MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

People & Capability Re-Alignment

Decision – June 2020

Contents

Contents 2
Introduction 3
Your feedback 4
Other feedback related to the proposal 8
Decision 9
Organisational charts 11
Impact on individual roles 13
Allocation of teams to groups 22
New and updated functions 23
New and updated positions 24
What happens now? 25
Employee support 25

Introduction

Over the last few years there have been some significant developments at the Ministry. This includes the launch of our strategies Te Pae Tawhiti, Te Pae Tata and Pacific Prosperity and more recently the COVID-19 response. These strategies and COVID-19 are currently shaping the way in which we deliver services to the people of New Zealand. The People and Capability Group has responded by providing the "corporate" services that are needed to support these changes. I thank every one of you for your contribution to the Ministry and support you have provided to me and the Leadership Team.

As you know we will need to do more, as there will be more demand for IT, finance, property and people advice and services. The "hosted" services we provide such as the Independent Children's Monitor, Social Services Accreditation and Historic Claims are also having to adapt to meet our changing world.

To increase the effectiveness of our support to the Ministry, clients and providers I have decided to change the configuration of the groups reporting to me and therefore the role of some of the senior leaders. I am not making significant changes to the roles and teams reporting to the General Managers at this stage. However, I intend to restart the Alignment for Success (AfS) programme in IT to deliver a new leadership structure that implements an Agile way of working.

I would like to thank everyone that provided feedback into this decision which has given me some good insights, particularly around making sure the decisions are well implemented and successful.

I am looking forward to working with you all to make sure it's a smooth and successful transition.

Stephen

Your feedback

We received 25 submissions during the consultation process, which included a range of thoughts, questions, and issues raised. It was great to see a mix of both individual and team submissions.

Thank you all who took the time to participate in the consultation process and provide your thoughts on what was proposed. Some questions and comments were answered directly, either via the email address or face to face via open door sessions.

There were some clear themes that came through in the submissions. I have broadly summarised the key themes submitted and my responses below.

DCE Office

There was support for the proposed changes to streamlining the DCE Office including moving the Better Every Day (BED) team to the Improvement, Systems and Technology group.

Improvement, Systems and Technology Group

There were a number of submissions in this area and in general everyone supported the establishment of the new group and Group General Manager of Improvement, Systems and Technology role.

System Improvement Practice

Because of your feedback I have decided to rename the Advisory Group to now be the System Improvement Practice which will be led by the Head of System Improvement Practice. This better reflects the purpose of the group.

There was quite a bit of feedback on making sure that people understand the purpose of the new System Improvement Practice Group and how it can benefit the Ministry, especially outside of IT. People saw the benefit in combining the expertise of the BED and Agile practitioners to help the Ministry further centre its delivery around the client and acknowledging that this group can't be seen as just an IT focused group. This will be an important focus for the new group once they are established. There are synergies between the BED team, systems thinking and the Alignment for Success programme (AfS). As part of AfS, consideration will be needed around what development and administrative people may be required to

support the team and also provide clarity on how to successfully help transition the EeD team to the new group. There were also positive comments about the inclusion of the 'improvement' focus in the Improvement, Systems and Technology Group.

Agile and Service Design

There was support for the continuing maturing of the 'Agile' approach throughout the organisation at all levels and the need to exhibit agile behaviours. Also, it was commented that we need to better measure the things that we are doing (speed, efficiency and effectiveness). I agree that it's important that we all exhibit agile principles and behaviours to build an agile organisation. We need to recognise that not everyone will want to or are suited to working in this way, but we need to move progressively away from functional silos and increase the level of collaboration. The way we track our progress is part of a broader discussion that will be picked up as part of the work to increase the capacity of the IT group.

A question was asked around where service design will feature in the new structure. Service design is carried out in a number of areas in the organisation, particularly Service Delivery and the final decision has service design capability included in of Improvement, Systems and Technology function. This will not be the only place service design occurs but indicates that this capability needs to be enhanced.

One piece of feedback asked that there be more of a focus on DevOps culture and practices. I agree with this and we will need to consider this as part of AfS.

Enterprise Architecture

There was feedback regarding Enterprise Architecture team as these roles are not currently in scope of the AfS programme. This is an important function for the new Improvement, Systems and Technology group and so this team will now be included in the scope for AfS and subsequent consultation. There was also an associated question around having so many different areas in the Ministry responsible for strategy, including the Enterprise Architecture team. In my view all the strategy work is aligned to the strategic direction set at the Ministry level. The Strategy and Insights Group provides this Ministry wide leadership.

Corporate Development Programme

Overall, there was support for this function. There were some questions around the provision of 'shared services' and what we would continue to

provide especially to Oranga Tamariki. We are progressing an agreed plan for separation of the organisations and reducing the shared services provided to Oranga Tamariki.

This proposal does not cover any specific changes in shared services, however they are intended to reduce over time. If services to other organisations reduce there are opportunities to provide more services to the Ministry. For example, I see opportunities for the National Accounting Centre team to provide further value within the Ministry.

There was also a question about what other roles and functions would sit under the Corporate Development Programme including change management. There will be more resources added (standing teams) to the Corporate Development Programme as required over time but this is not covered in this proposal. Change management as being an essential element of the Corporate Platform implementation work.

It was raised that the Corporate Platform work would touch many areas and people were keen to be connected with this work. There will be significant opportunity for groups to be involved in the Corporate Platform work as it develops.

Commercial Operations

There was general support for the establishment of this new function which was described as being a pragmatic and sensible decision that helps to leverage off current capabilities within each of the functional areas.

Contract Management

There was a question about what was intended in the 'contract management' function and whether this also meant new contract management resources were required. A related question was how this related to Category Managers. It's likely that new capability will be required in the contract management area. The details of the contact management function will be developed and consulted as part of the next phases when the commercial operations function is in place.

National Accounting Centre (NAC)

There was feedback about the change in reporting and what this would mean for the NAC. The NAC plays such an important role and has connections right across the Ministry, including with the Finance team. There were proposals that some parts of the NAC might sit better with the Finance team (ie accounts receivable and payments) while acknowledging that there were better linkages under the new Commercial Operations

team for other areas (such as the Facilities team). I do not want to split the NAC up and there is a lot to gain by continuing as an integrated unit. I acknowledge that there are some synergies with Finance and these need to continue. The relationships between groups need to remain strong and the NAC will need to remain connected to a wide range of groups in the Ministry.

Crown Revenue

A question was asked about what happens with the Lower Hutt and Auckland based staff under this proposal. There are no changes for these staff as they will continue to sit under Finance.

Facilities Management Officers

It was suggested that these roles could be grouped with the Property and Facilities team. The merits of this would be considered once the Commercial Operations Group is formed.

Chief Procurement Officer (CPO) Role

A question was asked on what happened to this role and would I consider recruiting for this role. The CPO role was disestablished some time ago. Once the Commercial Operations group is established consideration will be given to any further roles needed which would be subject to a change process.

Property

Feedback received highlighted that improvements could be made by establishing some senior capability in the Property and Facilities team to help bridge an accountability gap and challenges with contract management. Appropriate resourcing levels will be considered outside of any structure proposals covered by this document.

Finance Group

There was general support for the strategic focus of the new group. Acknowledging the concerns having NAC as part of the Commercial Operations function which were acknowledged earlier.

There was a concern raised that having the Chief Financial Officer's report directly into the Deputy Chief Executive function would compromise the requirement to provide independent advice to the Chief Executive and Leadership Team. I appreciate the concerns raised, last year the Chief Executive realigned the Leadership Team and a decision was made on the functions that would be reporting to the Deputy Chief Executives. To maintain independence and ensure that we are meeting our statutory

accountabilities the Chief Financial Officer has access to the Chief Executive and Leadership Team if required.

Other feedback related to the proposal

Leadership Across the Ministry

I noted that there were concerns raised in relation to the command and control behaviour of some managers across the Ministry and the increased need for people to work more collaboratively as a whole. I agree that we need to continue find ways of collaborating and leading in a way that gets the best from people.

Portfolio Executive Committee (PEC)

While not part of the proposal there was feedback on the PEC process which is required to manage competing priorities and have robust solutions that are well thought through and consulted on by stakeholders. To address this we are:

- reviewing PEC and how we are making investment
- updating the information and technology strategy.

Change Process

There was some feedback about the consultation timeframe, the feelings were mixed with some agreeing that it was necessary to have a tight timeframe in order to reach conclusions and implement changes at pace where others were concerned that the timeframe for consultation was too tight. I appreciate the thoughts shared and felt that the feedback I received showed that people really thought about the points they had made and have added value. My focus is to have the right structure in place as soon as possible to support Ministry's strategy.

Senior Manager Opportunities

Concerns were raised that there was a lack of clarity on what this proposal means for Senior Manager opportunities within the Ministry. I appreciate the concerns raised and encourage people to apply for roles as part of the change or when opportunities arise across the Ministry.

Accessibility

There was feedback on ensuring that all documents placed on Doogle were accessible, I agree that accessibility standards and guidelines need to be followed. Some general feedback was received regarding the need for the Accessibility Charter Working Group to become a more formalised group within the Ministry. Although this feedback is outside the scope of this proposal, I welcome further feedback on this and will continue to champion accessibility across the Ministry and will discuss with the Accessibility Working Group.

Decision

After considering all the submissions received, I am confirming my final decisions on the following pages. The new structure will be effective from 1 October 2020 onward.

Relative to the proposal the key decisions are:

DCE Office Functions

With regards to the DCE Office functions the two Associate Deputy Chief Executive (ADCE) positions will be disestablished.

Improvement Systems and Technology

The current Chief Information Officer and Chief Technology Officer positions will be disestablished, and a Group General Manager Improvement, Systems and Technology role will be established.

The Advisory Services function will be renamed to System Improvement Practice and a new Head System Improvement Practice role will be established (as part of AfS) to lead this function. The BED team currently reporting to the DCE will move to this group.

The Alignment for Success (AfS) programme to create a new organisation structure to support and agile way of working is due to recommence in July 2020. This will include a proposal to change roles at the leadership level within the IT group. Therefore, the implementation of these decisions and the consultation on any AfS related structure changes will happen in parallel. This will create some complexities which we will need to manage and I will ensure that any impacted people are effectively communicated with and consulted.

As a mechanism to deal formally with this you will see roles transitioned to the Group General Manager Improvement, Systems and Technology on 1 October 2020. However, there is the potential of new structure being agreed as part of the AfS process prior to this and this may change roles and reporting lines prior to this date. In all cases the Ministry's change process will be followed and therefore there will be consultation before any final decisions.

Corporate Development Programme

A new Corporate Development Programme function will be established to manage and lead various work programs including the implementation of the Corporate Platform, transition of shared services and support the performance of the People and Capability. A Director, Corporate Development Programme role will be established for a two-year fixed term. Principal Advisor and Senior Advisor roles will also be created to support the Director.

Commercial Operations

A new Commercial Operations group will be formed including the National Accounting Centre (NAC), Property, Procurement and Contract Management [1]and will be led by the Group General Manager Commercial Operations.

The reporting line for the General Manager Property and Facilities will change to the Group General Manager Commercial Operations.

Finance

The current Chief Financial Officer (CFO) role will be disestablished and a new Group General Manager Finance role (that would also hold the title of CFO) will be established.

Integrated Portfolio Management (IPM)

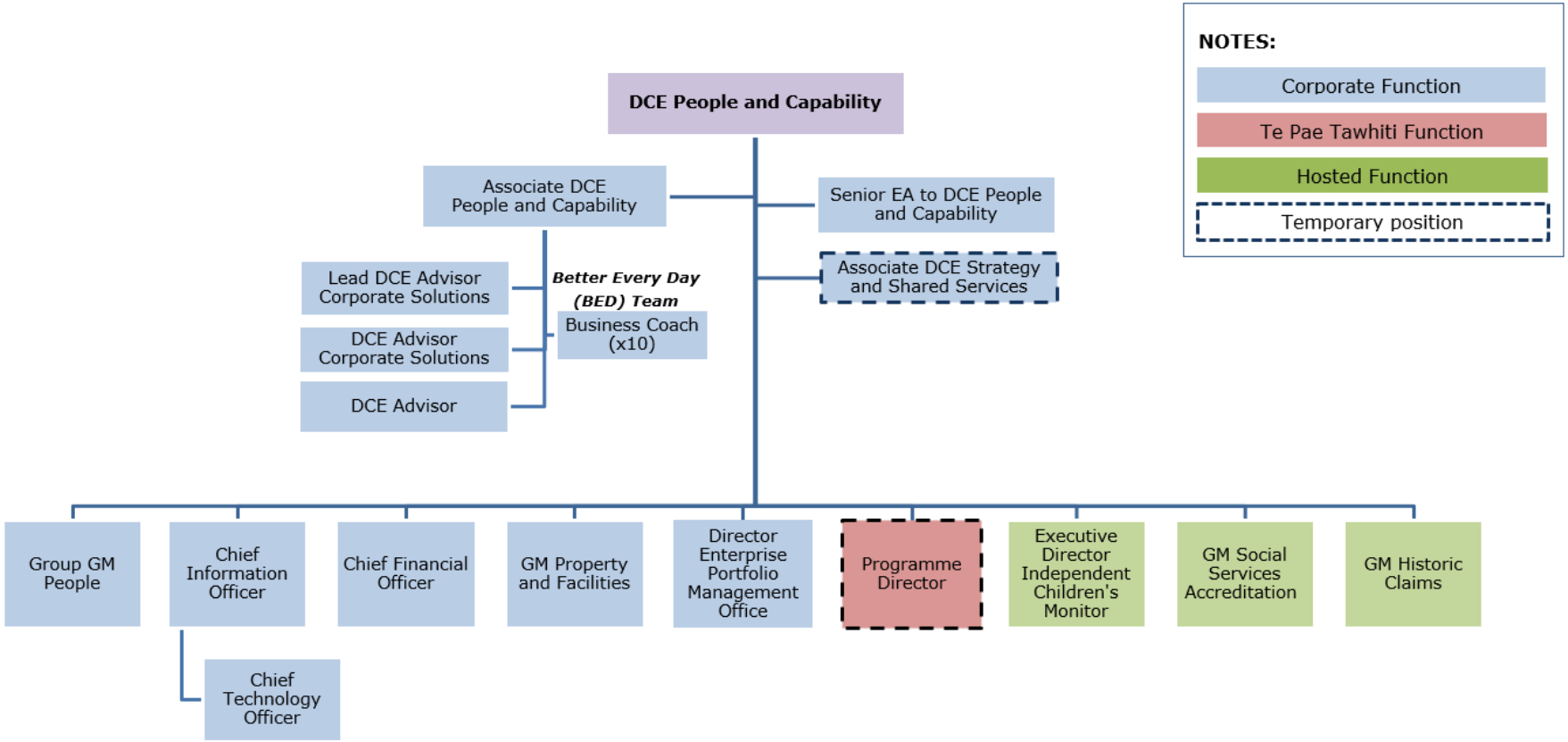
The Enterprise Portfolio Management Office (EPMO) function, renamed Integrated Portfolio Management (IPM) will transfer to the Strategy and Insights Group on 1 July 2020.

[1] This is for "corporate" contracts (IT, property, facilities etc) and does not include contracts managed by Māori, Community and Partnerships.

Organisational charts

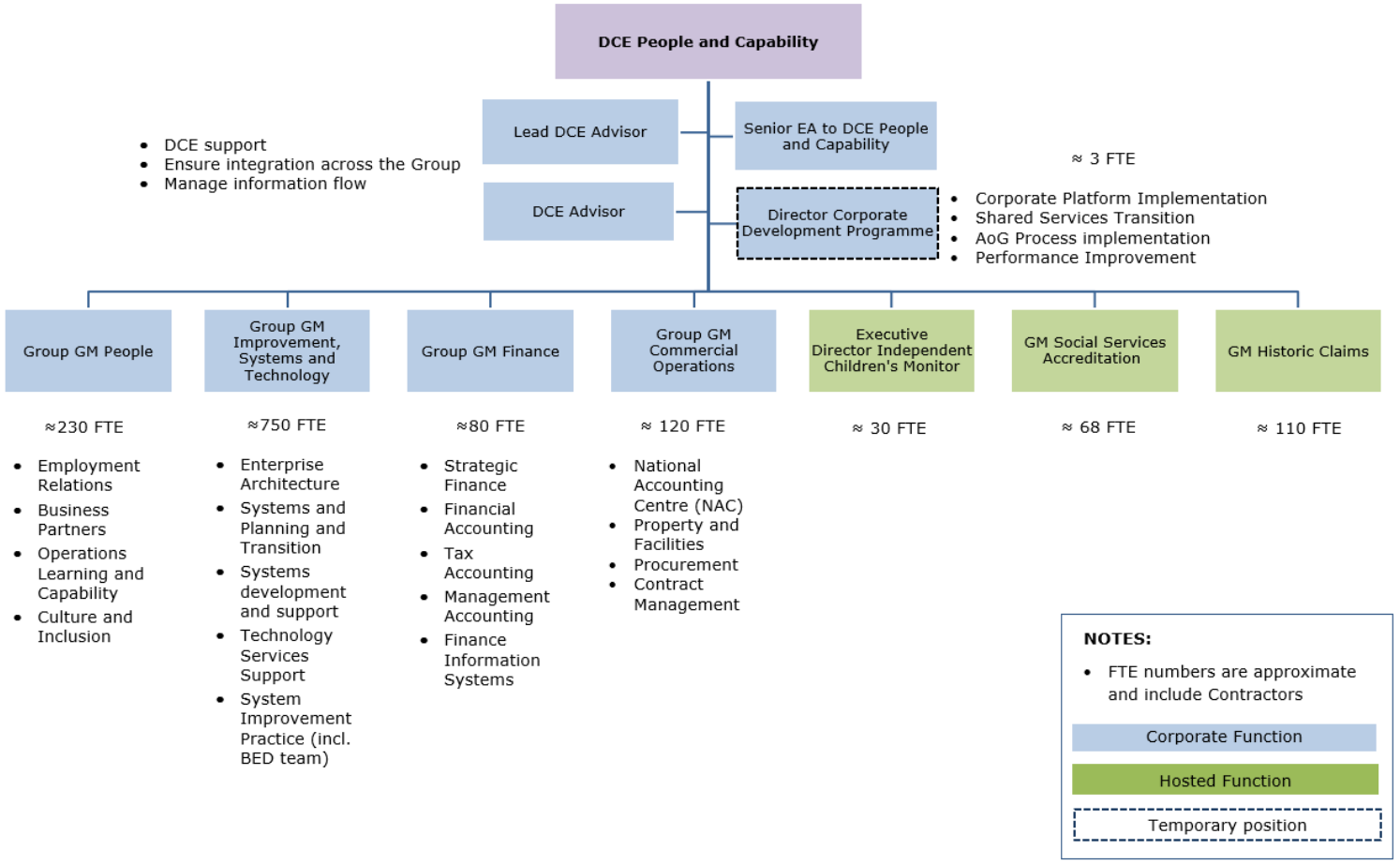
Current Structure

The chart below provides a high-level organisation structure of the People and Capability group



New Final Structure

The chart below provides a high-level overview of the new groups and their function



Impact on individual roles

Office of the DCE People and Capability

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Associate DCE People and Capability	DCE People and Capability	Position disestablished	N/A	N/A	N/A
Associate DCE Strategy and Shared Services (Temp)	DCE People and Capability	Position disestablished	N/A	N/A	N/A
General Manager Social Services Accreditation	DCE People and Capability	No change	No change	No change	No change
Programme Director (Temp)	DCE People and Capability	No change	No change	No change	No change
General Manager Historic Claims	DCE People and Capability	No change	No change	No change	No change
Director EPMO	DCE People and Capability	Change of reporting line title, and business group.	Director Integrated Portfolio Management	DCE Strategy and Insights	Integrated Portfolio Management team within the Strategy and Insights group
Group General Manager People	DCE People and Capability	No change	No change	No change	No change

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Senior EA to DCE People and Capability	DCE People and Capability	No change	No change	No change	No change
Executive Director Independent Children's Monitor (Temp)	DCE People and Capability	No change	No change	No change	No change
DCE Advisor	Associate DCE People and Capability	Disestablished	N/A	N/A	N/A
Programme Manager	Associate DCE People and Capability	Disestablished	N/A	N/A	N/A
Business Coach	Associate DCE People and Capability	Change of reporting line	No change	Head of System Improvement Practice	Improvement, Systems and Technology
DCE Advisor Corporate Solutions	Associate DCE People and Capability	Change of reporting line and title	DCE Advisor	DCE People and Capability	No change
Lead DCE Advisor Corporate Solutions	Associate DCE People and Capability	Change of reporting line and title	Lead DCE Advisor	DCE People and Capability	No change

Finance

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Chief Financial Officer	DCE People and Capability	Position disestablished	N/A	N/A	N/A
Deputy Chief Financial Officer (Temp)	Chief Financial Officer	Change of reporting line	No change	Group General Manager Finance and Chief Financial Officer	Finance
Executive Assistant to CFO	Deputy Chief Financial Officer	Change of reporting line and title	Executive Assistant to Group General Manager Finance and Chief Financial Officer	Group General Manager Finance and Chief Financial Officer	Finance
Manager Finance Information and Systems	Deputy Chief Financial Officer	Change of reporting line	No change	Group General Manager Finance and Chief Financial Officer	Finance
Manager Financial Accounting	Deputy Chief Financial Officer	Change of reporting line	No change	Group General Manager Finance and Chief Financial Officer	Finance
Manager Financial Operations	Deputy Chief Financial Officer	Change of reporting line and group	No change	Group General Manager Commercial Operations	Commercial Operations

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Manager Strategic Finance	Deputy Chief Financial Officer	Change of reporting line	No change	Group General Manager Finance and Chief Financial Officer	Finance
Manager Procurement Practice	Deputy Chief Financial Officer	Change of reporting line and group	No change	Group General Manager Commercial Operations	Commercial Operations
Director Finance Corporate Solutions	Deputy Chief Financial Officer	Change of reporting line and title	Director Finance	Group General Manager Finance and Chief Financial Officer	Finance
Director Finance	Deputy Chief Financial Officer	Change of reporting line	No change	Group General Manager Finance and Chief Financial Officer	Finance
Graduate Advisor (Temp)	Deputy Chief Financial Officer	Disestablished	N/A	N/A	N/A

Property and Facilities

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
General Manager Property and Facilities	DCE People and Capability	Change of reporting line and business group	No change	Group General Manager Commercial Operations	Commercial Operations

Information Technology

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Chief Information Officer	DCE People and Capability	Position disestablished	N/A	N/A	N/A
Chief Technology Officer	Chief Information Officer	Position disestablished	N/A	N/A	N/A
Chief Enterprise Architect	Chief Information Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Senior Enterprise Architect	Chief Information Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Programme Advisor	Chief Information Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Lead Enterprise Architect	Chief Information Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Business Relationship Manager (Temp)	Chief Information Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Executive Assistant to CIO	Chief Information Officer	Change in reporting line, title and group	Executive Assistant	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Manager Core Software Products	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
IT Testing Services Manager	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Manager IT Security (Temp)	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Manager IT Customer Services	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Manager IT Performance and Risk	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Communication and Engagement Manager (Temp)	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Manager Digital Software Products	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Manager Infrastructure Products	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Change Manager (Temp)	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Manager Change Realisation	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
IT Security Manager	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Manager Production Support	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology

Current Position Title	Current Reporting Line	Confirmed Impact/s	New Position Title	New Reporting Line	New Business Group
Service Delivery Manager (Temp)	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology
Executive Assistant to Chief Technology Officer (Temp)	Chief Technology Officer	Change of reporting line and group	No change	Group General Manager Improvement, Systems and Technology	Improvement, Systems and Technology

No changes will be made to the People, Historic Claims, Independent Children's Monitor and Social Services Accreditation groups.

Allocation of teams to groups

The table below identifies teams impacted by the decision and their new confirmed group names.

Team	Current Group	New confirmed Group
All teams within IT	Information Technology	Improvement, Systems and Technology
Better Every Day	Office of the DCE	Improvement, Systems and Technology
Financial Operations (NAC)	Finance	Commercial Operations
Procurement Practice	Finance	Commercial Operations
All teams within Property and Facilities	Property and Facilities	Commercial Operations

The Enterprise Portfolio Management team will be renamed to Integrated Portfolio Management and will move to the Strategy and Insights Group effective 1 July 2020

New and updated functions

Five functions have had confirmed changes made to their units as detailed below:

Function	Confirmed Accountabilities
DCE Office	• Support the DCE as required • Ensure integration across the group • Manage information flow
Improvement, Systems and Technology Group	• Enterprise architecture • Systems planning and transition • Systems development and support • Technology services support • System Improvement Practice
Finance Group	• Strategic finance • Financial accounting • Tax accounting • Management accounting
Commercial Operations Group	• Procurement • Contract management • Property & Facilities • Financial processing • Administrative services
Corporate Development Programme	• Corporate Platform Implementation (Finance and Payroll Replacement) & AoG process implementation • Shared services transition • Performance improvement

New and updated positions

There are seven new positions in the new structure:

Confirmed New Role	Confirmed Reporting Line
GGM Improvement, Systems and Technology	DCE People and Capability
GGM Finance (and CFO)	DCE People and Capability
GGM Commercial Operations	DCE People and Capability
Director, Corporate Development Programme (Establish two-year fixed term)	DCE People and Capability
Principal Advisor (Temp)	Director, Corporate Development Programme
Senior Advisor (Temp)	Director, Corporate Development Programme
Head of System Improvement Practice	GGM Improvement, Systems and Technology

Refer to Appendix A for the finalised position descriptions (the HAY evaluation is still to be completed

What happens now?

Date	Action
Friday 26 June 2020	Decision announced
Wednesday 1 July 2020	Transfer the Integrated Portfolio Management Office to the Strategy and Insights Group
From 1 July onwards	Internal and external recruitment process commences for new positions
Thursday 1 October	Implementation of the new structure

Employee support

We understand that change can be difficult and stressful so if for any reason you would like someone to talk to about the change or any other pressure you may be facing, we encourage you to contact the free counselling service provided by the Ministry through our Employee Assistance Programme (EAP) Benestar. You can use BeneHub to find a counsellor in your area and book an appointment. You can call Benestar on 0800 360 364 or find further details online by searching for EAP on Doogle.

Group General Manager Finance and Chief Financial Officer

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Our purpose

Manaaki tangata, Manaaki whānau
We help New Zealanders to be safe, strong and independent

Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

The outcomes we want to achieve

New Zealanders get the support they require	New Zealanders are resilient and live in inclusive and supportive communities	New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

- Employment, income support and superannuation
- Community partnerships, programmes and campaigns
- Advocacy for seniors, disabled people and youth
- Public housing assistance and emergency housing
- Resolving claims of abuse and neglect in state care
- Student allowances and loans

Our strategic direction

Mana manaaki
A positive experience every time

Kotahitanga
Partnering for greater impact

Kia takatū tātou
Supporting long-term social and economic development

Te Pae Tawhiti – Our Future

He Whakataukī*

Unuhia te rito o te harakeke
Kei hea te kōmako e kō?
Whakatairangitia, rere ki uta, rere ki tai;
Ui mai ki ahau,
He aha te mea nui o te ao?
Māku e kī atu,
He tangata, he tangata, he tangata*

If you remove the central shoot of the flaxbush
Where will the bellbird find rest?
Will it fly inland, fly out to sea, or fly aimlessly;
If you were to ask me,
What is the most important thing in the world?
I will tell you,
It is people, it is people, it is people

**We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī*

Position detail

Overview of position

The Group General Manager Finance and Chief Financial Officer (GGM) is responsible for ensuring the appropriate use of tax payer funds and the maintenance of the integrity of the financial systems at the Ministry.

A key function of the role is to provide strategic direction on all matters relating to the Ministry's financial appropriations and the identification of financial risks and opportunities. The GGM is the Ministry's chief advisor on matters relating to the financial performance of the Ministry and has the statutory accountability as defined by the Public Finance Act.

The GGM is also responsible for providing financial reporting and ensuring the effective delivery of strategic financial, management and tax accounting services.

Location

National Office, Wellington

Reports to

Deputy Chief Executive, People and Capability

Key responsibilities

Financial Strategy Development

Translation of the Government financial policy intentions, Ministry's strategy and operating model into a long term strategic financial roadmap and then its effective and efficient delivery, including:

- providing strategic direction on all matters relating to the Ministry's financial appropriations
- identifying financials risks and opportunities through the effective use of the Ministry's financial and operational information
- developing and implementing the Ministry's financial management capability roadmap (including people, processes and systems)
- working in partnership with Treasury to ensure Government's financial policy intentions are executed in the Ministry.

Strategic Advice

Providing high quality advice to Ministers and the Leadership Team covering all areas of financial performance, including:

- the development of Budget bids as part of the yearly budget process
- optimisation of the use of capital and operating financial resources
- development of financial plans and budgets
- business cases and investment proposals
- value of specific areas of expenditure.

Chief Financial Officer as defined by the Public Finance Act

Undertake the responsibilities of the Chief Financial Officer as defined by the Public Finance Act.

Delivery of Financial Reporting

Providing high quality, robust and transparent financial reporting to support effective decision making, integrity and performance management, including:

- management financial performance reports for departmental and non – departmental expenditure
- external statutory reporting as part of production of accountability documents
- reporting information as required by Treasury.

Delivery of Financial, Management and Tax Accounting Services

Delivery of processes and systems required to support the delivery of Financial, Management and Tax accounting services, including:

- management of the Ministry's balance sheet and operating statement
- working with the Ministry's business units to support monthly reporting
- accounting for non-departmental expenditure
- cash, capital and asset management
- tax management.

Risk and Issue Management

- Lead the identification and management of risks and issues relating to the Ministry's financial situation, processes and expenditure.

People Leadership and Development

- Ensure each team member understands the Ministry's purpose and how their individual roles contribute to the achievement of that purpose.
- Develop a high performing team of trusted business advisors that are highly capable in delivering both strategic and technical financial advice and work in partnership with the business.
- Ensure each team member works co-operatively with other team members, utilising the Ministry's common goals and strategies as the primary focus.
- Ensure each team member understands the People and Capability team's overall vision and how their individual roles contribute to the achievement of that vision.
- Develop financial and people leaders that demonstrate the Ministry's values in action.
- Create a sense of purpose for the Finance team that aligns to the Ministry's purpose.
- Develop an open collaborative environment that fosters innovation and successful delivery.
- Build and maintain a high-performing team that engages and is motivated to succeed.

Embedding Te Ao Māori

- Embedding and building on Te Ao Māori within their leadership role.
- Create the conditions for Te Ao Māori and Te Tiriti o Waitangi in all decisions to ensure Te Pae Tata is delivered and embedded in your business group.

Health, Safety and Security

- Understand and implement your manager accountabilities as outlined in the HSS Accountability Framework.
- Ensure health, safety, security and wellbeing policies and procedures are understood, followed and implemented by all employees.

Emergency Management and Business Continuity

- Take responsibility for emergency management and business continuity confirming management of the critical functions that satisfy legislative, regulatory and client obligations are in place during and after a disruptive event.
- Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed and implemented by employees.

Know-how

- Significant experience in leading large Government agency finance functions that have large departmental and non-departmental expenditure
- Significant experience in providing strategic advice to business leaders on finance matters
- Sound understanding of Government financial processes
- Sound understanding of how internal and external budgets intersect
- Sound knowledge of Government direction and policy priorities in the area of finance
- An understanding of equity issues and the Treaty of Waitangi, and the implications of these for the work of MSD.

Attributes

- Must be a Chartered Accountant
- Exceptional focus on understanding and addressing the needs of clients, staff and partners
- Proven senior leadership skills in a large finance organisation
- Strategic leadership and innovation
- Proven ability to build leadership capability
- Strong relationship management, influencing and networking skills
- Highly effective communication skills verbally and written across all levels of an organisation
- Ability to build and develop, trust-based and effective partnerships internally and externally
- Environmental and organisational awareness coupled with political savvy
- Able to build a culture of high-performance
- Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected.

Key Relationships

Internal

- Portfolio Leaders and Senior Managers across the Ministry
- The Leadership Team
- All consumers of finance services
- The GGM Commercial Operations

External

- The Government Chief Finance Officer functional lead
- The Treasury
- CFOs and Senior Leaders from other agencies and partners
- Auditors

Other

Delegations

- Financial – Yes level 3 This role has additional delegations as outlined in the MSD Delegations Register.
- Human Resources - Yes level 3

Direct reports Yes

Security clearance Yes (Secret)

Children's worker No

Limited adhoc travel may be required

May require afterhours work

Group General Manager Improvement, Systems and Technology

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Our purpose

Manaaki tangata, Manaaki whānau
We help New Zealanders to be safe, strong and independent

Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

The outcomes we want to achieve

New Zealanders get the support they require	New Zealanders are resilient and live in inclusive and supportive communities	New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

- Employment, income support and superannuation
- Community partnerships, programmes and campaigns
- Advocacy for seniors, disabled people and youth
- Public housing assistance and emergency housing
- Resolving claims of abuse and neglect in state care
- Student allowances and loans

Our strategic direction

Mana manaaki
A positive experience every time

Kotahitanga
Partnering for greater impact

Kia takatū tātou
Supporting long-term social and economic development

Te Pae Tawhiti – Our Future

He Whakataukī*

Unuhia te rito o te harakeke
Kei hea te kōmako e kō?
Whakatairangitia, rere ki uta, rere ki tai;
Ui mai ki ahau,
He aha te mea nui o te ao?
Māku e kī atu,
He tangata, he tangata, he tangata*

If you remove the central shoot of the flaxbush
Where will the bellbird find rest?
Will it fly inland, fly out to sea, or fly aimlessly;
If you were to ask me,
What is the most important thing in the world?
I will tell you,
It is people, it is people, it is people

**We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī*

Position detail

Overview of position

The Group General Manager Improvement, Systems and Technology (GGM) is responsible for ensuring that MSD's processes, systems and technology meets the operational needs of clients, staff and partners and the strategic aspirations of the Ministry.

The GGM will be responsible for translation of the Government Digital Strategy, Ministry's strategy and operating model into a process, systems and technology roadmap and then its effective and efficient delivery. This role includes the ongoing performance of the systems to ensure that they deliver services that are available to clients, partners and staff on an ongoing and cost-effective basis.

An important aspect of the role will be supporting initiatives to increase the performance of core business processes. This will include using defined methods such as systems thinking, business process improvement, agile and service design.

The role encompasses working directly with the Government Chief Digital Officer (GCDO) to implement the Government's Digital Strategy and working with agency partners and providers (including NGOs) to ensure that services and systems are developed in an integrated manner.

In doing this the GGM will be responsible for providing high quality advice to Ministers, Ministry's leaders, and partners in process improvement, systems development and broader technology/digital matters.

Location	National Office, Wellington
Reports to	Deputy Chief Executive, People and Capability

Key responsibilities

Strategy Development

Translation of the Government Digital Strategy, Ministry's strategy and operating model into a systems and technology roadmap and then its effective and efficient delivery, including:

- development of process, service and technology improvement approaches
- working in partnership with operational, planning and strategy functions to develop systems architecture runway and roadmaps
- working in partnership with the GCDO, the Ministry's providers (NGOs) and other agencies to implement the Government's Digital Strategy and the development of integrated services and systems
- identifying and supporting process, system and technology improvements that are aligned to the Ministry's transition to a digital agency.

Strategic Advice

Providing high quality advice to Ministers, Ministry's leaders, and partners in business improvement, systems development and broader technology/digital matters, including:

- Ministry and sector process, data and systems architectures
- technology trends and the opportunities they provide
- application of performance improvement approaches.

Process Performance Improvement

Supporting the Ministry to improve the performance of core business processes and services, including;

- leading specific improvement initiatives in partnership with delivery areas across the Ministry, partner agencies and NGOs
- developing the systems thinking, process performance improvement, agile delivery and service design methods to be applied across the organisation
- developing a core of performance improvement practitioners to support the Ministry and partner agencies.

Information Systems Service Delivery

Maintaining ongoing performance of the systems to ensure that they deliver services that are available to clients, partners and staff on an ongoing and cost-effective basis, including:

- ensuring the performance of systems is optimised to meet client, staff and partner requirements
- having a client centred, service management capability that responds quickly to the needs to clients, staff and partners
- managing the security of all systems to meet Government requirements
- dealing with any system related incidents in a way that limits impacts on clients, staff and partners
- optimising the overall cost base of the Ministry's systems and services to ensure cost effective ongoing delivery.

Systems Management and Enhancement

Delivery of systems and technology capability defined by the systems roadmap and architecture runway, including:

- management of the systems lifecycle to ensure that they are current and supportable
- development, enhancement and integration of systems to meet operating model and new service requirements
- ensuring an effective, efficient and sustainable agile development environment.

Risk and Issue Management

- Lead the identification and management of risks and issues relating to the Ministry's systems and technologies.

People Leadership

- Ensure each team member understands the Ministry's purpose and how their individual roles contribute to the achievement of that purpose.
- Develop technical and people leaders that demonstrate the Ministry's values in action.
- Develop a high performing team of trusted business advisors that are highly capable in delivering both strategic and Improvement, Systems and Technology advice and work in partnership with the business.
- Ensure each team member works co-operatively with other team members, utilising the Ministry's common goals and strategies as the primary focus.
- Create a sense of purpose for the Improvement, Systems and Technology team that aligns to the Ministry's purpose.
- Develop an open collaborative environment that fosters innovation and successful delivery.
- Build and maintain a high-performing team that engages and is motivated to succeed.

Embedding Te Ao Māori

- Embedding and building on Te Ao Māori within their leadership role.
- Create the conditions for Te Ao Māori and Te Tiriti o Waitangi in all decisions to ensure Te Pae Tata is delivered and embedded in your business group.

Health, Safety and Security

- Understand and implement your manager accountabilities as outlined in the HSS Accountability Framework.
- Ensure health, safety, security and wellbeing policies and procedures are understood, followed and implemented by all employees.

Emergency Management and Business Continuity

- Take responsibility for emergency management and business continuity confirming management of the critical functions that satisfy legislative, regulatory and client obligations are in place during and after a disruptive event.
- Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed and implemented by employees.

Know-how

- Significant experience in leading large scale, mission critical technology functions
- Significant experience in leading development teams using Scaled Agile practices
- Significant experience in business consulting and transformation using systems thinking, process improvement and service design approaches ant understanding of approaches to systems modernisation
- Experience in working across organisations
- Sound understanding of trends in technology and digital
- Sound understanding of enterprise architecture runway development and approach to development of systems and transition roadmaps
- Sound understanding of running a large operational function, including finance, contract management, people and risk areas
- Sound understanding of Agile methodology and Agile behaviours, tools and techniques
- Sound knowledge of Government direction and policy priorities particularly in the area of digital transformation
- An understanding of equity issues and the Treaty of Waitangi, and the implications of these for the work of MSD.

Attributes

- Exceptional focus on understanding and addressing the needs of clients, staff and partners
- Proven senior leadership skills in a large technology-based organisation
- Proven ability to build leadership capability and lead large teams
- Exceptional relationship management, influencing and networking skills
- Highly effective communication skills verbally and written across all levels of an organisation
- Ability to build and develop, trust-based and effective partnerships internally and externally
- Environmental and organisational awareness coupled with political savvy

- Able to build a culture of high-performance
- Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected.

Key Relationships

Internal

- Portfolio Leaders and Senior Managers across the Ministry
- The Leadership Team
- All consumers of systems and technology services

External

- The Government Chief Digital Officer functional lead
- The Treasury
- CIOs, CDOs and Senior Leaders from other agencies and partners
- IT suppliers, vendors and consulting organisations

Other

Delegations

- Financial – Yes level 3 This role has additional delegations as outlined in the MSD Delegations Register.
- Human Resources - Yes level 3

Direct reports Yes

Security clearance Yes (Secret)

Children's worker No

Limited adhoc travel may be required

May require after hours work

Group General Manager
Commercial Operations

MINISTRY OF SOCIAL DEVELOPMENT
TE MANATŪ WHAKAHIATO ORA

Our purpose

Manaaki tangata, Manaaki whānau
We help New Zealanders to be safe, strong and independent

Our commitment to Māori

As a **Te Tiriti o Waitangi** partner we are committed to supporting and enabling Māori, whānau, hapū, Iwi and communities to realise their own potential and aspirations.

The outcomes we want to achieve

New Zealanders get the support they require	New Zealanders are resilient and live in inclusive and supportive communities	New Zealanders participate positively in society and reach their potential

We carry out a broad range of responsibilities and functions including

- Employment, income support and superannuation
- Community partnerships, programmes and campaigns
- Advocacy for seniors, disabled people and youth
- Public housing assistance and emergency housing
- Resolving claims of abuse and neglect in state care
- Student allowances and loans

Our strategic direction

Mana manaaki
A positive experience every time

Kotahitanga
Partnering for greater impact

Kia takatū tātou
Supporting long-term social and economic development

Te Pae Tawhiti – Our Future

He Whakataukī*

Unuhia te rito o te harakeke
Kei hea te kōmako e kō?
Whakatairangitia, rere ki uta, rere ki tai;
Ui mai ki ahau,
He aha te mea nui o te ao?
Māku e kī atu,
He tangata, he tangata, he tangata*

If you remove the central shoot of the flaxbush
Where will the bellbird find rest?
Will it fly inland, fly out to sea, or fly aimlessly;
If you were to ask me,
What is the most important thing in the world?
I will tell you,
It is people, it is people, it is people

**We would like to acknowledge Te Rūnanga Nui o Te Aupōuri Trust for their permission to use this whakataukī*

Position detail

Overview of position

The Group General Manager Commercial Operations (GGM) is responsible for provision of key commercially focussed services to the Ministry including procurement, contracting, financial administrative services and the provision of property.

The GGM is the Ministry's chief advisor on matters relating to procurement and contract management.

Location	National Office, Wellington
Reports to	Deputy Chief Executive, People and Capability

Key responsibilities

Commercial Strategy Development

Translation of the Government financial policy intentions, Ministry's strategy and operating model into a long-term roadmap for ensuring maximum value from commercial relationships and then its effective and efficient delivery, including working in partnership with:

- operational, planning and strategy functions to develop a roadmap for the development of the Ministry's commercial capability
- MBIE across property and the general procurement portfolio to ensure alignment with the all-of-government approach
- the social services contracts group in the Ministry.

Specialist Strategic Advice

Providing high quality advice to the Ministry's leaders in commercial matters including;

- development of procurement policies, strategies and plans
- optimisation of current contracts to provide increased value
- optimisation of the Ministry's property footprint.

Procurement and Contract Management

Providing procurement and contracting services including delivery of;

- procurement initiatives in accordance with Government guidelines and best practice processes
- ongoing contract management services for all the corporate categories (mainly IT and property).

Administrative Services

Providing high quality financial and administrative processes that support the Ministry including;

- supplier payments
- expense management
- vehicle fleet management.

Property Services

Providing the property and accommodation to meet operational requirements including:

- development of working environment plans
- the acquisition and disposal of properties within the Ministry's portfolio
- managing the development of property to meet operational safety and security needs
- facilities management of all property.

Risk and Issue Management

- Lead the identification and management of risks and issues relating to the Ministry's commercial activities.

People Leadership

- Develop people leaders that demonstrate the Ministry's values in action.
- Create a sense of purpose for the Commercial team that aligns to the Ministry's purpose.
- Develop an open collaborative environment that fosters innovation and successful delivery.
- Build and maintain a high-performing team that engages and is motivated to succeed.

Embedding Te Ao Māori

- Embed and building on Te Ao Māori into the culture of the team.
- Create the conditions for Te Ao Māori and Te Tiriti o Waitangi in all decisions to ensure Te Pae Tata is delivered and embedded in the group.

Health, Safety and Security

- Understand and implement your manager accountabilities in accordance with the Ministry's Health Safety and Security Framework.
- Ensure health, safety, security and wellbeing policies and procedures are understood, followed and implemented by all employees.

Emergency Management and Business Continuity

- Take responsibility for emergency management and business continuity confirming management of the critical functions that satisfy legislative, regulatory and client obligations are in place during and after a disruptive event.
- Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed and implemented by employees.

Know-how

- Significant experience in leading large procurement and contact functions
- Significant experience in providing strategic advice to business leaders on contract, commercial and property matters
- Significant experience in optimisation of administrative processes
- Sound understanding of procurement and contracting processes
- Sound understanding on the management of property portfolios in a large distributed operational environment
- An understanding of equity issues and the Treaty of Waitangi, and the implications of these for the work of MSD.

Attributes

- Should have professional procurement and/or financial qualifications
- Exceptional focus on understanding and addressing the needs of clients, staff and partners
- Proven senior leadership skills in a large commercial and operational organisation
- Proven ability to build leadership capability
- Strong relationship management, influencing and networking skills
- Highly effective communication skills verbally and written across all levels of an organisation
- Ability to build and develop, trust-based and effective partnerships internally and externally
- Environmental and organisational awareness coupled with political savvy
- Able to build a culture of high-performance
- Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected.

Key Relationships

Internal

- Portfolio Leaders and Senior Managers across the Ministry
- The Leadership Team
- All consumers of finance, procurement, contracting and property services
- Procurement Board
- The GGM Finance
- GM Health Safety and Security Operations

External

- The Government Property Group functional lead
- The procurement functional lead at MBIE
- Procurement Managers and Senior Leaders from other agencies and partners
- Suppliers and Partners
- Auditors

Other

Delegations

- Financial – Yes level 3
- Human Resources - Yes level 3

Direct reports – Yes (Approximately 5)

Security clearance – No

Children's worker - No

Limited adhoc travel may be required

May require after hours work