Strengthening your career

Senior Leader Development across the Public Service

A Guide to the Senior Leader Career Development programme and Career Boards

2013
The right people, in the right roles, at the right time
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A  Welcome

- Since the decentralisation of the Public Service with the State Sector Act 1988, there has been no successful collaborative, whole-of-system approach to Senior Leader development.

- Over the years individual agencies have been successful in developing their own Senior Leaders, but the decentralised nature of the Public Service means there have been few incentives for Chief Executives to develop senior leaders for the wider system.

- The continued worldwide economic turmoil, and resulting national fiscal restraint with reduced budgets, is a driving force behind the Better Public Services Advisory Group.

- As is the Government’s priority, we have to work out how to deliver better public services in this constrained environment. Thus a new type of leadership is required in order to meet the challenges being faced.

- This has led to the requirement for Chief Executives to focus on whole-of-system transformational and strategic leadership.

- As a result there is now a critical requirement to develop a wide, deep pool of Senior Leaders who can ascend to and succeed in system-critical and future Chief Executive roles.

B  Key Outcomes

1. To enable the Public Service to be better positioned to deliver on the Government’s key priorities.

2. To strengthen individual career and senior leader capability across the Public Service whereby senior leaders can develop both breadth and depth of experience in multiple roles, across multiple agencies.

3. To ensure senior leaders are in the right roles, with the right skills, ready to succeed to system-critical and Chief Executive roles - now and in the future. In particular to have bench strength for all Chief Executive, Senior Leader and large tier three roles.

4. To collaborate with key stakeholders and Chief Executives across the Public Service to deliver a common infrastructure to make this happen.
C Key Messages

- World-class organisations spend a lot of time identifying, developing and managing their promising leaders. We want to be a world-class Public Service.
- Chief Executives and the SSC are using our unique view of the Public Service to identify and develop a pipeline of promising Senior Leaders and future Chief Executives.
- We are committed to providing opportunities to senior leaders to fulfil their potential. We think by working in a more collaborative and coordinated manner we can leverage the variety and scope of roles in the Public Service.
- We also want to provide appropriate opportunities for individuals to develop their career and leadership capability across agencies. This will ultimately raise organisation and sector performance, and deliver tangible shifts in New Zealand’s economic and social well-being.
- The 2012 framework and process for Senior Leader Career Development is the starting point.
- The collation of Senior Leader career information in 2012 was part of a more comprehensive programme being conducted in 2013.
- This is an opt-in process and we encourage you to participate.
- You are free to make your own decision about this opportunity for developing your capabilities and skills across the system.
- We will be seeking your feedback along the way to evaluate and improve upon the process as it evolves.

D Key Principles

- We are doing this in a manner that is consistent with the State Sector Act.
- Agencies and the system must benefit from a collaborative approach to Senior Leader Development and resourcing priorities.
- Every person has the responsibility to do the best for themselves in advancing their career.
- We will do this in as transparent manner as is possible.
- We will use a common infrastructure:
  - Tools, Metrics, Language, Protocols
- We will work to a common timeline.
Next Steps

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<th>Date</th>
<th>Activity</th>
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<td>Invitation and login details for <em>Talentscope</em> website emailed to Senior Leaders &amp; Chief Executives</td>
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<td></td>
<td>Window for Senior Leaders to enter following information onto website:</td>
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<td></td>
<td>• Biographic data</td>
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<td>• Update career history</td>
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<td>• Aspiration/Intention</td>
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<td>Window for Chief Executives or direct managers to enter following information onto website:</td>
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<td>• Their view on Senior Leader performance</td>
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<td>• Their view on Senior Leader potential</td>
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<td>• Their view on the ability of Senior Leader to achieve their aspirations</td>
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<td>Data collation, analysis and preparation for Career Boards</td>
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<td>Sector career boards meet</td>
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<td>System Career Board</td>
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The Career Boards are about strategically moving people around sectors and the system for the benefit of the system, Chief Executives and their agencies, and senior leader development.

The Career Boards have three mandates.

1. To collaboratively identify and support the development of promising senior leaders.
2. To strategically move people around the system for development purposes.
3. To act as a coordinating mechanism to strategically move Senior Leaders to achieve the Government’s priorities.

**Sector Career Boards**

- A Sector Career Board involves a 2 hour structured conversation focusing on the 2\textsuperscript{nd} Tier and selected 3\textsuperscript{rd} Tier of an organisation.
- It will be chaired by the lead Chief Executive.
- Chief Executives will participate based on agency groupings (See appendix 1).
- Each Chief Executive presents their team in turn, focusing on stand-out individuals.
- Each organisation presents for approximately 10 to 15 minutes.
- A facilitator is present to provide appropriately challenging questions.

Key questions for the Sector Career Board will include:

- Who needs a move in the next year?
- What development opportunities are available in the next year?
- What does the three-to-five year leadership pipeline look like for the agency/sector?
- Who would the Sector Career Board recommend for formal development investments (e.g. ANZSO/LDC/other)?
- How diverse is the three-to-five year pipeline?
System Career Boards

- A System Career Board involves a 2 hour structured conversation focusing on the star performers of the Public Service.
- It will be chaired by the State Services Commissioner.
- Each sector representative / Chief Executive takes a turn presenting the most urgent managed moves, development opportunities and star performers.
- Each Sector presents for approximately 5 to 10 minutes.
- A facilitator is present to provide appropriately challenging questions.

Key questions for the System Career Board include:

- Who needs a move in the next year?
- What development opportunities are available in the next year?
- What does the near-Chief Executive pool look like?
- What does the three-to-five year Senior Leader pipeline look like?
- Where should the System make major development investments? (e.g. ANZSOG / LDC / other)
- How diverse is the Public Service Leadership pipeline?
## Key Contacts

### State Services Commission

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<tr>
<th>Name</th>
<th>Title</th>
<th>Email</th>
<th>Phone</th>
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<tbody>
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### Leadership Development Centre

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<tr>
<th>Name</th>
<th>Title</th>
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<tbody>
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### Key Information/Frequently Asked Questions

#### Strategic Context

1. **What is the overall vision and how will it fit with the broader vision for the Public Service?**

   The overall vision for this initiative is to be a world class Public Service that develops a wide, deep pool of Senior Leaders who can succeed in system-critical and Chief Executive roles.

   Our goal is to understand the aspirations of our Senior Leader cohort, consider these against the development opportunities that are available, and to then deploy people across these opportunities.

   The Career Boards (sector/system) are designed to serve as a conduit between Senior Leaders and experiential development by moving people across the system, and moving leaders to respond to areas of Government priority and system risk.

2. **What is the vision for the type of leadership required across the system?**

   Ultimately the type of leadership required across the system is driven by the Government’s priorities to deliver better public services for less. Our past models of leadership have been effective but largely siloed within individual agencies.

   The type of leaders required going forward will:
   - Have well-rounded multiple experiences and functional roles across a range of agencies.
   - Be committed to deliver on sector/system outcomes; and secondly to an individual agency.
   - Be change oriented, with a focus on the delivery of results.
   - Be people focussed and empowering of other leaders.
   - Be coalition orientated.

3. **Why a sector approach?**

   Increasingly Public Service agencies will be accountable for working on outcomes at a sector level. There continues to be more collaboration across agencies at a sector level this is a good place to leverage career opportunities in other agencies.
The key players in this initiative are: State Services Commission, Leadership Development Centre & Chief Executives and Senior Leaders.

**The role of SSC is as follows:**
- To have the whole-of-system overview on Senior Leader capability in the Public Service.
- To use our mandate to execute and deliver career moves across the Public Service.
- To communicate the leadership skills required for senior roles in the Public Service.
- To provide support and coordination for the Senior Leader Career Boards.

**The role of the Leadership Development Centre is as follows:**
- To support and advise Chief Executives to participate in this process.
- To support the assessment and development of Senior Leaders.
- To provide formal development programmes consistent with needs of the system.

**The role of Chief Executives is as follows:**
- To understand his/her Senior Leader’s aspirations.
- To spend time working on Senior Leader development.
- To form a view about Senior Leader capability within their own agency, and in their sector agencies.
• To provide development opportunities for the whole-of-system Senior Leader initiative (release and receive Senior Leader development opportunities).
• To actively participate in Career Boards.

Your role as a Senior Leader is as follows:
• To think about where you want to take your career.
• To opt-in by providing information in TalentScope.
• To have a conversation with your Chief Executive about your aspirations.

My Involvement

4. Why should I participate in this initiative?
   The new Senior Leader Career and Development initiative is designed to provide a view of system wide capability and need. Through participating in this initiative you, as a Senior Leader, will gain valuable experience and development across the system and will be part of an initiative that is designed to create the bench strength and flexibility that senior leaders and future Chief Executives will be required to have in order to successfully lead a world class Public Service.

5. What benefit will there be for me if I participate in this initiative?
   By choosing to opt-in into this initiative, your Chief Executive and agency will have a better understanding of your aspirations and career goals. Development opportunities can then be aligned to benefit you, your agency, and the wider system.

6. Why is it so critical to gain experience in other agencies and sectors? What benefit will it be to me?
   While considerable experience in one agency is valuable, this is not providing our Senior Leaders with the experiences needed to work in the future. The leaders of tomorrow will need to have a broader understanding across agencies and sectors to ensure that as a whole we are delivering the outcomes required of us. The leaders of tomorrow will need to have both depth and breadth of experience, and gaining experience in other agencies and sectors will allow this.

7. What happens if I choose not to ‘opt-in’ to this programme? Will the system blacklist me?
   We understand that people have different motivations and ambitions for their career. No one will be ‘blacklisted’ for not participating.
   We hope that over time, the Senior Leader Career and Development process will be something you do want to participate in.
8. **How will individuals be able to exercise choice about their development pathway?**

The Career Board process will identify opportunities for Senior Leader development. By ‘opting-in’ to this process you are ‘putting your hand up’ to indicate that you would like to be considered for these opportunities.

This is a collaborative process to identify best-fit experiential and development opportunities in line with your career aspirations and your Chief Executive’s input. Therefore you retain the right to veto the development opportunities presented.

Once a possible match is identified, there will be a series of conversations between you and the manager of the new role to check for fit etc.

9. **How is this going to be different than past efforts and what guarantees are there that it is going to be successful this time?**

This time there is a clear mandate from Government and ensuing recommendations from the Better Public Services Advisory Group to support a leadership development strategy designed to improve the way we lead to meet the needs of the Public Service. In particular:

- the new leadership development strategy has been created in consultation with your Chief Executives.
- We will be as transparent as possible given the Privacy Act.
- We are committed to doing this on a twice-annual cycle to be sure that we take into account changes in individual circumstances.

10. **How will individuals know where they stand?**

There will be regular communication throughout this process. At a minimum there will be a conversation with your Chief Executive about your aspirations. As we move through the process there will be feedback from the Career Boards through your Chief Executive who will provide information regarding outcomes from this process.

11. **How will this affect merit based appointments?**

Where a move is permanent the merit principle in Section 60 of the State Sector Act applies.

The State Sector Act allows development secondments to be made which are exempt from the merit principle (Section 60), the obligation to advertise vacancies (Section 61) and right of review (section 65). Some moves may be made under these provisions.
12. How will this be hard-wired into the system?

One of the things the Better Public Service Advisory group looked at was how to move leaders across the system. Their proposal is being considered by the government. Once the government decides on what recommendations to accept, changes will be made to the State Sector Act when it is redrafted later in the year.

Career Boards and TalentScope (web tool)

13. Who attends the Career Boards?

Each Career Board is comprised of a mix of Chief Executives and secretariat support staff. The conversations are confidential. At each board meeting are:

- Chief Executives (owners of the Senior Leader capability), one of whom acts as Chair.
- a facilitator (to ask challenging questions)
- secretariat staff
- SSC representatives (whole-of-system view of Senior Leaders)
- A Leadership Development Centre representative (to suggest ideas for individual development opportunities).

14. Who will have access to the information I enter into the TalentScope system?

We have an Information Protocol in Appendix 2 detailing who has access to this information.

15. How will the information I have entered in about myself, and the information from my Chief Executive be used to inform my career development?

We need to understand where you aspire to go with your career and to get a sense of your performance potential to meet those aspirations. Information collected on your career history, qualifications, and aspirations will be used to inform what opportunities will best help you achieve aspirations for your career.

Demographic information you voluntarily provide will be used for monitoring broader workforce trends.

16. What are the criteria and process for determining who is eligible for Senior Leader development opportunities in other agencies/sectors?

The criteria will be based on a match of skills and abilities and the requirements of the role. This will be informed by the information you provided and the conversation you have had with your Chief Executive.

The process will be potential matches identified at the Career Boards and a series of supporting conversations between Chief Executives and the individual Senior Leader.
17. **When can I expect to know the outcome of the Career Boards?**

The Career Board process has a completion date of 1 August 2013. Shortly thereafter there will be high level feedback to the Senior Leader cohort via email.

Individual feedback will come from your Chief Executive or direct manager on the process and outcomes of these, and next steps.

This will become part of a routine process for looking at the development needs of people and opportunities across the system and will be conducted on a twice-annual cycle.

18. **Will career opportunities in other agencies be a ‘secondment’ or a ‘permanent’ move?**

It depends on the needs of the individual and the agency and on the nature of any roles offered as an outcome of the Career Boards.

19. **How long would a ‘move’ be for?**

This depends entirely on the nature of the role you are offered, as determined by the agency offering the role. Best practice indicates 18 months to 3 years as an appropriate length for developmental roles.

20. **How will participating in this initiative impact my remuneration and entitlements?**

This will be addressed on a case by case basis and is dependent on whether the development opportunity is a secondment or permanent move, the size of the development opportunity, and the relative pay scales of the two agencies.

21. **What happens if the Career Board recommends a move to another agency to strengthen my career but I choose not to take up the opportunity?**

If you don’t see the move in the best interests of your career it is fine to say ‘no’ to the development opportunity.

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**The Role of Chief Executives**

22. **What are Chief Executives accountable for?**

Chief Executives are accountable for:

- providing feedback on Senior Leader performance and potential.
- providing opportunities for Senior Leaders to move across the system, both into and out of their agencies.
23. **How will Chief Executives be guided in their decisions on what is the best development option for an individual? Will they be supported to make the ‘hard’ decisions?**

The form the conversation between you and your Chief Executive will take is up to your Chief Executive to decide. Like all employment information, the specifics of your conversation will remain confidential to you and your Chief Executive.

If you choose to participate in the programme, the information you provide in TalentScope will also be available to the Chief Executives on the Career Boards and the small Career Board secretariat (SSC/Leadership Development Centre). These other parties are legally required to keep this information confidential.

24. **Will anyone else be present during these conversations?**

This is a decision to be made by your Chief Executive (or you and your Chief Executive) depending on the business process your agency uses.

25. **What if my Chief Executive does not have a career conversation with me?**

Chief Executives have been well-briefed on the Senior Leader Career Development programme, and the State Services Commissioner has stated that he will hold Chief Executives accountable for their part of the implementation of the programme. This includes having a career conversation with Senior Leaders.

26. **What will help Chief Executives be motivated to and have confidence in releasing their good people and receiving someone else from the system pool?**

SSC is working to improve the clarity of Chief Executive expectations and the measures against which they will be appraised. As part of this, we will be shaping CE performance measures at a system level which will include growing and fostering leadership across the sector.
Leader Led Conversations

It is critical that Chief Executives talk with their Senior Leaders about where they assess a Senior Leaders performance and potential and relay the outcome of discussions about the individual Senior Leader from the relevant Career Board.

It is expected that these conversations will be open and authentic and where Chief Executives are prepared to explain their rationale with regards to their assessment of a Senior Leaders performance and potential, take time to listen and respond to a Senior Leaders questions as well offering a sense of forward direction about what can happen next. These conversations are critically important and if handled with honesty and integrity will help to increase a Senior Leaders engagement and performance.

The content of the conversation

It is important that a Chief Executive provide sufficient detail about a Senior Leader’s:

- performance and potential;
- the outcome of the relevant Career Board; and
- the next steps with regards to developing a Senior Leaders career.

Context – it is expected that a Chief Executive will be clear in explaining their performance/potential rating of a Senior Leader as part of an ongoing conversation about development and performance (no matter what assessment the Chief Executive has made). The Chief Executive potential/performance assessment will be refreshed twice yearly prior to Career Boards convening and can change over time.

Background – A Chief Executive will ‘check-in’ with how aware and informed a Senior Leader is regarding the information provided in Talentscope and how it will inform ongoing development conversations and career management.

Aspiration – A Chief Executive will discuss with the Senior Leader their aspirations and offer a sense of forward direction in light of a Senior Leaders performance potential rating against the dimensions of Leadership Success Profile.

Performance and potential – A Chief Executive will share his/her reasoning around their assessment, highlight strengths and any development priorities, gaps or questions that might need some focus. The framework for focussing the conversation will be based on the Leadership Success Profile.

Leadership Success Profile (LSP) - The challenges facing the Public Service continue to grow, and new behaviours are required to lift the leadership capability of the Public Sector in order to deliver on the government priorities. The Leadership Success Profile is designed specifically to have a sharper focus on achieving results as an overarching theme whilst balancing this with leadership that cultivates a sustainable, innovative culture with engaged staff and stakeholders while operating with integrity. It is expected that Chief Executives will use this profile as a backdrop to their conversations with Senior Leaders. You can learn more about the LSP by going to this link http://www.ssc.govt.nz/leadership-success-profile
Appendix 1 - Groupings for Senior Leader Career Board Process

**Social & Justice Sectors**
- Ministry for Social Development
- Ministry of Education
- Education Review Office
- Ministry of Health
- Ministry of Pacific Island Affairs
- Ministry of Women’s Affairs
- Department of Internal Affairs
- Ministry for Culture and Heritage
- Ministry for Justice
- Department of Corrections
- Serious Fraud Office
- Crown Law Office
- New Zealand Police
- State Services Commission

**Business Facing and Natural Resources**
- Ministry for the Environment
- Department of Conservation
- Land Information New Zealand
- Te Puni Kokiri
- Ministry of Business, Innovation and Employment
- Canterbury Earthquake Recovery Authority
- Ministry for Primary Industries
- Inland Revenue Department
- Statistics New Zealand
- Ministry of Transport
- The Treasury
- New Zealand Transport Agency

**External and Security**
- Department of Prime Minister and Cabinet
- New Zealand Customs Service
- Ministry of Defence
- Government Communications and Security Bureau
- New Zealand Security Intelligence Service
- New Zealand Defence Force
- Ministry of Foreign Affairs and Trade
We are asking you to participate in a system-wide career planning process. This process is voluntary and is an ‘opt-in’ process.

**Why is the information being collected?**
We are collecting this information to enable a collaborative approach to career development. We plan to get an overview of your career aspirations. We then plan to map those aspirations with development opportunities that may be available across the system.

**What Information will be collected?**
We are collecting a minimum amount of information from two different parties.

We are asking you to provide your:
- Basic demographic information, which is optional, for EEO and workforce planning purposes
- Your career history
- Your full qualifications
- Most recent development
- Aspirations for where you would like your career to be 1 year, 3 years, and 5 years out.

We are asking your Chief Executive to provide their view on your:
- Performance at this time
- Readiness for promotion at this time
- Your expressed aspirations at this time.

**How will that information be used?**
The information you provide will be used for:
- Career planning
- Leader development
- Succession planning
- Workforce planning.
Who will have access to that information?

We will limit the number of people who have access to your information. For the Career Development process to work, we need to share information with:

- Your Chief Executive.
- Human Resources in your department.
- Other Chief Executives in the Public Service (based on your agency grouping and those participating at the Career Boards See Appendix 1).
- A small group of people from the Leadership Development Centre (for career development planning, and leader development purposes).
- A small group of people from the State Service Commission (for succession planning, career planning, leader development and workforce planning purposes or who serve as super users).
- Very few third party individuals used as facilitators for the Career Boards process, or who provide the tools we use collect the information across the Public Service.
- Occasionally we will need to share that you are participating in the Senior Leader Career Development programme with recruiters who are selection process (e.g. recruitment processes for Chief Executive and large Senior Leader Roles.)