



### Position description

Position	Chief Executive and Secretary for Education
Department	Ministry of Education
Position purpose	<p>The Chief Executive and Secretary for Education will be responsible for:</p> <ul style="list-style-type: none"><li>• providing active stewardship and leadership across the education system to drive improved performance to lift student achievement at all levels</li><li>• delivering high-quality policy advice to Government on the education system covering early childhood, primary, secondary and tertiary education</li><li>• working collectively with other chief executives in education agencies to implement changes to the education system and link these changes with improvements more broadly in the economic and social sectors; and</li><li>• leading a large and complex Ministry accountable for delivering the end to end process from policy to operational delivery.</li></ul> <p>Government has set ambitious objectives to raise educational achievement across the pipeline from early childhood to tertiary education. To achieve these targets the Ministry will need to actively and effectively lead the education system, collaborating with education leaders, iwi, communities, employers and other government agencies.</p> <p>To provide effective stewardship the Chief Executive will need to build on the leadership model already in place with the wider education agencies leading a systematic approach to generating the lift in system performance necessary to ensure that every learner can succeed. This includes strengthening the communication at all levels in education and with learners and their parents.</p> <p>The incoming Chief Executive will need to be able to deliver on a significant reform agenda already underway. Continuing to maintain momentum with the multi-year Education Work Programme is core to the role, and will require balancing the compelling need to shift and lift the system's performance with the sector leadership's capacity to implement changes. Active and experienced leadership will be needed to realise the potential opportunities arising from the emergence of Communities of Learning as a new feature in the education system.</p> <p>The task facing the incoming Chief Executive and Secretary for Education is large and complex. The Chief Executive will need to ensure there is coherent and aligned provision of high quality policy advice across the education pipeline from early childhood, through schooling and tertiary education, if the system level improvements under development are to be well implemented. The Chief Executive will need to lead the Ministry to build further operational capability, enhance the organisational culture to improve cohesion, agility and responsiveness and overall quality of delivery.</p> <p>The incoming Chief Executive will need to advise Ministers on the future direction and shape of the Ministry and its role in the education system. Consideration will need to be given to the current arrangement of functions between the Ministry and the statutory education Crown entities and advising Ministers on how the Ministry's operational functions could be delivered in new and different ways to drive outcomes and increase private sector involvement and efficiency.</p>

To continue to lift Ministry performance at the same time as implementing an important reform agenda, we are looking for a seasoned Chief Executive who is:

- experienced in taking a stewardship approach to advising Ministers on the future direction, sustainability and performance of the education system
- experienced in managing and leading change in a large and complex organisation responsible for delivering the end to end process from policy development to operational delivery
- capable of leading further development of the direction and shape of the Ministry, the arrangement of functions between the Ministry and the statutory education Crown entities
- skilled in developing a cohesive and high-performing leadership team
- experienced in cross-sector governance and leading change across a devolved system or sector through influence and persuasion
- highly skilled at managing relationships with Ministers, chief executives, non-government providers, and stakeholders within and beyond the New Zealand State sector; and
- not necessarily from the education sector, but is committed to the contribution of education to economic and social outcomes for New Zealand and has a deep respect for the sector, and can quickly come up to speed with education sector issues.

Key external relationships

- Minister of Education, Minister for Tertiary Education, Skills and Employment, Associate Minister of Education, Parliamentary Under-Secretary for Education
- Chief executives of the Education Review Office, the Education Council and the education Crown entities (the Tertiary Education Commission, the New Zealand Qualifications Authority, Careers New Zealand, Education New Zealand)
- Chief executives of the Ministries of Social Development, Health, Justice, Pacific Peoples, Business, Innovation and Employment, Te Puni Kōkiri and other partner agencies
- Bodies representing school Boards of Trustees, Principals, the teaching profession, support staff, and early childhood education and tertiary providers
- Representatives of employers and local authorities; and
- Representatives of iwi, Pacific and local communities.

## Performance profile

Critical success priorities

The Chief Executive will be required to:

- maintain critical relationships and implement a reform agenda that continues to lift the Ministry's performance, its business processes and delivery models
- deliver on the significant investment in the education infrastructure programme, including the Greater Christchurch Education Renewal and meeting growth in Auckland
- deliver Better Public Services targets, such that:
  - in 2016 98% of new entrants have participated in quality early childhood education
  - in 2017 85% of 18 year olds have NCEA Level 2 or an equivalent qualification; and
  - in 2017 55% of 25-34 year olds have a qualification at NZQF Level 4 or above.
- develop National Standards reporting and moderation and deliver targets, such that:
  - in 2017 85% of all Year 1-10 learners meet literacy and numeracy expectations.
- deliver the on-going development of Maori Medium education and Partnership Schools
- further develop the regional approach to serving and supporting Communities of Learning, schools and kura
- develop a 21st-century learning system through flexible, innovative learning environments and building on the roll-out of ultra-fast broadband and school network upgrades

- move the focus to a data informed understanding of the size of the educational challenge at the individual learner level; and
- be collaborative in the social investment approach that targets interventions to deliver individual educational success.

Accountabilities

Excellent leadership by public service chief executives is essential to high performing departments and a high performing public service. Chief executives are required to work collaboratively in a spirit of service and strive towards the overall goal of a system of world class, professional State Services, serving the government of the day and meeting the needs of all New Zealanders. As a Chief Executive in the New Zealand Public Service you will be accountable for:

- the Ministry carrying out the purpose of the State Sector Act, the Public Finance Act, and other relevant statutes and legislation
- the Ministry's response on matters relating to the collective interests of government
- the stewardship of the Ministry, including of its medium and long-term sustainability, organisational health, capability, and capacity to offer free and frank advice to successive Governments
- the stewardship of the assets and liabilities that are used by or relate to the Ministry, and the legislation administered by the Ministry
- giving effect to whole of government requirements on matters such as procurement, property management, ICT, security and privacy
- the performance of the functions and duties and the exercise of the powers of the Ministry
- the tendering of free and frank advice to Ministers
- the integrity and conduct of the Ministry's employees; and
- the efficient and economical delivery of the services provided by the Ministry and how effectively those services contribute to the intended outcomes.

Operational accountabilities

As the Chief Executive and Secretary for Education you will be accountable to the Minister of Education and the Minister for Tertiary Education for providing high-quality policy advice to the Government on the education system, covering early childhood, primary, secondary, and tertiary education. In addition, you will be responsible for the Ministry's substantial operational functions, including:

- funding early childhood education services and licensing them to operate
- resourcing state and state-integrated schools
- providing infrastructure support, including managing the school property portfolio
- providing special education services to children and young people with disabilities;
- developing national guidelines and curriculum statements
- providing services to learners, communities, early childhood services and schools
- supporting vulnerable children and families through cross-sector engagement; and
- administering and implementing education legislation and regulations.

The Ministry supports and monitors the performance of four statutory Crown entities: Careers New Zealand, Education New Zealand, the New Zealand Qualifications Authority, the New Zealand Teachers Council; and together with the Ministry of Business, Innovation and Employment, jointly monitors the performance of the Tertiary Education Commission.

Person profile	
Leadership and Stewardship	<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>Chief executive stewardship responsibilities reinforce that chief executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.</p> <p>The stewardship responsibility requires chief executives to plan and actively manage for the medium term and long term interests. This applies to all aspects of the department including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.</p> <p>Chief executives are also stewards of the system and are required to achieve cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.</p>
Position specific competencies	<p><i>The competencies outlined 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.ssc.govt.nz/leadership-success-profile">https://www.ssc.govt.nz/leadership-success-profile</a></i></p>
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.
Lead with influence	Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.
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.
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes.
Achieving through others	Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.
Enhancing team performance	Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
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 New Zealand.
Resilient	Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
Security Clearance	<i>Appointment will be subject to a New Zealand Government <b>Secret</b> security clearance.</i>

Information on Ministry of Education outcomes, organisational structure, dimensions and appropriations can be found in the Four year Plan 2015-19 and the Annual Report 2014. The following links are to these documents on the Ministry of Education website: <http://www.education.govt.nz/ministry-of-education/publications/four-year-plan-and-statements-of-intent/>, and <http://www.education.govt.nz/ministry-of-education/publications/annual-report/>

A list of the Acts and regulations administered by the Ministry of Education can be found on the Ministry's website at: <http://www.education.govt.nz/ministry-of-education/legislation/>, and further in the Briefings to Incoming Ministers: <http://www.education.govt.nz/ministry-of-education/our-role-and-our-people/briefings-to-incoming-ministers/>

# Leadership Success Profile

