



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA

# **Improvement, Systems and Technology Alignment for Success**

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**Proposal for Consultation – 4 August 2020**

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# Introduction

Kia ora tatou

We are one of the largest public sector organisations in New Zealand. Our work, providing services that support better outcomes for New Zealanders, requires complex and highly integrated processes and systems. Improvement, Systems and Technology Group (IST) plays a critical role in delivering high-quality services to our clients.

We have established a new mission for the IST Group to “save time for the frontline, client and partners” this means everything we do requires us to make a difference to the people who use our processes and systems.

The IT Group over the years has been successfully operating with Agile practices in major parts of its delivery. To keep up with the ever-increasing demands and continue improving services for our clients and people, we need to enhance the way we are working.

The implementation of the Te Pae Tawhiti Strategy relies on us being able to respond and adapt quickly. Our response to COVID-19 saw us doing this with the standing up of multi-disciplinary teams from across the Ministry working collaboratively to deliver solutions at pace.

The proposed structure is designed to bring together and leverage our existing capability, the gains we have made with Agile practices and learnings from our COVID-19 response. We need to align them in a way that will help us meet the growth in demand, improve our efficiency and deliver the right value at the right time to staff, clients and partners.

We intend this change to ensure that the MSD’s Improvement, System and Technology Group is a great place to work and builds capability in all our people.

I look forward to your feedback on the proposals detailed in this Consultation Document.

Ngā mihi



**Stephen Crombie**

Deputy Chief Executive People and Capability

## **This consultation in brief**

In previous discussions with the IT Teams you have told us that too much change all at once will compromise delivery, so we decided to take a phased approach, and this is Phase 1 of a number of phases.

Alignment for Success (AfS) team has listened to your feedback that you would like to see a change in how leadership works. This consultation (Phase 1) has focused on this.

This consultation proposes to change some leadership positions, introduce some new positions and to disestablish some leadership positions. People in these positions have been advised of the proposed changes.

All positions in the IST Group are proposed to have a change in reporting line as part of Phase 1.

AfS Phase 2 will look at other positions and how they could best work in an Agile environment. We will begin planning this in parallel with AfS Phase 1 implementation.

## **What is Alignment for Success?**

Alignment for Success (AfS) has been a co design initiative to better align IT to an Agile way of working. Five years ago, IT began making changes to its delivery model with the introduction of Agile frameworks and techniques.

In 2018 PwC reviewed the IT operating model. Their report highlighted themes for “successful modern technology enabled organisations using fit for purpose Agile delivery models” and recommended moving from the project to product mind-set.

Over the past five years IT has matured its Agile practices significantly, however the organisational structure has not changed at the same pace and is now limiting our agility and ability to mature further. This has included the introduction of several informal roles which now need to be formalised.

Implementing the structural changes will support further iterations of Agile ways of working which will have multiple benefits for the Ministry staff and clients.

Aligning Portfolio teams to the Ministry Strategy and Operating Model, means they can deliver value more efficiently and focus on getting the right outcomes for our clients faster. These Portfolio teams have a broad range of skills enabling them to collaborate, communicate and manage their work more effectively. Teams also have a clearer understanding of their capacity and workload, enabling faster and more predictable value delivery. Closer collaboration also allows teams to focus on improvements and innovation to increase quality and quickly adapt to changing conditions or increased demand.

We have been on this journey for some time. In September 2018 we had High-Level Design Workshops. In April / May 2019 we conducted Detailed Design Workshops followed in August / September 2019 with the Evaluation Panel reviewing and consolidating a number of designs into the final Detailed Design. Since late 2019 we have been preparing for this consultation.

In March 2020 we were aiming to begin consultation for AfS with the scope limited to the Delivery and Operations team. This was the IT organisation under the Chief Technology Officer (CTO). However, this had to be put on hold as the country entered lockdown due to COVID-19.

The Ministry was central to the Government's COVID-19 response. As part of this the organisation began implementing key elements of the operating model envisioned under Te Pae Tawhiti. This has shaped our thinking now included in this proposal.

Late June 2020, the Deputy Chief Executive (DCE), People and Capability finalised a realignment of the People and Capability senior leadership. This included the incorporation of the Systems Improvement work (Better Every Day), Business Process Improvement, Architecture and Service Design with the IT Group which has been renamed Improvement, Systems and Technology.

The Alignment for Success programme has incorporated these changes and they are included in this proposal.

## The Ministry Context

This proposal addresses the requirements of the broader business strategy of the Ministry. The following describes the outcomes we want to achieve, how we help New Zealanders, our values and our focus areas for the coming year and how we want to work as a Ministry.

### 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 full potential

### How we help New Zealanders

We have a broad range of responsibilities and functions including:

- Employment, income support and superannuation services
- Student allowances and loans
- Public housing assistance and emergency housing
- Community partnerships, programmes and campaigns
- Advocacy for seniors, disabled people and youth
- Resolving claims of abuse and neglect in state care
- Being the primary provider of social policy and advice to Government

- Monitoring three Crown entities and providing advice to the responsible Minister
- Ensuring the legislation we administer is effective and fit for purpose
- Working with other agencies and the wider social sector to support Government priorities and improve the wellbeing of all New Zealanders

## Ministry Values

These are our Values:

**Manaaki** – we care about the wellbeing and success of people

**Whānau** – we are inclusive and build belonging

**Mahi tahi** - We do the right thing, with integrity

**Tika me te pono** - We work together, making a difference for communities

## 2020/21 – The Ministry’s Focus Areas

MSD has and will continue to play a pivotal role in New Zealand’s response to COVID-19 and in the country’s social and economic recovery.

Our focus areas for the 2020/21 year will be:

- Supporting MSD people to help New Zealanders
- Income support that’s easier to access, including the next steps in welfare overhaul
- Keeping New Zealanders working
- Getting people a home
- Partnering with others

## How we’ll work

We’ll make sure our people have what they need to help New Zealanders. That means working differently.

We’ll build on the process gains we made during COVID-19. We’ll collaborate more as teams and work across functions to deliver on key projects. National and regional office teams will be focused on enabling our frontline to support our clients. Our work programme will reflect a direct focus on our priorities.

We’ll improve our clients’ experience and make it as easy as possible for people to get the support they’re entitled to. Our information will be easy to access and understand. Clients, providers and employers will have access to easy to use self-service digital channels. Where we can, we’ll meet people’s immediate needs at the first point of contact. More personalised, integrated services will be available for people and whānau with more complex needs.

We’ll continue to deliver the welfare overhaul programme to address the medium-term needs of New Zealanders as well as the longer term.

We'll help people find a job, from keeping employment, through to finding new work and training, as well as beginning and maintaining work.

We'll have regional and industry-based initiatives to link people to jobs in their area.

We'll do more for people who may be at risk of entering public housing by helping them keep their existing tenancy. If people need emergency housing, we'll make sure they have somewhere to stay until they can find something longer-term.

We'll strengthen our community and cross-government partnerships to build capability, provide timely and effective support and not duplicate effort.

MSD will be connected across income support, housing and employment services, and with our partners to provide specialised services and support for our clients who need it.

### The IST Group Mission

Our mission is to "save time for the frontline, our clients and partners". This is to ensure we have a strong link to the Ministry's purpose and focuses the IST Group on the value we deliver.

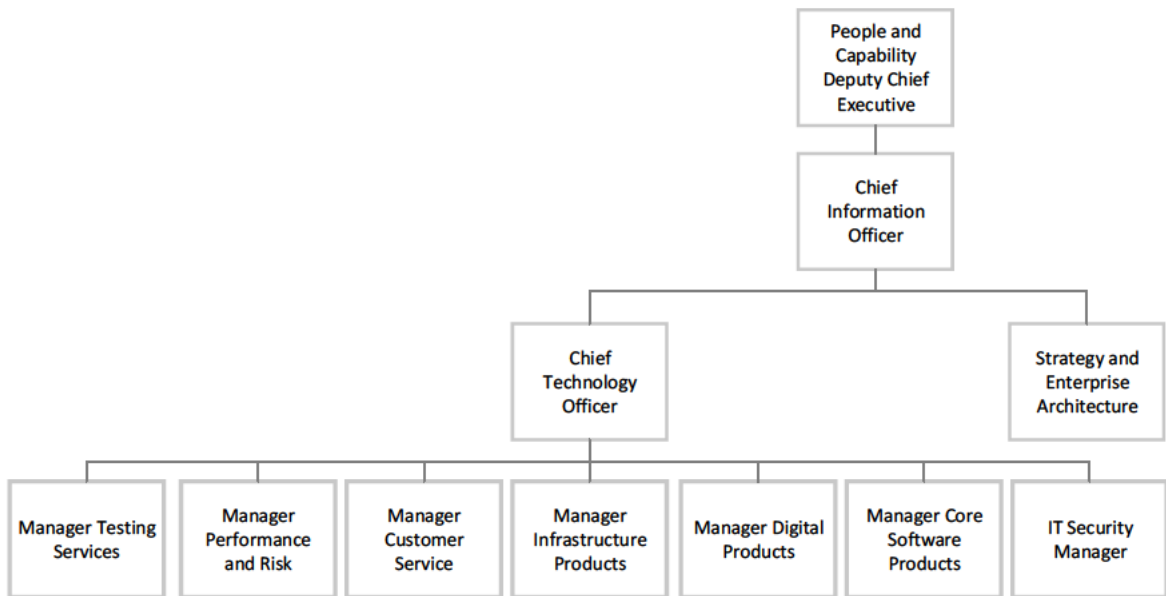
# The AfS Phase 1 Proposal

## Current Leadership Structure

The current leadership structure for the technology group under the Chief Information Officer has the following functions:

- Delivery and Operations
- Technology Strategy and Enterprise Architecture

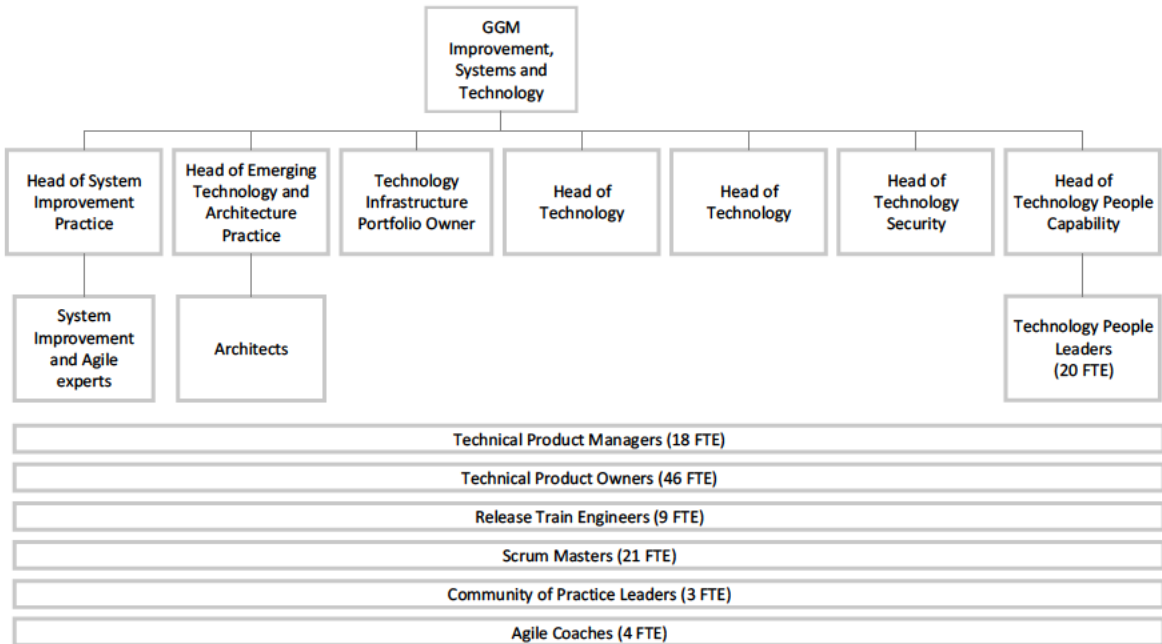
These temporary leadership arrangements were put into place in 2019 to support the implementation of the Te Pae Tawhiti Strategy.





## Proposed Leadership Structure

The proposed leadership structure has the following positions in the Improvement, Systems and Technology group:



The Leadership positions in the Improvement, System and Technology Group structure are described in detail below.

Proposed Positions	Description
<b>Head of System Improvement Practice</b>	<p>To lead the System Improvement and Agile practitioners and practice.</p> <ul style="list-style-type: none"> <li>• Provide system improvement services to various units in the Ministry</li> <li>• Responsible for integrating the methods to improve the core business processes and services across the Ministry</li> <li>• Responsible for Community of Practice for system improvement</li> <li>• Advisor for System and Improvement matters</li> <li>• Active participation in industry groups for Systems Thinking, Process Improvement, Service Design and Agile</li> <li>• Contribute and collaborate across Government for promoting system improvement practices.</li> </ul>

<p><b>Head of Emerging Technology and Architecture Practice</b></p>	<p>Leads the Architecture vision for the Ministry.</p> <ul style="list-style-type: none"> <li>• Lead the team of all Architects (Business, Enterprise, Solution, System etc.)</li> <li>• Responsible for development of the Technology Strategy in alignment with the Organisation Strategy</li> <li>• Responsible for the Community of Practice for all layers of Architecture</li> <li>• Develop multi-domain Architects and embed them in the Portfolio(s)</li> <li>• Discover and apply emerging technology to solve business problems</li> <li>• Responsible for Architecture Runways and creating delivery pathways</li> <li>• Lead technology architecture governance</li> <li>• Responsible for incubating new technology capabilities.</li> </ul>
<p><b>Head of Technology 1</b></p>	<p>Responsible for the technology delivery and operations for Income Portfolio.</p> <ul style="list-style-type: none"> <li>• Embedded in operational portfolio leadership team and contribute to Portfolio Roadmaps</li> <li>• Advisor for all technology matters for the Portfolio Owner</li> <li>• Responsible for establishing delivery teams within the operational Portfolio(s)</li> <li>• Collaborate with Technology Infrastructure Portfolio Owner to ensure the delivery teams are efficient</li> <li>• Responsible for providing Product Roadmaps advice and guidance</li> <li>• Member of governance entities as required</li> <li>• Responsible for removing blockers, resolving conflicts and synchronising the delivery across other portfolios</li> <li>• Responsible for asset management of products unique to their operational Portfolio</li> <li>• Responsible for ownership of technology risk controls</li> <li>• Responsible for improving customer experience for technology services within their Operational Portfolio.</li> </ul>
<p><b>Head of Technology 2</b></p>	<p>Responsible for the technology delivery and operations for Housing, Employment and Communities Portfolios.</p> <ul style="list-style-type: none"> <li>• Embedded in operational portfolio leadership team and contribute to Portfolio Roadmaps</li> <li>• Advisor for all technology matters for the Portfolio Owner</li> <li>• Responsible for establishing delivery teams within the operational portfolio</li> </ul>

	<ul style="list-style-type: none"> <li>• Collaborate with Technology Infrastructure Portfolio Owner to ensure the delivery teams are efficient</li> <li>• Responsible for providing Product Roadmaps advice and guidance</li> <li>• Member of governance entities as required</li> <li>• Responsible to removing blockers, resolving conflicts and synchronising the delivery across other portfolios</li> <li>• Responsible for asset management of products unique to their operational portfolio</li> <li>• Responsible for ownership of technology risk controls</li> <li>• Responsible for improving customer experience for technology services within their Operational Portfolio.</li> </ul>
<p><b>Technology Infrastructure Portfolio Owner</b></p>	<p>Owner of the Technology Infrastructure Portfolio, which encompasses the core platforms required to support the operational portfolios and wider Ministry operations.</p> <ul style="list-style-type: none"> <li>• Responsible for the delivery and operations of the platforms in the portfolio</li> <li>• Responsible for the Portfolio Roadmaps in collaboration with the Head of Emerging Technology and Architecture Practice</li> <li>• Advisor for technology matters for Senior Leaders</li> <li>• Responsible for running appropriate governance of the Technology Infrastructure Portfolio</li> <li>• Responsible for the asset management of the core platforms including facilitating the Technology Asset Board</li> <li>• Responsible for resolving system constraints to support end to end teams in the Operational Portfolios</li> <li>• Responsible for providing inputs to Product Roadmaps</li> <li>• Responsible for the IT Operations Security Centre (ITOSC) outcomes of providing a 24 x 7 Operational and Security Control Centre that will bring teams from across the Ministry together aligned to business services and value</li> <li>• Responsible for strategic engagement with technology platform suppliers</li> <li>• Responsible for ownership of technology risk controls</li> <li>• Responsible for improving customer experience for technology services.</li> </ul>
<p><b>Head of Technology Security</b></p>	<p>Responsible for the technology security for the Ministry.</p> <ul style="list-style-type: none"> <li>• Responsible for development of the Technology Security Strategy and aligning it to the Technology and Information strategy</li> <li>• Responsible for security operations as part of the ITOSC</li> </ul>

	<ul style="list-style-type: none"> <li>• Responsible for generating security awareness in collaboration with the Chief Information Security Officer</li> <li>• Advisor for security advice to Senior Leaders in the organisation</li> <li>• Collaborating with the Technology Infrastructure Portfolio Owner to ensure appropriate monitoring and alerting is in place for security</li> <li>• Collaborating with the Chief Information Security Officer and Technology Infrastructure Portfolio Owner on effective security incident management</li> <li>• Lead security governance needed for the Ministry</li> <li>• Relationship management with central agencies of technology security matters</li> <li>• Championing DevSecOps practices and helping delivery capabilities embrace “Security by Design” mindset</li> <li>• Responsible for ownership of security and risk controls for the Ministry.</li> </ul>
<p><b>Head of Technology People Capability</b></p>	<p>To lead all Technology People Leaders in the Improvement, Systems and Technology Group.</p> <ul style="list-style-type: none"> <li>• Work with Community of Practice Leaders to build people capability to meet the needs of delivery teams</li> <li>• Implement people policies and frameworks for the Improvement, Systems and Technology Group</li> <li>• Responsible for developing a Workforce Strategy for the Improvement, Systems and Technology Group</li> <li>• Responsible for running the Improvement, Systems and Technology Group resource panel</li> <li>• Responsible for the Improvement, Systems and Technology Group graduate programs</li> <li>• Responsible for effective performance management to support the matrix design of the teams</li> <li>• Responsible for developing career pathways working with the Practice Leaders</li> <li>• Monitoring the overall sentiment of the team and support the Improvement, Systems and Technology Group leadership team for all people matters</li> <li>• Responsible for supporting change activities within Improvement Systems and Technology Group, including future phases of AfS</li> <li>• Participate in relevant people related matters with the People Group</li> <li>• Participate in governance of people matters</li> </ul>
<p><b>Technology People Leaders</b></p>	<p>This position reports into the Head of Technology People Capability. The sole responsibility of this position is to</p>

	<p>focus on people, their development and wellbeing. They ensure people get the support they require, and their care is balanced with delivery. These leaders will be people focused people, have strong relationship skills and to be coaches and carers. We propose 20 People Leader positions.</p> <p>The Technology People Leaders are responsible for:</p> <ul style="list-style-type: none"><li>• Leading a multidisciplinary group of people with a diverse range of skills, capabilities and position levels</li><li>• Providing performance coaching, care and support and development opportunities</li><li>• Collaborating with the Head of Technology and Technical Infrastructure Portfolio Owner to understand the capability needs of delivery teams, understanding technical requirements and meeting these needs with appropriately skilled, able and engaged people</li><li>• Collaborating with Technical Product Owners and other Technology People Leaders to develop a medium to long term Workforce Plan to fulfil the skills requirements for future delivery</li><li>• Negotiating with stakeholders to ensure a balance between delivery needs, people care and resourcing requirements</li><li>• Developing and delivering the Technology People Plan that delivers a high level of capability, performance and engagement</li><li>• Advocating for people's safety, welfare, wellness and health ensuring these are balanced with delivery needs</li><li>• Working with Community of Practice Leads to build retention strategies that attract and retain the right capabilities</li><li>• Collaborating with Technology Leaders and Community of Practice Leads to ensure all people receive high quality, timely and constructive feedback that supports the development and improvement of individual skills</li><li>• Mentoring team members development</li><li>• Working with the Scrum Masters to provide team members with development opportunities, and to embed newly acquired skills, so development plans are supported in the delivery environment</li><li>• Leading and facilitating the process to address individual areas of performance improvement and oversee progress and escalation to appropriate Human Resources support where necessary</li></ul>
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	<ul style="list-style-type: none"> <li>• Collaborating with key stakeholders to create the environment for continuous learning and knowledge sharing.</li> </ul>
<p><b>Community of Practice Leaders</b></p>	<p>Practice Leaders for Communities of Practice ensure they deliver value and grow skills. Community of Practice Leaders will work under the leadership of an overall Technical Product Manager to ensure practice management and discipline is consistent across the system.</p> <p>It is proposed to have the following Community of Practice Leaders for:</p> <ul style="list-style-type: none"> <li>• Design (eg Client Experience, and Engineering)</li> <li>• Build and Integration (eg Cúram, Development, Integration)</li> <li>• Quality Assurance (eg Testing, CICD, Security)</li> </ul> <p>The Community of Practice Leaders will be responsible for:</p> <ul style="list-style-type: none"> <li>• Practice strategy that ensures the practice meets the current and future capability needs</li> <li>• Providing practice governance across Portfolios to ensure quality and consistency of practice</li> <li>• Providing practice specific advice to Senior Leaders</li> <li>• Championing the practice(s), ensuring long-term retention of skills and intellectual property, facilitating a culture of knowledge sharing</li> <li>• Maintaining a deep professional and/or technical working knowledge in area of practice and an understanding of relevant processes and tools</li> <li>• Providing expert professional and/or technical advice to Technology People Leaders and support them with capability and training plans, navigating technologies and to assess skills of the practitioners</li> <li>• Ensuring the practice is connected to relevant industry and external parties and has access to resources and initiatives that grow capability and support practice maturity</li> <li>• Supporting Technology People Leaders with recruitment, performance management, coaching and workforce planning</li> <li>• Developing and maintaining a skills inventory and training plans needed for the practice, ensuring this is represented in workforce strategy and planning</li> <li>• Assist with other practices to ensure they are successful.</li> </ul>

<p><b>Technical Product Manager (TPM)</b></p>	<p>To lead the management of a product or service through its lifecycle. To be accountable for the products visions, operations and currency. This position is the steward for the product(s) or services they are building and maintaining to deliver services to our clients, staff and partners. The position is a delivery leadership role. A Technical Product Manager will be supported by one or more Technical Product Owner's, Release Train Engineers, Architects and Agile Standing Teams. The Technical Product Manager will report into a People Leader but have a direct line of accountability for delivery to a Head of Technology or Technology Infrastructure Portfolio Owner. There are Technical Product Manager's required for the technology delivery and operations.</p> <p>The Technical Product Manager is responsible for:</p> <ul style="list-style-type: none"> <li>• Developing of a Technical Product Vision, Strategy and Roadmap ensuring alignment with Strategic Themes and the Ministry's Technology Strategy</li> <li>• Working with Epic Owners to develop business cases for Epics that affect the product</li> <li>• Ensuring asset management plans are in place and technology assets are maintained to support the needs of the business</li> <li>• Managing the programme technical backlog for the product(s)</li> <li>• Working with Heads of Technology, Technology Infrastructure Portfolio Owner and Product Managers to contribute to a system view of flow of work for delivery and operations</li> <li>• Establishing appropriate and relevant quantitative and qualitative metrics and measures for delivery teams for their area of technical responsibility</li> <li>• Continuously monitoring and adjusting short-term road mapping, reprioritising to manage the flow of work</li> <li>• Actively engaging with customers to understand and communicate their needs. Be the internal voice of the customer for the Agile Release Train (ART)</li> <li>• Continuously developing and communicating the Vision to the development teams and define the features of the system</li> <li>• Connecting regularly with delivery teams, participating in ceremonies, sharing the Vision, Features and short-term Roadmap, approving team objectives and identifying acceptance criteria</li> </ul>
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	<ul style="list-style-type: none"> <li>• Providing advice and guidance to stakeholders and governance committees for initiatives under consideration including constraints such as work sizing, risk, delivery approach and methodology</li> <li>• Collaborating with the System and Solution Architects/Engineers to define the Non-Functional Requirements to ensure that solution meets relevant standards and system quality requirements</li> <li>• Collaborating with the Release Train Engineers on progress, budget and release strategy</li> <li>• Sequencing and delivery of enablers</li> <li>• Adhering to Ministry processes and standards and established guardrails</li> <li>• Identifying and promoting quality assurance and ensure risks are identified and managed</li> <li>• Fostering an environment of trust, empowerment, collaboration and a positive culture in the teams.</li> </ul>
<p><b>Technical Product Owner (TPO)</b></p>	<p>A Technical Product Owner is a delivery lead for up to four Agile standing teams that are focussed on a specific product or service they are responsible to manage. They take direction from the Technical Product Manager and participate in the delivery of value pulling from the backlog for the product or service. They will also be responsible for maintaining relevant assets plans and supporting the Technical Product Manager.</p> <p>The Technical Product Owner is responsible for:</p> <ul style="list-style-type: none"> <li>• Delivery of the program backlog and implementation of products</li> <li>• Working alongside Product Owners, Product Managers, Technical Product Manager and other Technical Product Owner’s to define and prioritise stories</li> <li>• Participating in PI Planning, including pre and post PI Planning</li> <li>• Development of story acceptance criteria and accepts stories as done</li> <li>• Attending and participate in product Inspect and Adapt workshops, including Product Demonstrations</li> <li>• Developing and maintaining Asset Management Plans</li> <li>• May act as the proxy for the customer for Agile Release Trains</li> <li>• Adhering to Ministry processes and standards and established guardrails</li> <li>• Understanding and managing priorities and conflicting demands from multiple programmes of work,</li> </ul>



	<p>leveraging relationships and providing technical intelligence to ensure delivery commitments are met</p> <ul style="list-style-type: none"> <li>• Working with Scrum Masters to ensure successful delivery of each iteration</li> <li>• Working with Technical Product Managers to ensure features are well articulated and understood so team can deliver</li> <li>• Sharing information to grow knowledge and develop capability within all key working relationships</li> <li>• Supporting the Technology People Leaders to empower individuals and maximise potential by helping to create an environment of continuous learning and to support capability development</li> <li>• Collaborating with peers to ensure welfare and culture are balanced with delivery objectives.</li> </ul>
<p><b>Scrum Master</b></p>	<p>This position works with Agile Standing Teams is are responsible for:</p> <ul style="list-style-type: none"> <li>• Coaching teams in Agile practices, ensuring they are aware of their respective roles and how to fulfil them and that they understand the business goals and Roadmap</li> <li>• Organising and facilitating team events, knowing whether to be supportive or directive in any given situation</li> <li>• Participating in wider organisational ceremonies, including Scrum of Scrums</li> <li>• Collaborating with other stakeholders to enable the teams to deliver value, including the escalation of issues where necessary</li> <li>• Protecting teams from external disruptions and pressure, ensuring they can focus on delivery</li> <li>• Working with the teams, and relevant stakeholders where necessary, to identify and mitigate potential risks and impediments</li> <li>• Proactively suggesting and facilitating efficiency improvements and encourage experimentation and continual improvement to the flow of delivery</li> <li>• Collaborating with the Technical People Leader/s to ensure the teams are resourced for efficient delivery</li> <li>• Ensuring that teams maintain high levels of inter-team co-operation to operate well on the Agile Release Train</li> <li>• Collaborating with the other Scrum Masters and stakeholders</li> <li>• Supporting Release Train Engineers with key delivery metrics</li> </ul>

	<ul style="list-style-type: none"> <li>• Building the capability of the team members to enable them to respond to changing demands to keep activities running smoothly</li> <li>• Giving considered, direct and real time feedback to individuals and the Technology People Leaders to support individuals in their development, learning and continual improvement</li> <li>• Supporting the teams to have all the elements needed to be a high performing and cohesive team, including building transparency</li> <li>• Fostering a safe and trusting environment where team members are enabled and inspired to work collaboratively to support high team performance and where problems can be raised safely</li> <li>• Supporting individuals and teams to address issues before they escalate</li> <li>• Aligning with, and providing feedback to Technology People Leaders to deliver on People Plans</li> <li>• Identifying the necessary skills required in the team and collaborate with the Technology People Leaders and Practice Leaders to support appropriate development of individuals</li> <li>• Collaborating with the Technology People Leader on workforce planning, including recruitment, development and career progression.</li> </ul>
<p><b>Release Train Engineer</b></p>	<p>Release Train Engineers operate at the program level of SAFe and are responsible for:</p> <ul style="list-style-type: none"> <li>• Contributing to the development of Vision, Strategy and Roadmaps by supporting Technical Product Manager's and Technical Product Owner's in delivering the Program Backlog</li> <li>• Program Increment (PI) planning to assist prioritisation on appropriate sequencing of program activities</li> <li>• Supporting Agile practices at a programme level such as managing communication with stakeholders, decision support and continuous improvement</li> <li>• Escalating and managing programme impediments, distractions and risks to help ensure teams can deliver value and are able to clear obstacles</li> <li>• Maintaining a program level cadence and drive planning, review and facilitation events (eg PI Planning, Scrum of Scrums and group Retrospectives)</li> <li>• Facilitating the events and processes that assist the Agile Release Trains in delivering value</li> </ul>

	<ul style="list-style-type: none"> <li>• Supporting Scrum Masters to empower the teams to become self-organising and supporting team culture and wellbeing</li> <li>• Ensuring appropriate, informative and relevant information and reporting is delivered to stakeholders.</li> <li>• Coaching and supporting the Scrum Masters where required</li> <li>• Supporting and guiding changes to improve the way teams work within the programme</li> <li>• Providing appropriate reporting to support the respective Portfolio Owners or Head of Technology.</li> </ul>
<p><b>Agile Coach</b></p>	<p>Agile Coaches report into the Head of System Improvement Practice. They are responsible for:</p> <ul style="list-style-type: none"> <li>• Effective implementation of Agile practices underpinned by SAFe</li> <li>• Bringing expertise and experience to lift the performance of Agile teams</li> <li>• Bringing consistency and reinforcing appropriate behaviours in Agile practices</li> <li>• Contributing to an overall lift in organisational capability by identifying development needs, emerging talent and opportunities</li> <li>• Identifying scope and providing training and education in Agile principles, practices, and behaviours</li> <li>• Guiding people to apply Agile, Lean Thinking, and Systems Thinking</li> <li>• Coaching and mentoring teams, and individuals to strive for and achieve higher levels of Agile maturity</li> <li>• Facilitating retrospective conversations to develop self-organising and self-improving teams</li> <li>• Helping people identify opportunities and offer strategies for relentless improvement.</li> </ul>

# Operating Model for the Improvement, Systems and Technology Group

The next section describes how the Operating Model will work

## How the System Improvement Practice will work

The practice will include specialists in areas of improvement that includes Systems Improvement (previously Better Every Day), Agile, Process and Service Design. These specialists will be allocated to work in the Portfolios, supporting owners and teams to address broader system issues and build capability. The Head of the Practice will work with the Portfolio Owners and other Ministry senior leaders to create and manage the practice backlog.

We are interested in further feedback on the operating model for this unit within the IST Group.

## How Technology Delivery will work

The diagram below is a simplified version of the Detailed Design of the operating model developed under AfS. This section will explain the key concepts that come together to make the Operating Model work.

### Operational and Development Portfolios

The Ministry is organising itself into Portfolios to better align to deliver value to our frontline and clients. We have four Operational Portfolios:

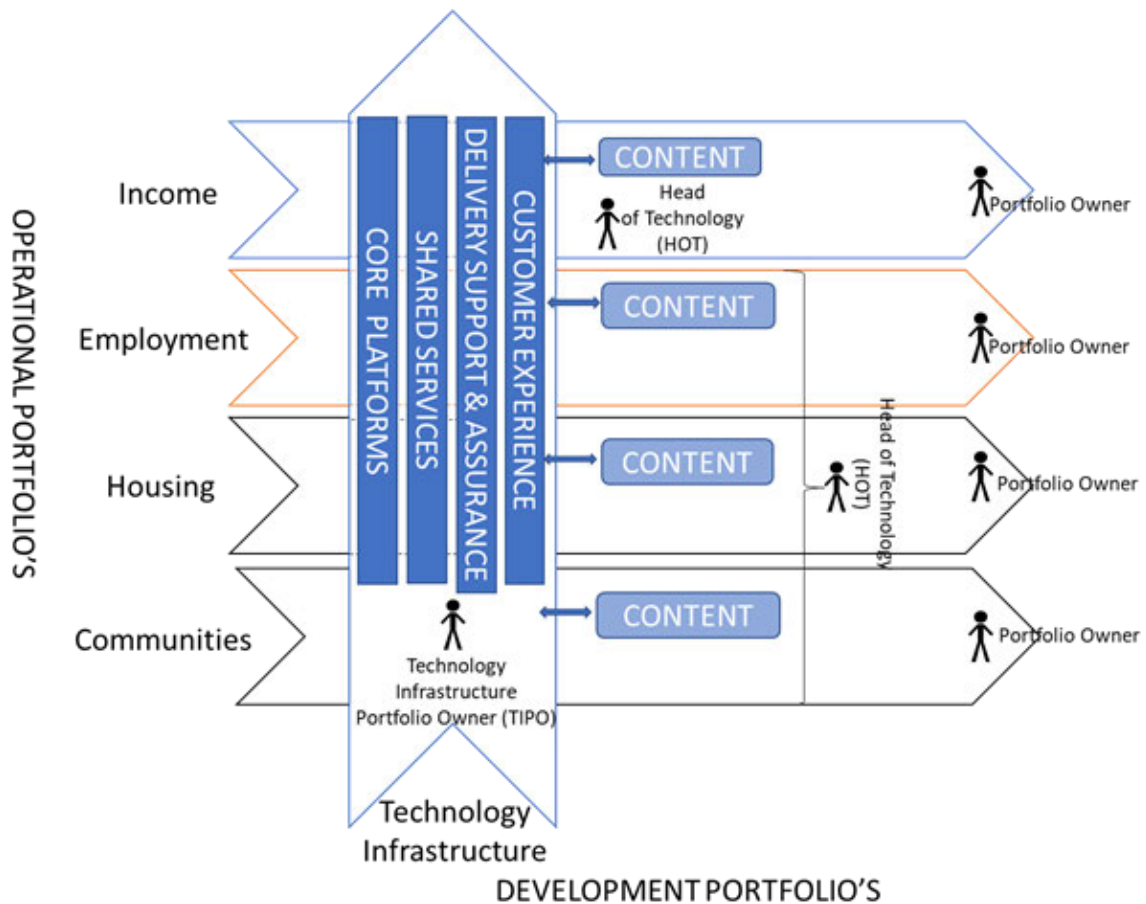
- Income
- Employment
- Housing
- Communities.

There are currently five Development Portfolios:

- Technology Infrastructure
- People
- Information
- Property
- Corporate Platform.

The Development Portfolios support and create value for the Operational Portfolios.

The diagram below shows how the Technology Infrastructure Portfolio and the Head of Technology supports the Operational Portfolios.



One Head of Technology will be embedded in the Income Portfolio and the other will be embedded across the Housing, Employment and Communities Portfolios.

The Technology Infrastructure Portfolio Owner leads the Technology Infrastructure Portfolio.

The supporting functions of Customer Experience, Delivery Support and Assurance and Shared Services are part of the Technology Infrastructure Portfolio (covered in more detail further on).

Platform Standing Teams are focused on maintaining the technology platform like Curam, Networks, Middleware, Integration (IIB), Process Management (BPM), Rapid Deployment (Ruby of Rails) etc as part of the Technology Infrastructure Portfolio.

Content Standing Teams are in the Operational Portfolios. They are focused on delivery to the outcomes of the Portfolio. Examples of Content Standing Team are Apply Online and CMS Hardship that runs on Cúram platform, Online Services like Employment Subsidy and Activity Reporting Tool that run on the Rapid Deployment platform.

### Customer Experience

It is proposed that all current functions within IT Customer Service align to the Technology Infrastructure Portfolio.

The IT Customer Service function will be renamed "Customer Experience" to better reflect the changed focus of the functions. This will be under the leadership of a Technical Product Manager. The Technical Product Manager is supported by two Technical Product Owners. The Technical Product Owners under Customer Experience will lead the:

- IT Operations and Security Centre (including incident and problem management functions)
- IT Customer Support (including IT Help, Service Desk and Technical Support Analysts functions).

The current Support Services function will become part of the new "Supplier Management Service" described later.

### Delivery Support and Assurance

Performance and Risk is a critical support function and is renamed to Delivery Support and Assurance.

The work of Delivery Support and Assurance is led by a Technical Product Manager and is part of the Technology Infrastructure Portfolio. The teams supporting the Technical Product Manager are shown below:

- Supplier Management led by a Technical Product Owner
- Technology Risk and Assurance led by a Scrum Master
- Delivery Support led by a Scrum Master encompassing:
  - Administrative support
  - Financial Monitoring Support
  - Change Management
  - Value Office.

Contractor Management functions move to Technology People Leader. Agile Coaches report to the Head of System Improvement Practice.

### Supplier Management

Supplier Management is currently split across various Technical Product Owners and other Managers. This is a strategic capability given the value of some of these engagements. AfS will establish a standing team under a Technical Product Owner that centralises the capability and drives development of strategies and approaches to manage the relationship and performance of the suppliers. This brings the current staff who work in the towers together as one standing team.

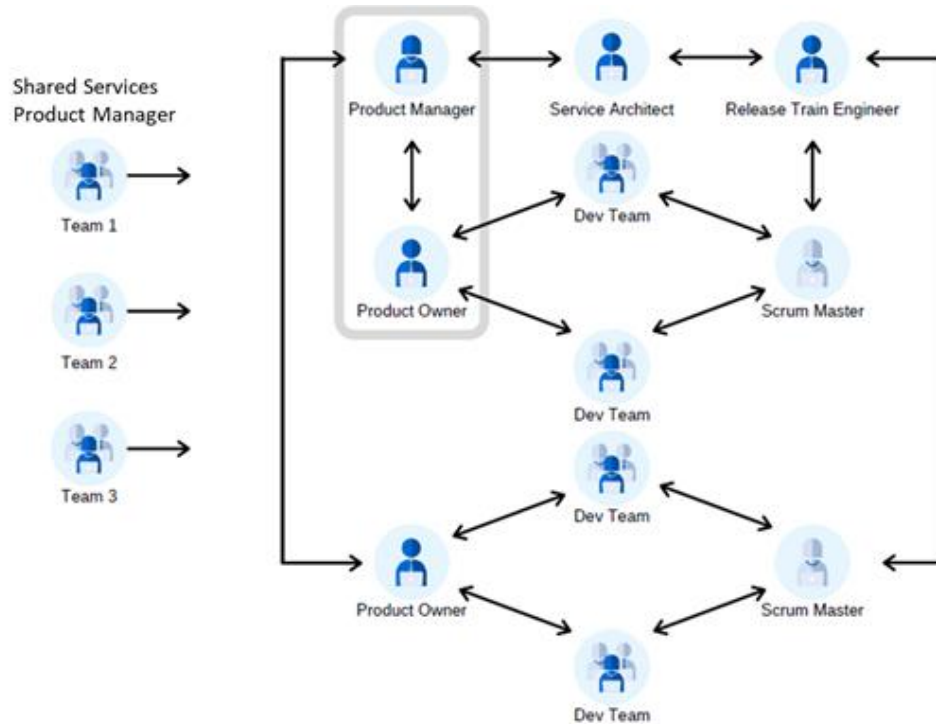
### Delivery Team Design

The diagram below shows a team design pattern for an Agile Release Train (ART) that creates an end to end delivery team. The key roles in the team design are:

- Technical Product Managers
- Technical Product Owners
- Architects

- Release Train Engineers
- Scrum Masters
- Dev Teams

This is explained in more detail below



### Technical Product Managers and Technical Product Owners

All products and services are under the delivery leadership of a Technical Product Manager or Technical Product Owner depending on their size and scale. One Technical Product Manager can work with up to four Technical Product Owners. As an example, today we have a product team that has eight Agile Standing Teams (Dev Team in the picture above) all under one Technical Product Owner which is not ideal.

This is rebalanced to have one Technical Product Manager supported by four Technical Product Owners, who work with two Agile Standing Teams each. Some of these teams focus on content and are embedded in the Operational Portfolio. Others will focus on the platform to keep it current and maintained and one in the Technology Infrastructure Portfolio.

It is important to note that Phase 1 of AfS does not change how Agile Standing Teams (Dev Teams) work. It will however be enhanced by having leadership of Technical Product Managers and Technical Product Owners as explained above. The Technical Product Owners and Technical Product Manager will be responsible for further evolving how the teams work.

A list of proposed Technical Product Managers and Technical Product Owners is in the Appendix 2.

## Architects

The Head of Emerging Technology and Architecture Practice will ensure Architects are embedded into the Agile Release Trains to support the Technical Product Managers and Release Train Engineers.

## Release Train Engineers

The Release Train Engineers will operate at a program level and with Technical Product Managers and Architects. They ensure the delivery teams are operating in synchronisation to deliver the backlog for the Agile Release Train. The Release Train Engineers also collaborate across their Agile Release Trains to ensure cross portfolio synchronisation and flow of work is smooth across the delivery system.

## Scrum Master

A Scrum Master will work with the Dev teams and helps them work effectively. They work with other Scrum Masters and Release Train Engineers to resolve conflicts or issues and ensure the team behaviours and practices are working as agreed.

## Shared Services

A Shared Services team is made up of capabilities that are not scalable to be able to be embedded into Agile Release Trains. The reasoning could be due to resource constraints or effectiveness. Examples of Shared Services are Solution Design, Test Automation, Release Management, Cloud Integration, Middleware and Development Support.

These resources will operate with the Agile Release Trains in one of two ways:

- The resource will join the Agile Release Train for specific sprints as agreed during PI Planning i.e. they will “flow to work”
- The team will have stories required by other teams in their backlog agreed at PI Planning. This normally applied to tasks that are small and hence make the delivery more effective. This is concept of “taking work to the teams”.

## Dev Teams

The Dev team is an Agile Standing Team as described previously.



# How People Care will work

The next section describes how People Care will work.

## People Care

IT teams' feedback in 2017 highlighted command and control approaches and too many hierarchies as a significant handbrake in day to day work. This causes delays and frustration.

Unlike traditional management approaches, where managers direct people and their work, the AfS model proposes a different approach.

It is proposed that traditional hierarchical reporting structures will not exist in delivery teams. Teams will be empowered to work together as equals to focus on delivery of value.

The proposed approach is based on the teams working together on a prioritised backlog being supported by Scrum Masters, Release Train Engineers and Agile Coaches and connected strongly to servant leaders such as Technical Product Managers and Technical Product Owners.

In addition to these working relationships, each person is proposed to have an individual relationship with:

- A Technology People Leader (their reporting line) and
- A Community of Practice Leader (if it's relevant for practice)

A key working relationship for delivery will be with the Technical Product Owner and Technical Product Manager.

Where we have used organisational structures and hierarchy to guide and direct work in the past, an Agile approach to teams pulling work from a backlog is required. This will require more collaborative quality working relationships at all levels rather than managerial hierarchy.

Organisational structures in systems such as MyHR will still be presented as a traditional hierarchical structure with a team reporting to a Technology People Leader.

The People Care will involve goal setting, performance management, training and development and co-ordinated by the Technology People Leader. Depending on the person and their role in the delivery system they will have inputs from the respective Practice Leader and Technical Product Owner. For example, a Developer in a standing team will have their professional development guidance coming from the development practice and their delivery contribution feedback from the Technical Product Owner. Following the pattern, a Technical Product Owner will have their development guided by the product ownership practice and delivery feedback by the Technical Product Manager.

## Career Progression

Feedback received in November 2017 indicated that Career Progression Frameworks are inconsistent and not currently meeting the needs of all of IT. Where it does exist it only allows for vertical progression.

A consistent Career Development Framework would provide clarity and structure to allow people to drive their career development through identification of options and aspirations with their Technology People Leader. It would provide a clear outline of the expectations of skills, knowledge and behaviour for development into each role or position allowing people to continuously learn and develop their skills in their career path and know what they need to do to get there.

As part of AfS, the HR Working Group (made up of a group of IT volunteers) worked together with a representative from HR and a Specialist from Learning and Capability, to develop a multi-directional Career Framework for IT.

This work will feed into the Ministry wide Capability and Progression Framework being led by the People Group.

# How Communities of Practice will work

## Community of Practice (CoP)

As we move from capability centric teams into Portfolios, we need to ensure we maintain a focus on our standards, tools, methods and the capability of our people. Communities of Practice are proposed to be responsible for this.

A community is a group of people with (a common area of) skills and expertise aligned to formal practices, often aligned to those of professional bodies, and directly supporting delivery work. They include a position or role whose job it is to provide leadership and purposely disseminate that knowledge to the organisation (eg Curam Developers, IT Security):

- To provide a community that can share knowledge, ideas and experience
- To improve and mature the practices of the practice capability
- To promote and support best practice of the community across the Ministry
- To increase the value that practitioners bring to product teams and products
- Promoting the Practice to other interested people
- Monitor practice trends locally and internationally.

Communities of Practice will have either a dedicated Practice Leader or someone whose role it is to lead the Practice depending on the need, size, complexity and longevity of the Practice. The Community of Practice Leader will be responsible for the development and implementation of a Practice Strategy, ensuring adherence to that strategy and provide expert advice to the Community. The Community of Practice Leaders will have the responsibility for technical training for people, working with the People Leaders to design training plans.

A Communities of Practice must have three distinct traits:

**Domain** – an area of shared interest (what we care about), with an appropriate level of strategic value to MSD and enough practitioners to justify the investment in the Communities of Practice (eg people’s time, the dedicated Practice Leader position).

**Practice** - a shared body of knowledge, experiences and technique (what we do together about it)

**Community** - a group of active practitioners who care enough about the topic to participate in regular interactions (who cares about it). Membership is implied by being an active practitioner.

All Communities of Practices will be guided by the same Terms of Reference, or a Charter, setting out the:

- Key focus areas
- The position of the Practice Leader
- The Communities of Practices key relationships, including relevant Governing bodies.

Activities of a Community of Practice will:

- Connect on a regular basis to share, learn and contribute to the community
- Maintain an accessible knowledge base
- Monitor emerging trends and standards of practice
- Develop and update practice standards
- Develop and train for, practice skills and competencies
- Identify risks and challenges and contribute to their mitigation or remedy
- Be responsible for continuous improvement.

Not all skill-sets or disciplines will have a Community of Practice and people may not belong to a Community of Practice.

The following is a proposed list of initial Community of Practice.

- Asset Management
- Secure Coding
- Business Analysis
- Curam Development
- Integration
- Java Software development
- Rails Software development
- Java script development
- Cloud
- CX/ UX Customer / user experience

## How governance will work

There are several ceremonies (Team Stand-ups, Scrum of Scrums, Release Train Engineer Sync, System Demos, Product Governance etc) incorporated into our Agile way of working that have delivery governance at the team and program level. These will continue to operate and evolve overtime as they have in the last few years.

The other governance in our system will operate as described below:

- Technology Asset Management Board – the board will continue to operate as it does today moving under the responsibility of Technology Infrastructure Portfolio Owner
- Technology Resource Panel – the panel will now move under the responsibility of the Head of Technology People Capability
- Architecture Council – this will be replaced by the Technical Design Committee currently under design.
- Change Advisory Board – This will continue to operate as it does today but will now be under the leadership of the Technical Product Manager for Delivery Support and Assurance
- Application specific release boards (for eg the CMS Release Board, CYRAS) These are critical boards that will now move under the responsibility of the Technology Infrastructure Portfolio Owner

- Program level governance (eg BC19 product governance) – this is chaired by the respective Head of Technology in the Operational Portfolios or the Technology Infrastructure Portfolio Owner depending on the outcome being delivered by the program.

## How Finance will work

There are several changes under discussion or already implemented that are moving the financial management to support Agile eg funding standing teams and Portfolios. The financial management under AfS will be done at the same level. This means the budget will be allocated as below:

Staff related budgets will be allocated to the Head of Technology People Capability. The only exception to this is the Head of Enterprise and Architecture Practice and Head of System Improvement Practice positions will have staff budgets as they are people leaders as well.

The budgets related to fixed supplier contracts, software, as a service, lease costs will be allocated to the Technology Infrastructure Portfolio Owner

The delivery related budgets that comes from capital and/or externally funded bids will be applied to the teams and be kept at the GGM Improvement, Systems and Technology level. The new method of capitalisation has been implemented and will continue to mature and support the future operating model.

Overall Financial Accountability will sit with the GGM Improvement, Systems and Technology. The Financial monitoring and Work Management Tools will be supported by a standing team under the Technology Infrastructure Portfolio. Finance group will allocate a Director of Finance to ensure good forecasting, budgeting, reporting and financial controls are in place.

## Impact Matrix

This table describes the impact to current position in the Improvement, Systems and Technology Group.

Explanation of proposed impacts can be found in the Change Management Protocols the Alignment for Success Consultation Doogle page.

Information is presented by Group with position listed alphabetically.

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
<b>System Improvement</b>				
Business Coach	Deputy Chief Executive, People and Capability	Reconfirm		Head of System Improvement Practice
<b>Chief Information Office</b>				
Business Relationship Manager (temporary position)	Chief Information Officer	Reconfirm		Head of Emerging Technology and Architecture Practice
Change Manager (temporary position)	Chief Technology Officer	Reconfirm		Technology People Leader
Chief Enterprise Architect	Chief Information Officer	Disestablish		
Communication and Engagement Manager (temporary position)	Chief Technology Officer	Reconfirm		Technology People Leader
Executive Assistant to Chief Technology Officer (temporary position)	Chief Technology Officer	Reconfirm		GGM Improvement, Systems and Technology
IT Testing Services Manager	Chief Technology Officer	Disestablish	Technical Product Manager	Technology People Leader

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Lead Enterprise Architect	Chief Information Officer	Reconfirm		Head of Emerging Technology and Architecture Practice
Manager Change Realisation (temporary position)	Chief Technology Officer	Reconfirm		GGM Improvement, Systems and Technology
Manager Core Software Products	Chief Technology Officer	Disestablish		
Manager Digital Software Products	Chief Technology Officer	Disestablish		
Manager Infrastructure Products	Chief Technology Officer	Disestablish		
Manager IT Customer Services	Chief Technology Officer	Disestablish	Technical Product Manager	Technology People Leader
Manager IT Performance and Risk	Chief Technology Officer	Disestablish		
Manager IT Security	Chief Technology Officer	Reconfirm	Head of Technology Security	GGM Improvement, Systems and Technology
Manager Production Support	Chief Technology Officer	Disestablish		
Programme Advisor	Chief Information Officer	Reconfirm		Head of Emerging Technology and Architecture Practice
Senior Enterprise Architect	Chief Information Officer	Reconfirm		Head of Emerging Technology and Architecture Practice
Senior Enterprise Architect	Lead Enterprise Architect	Reconfirm		Head of Emerging Technology and Architecture Practice
<b>Core Software Products</b>				
Business Analyst	People Lead	Reconfirm		Technology People Leader

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Capability Lead	People Lead	Reconfirm		Technology People Leader
Design and Development Manager COTS Capability	Manager Core Software Products	Disestablish	Technical Product Owner	Technology People Leader
Developer	Manager Design and Development	Reconfirm		Technology People Leader
Developer	People Lead	Reconfirm		Technology People Leader
Executive Assistant to Manager IT Applications	Manager Core Software Products	Reconfirm		Technology People Leader
Integration Analyst	People Lead	Reconfirm		Technology People Leader
IT Programme Manager	People Lead	Reconfirm		Technology People Leader
Junior Business Analyst	People Lead	Reconfirm		Technology People Leader
Junior Developer	People Lead	Reconfirm		Technology People Leader
Lead Development Support Analyst	Team Lead Middleware Development Support	Reconfirm		Technology People Leader
Manager Design and Development	Manager Core Software Products	Disestablish		
Manager IT Business Analysts	Manager Core Software Products	Disestablish		
Manager Release and Environment	Manager Core Software Products	Disestablish	Technical Product Owner	Technology People Leader



Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
People Lead (temporary position)	Manager Core Software Products	Disestablish		
People Lead (temporary position)	Manager IT Business Analyst	Disestablish		
Project Manager	People Lead	Reconfirm		Technology People Leader
Release Analyst	Manager Release and Environment	Reconfirm		Technology People Leader
Release Train Engineer (temporary position)	Manager Release and Environment	Reconfirm		
Senior Business Analyst	People Lead	Reconfirm		Technology People Leader
Senior Developer	Manager Design and Development	Reconfirm		Technology People Leader
Senior Developer	People Lead	Reconfirm		Technology People Leader
Senior Development Support Analyst	Team Lead Middleware Development Support	Reconfirm		Technology People Leader
Senior Integration Analyst	People Lead	Reconfirm		Technology People Leader
Senior Release Analyst	Manager Release and Environment	Reconfirm		Technology People Leader
Senior Solution Architect	Manager Design and Development	Reconfirm		Head of Emerging Technology and Architecture Practice
Senior Solution Architect	People Lead	Reconfirm		Head of Emerging Technology and Architecture Practice

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Senior Web Designer	Manager Design and Development	Reconfirm		Technology People Leader
Solutions Architect	Manager Design and Development	Reconfirm		Head of Emerging Technology and Architecture Practice
Team Administrator	Manager Core Software Products	Reconfirm		Technology People Leader
Team Administrator IT Applications	Manager Core Software Products	Reconfirm		Technology People Leader
Team Coordinator	Manager Core Software Products	Reconfirm		Technology People Leader
Team Lead Middleware Development Support	Manager Release and Environment	Disestablish		
Technical Product Owner	Manager Core Software Products	Reconfirm		Technology People Leader
Web Designer	Manager Design and Development	Reconfirm		Technology People Leader
<b>Digital Software Products</b>				
Business Analyst	Manager Digital Software Products	Reconfirm		Technology People Leader
Business Analyst	Capability Manager Cloud Integration	Reconfirm		Technology People Leader
Capability Lead	Manager Digital Software Products	Reconfirm		Technology People Leader
Capability Manager Cloud Integration	Manager Digital Software Products	Disestablish		

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Cloud Architect	Capability Manager Cloud Integration	Reconfirm		Head of Emerging Technology and Architecture Practice
Cloud Engineer	Capability Manager Cloud Integration	Reconfirm		Technology People Leader
Developer	Manager Digital Software Products	Reconfirm		Technology People Leader
Digital Systems Engineer	Manager Digital Software Products	Reconfirm		Technology People Leader
ICT Engineer	Capability Manager Cloud Integration	Reconfirm		Technology People Leader
Junior Developer	Manager Digital Software Products	Reconfirm		Technology People Leader
Programme Coordinator	Manager Digital Software Products	Reconfirm		Technology People Leader
Project Manager	Manager Digital Software Products	Disestablish		
Senior Business Analyst	Manager Digital Software Products	Reconfirm		Technology People Leader
Senior Developer	Manager Digital Software Products	Reconfirm		Technology People Leader
Senior Service Architect	Manager Digital Software Products	Reconfirm		Technology People Leader
Senior Solution Architect	Manager Digital Software Products	Reconfirm		Head of Emerging Technology and Architecture Practice
Solutions Architect	Manager Digital Software Products	Reconfirm		Head of Emerging Technology and Architecture Practice

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Systems Engineer	Manager Digital Software Products	Reconfirm		Technology People Leader
Systems Engineer	Capability Manager Cloud Integration	Reconfirm		Technology People Leader
Technical Product Owner	Manager Digital Software Products	Reconfirm		Technology People Leader
Technical Specialist System Design	Capability Manager Cloud Integration	Reconfirm		Technology People Leader
<b>Infrastructure Products</b>				
Capability Lead	Manager Infrastructure Applications	Reconfirm		Technology People Leader
Capability Lead	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
Capacity Planning Manager	Manager Technology Services	Reconfirm		Technology People Leader
Configuration Management Facilitator	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
Contact Centre Engineer	Manager Voice Platform Services	Reconfirm		Technology People Leader
Database Administrator	Manager Infrastructure Applications	Reconfirm		Technology People Leader
Infrastructure Architect	Manager Solution Design and Delivery	Reconfirm		Head of Emerging Technology and Architecture Practice
Infrastructure Vendor Manager Business Unit	Manager Solution Design and Delivery	Reconfirm		Technology People Leader

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
IT Programme Manager	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
IT Project Manager	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
Junior IT Engineer	Manager Data Network Services	Reconfirm		Technology People Leader
Junior IT Project Manager	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
Lead Windows Systems Engineer	Manager Windows and Integration	Reconfirm		Technology People Leader
Manager Data Network Services	Manager Network Services	Disestablish		
Manager Infrastructure Applications	Manager Technology Services	Disestablish	Technical Product Owner	Technology People Leader
Manager Network Services	Manager Infrastructure Products	Disestablish	Technical Product Manager	Technology People Leader
Manager Solution Design and Delivery	Manager Infrastructure Products	Disestablish	Technical Product Owner	Technology People Leader
Manager Systems Management	Manager Technology Services	Disestablish	Technical Product Owner	Technology People Leader
Manager Technology Services	Manager Infrastructure Products	Disestablish	Technical Product Manager	Technology People Leader
Manager Voice Platform Services	Manager Network Services	Disestablish		
Manager Windows and Integration	Manager Technology Services	Disestablish		
Mobility System Engineer	Manager Windows and Integration	Reconfirm		Technology People Leader

<b>Position</b>	<b>Current Reporting Line</b>	<b>Proposed Impact</b>	<b>Proposed New Position (reassignment)</b>	<b>Proposed New Reporting Line</b>
Oracle DBA	Manager Infrastructure Applications	Reconfirm		Technology People Leader
Project Coordinator	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
Resource Manager	Manager Infrastructure Applications	Disestablish	Technology People Leader	Head of Technology People Capability
Scheduler Analyst	Manager Systems Management	Reconfirm		Technology People Leader
Senior IT Project Manager	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
Senior Network Design Engineer	Manager Data Network Services	Reconfirm		Technology People Leader
Senior Voice Specialist	Manager Voice Platform Services	Reconfirm		Technology People Leader
System Administrator Connect	Manager Data Network Services	Reconfirm		Technology People Leader
Systems Engineer	Manager Data Network Services	Reconfirm		Technology People Leader
Systems Engineer	Manager Network Services	Reconfirm		Technology People Leader
Systems Engineer	Manager Systems Management	Reconfirm		Technology People Leader
Systems Engineer	Manager Voice Platform Services	Reconfirm		Technology People Leader
Systems Engineer	Manager Windows and Integration	Reconfirm		Technology People Leader

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Systems Middleware Engineer	Manager Infrastructure Applications	Reconfirm		Technology People Leader
Technical Specialist Database	Manager Infrastructure Applications	Reconfirm		Technology People Leader
Technical Specialist Infrastructure	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
Technical Specialist Infrastructure	Manager Systems Management	Reconfirm		Technology People Leader
Technical Specialist Infrastructure	Manager Technology Services	Reconfirm		Technology People Leader
Technical Specialist Middleware	Manager Infrastructure Applications	Reconfirm		Technology People Leader
VOIP Engineer	Manager Voice Platform Services	Reconfirm		Technology People Leader
Windows System Engineer	Manager Windows and Integration	Reconfirm		Technology People Leader
<b>IT Customer Service</b>				
Business Systems Administrator	Manager Service Desk	Reconfirm		Technology People Leader
Configuration Management Administrator	Manager Support Services	Reconfirm		Technology People Leader
Desktop Support Analyst	Manager Support Services	Reconfirm		Technology People Leader
Incident Manager	Manager Customer Support	Reconfirm		Technology People Leader

<b>Position</b>	<b>Current Reporting Line</b>	<b>Proposed Impact</b>	<b>Proposed New Position (reassignment)</b>	<b>Proposed New Reporting Line</b>
Information Analyst	Manager Support Services	Reconfirm		Technology People Leader
Information Services Manager	Manager Support Services	Reconfirm		Technology People Leader
IT Evaluation and Purchasing Specialist	Manager Support Services	Reconfirm		Technology People Leader
IT Trainer	Manager Customer Support	Reconfirm		Technology People Leader
Manager Customer Support	Manager IT Customer Services	Disestablish		
Manager Service Desk	Manager Customer Support	Disestablish		
Manager Support Analysts	Manager Systems Support	Disestablish		
Manager Support Services	Manager IT Customer Services	Disestablish		
Manager Systems Support	Manager IT Customer Services	Disestablish		
Problem Manager	Manager Customer Support	Reconfirm		Technology People Leader
Remedy Systems Administrator	Manager Customer Support	Reconfirm		Technology People Leader
Senior Technical Support Analyst	Manager Support Analysts	Reconfirm		Technology People Leader
Service Delivery Manager	Manager IT Customer Services	Reconfirm		Technology People Leader
Service Desk Analyst	Manager Support Services	Reconfirm		Technology People Leader



Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Service Desk Analyst	Manager Service Desk	Reconfirm		Technology People Leader
Service Desk Analyst	Manager Support Analysts	Reconfirm		Technology People Leader
Service Desk Group Coordinator	Manager Service Desk	Reconfirm		Technology People Leader
Support Coordinator	Manager Support Services	Reconfirm		Technology People Leader
Technical Support Analyst	Manager Support Analysts	Reconfirm		Technology People Leader
<b>IT Performance and Risk</b>				
Administration Support	Team Leader IT Project Management	Reconfirm		Technology People Leader
Change Management Coordinator	Team Leader IT Project Management	Reconfirm		Technology People Leader
Information Manager	Manager Services Management	Reconfirm		Technology People Leader
IT Business Continuity Planning and Disaster Recovery Manager	Manager IT Performance and Risk	Reconfirm		Technology People Leader
IT Programme Manager	Manager IT Performance and Risk	Reconfirm		Technology People Leader
IT Project Manager	Team Leader IT Project Management	Reconfirm		Technology People Leader
Junior Programme Advisor	Team Leader IT Project Management	Reconfirm		Technology People Leader

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Junior Programme Advisor	Manager Value Office	Reconfirm		Technology People Leader
Manager IT Investment Planning and Performance	Manager IT PMO and Risk	Disestablish		
Manager IT PMO and Risk	Manager IT Performance and Risk	Disestablish	Technical Product Manager	Technology People Leader
Manager Services Management	Manager IT Performance and Risk	Disestablish		
Manager Value Office	Manager IT Performance and Risk	Disestablish		
Programme Advisor	Team Leader IT Project Management	Reconfirm		Technology People Leader
Programme Advisor	Manager IT Investment Planning and Performance	Reconfirm		Technology People Leader
Programme Advisor	Manager Value Office	Reconfirm		Technology People Leader
Senior IT Project Manager	Manager IT Performance and Risk	Reconfirm		Technology People Leader
Senior IT Project Manager	Manager Value Office	Reconfirm		Technology People Leader
Senior IT Risk Advisor	Manager Services Management	Reconfirm		Technology People Leader
Senior Process Analyst	Manager Value Office	Reconfirm		Technology People Leader
Senior Programme Advisor	Team Leader IT Project Management	Reconfirm		Technology People Leader

Position	Current Reporting Line	Proposed Impact	Proposed New Position (reassignment)	Proposed New Reporting Line
Senior Programme Advisor	Manager Value Office	Reconfirm		Technology People Leader
Service Advisor	Manager Services Management	Reconfirm		Technology People Leader
Systems Engineer	Team Leader IT Project Management	Reconfirm		Technology People Leader
Team Leader IT Project Management	Manager IT PMO and Risk	Disestablish		
<b>IT Security</b>				
IT Security Analyst	Manager IT Security	Reconfirm		Technology People Leader
Junior IT Security Analyst	Manager IT Security	Reconfirm		Technology People Leader
Senior IT Security Analyst	Manager IT Security	Reconfirm		Technology People Leader
<b>Production Support</b>				
Production Support Delivery Lead	Manager Infrastructure Applications	Reconfirm		Technology People Leader
Triage Lead Production Support	Manager Production Support	Disestablish		
<b>IT Testing Services</b>				
Resource and Capability Manager	IT Testing Services Manager	Disestablish		
Senior Test Analyst	Resource and Capability Manager	Reconfirm		Technology People Leader
Senior Test Engineer	Resource and Capability Manager	Reconfirm		Technology People Leader
Team Administrator	IT Testing Services Manager	Reconfirm		Technology People Leader
Team Lead Testing Services	Resource and Capability Manager	Reconfirm		Technology People Leader

<b>Position</b>	<b>Current Reporting Line</b>	<b>Proposed Impact</b>	<b>Proposed New Position (reassignment)</b>	<b>Proposed New Reporting Line</b>
Technical Team Manager Testing Services	IT Testing Services Manager	Disestablish		
Test Analyst	Resource and Capability Manager	Reconfirm		Technology People Leader
Test Manager Operational Delivery	IT Testing Services Manager	Reconfirm		Technology People Leader
Test Programme Manager	IT Testing Services Manager	Reconfirm		Technology People Leader

# Support

## Support during change

Change isn't easy and can be unsettling and we want to support everyone through this process. We have provided a range of support for our people throughout the AfS initiative. This has included a Benestar Counsellor on site twice a week that will continue till the end of October.

If you require support other options include:

- Speaking to your personal support network; family, whanau, friends and peers
- Speaking to your manager
- Contacting Benestar to speak to a trained counsellor in confidence. Your immediate family can share your sessions if family issues are affecting your work.
- Calling or text s9(2) to speak to a qualified counsellor
- Talking to your PSA delegate for Improvement, Systems and Technology; s9(2)(a)
- Look at Wellbeing@MSD on Doogle

Drop in sessions (manager led) will be held.

# Implementation

## Timeline

The proposed timeline is as follows:

4 August 2020	Consultation begins
21 August 2020 (9am)	Consultation ends
21 August to 28 September 2020	Review feedback and make recommendations
29 September 2020	Final decision to be announced
29 September 2020	Iterative implementation begins
	Reassignment process for affected people begins
12 November 2020	Effective date of new structure

## Implementation

A detailed explanation of the reassignment process is on the Alignment for Success Consultation Doogle page.

## What we know we need to keep focus on

A change of this scale comes with a risk to delivery. We are very cognisant of the risk and will be stepping through this change thoughtfully and planning the implementation carefully. Risks will be managed by adjusting the pace, co-design approach and an iterative implementation approach to minimise the risks.

Throughout this initiative AfS has been working with the Risk and Assurance team to identify risks and implement risk mitigation strategies. This will continue throughout the implementation phase.

## Secondments and Temporary Positions

No changes are proposed to most staff secondments and fixed term positions other than a change of reporting line to a Technology People Leader. These positions will be aligned to Portfolios.

Any changes proposed to secondments or fixed terms in manager positions have been outlined in the document and discussed with individuals.

## Shared Service Partners

There is no impact on partners that we provide shared services to eg Social Wellbeing Agency (SWA), Office of the Children's Commissioner (OCC), Oranga Tamariki.

# Feedback

Feedback on this proposal can be sent up until consultation closes on 21 August 2020 at 9am. All feedback must be sent to the following email address:

s9(2)(a)

No verbal feedback will be considered.

Feedback will be collated and reviewed by the Review Team (two representatives from HR) who will prepare a summary of the feedback, with key themes.

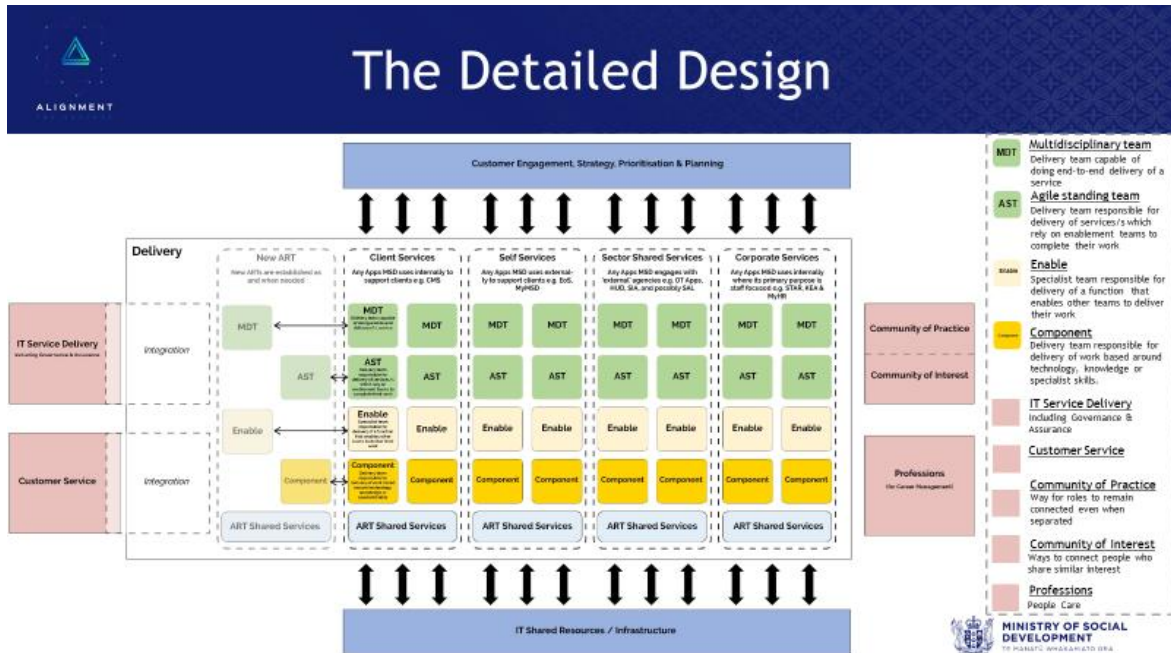
The AfS team including representatives from the Improvement, Systems and Technology Group leadership team will make recommendations for the DCE People and Capability to consider. Feedback themes will be included in the final decision document however, individual people won't be identified.

Questions can be sent to the email address above, to your manager or PSA delegate if you are a PSA member.

# Appendix 1

## Detailed Design

The Detailed Design is a culmination of work from the Design Working Group and the Evaluation Panel and is the foundation for the proposed new organisational structure.



The elements from the Detailed Design included in the proposed model are:

### Multidisciplinary Team

A development/delivery team responsible for end-to-end delivery of a service, including ongoing support and maintenance.

### Agile Standing Team

A development/delivery team responsible for delivery of service(s), which rely upon one or more enablement teams to complete their work.

### Agile Release Train (ART)

An Agile Release Train is a long-lived group of agile teams which, along with other stakeholders, incrementally develops, delivers, and where applicable operates, one or more solutions in a Value Stream.

### Community of Practice

A group of people with specialist skills and expertise aligned to formal practices, often aligned to those of professional bodies, and directly supporting delivery work.

### Enablement Teams and Component Teams

A group of people with specialist skills and expertise based around a function, responsible for delivery of work so that other teams can complete delivery to achieve the desired outcomes of the service. May be dedicated to an ART or shared between ARTs.

## IT Shared Resources / Infrastructure

The IT Shared Resources / Infrastructure was envisaged to be the supporting function. As the Portfolios have been defined, this now constitutes the Technology Infrastructure Portfolio. The support functions are also included in this Portfolio

## Professions

Responsible for the care and development of people and their careers.



## Appendix 2

### Technical Product Managers and Technical Product Owners

The group of products a Technical Product Manager is responsible for, may change as products and delivery needs evolve. Current ownership of products is also proposed to change. We will discuss products and Portfolios with current Technical Product Owners as we plan implementation.

The Technical Product Managers are in Bold with the associated Technical Product Owners underneath.

#### **Case Management**

- CMS – Hardship
- CMS – Housing
- CMS - Digi
- CMS - General
- CMS Satellite Apps
- Curam Platform

#### **Cloud Business Office**

- Cloud

#### **Voice Platforms**

- Contact Centre

#### **Core Platform**

- Database Platforms
- Middleware Platforms
- Network core and WAN
- Rapid Deployment Platform
- Server Platform

#### **Workplace**

- Windows Platform
- Device Management

#### **Corporate**

- FMIS
- HR/Payroll
- HSS

#### **Knowledge**

- Content Management
- Document Management
- Correspondence
- ECS Platform

#### **MyMSD**

- Apply Online
- My MSD App
- Mobile Platform
- Students App
- Online Applications and forms

#### **Partner Services**

- Case Management
- Provider Management

#### **Payments**

- Client Debt Recovery
- Client Payment
- Student loans

#### **Technology Security**

- Identity
- Perimeter Security

#### **Tools**

- Automation
- Performance Testing
- Work Management

#### **Workflow**

- Process Management
- Apex workflow

#### **Integration**

- API Platform
- Connect 360
- Integration Platforms
- Service contracts

#### **Customer Experience**

- ITOSC
- IT Customer Support

#### **Delivery Support and Assurance**

- Supplier Management

#### **Practice Leads**

List of Technical; Product Manager, Technical Product Owners and Assets

Technical Product Manager	Technical Product Owner and Assets	Technical Product Manager	Technical Product Owner and Assets	
<b>Case Management</b>	<b>CMS - Hardship</b>	<b>MyMSD</b>	<b>Apply Online</b>	
	3rd tier assistance e.g. Westpac		EOS	
	CMS - Hardship		ODS	
	Eftpos Gateway		<b>Mobile Platform</b>	
	Hardship Assistance		MyMSD	
	<b>CMS - Housing</b>		<b>Students App</b>	
	CMS - Housing		Mystudylink	
	<b>CMS - General</b>	<b>Partner Services</b>	<b>Case Management</b>	
	CER (CURAM rules)		Family Start	
	CMS - Service Plan		Gateway	
	Evidence Verification		Yorst	
	Med Certs		<b>Provider Management</b>	
	<b>CMS Satellite Apps</b>		ART	
	ABT		BEST (Emergency Management)	
	AIMOS		CMS - BOS	
	CAD		Conquest	
	Obman		FAC	
	QSR		RDA	
	Recruit me		<b>Payments</b>	<b>Client Debt Recovery</b>
	SORT			Comet
	T2			TRACE
	WASP	<b>Client Payment</b>		
	<b>Curam Platform</b>	BDR		
	Curam	DREW		
	<b>CMS Digi</b>	PCM		
	CMS - Digi	SWIFTT		
<b>Cloud Business Office</b>	<b>Cloud</b>	WAM		
	ATFL	<b>Students</b>		
	AWS Cloud	SAL		
	IBM Cloud	<b>Technology Security</b>	<b>Identity</b>	
<b>Database Platforms</b>	AD			
Database Platforms (Oracle, SQL)	AUM			
<b>Middleware Platforms</b>	LDAP			
Middleware Platforms	Ping			
<b>Network Core and WAN</b>	PSD			
Network Core and WAN	Realme (Verified)			
<b>Rapid Deployment Platform</b>	Siteminder			
Middleware Platforms (Rails, ApEx, WLS)	<b>Perimeter Security</b>			
<b>Server Platform</b>	DLP			
Unix Compute	SIEM			

Technical Product Manager	Technical Product Owner and Assets	Technical Product Manager	Technical Product Owner and Assets	
<b>Voice Platform</b>	<b>Voice Platforms</b>	<b>Tools</b>	<b>Automation</b>	
	Conferencing		Ansible	
	IM		CTRL M	
	Telephony (Corporate)		Tosca	
	Core Voice Platform		<b>Performance Testing</b>	
	<b>Contact Centre</b>		Dynatrace	
	Genesys		<b>Work Management</b>	
	ICE		Apptio	
<b>Workplace</b>	<b>Windows Platform</b>		JIRA	
	Desktop Platform		Planview	
	Office 365		RCA	
	<b>Device Management</b>		Remedy	
	EUC devices		Service Catalogue	
	MFD		<b>Workflow</b>	<b>Process Management</b>
	Mobile Devices			ApEx
	Mobile Platform	DART		
	<b>Workplace</b>	ODM/BPM		
	Office 365	S2P		
<b>Corporate</b>	<b>FMIS</b>	<b>Integration</b>	<b>API Platform</b>	
	AP1		API Platforms	
	KEA		<b>Connect 360</b>	
	TM1/Cognos		Connect 360	
	<b>HR/Payroll</b>		<b>Integration Platforms</b>	
	Chris 21		Datapower	
	MyHR		<b>Service Contracts</b>	
	<b>HSS</b>		Integration Code	
	Star	<b>Customer Experience</b>	<b>ITOSC</b>	
<b>Knowledge</b>	<b>Content Management</b>	<b>Delivery Support and Assurance</b>	<b>IT Customer Support</b>	
	AntiSpam	<b>Practice Lead</b>	<b>Supplier Management</b>	
	Confluence		Design Practice	
	Global		Build Practice	
	HIYA	Quality Assurance Practice		
	Kbase			
	MAP			
	TeamSite			
	<b>Document Management</b>			
	EDRMS			
	File Servers			
	Trim			
	<b>Correspondence</b>			
	V-Retrieve (NZ Post)			
	ECS			