

# Te Kawa Mataaho Report



**Te Kawa Mataaho**  
Public Service Commission

## Director-General of Primary Industries and Chief Executive, Ministry for Primary Industries: Position Description for Reappointment

**Date:** 10 November 2022      **Security Level:** IN CONFIDENCE

**Report No:** 2022/0260

**Contact:** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

**Telephone:** 9(2)(a) privacy

	<b>Actions Sought</b>	<b>Due Date</b>
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Forward a copy of this paper to the Minister of Agriculture.	As soon as possible
	Provide feedback on matters to be taken into account for reappointment to the role of Director-General of Primary Industries and Chief Executive, Ministry of Primary Industries	15 November 2022
<b>Hon Damien O'Connor, Minister of Agriculture</b>	Provide feedback on matters to be taken into account for reappointment to the role of Director-General of Primary Industries and Chief Executive, Ministry of Primary Industries	15 November 2022

**Enclosure:** Position Description, Director-General for Primary Industries and Chief Executive, Ministry of Primary Industries

### Minister's Office Comments

<b>Comments:</b>	
<b>Date returned to Te Kawa Mataaho:</b>	

## **Recommended Action**

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We recommend that you:

- a. **Forward** the report and the draft Position Description to the Minister of Agriculture; and

*Forwarded / not forwarded*

- b. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the OBDirector-General of Primary Industries and Chief Executive, Ministry for Primary Industries.

*Provided / not provided*

Hon Chris Hipkins

**Minister for the Public Service**

We recommend that the Minister of Agriculture:

- c. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the OBDirector-General of Primary Industries and Chief Executive, Ministry for Primary Industries.

*Provided / not provided*

Hon Damien O'Connor

**Minister of Agriculture**

## **Executive Summary**

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1. Mr Ray Smith's term as Director-General for Primary Industries and Chief Executive Ministry of Primary Industries ends on 31 October 2023.
2. The Deputy Public Service Commissioner has met with the Minister for the Public Service and the Minister of Agriculture to discuss the Director-General for Primary Industries' term end and options available under the Public Service Act 2020.
3. The Deputy Public Service Commissioner intends to proceed with her proposal to reappoint Mr Smith for a further term of 3 years 4 months to 30 June 2027. The reappointment would bring his total time in the role to 8 years and 8 months.
4. As part of your involvement in the reappointment process, we are seeking your views on priorities for the role during the next term for the Director-General for Primary Industries and Chief Executive Ministry of Primary Industries, through the draft Position Description (attached).

## **Position Description**

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5. The Position Description is the formal document against which an appointment or reappointment is made.
6. The Position Description has been updated by the Commission.
7. Mr Smith has been consulted on the updated Position Description.
8. The Minister for the Public Service and the Minister for Agriculture are being invited to review the Position Description in order to identify any matters to be taken into account in reappointing the Director-General for Primary Industries and Chief Executive, Ministry of Primary Industries.
9. In particular, feedback is sought on the critical success priorities for the position, and the context into which a reappointment would be made.

## **Next Steps**

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10. Once Ministers' feedback has been incorporated, Te Kawa Mataaho Public Service Commission will provide the Minister for the Public Service with a Cabinet paper, for consideration by APH and Cabinet, to reappoint Mr Smith to the role.
11. The indicative timeline for the reappointment sees this paper being lodged for APH on the 23 November.

# Te Kawa Mataaho Report



**Te Kawa Mataaho**  
Public Service Commission

## Secretary for Business, Innovation and Employment and Chief Executive, Ministry of Business, Innovation and Employment: Position Description for Reappointment

**Date:** 10 November 2022      **Security Level:** IN CONFIDENCE

**Report No:** 2022/0270

**Contact:** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

**Telephone:** 9(2)(a) privacy

	<b>Actions Sought</b>	<b>Due Date</b>
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Forward a copy of this paper to the Minister for Economic and Regional Development.	As soon as possible
	Provide feedback on matters to be taken into account for reappointment to the role of Secretary for Business, Innovation and Employment and Chief Executive, Ministry of Business, Innovation and Employment	15 November 2022
<b>Hon Stuart Nash, Minister for Economic and Regional Development</b>	Provide feedback on matters to be taken into account for reappointment to the role of Secretary for Business, Innovation and Employment and Chief Executive, Ministry of Business, Innovation and Employment	15 November 2022

**Enclosure:** Position Description, Secretary for Business, Innovation and Employment and Chief Executive, Ministry of Business, Innovation and Employment

**Minister's Office Comments**

<b>Comments:</b>	
<b>Date returned to Te Kawa Mataaho:</b>	

## **Recommended Action**

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We recommend that you:

- a. **Forward** the report and the draft Position Description to the Minister of Regional and Economic Development; and

*Forwarded / not forwarded*

- b. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the 0BSecretary for Business, Innovation and Employment and Chief Executive, Ministry of Business, Innovation and Employment.

*Provided / not provided*

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

We recommend that the Minister of Business, Innovation and Employment:

- c. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the 0BSecretary for Business, Innovation and Employment and Chief Executive, Ministry of Business, Innovation and Employment.

*Provided / not provided*

Hon Stuart Nash  
**Minister of Regional and Economic Development**

## **Executive Summary**

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1. Ms Carolyn Tremain's term as Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment ends on 19 August 2023.
2. The Deputy Public Service Commissioner has met with the Minister for the Public Service and the Minister for Regional and Economic Development to discuss the Secretary for Business, Innovation and Employment's term end and options available under the Public Service Act 2020.
3. The Deputy Public Service Commissioner intends to proceed with her proposal to reappoint Ms Tremain for a further term of 2 years 1 month to 30 September 2025. The reappointment would bring her total time in the role to just over 8 years (including a period as Acting Secretary of about a year).
4. As part of your involvement in the reappointment process, we are seeking your views on priorities for the role during the next term for the Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment, through the draft Position Description (attached).

## **Position Description**

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5. The Position Description is the formal document against which an appointment or reappointment is made.
6. The Position Description has been updated by the Commission.
7. The Minister for the Public Service and the Minister for Regional and Economic Development are being invited to review the Position Description in order to identify any matters to be taken into account in reappointing the Secretary for Business, Innovation and Employment and Chief Executive, Ministry of Business, Innovation and Employment.
8. In particular, feedback is sought on the critical success priorities for the position, and the context into which a reappointment would be made.
9. 9(2)(a) privacy [REDACTED] However, we expect that any amendments she might propose would be minor. We will come back to you if she subsequently has any comments of a material nature.

## **Next Steps**

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10. Once Ministers' feedback has been incorporated, Te Kawa Mataaho Public Service Commission will provide the Minister for the Public Service with a Cabinet paper, for consideration by APH and Cabinet, to reappoint Ms Tremain to the role.
11. The indicative timeline for the reappointment sees this paper being lodged for APH on the 23 November.

# Te Kawa Mataaho Report



**Te Kawa Mataaho**  
Public Service Commission

## Secretary for Internal Affairs and Chief Executive, Department of Internal Affairs: Position Description for Reappointment

**Date:** 10 November 2022

**Security Level:** IN CONFIDENCE

**Report No:** 2022/0271

**Contact:** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

**Telephone:** 9(2)(a) privacy

	<b>Actions Sought</b>	<b>Due Date</b>
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Forward a copy of this paper to the Minister of Internal Affairs.	As soon as possible
	Provide feedback on matters to be taken into account for reappointment to the role of Secretary for Internal Affairs and Chief Executive, Department of Internal Affairs	15 November 2022
<b>Hon Jan Tinetti, Minister of Internal Affairs</b>	Provide feedback on matters to be taken into account for reappointment to the role of Secretary for Internal Affairs and Chief Executive, Department of Internal Affairs	15 November 2022

**Enclosure:** Position Description, Secretary for Internal Affairs and Chief Executive, Department of Internal Affairs

### Minister's Office Comments

<b>Comments:</b>	
<b>Date returned to Te Kawa Mataaho:</b>	

## **Recommended Action**

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We recommend that you:

- a. **Forward** the report and the draft Position Description to the Minister of Internal Affairs; and  
*Forwarded / not forwarded*
- b. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the Secretary for Internal Affairs and Chief Executive, Department of Internal Affairs.  
*Provided / not provided*

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

We recommend that the Minister of Internal Affairs:

- c. **Provide** feedback on matters to be taken into account (through the draft Position Description) for the reappointment of the Secretary for Internal Affairs and Chief Executive, Department of Internal Affairs.  
*Provided / not provided*

Hon Jan Tinetti  
**Minister of Internal Affairs**

## **Executive Summary**

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1. Mr Paul James's term as Secretary for Internal Affairs and Chief Executive Department of Internal Affairs ends on 30 September 2023.
2. The Deputy Public Service Commissioner has met with the Minister for the Public Service, the Minister of Internal Affairs and the Minister of Local Government to discuss the Secretary's term end and options available under the Public Service Act 2020.
3. The Deputy Public Service Commissioner intends to proceed with her proposal to reappoint Mr James for a further term of 3 years 9 months to 30 June 2027. The reappointment would bring his total time in the role to 8 years and 9 months.
4. As part of your involvement in the reappointment process, we are seeking your views on priorities for the role during the next term for the Secretary and Chief Executive, through the draft Position Description (attached).

## **Position Description**

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5. The Position Description is the formal document against which an appointment or reappointment is made.
6. The Position Description has been updated by the Commission.
7. Mr James has been consulted on the updated Position Description.
8. The Minister for the Public Service and the Minister of Internal Affairs are being invited to review the Position Description in order to identify any matters to be taken into account in reappointing the Secretary for Internal Affairs, and Chief Executive, Department of Internal Affairs.
9. In particular, feedback is sought on the critical success priorities for the position, and the context into which a reappointment would be made.

## **Next Steps**

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10. Once Ministers' feedback has been incorporated, Te Kawa Mataaho Public Service Commission will provide the Minister for the Public Service with a Cabinet paper, for consideration by APH and Cabinet, to reappoint Mr James to the role.
11. The indicative timeline for the reappointment sees this paper being lodged for APH on the 23 November.



## Reappointments of chief executives

**Date:** 16 November 2022      **Security Level:** SENSITIVE

**Report No:** 2022/0279

**Contact:** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

**Telephone:** 9(2)(a) privacy

	Actions Sought	Due Date
<b>Hon Chris Hipkins, Minister for the Public Service</b>	Sign and approve for lodgement the attached Cabinet Appointments and Honours Committee (APH) papers.	<b>17 November 2022</b>
	Forward a copy of the attached APH papers to the: <ul style="list-style-type: none"><li>• Minister for Economic and Regional Development</li><li>• Minister of Internal Affairs</li><li>• Minister of Agriculture</li></ul>	<b>As soon as possible</b>

Enclosure: Yes

## Executive Summary

- 1 In accordance with schedule 7 clause 4 of the Public Service Act 2020, Deputy Public Service Commissioner Helene Quilter intends to reappoint the following Chief Executives whose current terms end in 2023:
  - Ms Carolyn Doreen Tremain to the position of Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
  - Mr Paul David James to the position of Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
  - Mr Raymond Stanley Smith to the position of Director-General of Primary industries and Chief Executive Ministry for Primary Industries.
- 2 The responsible Ministers have been briefed and are supportive of the proposals to reappoint these Chief Executives.
- 3 In accordance with schedule 7 clause 7 (1) of the Public Service Act 2020, the Public Service Commissioner is required to consult with you and the Prime Minister before finalising the terms and conditions of employment for Chief Executives. Your office will soon receive a letter that details the relevant terms and conditions.

## Recommended Action

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4 We recommend that you:

4.1 **sign and lodge** the attached APH paper for consideration by APH on 23 November 2022, regarding the reappointment of the following chief executives:

- Ms Carolyn Doreen Tremain to the position of Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
- Mr Paul David James to the position of Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
- Mr Raymond Stanley Smith to the position of Director-General of Primary Industries and Chief Executive Ministry for Primary Industries.



Hon Chris Hipkins

**Minister for the Public Service**



## Appointment Director-General of Health and Chief Executive, Ministry of Health and Reappointment of Chief Executives – Talking Points

**Date:** 21 November 2022 **Security Level:** SENSITIVE  
**Minister:** Hon Chris Hipkins, Minister for the Public Service  
**Report No:** 2022/0292

**Purpose** To support your attendance at the Appointment and Honours Cabinet Committee (APH) on Wednesday 23 November 2022, this aide-memoire provides you with information and talking points on:

- the appointment process and the preferred candidate for the Director-General of Health and Chief Executive, Ministry of Health; and
- the reappointments of three Chief Executives whose terms end by October 2023.

**Date of meeting** 23 November 2022

### Director-General of Health Appointment

**Recommendation** The APH paper recommends that Dr Diana Sarfati be appointed to the role of Director-General of Health and Chief Executive, Ministry of Health.

#### *Director-General of Health Appointment Process*

**Background**

- The vacancy was advertised online from 1 September 2022. Applications closed on 29 September 2022.
- Four candidates applied for the position. Three applicants were shortlisted for interview.
- Shortlisted candidates were interviewed on Wednesday, 9 November 2022 by a panel comprised of:
  - Mr Peter Hughes CNZM, Public Service Commissioner, Chair of the interview panel;
  - Ms Helene Quilter QSO, Deputy Public Service Commissioner;
  - Mr Stephen McKernan QSO;
  - Ms Parekawhia McLean;
  - Mr Andrew Connolly; and
  - Mr Rauru Kirikiri, Kaihautū.

**Recommended Candidate**

- The Public Service Commissioner (the Commissioner) recommends the appointment of Dr Diana Sarfati to the position of Director-General and Chief Executive, Ministry of Health for a five-year term.
- A respected and skilled senior leader and health academic Dr Sarfati is strong across all of the leadership priority areas as confirmed in the position description:
  - organisational transformation;
  - building, managing and growing relationships;
  - system leadership;



- policy/strategy;
- context management; and
- Crown/Māori responsiveness.

- Dr Sarfati is experienced in developing and embedding operating models in Public Service organisations. As the inaugural Chief Executive for Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati worked to successfully establish the agency and deliver results.
- Dr Sarfati is dedicated to improving equity of outcomes in the health system. Dr Sarfati is respected across the health sector for her expertise in this area as a leading public health academic. Dr Sarfati has successfully transferred these skills and expertise to the public service, where she collaboratively works across the system to seize opportunities to improve equity of outcomes in the health system.
- Dr Sarfati has built strong relationships of mutual trust and respect in the Public Service and across the health system. She is an engaging, perceptive, and enthusiastic communicator.
- She has developed key relationships with Chief Executives in the social sector, acknowledging the complexities of the interventions in this environment, and works to deliver initiatives across the system.
- Strong evidence frameworks are central to Dr Sarfati's policy development, advice and decision making. As Chief Executive, Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati had a strong focus on monitoring to improve service provision.
- Dr Sarfati is experienced in engaging with, and building the trust and confidence, of Ministers. Dr Sarfati is open, pragmatic and transparent in her engagement with Ministers.
- Dr Sarfati demonstrated to the panel her knowledge and commitment to Crown/Māori responsiveness. As Chief Executive Te Aho a Te Kahu, the Cancer Control Agency, Dr Sarfati ensure that the Agency engages extensively with Māori communities.
- Dr Sarfati has a clear plan for ensuring te ao Māori and tikanga Māori are further incorporated in the Ministry of Health as they move forward in its new re-focused role in the health system.

## *Consultation*

- The Commissioner has consulted with the Minister of Health about the proposed appointment, and he is supportive of the proposal.
- In accordance with schedule 7, clause 7(1) of the Public Service Act 2020, the Commissioner will consult with myself and the Prime Minister before finalising the terms and conditions of employment for Dr Sarfati, including the proposed five-year term of appointment.

## *Communication*

- Subject to the Governor-General's acceptance of his recommendation, the Commissioner intends to publicly announce the appointment of Dr Sarfati on 30 November 2022.
- It is also his intention to publicly release associated documents, including this paper, on the Te Kawa Mataaho Public Service Commission's website, as is the standard practice for Chief Executive appointment recommendations.



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## Reappointments of Chief Executives whose terms end by October 2023

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The paper recommends the reappointment of:

*Recommendation*

- Ms Carolyn Doreen Tremain to the position of Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
- Mr Paul David James to the position of Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
- Mr Raymond Stanley Smith to the position of Director-General of Primary industries and Chief Executive Ministry for Primary Industries.

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*Background*

- There are three Public Service Chief Executive's whose terms end by October 2023.
  - Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
  - Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
  - Director-General of Primary industries and Chief Executive Ministry for Primary Industries.
- The Deputy Public Service Commissioner (the Deputy Commissioner) has a contractual obligation to give a Chief Executive written notice of a decision not to re-appoint at least six months before the expiry of their IEA (term end date).
- The expectation is that reappointment recommendations will be made to Cabinet well in advance of the six-month date.
- Making recommendations now in a timely way well before the 2023 election meets the Deputy Commissioner's obligations to the Chief Executives and maintains the political neutrality of the appointments.
- The Deputy Commissioner is now progressing reappointments of the incumbent Chief Executives to these positions following usual practice. Given that 2023 is election year making these decisions now provides certainty and stability of leadership.
- The Deputy Commissioner has determined that these Chief Executives are all continuing to meet the requirements of the positions they are in.
- They will continue to exercise their stewardship responsibilities, deliver government priorities, and respond to any changes in these that may arise from the election. These Chief Executives are longstanding public servants who have served different governments as chief executives.
- Appropriate Ministers have been consulted on the recommendations and the position descriptions.

*Length of terms*

- Terms have been determined on a case- by-case basis.
- For practical reasons, they have been set to avoid the probable next election period.



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*Appointments*

- The Deputy Commissioner would likely have taken a different approach if these were to have been new appointments. New appointees are untested in their positions and are less familiar with the responsibilities and requirements of the roles. More consultation with the appropriate Ministers would be required with more specific attention being paid to matters raised by Ministers that the Commissioner must take into account in making an appointment.
- This is a factor in the decision to adjust the term lengths so that future Commissioners do not need to manage appointments that fall in an election period.
- As required under the Public Service Act 2020, the Deputy Commissioner is consulting the Prime Minister and the Minister for the Public Service regarding the terms and conditions of employment for these chief executives.

*Terms and Conditions*

- Subject to the Governor-General's acceptance of the recommendations, the Deputy Commissioner intends to publicly announce the reappointments via a Gazette.

*Communications*

- Around the same time, the Deputy Commissioner intends to publicly release associated documents on Te Kawa Mataaho Public Service Commission's website, which is standard practice. The documents will have any necessary redactions in accordance with the Official Information Act 1982.

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

**Manager** Thor Gudjonsson, Deputy Commissioner, System and Agency Performance

23 November 2022

Hon Chris Hipkins  
Minister for the Public Service

## **Reappointments of Secretaries and Chief Executives**

### **Proposal**

- 1 There are three Public Service Chief Executives completing their first terms in their current roles by October 2023:
  - 1.1 Ms Carolyn Doreen Tremain, Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
  - 1.2 Mr Paul David James, Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
  - 1.3 Mr Raymond Stanley Smith, Director-General of Primary Industries and Chief Executive Ministry for Primary Industries.
- 2 Under schedule 7 clause 4 of the Public Service Act 2020 (the Act), the Deputy Public Service Commissioner may recommend to the Minister for the Public Service that an existing Public Service Chief Executive be reappointed for a further term. The Minister for the Public Service refers the Deputy Public Service Commissioner's recommendation to the Governor-General in Council, via Cabinet.
- 3 I have determined that these Chief Executives continue to meet the requirements of the positions they are in. Usual practice has been followed to make these decisions, including consultation with responsible Ministers on the recommendations and on the position descriptions for the roles. Hence, I am recommending that they be reappointed for second terms. The recommended length of term has been assessed on a case-by-case basis considering factors relevant to the position and the Chief Executive.
- 4 Summarised curriculum vitae and recommendations for the Secretaries to be reappointed, for execution by the Governor-General in Council in due course, are also attached. I propose that you forward these recommendations to Cabinet for consideration and referral to the Governor-General in Council.

### **Reappointment of the Secretaries**

- 5 I have a contractual obligation to give a Chief Executive written notice of a decision not to re-appoint at least six months before the expiry of their IEA (term end date). My Chief Executives have a good faith expectation that this notice period will be met and that recommendations will be taken to Cabinet well in advance of the six-month date.

**SENSITIVE: STAFF**

6 The notice period for these three positions falls early in 2023.

<b>Person</b>	<b>Term end</b>	<b>6 months out</b>
<b>Ms Carolyn Tremain</b> , Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment	19/08/2023	19/02/2023
<b>Mr Paul James</b> , Secretary for Internal Affairs and Chief Executive Department of Internal Affairs	30/09/2023	30/03/2023
<b>Mr Ray Smith</b> , Director-General of Primary Industries and Chief Executive Ministry for Primary Industries	31/10/2023	30/04/2023

7 I am now progressing these reappointments in the usual way. Given that 2023 is election year, taking timely decisions provides certainty for the Government, the public and the agency around continuity and stability of leadership.

8 In accordance with established practice, I have consulted with appropriate Ministers on these recommendations and the positions descriptions for the roles (which are attached to this paper along with summarised CVs).

9 My reappointment recommendations, summarised in the table below, are specific to each role and its context and take into account the ongoing leadership challenges for the Chief Executives. They are completing their first terms in the roles and my assessment is that they are meeting the requirements of the roles and are effective leaders of their agencies and the broader sectors and systems they are part of.

*Recommendations*

	<b>Agency</b>	<b>Reappointment term</b>	<b>End date</b>	<b>Total time in role</b>
<b>Ms Carolyn Tremain</b>	Ministry of Business, Innovation and Employment	2 years 1 month	30/09/25	8 years 2 months* * includes a period acting in the role.
<b>Mr Paul James</b>	Department of Internal Affairs	3 years 9 months	30/06/27	8 years 9 months
<b>Mr Ray Smith</b>	Ministry for Primary Industries	3 years 8 months	30/06/27	8 years 8 months

*Secretary for Business, Innovation and Employment*

10 Ms Tremain has been in her current role for just over six years. Prior to this, she was the Comptroller of Customs from 2011-2017.

11 Since being appointed as the Secretary for Business, Innovation and Employment, some of Ms Tremain's achievements include:

11.1 Leading a large organisation with responsibility to multiple Ministers for a diverse portfolio covering policy development and implementation, regulatory stewardship and the delivery of services.

11.2 Leading and delivering key aspects of Government's COVID response and recovery policy settings and services in the areas of government procurement, immigration and support for business. Managing the business processes and facilities for isolation and quarantine and then winding down this network.

## **SENSITIVE: STAFF**

- 11.3 Supporting the “immigration reset” and the delivery of new visa exemption processes including, delivering the 2021 Residence Visa. Playing an important role in resettling evacuees from Afghanistan in New Zealand.
- 11.4 Developing a number of future focussed sector strategies such as the New Zealand Energy Strategy, the New Zealand Space Policy Review and the Aotearoa New Zealand Aerospace Strategy, the Minerals and Petroleum Resource Strategy and the Industry Transformation Plans.
- 11.5 Partnering in the development of the Emissions Reduction Plan and the draft National Adaptation Plan (NAP).
- 11.6 Supporting the Government in employment areas such as the Fair Pay Agreement, consideration of a social unemployment insurance scheme, the passing of the Holidays (Increasing Sick Leave) Amendment Bill, the increase in the minimum wage, the Screen Industry Workers Act and the passing of legislation to enable pay equity claims under the Equal pay Act.
- 11.7 Developing initiatives to improve health and safety and the risks of workplace harm following the Health and Safety at Work Act 2015 and the eruption of Whakaari/White Island.
- 11.8 Reviewing and modernising the building and construction regulatory system.
- 11.9 Administering the Government’s investment in regionally focused initiatives.
- 11.10 Initiating a discussion on the future of the research, science and innovation system and the transformation of the digital technologies industry in this country.
- 11.11 Conducting reviews into, amongst others, Insurance contract law and the conduct of financial institutions, electricity prices and predatory lending.
- 11.12 Managing the end-to-end delivery of the 36th America’s Cup.
- 11.13 Decommissioning the Tui oilfield, the first undertaken in New Zealand.
- 11.14 Establishing the Ministry of Housing and Urban Development. Establishing and winding-up Te Kāhui Whakamana Rua Tekau mā Iwa—Pike River Recovery Agency.

### *Secretary for Internal Affairs*

- 12 Mr James has been in his current role since 2018. From 2015-2018 he was the Chief Executive of the Ministry of Culture and Heritage.
- 13 Since being appointed as Secretary and Chief Executive, some of Mr James’ achievements include:
  - 13.1 Delivering a policy and regulatory work programme across diverse areas including digital identity, countering online violent extremism, fire and emergency services, online gambling, racing, regulation of charities, the regulation of water services, the rating of Whenua Māori, and community wellbeing.
  - 13.2 Progressing significant and challenging reforms in the local government area, through the Future of Local Government Review and improvements in Māori representation, and the Three Waters service reforms which will go live in 2024.
  - 13.3 Supporting the community and other agencies in multiple ways post the 15 March 2019 Christchurch mosque attacks, particularly through the Office of Ethnic Communities, and community funding co-ordination and in the Christchurch call.
  - 13.4 Coordinating recovery activities following the Whakaari White Island eruption in December 2019 and co-leading the planning work with Ngāti Awa on the memorial event for the first anniversary of the eruption.

## **SENSITIVE: STAFF**

- 13.5 Administering a significant number of Government and Royal Commissions of Inquiries.
- 13.6 In response to COVID-19 standing up the Local Government Response Unit in partnership with other agencies to support Mayors, Chairs, and Chief Executives navigate Alert Level 4 settings for their communities, assisting core government agencies to maintain their critical digital services through lockdown, establishing the NZ Libraries \$58.8m Partnership Programme to support recovery of the public library system, and assisting in setting up the All of Government contact centre and contact tracing.
- 13.7 Supporting efficient and effective operation of Executive Government, including responding to the Francis Review, an improved Executive Transition following the 2020 election, and establishing the Premier House Board.
- 13.8 In his role as Government Chief Digital Officer (GCDO), advancing the Public Service's digital capability and service continuity, including the release of the Strategy for a Digital Public Service, the Digital Strategy for Aotearoa, and the Digital Inclusion Blueprint and signing a Mana Orite Agreement with Data Iwi Leagers; encouraging on-shore location of hyper-scale cloud providers, draft legislation to establish a Digital Identity Trust Framework, which is being mutually recognised with Australia, and building new datasets and insight into departments digital systems.
- 13.9 Driving increasing consumption of GCDO procured common ICT products and services, 337 agencies are now consuming these services with a total annual spend \$764.6 million, up 19.8% over the last 12 months.
- 13.10 Driving increased usage of the Framework Agreements (with Microsoft, Amazon Web Services, Oracle, SAP, Catalyst Cloud) with 194 agencies spending \$217.1m per annum, a growth of \$54.3m over the last 12 months.
- 13.11 Continuing to transform the way DIA provides its own services to New Zealanders and as at October 2022, 85% of identity products are delivered digitally with 90% of Passports applications completed on line and 63% of Citizenship by grant.
- 13.12 Securing and progressing the construction of a new \$340m National Archives building in collaboration with Taranaki Whānui Te Āti Awa; and strengthening working relationships in the documentary heritage sector including through Utaina!, the biggest digitisation project of its type in the world, to preserve the entire 115,000 magnetic audio-visual holdings of the National Library and Archives New Zealand.
- 13.13 Leading the establishment of the Ministry for Ethnic Communities as a departmental agency, and of Taumata Arowai as a Crown entity.

### *Director-General of Primary Industries*

- 14 Mr Smith has been the Director-General for Primary Industries since 2018. Prior to this, from 2010-2018 he was the Chief Executive of the Department of Corrections.
- 15 Since being appointed as Director-General and Chief Executive, some of Mr Smith's achievements include:
  - 15.1 Leading the response to eradicate serious biosecurity and food safety threats, including wilding pines, fruit fly and Mycoplasma bovis and preparing for the potential entry of foot and mouth disease.
  - 15.2 Progressing fisheries reform, including rolling out cameras on fishing boats.
  - 15.3 Reshaping Te Uru Rākau to become the New Zealand Forest Service to better reflect that it provides planning and strategic advice to the sector.

**SENSITIVE: STAFF**

## **SENSITIVE: STAFF**

- 15.4 Establishing both the Primary Sector Think Tank (Te Puna Whakaaronui) to provide independent strategic advice on issues confronting the primary industries and the Māori Primary Sector Forum and increasing support for rural communities.
  - 15.5 Championing the COVID-19 response and economic recovery, contributing to the security of our borders and driving this across the primary sector. The intelligence, guidance and support MPI has provided was appreciated and acknowledged by the sector.
  - 15.6 Responding to market access challenges and supply chain issues, including supporting trade negotiations and Ministers' international engagements.
  - 15.7 Lifting the focus on the primary sector's resilience to climate change and other environmental priorities, including working with other natural resource sector agencies on water standards and management and on the Emissions Reduction plan and producing the National Policy Statement for Highly Productive Land, for example.
  - 15.8 Progressing He Waka Eke Noa, the Agriculture Emissions Pricing Scheme.
  - 15.9 Establishing the Centre for Climate Action on Agriculture Emissions in co-operation with NZ's largest primary sector companies.
  - 15.10 Modernising a range of legislation including commencing the overhaul the Biosecurity Act 1993.
  - 15.11 The development and implementation of the "Fit for a Better World – Accelerating our Economic Potential" roadmap to guide a sustainable economic recovery in the primary sector.
  - 15.12 Delivering Rautaki mo te Taurikura, MPI's responsiveness plan to support the growth and sustainability of the Māori Primary Sector.
  - 15.13 Additionally, Mr Smith has been an effective leader of the Health and Safety function across the Public Service for a number of years.
- 16 The reappointed Chief Executives will continue to exercise their stewardship responsibilities, deliver government priorities, and like their mid-term colleagues will respond to any changes in these that may arise from the election. These Chief Executives are longstanding public servants who have served different governments as Chief Executives.

### **New appointments**

- 17 A different approach would likely have been necessary if these were to have been new appointments occurring around the time of an election. New appointees are untested in their positions and are less familiar with the responsibilities and requirements of the roles. These appointments could be considered to require more consultation with the appropriate Ministers, and as specified in the Public Service Act 2020 more specific attention paid to matters raised by Ministers that the Commissioner must take into account in making an appointment.
- 18 I have concluded that it is important that future Commissioners, Ministers and Chief Executives not be in the position of having to manage appointments that fall in election period. The recommendations in this paper move term end dates away from the 2026 election.

### **Terms and Conditions**

- 19 The reappointment of the Chief Executives will be subject to 9(2)(a) privacy the appropriate security clearance.

**SENSITIVE: STAFF**

20 As is required, I will consult with the Minister for the Public Service and the Prime Minister on the reappointment terms and conditions.

**Publicity**

21 Under the Act, I am required to publicly announce appointments and reappointments. As is the standard practice with Public Service Chief Executive reappointments, I intend to announce the reappointments in the New Zealand Gazette.

22 It is also my intention to publicly release associated documents, including this paper, on the Public Service Commission's website, as is the standard practice for Chief Executive reappointment recommendations. The documents will have any necessary redactions in accordance with the Official Information Act 1982.

**Recommendations**

23 I recommend that you:

23.1 **Forward** my recommendation to reappoint for referral to the Governor-General in Council;

23.1.1 Ms Carolyn Doreen Tremain to the position of Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment, for a further term of two years one month, from 20 August 2023 to 30 September 2025.

23.1.2 Mr Paul David James to the position of Secretary for Internal Affairs and Chief Executive Department of Internal Affairs, for a further term of three years nine months, from 1 October 2023 to 30 June 2027.

23.1.3 Mr Raymond Stanley Smith to the position of Director-General of Primary industries and Chief Executive Ministry for Primary Industries, for a further term of three years eight months, from 1 November 2023 to 30 June 2027.

23.2 **Note** that curricula vitae and warrants for reappointment are attached for referral to the Governor-General in Council;

23.3 **Note** that I will consult the Prime Minister and the Minister for the Public Service before finalising conditions of employment, including the term of reappointment; and

23.4 **Note** that subject to the Governor-General in Council's acceptance of my recommendations, I intend to:

(1) Publicly announce the reappointments in the New Zealand Gazette; and

(2) Proactively release associated documents on the Public Service Commission's website.



Helene Quilter  
Te Pou Turuki mō Te Kawa Mataaho  
Deputy Public Service Commissioner

Office of the Minister for the Public Service

Chair  
Cabinet Appointments and Honours Committee

## **Reappointments of Chief Executives**

- 1 Deputy Public Service Commissioner Helene Quilter QSO has forwarded to me, as the Minister for the Public Service, recommendations for the reappointment of:
  - Ms Carolyn Doreen Tremain to the position of Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
  - Mr Paul David James to the position of Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
  - Mr Raymond Stanley Smith to the position of Director-General of Primary industries and Chief Executive Ministry for Primary Industries.
- 2 I now submit the Deputy Public Service Commissioner's recommendations, attached under this coversheet, to the Cabinet Appointments and Honours Committee for consideration and referral to the Governor-General in Council, via Cabinet.
- 3 The responsible Ministers and I have been consulted by the Deputy Public Service Commissioner about this appointment.
- 4 The Deputy Public Service Commissioner will consult the Prime Minister and I before finalising conditions of employment for these Chief Executives, including their term of appointment, as required under schedule 7 clause 7(1) of the Act.

## **Recommendations**

- 5 I recommend that Cabinet:
  - 5.1. **accept** the recommendation of the Deputy Public Service Commissioner to reappoint;
    - Ms Carolyn Doreen Tremain to the position of Secretary for Business, Innovation and Employment and Chief Executive Ministry of Business, Innovation and Employment;
    - Mr Paul David James to the position of Secretary for Internal Affairs and Chief Executive Department of Internal Affairs; and
    - Mr Ray Stanley Smith to the position of Director-General of Primary industries and Chief Executive Ministry for Primary Industries.
  - 5.2. **refer** the recommendations and the attached curricula vitae to the Governor-General in Council;
  - 5.3. **note** that the Deputy Public Service Commissioner is consulting with the Prime Minister and the Minister for the Public Service before finalising terms and conditions of employment for these Chief Executives; and

5.4. **note** that, subject to the Governor-General's acceptance of the Public Service Commissioner's recommendations, the Deputy Public Service Commissioner intends to:

- publicly announce the reappointments in the New Zealand Gazette; and
- proactively release associated documents on Te Kawa Mataaho Public Service Commission's website.

Authorised for lodgement



Hon Chris Hipkins

**Minister for the Public Service**

19 / 11 / 2022

## CURRICULUM VITAE

### Carolyn Tremain

#### ***Employment History***

2017 - present	<b>Ministry of Business, Innovation and Employment</b> Secretary for Business, Innovation and Employment and Chief Executive Procurement and Property System Lead
2011 - 2017	<b>New Zealand Customs Service</b> Comptroller of Customs and Chief Executive
2004 - 2011	<b>Inland Revenue Department</b> Deputy Commissioner Service Delivery Deputy Commissioner People, Capabilities and Governance
2003 - 2004	<b>Self-employed</b>
1990 - 2003	<b>Air New Zealand</b> Senior Vice President, Human Resources and Organisation Change Group General Manager, Human Resources and Organisation Change (Ansett – Air New Zealand Group) General Manager, Human Resources and Organisational Change Project Leader Project Save Manager, Group Quality Process Manager, Human Resources, National Airline Head Personnel Services, New Zealand and Pacific Island Region
1976 - 1998	<b>Further work history</b> Personnel Officer, Farmers Trading Company Ltd (1988 – 1990) Personnel Manager, Rex Consolidated Ltd (1986 – 1988) Advisory Officer, Government Printing Officer (1985 – 1986) Royal New Zealand Air Force (1976 – 1985)

#### ***Academic Qualifications and Memberships***

1990	Bachelor of Arts, Victoria University of Wellington
Current	Member, Digital Executive Board
Current	Member, Border Executive Board
Current	Member, Climate Change Chief Executives Board
2014 - present	Auckland Policy Career Board, Chair
2014 - present	Victoria University of Wellington Business Advisory Board, Member



**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 hāpori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o te Ratonga Tūmatanui.

The public service works collectively to make a meaningful difference for New Zealanders. The Public Service Act states that the purpose of the public service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under 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



**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI

<b>Te Tūranga   Position</b>	<b>Te Tumu Whakarae mō Hīkina Whakatutuki   Secretary for Business, Innovation and Employment and Chief Executive</b>
<b>Te pokapū   Agency</b>	<b>Hīkina Whakatutuki   Ministry of Business, Innovation and Employment</b>
<b>This position is a member of the Public Service Leadership Team</b>	

## Te whāinga o te tūranga | Position purpose

The Ministry of Business, Innovation and Employment (MBIE) is the Government's lead microeconomic agency, the system lead for government property and procurement functions and helps other government agencies deliver better public services for better value through the likes of the Government Centre for Dispute Resolution, Language Assistance Services, and leadership of regulatory stewardship.

MBIE's purpose is to grow Aotearoa New Zealand for all. This means growing an inclusive, sustainable and prosperous Aotearoa New Zealand for today and future generations. MBIE's outcomes are:

- prosperous and adaptable people, sectors and regions
- skilled people engaged in safe and fulfilling work
- value is sustainably derived from the natural environment
- a dynamic business environment fostering innovation and international connections.

The Government has a vision of a modern economy that is equipped to take on the opportunities and meet the challenges of a rapidly changing world. MBIE is central to the Government's plan to lift productivity, while delivering a sustainable and inclusive economy.

A key feature of this economic strategy is a planned and just transition to an economy that has net-zero emissions of greenhouse gases, which improves living standards and wellbeing for all New Zealanders. It aims to share the benefits of economic prosperity with a wider range of New Zealanders, particularly the regions, and invest in regional infrastructure and other regional economic development programmes.

MBIE employs over 5,900 people. It conducts a wide range operational, policy, regulatory and industry development activities and provides funding that supports business, innovation and employment.

## Ngā haepapa | Accountabilities

**Te pūnaha | System**      The Secretary for Business, Innovation and Employment and Chief Executive (Secretary for Business, Innovation and Employment) must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

As a member of the Public Service Leadership Team, the Secretary for Business, Innovation and Employment is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Secretary for Business, Innovation and Employment 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 agency and the wider public service to engage with Māori and to understand Māori perspectives
- promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society
- preserve, protect and nurture the spirit of service to the community that public service employees bring to their work
- uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency you lead also does so
- demonstrate and uphold the values of the Public Service as set out in the Public Service Act
- uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act, including ensuring the integrity and conduct of the agency's employees.

The Secretary for Business, Innovation and Employment has joint responsibility for:

- delivering an integrated and effective border systems, as a member of the Border Executive Board
- co-ordinating collective action where Aotearoa New Zealand's first emissions reduction plan cuts across portfolios, as a member of the Climate Change Chief Executives Board
- driving implementation of the Digital Strategy for Aotearoa and its associated action plan and reporting on progress implementing them, as a member of the Digital Executive Board.

Secretary for Business, Innovation and Employment has responsibility for:

- managing the portfolio leases of government office accommodation and the pipeline of work, including faster establishment of regional hubs, as System Leader for Property
- strengthening leadership and oversight of suppliers and agencies in key procurement sectors, as System Leader for Procurement.

Te pokapū | Agency

The Secretary is ultimately accountable to the Public Service Commissioner. On a day-to-day basis the Secretary is accountable for his or her performance to portfolio Ministers.

The Secretary is accountable for the delivery of the following functions:

- Policy delivery – MBIE supports Ministers in carrying out their Ministerial functions. This involves developing and implementing policy and strategy to meet Ministers’ and Government objectives
- Service delivery – MBIE provides a range of frontline services (such as Immigration NZ, the Companies Office, the Intellectual Property Office of NZ, the Insolvency and Trustee Service)
- Regulation – MBIE has responsibility for the ongoing health and performance of 19 regulatory systems
- Monitoring – MBIE monitors and has oversight of 22 Crown entities and a range of statutory and advisory boards
- System leadership – MBIE has a Cabinet-mandated functional leadership role to improve effectiveness of procurement and property management across agencies
- Stewardship responsibilities – MBIE is required by the Public Service Act to take a long-term view of the policy issues of interest to MBIE, so it can provide free and frank advice to successive Governments.

Tūranga atu anō |  
Further designations

Secretary of Labour

Secretary of Commerce

Secretary for Radio communications.

### Ngā hononga matua | Key relationships

Te Kāwanatanga |  
Government

Portfolio Ministers, including Associate Ministers:

- ACC
- Building and Construction
- Commerce and Consumer Affairs
- COVID-19 Response
- Digital Economy and Communications
- Economic and Regional Development
- Energy and Resources
- Housing
- Immigration
- Infrastructure
- Research, Science and Innovation
- Social Development and Employment
- Small Business
- Tourism
- Workplace Relations and Safety.

Ministers with responsibility for interdepartmental executive boards

- Minister for COVID-19 Response (Border Executive Board)
- the Prime Minister (Climate Change Chief Executives Board)
- Minister for Digital Economy and Communication (Digital Executive Board).

Ministers with responsibility for system leadership

- Minister for the Public Service (Property)
- Minister for Economic and Regional Development (Procurement).

Te ratonga tūmatanui |  
Public Service

Border Executive Board (member)  
Climate Change Chiefs Executives Board (member)  
Covid-19 Chief Executive Board (member)  
Digital Executive Board (member)  
Economic Chief Executives (Co-Chair)  
Education, Employment and Training (member)  
Hazard Risk Board (member)  
Public Service Leadership Team (member)  
Policy Career Board (Auckland Chair)  
Procurement and Property Functional Leadership CE Forum (Chair)  
Public Service Association / Public Service Leadership Team Strategic Forum  
Public Service Leadership Team (member)  
Regulatory Stewardship Chief Executives Group (member)  
Security Intelligence Board (member)  
Sustainability Chief Executives Group (member)  
System Career Board (Chair)  
Tourism Chief Executives Group (Chair).

Te Kaunihera | Local  
Government

Local government (e.g. regional councils, district and city councils, unitary authorities).

Ngā iwi me ngā hapori  
whānui | Iwi and wider  
communities

New Zealand and international business interests  
Unions and employee organisations  
Consumer organisations  
Iwi and Māori organisations  
Licencing and accreditation bodies  
Universities, polytechnics and industry training organisations  
Landlords', tenants' and property owners' representative groups.

Te kaiaratakinga |  
Leadership

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

As set out in the Public Service Act, chief executives are required to proactively promote stewardship of the public service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.

As stewards of the system, chief executives are responsible for achieving cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.

Ngā take mātāmua me  
mātua whai e angitu ai  
| Critical success  
priorities

The Secretary for Business, Innovation and Employment's priorities are to:

- drive greater integration across MBIE, to achieve the potential that comes from having a unified business that is committed delivering a shared vision and purpose, that is make MBIE more than the sum of its parts
- provide advice on how to reset the post COVID-19 economy towards a high value, high employment, and low emissions economy
- support the transition to highly renewable, sustainable and efficient energy system that is accessible and affordable, secure and reliable, and supports New Zealanders' wellbeing
- shift the way in which property and procurement are run within the Public Service to enable more joined-up and effective services and improved wellbeing outcomes for all New Zealanders, as the System Leader for Property and for Procurement
- work with stakeholders to create a responsive labour market that contributes towards Aotearoa New Zealand's success and provides people with safe and fair work environments, including ensuring immigration settings are appropriate for long-term labour market needs and broader economic settings
- foster an environment in which businesses are able to respond to new opportunities, resources are allocated to the most productive businesses and that encourages to businesses to grow links (investment, trade and the sharing of expertise and knowledge) with Aotearoa New Zealand's trading partners
- work with business and consumers to ensure markets have the appropriate checks and balances, which reduce the cost of economic transactions and increase everyone's confidence to participate in them
- increase Aotearoa New Zealand's productivity at a greater rate than our trading partners by driving increased investment in research and development by business, implementing industry transformation plans and accelerating the adoption of digital technology.
- deliver on MBIE's commitment as a Te Tiriti/Treaty partner to consult and collaborate with Māori and Iwi to achieve economic and wellbeing aspirations.

Ngā pūkenga e hāngai pū ana ki te tūranga   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: <a href="https://www.publicservice.govt.nz/resources/leadership-success-profile/">https://www.publicservice.govt.nz/resources/leadership-success-profile/</a>
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 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.
Enhancing organisational performance	Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.
Enhancing system performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Honest and courageous	Deliver the hard messages and make unpopular decisions in a timely manner; to advance the longer-term best interests of customers and Aotearoa New Zealand.
Self-aware and agile	Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.
Te taumata o te āheitanga   Security Clearance	Appointment will be subject to a New Zealand Government <b>Top Secret Special</b> security clearance.

Up to date information on the Ministry of Business, Innovation and Employment outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.mbie.govt.nz/about/>

Other useful information is also available at the following links:

- Annual Reports: <https://www.mbie.govt.nz/about/who-we-are/corporate-publications/>
- Strategic Intentions: <https://www.mbie.govt.nz/about/who-we-are/corporate-publications/>
- Government procurement and property: <https://www.procurement.govt.nz>
- Digital Strategy for Aotearoa: <https://www.digital.govt.nz/digital-government/strategy/>

## CURRICULUM VITAE

### Paul James

#### ***Employment History***

2018 - present	<b>Department of Internal Affairs</b> Secretary for Internal Affairs and Chief Executive
2015 – 2018	<b>Ministry for Culture and Heritage</b> Chief Executive
2011 – 2015	<b>Department of Internal Affairs</b> Deputy Chief Executive, Policy Regulatory and Ethnic Affairs
2006 – 2011	<b>Ministry of Justice</b> Director/General Manager, Office of Treaty Settlements
2004 – 2006	<b>Ministry of Justice</b> General Manager, Public Law
2002 – 2004	<b>Ministry of Justice</b> Policy Manager, Family Law
1999 – 2002	<b>The Treasury</b> Senior Analyst, Education Sector
1998 – 1999	<b>Accident Compensation Corporation</b> Senior Policy Analyst
1996 – 1998	<b>Office of Treaty Settlements</b> Senior Policy Analyst
1994 – 1996	<b>Te Puni Kōkiri</b> Policy Analyst

#### ***Academic Qualifications and Memberships***

1992	Masters in Science (awarded with Distinction), in the Geography Department, Canterbury University
1991	Bachelor of Science (Hons 1 <sup>st</sup> class), majoring in Geography, Canterbury University
2014	ANZSOG China Reciprocal Programme
2012	Leading Organisational Change and Renewal (Harvard Business School)
2009	ANZSOG Executive Fellows Programme
2003	NZIM Residential Management Programme
Current	Member, Strategic Planning Reform Board



**Te Kawa Mataaho**  
Public Service Commission

## The New Zealand Public Service

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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 Tari Taiwhenua**  
**Internal Affairs**

<b>Te Tūranga   Position</b>	<b>Te Tumu Whakarae mō te Taiwhenua   Secretary for Internal Affairs and Chief Executive</b>
<b>Te pokapū   Agency</b>	<b>Te Tari Taiwhenua   Department of Internal Affairs</b>
<b>This position is a member of the Public Service Leadership Team</b>	

## Te whāinga o te tūranga | Position purpose

The Department of Internal Affairs (the Department) serves and connects people, communities and government to build a safe, prosperous and respected nation.

The Department is a diverse government agency with a broad range of responsibilities and functions that spans Information and Communication Technologies (ICT) investment, information management, working with communities, and delivering a range of services to support and foster New Zealand's national and cultural identity. The Department reports to seven Ministers and administers seven Ministerial portfolios within the single Vote Internal Affairs. The Department's outcomes are:

- Oranga hapū, iwi and Māori are improved through an enduring, equitable and positive Māori-Crown partnership
- iwi, hapū and communities across New Zealand are safe, resilient and thriving
- New Zealand is a well-functioning democracy across central and local government
- people's sense of belonging and collective memory builds an inclusive New Zealand
- people can easily access services and information.

The Department plays beyond traditional delivery and policy accountabilities as the System Leader for Digital. In this capacity it is uniquely placed to work across agencies to improve the way New Zealanders interact with public services and make a real difference to government priorities.

The Department annually has over 2,500 Full-time Equivalent Employees (FTEs), with the majority classified as delivery, information management and information technology staff. Over 400 FTEs are located outside of Wellington. The National Library of New Zealand and Archives New Zealand are business units of the Department.

## Ngā haepapa | Accountabilities

<b>Te pūnaha   System</b>	The Secretary for Internal Affairs must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.  As a member of the public service leadership team, the Secretary is responsible for providing strategic leadership that contributes to an effective and cohesive public service,
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working together to model leadership behaviours, and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Secretary for Internal Affairs 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 agency and the wider public service to engage with Māori and to understand Māori perspectives
- promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society
- preserve, protect and nurture the spirit of service to the community that public service employees bring to their work
- uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency you lead also does so
- demonstrate and uphold the values of the Public Service as set out in the Public Service Act
- uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act, including ensuring the integrity and conduct of the agency's employees.

The Secretary for Internal Affairs:

- has joint responsibility for driving implementation of the Digital Strategy for Aotearoa and its associated action plan and reporting on progress implementing them, as a member of the Digital Executive Board
- responsibility for drive implementation of the Strategy for a Digital Public Service, as the System Leader for Digital. This includes developing shared digital process and infrastructure which agencies are required to adopt.

Te pokapū | Agency

The Secretary for Internal Affairs is ultimately accountable to the Public Service Commissioner. On a day-to-day basis the Secretary is accountable for his or her performance to portfolio Ministers.

The Secretary for Internal Affairs is accountable for the delivery of the following functions:

- managing and protecting the integrity of national identity information, including life events such as births, deaths, marriages, citizenship and passports
- regulating activities in a number of sectors including: gambling, censorship, government record keeping, charities, unsolicited electronic messages, anti-money laundering and private security personnel and private investigators
- providing policy advice to government on local government, ethnic communities, the community and voluntary sector, and in identity, technology, information management, gambling and racing
- collecting, preserving and making accessible New Zealand's information, documentary heritage and public record
- providing information, resources and advice to communities

- administering grant funding schemes and promoting trust and confidence in the charitable sector
- supporting Ministers to ensure executive government operates efficiently and effectively
- coordinating and managing official guests of government visits to New Zealand and arranging national commemorative events
- supporting public and government inquiries
- administering a range of statutory functions for the Minister of Local Government, including Lake Taupo and offshore islands
- monitoring the performance of three Crown entities (the Fire and Emergency New Zealand, the Office of Film and Literature Classification, and Taumata Arowai, the Zealand water regulator) and managing the appointment process for members of a range of trusts, committees and boards.

The Secretary for Internal Affairs has additional roles, the most prominent being the Government Chief Digital Officer (GCDO). The GCDO oversees the development and management of digital for the state sector. This involves setting:

- digital policy and standards
- improving investments establishing and managing services
- developing capabilities
- system assurance (assuring digital government outcomes).

Tūranga atu anō |  
Further designations

Secretary for Local Government  
Government Chief Digital Officer.

### Ngā hononga matua | Key relationships

Te Kāwanatanga |  
Government

Portfolio Ministers:

- Minister of Internal Affairs
- Minister Responsible for Ministerial Services
- Minister of Local Government
- Minister for Racing
- Minister for Ethnic Communities
- Minister for the Community and Voluntary Sector
- Minister for Digital Economy and Communications (Digital Executive Board and System Leadership for Digital).

Te ratonga tūmatanui |  
Public Service

Chief Executives Housing Group (member)

Digital Executive Board (member)

Hazard Risk Board (member)

Policy Career Board (member)

Public Service Association / Public Service Leadership Team Strategic Forum

Public Service Leadership Team (member)  
 Regulatory Stewardship Chief Executives Group (member)  
 Spatial Planning Reform Board (member)  
 Sustainability Chief Executives Group (member)  
 Tourism Chief Executives Group (member).

Te Kaunihera | Local Government  
 Local government sector (e.g. regional councils, district and city councils, unitary authorities).

Ngā iwi me ngā hapori whānui | Iwi and wider communities  
 Community and voluntary sector  
 Non-government organisations  
 Professional associations.

### Te momo kaiarataki e whāia ana | Leader profile

Te kaiaratakinga | Leadership  
 Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class public service. Underpinning chief executive leadership is the requirement to adhere to the standards of integrity and conduct and the higher bar expected of chief executive behaviour.

As set out in the Public Service Act, chief executives are required to proactively promote stewardship of the public service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and they administer.

As stewards of the system, chief executives are responsible for achieving cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.

Ngā take mātāmua me mātua whai e angitu ai | Critical success priorities  
 The Secretary for Internal Affairs' priorities are:

- transforming service delivery of the Department and the public sector – lead efforts to make it easy for New Zealanders to deal with government with a particular focus on integrated, customer-centred services in a digital environment
- trusted information – unlock social, cultural and economic value through driving improved information management, use and access, with specific emphasis on digitising the nation's system of collective memory
- strong communities – ensure greater social cohesion in New Zealand as a result of a future-focussed, cross-sector approach by supporting New Zealanders to contribute to, and participate in, their communities so that they are strong and resilient
- local government – strengthen central and local government partnership to support thriving and sustainable regions. Support the reform of local government so that it is fit for the future, including implementing the Three Waters regime.
- regulatory and organisational performance – ensure the Department's regulatory regimes, systems and processes are fit for purpose through the Sustainability and Stewardship programme.

Ngā pūkenga e hāngai pū ana ki te tūranga   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: <a href="https://www.publicservice.govt.nz/resources/leadership-success-profile/">https://www.publicservice.govt.nz/resources/leadership-success-profile/</a>
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.
Engaging others	Connect with and inspire people; to build a highly motivated and engaged workforce.
Enhancing system performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Enhancing organisational performance	Drive innovation and continuous improvement, to sustainably strengthen long-term organisational performance and improve outcomes for customers.
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.
Managing work priorities	Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.
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 team performance	Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
Te taumata o te āheitanga   Security Clearance	Appointment will be subject to a New Zealand Government <b>Top Secret</b> security clearance.

Up to date information on the Department of Internal Affairs outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.dia.govt.nz/About-Internal-Affairs>

Other useful information is also available at the following links:

- Annual Reports: [link here](#)
- Strategic Intentions: [link here](#)
- Digital Strategy for Aotearoa and Action Plan: [link here](#)
- Strategy for a Digital Public Service: [link here](#)

## CURRICULUM VITAE

### Raymond (Ray) Smith

#### ***Employment History***

2018 – present	<b>Ministry for Primary Industries</b> Director-General of Primary Industries and Chief Executive Government Health and Safety Lead
2010 - 2018	<b>Department of Corrections</b> Chief Executive Government Health and Safety Lead
2006 - 2010	<b>Ministry of Social Development</b> Deputy Chief Executive, Child Youth and Family
2001 - 2006	<b>Ministry of Social Development</b> Deputy Chief Executive, Work and Income
1998 - 2001	<b>Department of Work and Income</b> National Commissioner
1996 - 1998	<b>New Zealand Income Support Service</b> National Service Delivery Manager
1995 - 1996	<b>New Zealand Income Support Service</b> Business Development Manager

#### ***Academic Qualifications and Memberships***

2008	Alumni Executive Leadership Programme
1988 - 1991	BBS Accountancy ( <i>partially completed</i> ), Massey University
Current	Member, Border Executive Board
Current	Member, Climate Change Chief Executives Board



**Te Kawa Mataaho**  
Public Service Commission

## The New Zealand Public Service

Mahi tōpū ai te Ratonga Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te whāinga o te Ratonga Tūmatanui, he tautoko i te kāwanatanga e whai ture ana, e whai ana hoki i te manaporitanga; he tuku kia whakawhanake, kia whakatinana hoki te Kāwanatanga o te wā me ō muri atu i ā rātou kaupapa here, he tuku i ngā ratonga tūmatanui e kairangi ana, e nahanaha ana hoki, he tautoko i te Kāwanatanga ki te whai i ngā painga mō te iwi kei te pae tawhiti, he huawaere i te āta whai wāhitanga o te kirirarau, he whakatutuki hoki i ngā mahi i runga i tā te ture i whakahau ai. E hirahira ana te wāhi ki a mātou i te tautokohanga o te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hāpori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o te Ratonga Tūmatanui.

The public service works collectively to make a meaningful difference for New Zealanders. The Public Service Act states that the purpose of the public service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under 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.



## Ministry for Primary Industries Manatū Ahu Matua



**Te Tūranga | Position**      **Te Tumu Whakarae mō ngā Ahumahi Matua | Director-General of Primary Industries and Chief Executive**

**Te pokapū | Agency**      **Manatū Ahu Matua | Ministry for Primary Industries**

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

### Te whāinga o te tūranga | Position purpose

The Ministry for Primary Industries (MPI) is the primary adviser to the Government on all aspects of the food and fibre sector and related trade issues. MPI's outcomes are:

- Sustainability – Aotearoa New Zealand's natural resources are sustainable, in the food and fibre sector
- Protection – Aotearoa New Zealand is protected from biological risk and our products are safe for all consumers
- Growth – Aotearoa New Zealand's food and fibre sector grows the value of its exports
- Participation – New Zealanders participate in the success of the primary industries.

MPI has an ambition of making Aotearoa New Zealand the most trusted source of high value natural products in the world. The Director-General of Primary Industries will lead the food and fibre sector to achieve that ambition. The Director-General will also deliver Government priorities for biosecurity, food safety and rural communities.

MPI employs over 3,600 people, working across 60 locations in Aotearoa New Zealand, who conduct a wide range of operational, readiness and response, policy, regulatory, diplomatic and industry development activities that support the food and fibre sector, biosecurity, food safety and rural communities.

### Ngā haepapa | Accountabilities

**Te pūnaha | System**      The Director-General of Primary Industries must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

As a member of the Public Service Leadership Team, the Director-General of Primary Industries is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Director-General of Primary Industries 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 agency and the wider public service to engage with Māori and to understand Māori perspectives

- promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society
- preserve, protect and nurture the spirit of service to the community that public service employees bring to their work
- uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and ensure that the agency you lead also does so
- demonstrate and uphold the values of the Public Service as set out in the Public Service Act
- uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act, including ensuring the integrity and conduct of the agency's employees.

The Director-General of Primary Industries also has joint responsibility for:

- for delivering an integrated and effective border system, as a member of the Border Executive Board
- co-ordinating collective action where Aotearoa New Zealand's first emissions reduction plan cuts across portfolios, as a member of the Climate Change Chief Executives Board.

Te pokapū | Agency

The Director-General of Primary Industries is accountable for the delivery of the following functions:

- providing policy advice and programmes that support the sustainable development of New Zealand's food and fibre industries
- providing whole of system leadership of New Zealand's biosecurity system
- being the Government's principal adviser on fisheries and aquaculture management
- providing and purchasing services to maintain the effective management of Aotearoa New Zealand's fisheries
- managing forestry assets for the Crown
- playing a key role in enabling international market access for Aotearoa New Zealand's food fibre products
- ensuring food safety standards for consumers of Aotearoa New Zealand food.

Tūranga atu anō |  
Further designations

Director-General of Biosecurity.

### Ngā hononga matua | Key relationships

Te Kāwanatanga |  
Government

Portfolio Ministers, including Associate Ministers:

- Minister of Agriculture
- Minister for Biosecurity
- Minister for Food Safety

- Minister for Rural Communities
- Minister of Fisheries
- Minister of Forestry.

Ministers with responsibility for interdepartmental executive boards:

- the Prime Minister (Climate Change Chief Executives Board)
- Minister for COVID-19 Response (Border Executive Board).

Other Ministers of particular relevance to MPI include:

- Minister for Regional Economic Development
- Minister for Infrastructure
- Minister for Economic Development
- Minister for Trade and Export Growth
- Minister of Conservation
- Minister for the Environment
- Minister for Climate Change
- Minister of Research, Science and Innovation
- Minister of Local Government
- Minister for Crown/Māori Relations
- Minister of Health.

Te ratonga tūmatanui   Public Service	Climate Change Chief Executives Board (member) Border Executive Board (member) Economic Chief Executives Group (member) Public Service Leadership Team (member) Hazard Risk Board (member) Officials' Committee for Domestic and External Security Coordination (member) Regulatory stewardship Chief Executives Group (member) Sustainability Chief Executives Group (member).
Te Kaunihera   Local Government	Local government (e.g. regional councils, district and city councils, unitary authorities).
Ngā iwi me ngā hapori whānui   Iwi and wider communities	Key primary industries including the following sectors: <ul style="list-style-type: none"> <li>• Dairy sector</li> <li>• Meat and wool</li> <li>• Fisheries and aquaculture</li> <li>• Horticulture</li> <li>• Forestry</li> </ul>

- Iwi and Māori agribusiness.

Te ao whānui |  
International

International relationships where they enable trade with the food and fibre sector and as they relate to animal health and welfare, joint food regulation standards development with Australia, climate change and agricultural greenhouse gas research responsibilities.

### Te momo kaiarataki e whāia ana | Leader profile

Te kaiaratakinga |  
Leadership

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

As set out in the Public Service Act, chief executives are required to proactively promote stewardship of the public service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.

As stewards of the system, chief executives are responsible for achieving cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.

Ngā take mātāmua me  
mātua whai e angitu ai  
| Critical success  
priorities

The Director-General of Primary Industries' priorities are to:

- develop MPI's thought leadership and capability with regard to food and fibre production, food safety, biosecurity and rural communities
- work collaboratively with the Natural Resources, Border, Export and Economic agencies and sectors
- support transition of the food and fibre sector to more sustainable practices, systems and land uses, including helping meet climate change targets
- adjust how the biosecurity system operates and partner to better harness the power of the collective, to respond to the growth in the scale and complexity of biosecurity risks
- deliver on the organisational priorities of:
  - having diverse and capable workforce
  - championing science and innovation
  - streamlining transaction processes
  - improving the customer experience
  - driving efficiencies through digital adoption
  - improving data management and analysis
- continue to develop MPI's culture, which is characterised by a working style that is:
  - Open/Puātaata - Receptive to the ideas of others
  - Agile/Koi - Prepared to change tack and remains flexible
  - Engaging/Tuītuituia - Engages with others in a warm and empathic way and genuinely listens to them to understand their situation

- Proactive/Tiro whakamua - Anticipates and faces challenges and opportunities
- develop MPI's capability to frame the public debate around its core regulatory systems and the food and fibre sector
- ensure baseline sustainability for MPI's services.

**Te momo tangata e whāia ana | Person profile**

Ngā pūkenga me ngā wheako   Skills and Experience	<p>The ideal candidate will have the following proven skills and experience:</p> <ul style="list-style-type: none"> <li>• leadership of the food and fibre sector</li> <li>• commercial and international trade perspective</li> <li>• an ability to build resilience of the food and fibre sector by preparing for new trends and disruptions</li> <li>• trust and confidence of the sector and an ability to engage communities</li> <li>• an ability to collaborate with key stakeholders and other government agencies to achieve both economic and environmental outcomes</li> <li>• an ability to integrate branded business units and implement an operating model to support common strategic framework</li> <li>• an ability to lead, develop and maintain a strong senior team</li> <li>• policy and regulatory experience</li> <li>• an ability to manage complex issues and conflicting stakeholder interests.</li> </ul>
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Ngā pūkenga e hāngai pū ana ki te tūranga   Position specific competencies	<p>The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to: <a href="https://www.publicservice.govt.nz/resources/leadership-success-profile/">https://www.publicservice.govt.nz/resources/leadership-success-profile/</a></p>
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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 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.
Enhancing organisational performance	Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.
Enhancing system performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Honest and courageous	Delivers the hard messages and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and Aotearoa New Zealand.

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Self-aware and agile      Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.

Te taumata o te  
āheitanga | Security  
Clearance      Appointment will be subject to a New Zealand Government **Top Secret** security clearance.

Up to date information on the Ministry of Primary Industries outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.mpi.govt.nz/about-us/>

Other useful information is also available at the following links:

- Annual Reports: <https://www.mpi.govt.nz/about-us/corporate-publications/>
- Strategic Intentions: <https://www.mpi.govt.nz/about-us/corporate-publications/>



## In Executive Council

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*Her Excellency the Governor-General is recommended to*

Accept the recommendation of the Deputy Public Service Commissioner that

**Carolyn Doreen Tremain**

be appointed, pursuant to schedule 7 clause 4 of the Public Service Act 2020,  
as the Secretary for Business, Innovation and Employment and Chief Executive,  
Ministry of Business, Innovation and Employment.

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

Hon Chris Hipkins  
Minister for the Public Service

*Approved in Council*

A handwritten signature in blue ink, appearing to be "R. H. H.", written over a horizontal line.  

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*Clerk of the Executive Council*

A handwritten signature in blue ink, appearing to be "Carolyn Doreen Tremain", written over a horizontal line.

Date: 28 November 2022





## In Executive Council

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*Her Excellency the Governor-General is recommended to*

Accept the recommendation of the Deputy Public Service Commissioner that

**Raymond Stanley Smith**

be appointed, pursuant to schedule 7 clause 4 of the Public Service Act 2020,  
as the Director-General of Primary Industries and Chief Executive, Ministry for  
Primary Industries.

A handwritten signature in blue ink, appearing to be 'CHIPKINS'.

Hon Chris Hipkins  
Minister for the Public Service

*Approved in Council*

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A handwritten signature in blue ink, appearing to be 'R. H. H. H.'.

*Clerk of the Executive Council*

Date: 28 November 2022

A handwritten signature in blue ink, appearing to be 'Cressida Fick'.