

LEADERSHIP & TALENT

SENIOR LEADERS

“THE SINGLE MOST CRITICAL
DRIVER OF SUCCESSFUL CHANGE IS
LEADERSHIP”

Enduring reform requires strong leadership. We need leaders who can work across the State, community, and private sectors to deliver the best services for New Zealand. To achieve this we need to develop and deploy leaders where they can do their best work and continue to improve in the process.

PRIORITY WORK

- Finding better ways to move senior leaders around the system to build individual experience, and system leadership capability.
- Better understanding and use of key positions as part of our system talent management.
- A stronger supporting infrastructure for career boards including common assessment, a Talent Management Information System and alignment of agency practice.
- Career boards working to grow exceptional performance among senior leaders, and develop a deep and diverse succession pipeline.

To find out more

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STATE SERVICES COMMISSION
Te Komihana O Nga Tari Kawanatanga



Fact sheet – Senior
Leaders

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New Zealand Government

CAREER BOARDS

Career boards review and plan the development of senior leaders and lead succession planning for key positions

Career boards are made up of chief executives from across the State Services. Chief executives use career boards to bring talented people together with opportunities. This involves matching talent to roles, either to meet specific system needs, or where individual development can be offered through on the job training and support.

Career boards operate at sector, regional and system levels.

Three sector career boards focus on sector capability and career development opportunities that give senior leaders essential learning experiences to take the next step upwards:

- Social & Justice Career Board
- Business Facing & Natural Resources Career Board
- External & Security Career Board.

There is a regional career board for Auckland. This has a wide membership focusing on meeting the diverse needs of Auckland.

At a system level, career board leaders and the State Services Commissioner take an overall view of needs and leadership development opportunities.

In the next year you can expect to see:

- a deepening of career boards, integrated with agency and system-wide processes
- all career boards using common tools and practices
- a stronger supporting infrastructure.

SENIOR LEADER DEPLOYMENT

Chief executives have tasked SSC with finding more efficient ways to move senior leaders around the system to build individual experience, and system leadership capability.

SSC is producing a new set of tools and resources to support this process. They will mean we can apply an increased level of maturity to how we match a person's development need to the right learning opportunity.

“EXPERIENTIAL, ON THE JOB DEVELOPMENT IS THE PREFERRED METHOD FOR DEVELOPING LEADERS”

KEY POSITIONS

Key positions are a mix of strategy, operational, policy, and functional leadership roles. They have a significant impact across the State Services and are critical to the delivery of services, government priorities or emergency responses.

The State Services Commissioner designates key positions and works with chief executives to ensure there is a pool of capable leaders and successors for those roles. The system of key positions means chief executives share responsibility for building the capability and capacity of the State Services as a whole, not just within their own agencies.

The list of key positions will change over time in response to changes in government priorities and as new areas of critical need emerge.

In the next year we will:

- clarify the value and purpose of key positions
- produce tools and resources to support a common understanding of key positions.
- review the mix of key positions
- mature the key positions programme.

FUNCTIONAL LEADERSHIP

Functional leaders work across agencies to foster cross-agency work and whole of government perspectives. SSC is working with functional leaders to align and integrate the leadership and capability aspects of their work programmes with system-wide talent management.

Functional leaders and Heads of Profession include:

- Chief Government Accountant (CGA)
- Government Chief Information Officer (GCIO)
- Government Chief Talent Officer (GCTO)
- Government Legal Network (GLN)
- Head of the Communications Profession
- Head of the Policy Profession
- New Zealand Government Procurement
- Property Management Centre of Expertise.

To find out more about our work visit us at www.ssc.govt.nz/leadershipandtalent