



16 October 2023

MBIE ref: DOIA 2324-0669

Letty Smith

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Tēnā koe Letty

Thank you for your email of 23 September 2023 to the Ministry of Business, Innovation and Employment (MBIE) requesting, under the Official Information Act (the Act), the following information:

I would like a breakdown of the pay ranges and actual pay rates for policy directors employed within MBIE, and an indication as to how policy directors are used within MBIE, the level they are employed (ie if the CE is a level 1 and a DCE is a level 2 then what level are policy directors), including any differences in role / levels across the organisation.

Could the number of policy directions, and pay ranges and pay rates be provided for the last three financial years.

Please find my responses to your questions below.

Pay ranges and pay rates

Please find the pay ranges for the past three financial years for Policy Directors (band 21F) in **Appendix One** of this letter.

MBIE considers individual salaries to be personal to the staff members concerned, and our approach to the release of this information is to withhold it in full under section 9(2)(a) of the Act, to protect the privacy of natural persons.

Noting Ombudsman advice on the release of salary band information, it is important to note our information is not reflective of any staff member's performance or contribution to MBIE. The data being provided to you primarily reflects the minimum and maximum amounts that MBIE has determined should be paid for a role, irrespective of the incumbent. You can read this advice on the website of the Office of the Ombudsman, at <https://www.ombudsman.parliament.nz/sites/default/files/2022-01/Request%20for%20the%20salary%20details%20of%20specific%20employees.pdf>

At the time an individual appointed to a role, the hiring manager will determine a salary offer that is within the stated range for that role. They will take into account a number of factors including the skills and experience of the candidate and ensuring relativity across the team. The manager the hiring manager reports to is then responsible for approving the proposed salary.

Number of MBIE Policy Directors for the last three financial years

Please find the information requested attached as **Appendix Two**.

Role and level of MBIE Policy Directors

MBIE has interpreted your request for '*an indication as to how policy directors are used*' to mean the responsibilities, accountabilities and deliverables required of individuals holding the position of Policy Director. Please find attached the MBIE Policy Director Position Description as **Appendix Three** which outlines these details. This document is released to you in full.

More than 90 percent of Policy Directors at MBIE are Tier 4 while a small percentage belong to Tier 3 and Tier 5.

If you wish to discuss any aspect of your request or this response, or if you require any further assistance, please contact OIA@mbie.govt.nz.

You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Nāku noa, nā



Jennifer Nathan
Chief People Officer
People and Culture
Corporate Services, Finance & Enablement

Appendix One: Pay Ranges for salary band 21F for the past three financial years

FY	Minimum (80%)	Midpoint	120%
2020/21	\$171,646	\$214,557	\$257,468
2021/22	\$171,646	\$214,557	\$257,468
2022/23	\$171,646	\$214,557	\$257,468
Effective 1 December 2022 ¹	\$174,942	\$218,677	\$262,412

¹ 2022/23 pay ranges were only in place to 30 November 2022, and superseded by the 1 December 2022 pay ranges that were put in place as a result of the Public Service Pay Adjustment.

Appendix Two: Number of MBIE Policy Directors for last three financial years²

Financial Year	Number of Policy directors
FY 2020/21	
31/07/2020	18
31/08/2020	19
30/09/2020	20
31/10/2020	21
30/11/2020	22
31/12/2020	20
31/01/2021	22
28/02/2021	22
31/03/2021	22
30/04/2021	20
31/05/2021	20
30/06/2021	21
FY 2021/22	
31/07/2021	22
31/08/2021	24
30/09/2021	22
31/10/2021	23
30/11/2021	24
31/12/2021	24
31/01/2022	23
28/02/2022	23
31/03/2022	22
30/04/2022	21
31/05/2022	23
30/06/2022	24
FY 2022/23	
31/07/2022	23
31/08/2022	24
30/09/2022	23
31/10/2022	22
30/11/2022	24
31/12/2022	24
31/01/2023	24
28/02/2023	27
31/03/2023	26
30/04/2023	29
31/05/2023	29
30/06/2023	28

² Includes contractors, employees and staff on extended leave

Appendix Three: MBIE Policy Director Position Description



Tēnei tūranga – About the role

The Policy Director is a Policy leadership position that supports the GM with the breadth, scale and diversity of the GM role.

The Policy Director is responsible for:

- › Partnering with the GM in driving the strategic agenda at portfolio and cross portfolio levels (forward focus).
- › Connecting cross domain, team, branch and group and identifying where attention is required and ensuring need met (either through the GM or Director) (change agent).
- › Stewardship of Branch and MBIE policy capability (organisational design and development perspective).
- › Trusted advisor, sounding board for GMs, managers and policy staff.
- › Providing thought leadership on complex, ambiguous multi-sector issues with significant sensitivity and risk, setting and driving priorities.
- › Partnering with the GM in managing the authorising environment for teams to work within, including building and maintain strategic stakeholder relationships.
- › Enhancing the overall capability of the branch and Ministry through guiding and mentoring managers and principal advisors.

Ngā herenga – Requirements of the role

Personal specifications

The Policy Director is expected to be skilled in all areas and have advanced skills and ability to lead in one of the following areas:

- › Complexity.
- › Policy Craft.
- › Influencing.
- › Understands what the government wants to achieve and has the ability to anticipate minister and Ministry needs.
- › Is able to navigate high levels of ambiguity and use judgement and experience to identify priorities.
- › Is able to use experience and judgement to shape the future policy agenda and priorities, identify work programme gaps, delivery risks and other issues and ensure effective and timely intervention.
- › Understands the system, how people and the organisation functions and is able to drive the Ministry's work programme and influence change across teams, branches and groups.
- › Is able to apply strong intellectual capability and judgement to analyse large, complex policy issues and readily grasp and synthesise the ideas, analysis and advice produced by others.
- › Has the intellectual capability and judgement to manage multiple complex projects concurrently.
- › Demonstrates mastery of public policy processes and has an in-depth understanding of the policy production process.
- › Has the ability to use effective commissioning and policy management techniques including to identify and manage risks.



- › Is able to communicate and persuade using a range of oral, written and visual mediums in diverse situations.
- › Has the ability to identify strategically important stakeholders and establish connections within short periods of time, and maintain and deepen those relationships over time even in the face of differences.

Other

- › A good tertiary qualification.
- › Must have the legal right to live and work in New Zealand.

Takohanga tuhinga o mua – Key accountabilities and deliverables

Policy activities and tasks

- › Partners with the General Manager to drive the strategic policy agenda at a portfolio level and align work programmes to that direction.
- › Leads complex policy programmes on complex, ambiguous multi-sector issues with significant sensitivity and risk, and provides authoritative and frank policy advice that recognises the choices and constraints Ministers face, anticipates needs, predicts and plans for potentially controversial or politically sensitive issues.
- › Critically synthesises information from a wide variety of domains and applies expert judgement to draw conclusions.
- › Integrates up-to-date information and evidence across a number of policy areas from a wide variety of sources and disciplines to develop new insights and innovative policy solutions in ambiguous/novel areas.
- › Proactively identifies branch and portfolio risks, ensures managed and change occurs where required.
- › Trusted advisor/sounding board for GMs, managers and policy staff.
- › Manages the delivery and landing of advice and tasks with senior managers, ministers and stakeholders and presents frank advice even if that tests Ministers' views and preferences.
- › Leads establishment, conclusion and trouble-shooting of complex whole of ministry and whole of public service projects drawing on the expertise of others.
- › Manages the delivery of cross MBIE work for the design and delivery of shared projects.
- › Ensures that the needs and priorities of all business groups are appropriately represented in the branch's outcomes.
- › Ensures that other business groups understand the function of the branch.
- › Provides consultancy service to various policy projects in the branch, across MBIE and external agencies.

General management

- › Develops portfolio work programme, priorities and strategy.
- › Use project planning and management techniques to effectively lead and carry out multiple concurrently complex projects within the resources available.
- › Participates in, chairs and leverages advisory groups and governance groups to drive the policy agenda and facilitate timely decision making.
- › Assist the GM in building, monitoring and maintain fit for purpose innovative ministry capability (people and structures) needed to achieve desired goals and objectives, and achieve expected efficiency benefits and on-going improvements in cost effectiveness.



- › Monitors and adjusts work programmes through the agreed processes to enable the Branch to adapt to changing circumstances.

People Leadership

- › Models exemplary management and leadership behaviours, and State Sector ethics and values.
- › Provides a sense of vision and leadership that engages and motivates others participate and make things happen.
- › Fosters an open, collaborative environment that encourages quality, innovation, on-going learning and knowledge sharing.
- › Monitors branch and team performance against branch objectives/KPIs to ensure performance targets and outcomes are met. Identifies issues and brings to GM's attention in a timely manner and addresses any issues, as required).
- › Supports the GM in ensuring an engaged, functional branch (including pro-actively identifying and effectively addressing any issues that detract in a timely manner).
- › Supports the GM so that the branch operates effectively and efficiently, and delivers agreed outputs to support achievement of MBIE outcome.

Relationship Management

- › Effectively influences, and contributes to an authorising environment, through building and maintaining enduring relationships with senior stakeholders.
- › Represents whole-of-Ministry views and protects its reputation in external interactions.
- › Builds strategic alliances with key government and non-government representatives to ensure MBIE's views are influential in their decision-making.
- › Builds and maintains effective relationships and partnerships with national and international organisations to identify and share best practice information and to promote the Ministry, its products and services.
- › Tests the effectiveness of stakeholder relationships using a range of appropriate measures and processes (including stakeholder feedback).

Capability development

- › Takes responsibility for own professional development of core, transferable policy skills and seeks opportunities to learn.

Wellbeing, health & safety

- › Displays commitment through actively supporting all safety and wellbeing initiatives
- › Ensures own and others safety at all times
- › Complies with relevant safety and wellbeing policies, procedures, safe systems of work and event reporting
- › Reports all incidents/accidents, including near misses in a timely fashion

Te āhua o te tūranga

Position description: **Policy Director**

› Is involved in health and safety through participation and consultation

Tō tūranga i roto i te Manatū – Your place in the Ministry

[More information about MBE's structure](#)

Released under the
Official Information Act 1982

Matatautanga – Competencies (Leadership Success Profile)

The Leadership Success Profile (LSP) is a leadership capability framework, developed by the New Zealand public sector for the New Zealand public sector. It creates a common language for leadership and establishes what great leadership looks like. You can look at the twelve underpinning capabilities and four leadership characters here:

[Leadership Success Profile | Te Kawa Mataaho Public Service Commission](#)

To mātou aronga – What we do for Aotearoa New Zealand

Hīkina Whakatutuki is the te reo Māori name for the Ministry of Business, Innovation and Employment. Hīkina means to uplift. Whakatutuki means to move forward, to make successful. Our name speaks to our purpose, *Grow Aotearoa New Zealand for All*.

To *Grow Aotearoa New Zealand for All*, we put people at the heart of our mahi. Based on the principles of Te Tiriti o Waitangi / The Treaty of Waitangi, we are committed to upholding authentic partnerships with Māori.

As agile public service leaders, we use our breadth and experience to navigate the ever-changing world. We are service providers, policy makers, investors and regulators. We engage with diverse communities, businesses and regions. Our work touches on the daily lives of New Zealanders. We grow opportunities (Puāwai), guard and protect (Kaihāpai), and innovate and navigate towards a better future (Auaha).

Te Tiriti o Waitangi

As an agency of the public service, MBIE has a responsibility to contribute to the Crown meeting its obligations under Te Tiriti o Waitangi (Te Tiriti). Meeting our commitment to Te Tiriti will contribute towards us realising the overall aims of Te Ara Amiorangi – Our Path, Our Direction, and achieve the outcome of Growing New Zealand for All. The principles of Te Tiriti - including partnership, good faith, and active protection – are at the core of our work. MBIE is committed to delivering on our obligations as a Treaty partner with authenticity and integrity and to enable Māori interests. We are committed to ensuring that MBIE is well placed to meet our obligations under the Public Service Act 2020 (Te Ao Tūmatanui) to support the Crown in strengthening the Māori/Crown Relationship under the Treaty and to build MBIE's capability, capacity and cultural intelligence to deliver this.

Mahi i roto i te Ratonga Tūmatanui – Working in the public service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service, we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

[What does it mean to work in Aotearoa New Zealand's Public Service?](#) — Te Kawa Mataaho The Public Service Commission