



POSITION DESCRIPTION

Position details

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| Position Title | Director, CERT NZ |
| Team/Branch/Group | CERT NZ/Service Support and Design/Market Services |
| Location | Wellington |
| Date | October 2016 |

Our purpose

Our purpose is to grow the New Zealand economy to provide a better standard of living for all New Zealanders. To achieve this, we need a strong, high performing economy, where for example, people (workers, consumers and investors) are protected and aware of their rights and obligations; and the integrity of the environment is maintained.

As one of New Zealand's largest government agencies, the work we do impacts the lives of all New Zealanders. We work to increase household incomes by helping businesses to be more productive and internationally competitive, increasing opportunities for all New Zealanders to participate in the economy through improved job opportunities, and by ensuring quality housing is more affordable.

This is all echoed in our Māori identity – Hikina Whakatutuki – which broadly means “lifting to make successful”.

How we work

Our aspiration is that MBIE is a great place to work where great work gets done.

We believe in harnessing the potential of our people and the diverse skills and life experiences they bring to MBIE.

Our targets are challenging and require us to work with others, and across the Ministry (making the most of our size and scope).

Our people will need to adopt a generous disposition and actively seek out opportunities to be purposely collaborative across MBIE. This means asking ‘why not?’ instead of ‘why?’, and leveraging off the collective that is MBIE in the pursuit of goals that stretch right across teams, branches and groups.

We work across government, and New Zealand, in a way that enables us to expand and deepen our understanding of businesses and markets. We use our extensive presence across New Zealand and around the world to make and leverage domestic and global connections.

With our Crown entity partners we work collaboratively with other government agencies; local government; businesses; industry, sector, union and employer groups; consumer groups; Māori leaders; and scientists to develop and deliver fit-for-purpose policy, services, advice and regulation that support people, businesses, communities and regions to be successful.

As the lead agency for providing government services for business, we are focussed on making it easier for business to interact with government.

Our character

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| Shape | We shape the agenda by challenging the status quo, and by generating and adopting new ideas, to bring those ideas to life. |
| Collaborate | We support each other, engage early and proactively partner in pursuit of shared goals. |
| Deliver | We have a can do attitude, take ownership, act with purpose, urgency and discipline, take calculated risks, celebrate success and learn as we go. |

Our structure

The Ministry comprises around 3,200 staff operating in New Zealand with a further 400 staff in overseas locations.

The Ministry has seven business groups: Building, Resources and Markets; Corporate, Governance and Information; Finance and Performance; Immigration New Zealand; Labour, Science and Enterprise; Market Services; and the Office of the Chief Executive.

The Director CERT position reports into the General Manager, Service Support and Design, in the Market Services business group.

The functions in this group are:

- Resolution Services
- Service, Support & Design
- Consumer Protection & Standards
- Business Integrity Services
- Better for Business (R9)
- New Zealand Government Procurement & Property
- Labour Inspectorate
- Business Management
- Computer Emergency Response Team

Service Support and Design Branch

The branch is critical to ensuring the Group delivers efficient, effective and value-added services to consumers and business. It is responsible for leading or supporting the delivery of transformative cross-group and cross-MBIE programmes and smarter service delivery across the group. It does this by providing trusted advice and service support through the MBIE Service Centre in two locations as well as providing project governance, leadership and delivery assistance; business intelligence and analysis and service design policy support.

CERT NZ

The establishment of a national CERT is a key element of New Zealand's Cyber Security Strategy 2015 and will contribute to the delivery of the Strategy's vision of 'A secure resilient and prosperous online New Zealand'.

CERT NZ is an organisation that receives cyber incident reports, tracks cyber security incidents or attacks, and provides advice and alerts to its customers on how to respond and prevent further attacks. CERT NZ works closely with its international counterparts to prevent and respond to cybersecurity incidents, and address cybercrime.

Establishing a national CERT means New Zealand joins an international network of CERTs, improving our access to information on potential or real-time cyber-attacks. It will help New Zealand play our part in a global effort to improve internet security. Ultimately, New Zealand will become a more trusted business and security partner.

CERT NZ is a branded business unit within MBIE. It is based in its own office near the MBIE Head Office in Wellington. The CERT is staffed with passionate Cyber Security Experts and experienced Communications and Engagement staff, providing services from 7am to 7pm Monday to Friday and at times being called upon out of hours in an emergency.

Position purpose

The Director of New Zealand's National CERT will take a lead role in improving the nation's ability to identify, manage and avoid cyber security incidents. The CERT is the central component of the Government's strategy to ensure a more secure, resilient, and prosperous online New Zealand by helping individuals and businesses to manage cyber security risks.

The Director will lead a highly capable and specialised team of experts in incident management, technical cyber security, communications and stakeholder engagement. The Director will provide an environment that enables the team to operate in an agile, responsive and collaborative manner.

Under the Director's leadership the CERT will take also the lead role in the coordination of Serious Cyber incidents on behalf of the New Zealand Government. This will involve the coordination of cyber security experts within the NZ Police, the National Cyber Security Centre, the Department of Internal Affairs, NZ Defence Force, key infrastructure providers and relevant industry groups.

The Director, CERT NZ is a leadership position within MBIE and will represent New Zealand in cyber security matters at both domestic and international events, forums and activities. The Director will bring their business understanding and perspective to work in partnership with senior stakeholders such as overseas CERT managers, industry leaders, officials, and international organisations, on all aspects of cyber security. The Director CERT NZ will also work in partnership with senior managers on all aspects of strategic development, change leadership and people management issues.

This role will be responsible for providing leadership in the development, implementation and ongoing operation of CERT New Zealand, through the delivery of five core functions:

- Incident response and triage;
- Situational awareness and information sharing;
- Advice and outreach;
- International collaboration; and
- National and international Co-ordination of serious cyber incidents.

Key relationships

Key Internal relationships

- Members of MBIE's Senior Leadership team
- All General Managers across Market Services
- All managers and staff in MBIE

Key External relationships

- Ministers and staff in Minister's offices, especially the Minister for Communications and MBIE's ownership Minister
- Senior officials within New Zealand Government agencies, including the National Cyber Policy Office, NZ Police and the Department of Internal Affairs
- Senior managers, including Chief Executives across both the public and private sectors
- Overseas CERT managers/leaders and international organisations
- Industry leaders in information/cyber security
- Key industry groups and business influencers

Key accountabilities and deliverables

Responsibilities of this position are expected to change over time as the CERT responds to changing needs, in particular the growing cyber security threat. The incumbent will need the flexibility to initiate and lead change and develop new strategies for the CERT as the cyber security environment evolves.

| Key accountability or deliverable | Indicators of success |
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| <p>Critical areas of success</p> <p><i>Provide strategic support to the business through the use of commercially sound organisational solutions</i></p> | <ul style="list-style-type: none"> • Builds a strong CERT NZ culture and working environment that is focussed on collaboration, openness and discretion • Is capable of leading and influencing senior government officials in support of CERT NZ Incident managers during emergency situations where the CERT is coordinating a serious cyber incident • Can credibly represent the CERT to news media when called on to do so in response to current or emerging threats or events • Develop and maintain a responsive operational business plan in conjunction with the General Manager and other Managers of Market Services • Ensuring the successful development and launch of CERT New Zealand • Ensure that the CERT continues to be a credible and capable entity and is positioned to grow over the medium and longer term • Ensure an integrated response to cyber security events and ensuring that the strategic approach and management of CERT NZ's incident response capability and supporting infrastructure is successful • Provide the strategic direction and leadership • Develop strong relationships with senior managers across the public and private sectors • Deliver services to actively support and contribute to the achievement of the Ministry's outcomes and that deliver to the needs of internal and external stakeholders |
| <p>Strategic focus</p> | <ul style="list-style-type: none"> • Leads the development of long and short term strategies for the future of the CERT NZ business based on future trends and developments in New Zealand and overseas • Translate MBIE and government priorities into relevant strategic initiatives, as well as in to business objectives and strategic plans • Create awareness within the unit of their contribution to the Ministry's and government strategic priorities • Identify opportunities for CERT NZ to challenge conventional practices, or to play a leadership role within the national cyber security landscape • Commission and lead projects to enhance the overall CERT NZ strategic plan |
| <p>Collective Leadership</p> <p><i>Work collaboratively with other members of the Business Group's Leadership Team to support achievement of MBIE outcomes</i></p> | <ul style="list-style-type: none"> • Participates collaboratively as a member of the Service Support and Design Leadership Team to support the integration process for the Ministry and ensure the development of sustainable organisational capability, and achieve expected efficiency benefits and ongoing improvements in cost effectiveness • Takes collective responsibility for the cohesion and performance of MBIE as a whole and provides peer support to other senior managers • Works with the Service Support and Design Leadership team to define the outcomes and outputs expected from the Group to deliver on MBIE's strategic direction |

| Key accountability or deliverable | Indicators of success |
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| | <ul style="list-style-type: none"> • Contributes beyond core functional area to enhance overall effectiveness of the Market Services Group • Ensures consistency and alignment between different teams in MBIE and promotes solution seeking where there are legitimate differences • Represents Senior Leadership Team views to staff |
| <p>Personal Leadership</p> <p><i>Provide leadership that engages and motivates others to succeed and develop, and proactively share experience, knowledge and ideas</i></p> | <ul style="list-style-type: none"> • Actively engaged in the cyber security community and able to be seen as a leader in this field • Models exemplary management and leadership behaviours, and State sector ethics and values • Creates a sense of vision, engages and motivates people to participate, and makes things happen • Fosters an environment that encourages quality, innovation, ongoing learning and knowledge sharing • Promotes technical excellence and reinforces the CERT's mission with external stakeholders |
| <p>General Management</p> <p><i>Apply sound general management practices so that Service Support and Design operates effectively and efficiently, and delivers agreed outputs to support achievement of MBIE outcomes</i></p> | <ul style="list-style-type: none"> • Develops strategies, work programmes and performance targets for the CERT, with supporting measurement, monitoring and reporting mechanisms • Aligns the CERT NZ's work programmes with MBIE's strategic direction and the Government's Cyber Security priorities • Monitors and adjusts work programmes through the agreed processes to enable the CERT to adapt to changing circumstances • Regularly monitors and reports on progress towards achievement of plans and strategies • Manages expenditure and resources in line with approved guidelines, budget, deadlines and reporting requirements, with a focus on driving cost effectiveness in the Ministry • Builds continuous review and improvement throughout all elements of the CERT • Effectively and consistently identifies and manages risk |
| <p>Team Leadership</p> <p><i>Build and maintain a high-performing team that is capable of developing and delivering innovative advice, products and services to support MBIE's strategic direction</i></p> | <ul style="list-style-type: none"> • Builds a strong CERT NZ culture and working environment that is focussed on collaboration, openness and discretion • Establishes clear accountabilities, expectations and performance standards with direct reports and ensures regular performance management and development occurs • Monitors individual, team and branch performance to ensure that performance targets are met • Anticipates future capability needs in Human Resources, identifies gaps in capability and addresses these gaps through targeted recruitment and development or other actions • Coaches, mentors and develops staff to meet the needs of CERT NZ now and in the future |

| Key accountability or deliverable | Indicators of success |
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| | <ul style="list-style-type: none"> Identifies and develops talent for key roles in Service Support and Design |
| <p>Relationship Management</p> <p><i>Manage constructive working relationships with work colleagues and external stakeholders to enhance understanding and co-operation needed to achieve desired results</i></p> | <ul style="list-style-type: none"> Engages deeply with senior officials within key external agencies to ensure the CERT's key interagency relationships are maintained and enhanced Participates as an active team member and contributes knowledge and expertise needed to achieve MBIE's outcomes Develops effective working relationships with other MBIE managers and staff in order to transfer knowledge and learning from the CERT to the wider organisation Represents whole-of-Ministry views and protects its reputation in external interactions Engages with the Cyber Security Community, Senior Government officials and Senior Executives within Public and Private organisations to ensure the CERT's relationships, mission and future requirements are able to be met 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 CERT, the Ministry, its products and services Engage with other national CERTs and international stakeholders in alignment with CERT NZ's interests Represent New Zealand at domestic and international events, forums and activities Build trust and understanding of CERT NZ's functions and objectives with key stakeholders |

Competencies

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| <p>Cultivates Innovation</p> | <p>Shape the agenda, creating new and better ways for the organisation to be successful, by</p> <ul style="list-style-type: none"> • Coming up with useful ideas that are new, better or unique • Challenging the status quo • Introducing new ways of looking at problems • Generating and adopting new and creative ideas, and putting them into practice • Encouraging diverse thinking to promote and nurture innovation |
| <p>Nimble Learning</p> | <p>Actively learn through experimentation when tackling new problems, using both successes and failures as learning fodder, by</p> <ul style="list-style-type: none"> • Learning as we go, when facing new situations • Experimenting to find new solutions • Taking on the challenge of unfamiliar tasks • Extracting lessons learned from failures and mistakes • Being flexible and responsive to changes in requirements • Identifying personal learning opportunities • Finding own solutions where possible |
| <p>Collaborates</p> | <p>Support others, building partnerships and working collaboratively with others to meet shared objectives, by</p> <ul style="list-style-type: none"> • Working co-operatively with others across MBIE, the public sector and external stakeholder groups to achieve shared objectives • Balancing competing interests and priorities appropriately and in line with MBIE’s priorities • Identifying, engaging early and partnering with relevant stakeholders to get work done • Crediting others for their contributions and accomplishments • Gaining trust and support of others. • Addressing behaviours that do not align with our culture • Seeking and respecting the views and opinions of others • Providing timely and helpful information to others across the organisation |
| <p>Customer Focus</p> | <p>Build strong customer relationships and delivering customer-centric solutions, by</p> <ul style="list-style-type: none"> • Gaining insights into customer needs • Delivering quality, accurate, timely service and customer focussed solutions • Identifying opportunities that benefit the customer and will improve service delivery • Building and delivering solutions that meet customer expectations • Establishing and maintaining effective customer relationships • Pro-actively partnering in pursuit of shared goals. • Actively seeking and responding to customer feedback |
| <p>Action Oriented</p> | <p>Take on new opportunities and tough challenges with purpose, urgency and discipline, by</p> <ul style="list-style-type: none"> • Readily taking ownership and action on challenges, without unnecessary planning, and being accountable for the results |

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| | <ul style="list-style-type: none"> • Identifying and seizing new opportunities • Displaying a can-do attitude in good and bad times, and celebrating success • Stepping up to manage tough situations and encouraging my colleagues to do the same |
| Decision Quality | <p>Make good and timely decisions that keep the organisation moving forward, by</p> <ul style="list-style-type: none"> • Making sound decisions, even in the absence of complete information • Relying on an appropriate mix of analysis, wisdom, experience and judgement to make valid and reliable decisions • Considering all relevant factors and using appropriate decision-making criteria and principles, taking calculated risks where required • Recognising when a quick 80% solution will suffice, and when it will not • Analysing information to make effective decisions in order to improve performance |
| Organisational commitment and public service | <p>Role models the standards of Integrity and Conduct for the State Services Contributes to the development of, and helps promote and builds commitment to MBIE's vision, mission, values and services, by</p> <ul style="list-style-type: none"> • Willingly undertaking any duty required within the context of the position • Managing own personal health and safety, and takes appropriate action to deal with workplace hazards, accidents and incidents • Understanding Equal Employment Opportunities (EEO) principles and the application of these to MBIE • Complying with all legislative requirements and good employer obligations |

Personal specifications

- Must be a New Zealand citizen or hold permanent residency
- Experience of working and influencing at a senior levels on information/cyber security issues
- Politically Astute can effectively manoeuvre through complex situations
- A proven track record of experience and achievement as a strategic and operational leader:
 - strong interpersonal skills that will enable you to build credible, respected relationships with key stakeholders including Ministers, senior managers, team members, staff in partner agencies and key external stakeholders and opinion leaders, and act as the public face of the CERT
 - influencing at senior levels and working with stakeholders to deliver outcomes
 - understanding and navigating systems to overcome roadblocks and accomplish objectives
 - leading and managing change in response to developments in the cyber security environment
- Ability to engage with both security practitioners and business leaders with credibility
- Technical understanding of cyber security issues
- A relevant tertiary qualification or extensive and comparable relevant experience
- Public speaking and presenting to a range of audiences
- Existing government security clearance or the ability to gain and maintain such a clearance