 I have consulted with you as the Minister Responsible for the GCSB about the proposed appointment and you are supportive of the proposal.

- 36 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 Clark, including the proposed five-year term of appointment.
- 37 The Director-General of the Government Communications Security Bureau and Chief Executive must be able to obtain and maintain a Top Secret Special security clearance. Mr Clark has 9(2)(a) privacy security clearance.

**Publicity**

- 38 Subject to the Governor-General's acceptance of my recommendation, I intend to publicly announce the appointment of Mr Clark on 23 August 2023.
- 39 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**

- 40 I recommend that you:
- 1 **forward** my recommendation to **appoint** Andrew Charles Clark to the position of Director-General of the Government Communications Security Bureau and Chief Executive, Government Communications Security Bureau, to the Cabinet Appointments and Honours Committee for referral to the Governor-General in Council;
  - 2 **note** that an advice sheet 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 Clark, including his term of appointment;
  - 4 **note** that Mr Clark's employment is subject to him obtaining and maintaining a Top Secret Special 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 Clark on 23 August 2023; and
    - 5.2 proactively release associated documents on the Te Kawa Mataaho Public Service Commission's website.



Peter Hughes  
Te Tumu Whakarae mō Te Kawa Mataaho  
Public Service Commissioner, Head of Service



**Te Kawa Mataaho**  
Public Service Commission

## 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 the Treaty of Waitangi (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.

# He Whakamārama mō te Tūranga Position Description



**Te Kawa Mataaho**  
Public Service Commission



GOVERNMENT  
COMMUNICATIONS  
SECURITY BUREAU  
TE TIRA TIAKI

New Zealand Government

**Te Tūranga | Position**      **Te Tumu Whakarae mō Te Tira Tiaki | Director-General of the Government Communications Security Bureau and Chief Executive**

**Te pokapū | Agency**      **Te Tira Tiaki | Government Communications Security Bureau**

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

## Te whāinga o te tūranga | Position purpose

The Director-General of the Government Communications Security Bureau (the Director-General of the GCSB) is the Chief Executive of the Government Communications Security Bureau (GCSB). The GCSB is an intelligence and security agency that specialises in electronic communications, information assurance, information security, cyber security, and also has a regulatory role.

The GCSB contributes to Aotearoa New Zealand's national security by:

- Collecting, analysing and reporting intelligence, primarily foreign intelligence, in accordance with the Government's priorities;
- Providing government decision-makers with the intelligence required to help protect and advance Aotearoa New Zealand's national security or its international relations, or its international or economic well-being;
- Providing cyber security and information assurance services and advice to the New Zealand Government, public sector and other organisations of national significance, including responding to cyber security incidents that have a potential national impact;
- Providing advice and assistance to the New Zealand Police, the New Zealand Defence Force, and the New Zealand Security Intelligence Service (NZSIS) to facilitate their functions including in relation to domestic counter-terrorism, support for military operations and countering transnational organised crime;
- Providing technical services for government agencies who operate at Top Secret level, including the provision of the New Zealand Government Top Secret Network;
- Assessing telecommunications network change proposals and the likelihood that any proposal will lead to compromising or degrading Aotearoa New Zealand's public telecommunications network;
- Conducting risk assessments and providing national security advice on outer space and high-altitude activities with the New Zealand Security Intelligence Service (NZSIS);
- Providing cross-Government leadership as the Government Chief Information Security Officer (GCISO).

The GCSB is the national authority for Signals Intelligence and for information and cyber security. Given the size and complexity of this system leadership task, the GCSB works closely with other government departments as well as its international partners.

The major challenge for the Director-General of the GCSB is ensuring that the GCSB is positioned to respond to a fast evolving threat environment, including evolving its capabilities and systems.

Key priorities for the Director-General of the GCSB are:

- Contribute to the ability of Ministers and senior officials to make sound national security and foreign policy decisions;
- Protect classified information and systems and provide information cyber security services more broadly;
- Maintaining productive and effective technical links with counterpart offshore agencies ensuring the GCSB provides an uninterrupted conduit for classified material;
- With NZSIS maintain and enhance strategic alignment, joint operational activity and utilisation of shared functions and capabilities.
- As Government Chief Information Security Officer:
  - leverage the organisation's unique insights for cyber defence;
  - oversee system capability investment for cyber security;
  - set minimum technical security standards for good system hygiene, and produce technical and security guidance to support good information security governance and assurance practices;
  - uphold the concept of a unified public service;
  - ensure te ao Māori concepts, knowledge, values and perspectives are reflected in the work and ethos of the function.

The GCSB's head office is in Wellington. The GCSB hosts a number of shared services that provide enabling functions to the NZSIS, including human resources, finance, facilities, and common technology. It also provides secret information technology services across government. As at 30 June 2022, the GCSB had 535 full-time equivalent staff.

## Ngā haepapa | Accountabilities

### Te pūnaha | System

The Director-General of the GCSB must perform the 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 Director-General of the GCSB 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 Director-General of the GCSB will:

- Support the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o 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 within the agency;
- 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.

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Te pokapū | Agency      The Director-General of the GCSB is ultimately accountable to the Public Service Commissioner. On a day-to-day basis, the Director-General of the GCSB is accountable to the Minister Responsible for the Government Communications Security Bureau.

### Ngā hononga matua | Key relationships

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Te Kāwanatanga | Government      

- Minister Responsible for the Government Communications Security Bureau
- Minister for National Security and Intelligence
- Other relevant Ministers
- Cabinet External Relations and Security Committee (which is responsible for determining New Zealand’s National Intelligence Priorities)

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Pāremata | Parliament      

- Leader of the Opposition
- The Intelligence and Security Committee

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Te ratonga tūmatanui | Public Service      

- Members of the Public Service Leadership team
- New Zealand Intelligence Community (NZIC), which consists of the GCSB, the NZSIS, and the Department of the Prime Minister and Cabinet, who work closely and collaboratively with each other to support Aotearoa New Zealand’s national security sector and system
- Officials’ Committee for Domestic and External Security Coordination (ODESC), and the Security Intelligence Board
- GCSB supplies intelligence to a number of Government agencies including the Ministry of Foreign Affairs and Trade, the New Zealand Defence Force, New Zealand Police, Ministry of Defence, Department of Internal Affairs, New Zealand Customs Service, and the Ministry of Business, Innovation and Employment
- As Government Chief Information Security Officer, the Director-General of the GCSB helps strengthen Government decision making around information security and supports a system-wide uplift in security practice.

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Ngā iwi me ngā hapori whānui | Iwi and wider communities      

- Iwi and Māori organisations
- Nationally significant organisations
- Agencies undertaking space-related and high-altitude activities
- Internet service providers
- Telecommunications network operators

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Te ao whānui | International      

- Counterpart agencies in overseas jurisdictions

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E ai ki te ture | Statutory      The following offices have an oversight and scrutiny role:

- The Inspector General of Intelligence and Security
- Commissioners of Intelligence Warrants
- Intelligence and Security Community
- Other independent authorities including the Office of the Ombudsman, the Auditor-General, and the Privacy Commissioner

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## Te momo kaiarataki e whāia ana | Leader profile

### Te kaiaratakinga | Leadership

Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. 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 take mātāmua me mātua whai e angitu ai | Critical success priorities

The Director-General of the GCSB's critical success priorities are to:

- Build and maintain trust and confidence in the intelligence and security sector;
- Provide system leadership to the NZIC and other agencies by working seamlessly to achieve outcomes and maintaining effective responses to an increasingly complex and global threat-scape;
- Lead in building and maintaining effective collaborative relationships with partner agencies within Aotearoa New Zealand and with other jurisdictions;
- Ensuring collaborative and sector orientated relationships with Officials' Committee for Domestic and External Security Coordination (ODESC) system, the Security and Intelligence Board, the Hazard Risk Board and those government agencies with roles in Aotearoa New Zealand's security and intelligence community;
- Providing leadership, effective management and development of the GCSB and ensuring GCSB maintains a very high degree of technical proficiency;
- Modelling leadership and collaborative behaviours within the wider Public Service to achieve cross sector and whole of government outcomes;
- As a regulator, have excellent communications and exchange of information between the GCSB and relevant agencies that supports robust and resilient infrastructure and strong information security;
- Strengthen the GCISO functional leadership role and work with the Government Chief Digital Officer and the Government Protective Security Lead to reset and reposition the model for information security within digital government.

## Te momo tangata e whāia ana | Person profile

Ngā pūkenga me ngā wheako | Skills and Experience

Specific skills and experiences (focused on the person we are looking for):

- A high level of awareness of intelligence matters and cyber threats and how to address them;
- Experienced in taking a stewardship approach to advising Ministers on the future direction, sustainability, and performance of cyber security and information security matters across the government and private sectors;
- Highly skilled at managing relationships with Ministers, chief executives, non-government providers, and domestic and international stakeholders;
- A respected independent thought-leader with excellent judgement;
- Ability to make sound decisions in high stress situations;
- Skilled in developing a cohesive and high-performing leadership team;
- Experienced at creating, implementing, and reviewing agency vision, direction and performance, and changing these as necessary;
- Experienced in cross-sector governance and leading change across a devolved system or sector through influence and persuasion.

The Director-General of the GCSB must be <u>experienced and able to demonstrate</u> their ability to lead across the key dimensions set out in the table below:			
System Leadership	Organisational Leadership	Operational Delivery	Context and Relationship Management
Ability to lead with a system and future focus through collaboration and cross-sector governance.	Ability to maintain, adapt and improve capabilities to ensure that the organisation delivering multiple functions can continue to deliver into the future.	Ability to lead an organisation with diverse operational activities including intelligence, cyber security, information security and regulatory functions	Maintain effective working relationships and trust and confidence of Ministers and other stakeholders.
Capability to deliver standards and lead best practice through the Government Chief Information Security Officer function working with other related system leads e.g. GCDO, and GPSL.	Maintain and enhance the agency to support other agencies such as NZ Police, NZDF, MFAT, Customs and the NZSIS to deliver their functions through the provision of intelligence and technology.	Ability to evaluate and assess threats, and use judgement on when and how to act at all times within sector-specific legislation.	Maintain domestic and international partnerships to advance New Zealand's national security priorities.
Work with the New Zealand Intelligence Community and Security Intelligence Board agencies to protect New Zealand's national security.	Identify opportunities and work in collaboration with the New Zealand Security Intelligence Service to achieve intelligence and security outcomes.	Exercise appropriate discretion and judgement when using statutory powers and managing sensitive information.	Te ao Māori knowledge and capability and an understanding of the Crown's relationship with Māori as a Treaty partner.
Ability to work with private sector entities on a range of issues including cyber, information security and regulatory issues.		Ability to lead a high-performance culture within the organisation, and ensure the agency's compliance with sector-specific legislation.	Engage with communities and the public through clear communication and direction to build awareness of national security issues and initiatives.

Te taumata o te āheltanga |  
Security Clearance

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

Up to date information on the Government Communications Security Bureau's outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.gcsb.govt.nz>

Information on the New Zealand Intelligence Community can be found on the website <https://www.nzic.govt.nz/>

Other useful information is also available at the following links:

- Legislation: <https://www.gcsb.govt.nz/about-us/legislation/>
- Annual Reports: <https://www.gcsb.govt.nz/about-us/annual-reports/>

## **SUMMARISED CURRICULUM VITAE**

**Air Vice-Marshal Andrew Clark**

### ***Employment History***

#### **New Zealand Defence Force**

2018 - present	Chief of Air Force
2018	Air Component Commander
2016 - 2018	Assistant Chief - Capability
2015	Deputy Chief of Air Force
2014 - 2015	Director of Defence Intelligence
2012 - 2013	Director of Strategic Commitments
2009 - 2011	Assistant Chief of Air Force - Strategy
2008 - 2009	Commanding Officer, No. 5 Squadron
2005 - 2008	Project Manager, P-3K2 Orion Introduction into Service
1986 - 2004	Following training, a range of leadership, operational and flying roles

### ***Education and Qualifications***

2002	Postgraduate Diploma, Defence Studies, University of New South Wales
2001	Masters, Management (Defence Studies), University of Canberra



## In Executive Council

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*Her Excellency the Governor-General is recommended to*

Accept the recommendation of the Public Service Commissioner that

**Andrew Charles Clark**

be appointed, pursuant to schedule 7 clause 3 of the Public Service Act 2020,  
as the Director-General of the Government Communications Security Bureau and  
Chief Executive, Government Communications Security Bureau

A handwritten signature in black ink, appearing to be "A Little".

Hon Andrew Little  
Minister for the Public Service

*Approved in Council*

A handwritten signature in blue ink, appearing to be "C. K. ...".

A handwritten signature in blue ink, appearing to be "R. G. ...".

*Clerk of the Executive Council*

Date: 21 August 2023