



Te Kawa Mataaho

Public Service Commission

15 September 2020

9(2)(a)
privacy

Dear 9(2)(a)

Official Information Request - Historic Complaint Relating to IR

Ref: 2020-0067

I refer to your Official Information Act 1982 (OIA) request dated 17 August 2020, received by the Te Kawa Mataaho Public Service Commission (the Commission) on 24 August 2020 where you have asked:

- *for a copy of Deputy State Services Commissioner, Ms Quilter's position description, conditions of appointment*
- *did Ms Quilter have knowledge of this case which at its core and foundation is the lying to OIA request, lying to Ministers, lying to Parliament about what the Taxpayers blitzed letters were in fact.*

Information being released

In response to request, please find in the table below a list of the documents we are releasing to you that relate to the appointment of the current Deputy Public Service Commissioner (former known as the Deputy State Services Commissioner).

Item	Document Description	Decision
1	Deputy State Services Commission Position Description	Released in Full
2	Cabinet Paper - Deputy State Services Commissioner: Appointment	Publicly Available
3	SSC Report – Appointment: Deputy State Services Commissioner	Publicly Available
4	Summarised CV	Publicly Available
5	Warrant	Publicly Available

On 20 May 2019, the Commission proactively released the information related to Ms Quilter's appointment which can be found on our website [here](#). We have also included a copy of these documents with the information we are releasing to you.

Paragraphs 22 and 23 in the proactively released Cabinet paper refers to the remuneration and conditions of appointment and recommendation 1 refers to the term of appointment. As noted in the Cabinet paper, remuneration and related conditions of employment for this role are determined by the Remuneration Authority.

You have further asked " did Ms Quilter have knowledge of this case which at its core and foundation is the lying to OIA request, lying to Ministers, Lying to Parliament about what the Taxpayers blitzed letters were in fact"

On the receipt of your letter dated 17 August 2020, the Deputy Public Service Commissioner had no knowledge of the matters you have outlined in this correspondence.

If you wish to discuss this decision with us, please feel free to contact Ministerial.Services@publicservice.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that we intend to publish this letter (with your personal details removed) on the Commission's website.

Yours sincerely



Nicky Dirks

Managing Principal – Ministerial Services

Te Kawa Mataaho Public Service Commission

STATE SERVICES COMMISSION
TE KAWA MATAAHO



Position Description	
Position	Deputy State Services Commissioner
Department	State Services Commission
Position purpose	<p>The State Services Commission (SSC) leads the Public sector to improve outcomes and services for New Zealand and New Zealanders, while protecting and enhancing the standards of integrity and conduct. The Deputy State Services Commissioner works closely and collaboratively with the State Services Commissioner to provide leadership and oversight of the sector.</p> <p>The Deputy State Services Commissioner is a statutory role. Under section 12(1) of the State Sector Act 1988, the Deputy State Services Commissioner is appointed by the Governor-General in Council on the recommendation of the Prime Minister.</p> <p>Subject to the control of the State Services Commissioner, the Deputy State Services Commissioner has and may exercise all or some of the functions, duties and powers of the State Services under the State Services Act 1988.</p> <p>The Deputy State Services Commissioner must be prepared to lead as Head of State Services when the State Services Commissioner is vacant or absent from duty for any reason, and automatically exercises 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 SSC.</p> <p>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.</p>
Key external relationships	<p>Government and Parliament:</p> <ul style="list-style-type: none"> • Prime Minister, Minister of State Services and all other Ministers: The Deputy State Services Commissioner will establish and maintain effective trusted relationships with, and provide advice and support to Ministers. The Deputy State Services Commissioner will work to ensure the Public Service is best placed to achieve the objectives of the Government, and to frame and implement Government policy. • In matters relating to decisions on individual Public Service chief executives, the Deputy State Services Commissioner is not responsible to the Minister of State Services, and shall act independently, except as provided in sections 35, 36, 38 and 39 of the State Sector Act 1988. <p>Sector:</p> <ul style="list-style-type: none"> • Public Service chief executives and other leaders: The Deputy State Services Commissioner is at the forefront of building and maintaining effective relationships with chief executives as individuals and as a cohort, as well as leading and contributing to chief executive governance groups and collective system leadership, including the State Services Leadership Team. • Wider State services: SSC works collaboratively with departments and departmental agencies, non-Public Service departments and Crown entities.

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- SSC is the host department for the Social Investment Agency. The Social Investment Agency and the Leadership Development Centre are part of SSC.

Communities and the public:

- External stakeholders: develop and maintaining relevant and effective relationships including community and business links to promote the role of the State services and SSC.
- International jurisdictions and contacts.

Performance profile

Accountabilities

System leadership

Subject to the control of the State Services Commissioner, the Deputy State Services Commissioner may exercise all or some of the functions, powers and duties of the State Services Commissioner, including:

- Reviewing governance and structures across all areas of government, and advising on improvements to the performance, functioning and structure of the State sector system;
- Developing senior leadership and management capability in the Public Service, including succession planning and developing current and future leaders of the Public Service both individually and as a cohort team;
- Promoting the development of workforce capability and capacity in the Public sector, and promoting good-employer obligations in the Public Service. Including working with chief executives to attract and retain a diverse Public Service, leading a system-wide response to reduce and close the gender pay gap, and promoting high standards in workplace relations and employment matters;
- Providing strategic oversight and direction for all Public Service chief executive appointments and reappointments and managing and reviewing chief executive performance;
- Reviewing the performance of departments and departmental agencies and assisting agencies to improve;
- Promoting and reinforcing high standards of integrity and conduct in the State services to ensure the confidence of New Zealanders is maintained;
- Promoting open government and transparent accountability;
- Exercising any other functions for the administration and management of the Public Service as directed by the Prime Minister; and
- Undertaking investigations or inquiries as required.

Critical success priorities

SSC leadership

The Deputy State Services Commissioner provides support to the State Services Commissioner in the exercise of their responsibilities as Chief Executive, including:

- Ensuring effective organisational governance and providing leadership in operational matters;
- Ensuring SSC's responsiveness to Government priorities and interests;
- Planning and actively managing for SSC's medium term and long term interests, including capability, information and privacy stewardship, legislation administered by SSC, and managing the assets and liabilities of the Crown;
- Providing high quality and free and frank advice to the Government on organisational matters, and the performance, functioning and structure of the State sector system;
- Responsibility for the integrity and conduct of employees of SSC;
- Contributing to setting the strategic direction of SSC, establishing priorities and ensuring the allocation of resources required to achieve this;
- Managing the SSC Senior Leadership Team, ensuring development and succession plans are in place for senior leaders and representing their interests to the Career Boards; and
- Contributing to building a culture of working collaboratively with external parties and developing strong partnerships, in both the public and private sectors.

Person profile	
Person specific competencies	<i>The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to: https://www.ssc.govt.nz/leadership-success-profile</i>
Leading strategically	Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.
Leading with influence	Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.
Achieving through others	Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.
Enhancing people performance	Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.
Enhancing organisational performance	Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.
Leading at the political interface	Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.
Resilient	Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
Security Clearance	<i>Appointment will be subject to a New Zealand Government Top Secret Special security clearance.</i>

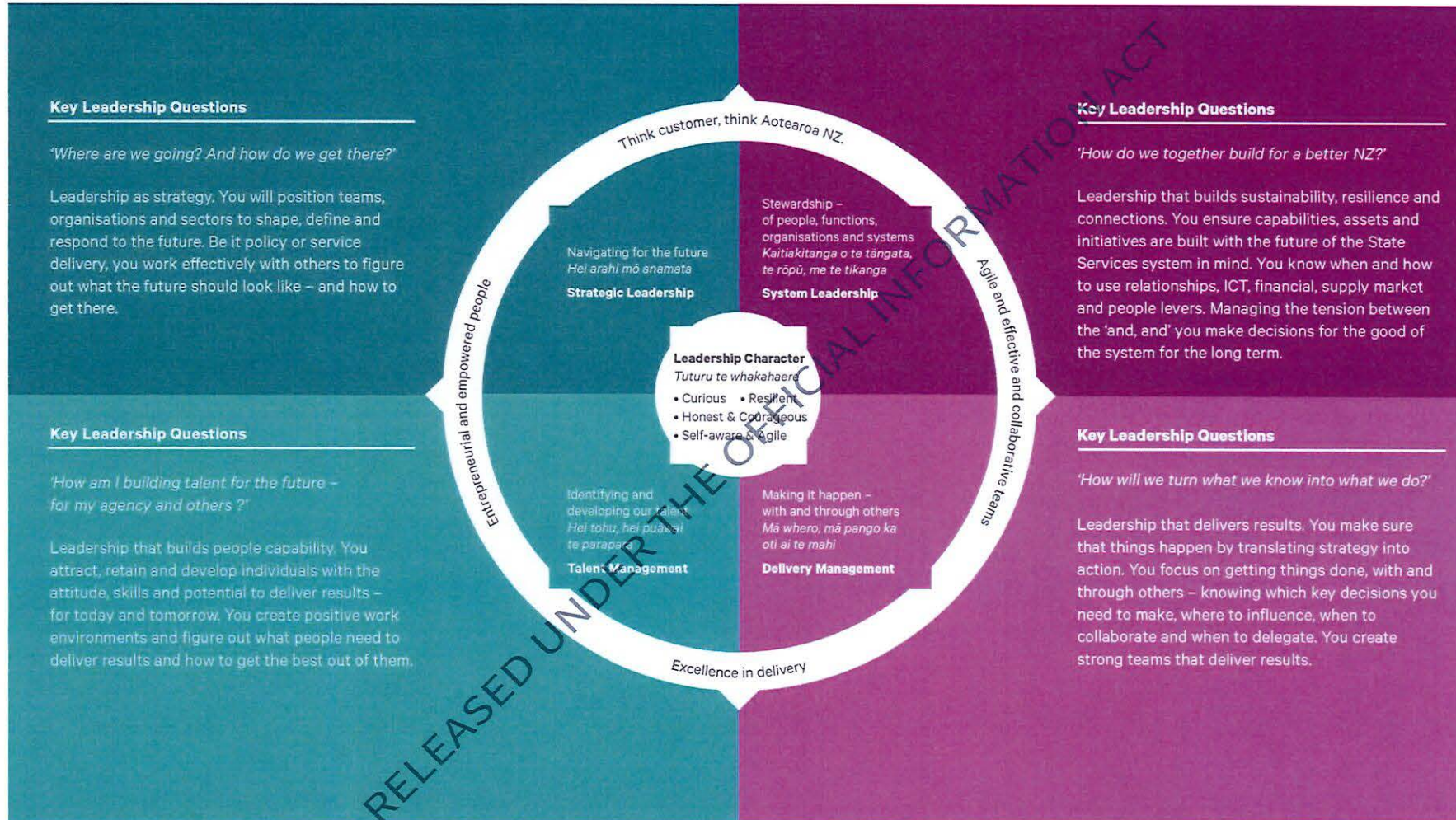
Up to date information on the State Services Commission's outcomes, organisational structure, dimensions and appropriations can be found on the website: <http://www.ssc.govt.nz/>.

SSC's Annual Report 2018 is available here: <http://www.ssc.govt.nz/ar2018>.

Other useful information also available through the following link: <http://www.ssc.govt.nz/information-releases>. This includes links to the Briefings to the Incoming Government and to the Incoming Minister of State Services, both released following the 2017 Election.

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Leadership Success Profile



SSC REPORT

STATE SERVICES COMMISSION
TE KAWA NATAAHU



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 Minister of State Services	Sign and lodge the attached Cabinet Appointments and Honours Committee papers	By Thursday 2 May 2019
Rt Hon Jacinda Ardern Prime Minister	Sign and lodge the attached Cabinet Appointments and Honours Committee papers	By Thursday 2 May 2019

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. 9(2)(a) privacy 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

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 13th day of *May* 2019.

Michael Welch

Clerk of the Executive Council