

02 February 2023

s9(2)(a)

Mālō e lelei s9(2)(a)

RESPONSE TO AN OFFICIAL INFORMATION ACT REQUEST

On 10 January 2023, you contacted the Ministry for Pacific Peoples (the Ministry) requesting under the Official Information Act 1982 (OIA), information relating to 'digital leaders across government'. I have outlined your specific requests and my responses to each below.

I am currently researching digital leadership competencies for digital government and as part of my research, I intend to analyse the Job description (JD) and leadership profiles of digital leaders leading digital transformation across government. Are you able to please provide the following information

- 1. The summarised CV of the DCE or head equivalent (tier 2 leader) in charge of digital or IT in your organisation*
- 2. The summarised CV of the Chief Information Officer (CIO), Chief Digital Officer (CDO), General Manager (GM), or head equivalent (tier 3 leader) in charge of digital or IT in your organisation*

The Ministry has a Deputy Secretary, Corporate Services who is our tier two leader in charge of digital/IT and a Transitional Director, Information Technology who is our tier three leader in charge of digital/IT. I am withholding the summarised CVs of both staff members under section (9)(2)(a) of the OIA, to protect the privacy of natural persons. I am satisfied that there are no other public interest considerations that render it desirable to make the information withheld under section 9 of the OIA available. I can, however, refer you to a summarised profile of the Ministry's Deputy Secretary, Corporate Services, which is on our website here: www.mpp.govt.nz/about-us/executive/.

I consider that your broader question regarding digital leadership competencies can be addressed without the provision of summarised CVs for these positions. To that end, we can provide you with the contact details of a member of our Human Resources team who can discuss these matters with you further. If you wish to be supplied with these contact details, please email OIA_Requests@mpp.govt.nz.

- 3. The JD or PD (position description) of the DCE or head equivalent (tier 2 leader) in charge of digital or IT in your organisation*
- 4. The JD or PD of the Chief Information Officer (CIO), Chief Digital Officer (CDO), General Manager (GM), or head equivalent (tier 3 leader) in charge of digital or IT in your organisation*

I have appended to this letter a copy of the job descriptions for the Ministry's Deputy Secretary, Corporate Services (previously known as Deputy Chief Executive, Business Services, People and Culture) and Transitional Director, Information Technology.

In line with standard OIA practice, the Ministry proactively publishes some of its responses to OIA requests. As such, this letter may be published on the Ministry for Pacific Peoples' website. Your personal details will be removed, and the Ministry will not publish any information that would identify you or your organisation.

Should you wish to discuss this response with us, please feel free to contact the Ministry at: uia_requests@mpp.govt.nz.

If you are dissatisfied with this response, you have the right, under section 28(3) of the OIA, to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Mālō 'aupito

A handwritten signature in black ink, appearing to read 'Mathew So'otaga', written in a cursive style.

Mauailegalu Mathew So'otaga
Director,
Ministerial Services

Job Description

Job Title:	Deputy Chief Executive, Business Services, People and Culture
Reports to:	Chief Executive
Location:	Wellington
Date:	August 2019

Our Ministry

We pride ourselves on the knowledge that we are part of a story of Pacific people in Aotearoa New Zealand that goes back many hundreds of years, and reaches across many thousands of miles. Our job is to write the next chapter of this story for our people. We see our connection to the Pacific community, therefore, as being at the intersection between centuries of history and culture, and the future Aotearoa New Zealand.

In everything we do, we take our families and communities with us. Whenever we are in meetings with other Agencies, designing policy or speaking with Ministers of Parliament, we take our communities into the room with us. We can do this because of the time we spend nurturing our relationships with our people. These relationships are crucial to what we do and enable us to prioritise the changes that will ensure more of our Pacific people can lead fulfilling lives.

Whether it is accessing life changing learning opportunities, help finding jobs to support their families, or having their voice heard in government decisions that affect Pacific communities, we walk alongside our people and empower them to change their lives.

Our Role

The Ministry for Pacific Peoples is the Crown's principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in New Zealand. We bring the Pacific voice, perspective, and understanding into policy. We are caretakers of the Pacific intelligence we hold and provide stewardship over our Pacific communities and peoples.

We pursue our Mission of 'effecting positive change for Pacific peoples' through:

Policy Advice

Providing expert policy advice to Ministers and partner agencies supporting the development of effective strategies and programmes targeted at Pacific communities.

Innovation

Co-designing and delivering innovative programmes with our communities and identifying valuable policy, research and implementation insights.

Pacific Knowledge and Expertise

Gathering intelligence on Pacific issues and opportunities and using this to inform our policy advice, enhance engagement practices with our Pacific communities, and influence decision making regarding Pacific peoples across government.

Partnerships and Leadership

Partnering with a wide range of organisations across the private and public sectors to identify and promote future Pacific leaders and Pacific success.

Our mission	To effect positive change for Pacific peoples
Our goals	<ol style="list-style-type: none"> 1. Thriving Pacific Languages, Cultures and Identities 2. Prosperous Pacific Peoples 3. Resilient Healthy Pacific Communities 4. Confident, Thriving and Resilient Pacific Young People
Our values	<p>Service is our calling and purpose</p> <p>Culture guides and connects us</p> <p>Integrity and passion for our work is what we deliver</p>
Our areas of work	<ul style="list-style-type: none"> • Policy, research and evaluation • Regional partnerships • Pacific Languages • Pacific leadership including nominations to Government and boards • Advice to Government agencies

Role Purpose

The Deputy Chief Executive, Business Services, People and Culture position exists to integrate and lead the provision of business advisory services across the Ministry; and the development of organisational culture and talent to support the vision and goals of the Ministry

Key Accountabilities

Strategic Leadership

This will be achieved by but not limited to:

- Participating in strategic planning and leadership of strategy implementation
- Working collaboratively with the Chief Executive and the Leadership Team to identify and plan operational priorities that support the Ministry's strategic programme
- Leading and directing key projects or programmes as required
- Working collaboratively as a member of the Leadership Team to ensure the Ministry is working in a connected and collaborative way to deliver effectively on its purpose and vision
- Identifying and managing risks and opportunities for the Ministry, particularly in relation to Policy, Research and Evaluation Team
- Participating fully and cooperatively as a member of the Senior Leadership Team on issues related to the leadership, management and development of the Ministry
- Supporting the Chief Executive in the development and communication of a compelling vision
- Modelling the Ministry's values and inspiring staff engagement and commitment
- Looking for opportunities to build and strengthen the Ministry, and assisting the Chief Executive to lead and manage organisational change
- Continually improving the capability of the organisation through working collaboratively with the Senior Leadership Team to manage and prioritise resources
- Assisting the Chief Executive to monitor and manage organisational performance and risks
- Ensuring adherence to the Ministry's policy and fiscal and statutory requirement
- Represents the Ministry in a system leadership capacity in portfolio areas

Strategic Impact

This will be achieved by but not limited to:

- Ensuring that organisational policies and processes are developed and managed in a way that ensures robust and consist practise across the Ministry and supports the delivery of effective service to the Ministry, our partners, stakeholders, communities
- Maintaining an up-to-date knowledge of best practise in HR and organisational and leadership development, and using this to advise the Chief Executive and Leadership team in strategic decision making
- Keeping abreast of trends emerging in information management, security and technology environments, as well as changes in legislation that may impact the delivery of services to the Ministry

- Ensuring that the Ministry's management of risk, assurance and compliance is highly effective and consistent with best practise, particularly in relation to State Sector requirements
- Creating an environment that enables leaders and managers across the Ministry to identify and contribute to the Ministry's role in providing advice, e.g. to the Minister, other agencies and community
- Establishing strong links across government and other agencies to ensure the business services, people and culture team has access to and contributes to relevant professional networks in a way that supports and enables delivery of the Ministry's strategic goals and vision
- Leading the development and implementation of a strategic plan to ensure the effective and on-going development of the Ministry's organisational capability, including workforce planning, capability development, and succession planning
- Leading the development and implementation of policies, programmes and plans that result in high levels of staff engagement across the Ministry
- Identifying appropriate organisation development practises, policies and tools that will enable the Ministry to achieve its strategic goals and vision and leads the implementation of processes to support these
- Aware of and connected with government wide talent initiatives (e.g. career boards) to enable the Ministry to participate in and benefit from these
- Working with colleagues across government and other agencies to promote and position the Ministry as a desirable workplace

Strategic Advice

This will be achieved by but not limited to:

- Remaining up-to-date and informed on relevant political, economic and social issues and events, advising the Chief Executive on these and their impact on strategic direction and planning for the Ministry
- Identifying opportunities to develop initiatives, connections, relationships across government and the wider system, advising the Chief Executive on these
- Supporting the Chief Executive to operate effectively in complex political situations by providing advice, information and suggestions for solutions
- Leading the development of business cases/or plans as required to contribute to the budget bid process, including identifying risks, benefits and opportunities relevant to area of work

Relationship Management

This will be achieved by but not limited to:

- Initiates, builds, and maintains effective stakeholder relationships in order to maximise the Ministry's influence and standing across the sector and with its key stakeholders
- Building and maintaining strategic relationships with key individuals, agencies networks and organisations, e.g. State Services Commission, and Functional Leads across Public Service which enable the Ministry to have influence and be recognised as the Centre of Excellence for Pacific solutions
- Managing nominated external relationships as directed by the Chief Executive
- Establishes and maintains strong strategic relationships with professional peers across Government and within other relevant sectors and organisations
- Establishes and maintains sound working relationships and productive partnerships with Government Departments and agencies, non-government organisations, as well as community and interest groups in relation to business services, people and culture

Team Leadership

This will be achieved by but not limited to:

- Ensuring that all staff in areas of responsibility understand the Ministry's vision and goals and how their work contributes
- Developing and setting the Business Services, People and Culture Team work programme that maximises the opportunities for delivering support services to the Ministry that are efficient, 'joined up' and fit for purpose
- Leading and managing the People and Culture Team to ensure alignment of the programme of work with the Ministry's strategic goals and contributes to the growth of a Pacific talent pipeline for the Public Service
- Leading and managing the Business Services Team to develop plans and processes that ensure the delivery of high quality, people-oriented business support services in the areas of technology, information management, legal advice and office management.
- Informing and supporting the development of staff through the Ministry's talent management programme, and performance and remuneration review processes
- Providing clear leadership, management and guidance to direct reports
- Providing professional support to and working collaboratively with colleagues

- Championing the safety and wellbeing of staff

Role Scope

Key Dimensions of Resources Controlled:

Expenditure Level	2
Staff Responsibility	Up to 8

Key Relationships

Internal	External
Chief Executive Tautua – Senior Leadership Team Te Ivinui – 3 rd Tier Leaders Business Services, People and Culture Teams Audit Risk and Assurance Committee All staff across the Ministry	Relevant Ministers and Associate Ministers Minister’s office Senior leaders in related Government agencies, including Chief Functional Officers (CSIO, CTO, CDO, etc); and Heads of HR Union representatives Consultants, contractors, suppliers and providers Pacific communities, organisations, agencies and groups

Qualifications and Experience

- Post graduate qualification in a relevant field or equivalent experience
- Minimum 8 years’ experience in an HR or Business Services Manager position, ideally in a public service environment
- Proven experience working with a Senior Leadership Team
- Proven experience managing a business unit
- Demonstrable understanding of the machinery of government

Key Competencies

The Ministry promotes and supports a diverse and inclusive workforce. All positions across the Ministry are considered leadership roles and are guided by the Leadership Success Profile developed for the NZ Public Service.

PACIFIC	All positions in the Ministry for Pacific Peoples include the requirement for strong Pacific competency. This is likely to include (but may not be limited to): <ul style="list-style-type: none"> ▶ Demonstrated knowledge and understanding of how Pacific communities work, including the structures and nuances of these ▶ A proven ability to apply knowledge and understanding of Pacific communities and issues to implementation and delivery ▶ Fluency in a Pacific language is highly desirable
Strategic Leadership: Navigating for the future	
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.
Engaging others	Connect with and inspire people; to build a highly motivated and engaged workforce.
System Leadership: Stewardship – of people, functions, organisations and systems	
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.
Delivery Management: Making it happen – with and through others	
Achieving ambitious goals	Demonstrate achievement drive, ambition, optimism, and delivery-focus; to make things happen and achieve ambitious outcomes
Managing work priorities	Plan, prioritise, and organise work; to deliver on short and long-term objectives across the breadth of their role.

Achieving through others	Effectively delegate and maintain oversight of work responsibilities; to leverage the capability of direct reports and staff to deliver outcomes for customers.
Talent Management: Identifying and developing our 'talent' (people managers only)	
Enhancing people performance	Manage people performance and bring out the best in managers and staff; to deliver high quality results for customers.
Developing talent	Coach and develop diverse talent; to build the people capability required to deliver outcomes.
Enhancing team performance	Build cohesive and high performing teams; to deliver collective results that are more than the sum of individual efforts.
Leadership Character	Curious, Honest and Courageous, Resilient, Self-aware and agile

Pacific Values are our anchor, with each generation weaving the foundation for the next to stand on.

Pacific communities are leading innovations within Aotearoa, the Pacific region and around the world.

We are confident in our endeavours, we are thriving, resilient and prosperous Pacific Aotearoa.

(Pacific Aotearoa Vision - Lalanga Fou, 2018)

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Position Description

Position Title:	Transitional Director, Information Technology		
Reports to:	Deputy Secretary, Corporate Services		
Location:	Wellington		
Direct reports:	3	Date:	August 2021

The purpose of this position

The position of Transitional, Director Information exists to lead, manage and ensure the delivery of Information technology services to the Ministry. This role is accountable for developing and executing the Information Technology strategy which allows the Ministry to meet business requirements. The role will manage a team that will be responsible for all technology systems, security, compliance and service needs for the Ministry to work effectively now and in the future.

The role will play critical role in supporting the Secretary and wider Leadership team by providing strategic technology vision and objectives to meet the business goals through strong technology and operational advice. The Transitional Director Information Technology works directly with the Deputy Secretary Corporate Services providing full oversight of how technology can play and a key role in the Ministry meeting its strategic goals and objectives.

Things you will do each day

Information Technology Strategy

This will be achieved by but not limited to:

- Be accountable for developing and implementing the Ministry Information Technology strategic plan that includes the following:
 - Develop an approved strategy that is relevant for the Ministry's purposes which ensures the wider organisation has a joined-up view of the future state of Technology for the Ministry. This will include being accountable for developing the agreed action plan for the IT strategy as this would provide a solid foundation for investment and resourcing.
 - Be accountable and leading the refresh of the IT the plan each FY to align with business outcomes and goals.
 - Be accountable for the business case recommendations and change and present to Executive leadership team for approval.
 - Be accountable for and lead the strategic technology requirements, ensuring that a full and detailed understanding of the complex and costly landscape to operate technology in the content of the Ministry's size can be well managed and maintained against approved budgets.



- o Accountable for ensuring the IT strategy, architecture and delivery is clear and can be shared with the Executive Leadership team and all Ministry staff.

Delivery

This will be achieved by but not limited to:

- Be accountable for technology investment detailing a financial plan, cost modelling and benefits realisation for technology investment.
- Drive the delivery of the approved IT strategy and associated work programme across the Ministry ensuring that all milestones are delivered in a time efficient manner
- Be accountable for the monitoring and reviewing of technology work programmes, and support in sharing expertise and experience across the Technology teams to shape better technology outcomes.
- Support the business in the development of digital and IT-related proposals.
- Manage the budgets for, and key performance indicators of, the services provided. Facilitate their continuous improvement through an ongoing focus on excellence.
- Engage and champion digital best practice across the Ministry. Support good information management practices across the business.
- Ensure that IT at the Ministry is reliable, resilient and remains secure at all times, and meets the requirements of the INFOSEC section of the Protective Security Requirements framework.
- Ensure that the Ministry's implementation of its IT strategy and delivery of IT services complies with Government directives and the guidance & standards of the digital and security Public Service system leads.
- Support the development of information management services across the Ministry, ensuring alignment is maintained with the Ministry's IT strategy and performance expectations, and meet relevant information standards under the Public Records Act.

Strategy Partnerships

This will be achieved by but not limited to:

- Partner externally with vendors, suppliers and other government stakeholders (all of government) that impacts and supports the Ministry with technology advice and development to identify, anticipate, define, and confirm technology issues, or opportunity for improvement
- Be accountable for the monitoring and reviewing of technology work programmes, and support in sharing expertise and experience across the Technology teams to shape better technology outcomes.
- Provide high quality insight and advice to the Secretary and wider Leadership team on a range of matters including strategic, organisational and operational technology opportunities to successfully deal with short-, medium- and long-term business objectives.
- Coordinate, analyse, and research information, and generate responses advice and/or recommendations on technology reports and papers received by the Ministry and inform and brief accordingly to the Leadership team.
- Maintain awareness and gather information both internally and externally to ensure the Ministry is up to date with government sector technology planning, outcomes and goals.
- Build knowledge of the key technology issues and work programmes that fall across the Ministry and ensure the Technology team are equipped and able to provide the right support and advice.
- Be an advocate for Digital data and work collaboratively with other government agencies



People Management

This will be achieved by but not limited to:

- Modelling the values and vision of the Ministry and the expectations from the Code of Conduct
- Providing support, advice and mentoring to the Technology team and other Ministry staff as required.
- Leading technology pieces of work that achieve business objectives
- Contributing to team communication processes throughout the Ministry and business groups.
- Leading and managing the Manager IT and the wider technology team to ensure high quality effective information and records management, ICT and security systems across the Ministry are always maintained.
- Maintaining regular communication with all team members to ensure they are informed of matters relevant to their work and delivery.
- Ensuring best practise, compliant health, safety and wellbeing practise within the team and acting as a role model to the organisation for this on behalf of the team

Things you will be accountable for

EXPENDITURE:	Nil
DIRECT REPORTS:	3

People you will interact with

Internal

Te Ivinui
Tautua
All staff within the Ministry

External

Partners, suppliers and vendor stakeholders
Senior staff in relevant agencies
Pacific community Leaders, organisations agencies and groups
Information records, ICT and security professionals and all agency leads

The skills and experience we are looking for

- The Director Information Technology will be an experienced and senior IT professional, bringing well demonstrated skills in developing technology strategic plans – ideally within a New Zealand government context under AOG technology frameworks. This role will also be responsible for executing complex and varied technology programmes that align to business objectives.
- Strong and well demonstrated IT working experience having worked at a strategic level ideally within a government agency. Tertiary qualifications would also be favourable.
- Strong and well demonstrated IT management position or Executive programme leaders within a large and complex programme of technology work.
- Well demonstrated experience in leading and managing a team in the areas of IT services, solutions design, business deliverables and commercial management with vendors/suppliers.
- Well demonstrated experience working at a strategic level with commercial partners who provider technology solutions into, or across government.
- Strong experience in building and maintaining relationships at an Executive and Senior level, including across government.
- Well demonstrated experience with managing a P&L within a technology business group – demonstrated experience is developing business case requirements that outline financial spend and business realisation.



- Well demonstrated experience in developing technology strategic plans against agreed goals in a fiscally appropriate way that promote support business continuity and IT provisioning when creating budget bids to the Deputy Secretary.
- Well demonstrated experience in developing technology strategic plans against agreed goals in a fiscally appropriate way that promote support business continuity and IT provisioning when creating budget bids to the Deputy Secretary.
- Experience with developing and managing measurement and evaluation frameworks across IT programmes that can be captured through performance. Proven skills with how to translate these into future planning and accountability reporting documents.

Working for our Ministry

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In everything we do, we take our families and communities with us. Whenever we are in meetings with other Agencies, designing policy or speaking with Ministers of Parliament, we take our communities into the room with us. We can do this because of the time we spend nurturing our relationships with our people. These relationships are crucial to what we do and enable us to prioritise the changes that will ensure more of our Pacific people can lead fulfilling lives.

Whether it is accessing life changing learning opportunities, help finding jobs to support their families, or having their voice heard in government decisions that affect Pacific communities, we walk alongside our people and empower them to change their lives.

What we do in our Ministry to serve our communities

The Ministry for Pacific Peoples is the Crown's principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in New Zealand. We bring the Pacific voice, perspective, and understanding into policy. We are caretakers of the Pacific intelligence we hold and provide stewardship over our Pacific communities and peoples.

We pursue our Mission of 'effecting positive change for Pacific peoples' through:

Policy Advice

Providing expert policy advice to Ministers and partner agencies supporting the development of effective strategies and programmes targeted at Pacific communities.

Innovation

Co-designing and delivering innovative programmes with our communities and identifying valuable policy, research and implementation insights.

Pacific Knowledge and Expertise

Gathering intelligence on Pacific issues and opportunities and using this to inform our policy advice, enhance engagement practices with our Pacific communities, and influence decision making regarding Pacific peoples across government.

Partnerships and Leadership

Partnering with a wide range of organisations across the private and public sectors to identify and promote future Pacific leaders and Pacific success.



What's really important to our team

Our mission, our value and the [Lalanga Fou](#) goals we strive to work towards.

Our mission	Enriching Aotearoa with thriving Pacific communities
Our goals	<ol style="list-style-type: none"> 1. Thriving Pacific Languages, Cultures, and Identities 2. Prosperous Pacific Peoples 3. Resilient Healthy Pacific Communities 4. Confident, Thriving and Resilient Pacific Young People
Our values	<p>Service is our calling and purpose</p> <p>Culture guides and connects us</p> <p>Integrity and passion for our work is what we deliver</p>
Our areas of work	<ul style="list-style-type: none"> • Policy, research, and evaluation • Regional partnerships • Communications and engagements with and for Pacific communities • Pacific leadership including nominations to Government and boards • Advice to Government agencies

Our Ministry's competencies

The Ministry promotes and supports a diverse and inclusive workforce. All positions across the Ministry are considered leadership roles and are guided by the Leadership Success Profile developed for the NZ Public Service. Our culture is strong with people at the forefront – we serve our Pacific communities with pride. To ensure strong engagement and relationships we have all our teamwork in a manner that mirrors Pacific competency's through collectiveness, collaboration and family values.

*Pacific Values are our anchor, with each generation weaving the foundation for the next to stand on.
Pacific communities are leading innovations within Aotearoa, the Pacific region and around the world.
We are confident in our endeavours, we are thriving, resilient and prosperous Pacific Aotearoa.
(Pacific Aotearoa Vision - Lalanga Fou, 2018)*

Working in the Public Service

Mahi tōpū ai ngā Kaimahi Tūmatanui e whai tikanga ai te noho a ngā tāngata o Aotearoa. Hei tā te Public Service Act ko te pūtake o ngā Kaimahi Kāwanatanga, ko te tautoko i te kāwanatanga whai ture me te kāwanatanga manapori; ko te āwhina i te Kāwanatanga o te wā nei me ō anamata ki te whakawhanake, ki te whakatinana hoki i ā rātou kaupapa here; ko te tuku i ngā ratonga tūmatanui e nui ana te kounga, e nahanaha ana anō hoki; ko te tautoko i te Kāwanatanga e tūroa ai te whai oranga o te marea; ko te huawaere i te whai wāhitanga o te kirirarau ki te ao tūmatanui me te whakatutuki i ngā mahi i runga i tā te ture i whakahau ai. E hiranga ana te wāhi ki a mātou ki te tautoko i 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 ngā Kaimahi 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.

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