

Te Rautaki Ārahi i te Ratonga
Tūmatanui o Aotearoa

The Leadership Strategy for New Zealand's Public Service


Te para i te huarahi hei whakakotahi i te Ratonga Tūmatanui
e pakari ake ai tana manaaki i a Aotearoa me ōna tāngata

Leading the way for a unified Public Service to
better serve New Zealand and its people

July 2023



Te Kawa Mataaho
Public Service Commission



Te para i te huarahi hei
whakakotahi i te Ratonga
Tūmatanui

**Leading the way for a
unified Public Service**



He wāhinga kōrero | Foreword

Kia ora

At the heart of it, public service is about serving New Zealand. Our work is underpinned by a spirit of service to the community. We open our hearts and minds to the needs of others, we bring an attitude of humility and, ultimately, we're motivated by something bigger than ourselves.

Every day we work to uphold the public service principles and values in what we do and how we do it. Thanks to the hard work of dedicated public servants, New Zealanders can be proud of their world class Public Service. One that has high levels of public trust and confidence and is focused on delivering better outcomes and services for New Zealanders.

Building on these foundations, the reforms of the Public Service Act 2020 will change the way we work and create a more adaptive, agile and collaborative Public Service. Strong, system-focused leadership is one of the most important enablers to achieve this change. Te Rautaki Ārahi i te Ratonga Tūmatanui o Aotearoa | The Leadership Strategy for New Zealand's Public Service sets a shared direction and vision for what our Public Service leaders need to be and outlines a plan for how we'll get there.

We're not starting from scratch, a lot of work is already underway. Chief executives have for some time been leading together for the system. By formally establishing through the Act a Public Service Leadership Team, chief executives now work as an executive team to support a unified Public Service. And we've introduced system leads, where individual chief executives lead across the Public Service in a particular area or function such as service transformation, information security, and procurement.

We know Public Service agencies need to be joined up. We do this extremely well in times of crisis, the response to COVID-19 being the most visible example. Through this we saw the great progress that's been made in joining up leadership in the Regions. But we know we can do more, so we're strengthening our approach to regional system leadership so we can better respond to the needs of communities.

What we need to do next is accelerate the growth of system leadership capability, build a stronger sense of team spirit among our leaders, and make it much easier for them to go to where their skills are needed most. It's a shift we need to make to address the big challenges we face as a country. It's a shift in attitude. It's a shift in how we work



together. It's freedom to innovate. And it will require long-range commitment from all Public Service leaders.

We will start by focusing on the leaders in Te Pae Turuki Public Service Leaders Group with a view to including other leaders over time. Alongside the Public Service Leadership Team, we'll take the next steps to build a more capable, responsive and agile team of leaders.

Together, we will continue to build public trust and confidence in what we do, deliver even more effective public services, and achieve better outcomes and services for all New Zealanders.

Peter Hughes CNZM (he /him)

Te Tumu Whakarāe mō Te Kawa Mataaho Public Service Commissioner | Head of Service



Ngā Ihirangi | Contents

He wāhinga kōrero Foreword	3	Te whakatutuki wawata Bringing our vision to life	13
He kupu whakataki Introduction	6	Building team spirit	14
A strategy for Public Service leaders.....	6	Enhancing leaders' capability.....	15
Investing in leadership	6	Responding with agility	17
A leading edge, unified, trusted Public Service.....	9	Ki hea mai i konei? Where to from here?	19
Te wawata Our vision	10	Appendices	20
Te urupare ki ngā horopaki Responding to our context	11	Appendix 1: He tirohanga whānui o te rautaki me ngā mahi	
Joining up to solve complex issues	11	Strategy overview and actions	21
Evolving Māori-Crown Relations	11	Appendix 2: Te pāhekoheko Engagement.....	22
Meeting the needs of an increasingly diverse population.....	12		
Engaging citizens and communities to actively participate			
in government.....	12		
Changing expectations of workforces and the way we work	12		





Te Pae Turuki Public Service Leaders Group

The group's te reo Māori name – Te Pae Turuki – captures its purpose. It can be translated as 'Action Leaders', with Pae referring to orators/leaders or a collective of such people. 'Turuki! Turuki!' is a traditional call that encourages a group to move as a collective and combine their strength to accomplish large, demanding tasks.

He kupu whakataki | Introduction

The purpose of this strategy is to set a clear vision for Public Service leadership and outline a plan to get there.

A strategy for Public Service leaders

Through the events of the last few years, leaders in the Public Service have shown a strong spirit of service to communities and demonstrated clear value to the nation. Under their leadership, the Public Service has continued to support the Government of the day to achieve their priorities while responding to a series of significant national and international crises. In doing this, they have not just retained but grown public trust and confidence in the Public Service. This strategy, its vision and priorities are for these Public Service leaders.

Leading the Public Service in Aotearoa New Zealand is unlike other jurisdictions. While New Zealand is multicultural, the Crown has special relationships with Māori under Te Tiriti o Waitangi | the Treaty of Waitangi. The Public Service also plays a leadership role with our Pacific whānau and our geography poses both challenges and opportunities. Our size means we can be highly responsive; when we face a challenge we unite around it, collaborate, innovate, and get the job done well.

For this strategy to have the greatest impact, initiatives and expectations will be focused on leaders in the most complex and influential roles across the Public Service. These roles have been identified by chief executives and are included in Te Pae Turuki Public Service Leaders Group (PSLG).

Chief executives nominate roles for inclusion in Te Pae Turuki PSLG. With approximately 1100 members, this group brings together Public Service leaders as a team. Working with agency chief executives, they steer the Public Service and connect it as one large system. They take priorities from the Government of the day and for the Public Service system and make them real for people in their agencies. Their leadership engages the hearts and minds of their teams in the vision for a modern, agile, and trusted Public Service. Collectively, these leaders lead the system and steward the Public Service.

Investing in leadership

Investing in the development of senior leadership and management capability has never been more important. In today's fast-paced environment, leaders in the Public Service must navigate an increasingly complex, interconnected, and uncertain world. This environment, combined with

tackling challenging issues such as climate change, poverty, and family violence, means leaders need to collaborate widely and work through influence to deliver outcomes.

The importance of investing in Public Service senior leadership has been recognised in legislation. It was a requirement under the State Sector Act 1988 and continues today in the Public Service Act 2020 (the Act). The context and expectations have shifted over the past 30 years, but the importance remains the same: strong Public Service leadership is at the heart of delivering effectively for the Government of the day and, ultimately, delivering better outcomes and services for New Zealanders.

The Act requires the Public Service Commissioner (the Commissioner) to develop and implement a strategy for the development of senior leadership and management capability in the Public Service. In doing so, the Commissioner must ensure that the leadership strategy meets the needs of both agencies and the Public Service, including allowing for flexible deployment of leaders.

Responding to this requirement, this strategy sets a vision for leadership and the leaders in Te Pae Turuki PSLG and outlines a plan for what needs to be done over the next few years to bring this vision to life.





A leading edge, unified, trusted Public Service

The journey the Public Service has taken to date informs the direction it needs to take next and shapes the role leaders in Te Pae Turuki PSLG will play in the future.

Prior to the late 1980s, the Public Service operated a highly-centralised, traditional public administration. The reforms of the 1980s and 1990s, aided by the State Sector Act 1988 and Public Finance Act 1989, saw the Public Service transformed from a single organisation with one employer into separate departments, each with their own chief executive responsible for their department's performance and people resources.

These reforms enhanced performance, but they also created agencies that were led and incentivised to work in a more agency-centric way, focused on delivering outputs over which they had control. This shifted the Public Service from a highly centralised to a highly-devolved way of working. Over time it became clear a rebalance was needed – a way of working that is both highly-aligned and highly-devolved – to unify the Public Service and increase its adaptability to meet present and future challenges.

The Public Service Act 2020 was developed in this context. It strengthens the role of the Public Service as part of the executive government and builds in the organisational flexibility and system leadership needed to meet the challenges New Zealand faces. The Act provides new tools to support the reform programme and sets the framework for a modern, agile, leading edge and unified Public Service. Tools such as Interdepartmental Executive Boards have formed around key priorities such as aligning six key agencies to ensure the national border system is working smartly and safely to reduce the risk from all types of arrivals.

The briefing *Te Kahu Tuatini | State of the Public Service (December 2022)* outlines some of the areas for progress over the next three years, to move towards a leading edge, unified, trusted Public Service. These include unifying Te Pae Turuki PSLG around a common mission, creating a more agile Public Service, building greater capability to engage with Māori and understand Māori perspectives, and introducing stronger requirements of leaders on core training and capability in inclusive leadership.

It is in this environment of unifying reform, enabling legislation and a renewed focus on system leadership that this strategy has been developed.



Highly-aligned and highly-devolved

For the Public Service, highly-aligned means Public Service leaders working collectively across outcomes, sectors, and services, strengthening system leadership and strategically aligning the workforce and core 'back office' functions around outcomes. In essence, this provides the leadership and builds the capability and capacity of the Public Service to work as a single system.

Being highly-devolved means that agencies and service providers can focus on the things that will make the most difference in communities. This is where organisational flexibility, regional coordination, and local decision-making (informed by citizens and service users) can make a positive difference to people's lives.



Te wawata | Our vision

A responsive, inclusive, and unified team of leaders, collectively stewarding public services across agency and sector boundaries to better serve Aotearoa New Zealand and its people.

We want to create one Te Pae Turuki Public Service Leaders Group, unified by a common mission and spirit of service, leading together on system priorities and modelling exemplary Public Service leadership.

The leadership strategy sets the path to achieve this vision. It is designed to strengthen the position of leaders in Te Pae Turuki PSLG to understand and respond to the known and unknown challenges ahead. Some of these challenges are unique to the Public Service in Aotearoa New Zealand, others are global challenges that all jurisdictions are facing and some are inter-dependent.

Te urupare ki ngā horopaki | Responding to our context

To deliver our vision we need to understand and respond to our current context and challenges.

Outlined below are some of the key challenges the Public Service face, and expectations on how leaders in Te Pae Turuki PSLG will respond.

Joining up to solve complex issues

People's lives and needs do not fit neatly into individual agency responsibilities. Needs frequently cut across or fall between agencies' remits. We need to change, to overcome the siloes between agencies and put New Zealanders at the centre of service design and delivery, ensuring we focus on service, ethics, and integrity.

When facing complex issues, leaders will need to operate beyond the boundaries of individual organisations. They will need to join up at a system level that spans the whole Public Service and work together as a team. This will mean leaders prioritise the needs of the system alongside the needs of their individual agency or sector. Over time, this style of collaborative working could expand beyond the core Public Service and include sharing good practice and

resources with those in Crown Entities; whānau, hapū and iwi; other sectors and business partners.

Evolving Māori-Crown Relations

The Public Service has an important role in supporting the Government to consistently meet its obligations under Te Tiriti o Waitangi | the Treaty of Waitangi. Section 14 of the Public Service Act 2020 makes this clear. In practice, this means Public Service agencies need to develop and maintain capability to engage with Māori and understand Māori perspectives.

There is still a lot of work to do in this area, but as we continue to invest in capability to engage externally, leaders need to be alert to their role in supporting kaimahi Māori in the Public Service. This includes greater recognition of the knowledge, skills, and experience that Māori public servants bring to their work, as well as recognising the aims, aspirations, and employment requirements of Māori. Leaders should also recognise the need for greater involvement of Māori in the Public Service, and for the leadership of agencies to be representative of society.



Meeting the needs of an increasingly diverse population

New Zealand is a diverse country, and the Public Service is becoming more diverse too. This diversity helps us draw upon a wider range of skills, knowledge and life experiences. It can also help us better reflect and understand the communities we serve. However, we know that diversity alone is not enough. The Public Service must also be inclusive.

Leaders contribute to this area through consistently applying an inclusive leadership lens to their actions and through understanding, valuing and reflecting diverse perspectives. There are good foundations in place with workforce data showing ethnic diversity across the Public Service continuing to grow, but this is not the case in all agencies and at all levels of leadership. Leaders can play a stronger role in shaping the leadership in the Public Service, so it reflects the full diversity of communities across all areas and at all levels.

Engaging citizens and communities to actively participate in government

Public participation helps build trust in democratic government and in the agencies that deliver public services. Participation and trust reinforce each other, and better outcomes and services can be achieved by working closely with citizens and service users within the context of the representative democracy.

As explored in the Long-Term Insights Briefing *Te Kirirautanga: Te Whai Wāhitanga Tūmatanui ki Te Kāwanatanga Anamata | Enabling Active Citizenship: Public Participation in Government into the Future*, there is more we can do to strengthen work in this area. It will take time, leadership and capability building to shift towards greater citizen participation in public service and policy design. Public Service leaders have an important role to play in this shift, by setting expectations and investing in capability so public servants can work in closer engagement with communities and the public.

Changing expectations of workforces and the way we work




The Public Service is working in a rapidly changing and complex world. The COVID-19 pandemic accelerated changes to ways in which people work, and where they work, and we've adapted to these challenges well. Disruptive events such as earthquakes, international military actions and climate change-related incidents have also tested adaptability and responsiveness. These experiences have shown the real value of flexibility and agility.

Going forward, we will see more people moving across the Public Service to where their skills are most needed, forming specialised teams around system and government priorities. In this environment of increased mobility, chief executives will recruit Public Service leaders for the benefit they offer to the Public Service as well as their agency. For leaders, they can expect to move between agencies more and lead more cross-agency programmes and priorities. As the Public Service becomes increasingly unified and agency boundaries more permeable, leaders will have greater access to development across the system and benefit from more common ways of working.

Te whakatutuki wawata | Bringing our vision to life

It will take time to implement our vision.

This strategy focuses on three long term aims:

-  Building the **team** spirit of Te Pae Turuki PSLG, staying focused on the needs of New Zealanders.
-  Enhancing Te Pae Turuki PSLG **capability** to keep delivering for New Zealand.
-  Enabling Te Pae Turuki PSLG to respond with **agility** to changing government and joint priorities.





Building team spirit

This is about enabling Public Service leaders in Te Pae Turuki PSLG to:

- unify around a common mission and spirit of service,
- join up on common priorities,
- engage with and reflect the communities we serve, and
- role model Public Service leadership.

What this looks like in practice

A key mindset shift for Te Pae Turuki PSLG members will be seeing themselves as senior system leaders who lead and contribute to the Public Service system, as well as being a leader in their agency. Managers and chief executives of these leaders must enable this shift in thinking and prioritisation – giving them the space to focus on the needs of the system as well as the needs of their agency.

A similar shift can be seen in how Public Service chief executives have moved from a strong focus on agency leadership to also focus on system leadership. An example of this new model in operation is how chief executives work collectively as a formal team – Te Ohu Tumu Whakarae i te

Ratonga Tūmatanui | Public Service Leadership Team – stewarding the system together, taking responsibility for improving the way the system operates and taking a joined-up approach to major issues. We want to extend this way of thinking and working collaboratively to the members of Te Pae Turuki PSLG.

What we'll do to make this shift happen

Understanding and valuing Te Pae Turuki PSLG

Public Service leaders will understand and value being part of Te Pae Turuki PSLG and know how they contribute to leadership of the Public Service system. For the leaders of tomorrow, we want them to aspire to being part of this group and have a clear understanding of the steps they need to take to achieve this.

We will start by developing a Te Pae Turuki PSLG team purpose and charter; and ensure applicants know which advertised positions are Te Pae Turuki PSLG roles and what expectations and responsibilities come with this.

Clear on membership and expectations

As they step into a Te Pae Turuki PSLG role for the first time, leaders will know why they are there and who else is part of the team. With clear expectations on how the team learns and delivers, these leaders will confidently role model Public Service leadership.

We will start by clarifying what is required to be part of Te Pae Turuki PSLG and the expectations of members; and bring new team members onboard through a clear and informative process.

Joining up on shared priorities

Connection and collaboration around shared priorities is an important part of system leadership. With regular and ongoing opportunities to meet, collaborate and learn from each other, leaders in Te Pae Turuki PSLG will connect on common system priorities, extend their networks, and share expertise. This will help build the team's ability to quickly form and re-form around system priorities.

We will continue to provide regular opportunities for members to unify as a team, such as the annual in-person Summit and the recently introduced shorter-format virtual events.

Reflecting the communities we serve

Through various diversity, equity and inclusion programmes that span the Public Service, agencies are already well underway with improvements in all three areas. Rather than duplicate effort, this strategy will align with these existing programmes and support agencies to build a senior leadership that reflects the communities we serve.

We will continue to support system initiatives in diversity, equity, and inclusion.



Enhancing leaders' capability

This is about growing the Public Service leaders that we need. To do this we will:

- prioritise development to meet current and future demands around system and Government priorities,
- build capability of the Public Service to support the Crown in its relationships with Māori, and
- ensure consistent development across the system for all leaders.



What this looks like in practice

To continue delivering and improving services and outcomes for New Zealand, the Public Service needs a workforce that is highly skilled and capable, committed to the Te Tiriti o Waitangi | the Treaty of Waitangi, and prepared to meet future challenges. Te Pae Turuki PSLG leaders require unique skills and capabilities as they simultaneously lead across the Public Service system and deliver for their agency. These capabilities need to be identified so leaders aspiring to a Te Pae Turuki PSLG role can develop them and, where needed, existing members can further enhance their skills.

A key shift will be the expectation that Te Pae Turuki PSLG members will prioritise their development and ensure requirements for continuing professional development, such as in Māori Crown Relations capability, are achieved and maintained. Managers and chief executives of Te Pae Turuki PSLG leaders will need to support

their people to do this, giving them the time and headspace to undertake development, particularly where it relates to system priorities.

What we'll do to make this shift happen

Te Pae Turuki PSLG capabilities

The leadership role a member of Te Pae Turuki PSLG occupies is unique. They lead and deliver on agency priorities as well as connecting with and contributing to the priorities of the Public Service at a system level. These leaders need to know when to lead and when to be led by others and be adept at driving performance and outcomes across agency boundaries using influence. We will define the unique capabilities Te Pae Turuki PSLG leaders require and identify the best way for these to be developed.

We will start by working with agency chief executives to agree the priority areas for development in Te Pae Turuki PSLG roles.



Essential development

As part of the group's shared expectations, baseline requirements for ongoing professional development for Te Pae Turuki PSLG members will be set. This will include expectations on the development of Māori Crown Relations capability, Inclusive Leadership, and in core learning modules on Public Service leadership that covers skills and knowledge unique to how leaders work in the New Zealand Public Service. Some examples of core learning for leaders include working with elected representatives and leading out the spirit of service to the community.

We will start by working with the Leadership Development Centre and agencies to develop content for Public Service Core Learning modules and prioritise Te Pae Turuki leaders.

Māori Crown Relations capability

The Public Service has an important role to support the Crown in its relationships with Māori under Te Tiriti o Waitangi | the Treaty of Waitangi. Building Māori Crown Relations (MCR) capability across the Public Service at all levels is essential. We will support Te Pae Turuki PSLG members to increase their MCR capability in a planned and measurable way. Work in this area is well underway, an example being the inclusion of a dedicated MCR module in the Te Manutaki development programme for leaders new to Te Pae Turuki PSLG roles. Leaders possessing highly

developed MCR capability will be recognised for the knowledge, skills, and experience they bring to their work. Development offerings for kaimahi Māori in Te Pae Turuki PSLG roles will be put in place, in line with Māori workforce planning.

We will continue to support all Te Pae Turuki PSLG members to increase their Māori Crown Relations capability and confidence in te reo Māori, tikanga Māori, New Zealand history, understanding and applying the Treaty, and engaging with Māori.

Equitable access to development

All Te Pae Turuki PSLG members will have the same opportunity to take part in leadership development that is essential to their role as a senior system leader. An example of how this is already happening is the Te Manutaki development programme. Launched by the Leadership Development Centre in 2022, this programme is open to all leaders as they transition into a Te Pae Turuki PSLG role for the first time. The Leadership Development Centre will continue to be a key mechanism for delivering core programmes and common development targeted to priority and emerging system needs.

We will continue to support all new Te Pae Turuki PSLG members to attend Te Manutaki | New Senior System Leader Development within their first 12 months of being new to their role and new to Te Pae Turuki PSLG.



Responding with agility

This is about increasing the ability of Public Service leaders to respond swiftly to changing system and Government priorities. To do this we will:

- enable leaders to move easily across the Public Service for their development and to be in the right place at the right time,
- align employment conditions and share common and consistent policies and processes,
- use shared technology and tools for leaders to connect, collaborate, and learn together, and
- strengthen analytics by joining up sources of leadership data across the system.

What this looks like in practice

At its heart, this is about enabling the leaders in Te Pae Turuki PSLG to have greater mobility across the Public Service. This is so we can quickly respond to changing government priorities, system and agency priorities, and more easily support development opportunities. With greater mobility comes the need for more accurate and timely data.

This helps us to know where Te Pae Turuki PSLG leaders are operating across the system and gives a good picture of what expertise leaders can offer in times of need, and the areas they wish to develop in.

Common and consistent employment conditions for Te Pae Turuki PSLG roles will be put in place, but chief executives will retain autonomy to design leadership roles and to appoint staff to these roles. A key mindset shift for chief executives and Te Pae Turuki PSLG leaders will be the expectation leaders will move around or be re-deployed across the Public Service. When recruiting, chief executives will need to view candidates for Te Pae Turuki PSLG roles as system leaders as well as leaders within their agencies.

What we'll do to make this shift happen

Deployment of Te Pae Turuki PSLG

Te Pae Turuki PSLG leaders will be expected to prioritise system needs over their agency needs. Examples of this include during a national state of emergency, or when a system issue needs a swift response. Having in place good succession plans can free these leaders up for system work and provide development opportunities for both agency and wider system talent. Work in this space has been happening for some time through a targeted brokering service that assists leaders to move across the system for development and to support system and agency priorities.

Also, the Te Kawa Mataaho Workforce Mobility Hub supports the redeployment of public servants across the system and plays a crucial role during emergencies such as in response to COVID-19 and Cyclone Gabrielle. The next step will be to deploy Te Pae Turuki PSLG leaders in more deliberate and equitable ways. This includes identifying pools of leaders willing and available for mobilising around system needs and for their development, and being clear on expectations around movement for all leaders in Te Pae Turuki PSLG roles.

We will continue to support deployment and take this further by identifying what is needed to make it easier to redeploy Te Pae Turuki PSLG leaders to meet changing system priorities.

Improved mobility and greater consistency

To make the deployment of leaders smoother we will reduce the barriers to movement. This includes bringing more alignment to the employment conditions of leaders in Te Pae Turuki PSLG roles, improving pay parity between similar roles, and having greater consistency in the way roles are defined and how specialist knowledge (e.g. te reo Māori) is acknowledged. We will also look to align policies and processes in core functions (e.g. risk, finance, and data management) across agencies. This will help leaders transition into new roles quicker as they won't need to learn different management policies and processes.

We will start by working with chief executives and agencies to identify common and consistent employment conditions for leaders in Te Pae Turuki PSLG roles.

Strengthened data and insights

Data and analytics on leaders needs to focus on the changes we want to make under this leadership strategy and other initiatives related to Public Service leaders (e.g. diversifying Te Pae Turuki PSLG membership). We need to monitor progress and enable timely insights for decision-making, better reporting, and transparency. Over time, we will strengthen Te Pae Turuki PSLG data and analytics by joining up with other sources of workforce data, which will enable the extraction of deeper and more meaningful insights. This work will be aligned with other system-wide data and insights strategies.

We will start by improving the way we collect and use data to measure progress.

Connecting through shared technology

Collaboration across Te Pae Turuki PSLG will be key to working in a more joined up way and building team spirit. We will enable Te Pae Turuki PSLG to connect, collaborate, and learn together through shared technology and tools. Embedding these new technologies and supporting Te Pae Turuki PSLG to use them to full effect will be key.

We will start by setting up a directory to help leaders connect, a dedicated Te Pae Turuki PSLG online hub to provide useful resources in one place, and a new digital platform that can enable easier collaboration.



Ki hea mai i konei? | Where to from here?

This strategy sets a vision for leadership and the leaders in Te Pae Turuki PSLG. It outlines an action plan on where we will start.

Leaders, agencies and the system as a whole can use the strategy and action plan as guides to ensure all efforts move the Public Service towards this vision for leadership.

Implementation of the strategy will be led by the Public Service Commissioner with Te Ohu Tumu Whakarae i te Ratonga Tūmatanui | Public Service Leadership Team.

We will measure progress as work gets underway. Broader indicators will include Te Taunaki | the Public Service Census, the quarterly Kiwis Count survey, and insights from diversity, equity, and inclusion initiatives.

This strategy will be reviewed periodically, to accommodate changes in context and priorities. The first planned review will be timed with the cycle of three-yearly briefings on the State of the Public Service, with the next briefing due to be published in 2025.

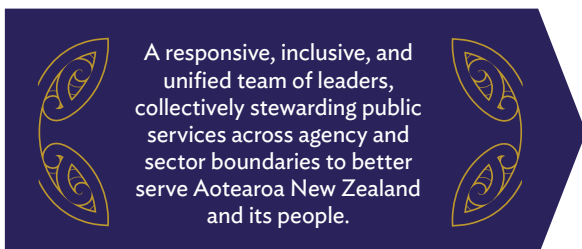
Appendices



Appendix 1

He tirohanga whānui o te rautaki me ngā mahi | Strategy Overview & Actions

Vision for Public Service leaders



A responsive, inclusive, and unified team of leaders, collectively stewarding public services across agency and sector boundaries to better serve Aotearoa New Zealand and its people.



This focuses on leaders in the 1,100+ roles identified by chief executives as part of Te Pae Turuki Public Service Leaders Group (PSLG).

Strategy purpose

This strategy sets out a shared vision and priorities for Te Pae Turuki PSLG and reflects both the work already underway and what we are going to do next.

A uniquely Aotearoa New Zealand context

Leading the Public Service in Aotearoa New Zealand is unlike other jurisdictions. The Crown has special relationships with Māori under Te Tiriti o Waitangi | the Treaty of Waitangi. New Zealand also plays a leadership role with our Pacific whānau.

Better results from working together

The Public Service Act 2020 sets the framework for a modern, agile, leading edge and unified Public Service. This shift requires leaders to be more future-focused and stronger leadership of the Public Service system. Leaders are now more mobile, more unified, and utilising their skills where they are most needed. The Act emphasises the shared values, principles and spirit of service leaders personify as they deliver.

Where we are going



Build Team spirit

- unify around a common mission and spirit of service
- join up on common priorities
- engage with and reflect the communities we serve
- role model Public Service leadership



Enhance leaders' Capability

- prioritise development to meet current and future demands
- build capability to support the Crown in its relationships with Māori
- enable consistent access to development across the system



Enable leaders to respond with Agility

- enable easier movement to aid development and ensure leaders are in the right place at the right time
- align employment conditions, policies and processes
- enable leaders to connect, collaborate and learn
- join up sources of leadership data

Priorities for the first 12-24 months

- develop team purpose statement and charter
- clarify membership criteria and expectations of leaders
- support system initiatives in diversity, equity, and inclusion
- ensure applicants know which positions are part of Te Pae Turuki PSLG and the expectations that come with this
- deliver clear and informative onboarding for new team members
- continue to provide regular opportunities for members to unify as a team

- agree the priority areas for development in Te Pae Turuki PSLG roles
- continue to support all new leaders to attend designated training within their first 12 months
- develop content for Public Service Core Learning modules and prioritise leaders
- continue to support all leaders to increase their Māori Crown Relations capability and confidence

- identify what is needed to make it easier to redeploy leaders to meet changing system priorities
- connect leaders via a directory, establish a leaders' resource hub, underpinned by a new digital platform
- put in place common and consistent employment conditions for leaders in Te Pae Turuki PSLG
- improve the way we collect and use data to measure progress

Outcomes for leaders

- Shared expectations across the group, clear from day one
- Increase the profile of Te Pae Turuki PSLG roles, easier to identify
- Expand networks, strengthen relationships and trust
- Be connected to and supported by the group

- Unique system leadership skills of Te Pae Turuki PSLG leaders recognised
- Essential development consistently available to all leaders
- Given headspace and time to focus on core development
- Clarity on priority development areas, more shared resources

- Reduced barriers to movement, simpler secondments
- Quicker transitions - don't relearn standard policies/processes
- Easily find, connect and collaborate with peers
- Common T&Cs across agencies e.g. take sick leave with you
- Targeted support based on data-informed insights



Why: Strengthen public trust and confidence | Deliver more effective public services | Continuously improve outcomes for all New Zealanders | Be an employer of choice



Appendix 2

Te pāhekoheko | Engagement

Te Ohu Tumu Whakarae i te Ratonga Tūmatanui | Public Service Leadership Team (PSLT) has been engaged in the development of this strategy through PSLT fortnightly team meetings and regular off-site Retreats.

More detailed engagement has occurred with member chief executives as part of Te Pae Aramahi | Development Board meetings and with individual chief executives to gain a more in-depth understanding of their perspectives.

The aims and aspirations of Māori in relation to Te Pae Turuki PSLG have been sourced through:

- Feedback from Māori public servants during consultation on the Public Service Bill.
- Direct consultation with and feedback from Māori leaders through Te Pae Aramahi | Development Board and individual discussions.
- Contribution of Māori leaders in the development and piloting of Whakaaro Rangatira.
- Review of agency initiatives engaging with Māori and where implications for Te Pae Turuki PSLG leadership were raised.

Through this, we have identified four initial themes that have been woven through this strategy. Further discussions as part of Māori workforce planning will supplement this work over time.

- Desire for greater recognition of the unique aspects of Māori leadership brought to the Public Service by Māori leaders that are not currently reflected in the Leadership Success Profile.
- Need for more Māori to be visible at senior leadership levels to show other Māori that aspiring to leadership roles is both achievable and desirable.
- Development of a workplace culture that is positive, safe and inclusive for Māori, both for current and aspiring Public Service leaders.
- Importance of Māori leaders leading out work to ground public services in te ao Māori and recognition for individuals who do this.

Our kowhaiwai design

Our visual design identity is grounded in a two-world view of the fundamental characteristic of the Public Service - acting with a Spirit of Service. We have identified three themes:

1. Ka manaaki tātou i te tangata
(We serve people).
2. He ngākau whakaiti ō tātou
(We have a humble heart)
3. Ka ū te rere ki tō tātou pae tawhiti
(We hold firm to our vision)

Kōiri: Responsiveness \ manaaki

The design is formed using the kōiri kōwhaiwai pattern, Kōiri means to bend and sway. In this case it is a representation of the ngākau whakaiti. The Manu Ariki is responsive, flexible and ngāwari, knowing when to lead and when to make space for another's contribution.

Tātai hangarite: Balance, equity

The core design is mirrored down a central axis. This represents balance and equity in all its forms. But in particularly:

- Equity and balance in the partnership relationship between Māori and the Crown.
- A bi-cultural model
- A symbiotic relationship between home and community with the Public Service.

This is the central uho or core of the design. Energy and light are able to transition through this central core, outwards towards all branches of our community, ensuring no one is neglected by the Public Service.

The **unaunahi** element reinforces the energy and power of the flock, effecting positive change. The unaunahi represents manaakitanga, enhancing the mana of all within the Public Service and the communities being served.



Te Kawa Mataaho
Public Service Commission

