“SHIFTING THE LEADERSHIP LANDSCAPE FOR NEW ZEALAND - LEADERS ACROSS THE SYSTEM WHO CAN ANTICIPATE AND EXCEED THE NEEDS OF NEW ZEALANDERS”

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

To contact the Leadership and Talent team directly email us at leadershipandtalent@ssc.govt.nz
Chief executives show exceptional performance and commitment to the creation of a larger and deeper pool of leaders with the skills and experience to fill senior positions in the Public Service and the wider State Services, now and in the future.

This will be achieved through:

- **Aligning deployments** to achieve greater impact on system priorities and the development of senior talent
- **Accelerating development** of credible candidates who are within three to five years of being ready for our most complex senior roles
- **Increasing investment** in high potential leaders who will progressively bring more diverse perspectives to senior roles over the next 5-15 years
- **Greater leadership diversity** that better reflects the New Zealand population, with deep and diverse succession pipelines for senior roles.

**OUR MANDATE**

The Leadership Strategy guides how we grow leadership and talent to achieve trusted, engaged and high performing State Services.

In 2013 the State Services Commissioner was given statutory responsibility for putting in place a strategy for developing senior leadership and management capability in the Public Service. State Services chief executives formally signed up in 2014. That commitment has been reinforced in chief executives’ annual performance expectations set by the State Services Commissioner.

The Commissioner has tasked the Leadership and Talent team with helping chief executives bring those commitments to life.

This is not a traditional leadership development programme where people are identified and developed across a core curriculum over a period of time. It is an interconnected set of strategic, all-of-system actions that will lift leadership capability across the State Sector.

**OUR ROLE**

We are building leadership and talent across the State Services through:

- identifying, developing and deploying capability to priority areas
- strengthening leadership by building a system culture across the State Sector
- encouraging and supporting leaders to step into more challenging and complex roles
- supporting the move away from a Wellington-centric view of talent, encouraging diversity within and beyond the Public Service.

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**OUR WORK**

**SENIOR LEADERS**

**Career Boards**

Career boards will continue to steward the development and deployment of the leadership pipeline, and will play an increasing role in individual and collective investment decisions for developing senior leaders and the succession pipeline.

**Key Positions**

We are reviewing the mix of key positions to ensure these reflect the capability required for delivery of key government priorities. We will then mature and relaunch key positions.

**Functional Leadership**

Functional Leaders and Heads of Profession have been established to lift practice, performance and capability. These include ICT, HR, Policy, and Strategic Finance. We are developing a shared understanding and a common approach to leadership and capability development within functional areas.

**TOOLS**

**Talent Management**

We have worked with human resource and organisational development colleagues across the system to develop a talent management toolkit. All agencies will be required to use the toolkit from this year.

**Leadership Success Profile**

The Leadership Success Profile (LSP) has been refreshed and is being extended through agencies to guide expectations of leaders at all levels.

**Assessment and Analytics**

We are introducing a common assessment and benchmarking approach to ensure consistent measurement of our senior leaders. That approach will be used across the Career Boards and will be completed this year.

**Talent Management Information System**

SSC is working with other agencies to establish a Talent Management Information System. This will become a single store for all data about our senior leaders, at the system level.

**EARLY IN CAREER**

Building system leadership starts early in career.

The work in this area is focused on the talent management and career development for interns, graduates, emerging leaders, both in general and for those identified early as high potentials.

Our future leaders need to know how their career will be supported in a modern State Services. This is a priority area. We are producing an “Early in Career” strategy for the State Services as guidance.

**New Professionals**

- We are establishing common principles for the attraction, selection, development and retention of summer interns and graduates.
- We will host summer interns at events to focus on career opportunities within the State Sector.
- An online introduction to working in the Public Service for new starters is being developed.

**Emerging Leaders**

- An Emerging Leaders Fast Stream Programme pilot is being launched.

**LEADERSHIP DEVELOPMENT CENTRE (LDC)**

The LDC works in partnership with the SSC to support the delivery of key components of the Leadership and Talent work. This includes advice on individual and collective development to Career Boards, supporting agencies to implement their internal talent management processes, and delivery of leadership assessments.

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