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.

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"THE SINGLE MOST CRITICAL DRIVER OF SUCCESSFUL CHANGE IS LEADERSHIP"
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.