



## Reappointment: Public Service Commissioner

**Date:** 18 November 2020      **Security Level:** SENSITIVE  
**Report No:** 2020/0212  
**Contact:** Helene Quilter, Deputy Public Service Commissioner  
**Telephone:** 9(2)(a) privacy

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	<b>Actions Sought</b>	<b>Due Date</b>
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Sign and lodge the attached joint Cabinet Business Committee (CBC) papers  Note you will shortly receive draft Conditions of Appointment for reappointment of the Public Service Commissioner, for agreement and referral to the Prime Minister for signature	19 November 2020
<b>Rt Hon Jacinda Ardern, Prime Minister</b>	Sign the attached joint Cabinet Business Committee (CBC) papers  Note you will shortly receive Conditions of Appointment for reappointment of the Public Service Commissioner, for your signature	19 November 2020

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Enclosure: Yes

## Executive Summary

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- 1 The Prime Minister intends to reappoint Mr Peter Hughes CNZM as Public Service Commissioner for a second term of three years.
- 2 In line with past practice, the Prime Minister and Minister for the Public Service will submit a joint paper to Cabinet seeking acceptance of the recommendation to reappoint Mr Hughes and authorisation to submit this recommendation to the Governor-General.
- 3 Under schedule 4 clause 3 of the Public Service Act 2020, the Remuneration Authority determines the remuneration for the Public Service Commissioner.
- 4 In accordance with past practice, the Minister for the Public Service agrees reappointment conditions other than remuneration with the Public Service Commissioner, on behalf of the Prime Minister. The Minister for the Public Service will shortly be provided draft Conditions of Appointment for agreement, and referral to the Prime Minister for her signature.

## **Recommended Action**

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We recommend that you:

- a **sign and lodge** the attached joint paper regarding the reappointment of Mr Peter Hughes CNZM as Public Service Commissioner, for consideration by the Cabinet Business Committee on 25 November 2020 and Cabinet on 30 November 2020

*Signed / Not signed*

- b **note** you will shortly receive draft Conditions of Appointment for reappointment of the Public Service Commissioner for agreement, and referral to the Prime Minister for signature

*Noted*

Hon Chris Hipkins

**Minister for the Public Service**

We recommend that the Prime Minister:

- c **sign** the attached joint paper regarding the reappointment of Mr Peter Hughes CNZM as Public Service Commissioner, for consideration by the Cabinet Business Committee on 25 November 2020 and Cabinet on 30 November 2020

*Signed / Not signed*

- d **note** you will shortly receive Conditions of Appointment for reappointment of the Public Service Commissioner, for your signature

*Noted*

Rt Hon Jacinda Ardern

**Prime Minister**

Chair  
Cabinet

## **Public Service Commissioner: Reappointment**

### **Proposal**

- 1 We recommend that Peter Stanley Hughes CNZM be appointed to the position of Public Service Commissioner (Commissioner), under schedule 4 clause 1(2) of the Public Service Act 2020, for a second term of three years commencing 4 July 2021.
- 2 We consider that Mr Hughes should continue to act as Head of Service for the Public Service and to lead Te Kawa Mataaho Public Service Commission (the Commission) as Chief Executive.
- 3 During his tenure as Commissioner, the Public Service and the Commission (formerly the State Services Commission) have benefited from Mr Hughes' strong strategic and transformational leadership. As Head of Service he has worked with the Minister for the Public Service, other senior Ministers, and the Public Service secretaries to lead an ambitious programme of public sector reforms aimed at building better outcomes and services for New Zealanders, including the passage of the Public Service Act 2020.
- 4 Mr Hughes has been successful in the appointment and performance management of departmental secretaries and chief executives, and has been adept in addressing risks and issues as they arise. He has promoted transparency and informed public debate on issues of system performance and integrity in the Public Service.
- 5 The Commission has become a high-performing organisation, committed to excellence in its system leadership role, and to setting and delivering on ambitious goals.
- 6 We recommend a reappointment term of three years. This term of reappointment reflects the need for sustained, focussed leadership of the Public Service for continued implementation of the Government's approach to public sector reform, and to support the Government in its COVID-19 pandemic response and recovery. This includes progressive implementation of the provisions contained in the Public Service Act 2020.
- 7 It is recommended that Cabinet accept this recommendation and authorise its submission to the Governor-General in Council.
- 8 Attached is a summarised curriculum vitae for Mr Hughes and a warrant for signing by the Governor-General.

## **Background**

- 9 The Commissioner is appointed by the Governor-General on the recommendation of the Prime Minister.
- 10 Mr Hughes' current term as Commissioner will end on 3 July 2021, by which time he will have completed five years in office.
- 11 The Office of the Public Service Commissioner is central to New Zealand's politically neutral, effective and unified Public Service. The Commissioner has two separate offices:
  - 11.1 as holder of a statutory office, the Commissioner acts independently on a range of matters to do with the leadership and operation of the Public Service, the public sector and wider system – including the appointment of Public Service secretaries and chief executives; and
  - 11.2 as Chief Executive of Te Kawa Mataaho Public Service Commission, the department that supports the Commissioner in the performance of this role, the Commissioner is responsible to the Minister for the Public Service for the Commission's capability and performance.
- 12 The Public Service Act 2020 provides that the Commissioner acts as the Head of Service for the Public Service. The Head of Service is responsible to the government of the day for the overall performance and integrity of the Public Service, and for leadership of its agencies and workforce. As Head of Service, the Commissioner works closely with the heads of the other two central agencies, The Treasury and the Department of the Prime Minister and Cabinet.
- 13 The Commissioner is required to undertake, establish and maintain effective working relationships with ministers and key stakeholders, being sensitive to political processes and anticipated risks. He must have the ability to manoeuvre through complex political, legislative and regulatory processes of Government effectively and quietly while maintaining the required standards of political neutrality.

## **Comment**

- 14 Mr Hughes has served as Commissioner since 4 July 2016. Before this, he was Secretary for Education and Chief Executive, Ministry of Education - a role he held from June 2013. Prior to this, he was Head of School and Professor of Public Management at the Victoria University of Wellington School of Government.
- 15 Mr Hughes has served 20 years as a Chief Executive in the public sector, ten years of which was as Chief Executive of the Ministry of Social Development. He has also served as Chief Executive of the Department of Internal Affairs, and the Health Funding Authority.
- 16 Since being appointed in 2016, Mr Hughes has worked closely with the Minister for the Public Service and Cabinet to take significant steps to reform the way the Public Service operates, to deliver better outcomes and services for New Zealand and New Zealanders. The Public Service is being refocused to put serving New Zealanders at the forefront of its thinking.
- 17 Mr Hughes has led the Public Service secretaries as the Public Service Leadership Team, to reunify the Public Service around the spirit of service. He has focused

them on working collectively to achieve the Government's policy directions, improve the Public Service system, develop workforce capability, and drive greater diversity and inclusion across the system.

- 18 Under Mr Hughes' leadership, the increased focus on Public Service capability has led to improvements in key functional areas such as property, digital, data and procurement, establishing leadership of these functions for the system. New models for cross-agency working are being developed and refined, such as the Family Violence and Sexual Violence Joint Venture. These are now supported by provisions under the Public Service Act 2020.
- 19 There has been a strengthened emphasis on the diversity of the Public Service Leadership Team and of the wider Public Service system. Through appointment decisions, we now have a more diverse group of Public Service secretaries and chief executives and women are proportionally represented in this cohort. Women also occupy bigger jobs in similar proportions to their male colleagues.
- 20 With the Minister for the Public Service, Mr Hughes has taken tangible steps to improve public trust and confidence in the Public Service. The Public Service Act 2020 includes principles and values that reinforce and protect the legitimacy and integrity of the Public Service. He has shown strong leadership through investigations and taking a position when required, and establishing model standards that set default positions for conduct in the Public Service.
- 21 Performance pay has been removed from Public Service secretary remuneration and the top end of senior executive salaries has been reduced. Programmes that support greater openness and transparency across government have been established, such as regular and proactive release of Cabinet documents, Official Information Act request statistics, and Public Service workforce data.
- 22 Mr Hughes has established closer working relationships with the Crown entity sector, which has led to closer alignment on matters including chief executive pay.
- 23 As Head of Service, Mr Hughes has ensured the Public Service is well positioned through COVID-19 to deliver the services New Zealanders need, implement the Government's response, and ensure the health, safety and wellbeing of the public servants who continue to deliver this response.
- 24 The Public Service Fare was established in 2020 to improve outcomes for citizens of the Pacific region by strengthening Pacific public sector effectiveness and democratic governance. Through this initiative, Mr Hughes' leadership supports the Government's priorities for the Pacific region.

### **Term of Reappointment**

- 25 We recommend the appointment of Mr Hughes for a second term in office of three years. That means that by the end of his reappointed term he will have served as Commissioner for eight years.
- 26 Since the passage of the State Sector Act 1988, five Commissioners have been appointed. Mr Don Hunn served ten years, Mr Michael Wintringham served seven years, Dr Mark Prebble served four years, and Mr Iain Rennie served eight years in the role.
- 27 A three-year term of reappointment is proposed for several reasons. After several years of policy development in the Government's approach to public sector reform

and the passage of the Public Service Act in August 2020, the priority is now focussed on implementation. Mr Hughes is well-placed to lead this transformational work given his role in working closely with the Government on its reform agenda. In addition, Mr Hughes has ably supported the Government in leading through the initial COVID-19 national pandemic period. He continues to be a key enabler of the Government's response to, and ongoing management of, the COVID-19 threat and its impacts.

28 Attached is a position description which has been agreed by us. The following are the critical areas of success for the Commissioner in the coming three years:

28.1 Public Service transformation – organising the Public Service around the priority outcomes of the Government, and driving more integrated services to respond to the key issues facing the public sector and New Zealand both now and in the future;

28.2 Public Service capability – building strong capability and functional leadership across the Public Service system, and increasing its agility, adaptability and interoperability so that capability can be accessed and deployed where it is needed;

28.3 Further reform opportunities – ensuring that the public sector is driving further innovation and progress in the areas of open government and active citizenship;

28.4 Support key government priorities – ensuring that departments and departmental leaders take an innovative and collaborative approach to designing and delivering services; and

28.5 Ensuring cross-agency work is effective and delivers better outcomes and services for New Zealanders.

### **Conditions of Appointment**

29 Schedule 4 clause 1 of the Public Service Act 2020 provides that the Commissioner must be appointed for a term of up to five years and may be reappointed for further terms. We propose this reappointment be for a three-year term, with effect from 4 July 2021.

30 According to schedule 4 clause 3 of the Public Service Act 2020, the Remuneration Authority determines the remuneration for this position. Conditions of appointment relating to leave and other entitlements follow the provisions of the standard Public Service secretary employment agreement. The Minister for the Public Service will agree conditions of appointment other than remuneration, on behalf of the Prime Minister.

31 It is expected that Mr Hughes maintains a 9(2)(a) privacy national security clearance.

### **Announcement and Consultation**

32 The Minister for the Public Service will announce this reappointment.

33 It will also be notified in the New Zealand Gazette, as is normal practice with Public Service secretary reappointments.

## Recommendations

34 It is recommended that the Cabinet:

- 1 **note** that Peter Hughes' current term as Public Service Commissioner ends on 3 July 2021
- 2 **accept** the recommendation of the Prime Minister to appoint Peter Stanley **HUGHES** as Public Service Commissioner, under section 42(1) of the Public Service Act 2020, for a term of three years, commencing 4 July 2021
- 3 **note** that Mr Hughes' summarised curriculum vitae and warrant for appointment are attached
- 4 **note** that the Remuneration Authority determines the remuneration for this position
- 5 **note** that other conditions of appointment will be agreed by the Minister for the Public Service on behalf of the Prime Minister
- 6 **authorise** the submission to the Governor-General in Council of the recommendation to appoint Mr Hughes
- 7 **note** that the reappointment will be notified by the Minister for the Public Service and in the *New Zealand Gazette*.



Rt Hon Jacinda Ardern  
**Prime Minister**

25/11/20



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

**19/11/2020**



## ***Employment History***

2016 - present	<b>Te Kawa Mataaho Public Service Commission</b> Public Service Commissioner
2013 - 2016	<b>Ministry of Education</b> Secretary for Education and Chief Executive
2011 - 2013	<b>Victoria University of Wellington</b> Head of School, Professor of Public Management, School of Government
2001 - 2011	<b>Ministry of Social Development</b> Chief Executive
2000 - 2001	<b>Department of Internal Affairs</b> Chief Executive and Secretary for Internal Affairs
1999 - 2001	<b>Health Funding Authority</b> Chief Executive Officer
1995 - 1999	<b>Ministry of Health</b>
1998 - 1999	Deputy Director-General of Health, Performance Management
1996 - 1998	General Manager, Implementation
1995 - 1996	General Manager, Corporate and Information
1993 - 1995	<b>New Zealand Income Support Service and New Zealand Employment Service</b> Southern Regional Manager

## ***Boards and Professional Bodies***

Current	Chartered Member of the Institute of Directors in New Zealand
2017 - present	Chair, Australia and New Zealand School of Government
2016 - 2017	Director, Australia and New Zealand School of Government
2012 - 2013	Chair, Careers New Zealand
2011 - 2013	Director, Australia and New Zealand School of Government
2010 - 2013	Commissioner, Earthquake Commission
2003 - 2013	Trustee, Equal Employment Opportunities Trust
2008 - 2011	Trustee, Leadership Development Centre
2008 - 2011	Chair, Victoria University School of Government Advisory Board



***Fellowships***

Fellow of the Institute of Public Administration in New Zealand  
Fellow of the Australia and New Zealand School of Government  
Hunter Fellow, Victoria University of Wellington  
Fellow of the New Zealand Institute of Management

***Academic Qualifications***

1993	Master of Public Administration, Harvard University
1992 - 1993	Harkness Fellow of the Commonwealth Fund of New York
1985	Post-Graduate Diploma in Business and Administration, Massey University
1981	Bachelor of Arts, Victoria University of Wellington



Wellington, 30<sup>th</sup> November 2020

Her Excellency the Governor-General is respectfully advised to appoint,  
pursuant to section 42(1) of the Public Service Act 2020

**Peter Stanley Hughes**

as Public Service Commissioner for a term of three years.

A handwritten signature in blue ink, appearing to be 'JA', written over a horizontal line.

Rt. Hon Jacinda Ardern  
Prime Minister

Appointed

A handwritten signature in blue ink, appearing to be 'Patsy Reddy', written over a horizontal line.

Governor-General

30 / 11 / 2020



**Appointment of the Public Service Commissioner**

A handwritten signature in blue ink that reads 'Patsy Reddy'.

Governor-General

Pursuant to section 42(1) of the Public Service Act 2020,  
I, the Right Honourable Dame Patsy Reddy, GNZM, QSO, Governor-General of New Zealand,  
hereby appoint:

**Peter Stanley Hughes**

as Public Service Commissioner for a term of three years,  
commencing on 4 July 2021.

Given under the hand of Her Excellency the Governor-General of New Zealand and issued  
this 30th day of November 2020.

A handwritten signature in blue ink, appearing to be 'JA', representing Jacinda Ardern.

Rt Hon Jacinda Ardern  
Prime Minister



**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

**Te Tūranga | Position**      **Te Tumu Whakarae mō Te Kawa Mataaho | Public Service Commissioner, Head of Service and Chief Executive**

**Te pokapū | Agency**      **Te Kawa Mataaho Public Service Commission**

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

## Te whāinga o te tūranga | Position purpose

The Office of the Public Service Commissioner is central to New Zealand's politically neutral, effective and unified Public Service. The Commissioner has two separate statutory offices:

- as holder of a statutory office, the Commissioner acts independently on a range of matters to do with the operation of the Public Service, the public sector and wider system – including the appointment of Public Service secretaries and chief executives; and
- as Chief Executive of Te Kawa Mataaho Public Service Commission (the Commission), the department that supports the Commissioner in the performance of this role, the Commissioner is responsible to the Minister for the Public Service for the Commission's capability and performance.

The Public Service Commissioner acts as the Head of Service. The Head of Service is responsible to the government of the day for the overall performance and integrity of the Public Service, and for leadership of its agencies and workforce. As Head of Service, the Public Service Commissioner works closely with the heads of the other two Central agencies, The Treasury and the Department of the Prime Minister and Cabinet.

## Ngā haepapa | Accountabilities

**Te pūnaha | System**      The Public Service Commissioner has the responsibilities, functions and duties as set out in the Public Service Act 2020 and in other relevant statutes and legislation.

As leader of the Public Service Leadership Team, the Public Service Commissioner is responsible for providing strategic leadership that contributes to an effective and cohesive Public Service; working with secretaries and chief executives to model leadership behaviours; and assisting these senior leaders to fulfil their responsibilities.

As a Public Service leader, the Public Service 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 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 you lead also does so; and

- Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020.

The key accountabilities of the Public Service Commissioner are to:

- Lead the Public Service to ensure public servants carry out the business of the government with high standards, shared values, and in a spirit of service, to secure and maintain the trust and confidence of New Zealanders;
- Advise Ministers on the design and operation of the system of government agencies;
- Appoint Public Service secretaries and chief executives and support the appointment of wider public sector leaders;
- Review and manage the performance of Public Service secretaries, chief executives and their agencies;
- Lead initiatives or inquiries to improve public sector performance;
- Lead the Public Service Leadership Team and establish a leadership strategy for the Public Service;
- Lead the development of current and future leaders of the Public Service both individually as a cohort;
- Work with Public Service leaders to develop a highly capable workforce that reflects the diversity of the society it serves and to ensure fair and equitable employment;
- Carry out any other functions in relation to the Public Service that the Prime Minister or Ministers may direct, including undertaking investigations or inquiries as required;
- Lead and manage Te Kawa Mataaho Public Service Commission to ensure continuing high performance.

### Ngā hononga matua | Key relationships

Te  
Kāwanatanga  
| Government

- Prime Minister
- Minister for the Public Service
- All other Ministers

In matters relating to decisions on individual Public Service chief executives, the Public Service Commissioner is not responsible to the Minister for the Public Service, and shall act independently, except as provided in clauses 3,4,6,7 and 8 of schedule 7 of the Public Service Act 2020.

Te ratonga  
tūmatanui |  
Public service

- Public Service secretaries, chief executives and other leaders
- Members of the Public Service Leadership Team
- Wider public sector including departments and departmental agencies, non-Public Service departments and Crown entities
- Social Wellbeing Agency, as a departmental agency hosted by the Commission

Ngā iwi me  
ngā hapori  
whānui | Iwi  
and wider  
communities

Develop and maintain relevant and effective relationships to promote the role of the public sector and the Commission with external stakeholders including:

- Māori as the Crown's Treaty partners
- Pacific and other communities
- Unions, professional bodies and research communities

Te ao whānui  
| International

- International jurisdictions and contacts

## Te momo kaiaarataki e whāia ana | Leader profile

Te kaiaaratakinga | Leadership

Excellent leadership by Public Service leaders is essential for a high performing, professional and world class Public Service. Underpinning Public Service leadership is the requirement to adhere to the standards of integrity and conduct and the higher bar expected of Public Service leadership behaviour.

The Public Service Commissioner, along with Public Service secretaries, has a key role in implementing the Public Service principles, including to proactively promote stewardship of the Public Service, its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.

As stewards of the system, Public Service leaders 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 following are the critical areas of success for the Public Service Commissioner in the coming three years:

- Public Service transformation – organising the Public Service around the priority outcomes of the Government, and driving more integrated services to respond to the key issues facing the public sector and New Zealand both now and in the future;
- Public Service capability – building strong capability and functional leadership across the Public Service system, and increasing its agility, adaptability and interoperability so that capability can be accessed and deployed where it is needed;
- Further reform opportunities – ensuring that the public sector is driving further innovation and progress in the areas of open government and active citizenship;
- Support key government priorities by ensuring that departments and departmental leaders take an innovative and collaborative approach to designing and delivering services; and
- Ensure cross-agency work is effective and delivers better outcomes and services for New Zealanders.

## Te momo tangata e whāia ana | Person profile

Ngā pūkenga me ngā wheako | Skills and Experience

The Public Service Commissioner must:

- Have a thorough understanding of New Zealand’s constitution and government system and how these work;
- Have the ability to perform important statutory and constitutional roles with wisdom, integrity, consistency and courage;
- Understand how the public sector functions as a large, devolved organisation, and have proven ability to manage problems in ways that ensure constructive resolution with minimal repercussions; and
- Have the ability to build and maintain a very large network of relationships, and to maintain the confidence and trust of Ministers, the public sector, and the community.

Ngā pūkenga e hāngai pū ana ki te tūranga | Position

The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to: <https://www.publicservice.govt.nz/resources/leadership-success-profile/>

specific competencies	
Leading strategically	<p>The position demands a firm grasp of the principles and practices of public management in New Zealand. The Commissioner must have the ability to take a long-term view of the role, functions and shape of the public sector, and engage others in the vision.</p> <p>The Commissioner also needs a strong understanding of the factors that impact on New Zealand's social and economic wellbeing and on its cultural life and physical environment.</p>
Enhancing system performance	<p>The Public Service Commissioner must be an accomplished senior executive, skilled at influencing others to work collectively across boundaries. Successful real-world experience is crucial both to equip the Commissioner to respond quickly and effectively to the numerous management challenges that arise in the course of business, and to assure authority and credibility in performance of the Commissioner's system leadership responsibilities.</p>
Leading at the political interface	<p>The Public Service Commissioner must have a highly developed ability to manage in the political-cultural context, to be responsive to the needs of Ministers and yet to be appropriately assertive in supporting and upholding constitutional arrangements, including the political neutrality of the Public Service.</p>
Achieving through others	<p>The Public Service Commissioner requires highly developed interpersonal skills. As employer of highly motivated, achievement-oriented and ambitious secretaries and chief executives, the Commissioner must manage a wide range of personalities, and get the best from each of them. The Commissioner must at the same time develop and maintain effective relationships with Responsible Ministers. The Commissioner must also develop and maintain effective relationships with a large stakeholder group in the wider community.</p>
Honest and courageous	<p>The Public Service Commissioner's own standards of honesty and integrity must be beyond reproach. The Commissioner is the primary steward of the values and standards of the Public Service and other Crown entities, and is responsible for promoting personal and institutional integrity, and supporting chief executives when they encounter wrongdoing within their organisations. Politicians and the public look to the Public Service Commissioner both to set codes and standards and to uphold them, leading by example.</p> <p>When necessary the Commissioner must deliver hard messages and make unpopular decisions to advance the longer-term best interests of New Zealand.</p>
Resilient	<p>The Commissioner's leadership role requires credibility with Ministers, within the public sector, and with the business and academic communities. The Commissioner must be able to absorb and evaluate large volumes of frequently complex information across a wide spectrum, and to prioritise and make sound decisions under pressure. The Commissioner must be able to communicate effectively at all levels, to help inform public debate on big questions facing New Zealand, and to present and defend points of view with clarity and firmness where necessary.</p>
Te taumata o te āheitanga   Security Clearance	<p>Appointment will be subject to a New Zealand Government <b>Top Secret Special</b> security clearance.</p>

Up to date information on Te Kawa Mataaho Public Service Commission outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.publicservice.govt.nz/about-us/>

Other useful information including Annual Reports and Strategic Intentions is available at the following link: <https://www.publicservice.govt.nz/about-us/corporate-documents/>