



Position	Commissioner
Department	New Zealand Police
Position Purpose	<p>New Zealand Police (Police) is the government's key frontline response agency. Police serve the community on behalf of the Government by reducing the incidence and effects of crime, detecting and apprehending offenders, maintaining law and order and enhancing public safety. The organisation spans twelve Police districts and almost 400 domestic locations.</p> <p>Police has a number of statutory functions, including keeping the peace, maintaining public safety, law enforcement, crime prevention, community support and reassurance, national security, participation in policing activities outside New Zealand and emergency management.</p> <p>The Commissioner of Police leads and manages the organisation across its broad range of roles and functions.</p> <p>In addition to Police's operational role, Police works at a system level with Public sector agencies to address systemic issues and opportunities and to achieve the Government priority of healthier, safer and more connected communities. This includes contributing to Te Hāpaitia te Oranga Tangata justice system reform agenda, implementing initiatives to address family and sexual violence and tackling organised crime.</p> <p>Other key priorities for Police include strengthening the relationship with Māori, reducing reoffending and working with other justice sector agencies to reduce the prison population.</p> <p>The Commissioner of Police is responsible for Police's strategic direction that balances these operational and system roles.</p> <p>The Commissioner also has a key role in responding to incidents that challenge or threaten national security in New Zealand. The Commissioner has a co-operative role off-shore where New Zealand's security interests or the safety of New Zealand citizens are at risk from politically-motivated violence.</p>
Key external relationships	<p>Government and Parliament:</p> <ul style="list-style-type: none"><li>• Minister of Police: the Commissioner is responsible to the Minister of Police under section 16(1) of the Policing Act 2008;</li><li>• Prime Minister; and</li><li>• Other Ministers whose portfolios relate to the outcomes sought by Police.</li></ul>

## Public sector:

Police works closely with many agencies in pursuing its priority outcomes, including:

- Justice sector: Police works with agencies with law enforcement functions in respect of the criminal justice pipeline, the prevention and enforcement of crime and initiatives such as the reform of the Justice sector;
- Social sector: Police works with agencies on youth justice, prevention of crime, family and sexual violence initiatives;
- Defence, foreign affairs and intelligence and security sectors: Police has a key role in furthering New Zealand's foreign policy objectives, including enhancing national security, supporting compliance with our international obligations and border protection. Police are also regularly deployed overseas in post-conflict, nation-building roles;
- Transport sector: Police plays a key role in road safety and enforcing traffic laws;
- Emergency services sector: Police work with central and local government on emergency management and search and rescue;
- Population agencies: Police works with agencies representing the interests of Māori, Pasifika and other ethnic groups;
- Police works with oversight officials and bodies such as the Independent Police Conduct Authority; and
- The Commissioner of Police is also a member of various cross-agency groups, including the Justice Sector Leadership Board, as an additional Minister appointee to the Family Violence and Sexual Violence Joint Venture. Police is also a member of the Officials' Committee for Domestic and External Security Coordination (ODESC) governance board and the Security Intelligence Board.

## Communities and the public:

Police works in partnership with a number of organisations, including:

- Local government and community organisations and NGOs working with and representing victims, offenders and members of society;
- Māori communities, hapū, whānau and iwi and organisations representing Māori interests; and
- Pacific and ethnic communities and organisations.

## Statutory role

The Commissioner of Police is a statutorily appointed official under the Policing Act 2008.

The Commissioner holds office at the pleasure of the Governor-General of New Zealand. Under section 12, the Commissioner is appointed by the Governor-General on the recommendation of the Prime Minister. These structures of holding office provide important safeguards for the office-holder's independence.

## Performance profile

### Critical success priorities

The following priorities are critical for the Commissioner of Police to succeed in the position:

#### **System Leadership**

- Establishing and maintaining effective working relationships with the trust and confidence of Ministers, providing high quality policy advice to the Government and delivering on Government priorities for Police;
- Working collaboratively with Public Service Chief Executives and their agencies across the system through effective consultation and coordination at a strategic as well as operational level;
- Building closer relationships with Māori, Pasifika and Ethnic Communities;
- Implementing Government policy commensurate with the constitutional position of Police; and communicating with the public and fronting issues impacting our communities.

#### **Strategic Leadership**

- Thinking strategically about issues relating to policing in New Zealand, and developing and implementing a strategic direction for the organisation with a national, as well as a community focus;
- Proactively identifying and responding to the challenges of changing trends and policing pressures, such as a growing population, demographic changes and emerging crime priorities;

#### **Delivery Management**

- Providing strong leadership to Police staff at all levels and a clear sense of direction and purpose, to maintain and support a strong organisational culture which keeps our communities safe;
- Promoting and upholding policing principles, including the principled, effective and efficient provision of policing services, independence and impartiality and respect for human rights and the rule of law;
- Ensuring Police employees act professionally, ethically and with integrity in our communities;

#### **Talent Management**

- Deliberate and specific focus on growing diverse leaders into critical roles at all management levels of the Police.

Accountabilities	<p>Under the Policing Act 2008, the Commissioner of Police is responsible to the Minister of Police for:</p> <ul style="list-style-type: none"> <li>• Carrying out the statutory functions and duties of Police</li> <li>• The general conduct of Police</li> <li>• Effective, efficient and economical management of Police</li> <li>• Providing free, frank, timely and high quality advice to the Minister of Police and other Ministers on all aspects of policing</li> <li>• Giving effect to Ministerial directions for Police</li> </ul> <p>The Commissioner of Police has independence regarding the maintenance of order and the enforcement of the law in relation to individuals, the investigation and prosecution of offences and decisions about Police employees.</p> <p>Although Police is not covered by the State Sector Act 1988, it is expected that the Police Commissioner, wherever practicable and appropriate, oversees that Police operates as if they were a public service department under the State Sector Act. This includes performance management and annual review by the State Services Commissioner, as requested by the Minister of Police, as well as participation in relevant cross-government work.</p>
<b>Person profile</b>	
Leadership and Stewardship	<p>Excellent leadership by Public Service Chief Executives is essential for a high performing, professional and world class State sector. Underpinning chief executive leadership is the requirement to adhere to the Standards of Integrity and Conduct and the high bar expected of chief executive behaviour.</p> <p>Chief executive stewardship responsibilities reinforce that chief executives administer their departments on behalf of others; serving current and future Ministers and meeting the needs of all New Zealanders.</p> <p>The stewardship responsibility requires chief executives to plan and actively manage for the medium term and long term interests. This applies to all aspects of the department including capability; information and privacy stewardship; legislation administered; and managing the assets and liabilities of the Crown.</p> <p>Chief executives are also stewards of the system and are required to achieve cross-agency, sector and system results by leading, collaborating and exerting their influence in a cohesive way across boundaries and ensuring their staff have both the authority and motivation to do likewise.</p>
Position specific competencies	<p><i>The competencies outlined below are the specific requirements of the role at this time. To see the full range of capabilities required go to:</i></p> <p><a href="https://www.ssc.govt.nz/leadership-success-profile">https://www.ssc.govt.nz/leadership-success-profile</a></p>
Leading strategically	Think, plan and act strategically; to engage others in the vision and position teams, organisations and sectors to meet customer and future needs.
Leading with influence	Lead and communicate in a clear, persuasive, and impactful way; to convince others to embrace change and take action.

Enhancing organisational performance	Drive innovation and continuous improvement; to sustainably strengthen long-term organisational performance and improve outcomes for customers.
Enhancing System Performance	Work collectively across boundaries; to deliver sustainable and long-term improvements to system and customer outcomes.
Leading at the political interface	Bridge the interface between Government and the Public Sector; to engage political representatives and shape and implement the Government's policy priorities.
Managing work priorities	Plan, prioritise and organise work; to deliver on short and long-term objectives across the breadth of their role.
Enhancing team performance	Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
Honest and courageous	Delivers the hard messages and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand.
Resilient	Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
Security Clearance	<i>Appointment will be subject to a New Zealand Government <b>Top Secret Special</b> security clearance. New Zealand citizenship desirable.</i>

Up to date information on Police's outcomes, organisational structure, dimensions and appropriations can be found on the website <https://www.police.govt.nz/>

# Leadership Success Profile

