



**IN CONFIDENCE**

## Reappointment of Chief Executives

**Date:** 7 April 2020  
**Report No:** SSC2020/0064  
**Contact:** Kellie Coombes, Deputy Commissioner, System and Agency Performance Group  
**Telephone:** 9(2)(a) privacy

	<b>Action Sought</b>	<b>Deadline</b>
Hon Chris Hipkins <b>Minister of State Services</b>	Sign and lodge the attached Cabinet Appointments and Honours Committee papers	By <b>10:00am</b> <b>8 April 2020</b>

**Enclosure:** Yes (attached)

## Executive Summary

- 1 The Deputy State Services Commissioner intends to reappoint three Public Service Chief Executives (CEs):
  - 1.1 Ms Renee Graham as Chief Executive, Ministry for Women;
  - 1.2 Ms Vicky Robertson as Secretary for the Environment and Chief Executive, Ministry for the Environment; and
  - 1.3 Mr Andrew Hampton as Director-General and Chief Executive, Government Communications Security Bureau.
- 2 Responsible Ministers have been briefed and are supportive of the three proposed reappointments.
- 3 In accordance with section 38 of the State Sector Act 1988, the State Services Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of reappointment for the CEs. This consultation is due to commence shortly for these reappointments.

## Recommended Action

We recommend that you:

- a **sign and lodge** the attached Cabinet Appointments and Honours Committee (APH) paper regarding the reappointment of three Public Service CEs, for consideration by APH at its meeting on 15 April 2020.

Lodged / not lodged



Hon Chris Hipkins  
**Minister of State Services**

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## IN CONFIDENCE

7 April 2020

Hon Chris Hipkins  
Minister of State Services

### Public Service Chief Executive Reappointments

#### *Proposal*

- 1 I recommend the reappointment of the following three Public Service Chief Executives (CEs):
  - 1.1. Ms Renee Graham to the position of Chief Executive, Ministry for Women; for a further term of up to 12 months, from 19 June 2020 to 18 June 2021;
  - 1.2. Ms Vicky Robertson to the position of Secretary for the Environment and Chief Executive, Ministry for the Environment; for a further term of two years and six months, from 2 June 2020 to 1 December 2022; and
  - 1.3. Mr Andrew Hampton to the position of Director-General and Chief Executive, Government Communications Security Bureau; for a further term of three years, from 26 April 2021 to 30 April 2024;
- 2 I recommend that you forward these recommendations to Cabinet for consideration and referral to the Governor-General in Council.
- 3 Under section 36 of the State Sector Act 1988 (the Act), the Deputy State Services Commissioner (the Deputy Commissioner) may recommend to the Minister of State Services that an existing Public Service CE be reappointed for a further term. The Minister of State Services refers the Deputy Commissioner's recommendation to the Governor-General in Council, via Cabinet.
- 4 I have consulted with you and the Responsible Ministers regarding these reappointments and the revised position descriptions (PD) for the roles. The final PDs are attached and set out the role requirements for each CE's reappointment terms.
- 5 Attached to this report are the summarised curricula vitae and the recommendations for each of the CE's to be reappointed, for execution by the Governor-General in Council in due course. I propose that you forward these recommendations to Cabinet for consideration and referral to the Governor-General in Council.

#### *Reappointment of the Chief Executive, Ministry for Women*

- 6 Ms Renee Graham was appointed on 1 July 2018 as CE, Ministry for Women. Her term is due to end on 18 June 2020. Prior to this, Ms Graham was a Policy Director at the Ministry of Education.
- 7 As CE, Ms Graham has broadened and improved its policy capability significantly. She has led the Ministry to contribute to excellent results against key government priorities for women and girls in Aotearoa/New Zealand. In addition, she established a joint rōpū with Te Puni Kōkiri with an initial focus on supporting the Mana Wāhine Kaupapa Inquiry and formed the Gender Pay Gap and Pay Equity Taskforce with the State Services Commission to drive the action plan to eliminate the gender pay gap in the public sector.
- 8 I consider that a twelve-month reappointment will provide continuity of leadership at the Ministry for Women during uncertain times as a result of COVID-19 and provide a platform for an orderly transition to fresh leadership thereafter.

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- 9 Since being appointed as CE, Ms Graham's achievements include:
- 9.1. overseeing Women's representation on state sector boards and committees reach a record level in 2019 at 47.4%, and the lowest ever public sector gender pay gap at 10.5 percent;
  - 9.2. playing a key role in the Gender Pay Gap and Pay Equity Taskforce as part of the Action Plan, including the development of the Gender Pay Principles and Gender Pay Gap Action Plan, and guidelines for starting salaries in the public sector;
  - 9.3. increasing diversity and inclusivity across the public service by collaborating with Ms Una Jagose and Mr Kevin Short to help develop and launch the first WeCount survey in April 2019, signalling important messages of welcome, acceptance and respect to Rainbow staff;
  - 9.4. introducing "Bringing Gender In", an online tool to assist policy advisors explore the gender impacts of any policy as they move through the policy process; and
  - 9.5. supporting the Minister for Women at the 63rd Commission on the Status of Women (CSW) forum, effectively promoting New Zealand's aspirations for women in the economy and contributing to the international dialogue on ways to achieve this.

### ***Reappointment of the Secretary for the Environment and Chief Executive, Ministry for the Environment***

- 10 Ms Vicky Robertson was appointed in June 2015 as the Secretary for the Environment and Chief Executive, Ministry for the Environment. Her current term ends on 1 June 2020. Prior to this role, Ms Robertson was the Deputy Chief Executive Officer and Chief Operating Officer at The Treasury.
- 11 The reappointment of Ms Robertson for a term of two years and six months will provide continuity and stability for the Ministry for the Environment and its work programme. It will allow Ms Robertson to continue delivering the requirements of the Zero Carbon Act and complete the ongoing consultations on freshwater policy and resource management reforms. A further term will allow her to continue the work on leading the sector and the Ministry for the Environment to deliver critical results and services.
- 12 Since being appointed as the Secretary for the Environment and CE, some of Ms Robertson's achievements include:
- 12.1. contributing to the achievement of the Government's priorities including the successful passing of the Zero Carbon Bill, a significant piece of legislation and centrepiece for New Zealand's Climate Change Action Plan;
  - 12.2. providing system leadership through her roles as Chair of the Climate Change Chief Executive Board and Chair of the Sustainability Sector (formerly Natural Resource Sector);
  - 12.3. delivering a significant policy work programme and leading the agency to improve its policy capability through early engagement and greater collaboration with Treaty Partners, iwi, local councils and other key stakeholders;
  - 12.4. releasing domain reports and working with other agencies to improve measurement framework, environmental reporting and decision making; and
  - 12.5. actively contributing to the collective priorities of the Public Service chief executive cohort, particularly on the State Sector Act reform, Māori-Crown Relations, 'Our People' and the Papa Pounamu group.

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### **Reappointment of the Director-General and Chief Executive, Government Communications Security Bureau**

- 13 Mr Andrew Hampton will have been in the role of Director-General and Chief Executive (Director-General), Government Communications Security Bureau (GCSB) for five years by the end of his current term on 25 April 2021. He was first appointed as Director-General from 26 April 2016, on the recommendation of the Prime Minister.
- 14 With the enactment of the Intelligence and Security Act 2017, the responsibility for appointing the Director shifted to the State Services Commissioner (the Commissioner). That Act provided for an initial non-contestable process for the Commissioner to appoint the current Director into the role of Director-General and Chief Executive, GCSB, subject to the agreement of conditions of employment under SSC's remuneration framework. That appointment continued his term of appointment until 25 April 2021.
- 15 I consider that the reappointment of Mr Hampton will provide continuity and stability of leadership to the intelligence community and GCSB. It will also allow his work to continue to deliver results for the organisation.
- 16 Since being appointed as Director-General and CE, some of Mr Hampton's achievements include:
  - 16.1. successfully responding to increasing malicious cyber security incidents and Cortex protection preventing at least \$94 million of harm to New Zealand organisations between 2016 to June 2019;
  - 16.2. taking an increasingly customer-centric approach to the production and dissemination of classified signals intelligence, in accordance with the Government's National Security and Intelligence Priorities;
  - 16.3. making an important contribution to the development of the Intelligence and Security Act 2017 and annually after this receiving the Inspector General of Intelligence and Security's approval that GCSB's systems and process are compliant;
  - 16.4. working seamlessly with the Director of Security on an increasing number of matters to support other Government agencies to deliver;
  - 16.5. reducing the gender pay gap to 5.4% in 2018/19, and is on track for meeting the target of under 5% two years ahead of schedule; and
  - 16.6. ensuring gender is not a factor in the salaries of GCSB employees.
- 17 Mr Hampton is well placed and expected to quickly implement Government responses to two Commissions of Inquiry – Royal Inquiry into the Attack on Christchurch Mosques and the Ministerial Inquiry into Operation Burnham and related matters.

### **Security Clearances**

- 18 The employment of the CEs will be subject to them maintaining the relevant security clearances:
  - 18.1. Ms Renee Graham's reappointment as Chief Executive, Ministry for Women is subject to her maintaining a 9(2)(a) privacy security clearance;
  - 18.2. Ms Vicky Robertson's reappointment as Secretary for the Environment and Chief Executive, Ministry for the Environment is subject to her maintaining a 9(2)(a) privacy security clearance; and
  - 18.3. Mr Andrew Hampton's reappointment as Director-General and Chief Executive, Government Communications Security Bureau is subject to him maintaining a 9(2)(a) privacy security clearance.

## IN CONFIDENCE

### Publicity

- 19 Under the Act, I am required to publicly announce appointments and reappointments. As is the standard practice with Public Service CE reappointments, I intend to announce the reappointments in the *New Zealand Gazette*.
- 20 It is also my intention to publicly release associated documents, including this paper, on the State Services Commission's website, as is our standard practice for CE reappointment recommendations. The documents will have any necessary redactions in accordance with the Official Information Act 1982.

### Recommendations

27 I recommend that you:

- 1 **forward** my recommendation to **reappoint** the following Public Service Chief Executives to Cabinet for referral to the Governor-General in Council:
  - 1.1 Ms Renee **GRAHAM** to the position of Chief Executive, Ministry for Women; for a further term of up to 12 months, from 19 June 2020 to 18 June 2021;
  - 1.2 Ms Vicky **ROBERTSON** to the position of Secretary for the Environment and Chief Executive, Ministry for the Environment; for a further term of two years and six months, from 2 June 2020 to 1 December 2022; and
  - 1.3 Mr Andrew **HAMPTON** to the position of Director-General and Chief Executive, Government Communications Security Bureau; for a further term of three years, from 26 April 2021 to 30 April 2024.
- 2 **note** that summarised curriculum vitae and warrants for reappointment are attached for referral to the Governor-General in Council;
- 3 **note** that I will consult the Prime Minister and the Minister of State Services before finalising conditions of employment for each of the Chief Executives, including their term of reappointment; and
- 4 **note** that subject to the Governor-General in Council's acceptance of my recommendations, I intend to:
  - 11.1 publicly announce reappointment in the *New Zealand Gazette*; and
  - 11.2 proactively release associated documents on the State Services Commission's website.



Helene Quilter  
Deputy State Services Commissioner



## **Employment History**

- 2017 - present      **Ministry for Women**  
Chief Executive
- 2014 - 2017      **Ministry of Education**  
Policy Director, Education System Policy  
Chief Policy Analyst, System and Policy
- 2010 - 2014      **Ministry of Social Development**  
General Manager, Income Support, Employment and Skills Policy  
General Manager, Youth and Employment Policy  
Team Manager, Youth and Employment Policy  
Team Manager, Older People's and International Relations
- 2009 - 2010      **Work and Income**  
Advisor, Office of the Deputy Chief Executive
- 2011 - 2012      **Office of the Minister for Social Development**  
Private Secretary

## **Academic Qualifications**

- 2005      Master of Public Policy, Victoria University of Wellington
- 1993      Bachelor of Commerce and Administration, Victoria University of Wellington

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# SUMMARISED CURRICULUM VITAE

Vicky Robertson

## **Employment History**

- 2015 – present      **Ministry for the Environment**  
Secretary for the Environment and Chief Executive
- 2011 – 2015      **The Treasury**  
Acting Secretary and Chief Executive  
Deputy Chief Executive Officer and Chief Operating Officer  
Deputy Secretary, Growth and Public Services
- 2010 – 2011      **United Nations Development Programme**  
Lead Consultant (Secondment)
- 2005 – 2010      **The Treasury**  
Deputy Secretary, Strategy and Performance  
Project Leader, Treasury Leadership Review  
Assistant Secretary, Organisational Performance  
Director, Branch Management, Regulatory and Tax Policy Branch  
Leader of Inter-Departmental Policy Process for KiwiSaver  
Lead Advisor to the Finance and Expenditure Committee
- 2005      **Ministry for the Environment**  
Leader of Inter-Departmental Group on the Review of Climate Change Policy (Secondment)
- 1998 – 2005      **The Treasury**  
Director, Tax Policy  
Manager, Tax Strategy and Personal and Indirect Tax  
Manager, Defence and Government Services  
Acting Manager, Market Interventions  
Senior Analyst, Regulatory Economics Specialist
- 1993 – 1998      **Ministry of Commerce**  
Senior Advisory and Advisor

## **Academic Qualifications**

- 1992      Bachelor of Laws, Victoria University of Wellington



## Employment History

- 2016 – present **Government Communications Security Bureau**  
Director-General and Chief Executive
- 2014 – 2016 **State Services Commission**  
Government Chief Talent Officer  
Deputy State Services Commissioner
- 2013 – 2014 **Ministry of Education**  
Deputy Secretary of Education and Director of the Office of the Secretary
- 2011 – 2013 **Crown Law Office**  
Deputy Chief Executive
- 2005 – 2011 **Ministry of Justice**  
Deputy Secretary Courts  
General Manager Higher Courts
- 1997 – 2005 **Office of Treaty Settlements**  
Director of the Office of Treaty Settlements  
Manager Policy and Negotiations  
Senior Analyst

## Academic Qualifications

- 1995 Masters (Distinction) in Political Science, University of Canterbury
- 1993 Bachelor of Arts (First Class Hons) in Political Science, University of Canterbury
- 1992 Bachelor of Arts, University of Canterbury

# POSITION DESCRIPTION



New Zealand Government

Position	Chief Executive
Department	Ministry for Women (MfW), Te Minitatanga mō ngā Wāhine
Position purpose	<p>The Ministry for Women, Te Minitatanga mō ngā Wāhine, is the Government's principal advisor on improving the lives of New Zealand women and girls.</p> <p>Our vision is that Aotearoa New Zealand is a great place to be a woman or girl, wāhine Māori succeed as Māori, and gender is not a barrier to wellbeing. To achieve our vision, we are focused on three strategic outcomes:</p> <ul style="list-style-type: none"><li>• the contribution of all women and girls is valued</li><li>• all women and girls are financially secure and can fully participate and thrive</li><li>• all women and girls are free from all forms of violence.</li></ul> <p>The Ministry contributes toward the Government's objectives of growing and sharing more fairly New Zealand's prosperity and valuing who we are as a country. Key focuses for the agency include:</p> <ul style="list-style-type: none"><li>• Ensuring women's contributions are valued: addressing the gender pay gap, increasing visibility of paid and unpaid work, and ensuring the strengths of wāhine Māori are recognised;</li><li>• Encouraging and developing women leaders: facilitating greater participation on Boards in the public and private sector and growing the pipeline of women leaders;</li><li>• Ensuring women and girls are free from violence: contributing to a cross-system response to family and sexual violence, providing research and expertise to influence change; and</li><li>• Enabling greater economic independence for women: supporting more women and girls in education and training, utilising women's skills to grow our economy.</li></ul> <p>To achieve these aspirations, the Ministry works with agencies across government, as well as the private and not-for-profit sector, community groups, Māori Women's Welfare League and international organisations, to understand issues and influence positive change.</p> <p>The Chief Executive of the Ministry influences cross-government initiatives and deliver results across policy and service delivery. The Chief Executive provides purposeful leadership to a maturing organisation that delivers results across its priority areas whilst embracing innovation and change to achieve outcomes.</p> <p>The Chief Executive leads the Ministry to provide expertise in policy development and implementation in areas vital to the success of better outcomes for women and wider New Zealand.</p>

## Key external relationships

### Government and Parliament:

- Minister for Women

### State Sector:

- Central agencies: State Services Commission, Department of the Prime Minister & Cabinet and Treasury;
- Key agencies in priority sectors, including: Te Puni Kōkiri, the Ministries of Business, Innovation and Employment, Education, Health, Justice, Pacific Peoples, Social Development, Foreign Affairs and Trade;
- Human Rights Commission;
- International organisations, including the United Nations, OECD, ILO and APEC, and equivalent agencies in international countries;
- Other organisations and Chief Executives;
- National Advisory Council for Women.

### Communities and the public, including:

- Māori Women's Welfare League;
- Global Women;
- National Council of Women;
- Business and Professional Women;
- PACIFICA;
- Rural Women of New Zealand;
- Business NZ;
- NZ Institute of Directors;
- Women on Boards.

## Performance profile

### Accountabilities

The Chief Executive must perform the duties as set out in the State Sector Act 1988, the Public Finance Act 1989 and other relevant statutes and legislation.

The Chief Executive is also accountable for:

- Acting as the Government's principal advisor on improving outcomes for women
- Ensuring New Zealand is meeting our international treaty obligations relating to women and working with international women's empowerment agencies
- Providing stewardship responsibilities across the system and working regularly with a number of key sectors to deliver on the Ministry's work programme. These sectors include:
  - Commercial sector – the Ministry works with the commercial sector in a workplace development and recognition role to build the representation of women in leadership and senior management positions;
  - Public sector – the Ministry exerts an advocacy role for women in NZ by providing policy advice to other agencies on a range of women's issues;

- General Public and Interest groups – the Ministry advocates to increase the safety of women experiencing violence, increase women's education, training and skills and promote women in leadership across all NZ;
- Creating an environment whereby decision makers:
  - value and use women in leadership advice;
  - value and use greater economic independence advice;
  - value and use primary prevention and preventing re-victimisation advice;
  - increase opportunities for women to participate in the workforce to the full extent of their skills and abilities.

Critical success priorities

Critical priorities for success are:

- Contributing to the Government's priority outcomes to grow and share more fairly New Zealand's prosperity, and value who we are as a country;
- Delivering key Ministerial priorities, including:
  - Leading and supporting the work to eliminate the gender pay gap in the Public Service;
  - Providing support on pay equity reform, and furthering initiatives to support pay equity and pay transparency;
  - Working with Te Puni Kōkiri, as well as iwi and other Māori interest groups to improve outcomes for Māori wahine;
- Managing the breadth of policy responsibility for issues that affect New Zealand women, influencing key policy makers and stakeholders in their decisions to improve outcomes for women;
- Demonstrating an understanding of the Treaty of Waitangi and its principles, have respect and understanding of tikanga Māori;
- Actively leading the Public Service and contributing to the State Sector Leadership Team and workstreams; and
- Exemplifying and promoting a spirit of service within the organisation.

Security Clearance

Appointment will be subject to a New Zealand Government **Confidential** security clearance.

Person profile

Leadership and stewardship

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.

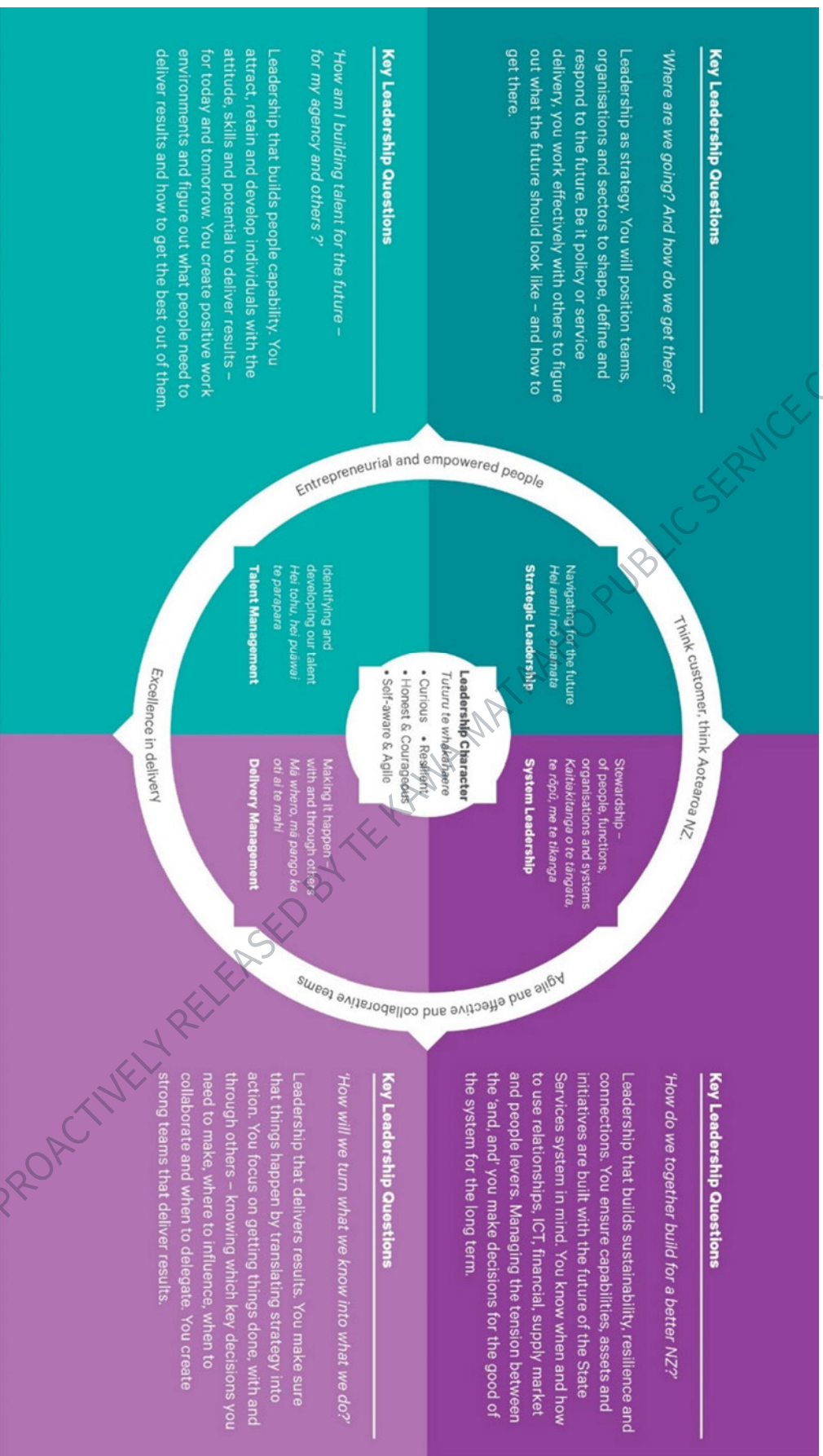
Chief executive stewardship responsibilities reinforce that chief executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.

The stewardship responsibility requires chief executives to plan and actively manage for medium-term and long-term interests. This applies to all aspects of the department including capability; information and privacy

	<p>stewardship; legislation administered; and managing the assets and liabilities of the Crown.</p> <p>Chief executives are also stewards of the system and are required to achieve 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.</p>
Position specific competencies	<p><i>The competencies outlined in this position description are the specific requirements of the role at this time. To see the full range of capabilities required go to: <a href="https://www.ssc.govt.nz/leadership-success-profile">https://www.ssc.govt.nz/leadership-success-profile</a>.</i></p>
Leading strategically	<p>Think, plan and act strategically; to engage others in the vision, and position teams, organisations and sectors to meet customer and future needs.</p>
Leading with influence	<p>Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.</p>
Enhancing system performance	<p>Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.</p>
Managing work priorities	<p>Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.</p>
Enhancing people performance	<p>Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.</p>
Curious	<p>Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.</p>

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## Leadership Success Profile



### Key Leadership Questions

*"Where are we going? And how do we get there?"*

Leadership as strategy. You will position teams, organisations and sectors to shape, define and respond to the future. Be it policy or service delivery, you work effectively with others to figure out what the future should look like – and how to get there.

### Key Leadership Questions

*"How am I building talent for the future – for my agency and others?"*

Leadership that builds people capability. You attract, retain and develop individuals with the attitude, skills and potential to deliver results – for today and tomorrow. You create positive work environments and figure out what people need to deliver results and how to get the best out of them.

### Key Leadership Questions

*"How do we together build for a better NZ?"*

Leadership that builds sustainability, resilience and connections. You ensure capabilities, assets and initiatives are built with the future of the State Services system in mind. You know when and how to use relationships. ICT, financial, supply market and people levers. Managing the tension between the 'and', and you make decisions for the good of the system for the long term.

### Key Leadership Questions

*"How will we turn what we know into what we do?"*

Leadership that delivers results. You make sure that things happen by translating strategy into action. You focus on getting things done, with and through others – knowing which key decisions you need to make, where to influence, when to collaborate and when to delegate. You create strong teams that deliver results.

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**New Zealand Government**

Position	Chief Executive and Secretary for the Environment
Department	Ministry for the Environment
Position Purpose	<p>The Ministry for the Environment (the Ministry) is the Government's primary advisor on the New Zealand environment and international matters that affect the environment.</p> <p>The purpose of the Ministry is to make New Zealand the most liveable place in the world – Aotearoa – he whenua mana kura mō te tangata.</p> <p>A thriving environment is the foundation of our national wellbeing. The Ministry connects, engages, influences, and mobilises actions across New Zealand to care for, manage and invest in our natural resources wisely, so our environment thrives along with our economy and people.</p> <p>The Ministry focuses primarily on six domains, air, atmosphere, urban, freshwater, land and marine, recognising that the environment, including the built environment, operates as a system.</p> <p>The Ministry also has a system leadership role. It is responsible for providing the Government and other public sector agencies with advice on how to reflect the intrinsic values of ecosystems, the values New Zealanders place on them, and the needs of future generations, in their work.</p> <p>The role of the Chief Executive is to lead the Ministry to deliver better results and services for New Zealand and New Zealanders, and to build policy and partnering capability.</p> <p>As steward of the wider environmental management system, the Secretary for the Environment leads the system with a future focus – fostering collaboration and constructive debate across a diverse set of stakeholders with interests and responsibilities in environmental management, including the central government, local government, business communities and Māori/iwi. The Ministry has overall regulatory stewardship for the performance of this system.</p> <p>The Ministry's medium-term priorities include:</p> <ol style="list-style-type: none"> <li>1. Transition – leading Aotearoa's transition to a sustainable, low-emissions, circular economy</li> <li>2. Environmental management system – bringing a holistic approach to government policies and regulatory frameworks covering where and how we live</li> <li>3. Sustainable land use – particularly how land use can affect climate and water outcomes</li> </ol>

4. Partnering and mobilising action – motivating and inspiring action to positively influence New Zealanders' attitudes and behaviour towards the environment
5. Environmental reporting – building better, more complete data sets and making them more accessible to decision makers
6. A stronger, more integrated ministry – investing in its people and systems to support future delivery.

The Chief Executive and the Secretary for the Environment chairs the Climate Change Chief Executives Board, which was established to provide governance and direction at the highest level of the public service. Transitioning to a low emissions economy which is resilient to the impacts of climate change is a key priority for the Ministry.

In 2019/20, the Ministry employed 405 full-time staff, with a total appropriation of \$995 million. The appropriation included approximately \$88 million for the functions of the Ministry. Nearly 80% of the appropriation was for allocating and managing New Zealand emission units to sectors of the economy under the New Zealand Emissions Trading Scheme.

Key external relationships

Government and Parliament:

- Minister for the Environment (responsible Minister)
- Minister for Climate Change
- Associate Ministers for the Environment
- Minister Responsible for Primary Industries
- Parliamentary Commissioner for the Environment
- Other Ministers

State Sector:

The Ministry works very closely with the following agencies, including members of the Sustainability Sector, Housing and Infrastructure Sector and the Climate Change Chief Executives Board:

- the Ministry for Primary Industries
- the Ministry of Business, Innovation and Employment
- the Department of Conservation
- Land Information New Zealand
- Te Puni Kōkiri
- the Department of Internal Affairs
- the Ministry of Transport
- Energy Efficiency and Conservation Authority
- The Ministry of Foreign Affairs and Trade
- the Ministry of Housing and Urban Development
- Māori Crown Relations – Te Arawhiti
- Statistics New Zealand

- The Treasury.

Many of our environmental policies and programmes rely on local government's implementation. To ensure the policies are practical and effective, the Ministry works closely with local government including:

- 11 regional councils that coordinate and set policy for natural resource management, including water quality and allocation, air quality, soil conservation, flood control, drainage and pest management (and transport)
- 61 district and city councils (territorial authorities) that manage land use and subdivision and Building Act controls, and tend to own and operate assets for drinking, storm, and waste water, and community facilities such as parks and reserves (and roading other than state highways)
- Six unitary authorities that combine the functions of regional and district councils (including Auckland Council).

The Ministry monitors the performance of the Environmental Protection Authority and the Climate Change Commission on behalf of the Ministers.

#### Iwi/Māori, communities and the public:

The Ministry plays a key role in fulfilling the Crown's duties to iwi and Māori as a Treaty partner. In addition to the general responsibility to honour the principles of the Treaty, this includes specific commitments the Crown has made under settlement and relationship agreements.

The Ministry also works with a wide range of private and non-governmental organisations (NGOs), including:

- primary sector and industry groups, such as Business New Zealand
- environmental community such as Aotearoa Circle, Forest and Bird and Fish and Game.

## Performance profile

Critical success priorities

Critical priorities for success are:

- Delivering better results and services for New Zealand and New Zealanders, in line with the Government's priorities for transitioning to a clean, green, carbon neutral New Zealand and sustainable land use and Environmental Management System
- Maintaining the trust, confidence and respect of Ministers and Chief Executives in the provision of free and frank, politically-neutral and strategic advice as the Government's key advisor on environmental matters
- Building constructive relationships with key stakeholders and Treaty partners
- Leading a shift in the sustainability and economic sectors to system stewardship to maintain and improve the quality of the environment, so as to improve the long-run wellbeing of New Zealanders
- Ensuring the environmental management system is fit for purpose and fit for the future

- Championing low carbon awareness of public service
- Leading in applying the Māori-Crown framework to the natural resource issues, particularly water and climate.

#### Accountabilities

The Chief Executive and Secretary for the Environment must perform the duties as set out in the State Sector Act 1988, the Public Finance Act 1989 and other relevant statutes and legislation.

The Chief Executive and Secretary for the Environment is accountable for ensuring the Ministry undertakes its functions and responsibilities as the Government's primary environmental advisor under the Environment Act 1986, and the specific functions under the following acts; Resource Management Act 1991, Hazardous Substances and New Organisms Act 1996, Ozone Layer Protection Act 1996, Climate Change Response Act 2002, Waste Minimisation Act 2008, Litter Act 1979, Soil Conservation and Rivers Control Act 1941, Environment Canterbury (Transitional Governance Agreements) Act 2016, Fiordland (Te Moana o Aotahenua) Marine Management Act 2005, Environmental Protection Authority Act 2011, Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012 and Environmental Reporting Act 2015.

The Chief Executive and Secretary for the Environment is responsible for delivering on the requirements of the Climate Change Response (Zero Carbon) Amendment Act 2019.

The Chief Executive and Secretary for the Environment is also accountable for:

- Providing leadership, effective management and development of the Ministry to ensure organisational capability to deliver on Government priorities
- Demonstrating the spirit of service and the highest standards of integrity and promoting Public Service culture and values throughout the organisation
- Working across government to improve services to develop long term strategies
- Ensuring the integrity and conduct of the Ministry's employees.

#### Person profile

##### Leadership and Stewardship

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.

Chief executive stewardship responsibilities reinforce that chief executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.

The stewardship responsibility requires chief executives to plan and actively manage for the medium-term and long-term interests. This applies to all aspects of the department including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.

Chief executives are also stewards of the system and are required to achieve 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.

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Person Profile	<p>The ideal candidate will have the following proven skills and experience:</p> <ul style="list-style-type: none"> <li>• abilities to lead with a system and future focus</li> <li>• abilities to integrate economic and environmental perspectives and to sponsor creative approaches to policy development</li> <li>• experience in environmental or natural resource management, science and/or economics</li> <li>• capacity to work with multiple Ministers and their differing portfolio perspectives</li> <li>• strong engagement skills with a diverse range of stakeholders, and ability to manage constructive debate amongst multiple and often competing interests</li> <li>• a focus on ensuring policy frameworks take into account the practical implications of regulation for stakeholders</li> <li>• a track record of success in building an agency (or in a role of similar size to a chief executive's) within a sector for collective impact (e.g. across the Sustainability sector)</li> <li>• ability to drive strategy and performance in a devolved system, including working with local government and NGOs</li> <li>• good understanding of New Zealand culture and history, particularly the cultures of Māori/iwi, and of the Treaty of Waitangi.</li> </ul>
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Position specific competencies *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://ssc.govt.nz/resources/leadership-success-profile/>*

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.
Enhancing System Performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.
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.
Developing Talent	Coach and develop diverse talent; to build the people capability required to deliver outcomes.

Enhancing people performance      Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.

Security Clearance      *Appointment will be subject to a New Zealand Government **Secret** security clearance.*

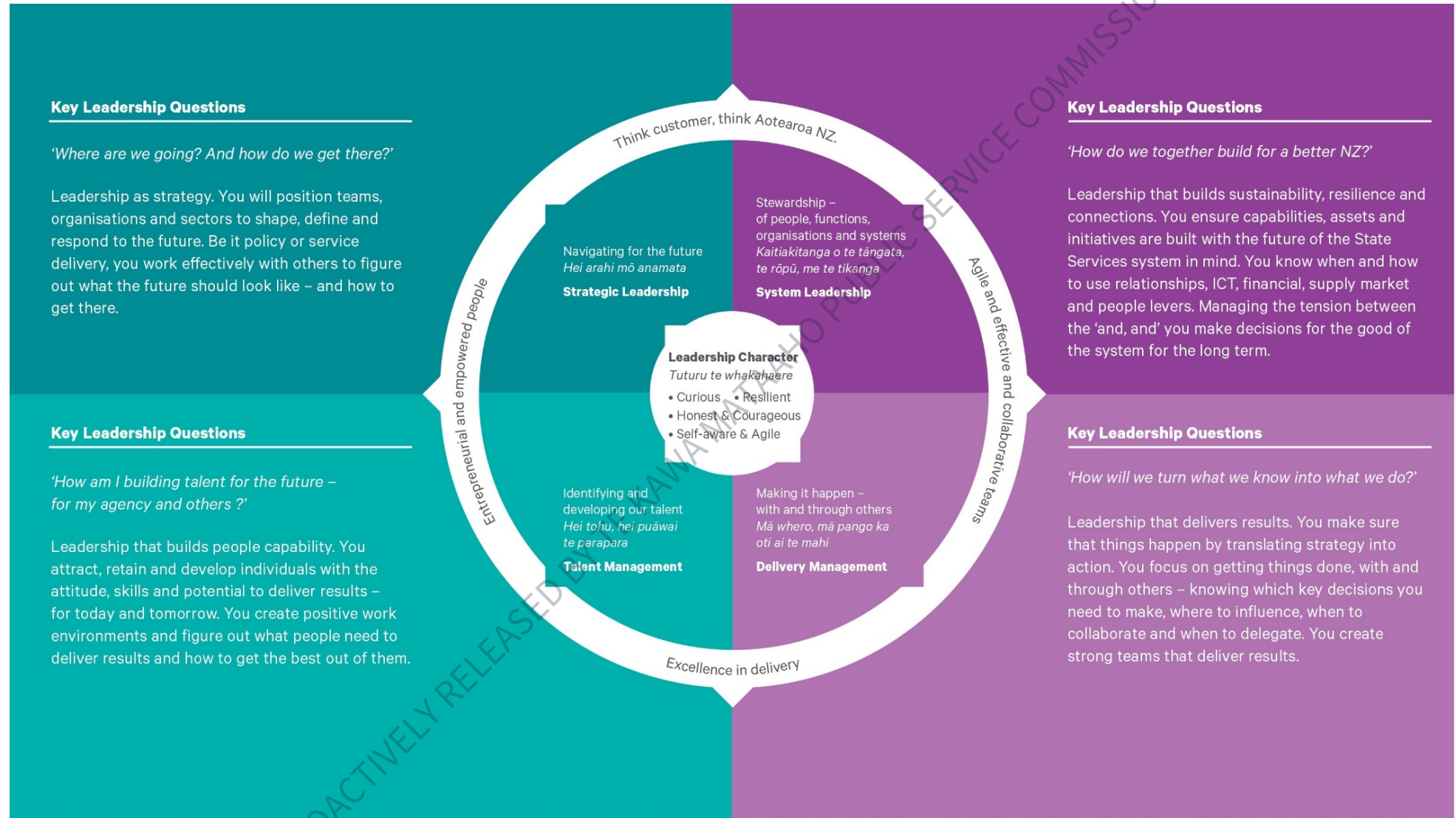
Up to date information on the Ministry for the Environment's outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.mfe.govt.nz/about-us>

Other useful information is also available at the following links:

- Annual Reports: <https://www.mfe.govt.nz/publication-search>
- Statement of Intent: <https://www.mfe.govt.nz/publications/data/ministry-environment-statement-intent-2016-2020>
- Briefing to Incoming Minister: <https://www.mfe.govt.nz/publications/about-us/briefing-incoming-ministers—environment-and-climate>

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# Leadership Success Profile



# POSITION DESCRIPTION



GOVERNMENT  
COMMUNICATIONS  
SECURITY BUREAU  
TE TIRA TIAKI

Position	Director-General and Chief Executive
Department	Government Communications Security Bureau (GCSB)
Position Purpose	<p>The GCSB is an intelligence agency that specialises in electronic communications, information assurance, information security, cyber security, and also has a regulatory role. GCSB contributes to New Zealand's national security by:</p> <ul style="list-style-type: none"><li>• providing information assurance and cyber security services and advice to the New Zealand Government and other organisations of national significance</li><li>• collecting and analysing intelligence in accordance with the Government's priorities</li><li>• providing government decision-makers with the intelligence, primarily foreign intelligence, required to help protect and advance New Zealand's national security or its international relations, or its international or economic well-being</li><li>• providing advice and assistance to the New Zealand Police, the New Zealand Defence Force, and the New Zealand Security Intelligence Service to facilitate their functions including in relation to domestic counter-terrorism, support for military operations and countering transnational organised crime</li><li>• providing technical services for government agencies who operate at Top Secret level, including the provision of the New Zealand Government Top Secret Network</li><li>• assessing network change proposals and the likelihood that any proposal will lead to compromising or degrading New Zealand's public telecommunications network</li><li>• conducting risk assessments and providing national security advice on outer space and high-altitude activities with the New Zealand Security Intelligence Service (NZSIS)</li><li>• the Director-General GCSB having an across Government functional leadership role as the Government Chief Information Security Officer (GCISO).</li></ul>

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Key external relationships

Government and Parliament:

- the Minister responsible for the GCSB
- the Prime Minister as the Minister for National Security
- other relevant Ministers
- the Cabinet National Security Committee
- the Leader of the Opposition
- the Intelligence and Security Committee of Parliament

Public sector

The New Zealand Intelligence Community (NZIC), which consists of the GCSB, the NZSIS, and the Department of the Prime Minister and Cabinet work closely and collaboratively with each other and supports New Zealand's national security sector and system.

The 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.

The GCSB also provides a range of Cyber Security and Information Assurance services to organisations of national significance, including those in the public sector.

As the GCISO, the Director-General helps strengthen Government decision making around information security and supports a system-wide uplift in security practice.

The GCSB hosts a range of shared enablement functions on behalf of the NZSIS including Technology, People and Capability, and Finance and Facilities.

Other key relationships

- Nationally significant organisations according to criteria determined independently of GCSB
- Internet Service Providers
- Telecommunications Network Operators
- Agencies undertaking space-related and high-altitude activities
- Counterpart agencies in overseas jurisdictions
- The Inspector-General of Intelligence and Security
- Commissioner of Security Warrants
- The Controller and Auditor General
- Office of the Ombudsman
- Privacy Commissioner

## Performance profile

Critical success priorities	<p>The following are critical success priorities for the Chief Executive in the role:</p> <ul style="list-style-type: none"><li>• build and maintain trust and confidence in the intelligence and security sector</li><li>• contribute to and collaborate with the NZIC and other agencies by working seamlessly to achieve outcomes and maintaining effective responses to an increasingly complex and global threat-scape</li><li>• with the NZSIS maintain and improve on the joint aspects of the operating model including governance, strategy leadership responsibilities and working arrangements</li><li>• lead in building and maintaining effective collaborative relationships within New Zealand and in other jurisdictions</li><li>• contribute to the ability of Ministers and senior officials to make better national security and foreign policy decisions</li><li>• demonstrate that the GCSB is delivering value-for-money to the taxpayer, through the generation of ongoing improvements in efficiency and effectiveness</li><li>• protect classified information and systems and provide information security advice more broadly</li><li>• 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</li><li>• further develop the GCISO functional leadership role and work with the Government Chief Digital Officer and the Government Protective Security Lead to re-set and reposition the model for information security within digital government.</li></ul>
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Accountabilities	<p>The Director-General and chief executive is accountable to the Minister Responsible for the Government Communications Security Bureau. The Director must perform the duties as set out in the State Sector Act 1988, the Public Finance Act 1989 the Government Communications Security Bureau Act 2003, the Telecommunications Interception Capability and Security Act, the Outer Space and High-altitude Activities Act and other relevant statutes and legislation.</p>
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The Director-General is also accountable for:

- maintaining productive and effective technical links with counterpart offshore agencies ensuring the GCSB provides an uninterrupted conduit for classified material
- 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 New Zealand's security and intelligence community.

- providing leadership, effective management and development of the GCSB and ensuring the GCSB maintains a very high degree of technical proficiency
- modelling leadership and collaborative behaviours within the wider State sector to achieve cross sector and whole of government outcomes.

## Person profile

**Leadership and Stewardship** 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 high bar expected of chief executive behaviour.

Chief Executive stewardship responsibilities reinforce that Chief Executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.

The stewardship responsibility requires Chief Executives to plan and actively manage for the medium term and long-term interests. This applies to all aspects of the department including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.

Chief Executives are also stewards of the system and are required to achieve 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.

**Position specific competencies** *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>*

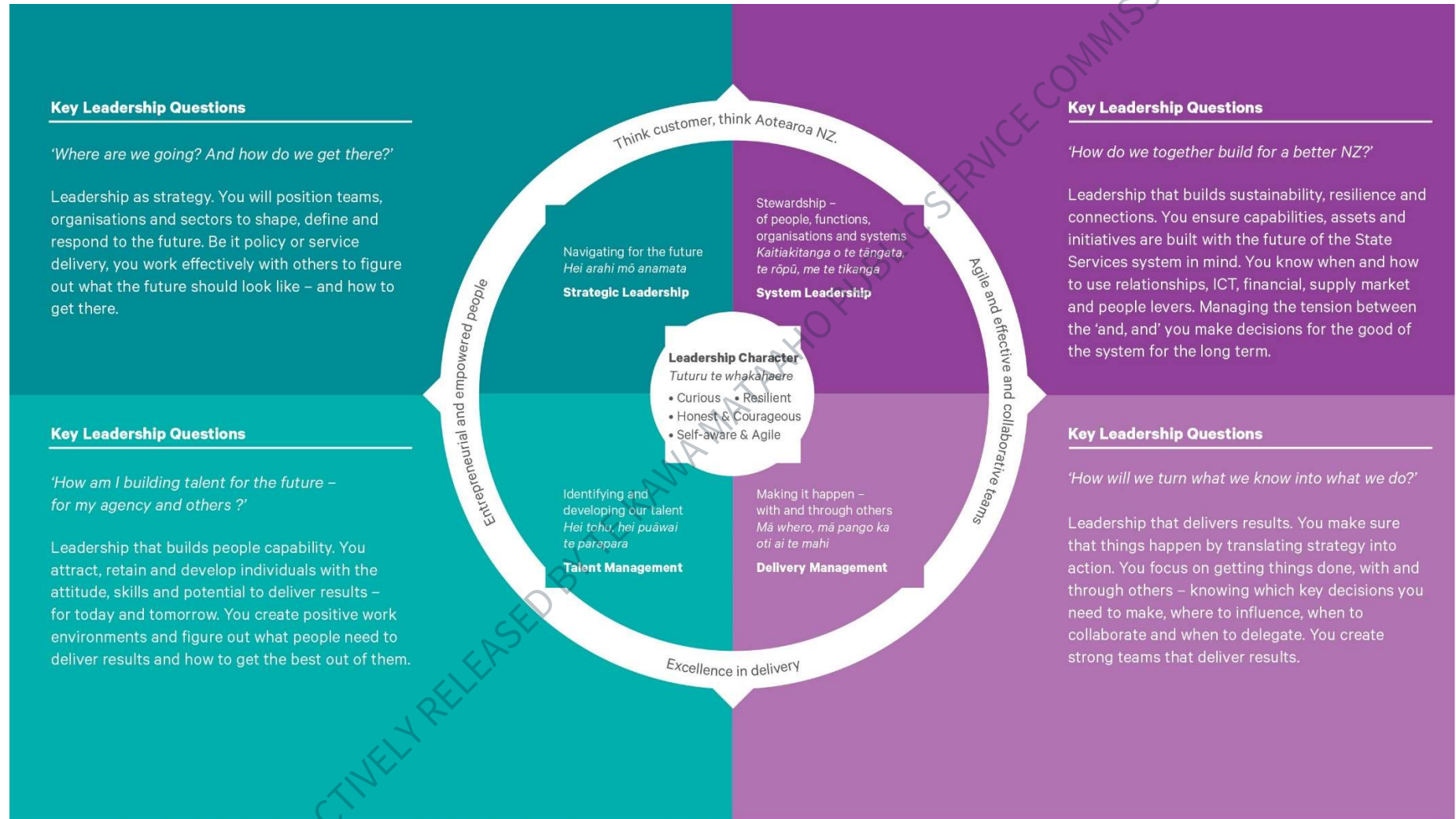
Leading strategically	Think, plan, and act strategically; to engage others in the vision, and position teams, organisations, and sectors to meet customer and future needs.
Leading with influence	Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.
Enhancing system performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes
Enhancing people performance	Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
Curious	Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.

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

More information on GCSB can be found on the website <https://www.gcsb.govt.nz>

Information on the NZIC can be found on the website <https://www.nzic.govt.nz/>

# Leadership Success Profile



PROACTIVELY RELEASED BY THE OFFICE OF THE INFORMATION COMMISSIONER



## In Executive Council

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*Her Excellency the Governor-General is recommended to*

accept the recommendation of the State Services Commissioner that

**Renee Shirlene Graham**

be appointed, pursuant to sections 35 and 36 of the State Sector Act 1988,  
as the Chief Executive, Ministry for Women.

Hon Chris Hipkins  
Minister of State Services

*Approved in Council*

*Clerk of the Executive Council*

Date: 20 April 2020



## In Executive Council

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*Her Excellency the Governor-General is recommended to*

accept the recommendation of the State Services Commissioner that

**Vicky Robertson**

be appointed, pursuant to sections 35 and 36 of the State Sector Act 1988,  
as the Secretary for the Environment and Chief Executive, Ministry for the  
Environment.

Hon Chris Hipkins  
Minister of State Services

*Approved in Council*

*Clerk of the Executive Council*

Date: 20 : 04 : 2020



## In Executive Council

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*Her Excellency the Governor-General is recommended to*

accept the recommendation of the State Services Commissioner that

**Andrew Peter Hampton**

be appointed, pursuant to sections 35 and 36 of the State Sector Act 1988,

as the Director-General and Chief Executive,

Government Communications Security Bureau.

Hon Chris Hipkins  
Minister of State Services

*Approved in Council*

*Clerk of the Executive Council*

Date: 20 April 2020