



POSITION DESCRIPTION

Position details

Position Title	Operations Manager
Team/Branch/Group	CERT NZ/Service Support & 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

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 Operations Manager position reports into the Director, CERT 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)
- NZ Government Procurement & Property
- Integrated Regulatory Enforcement (IREB)
- Labour Inspectorate
- Business Management

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-MBIE and cross-Government programmes, creating a critical mass of capability to underpin fact-based systemic thinking, innovation and smarter service delivery across the group. It is responsible for leading the cross-Group business analysis and leading performance management, systems improvements, and championing service transformation programmes.

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 Operations Manager of New Zealand's National CERT will play a critical leadership 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 a more secure, resilient, and prosperous online New Zealand by helping individuals and businesses to manage cyber security risks.

The Operations Manager leads the technical Operations Team of the CERT and defines and executes the operational direction for CERT NZ. The Operations Manager is directly responsible for the outcomes of the incident management processes and toolsets which comprise the core CERT functions.

The Operations Manager will be required to maintain a cutting edge understanding of New Zealand’s cyber security landscape and ensure that the CERT has the technical and operational facilities to respond to cyber incident reports, track cyber security incidents or attacks, and provide advice and alerts on how to respond and prevent further attacks.

The Operations Manager will also be responsible for the professional development of this team, setting standards and processes, setting the team’s direction, building its culture and taking a strategic view of cyber security and the role of the CERT.

The Manager will be considered a Cyber Security expert and will be seen by the Security Industry as a lynchpin in terms of New Zealand’s Cyber Security ecosystem. They will be expected to represent the CERT via direct engagement with a wide range of New Zealand Public and Private organisations including key partners within the NZ Police, GCSB, DIA and MBIE and Critical Infrastructure providers. The Operations Manager will also take a leading role in the CERTs international engagements with overseas CERTs.

The Operations Manager will ensure CERT NZ has the technical and operational capability to leverage the international network of CERTs and play our part in a global effort to improve internet security.

This role will be responsible for leading the delivery of the CERTs core function:

- 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

- Director CERT NZ
- Other members of the CERT NZ Management Team
- Other national CERTs and international CERT networks (e.g. APCERT, International Watch and Warning Network)
- Industry organisations and professional bodies e.g. Institute of Directors (IOD), NZ Bankers Association, New Zealand Internet Task Force (NZITF), CEO forums.
- Government agencies, including the National Cyber Security Centre, NZ Police, and the Department of Internal Affairs
- Senior operational managers, across both the public and private sectors
- Staff within the Ministry
- staff in Minister’s offices
- CERT NZ’s Contact Centre

Key accountabilities and deliverables

Responsibilities of this position are expected to change over time as the Ministry responds to changing needs. The incumbent will need the flexibility to adapt and develop as the environment evolves.

Key accountability or deliverable	Indicators of success
Critical areas of success <i>Delivery of quality solutions that</i>	The Operations Manager will be required to deliver results in the following areas:

Key accountability or deliverable	Indicators of success
<i>contribute to the goals of the ministry</i>	<ul style="list-style-type: none"> • Lead a team of information security professionals to ensure the strategic approach and delivery of CERT's incident response capability and supporting infrastructure is successful • Operationally responsible for the CERT's effective National coordination of Serious Cyber Incidents and may be required to actively manage such events in conjunction with their team • Ensure that the CERT has the technical and operational facilities to respond to cyber incident reports, track cyber security incidents or attacks, and provide advice and alerts on how to respond and prevent further attacks • Building a strong Culture within the CERT • Building strong, effective relationships with partner Organisations, other National and International CERTs and within the Cyber Security community • Serious cyber incident response and coordination, including: <ul style="list-style-type: none"> - Managing the unit's response to serious cyber incidents - Briefing to senior executives and Ministers - Communicating with technical and non-technical audiences - Communicating with the media • Overseeing continuous improvement, including leading processes to review and enhance systems and procedures • Overseeing the serious cyber incident response process and associated procedures • Managing the interface between classified and unclassified environments • Developing and maintaining strategic relationships with key internal and external stakeholders • Represent CERT at both domestic and international events, forums and activities • Can credibly represent the CERT to News Media when called on to do so in response to current or emerging threats or events. • Speaking at national and international conferences and forums on cyber security issues • Working with the Senior/Communications Advisors to produce communications collateral • Improving the CERT constituent's technical awareness and literacy regarding cyber threats and defences <p>Provide ongoing operational support the CERT Communications activities</p>
Strategic focus	<ul style="list-style-type: none"> • Contribute to the development of long and short term strategies for the future of the CERT NZ based on future trends and developments in New Zealand and overseas • Translate MBIE and government priorities into relevant strategic initiatives, providing input in to business objectives and strategic plans • Create awareness within the team of their contribution to wider CERT NZ, Ministry and government strategic priorities

Key accountability or deliverable	Indicators of success
	<ul style="list-style-type: none"> Identify opportunities for CERT NZ to challenge conventional practices, or to play a leadership role within the national cyber security landscape Undertakes projects to enhance the overall CERT NZ strategic plan
Project Management	<ul style="list-style-type: none"> Lead project teams and manage project resources Take accountability for the quality of project work Uses projects as development opportunities for staff assigned
Personal Leadership <i>Provide leadership that engages and motivates others to succeed and develop, and proactively share experience, knowledge and ideas</i>	<ul style="list-style-type: none"> 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 open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing Promotes technical excellence and reinforces the CERTs mission with external stakeholders Takes responsibility for ensuring their own technical competence in Cyber Security is high and they are seen as a credible leader in the field by other members of the Cyber Security Industry Actively engages with the Cyber Security and IT community
Team Management <i>Apply sound general management practices so that the team operates effectively and efficiently, and delivers agreed outputs to support achievement of MBIE outcomes</i>	<ul style="list-style-type: none"> Develops strategies, work programmes and performance targets for the Operations team, with supporting measurement, monitoring and reporting mechanisms Builds and develops an effective team culture Aligns work programmes with the CERTs strategic direction and other work programmes Monitors and adjusts work programmes through the agreed processes to enable the team 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 processes throughout all elements of operations Effectively and consistently identifies and manages risk
Team Leadership <i>Build and maintain a high-performing team that is capable of delivering innovative advice, products and services to support MBIE's strategic direction</i>	<ul style="list-style-type: none"> Establishes clear accountabilities, expectations and performance standards with direct reports and ensures regular performance management and development occurs Monitors individual and team performance to ensure that performance targets are met Identifies gaps in capability and addresses these gaps through targeted recruitment and development or other actions

Key accountability or deliverable	Indicators of success
	<ul style="list-style-type: none"> Coaches, mentors and develops staff to meet the needs of CERT now and in the future
<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"> Building and maintaining strong relationships with key operational stakeholders nationally and internationally (e.g. NZ Police, National Cyber Security Centre, staff in other CERTs) Participates as an active team member and contributes knowledge and expertise needed to achieve CERT's outcomes Develops effective working relationships with other CERT managers and staff in order to transfer knowledge and learning from the team to the wider organisation Represents whole-of-Ministry views and protects its reputation in external interactions 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 Tests the effectiveness of stakeholder relationships using a range of appropriate measures and processes (including stakeholder feedback)
<p>Safety and wellbeing</p> <p><i>Manages own personal health and safety, and takes appropriate action to deal with workplace hazards, accidents and incidents</i></p>	<ul style="list-style-type: none"> Displays commitment through actively supporting all safety and wellbeing initiatives Ensures all staff/colleagues maintain adequate safety standards on the job through consultation, training and supervision 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 Is involved in health and safety through participation and consultation Shows evidence of participation in safety and wellbeing activities Demonstrates support of staff/colleagues to maintain safe systems of work Shows evidence of compliance with relevant safety and wellbeing policies, procedures and event reporting

Competencies	
Cultivates Innovation	<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
Nimble Learning	<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
Collaborates	<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
Customer Focus	<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
Action Oriented	<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 • 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

	<ul style="list-style-type: none"> 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

- Proven experience managing technical teams in time critical, challenging environments
- Ability to engage with and develop credible relationships with security practitioners and business leaders
- Experience of working and influencing at a senior technical level on information/cyber security issues
- Comprehensive understanding of cyber threats and the threat landscape
- Excellent written and oral communication skills
- Demonstrated experience and ability articulating complex ideas clearly and confidently with precise attention to detail
- Must have the legal right to live and work in New Zealand
- Actively engaged with the Cyber Security and IT communities
- Must hold an existing government security clearance or be able to obtain and maintain a security clearance