



STATE SERVICES COMMISSION  
Te Komihana O Ngā Tari Kāwanatanga



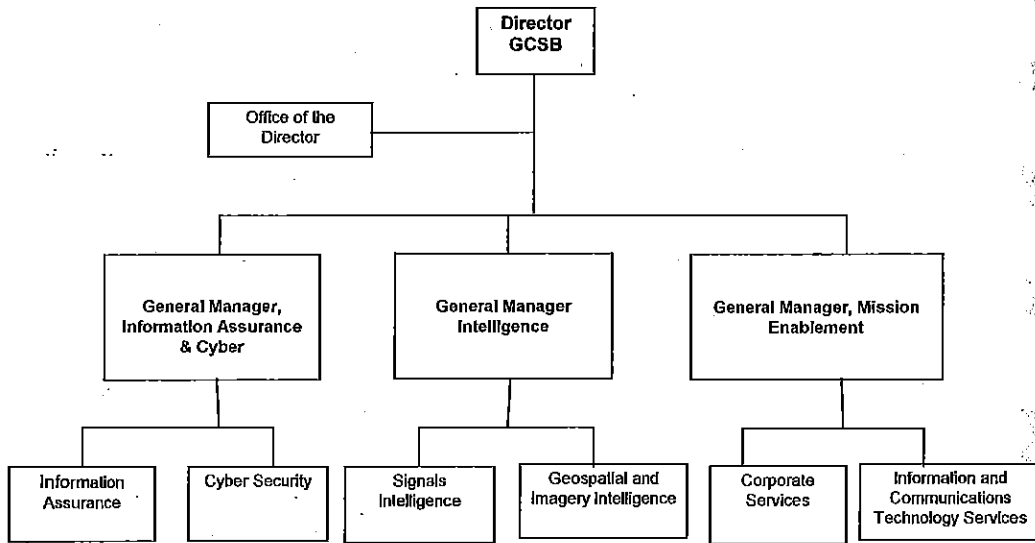
Recruitment for the Chief Executive and Director  
of the  
Government Communications Security Bureau

Briefing for the recruitment consultant

12 May 2011



# GCSB Structure



## Government expectations

- ensure intelligence pipeline into NZ is secured and maintained
- be authoritative on areas on interest including Sigint and Cyber and avoid strategic surprises in these areas
- contribute to a joined up intelligence product
- service new customer set (Police/Customs/Immigration and private sector interests in addition to traditional customers (NZDF/MFAT and NAB)) – being more open and sharing
- does more with less – vfm department
- maintain niche capability to deliver quality product to NZ decision-makers



## Challenges for the Bureau

The Director will need to:

- build into the Bureau a sense of 'One Community – Many Agencies' collaborative style
- lift performance through focussing the Bureau on a future vision, on strategy development, and on excellent change management in NZIC
- address impediments to organisational agility – structural stovepipes, managerial (annual leave) and culture
- implement better communications and stakeholder management - build trust and 'brand' externally – shift from being a secret enclave to be the 'go to' technical internet experts



## What kind of person is needed?

- highly developed leadership competency combining strong ambition and vision for the sector
- strong management disciplines to strengthen business practices and preparedness to innovate
- supports a collegial approach to achieving results
- capacity to reshape relationships through communication, persuasion and personal example
- ability to force the pace of change when necessary and build on the best of the Bureau's culture
- highly developed personal moral code

