



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

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



New Zealand Government

<b>Te Tūranga   Position</b>	<b>Tu Tumu Whakarae mō ngā Waka   Secretary for Transport and Chief Executive</b>
<b>Te pokapū   Agency</b>	<b>Te Manatū Waka   Ministry of Transport</b>
<b>This position is a member of the Public Service Leadership Team</b>	

## Te whāinga o te tūranga | Position purpose

Transport is essential for the lives of every New Zealander – it allows us to access economic and social opportunities within New Zealand. Transport also connects us globally, with international shipping and aviation being critical to the New Zealand economy.

Transport investments last for generations, so investment decisions need to anticipate how future generations may want to live and move around, and to consider changes in the environment, technology, and society.

A significant element of New Zealand's transport infrastructure is government owned, including \$60 billion of road assets and more than \$1 billion of rail assets.

Te Manatū Waka | The Ministry of Transport is the government's principal advisor on all issues relating to transport, and one of the agencies making up the government transport sector, along with four Crown entities, three State-owned enterprises, local government and New Zealand Police.

The Ministry's core role is to provide impartial, expert advice to the government to ensure the transport system is able to meet New Zealand's needs now and into the future. This includes advice on:

- legislative, policy and regulatory settings for all modes of transport
- investment settings for transport, including the development of the Government Policy Statement on Land Transport which directs land transport funding administered by Waka Kotahi and local government, and approaches to address the transport revenue system in the longer term
- Crown entity governance, performance, and accountability.

Te Tumu Whakarae mō ngā Waka | The Secretary for Transport and Chief Executive provides strategic leadership of the transport system to support the following outcomes:

- *Inclusive access:* Enabling all people to participate in society through access to social and economic opportunities, such as work, education, and healthcare.
- *Economic prosperity:* Supporting economic activity via local, regional, and international connections, with efficient movements of people and products.
- *Healthy and safe people:* Protecting people from transport-related injuries and harmful pollution and making active travel an attractive option.

- *Environmental sustainability*: Transitioning to net zero carbon emissions, and maintaining or improving biodiversity, water quality, and air quality.
- *Resilience and security*: Minimising and managing the risks from natural and human-made hazards, anticipating and adapting to emerging threats, and recovering effectively from disruptive events.

The Ministry of Transport is the administering department for Vote Transport (\$7.906 billion in 2021/22) which encompasses the funding of land, air and water transport infrastructure investments, services, and regulatory activities.

The Ministry has an operating budget of \$50.9 million and around 300 employees. It also administers a non-departmental budget of \$7.854 billion (2021/22).

## Ngā haepapa | Accountabilities

**Te pūnaha | System** The Secretary for Transport 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 Transport 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 Transport will:

- support the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o 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
- demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020
- uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees.

**Te pokapū | Agency** The Secretary for Transport is responsible directly to the Minister of Transport and will lead the Ministry's functions:

- **Policy advice**: The Government will invest almost \$40 billion in transport over the next decade. The Ministry enables the Government to align its investment decisions and objectives in order to maximise its return. Through this function, the Ministry also facilitates more open and efficient markets,

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and mitigates the safety and environmental harms that the system creates through regulatory design.

- **Sector leadership:** The Ministry leads the transport agencies in sector-wide coordinated action and engages with the sector to develop a shared future direction for the transport system.
- **Stewardship:** Through its stewardship role, the Ministry works with organisations in the transport system to help decision-makers take a 30-50 year view of transport investment choices that aligns with possible future needs. It also ensures the transport system has a fit-for-purpose regulatory framework and revenue system.
- **Crown entity governance and monitoring:** The transport Crown entities are the government’s primary delivery agents for regulatory and investment in the transport system. The Ministry supports the Ministers to appoint Boards and set expectations for the Crown entities, and the Ministry monitors actual performance to support the relationship between Ministers and Boards.

Additionally, the Ministry has functions to:

- represent New Zealand at international transport forums
- operate the Milford Sound/Piopiotahi Aerodrome
- oversee the Crown’s interest in joint venture airports
- administer a contract with the MetService to provide a public weather warning and forecast service
- refund fuel excise duty (contracted to Waka Kotahi).

### Ngā hononga matua | Key relationships

Te Kāwanatanga |  
Government

- Minister of Transport
- Other Ministers

Te ratonga  
tūmatanui | Public  
Service

- Members of the Public Service Leadership Team
  - Crown entities (Waka Kotahi (New Zealand Transport Agency), Civil Aviation Authority (CAA), Maritime New Zealand (MNZ), Transport Accident Investigation Commission)
  - City Rail Link Ltd (a jointly owned company by the Crown and Auckland Council)
  - State-owned enterprises (Airways Corporation of New Zealand Ltd; Meteorological Service of New Zealand Ltd (MetService), and KiwiRail Holdings Ltd (KiwiRail Group)
  - Road to Zero Chief Executive Governance Group (with Waka Kotahi, WorkSafe New Zealand, New Zealand Police and Accident Compensation Corporation)
  - NZ Search and Rescue Council (with CAA, the Department of Conservation, MNZ, NZ Defence Force and New Zealand Police)
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	<ul style="list-style-type: none"> <li>• Interdepartmental executive boards under the Public Service Act - Border Executive Board, Strategic Planning Reform Board, and the Climate Change Chief Executive Board</li> <li>• Ministry of Business, Innovation and Employment</li> <li>• The Treasury</li> </ul>
Te kaunihera   Local Government	<ul style="list-style-type: none"> <li>• Local government (regional councils, district and city councils, and unitary authorities)</li> <li>• Local Government New Zealand</li> <li>• Society of Local Government Managers</li> </ul>
Ngā iwi me ngā hapori whānui   Iwi and wider communities	<ul style="list-style-type: none"> <li>• Iwi and hapū</li> <li>• Private, non-governmental organisations and industry groups within the transport sector</li> </ul>
Te ao whānui   International	The Ministry represents the government’s transport interests internationally, including at the International Civil Aviation Organisation, International Maritime Organisation, and International Transport Forum.

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

Te kaiaratakinga   Leadership	<p>Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the higher bar expected of chief executive behaviour.</p> <p>As set out in the Public Service Act 2020, 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.</p> <p>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.</p>
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Ngā take mātāmua me mātua whai e angitu ai   Critical success priorities	<p>The Secretary for Transport is responsible for providing strategic leadership to the agency and wider transport sector, with particular focus on:</p> <ul style="list-style-type: none"> <li>• delivery of transport’s component of the Emissions Reduction Plan, including the decarbonisation of the transport system</li> <li>• delivery of significant transport investments, such as City Rail Link, New Zealand Upgrade Programme, and progressive implementation of a reliable and resilient heavy rail system (through the Future of Rail)</li> <li>• supporting the delivery of the Government’s Road to Zero strategy and action plan</li> </ul>
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- progressing the Government’s plans for rapid transit, including establishing hosting arrangements for the Auckland Light Rail delivery entity, effective sponsor-level governance, and the necessary multi-agency work programmes
- leading work to support long-term funding sustainability for the transport system
- continuing to lead the transport sector’s on-going response to COVID-19 and future events
- building Māori capability and delivering on the Ministry’s Māori Strategy.

**Tūtohu Angitū | Leadership Success Factors**

The Secretary for Transport must be experienced and able to demonstrate their ability to lead across the key dimensions set out in the table below:

<b>Organisational Leadership</b>	<b>Sector Leadership</b>	<b>System Leadership</b>	<b>Context Management</b>
Be responsible for a public service organisation delivering multiple functions including strategy, policy, regulation and monitoring.	Provide leadership to the transport sector agencies with diverse interests.	Build alignment with relevant agencies, and work constructively with Public Service chief executives.	Maintain effective working relationships and trust and confidence of Ministers.
Be a thought leader in transport options and solutions.	Have experience leading investment and Crown entity monitoring functions.	Engage stakeholders through clear communication and direction to build buy-in and support to ensure collective leadership across the system.	Te ao Māori knowledge and capability and an understanding of the Crown’s relationship with Māori as a Treaty partner.
Lead a high-performance culture within the organisation.	Have credibility with transport sector stakeholders.		Work alongside other government agencies and community partners to identify opportunities to strengthen the transport system.

Te taumata o te āheitanga   Security Clearance	Appointment will be subject to a New Zealand Government <b>Top Secret</b> security clearance.
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Other useful information is also available at the following link on the Ministry of Transport’s website:

[www.transport.govt.nz](http://www.transport.govt.nz)