



**Te Kawa Mataaho**  
Public Service Commission

## The New Zealand Public Service

Mahi tōpū ai te Ratonga Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te whāinga o te Ratonga Tūmatanui, he tautoko i te kāwanatanga e whai ture ana, e whai ana hoki i te manaporitanga; he tuku kia whakawhanake, kia whakatinana hoki te Kāwanatanga o te wā me ō muri atu i ā rātou kaupapa here, he tuku i ngā ratonga tūmatanui e kairangi ana, e nahanaha ana hoki, he tautoko i te Kāwanatanga ki te whai i ngā painga mō te iwi kei te pae tawhiti, he huawaere i te āta whai wāhitanga o te kirirarau, he whakatutuki hoki i ngā mahi i runga i tā te ture i whakahau ai. E hirahira ana te wāhi ki a mātou i te tautokohanga o te Karauna i ana hononga ki ngā iwi Māori i raro i te Tiriti o Waitangi. Ahakoa he nui ngā momo tūranga mahi, e tapatahi ana ngā kaimahi tūmatanui i roto i te whakaaro nui ki te hāpai i ngā hāpori, ka mutu, e arahina ana ā mātou mahi e ngā mātāpono matua me ngā uara o te Ratonga Tūmatanui.

The Public Service works collectively to make a meaningful difference for New Zealanders.

The Public Service Act states that the purpose of the Public Service is to support constitutional and democratic government, enable both the current Government and successive governments to develop and implement their policies, deliver high-quality and efficient public services, support the Government to pursue the long-term public interest, facilitate active citizenship and act in accordance with the law. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi. Whilst there are many diverse roles, all public servants are unified by a spirit of service to the community and guided by the core principles and values of the Public Service in our work.



New Zealand Government

**Te Tūranga | Position**      **Te Tumu Whakarae mō te Hauora | Director-General of Health**

**Te pokapū | Agency**      **Manatū Hauora | Ministry of Health**

**This position is a member of the Public Service Leadership Team**

## Te whāinga o te tūranga | Position purpose

The Ministry of Health (The Ministry) is the chief steward and kaitiaki for the New Zealand health system. As part of the health system transformation, the Ministry's role is being refocused on strategy, policy, regulation, and monitoring the outcomes which are achieved by the system as a whole. As the chief steward for the health system the Ministry will continue to set the strategic direction and develop national policy, and it will be responsible for regulation and monitoring. The Ministry will advise the Minister of Health, assist the Minister in holding organisations to account, and support action where expectations are not being met. The aim is to ensure our health system delivers for all New Zealanders and this requires a deliberate focus on achieving more equitable outcomes for Māori.

The Director-General of Health will provide leadership of the Ministry and for the wider sector during the largest change to New Zealand's health system. Organisational priorities, including embedding its future operating model, and building the monitoring and stewardship functions will need to be balanced with positioning the Ministry in the new health system and ensuring that focus is maintained on building a shared view of what system success looks like.

## Ngā haepapa | Accountabilities

**Te pūnaha | System**      The Director-General must perform the duties as set out in the Public Service Act 2020, the Public Finance Act 1989 and other relevant statutes and legislation.

As a member of the public service leadership team, the Director-General is responsible for providing strategic leadership that contributes to an effective and cohesive public service; working together to model leadership behaviours; and assisting the other members to fulfil their responsibilities.

As a Public Service leader, the Director-General will:

- Support the Crown in its relationships with Māori under the Treaty of Waitangi and te Tiriti o Waitangi by developing and maintaining the capability of the agency and the wider public service to engage with Māori and to understand Māori perspectives;
- Promote diversity and inclusiveness and have regard to the principle that, in order to achieve fairness in employment and a more flexible effective public service, it is desirable for the group comprising all public service employees to, as far as practicable, reflect the makeup of society;

- Preserve, protect and nurture the spirit of service to the community that public service employees bring to their work;
- Uphold the public service principles of political neutrality, free and frank advice, merit-based appointments, open government, and stewardship, and within the agency;
- Demonstrate and uphold the values of the Public Service as set out in the Public Service Act 2020; and
- Uphold the general responsibilities to the appropriate Minister, as set out in the Public Service Act 2020, including ensuring the integrity and conduct of the agency's employees.

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Te pokapū | Agency

The Director-General is the is the chief steward and kaitiaki of the health system in Aotearoa New Zealand and is responsible directly to the Minister of Health. As well as its overarching leadership and stewardship role in the health system, the Ministry is responsible for:

- Policy and strategy. The Ministry is the lead entity for setting policy and strategy for the health sector to achieve greater equity of outcomes. The Ministry leads the health system in its role as kaitiaki, ensuring good evidence informs strategy and policy development, and will work with the other organisations within the system to enable effective delivery of services, including:
  - Long-term strategy, policy, legislation and strategic funding and investment across the system;
  - Providing advice to Ministers on health strategy and policy; and
  - High-level policy frameworks for services/groups to inform delivery.
- Monitoring and setting overall system outcomes and objectives. This includes monitoring system performance of health sector agencies in the sector, to achieve greater equity of health outcomes for Aotearoa New Zealand.
- Regulation and regulatory oversight. Maintaining the Ministry's regulatory responsibilities, including administering legislation and associated regulations.

## LEADERSHIP ROADMAP: DIRECTOR-GENERAL OF HEALTH

<i>Priority 1</i>	<i>Priority 2</i>	<i>Priority 3</i>	<i>Priority 4</i>	<i>Priority 5</i>	<i>Priority 6</i>
<b>Organisational transformation</b>	<b>Build, manage and grow relationships</b>	<b>System leadership</b>	<b>Policy/Strategy</b>	<b>Context management</b>	<b>Crown/Māori responsiveness</b>
Develop the Ministry of Health to meet its new function and embed its new operating model.	Gain and maintain the trust, respect and confidence of Ministers, the Health Sector and the public.	Lead the health system.	Communicate a clear vision for the health system and how various parts mobilise to make that happen.	Manage issues and risks, fix problems and implement solutions.	Improve the system and organisation's Crown/Māori responsiveness.
Set a fit-for-purpose organisational culture.	Work alongside other government agencies and community partners to identify opportunities to strengthen the health system.	Lead change in the health system to improve equity of outcomes.	Lead development of high-quality advice across broad policy areas to improve health outcomes for New Zealanders.	Working effectively with Ministers and Boards in complex situations	Te ao Māori knowledge and capability and an understanding of the Crown's relationship with Māori as a Treaty partner.
Gain and build the credibility of the organisation to lead and influence the system to drive large scale change.	Engage stakeholders through clear communication and direction to build buy-in and support to ensure collective leadership across the system.		Lead and manage the delivery of multiple functions within a public service organisation, including strategy, policy, regulation and monitoring through appropriate leadership structures.		
			Utilise data and analytics to implement effective monitoring functions to ensure health services are being delivered at an optimal level.		

## Ngā hononga matua | Key relationships

Te Kāwanatanga   Government	<ul style="list-style-type: none"><li>• Minister of Health</li><li>• Associate Minister of Health</li><li>• Minister of Finance</li></ul>
Te ratonga tūmatanui   Public Service	<ul style="list-style-type: none"><li>• Health New Zealand</li><li>• Māori Health Authority</li><li>• Ministry for Disabled People</li><li>• Ministry for Social Development</li><li>• Pharmac</li><li>• Health Quality and Safety Commission</li><li>• Members of the Public Service Leadership Team</li><li>• Other public service agencies</li></ul>
Rāngai Hauora   Health Sector	<ul style="list-style-type: none"><li>• Health professionals and academics, practitioners, workforce and unions</li></ul>
Ngā iwi me ngā hapori whānui   Iwi and wider communities	<ul style="list-style-type: none"><li>• Māori as the Crown's Treaty partner</li><li>• Iwi Chairs Forum</li><li>• Wide range of private and non-governmental organisations</li><li>• Iwi, Pacific and other communities</li></ul>

## Te momo kaiarataki e whāia ana | Leader profile

Te kaiaratakinga   Leadership	<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 higher bar expected of chief executive behaviour.</p> <p>As set out in the Public Service Act 2020, chief executives are required to proactively promote stewardship of the public service, including of its long-term capability and people, institutional knowledge and information, system and processes, assets and the legislation they administer.</p> <p>As stewards of the system, chief executives are responsible for achieving 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>
Ngā take mātāmua me mātua whai e angitu ai   Critical success priorities	<p>The Director-General of Health is responsible for providing strategic leadership to the agency and wider health system, with a particular focus on:</p> <ul style="list-style-type: none"><li>• Leading change at the Ministry to focus on its role of policy, regulation, monitoring, stewardship of shared data and information, and overarching leadership and stewardship of the health system to achieve greater equity of health outcomes.</li><li>• The Director-General will seek to lift the performance of the Ministry through improving systems and processes that support the delivery of timely and accurate advice to the government.</li></ul>

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- Leading culture change for the Ministry by identifying opportunities to improve cohesion, agility, responsiveness, and overall quality of its delivery.
  - Supporting Health New Zealand and the Māori Health Authority in the transformation of health service delivery to address inequity of access to, and delivery of, healthcare.
  - Proactively engage with partners in the public sector and beyond, including Health New Zealand and the Māori Health Authority, Pharmac, Cancer Control Agency, the New Zealand Blood and Organ Service, the Health Quality and Safety Commission, families and community groups, iwi Māori and Pacific communities, health practitioners and other government agencies.
  - Ensuring the Ministry is well positioned for success in terms of health reform by continuing to champion the reforms and ensuring the three agencies have a shared view of system success. This will include successful delivery of the change management process to support the Ministry in its stewardship and strategic policy role.
  - Maintaining the Ministry's regulatory responsibilities, including administering legislation and associated regulations.

Te taumata o te  
āheitanga | Security  
Clearance

Appointment will be subject to a New Zealand Government **Top Secret** security clearance.

Up to date information on the Ministry of Health's outcomes, organisational structure, dimensions, and appropriations can be found on the website [www.health.govt.nz](http://www.health.govt.nz)

Information on the future of the New Zealand Health system is also available at: [www.futureofhealth.govt.nz](http://www.futureofhealth.govt.nz)