

# SSC REPORT

STATE SERVICES COMMISSION  
TE KAWA MATUAHI



IN CONFIDENCE

## Appointment: Deputy State Services Commissioner

**Date:** 30 April 2019  
**Report No:** SSC2019/0125  
**Contact:** Kellie Coombes, Deputy Commissioner  
**Telephone:** 9(2)(a) privacy

	Action Sought	Deadline
Hon Chris Hipkins <b>Minister of State Services</b>	Sign and lodge the attached Cabinet Appointments and Honours Committee papers	By Thursday <b>2 May 2019</b>
Rt Hon Jacinda Ardern <b>Prime Minister</b>	Sign and lodge the attached Cabinet Appointments and Honours Committee papers	By Thursday <b>2 May 2019</b>

**Enclosure:** Yes

### Executive Summary

- 1 This paper notes your intention to recommend that the Governor-General appoint Ms Helene Quilter as the Deputy State Services Commissioner from 1 July 2019 to 30 June 2024. The position will become vacant on 30 June 2019, when Mr John Ombler's short-term appointment concludes.

### Recommended Action

We recommend that the Prime Minister:

- a **sign** the attached APH paper regarding the appointment of Ms Helene Quilter as the Deputy State Services Commissioner, for consideration by APH on 8 May 2019.

*Lodged / not lodged*

We recommend that the Minister of State Services:

- b **sign and lodge** the attached APH paper regarding the appointment of Ms Helene Quilter as the Deputy State Services Commissioner, for consideration by APH on 8 May 2019.

*Lodged / not lodged*

  
Rt Hon Jacinda Ardern  
**Prime Minister**

  
Hon Chris Hipkins  
**Minister of State Services**

IN CONFIDENCE

Chair, Cabinet Appointments and Honours Committee

## **Deputy State Services Commissioner: Appointment**

### ***Proposal***

- 1 It is proposed that the Cabinet Appointment and Honours Committee notes:
  - 1.1 the position of the Deputy State Services Commissioner became vacant with effect from 4 February 2019 when Ms Debbie Power departed the role. Mr John Ombler QSO was appointed as the Deputy State Services Commissioner on a short-term basis, from 4 February 2019 until 30 June 2019, to enable a recruitment process to take place for a long-term appointment.
  - 1.2 the Prime Minister's intention to recommend that the Governor-General in Council appoint Ms Helene Elizabeth Quilter as the Deputy State Services Commissioner from 1 July 2019 to 30 June 2024.

### ***Background***

- 2 Under section 12(1) of the State Sector Act 1988 (the Act), the Deputy State Services Commissioner is appointed by the Governor-General in Council on the recommendation of the Prime Minister.
- 3 The position of Deputy State Services Commissioner will become vacant on 30 June 2019 after Mr John Ombler's short-term appointment concludes.
- 4 Section 12 of the Act states that there shall be an officer to be called the Deputy State Services Commissioner. Subject to the control of the State Services Commissioner, the Deputy State Services Commissioner has all the functions, duties and powers of the State Services Commissioner.
- 5 Section 13 of the Act states that the Deputy State Services Commissioner shall be appointed for a term not exceeding five years and that they shall be eligible for reappointment from time to time.

### ***Requirements of the position***

- 6 The position description was considered by Cabinet on 10 December 2018 and confirmed as the basis for recruitment to the role [CAB-18-MIN-0618].
- 7 The following criteria for the role are non-statutory, but agreed with the Prime Minister as desirable qualities to be sought in a candidate. The criteria are an experienced senior leader who understands the Public Service, and who:
  - 7.1 Has proven integrity, judgement and courage, and constantly uses this in their decision making.
  - 7.2 Preferably has a legal or policy background, and possibly with experience in running an organisation or large unit.
  - 7.3 Has in depth knowledge of the New Zealand system of government including how Ministers and Parliament function day to day, as well as a thorough understanding of the constitutional arrangements and conventions that apply.

- 7.4 Is able to establish and maintain effective trusted relationships with, and the confidence of, Ministers, Public Service Chief Executives (CEs), other leaders, and the wider State services.
  - 7.5 Can comfortably navigate ambiguity with sophistication and deftness, is resilient, can perform under pressure, and can work at pace.
  - 7.6 Has proven experience in leading and managing sensitive issues, can quickly learn about and understand issues/work areas as required.
  - 7.7 Is comfortable addressing and discussing hard issues with CEs and Ministers, and finding creative solutions to challenges.
  - 7.8 Able to work with staff at all levels, and to personally undertake the work required to get the job done.
- 8 The Deputy State Services Commissioner must be prepared to lead as Head of State Services when the State Services Commissioner is absent from duty for any reason or the position is vacant, and automatically exercise these functions, duties and powers. The Deputy State Services Commissioner also provides support to the State Services Commissioner in the exercise of their responsibilities as Chief Executive of the State Services Commission (SSC).
- 9 The Deputy State Services Commissioner will demonstrate and exemplify the spirit of service ethos, and assist the State Services Commissioner to deliver on SSC's vision for a more connected and engaged, world class Public Service that is ready for the future and is agile, adaptive and able to meet the needs and demands of the day.

### **Selection Process**

- 10 The State Services Commissioner administered the appointment process, in accordance with past practice.
- 11 The Deputy State Services Commissioner was advertised online and in newspapers from 11 December 2018. Applications closed on 28 January 2019.
- 12 Recruitment and assessment consultants were engaged to assist with the selection process. <sup>9(2)(a) privacy</sup> candidates applied for the position, and a shortlist was interviewed for the role.
- 13 On 5 April 2019, an interview panel was convened and chaired by the State Services Commissioner, Mr Peter Hughes CNZM, which included the Deputy State Services Commissioner, Mr John Ombler QSO, Dame Margaret Bazley ONZ DNZM (Prime Minister's nominee), and Ms Sandi Beatie QSO.

### **Recommended appointee**

- 14 The Prime Minister considers that Ms Helene Quilter meets the requirements for appointment as the Deputy State Services Commissioner for a five year term, commencing on 1 July 2019 to 30 June 2024.
- 15 In her current role as the Secretary and Chief Executive of the Ministry of Defence, Ms Quilter leads an organisation of 150 people, and manages a capital budget of \$4 billion. Over the last five years, she has developed and implemented the organisation's reform of investment management and asset performance, and chaired the Defence Capability Management and the Capability Reform Boards.
- 16 Ms Quilter finishes her term as the Secretary and Chief Executive of the Ministry of Defence on 30 June 2019. Mr Andrew Bridgman will then transfer to the position of Secretary of Defence and Chief Executive, Ministry of Defence from 1 July 2019.

- 17 Her previous roles include spending five years as a Deputy Commissioner at the SSC and nine years at the Ministry of Social Development (MSD) in second tier positions. She was also seconded to the New Zealand Police to review policy capability from December 2005 to June 2006.
- 18 Ms Quilter is a seasoned senior leader with breadth and depth of experience in the Public Service. She has a passion for helping other Chief Executives, including assisting them in working with Ministers, and is herself highly practised in navigating the political interface and dealing with a range of stakeholders. Ms Quilter is used to managing complex and difficult issues, and has proven resilience. She is an intelligent and curious leader with the necessary experience, qualities, and characteristics to perform the role.
- 19 Ms Quilter achieved a Master of Strategic Studies (Distinction) degree at Victoria University in 2005.

### **Comment**

- 20 The panel agreed unanimously that Ms Quilter has the proven experience and ability to establish credibility within the role and successfully gain the confidence of Ministers and Public Service chief executives as the Deputy State Services Commissioner.
- 21 The State Services Commission subsequently carried out reference checks and further probity which supported the panel's view.

### **Remuneration and conditions of appointment**

- 22 Section 15 of the Act states that remuneration of the Deputy State Services Commissioner and related conditions are determined by the Remuneration Authority. Other conditions of appointment, including leave and other entitlements, are agreed between the appointee and the State Services Commissioner.
- 23 The appointee will be required to maintain and hold a Top Secret Special security clearance. Ms Quilter currently holds 9(2)(a) privacy clearance.

### **Consultation**

- 24 The Leader of the Opposition has been consulted on this appointment and supports the recommendation to appoint Ms Helene Quilter as Deputy State Services Commissioner.


### **Publicity**

- 25 The Minister of State Services will announce Ms Quilter's appointment.

### **Recommendations**

- 26 It is recommended that Cabinet:
  - 1 **note** that the position of Deputy State Services Commissioner will become vacant on 30 June 2019.
  - 2 **note** that the Prime Minister intends to recommend that the Governor-General appoint Ms Helene Elizabeth Quilter as the Deputy State Services Commissioner for a five year term commencing on 1 July 2019 to 30 June 2024.
  - 3 **note** that Ms Quilter finishes her term as the Secretary and Chief Executive of the Ministry of Defence on 30 June 2019. Mr Andrew Bridgman will then transfer to the position of Secretary of Defence and Chief Executive, Ministry of Defence from 1 July 2019.
  - 4 **note** that Ms Quilter, if appointed, would be required to maintain and hold a Top Secret Special security clearance.

- 5 **note** that the remuneration of the Deputy State Services Commissioner is determined by the Remuneration Authority and other conditions of appointment, including leave, are agreed between the appointee and the State Services Commissioner.



Rt Hon Jacinda Ardern  
Prime Minister

30 / 4 / 19



Hon Chris Hipkins  
Minister of State Services

30 / 4 / 19

RELEASED BY SSC UNDER OUR COMMITMENT TO OPEN GOVERNMENT

## CURRICULUM VITAE

**Helene Quilter**

### ***Employment History***

- 2012 - present **Ministry of Defence**  
Secretary of Defence and Chief Executive
- 2009 - 2012 **State Services Commission**  
Deputy Commissioner, Sector and Agency Performance Group
- 2007 - 2009 **State Services Commission**  
Deputy Commissioner, System Improvement
- 2006 - 2007 **Ministry of Social Development**  
Deputy Chief Executive, Corporate and Governance Group
- 2005 - 2006 **New Zealand Police**  
Reviewer (secondment from Ministry of Social Development)
- 2005 **State Services Commission**  
Project Manager (secondment from Ministry of Social Development)
- 2004 - 2005 *Study leave*
- 2001 - 2004 **Ministry of Social Development**  
Deputy Chief Executive, Corporate and Governance Group

### ***Academic Qualifications and Leadership Training***

- 2011 Advanced Leadership Programme, Leadership Development Centre
- 2010 Transformational Leadership, Darden University, USA
- 2004 – 2005 Master of Strategic Studies (Distinction), Victoria University of Wellington
- 1985 Senior Executive Programme, London Business School

### ***Professional Memberships***

- Diversity Works Trust Board (member)
- School of Dance Board (member)
- New Zealand Institute of Management (member)



## In Executive Council

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*Her Excellency the Governor-General is recommended to sign the  
attached Order in Council appointing  
**HELENE ELIZABETH QUILTER**  
as Deputy State Services Commissioner  
for a term commencing on 1 July 2019 and ending on  
30 June 2024*

Rt Hon Jacinda Ardern  
Prime Minister

*Approved in Council*

*Patsy Reddy*

*Michael Wether*

*Clerk of the Executive Council*

Date: *13 May 2019*



**APPOINTMENT OF DEPUTY STATE SERVICES COMMISSIONER**

*Patsy Reddy*

Governor-General

PURSUANT to sections 12 and 13 of the State Sector Act 1988 I, the Right Honourable Dame Patsy Reddy GNZM, QSO, Governor-General of New Zealand, acting on the advice and with the consent of the Executive Council, and on the recommendation of the Prime Minister, hereby appoint:

**HELENE ELIZABETH QUILTER**

of Wellington

to be the Deputy State Services Commissioner for a term commencing on 1 July 2019 and ending on 30 June 2024.

Given in Executive Council under the hand of Her Excellency the Governor-General this 13<sup>th</sup> day of *May* 2019.

*Michael Welch*

Clerk of the Executive Council