



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

Improvement, Systems and Technology Alignment for Success

Final Decision

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Introduction

Kia ora tatou

This decision document represents a significant milestone for the Technology group. Over the last five years we have been evolving the approach to IT delivery based on agile. This has placed us in a position where we are more able to respond to the needs of Government and the people of New Zealand. This was demonstrated in our COVID response where we were able to provide the IT services that were needed to ensure that the most vulnerable in New Zealand got the support they needed.

The organisational decisions outlined in this document take us to another level and align the functions and roles to the new way of working and fill our mission of “save time and improve services for our people, clients and partners”.

I have appreciated all the feedback received. It demonstrated that you have a good understanding of the proposed model and you provided some excellent ideas for its refinement.

The next stage will be implementation. We will do this in a way that focusses on quality and ensuring that you have a good experience of the transition as we work our way to the new organisational roles and structure.

Thank you for your contribution to the Ministry, your engagement in this process and the feedback you have provided.

Ngā mihi

Stephen Crombie

Deputy Chief Executive People and Capability

Your feedback

During the consultation period (4 August to 21 August 2020) we received 304 questions and 350 individual feedback submissions. These submissions often contained feedback on more than one part of the consultation.

A number of questions were asked and answered in open forums and written responses to questions are provided on the AfS Doogle page.

There were many themes that came through in the submissions. Broadly summarised your feedback related to:

- Positions
- Specific functions and how these will work
- Practices
- Appendix 2 relating to Asset Groupings

After considering all the submissions received, the final decisions are confirmed in this document.

Structure of the decision document

To make it clear to people about how the Improvement, Systems and Technology (IST) organisation is intended to work and the content of the roles, this document describes IST organisation in 6 dimensions:

Leadership Structure – which provides the high-level view of the leadership roles, functions and how they relate to each other

Leadership Roles – which provides the detail of the roles and changes to Position Descriptions

Practices – which provides detail about how the practices work with the structure

Functions – which provides detail about the key purpose of the functions in the organisation

Collaboration Model – which provides a framework for how the various roles will work together in the organisation

People Leadership Model – which provides detail of how this will work in practice.

You will note these are only part descriptions of how the organisation will work; and there will be further explanations provided as Playbooks as part of implementation. These will include:

- how Architects will engage in the IST organisation and MSD Portfolios
- how the people leadership model will work in practice
- how collaboration will occur between roles to enable delivery
- how Delivery Support and Assurance will be provided

- how Customer Services will be provided
- how Communities of Practice will work
- how Technology Governance will work and align to MSD governance
- how Asset Management will work

Other critical dimensions such as culture and capability development will be considered in future stages.

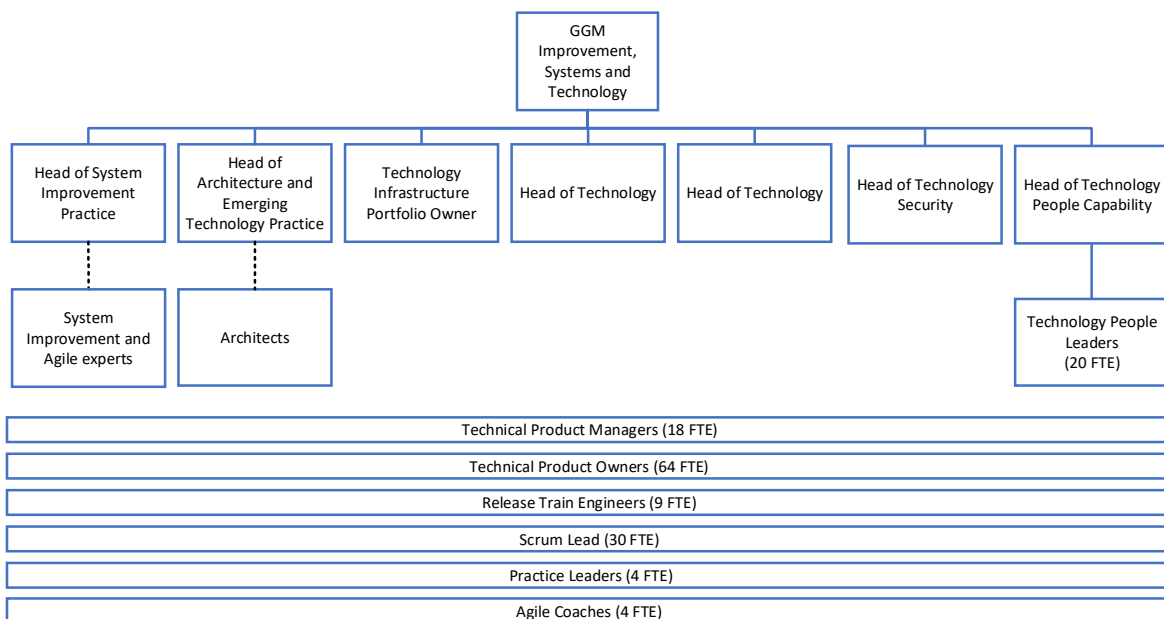
Leadership Structure

A new leadership structure was proposed for the IST Group.

Feedback was supportive of the structure and approach to better align the IST to an agile way of working. The intention of the new leadership structure is to move to a more collaborative way of working. You agreed that a more collaborative approach is needed in the group and it requires more work than just changing the structure. This will be a key focus for the Leadership team.

Many leadership positions have changed from the way they work in the existing structure. Specific feedback and decisions on individual positions are detailed in the next section.

The confirmed leadership structure is:



Leadership Functions

The following illustrates the new leadership positions and describes the agreed functions for each position. Feedback and my responses on the various positions are found on pages 11 to 21.

Head of Architecture and Emerging Technology Practice

- Architecture Vision
- Technology Strategy
- Architecture Practice
- Architectural Runways
- Strategic advice +
- Incubate technologies
- Technology to solve problems

Head of System Improvement Practice

- Improve core business process
- Strategic advice
- System Improvement Practice
- Cross Government improvement
- Practice Standards and Governance
- Practice Strategy and Frameworks

Head of Technology Infrastructure Portfolio

- Core Platform management
- 24/7 operations and delivery
- Strategic technology advice
- Technology Governance
- Portfolio Roadmaps
- IT Operations Security Centre
- Shared Services

Head of Technology

- Technology solutions for Portfolio
- Portfolio Roadmaps
- Strategic advice
- Delivery efficiency and effectiveness
- Delivery alignment to business goals

- Synchronising value delivery

Head of Technology Security

- Technology solutions for Portfolios
- Portfolio Roadmaps
- Strategic advice
- Delivery efficiency and effectiveness
- Delivery alignment to business goals
- Synchronising value delivery

Head of Technology People Capability

- Grow people capability
- IST Workforce Strategy
- IST people programmes
- Culture welfare and wellbeing
- Support organisational people activities

Technology People Leader

- Educate, mentor and support individuals and teams
- Build retention strategies
- Develop workforce plans
- Understand the capability needs of teams
- Advocate for people's safety, welfare, wellness and health

Technical Product Manager

- Develop the Product Vision, Strategy and Roadmap
- Develop Business Cases for Epics
- Ensure Asset Management Plans are in place
- Manage the Programme Backlog for the product

Technical Product Owner

- Support the Technical Product Manager
- Manage and prioritise the Backlog
- Define and prioritise Features and Stories
- Engage in building collaborative and trusted relationships

Release Train Engineer

- Contribute to Vision, Strategy and Roadmaps
- Develop metrics, reporting and monitoring
- Escalate and manage impediments
- Coach and support Scrum Leads

Scrum Lead

- Coach teams in agile practices
- Support the teams to be high performing and cohesive
- Protect teams from external disruptions
- Foster a safe and trusting environment

Practice Leader

- Develop Practice Plans
- Ensure technical governance across Portfolios
- Assist with evaluation, analysis and implementation of new technologies
- Develop Skills Inventory and Training Plans for the Practice

Agile Coach

- Educate, mentor and support teams
- Facilitate retrospective conversations
- Support the Community of Practices
- Maintain a focus on continuous improvement

Leadership Roles

The following is a summary of the responses received on the proposed positions. As part of your feedback a number of recommendations were made. In general, there was support for the new positions and your feedback and recommendations in this area has helped shape the roles. Each specific role is separated out to make it easy for you to see your feedback and the decisions made. Details of the functions of each role are on page 8 to 10.

Head of System Improvement Practice

Feedback and Recommendations

No feedback or recommendations were received.

Decisions and Changes

The Head of System Improvement Practice is confirmed.

Head of Emerging Technology and Architecture Practice

Feedback and Recommendations

The following feedback and recommendations were received for the Head of Emerging Technology and Architecture Practice:

- Change the title to Head of Architecture and Emerging Technology Practice to reflect the primary focus being on Architecture
- Change the position to:
 - include people capability
 - being sponsors of, rather than leading innovation
 - being accountable for the Community of Practice rather than responsible for it and/or providing oversight across the Community of Practice rather than leading it
- Suggestions were made to split the position into a Head of Emerging Technologies Practice and a Head of Architecture Practice. This was due to the positions size and complexity

Decisions and Changes

The Head of Emerging Technology and Architecture role has been reviewed and is confirmed. The Position Description has been updated to include:

- The title of the position Head of Emerging Technology and Architecture Practice has been changed to Head of Architecture and Emerging Technology Practice to reflect the primary focus on Architecture

- Technology People Leaders will be part of this Practice reporting to the Head of Technology People Capability
- being a sponsor of innovation

Other considerations from feedback:

- Two Technical Product Owners have been established, one for Emerging Technology and one for Technology Strategy to address concerns raised about the size and complexity of the position
- A Practice Leader for architecture is established to support the Head of Architecture and Emerging Technology Practice

Technology Infrastructure Portfolio Owner

Feedback and Recommendations

The following feedback and recommendations were received for Technology Infrastructure Portfolio Owner:

- Concerns were raised about the delivery imbalance of this position compared with the Head of Technology position, the span of control and whether this position was being set up for success
- Change the title of the Technology Infrastructure Portfolio Owner position to Technology Platform Owner
- Change the position to include:
 - responsibility for providing technology solutions, platforms or services that support the Ministry's strategic intent and operational requirements
 - responsibility for the Portfolio Roadmaps in collaboration with the Head of Architecture and Emerging Technology Practice and Head of Technology
 - collaboration with the Head of Technology to ensure the delivery teams are efficient in the Operational Portfolios

Decision and Changes

The Technology Infrastructure Portfolio Owner role has been reviewed and is confirmed. The Position Description has been updated to include:

- Responsibility for providing technology solutions, platforms or services that support the Ministry's strategic intent and operational requirements
- Responsibility for the Portfolio Roadmaps in collaboration with the Head of Architecture and Emerging Technology Practice and Head of Technology
- Collaboration with the Head of Technology to ensure the delivery teams are efficient in the Operational Portfolios

Other considerations from feedback:

- The span of control was considered. This will be reviewed when the MSD Portfolios are established
- The title of the position will remain as Technology Infrastructure Portfolio Owner to be consistent with the Portfolio title.

Head of Technology

Feedback and Recommendations

The following feedback and recommendations were received for the Head of Technology:

- A number of submissions were received that suggested changes to this position. These are summarised to:
 - include in the Operational Portfolio Leadership Team and contribute to Portfolio Roadmaps
 - include being an Advisor for all technology matters to the Portfolio Owner
 - be responsible for establishing and operating delivery teams within the Operational Portfolio(s)
 - collaborate with the Technology Infrastructure Portfolio Owner to ensure the delivery teams are efficient
 - provide guidance and advice on Product Roadmaps
 - become a member of governance entities as required
 - include responsibility for the following activities:
 - removing impediments, resolving conflicts and synchronising the delivery across other Portfolios
 - asset management of products unique to their Operational Portfolio
 - ownership of technology risk controls and risk ownership
 - improving customer experience for technology services within their Operational Portfolio
 - providing technology solutions, platforms or services that support the Ministry's strategic intent
 - include the specific Portfolio/s that each Head of Technology will be aligned to eg responsible for leading the technology delivery and operations for the Income Portfolio.

Decisions and Changes

The Head of Technology position has been reviewed and confirmed. The Position Description has been updated to include:

- Embedded in the Operational Portfolio Leadership Team and contribution to Portfolio Roadmaps
- Being an advisor for all technology matters for the Portfolio Owner
- Responsibility for establishing and operating delivery teams within the Operational Portfolio(s)
- Collaboration with the Technology Infrastructure Portfolio Owner
- Providing Product Roadmap advice and guidance
- Removing impediments, resolving conflicts and synchronising the delivery across other Portfolios
- Asset management of products unique to their Operational Portfolio
- Ownership of technology risk controls and risk ownership
- Improving customer experience for technology services within their Operational Portfolio
- Providing technology solutions, platforms or services that support the Ministry's strategic intent and operational requirements

Other considerations from feedback:

- A Head of Technology may not always be aligned to the same Portfolio, so the Position Description is not aligned to a specific Portfolio

Head of Technology Security

Feedback and Recommendations

The following feedback and recommendations were received for the Head of Technology Security:

- To include Risk Ownership in the Head of Technology Security Position Description

Decisions and Changes

The Head of Technology Security role has been reviewed and is confirmed. The Position Description has been updated to include responsibility for ownership of technology risk and/or controls.

Head of Technology People Capability

Feedback and Recommendations

- Feedback supported the creation of this position and the focus on people care in the new model

Decisions and Changes

The Head of Technology People Capability role is confirmed.

Technical Product Manager

Feedback and Recommendation

- Feedback received on this position recommended the following changes:
 - reports to a Technology People Leader but with a direct line of accountability to one or both Head(s) of Technology or a Development Portfolio Owner
 - removing 'short term' from the phrase sharing the Vision, Features and short-term Roadmap in the Position Description
 - making it clear that this position will collaborate with Architects
 - including the following clarifications:
 - identifying and promoting quality assurance and ensure risks are identified, managed and assured
 - work with Heads of Technology and/or Technology Infrastructure Portfolio Owner to develop a Technical Product Vision Strategy and Roadmap ensuring alignment with strategic themes and the Ministry's Technology Strategy
 - collaborate with Enterprise Architects when developing the Technical Product Vision, Strategy and Roadmaps
 - following their own Strategies and Roadmaps
 - participating in Program Increment Planning, including pre and post Program Increment Planning, participating in Program Portfolio Management, driving the Program Increment for the product

Decision and Changes

The Technical Product Manager role has been reviewed and is confirmed. The Position Description has been updated to include:

- Reporting to a Technology People Leader with a working relationship with a Head(s) of Technology or a Development Portfolio Owner
- Removing short term from the phrase "Sharing the Vision, Features and Roadmap"
- Identifying and promoting quality assurance and ensuring risks are identified, managed and assured
- Working with Heads of Technology and/or Technology Infrastructure Portfolio Owner to develop a Technical Product Vision Strategy and Roadmap ensuring alignment with Strategic Themes and the Ministry's Technology Strategy
- Collaborating with Enterprise Architects when developing the Technical Product Vision, Strategy and Roadmap
- Following their Strategies and Roadmap

The final recommendation has not resulted in a change to the Position Description as the Position Description is not at an individual task level. Everyone is expected to participate in these events.

Technical Product Owner

Feedback and Recommendations

- Feedback included adding the following to the Position Description:
 - supporting the Technology People Leaders to empower individuals to maximise potential
 - managing the backlog for the Value Stream/Product/Service teams that the Technical Product Owner leads/is responsible for
 - working with Heads of Technology and/or Technology Infrastructure Portfolio Owner to develop a Technical Product Vision Strategy and Roadmap ensuring alignment with Strategic Themes and the Ministry's Technology Strategy
- The following wording changes in the Position Description were recommended:
 - from "engage in building collaborative and trusted relationships and facilitates effective working relationships" to "working in partnership with the Technology People Leaders, engage in building collaborative and trusted relationships and facilitate effective working relationships"
 - from "takes direction from the Technical Product Manager" to "works collaboratively with, and supports the Technical Product Manager"
 - from "working alongside Product Owners, Product Managers, Technical Product Managers and other Technical Product Owners to define and prioritise stories" to "working alongside Product Owners, Product Managers, Technical Product Managers and other Technical Product Owners to define and prioritise features" as stories is quite granular

Decisions and Changes

The Technical Product Owner role has been reviewed and is confirmed. The Position Description has been updated to include:

- supporting the Technology People Leaders to empower individuals to maximise potential
- working in partnership with the Technology People Leaders
- Responsible for managing and prioritising the backlog for the products for which they hold responsibility
- recommended wording changes are all accepted

The final recommended addition has not resulted in a change to the Position Description as Technical Product Owners do not develop a vision. This is the responsibility of the Technical Product Manager.

Agile Coach

Feedback and Recommendations

The following feedback and recommendations were received for the Agile Coach:

- There was support for the creation of a permanent Agile Coach position and growing internal capabilities
- There was concern that the number of Agile Coaches is too low in comparison with the number of teams
- There was a recommendation to merge both Better Every Day and Agile Coach positions into a single Continuous Improvement Coach position

Decision and Changes

The Agile Coach role has been reviewed and is confirmed. Other considerations from feedback were:

- This is an important part of the IST team going forward and we need to take time to get this right. Determining any increase in the number of Agile Coach numbers will be considered by the Head of System Improvement Practice when they are established and understand the demand
- Coaches will use multiple tools and methods to help the organisation achieve its goals. The title of positions will evolve over time
- We want to head toward groups of Coaches who can use multiple tools to help the organisation achieve its goals. This will be considered as a future phase as part of broader MSD context

Architect

Feedback and Recommendations

- A recommendation was made to change the Enterprise Architect Position Description to include:
 - collaboration with Technical Product Managers when developing Technical Product Vision, Strategy and Roadmap
- Clarity on the differentiation between Enterprise Architects and Solution/System Architects and more specific detail on each position was requested

Decision and Changes

The Enterprise Architect role has been reviewed and the Position Description has been updated to include:

- collaboration with Technical Product Managers when developing Technical Product Vision, Strategy and Roadmap

There will be a Playbook written to provide clarity on the various Architect roles and how these work within the IST Organisation and MSD Portfolios.

Community of Practice Leader

Feedback and Recommendations

- Feedback received on this position recommended the following changes:
 - including a Community of Practice Leader role to lead Analysis
 - a dedicated Community of Practice Leader for Cúram being created
 - changing the title to 'Practice Leader'
 - changing the reporting line for the Community of Practice Leader to the Head of Technology People Capability

Decisions and Changes

The Community of Practice Leader role has been reviewed and is confirmed. The Practice Leader Role has been updated to include:

- The title of the Community of Practice Leader position is changed to Practice Leader
 - All members of the Practice having access to expert advice
 - Practice members are added as a key relationship
- Other considerations from feedback:
- The Cúram Practice will continue but may be a sub practice
 - leadership for the Analysis Practice is provided by the Quality Assurance Practice Leader
 - The People Leadership model has been kept consistent with the Practice Leader reporting to the Technology People Leaders. The Head of Technology People Capability will work with the Head of Practice on the overall practice contribution to capability
 - The Position Description has been updated to include:
 - providing expert professional and/or technical coaching to individuals in a domain
 - responsibility for individual relationships with practitioners

Release Train Engineer

Feedback and Recommendations

The following feedback and recommendations were received for the Release Train Engineer:

- There was strong support for formalising this capability
- An observation was made that SAFe 5.0 no longer used the term "Program"

Decision and Changes

The Release Train Engineer role has been reviewed and is confirmed. The Position Description is updated to remove the term "Program".

Scrum Masters

Feedback and Recommendations

The following feedback and recommendations were received for the Scrum Master

- There was strong support for formalising the Scrum Master position
- The proposed number of Scrum Masters highlighted that some teams could benefit from a dedicated Scrum Master
- Alternate titles for the Scrum Master position were suggested
- There was a recommendation to update the Scrum Master Position Description to include a relationship with the Technology People Leader

Decision and Changes

The Scrum Master role has been reviewed and the Position Description been updated to include:

- A change in title for the position to Scrum Lead
- Relationships with the Technology People Leaders

Other considerations from feedback include an increase in the number of positions from 21 to 30, noting the number of Scrum Leads is dependent on work volume.

Technology People Leader

Feedback and Recommendations

The following feedback and recommendations were received for the Technology People Leader:

- There was strong support for the new people care model with Technology People Leaders whose sole focus is people and are looking after realistically sized teams

- Technology People Leaders need training and support to develop the skills to be successful and that a coordinated approach is needed to ensure consistency of the leadership approach from all Technology People Leaders
- There needs to be more clarification around how people leadership works alongside delivery
- We need to embrace more modern and Agile-specific approaches to people care and development
- An observation was made that it would be challenging for a People Leader to provide development for a wide range of skills eg Junior BA to Technical Product Manager
- An alternative team size of 15 people or an alternative team size of between 30 and 35 people per Technology People Leader was suggested
- A hybrid Technical Product Owner position with People Leadership responsibilities for specific groups was suggested
- People Leaders should be aligned to Agile Standing Teams/Portfolios rather than by position type
- A recommended change to the Technology People Leader Position Description to include a working relationship with the People Group

Decisions and Changes

The Technology People Leader role has been reviewed and is confirmed. The Position Description has been updated to include working relationships with the People Group.

Other considerations as a result of feedback were:

- We will progressively move to an agile approach to people care and development. This will need to evolve over time as the Ministry systems and processes develop to support it
- Based on research with external parties we will have a ratio of around 1:20 people
- The expectations and responsibilities of the new Technology People Leader is critical to ensure that there is enough time spent with all people across IST
- As a starting point, wherever possible, Technology People Leaders will generally lead a team of like positions eg Business Analysts, Developers or Technical Product Owners. This will evolve over time as people change positions and as we mature and evolve our approach to people care

A Playbook providing more detail on how this will work will be written during the implementation planning phase.

Change Realisation Manager

Feedback and Recommendations

- Feedback was received recommending the Manager Change Realisation position should either be disestablished as the position is a temporary position that may become redundant as the System Improvement Practice is established or reconfirmed with a proposed new reporting line to the Head of System Improvement Practice

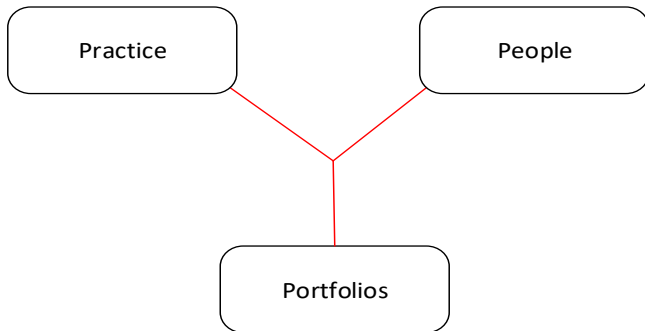
Decision and Changes

Organisational Change Management responsibilities are important, and the functions are part of the Head of Technology People Capability Position.

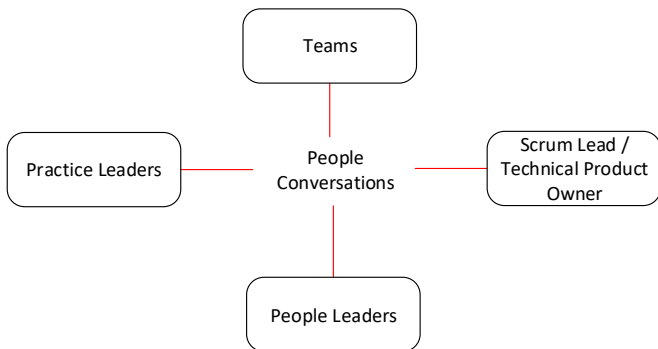
The Change Realisation Manager role is a temporary Position and will be reviewed as part of implementation.

Collaboration Model

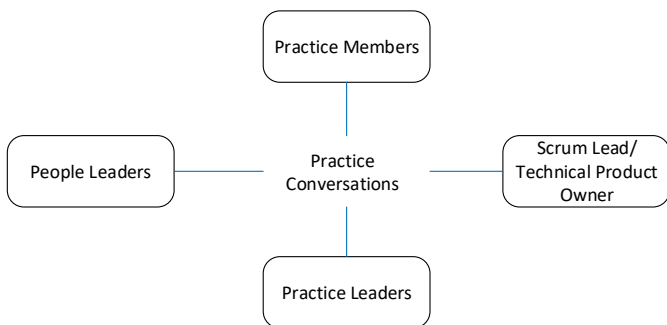
Collaboration is key to enable a shift from a traditional structure where direction and information is cascaded down from a manager to a highly collaborative model that enables easily assessable information, enabling higher quality decisions. The models below outline collaboration across People, Practice and Portfolio dimensions.



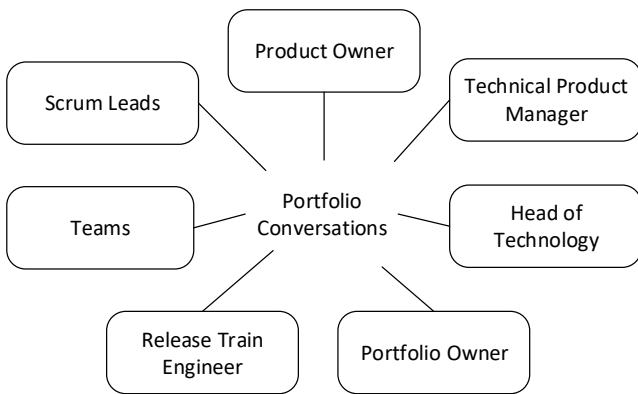
Everyone will be aligned to a Portfolio, will have a Technology People Leader and may be aligned to a Practice.



To enable People Leaders to have effective conversations with people, they will be supported by Practice Leaders, Technical Product Owners and Scrum Leads.



Practice Leaders will be supported by People Leaders, Technical Product Owners and Scrum Leads in Practice conversations.



Conversations require the collaboration of all the delivery team to ensure successful outcomes for the Portfolio.

A playbook will be developed that details how to enable effective collaboration between the roles in the organisation.

Practices

The following is a summary of the responses received for each of the Practices. As part of your feedback a number of recommendations were made. In general, there was support for the practices with some clarification required around Practice leadership.

System Improvement Practice

Feedback and Recommendations

The following feedback and recommendations were received for the System Improvement Practice:

- There was support for the inclusion of the System Improvement Practice into the Improvement Systems and Technology Group
- The inclusion of Agile Coaches into the System Improvement Practice was also supported
- A recommendation was made that Technology People Leaders should be included to support the System Improvement Practice
- A suggestion of additional positions to be moved into the System Improvement Practice was made
- Observations received included that the:
 - System Improvement Practice promote a strong alliance between MSD Policy, Process, Workflow and Rules teams and similar teams within IST
 - System Improvement Practice should provide continuous advice and guidance on how to prioritise Epics to help Leaders 'Visualise and Limit WIP to manage queue lengths'
- Feedback was that people would like to see a Technical Product Manager, Technical Product Owners and more team members available to create enough capacity for Systems Thinkers and Agile Coaches to support Portfolios
- It was recommended to centralise Scrum Masters under the Agile Practice

Decision and Changes

The System Improvement Practice has been reviewed and changes made as follows:

- The Practice will include Technology People Leaders who all the people in this practice will report to
- Any positions moving into this Practice will be considered in the future
- The System Improvement Practice will work across the Ministry providing specialised expertise in Systems Thinking, Process and Service Improvement

- The Systems Improvement Practice will include Practice Leaders for all IST Practices, except for Architecture, and will provide leadership for Communities of Practice across IST

Architecture and Emerging Technology Practice

Feedback and Recommendations

The following feedback and recommendations were received for the Architecture and Emerging Technology Practice:

- There was strong support for the Architects coming together under single leadership as this will help address the disconnect between the various types of Architects
- It was recommended that the people care model for this Practice be consistent with the people care model for rest of IST and people in this Practice report to Technology People Leaders

Decisions and Changes

Feedback for the Architecture and Emerging Technologies Practice has been reviewed and the Practice will include Technology People Leaders who all the people in this practice will report to.

Community of Practice

The Communities of Practice section of the consultation document caused some confusion and a lot of feedback was received which is summarised:

Feedback and Recommendations

The following feedback and recommendations were received for the Communities of Practice:

- There was strong support for the Communities of Practice
- Concerns were raised over the product management approach for Communities of Practice with an alternative suggestion of a separate position of Head of Practice
- More clarity was required on how Practices will work
- Alternatives to the list of practices were provided
- Alternative suggestions were made to the various Practice Leader groupings

Decisions and Changes

Feedback and recommendations for the Communities of Practice has been reviewed and changes made as follows:

There are a number of Communities of Practice identified but these are subject to refinement and will change over time as needs are identified. These are:

- Systems Improvement
- Process and Service Improvement
- Agile
- Architecture
- Asset Management
- Design, Development and Operations (DevOps)
- Quality Assurance
- Business Analysis
- Client Services
- Security
- Supplier Management
- People and Leadership
- Cloud
- Finance

There will be four Practice Leaders in the System Improvement Practice who will manage a number of the different Communities of Practice identified above. The Head of System Improvement Practice along with the Practice Leaders will ensure consistency across the Practices.

There will be a playbook developed covering how Communities of Practice will work.

People Leadership Model

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.

Teams will work together on a prioritised backlog, supported by Scrum Leads, Release Train Engineers and Agile Coaches and connected strongly to servant leaders such as Technical Product Managers and Technical Product Owners.

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 and quality working relationships at all levels rather than managerial hierarchy.

In addition to these working relationships, each person will 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

Each Technology People Leader will have a team of approximately 20 people. The Technology People Leader will support people in their goal setting, performance, training and development.

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 and Scrum Lead. Following the pattern, a Technical Product Owner will have their development guided by the Product Ownership Practice and delivery feedback from the Technical Product Manager.

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.

Functions

The following is a summary of the responses received for each function. As part of the feedback a number of decisions were made.

Shared Services

Feedback and Recommendations

The following feedback and recommendations were received for the Shared Services function:

- More clarity is required on what functions would be included in the Shared Services teams
- Consider looking at Shared Services teams at a Portfolio level rather than an Agile Release Train (ART) level
- An observation was made that Test Automation will need to increase in capacity to continue to maintain and expand alongside our delivery pipeline and at a minimum, aligned to each Operational or Development Portfolio
- There was a concern that there are different dynamics and needs surrounding the teams in this group. We have to be purposeful in our implementation
- The Applications Platforms groups would not be effectively utilised having resources embedded in the Development teams, however by grouping them effectively they can provide a Shared Services effectively to multiple “consumers”
- An example of Shared Services teams by Product Groupings was provided

Decision and Changes

Feedback and recommendations for Shared Services has been reviewed and changes made as follows:

- Shared Services team are aligned to the Technology Infrastructure Portfolio
- They will join teams for specific sprints, or they will work on work items that are in their own backlog
- As part of Implementation Planning the specific functions that will be part of Shared Services will be identified
- Shared Services resources allocated at the Portfolio level will be considered as MSD Portfolios are established and as their requirements are understood
- The increase in Test Automation capacity will be considered as MSD Portfolio requirements are established
- Shared Services will be aligned to a Portfolio rather than aligned to a technology

Customer Experience

Feedback and Recommendations

The following feedback and recommendations were received for the Customer Experience function:

- Feedback was varied in the area of Customer Experience
- There was support for the creation of Technical Product Manager and Technical Product Owner positions in this function and the grouping of functions of monitoring, event, problem and incident management into the IT Operations Security Centre (ITOSC) standing team
- A concern was raised that agile product management approaches may not suit the nature of Customer Service functions, such as Service Desk. An alternate position of Head of Supporting Services position was recommended
- A recommendation was to group all the Customer Support functions from Windows and Integration and other teams together to create a multi-disciplinary team who will be able to manage incidents and work orders from creation to resolution

Decision and Changes

Feedback and recommendations for the Customer Experience function has been reviewed and changes made as follows:

- A Technical Product Manager leading this function is in line with the SAFe definition of Agile Product Delivery which is to “define, build and release a continuous flow of valuable products and services to customers and users”
- A multi-disciplinary team to manage incidents and work orders from creation to resolution teams will be created over time

There will be a Playbook developed that will describe how customer services will be provided to enable an effective client experience.

Delivery Support and Assurance

Feedback and Recommendations

The following feedback and recommendations were received for the Delivery, Support and Assurance function:

- It was noted that the breadth of functions in Delivery Support and Assurance will provide development opportunities to people currently working in these functional areas
- There was concern that we were missing an opportunity to completely revisit the need in the Delivery Support and Assurance area and the proposal only bundled up what we have today rather than testing the need for the future

- More clarity is required on the functions that are currently undertaken by the Performance and Risk group and how they fit into the operating model
- A concern was raised about how functions such as Administrative Support, Financial Monitoring Support and the Value Office would work being led by a Scrum Master as the workload for this one person is unmanageable
- A Technical Product Manager and Technical Product Owner structure was recommended to give leadership focus of these critical roles and ensure these functions deliver support across IST and have the capacity to work on improving services
- A recommendation that Change Management be moved to the IT Operations and Security Centre with the Service Desk and Incident Management as they are more than an administrative function

Decision and Changes

Feedback and recommendations for the Delivery, Support and Assurance function has been reviewed and changes made as follows:

The leadership model proposed in the Consultation Document for this function was reviewed by evaluating the level of oversight required for a function then mapping that to the level of leadership required. The outcome was consistent with the original proposal of a Delivery, Support and Assurance Technical Product Manager being supported by a:

- Technical Product Owner for Supplier Management
- Scrum Lead for Technology Risk and Assurance
- Scrum Lead for Delivery Support (Administrative Support, Financial Monitoring Support and the Value Office)

There is an opportunity for the Technical Product Manager Delivery Support and Assurance to work with the team to ensure the functions are appropriately aligned to support the requirements of the MSD Portfolios going forward.

The Change Management function is moved to the IT Operations and Security Centre with the Service Desk and Incident Management, recognising that this is more than an administrative function.

There will be a Playbook developed to describe how Delivery Support and Assurance will work.

Supplier Management

Feedback and Recommendation

The following feedback and recommendations were received for the Supplier Management function:

- A focus on Supplier Management is a good thing
- Value was seen in centralising some of this work to focus attention on strategic and operational suppliers and to leverage a good return on investment for the Ministry
- It was identified that we need to partner with our suppliers and that strategy, policies, guidelines and reporting along with strong governance needs to be in place
- There were concerns that existing relationships with suppliers would be changed or centralised
- There were questions about the connection with the Procurement team around frameworks and advice
- Creating a single standing team (ie Centre of Excellence) for Supplier Management runs counter to our strategies of creating 'Product/Value' teams that are "high performing". Centre of Excellence are functional silos. This would be better as a 'Shared Services' or 'Supporting' function to our delivery organisation, or a Community of Practice combined with key roles (eg strategic supplier roles)
- The members of the proposed standing team can/should have this supplier role associated with respective Technical Product Managers/Technical Product Owners and could even have members embedded within the respective team if the size of the role allows it
- An alternate recommendation suggested to embed Supplier Management functions in Agile Release Trains and a new position be established for Strategic Supplier Management
- A new position of Strategic Vendor Management was recommended to be established that would be responsible for core technology relationships and responsible for the Community of Practice of Supplier Management that is embedded in the ARTs
- A new position of Contract Management was recommended to be established that would be responsible for supporting and centralising reporting of contractual engagements
- A new position of Head of Supporting Services was recommended

- Allocating budgets for fixed supplier contracts to be added to the Technology Infrastructure Portfolio Owner (TIPO) with responsibility to be delegated to individuals with the supplier relationship
- A suggested view of where the Support Services team should sit using the AfS structure was provided

Decision and Changes

Feedback and recommendations for the Supplier Management function has been reviewed and changes made as follows:

- There will be a standing team, led by a Technology Product Manager aligned to the Technology Infrastructure Portfolio that will work with Technology Product Manager /Technology Portfolio Owners on the optimisation of suppliers. They will facilitate development of Supplier Management Strategy, plans, relationship management including Technology Product Managers where needed), operational management and reporting
- Further work will be done with the Ministry's newly formed Commercial Operations Group to clarify the roles and responsibilities with this standing team and the proposed Ministry wide contract management functions

Governance

Feedback and Recommendations

The following feedback and recommendations were received for the Governance function:

- An observation was made that we should remain open to continually questioning how effective our governance structures are and be prepared to change them as our needs change
- As Operational Portfolios emerge, a robust analysis of risk ownership, control ownership and any separation of duties will be required
- Clarity is required on how Governance will work including how new positions will contribute to Governance Entities and how Governance will deliver better quality decisions and lead to improvements in our Investor Confidence Rating (ICR)
- Clarity on how some of the Governance Entities (such as the Technical Design Committee) will work is required
- Position Descriptions need to be reviewed to ensure we have adequately captured change, reporting and governance requirements

Decisions and Changes

There are significant changes in the Ministry wide Governance Model and recently it has been agreed to establish a Technical Design Committee (TDC). This group will facilitate the development of Architecture, Standards and Roadmaps and provide oversight of detailed solution review processes. It will also have oversight of Asset Management and Migration work linked to the broader Ministry Investment Planning. It will work with the Ministry Design Committee to ensure alignment with changes in services and products.

More information will be provided as these governance functions are established and a playbook will be developed to cover Technology Governance overall.

Asset Management

Feedback and Recommendations

The following feedback and recommendations were received for the Asset Management function:

- It was recommended that an Asset Management Community of Practice Leader be created, and that position should have access to a Scrum Master and support team members to create and roll-out improved Asset Management systems and processes
- Asset Management should not be a Community of Practice but be part of the Delivery Support and Assurance team and provide underpinning support to the delivery teams, as it should also be for the Supplier Management group

Decision and Changes

Feedback and recommendations for Asset Management has been reviewed and changes made as follows:

- There is an Asset Management standing team working with a Technical Product Owner supporting the Delivery Support and Assurance Technical Product Manager
- Asset Management is part of the Technical Product Manager and Technical Product Owners key responsibilities. They will participate in the Asset Management Community of Practice

A playbook will be developed to detail how Asset Management will work.

Finance

Feedback and Recommendations

The following feedback and recommendations were received for the Finance function:

- Feedback was predominantly in the areas of budgets/cost centres and financial delegations

- There was concern that budgets would not be held at the level where the detailed understanding is required to approve invoices.

Decision and Changes

Feedback and recommendations for Finance has been reviewed and changes made as follows:

- Budgets for costs relating to people eg salaries, training, travel costs and contractor costs are held by the Head of Technology People Capability
- Technology People Leaders will have a delegation that will allow them to approve costs for the people in their teams
- There is a new accounting system under development based on Jira that will be used for accounting of resources and used across the IST group and Ministry
- The budgets for costs relating to Infrastructure eg Network Equipment, Datacentre, Licencing and costs on-charged to the other areas of the Ministry are held by the Technology Infrastructure Portfolio Owner

A playbook will be developed to detail how Finance will work.

Technical Product Manager/Technical Product Owner Asset Groupings

Feedback and Recommendations

There was a lot of feedback received about the groupings of assets and their alignment with Technical Product Manager and Technical Product Owners. A lot of alternative groupings were recommended.

Decision and Changes

Feedback and recommendations for the Asset Groupings has been reviewed and changes made as follows:

The Asset Grouping has been reworked based on your feedback. This has resulted in an increase in the number of groups and a corresponding increase of 58 (overall total 64) Technical Product Owner positions.

These groupings are subject to refinement and will change over time as needs are identified.

Technical Product Manager	Technical Product Owner	Assets
Client Management - Income	CMS Income	Income related products that can include any of the following - Cúram OOTB features, e.g. IEG, Cúram Rules, Dynamic Evidence - CMS local features, e.g. Hardship, Client Document Verification (aka CMS Digi), Client Event Notes - EOS features, particularly for client online application functionality - CMS satellite applications, e.g. Eftpos Gateway, OBMAN, WASP, NOTIFY, DREW
	CMS Income – Supporting Applications	Income related products that can include any of the following - Cúram OOTB features, e.g. IEG, Cúram Rules, Dynamic Evidence - CMS local features, e.g. Hardship, Client Document Verification (aka CMS Digi), Client Event Notes - EOS features, particularly for client online application functionality - CMS satellite applications, e.g. Eftpos Gateway, OBMAN, WASP, NOTIFY, DREW
Client Management - Employment/Housing and Communities	CMS Employment and Communities	Employment & Communities related products that can include any of the following - Cúram OOTB features, e.g. IEG, Cúram Rules, Dynamic Evidence, Cúram Provider Portal (CPP/BOS) - CMS local features, e.g. Hardship, Client Event Notes, Referrals

	CMS Housing	Housing related products that can include any of the following - Cúram OOTB features, e.g. IEG, Cúram Rules, Dynamic Evidence, Cúram Provider Portal (CPP/BOS) - CMS local features, e.g. Hardship, Client Event Notes, Referrals
Client Payments and Debt	Client Payment & Debt	SWIFTT
		TRACE
		WAM
	Client Payment & Debt	SWIFTT
		TRACE
		WAM
Students Allowance and Scholarships	SAL, VOS	
Software Delivery Platforms	Curam/JAVA Platform - Satellite Apps	Technology focused. Product upgrades, e.g. Cúram upgrade, Java upgrade (for CMS Satellite applications), Oracle upgrade. Embedding DevOps improvements in the Client Management product. Promoting Continuous Integration and Continuous Deployment.
		EFTPOS Gateway
		PCM
		Online Decision Support (ODS)
		COMET
		Notify
		RecruitMe
	MyMSD	
	Workflow Platform	
	Operational Analytics Platform	ATFI
DADE		
Client Self-Service	Apply Online	EOS
		ODS
		MyMSD
		Mystudylink
	Self Service - Income	MyMSD (Content Delivery)
		Kiosks
		Super Gold
	Internet	Websites
	Self Service - Employment & Housing	MyMSD
Kiosks		
Core Infrastructure Platform - includes Data Centre facilities	Database Platforms	Database Platforms (including Oracle MS SQL NOSQL and others)
	Middleware Platforms	RedHat/Linux
		WAF, F5,LTM,GTM,APM
		NLB (Network Load balancing)
	System Platforms	WLS (Webligic application server)
	UNIX Compute	

		Control M
		Storage
		IaaS Platforms
	Windows Platform	Email
		Windows Compute
		MS SQL
		Remote Access (CLTRIX)
	Cloud	AWS platform(cloud)
IBM Cloud		
Corporate	Financial Systems	AP1 (includes FMIS)
		KEA
		TM1/Cognos
		APPTIO
	Human Resources	Chris21 (inc Kiosk)
		MyHR
		MyHR My Learn
		Payment Giving
		MyHR Vetting
	Supporting Systems	STAR
		Legal
		Property
		Who's on Location
Customer Experience	ITOSC	
	Service Desk	
	Regional & Campus Support Services	
	Accessibility and User Experience	
Delivery Support and Assurance	Supplier Management	
	PMO	
	Compliance and Risk Management	
	Asset Management	
Knowledge	Content Management	Antispam
		Confluence
		Global
		HIYA
		TeamSite/Intranet
	Document Management	EDRMS
		File Shares (ie Citrix Sharefile)
		Trim
	Correspondence	V-Retrieve (NZ Post)
CAD		
ECS		
Network and Voice Systems	Voice Platforms	Conferencing
		IM
		Telephony (Corporate)
		Voice Core

	Contact Centre	Call Manager
		Core Voice Platforms
		Genesys
	Network Core and LAN	ICE
		Voice Apps
		DNS
		WAN
Partner Self-Service	Case Management	Perimeter Security
		Network Core
	Provider Management	Family Start
		ART
		BEST
		Conquest
		FAC
RDA		
Family Services Website		
Rapid Deployment	Rapid Platforms	Antispam
		Ruby on Rails
	Income	APEX (Includes ISTC)
Housing/Employment	Antispam, Ruby on Rails, APEX (Content Delivery)	
	Antispam, Ruby on Rails, APEX (Content Delivery)	
Technology Security	Identity Platform	AD
		AUM
		LDAP
		PING
		BOKS
		PSD
		RealMe
		SiteMinder
		Security Cards
	LDAP/AD INTEGRATION	
	Identity Modernisation Infrastructure	(Standing team post IDAM)
Operational Security Services	(Monitoring/reporting)	
Operational Security Platforms	DLP	
	SIEM	
	TRAPs	
	SEP	
Tools	Automation/Performance Tooling	Automation Tools (eg Ansible)
		TOSCA
		SELENIUM
		Service Visualisation
		SOAPUI
		Jenkins
APPMON		

		Dynatrace
		NeoLoad
		WebInspect
	Work Management	JIRA
		Planview
		Remedy
		SNOW
		Confluence Workflow Management
	Risk and Asset	RCA
Assure		
Integrity		
Workflow and Integration	Workflow Platforms	DART (includes BPM/ODM)
		S2P (includes Q-Manager etc)
		WLM
	External Integration Platforms	API
		IIB
	Data Cache	C360
		CUP
		WAITEA
	Integration Platforms	IIB
		KAI
API		
DataPower		
Workplace	Client Platform	Desktop Platform
		Desktop packaging
		Browser
	Device Management	EUC devices
		MFD
		Mobile devices
		Mobile platform
Productivity	Office 365	
Support Services	(includes request fulfilment)	
Head of Architecture and Emerging Technology	Emerging Technology	<i>Please note there is no TPM for this grouping</i>
	Technology Strategy	
	Architecture	
Pipeline Management	Release Management	
	Environment Management	
	Automation Engineering	
	Performance Engineering	

Other

Mission

Feedback and Recommendations

Suggestions were made to improve the Mission Statement:

- It is "easy to save time by doing the wrong thing that will not add value or improve the customer experience".

Decision and Changes

We considered all suggestions and the rationale that the statement should reflect all our customers and have changed the Mission statement to:

"Save time and improve services for our people, clients and partners"

Measurement

Feedback and Recommendations

The following feedback and recommendations were received:

- How will the success of the transformation be measured and how we will know there's been a benefit to the Ministry and our clients
- Suggested baseline metrics were provided along with guidance on how performance could be measured such as:
 - client and/or staff satisfaction with IT systems
 - cadence of change
 - quality of change
 - time saved for frontline, clients and partners.
- We need to monitor, adjust and continuously improve the way we work both within IST and across the system
- It was recommended that the System Improvement and Agile Experts be engaged to help us with this
- Feedback contained an observation that there was no problem statement. AfS has always been about a continued improvement opportunity rather than a problem statement

Decision and Changes

- During implementation planning, we will collate the ideas together to create a measurement framework
- The idea of working with the System Improvement and Agile Experts has been incorporated into our implementation and transition planning
- While AfS was initiated knowing the structure was starting to impede our ability to move forward on our agile journey and we knew from feedback that the current People Care model was not providing people the support they required. The AfS initiative has been working to improve these and to ensure that we can continue to improve services

Implementation

Feedback and Recommendations

The following feedback and recommendations were received:

- The AfS design and implementation is consistent with a big-upfront design and big-bang rollout approach
- It is risky to introduce such a large-scale change all at once. I recommend that the changes are introduced iteratively

Decision and Changes

- The AfS implementation is not a big bang approach. Implementation will be progressive with a focus on quality.

Considerations for later

The following recommendations have not been addressed in this phase of AfS. They will be considered in the next phase of AfS or as part of ongoing continuous improvements.

- Reorganising some of the functions within the current Customer Services team
- Reviewing the construct of Junior, Intermediate and Senior positions
- Set up Regional Relationship positions
- Reviewing the Project Management function and where this belongs
- Creation of new positions within Testing

New and updated positions

There are 13 new positions in the new structure

Confirmed New Role	Confirmed Reporting Line
Head of Architecture and Emerging Technology Practice	Group General Manager Improvement Systems and Technology
Head of System Improvement Practice	Group General Manager Improvement Systems and Technology
Head of Technology	Group General Manager Improvement Systems and Technology
Head of Technology People Capability	Group General Manager Improvement Systems and Technology
Technology Infrastructure Portfolio Owner	Group General Manager Improvement Systems and Technology
Head of Technology Security	Group General Manager Improvement Systems and Technology
Agile Coach	Technology People Leader
Practice Leader	Technology People Leader
Release Train Engineer	Technology People Leader
Scrum Lead	Technology People Leader
Technical Product Manager	Technology People Leader
Technical Product Owner	Technology People Leader
Technology People Leader	Head of Technology People Capability

Impact Matrix

This table describes the final 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 Doogie page.

Information is presented by Group with position listed alphabetically.

Current Position Title	Current Reporting Line	Confirmed Impact	New Position Title	New Reporting Line
System Improvement				
Business Coach	Deputy Chief Executive, People and Capability	Reconfirm		Technology People Leader
Chief Information Office				
Business Relationship Manager (temporary position)	Chief Information Officer	Reconfirm		Technology People Leader
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		Technology People Leader
IT Testing Services Manager	Chief Technology Officer	Disestablish		
Lead Enterprise Architect	Chief Information Officer	Disestablish		
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		
Manager IT Performance and Risk	Chief Technology Officer	Disestablish		

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
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		Technology People Leader
Senior Enterprise Architect	Chief Information Officer	Reconfirm		Technology People Leader
Senior Enterprise Architect	Lead Enterprise Architect	Reconfirm		Technology People Leader
Core Software Products				
Business Analyst	People Lead	Reconfirm		Technology People Leader
Capability Lead	People Lead	Reconfirm		Technology People Leader
Design and Development Manager COTS Capability	Manager Core Software Products	Disestablish		
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		
People Lead (temporary position)	Manager Core Software Products	Reconfirm		Head of Technology People Capability
People Lead (temporary position)	Manager IT Business Analyst	Reconfirm		Head of Technology People Capability

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
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		Technology People Leader
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		Technology People Leader
Senior Solution Architect	People Lead	Reconfirm		Technology People Leader
Senior Web Designer	Manager Design and Development	Reconfirm		Technology People Leader
Solutions Architect	Manager Design and Development	Reconfirm		Technology People Leader
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	Technology People Leader
Technical Product Owner	Manager Core Software Products	Disestablish		
Web Designer	Manager Design and Development	Reconfirm		Technology People Leader

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
Digital Software Products				
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		
Cloud Architect	Capability Manager Cloud Integration	Reconfirm		Technology People Leader
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	Technical Product Owner	Technology People Leader
Senior Business Analyst	Manager Digital Software Products	Reconfirm		Technology People Leader
Senior Developer	Manager Digital Software Products	Reconfirm		Technology People Leader
Service Architect	Manager Digital Software Products	Reconfirm		Technology People Leader
Senior Service Architect	Manager Digital Software Products	Reconfirm		Technology People Leader

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
Senior Solution Architect	Manager Digital Software Products	Reconfirm		Technology People Leader
Solutions Architect	Manager Digital Software Products	Reconfirm		Technology People Leader
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	Disestablish		
Technical Specialist System Design	Capability Manager Cloud Integration	Reconfirm		Technology People Leader
Infrastructure Products				
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		Technology People Leader
Infrastructure Vendor Manager Business Unit	Manager Solution Design and Delivery	Reconfirm		Technology People Leader
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

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
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	Technical Product Owner	Technology People Leader
Manager Infrastructure Applications	Manager Technology Services	Disestablish		
Manager Network Services	Manager Infrastructure Products	Disestablish		
Manager Solution Design and Delivery	Manager Infrastructure Products	Disestablish		
Manager Systems Management	Manager Technology Services	Disestablish		
Manager Technology Services	Manager Infrastructure Products	Disestablish		
Manager Voice Platform Services	Manager Network Services	Disestablish	Technical Product Owner	Technology People Leader
Manager Windows and Integration	Manager Technology Services	Disestablish	Technical Product Owner	Technology People Leader
Mobility System Engineer	Manager Windows and Integration	Reconfirm		Technology People Leader
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

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
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
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
IT Customer Service				
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
Information Analyst	Manager Support Services	Reconfirm		Technology People Leader
Information Services Manager	Manager Support Services	Reconfirm		Technology People Leader

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
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	Technical Product Owner	Technology People Leader
Manager Service Desk	Manager Customer Support	Disestablish		
Manager Support Analysts	Manager Systems Support	Disestablish		
Manager Support Services	Manager IT Customer Services	Disestablish	Technical Product Owner	Technology People Leader
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
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
IT Performance and Risk				
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

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
Junior Programme Advisor	Team Leader IT Project Management	Reconfirm		Technology People Leader
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		
Manager Services Management	Manager IT Performance and Risk	Disestablish	Technical Product Owner	Technology People Leader
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
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		
IT Security				
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

Current Position Title	Current Reporting Line	Confirmed impact	New Position Title	New Reporting Line
Production Support				
Production Support Delivery Lead	Manager Infrastructure Applications	Reconfirm		Technology People Leader
Triage Lead Production Support	Manager Production Support	Disestablish		
IT Testing Services				
Resource and Capability Manager	IT Testing Services Manager	Disestablish	Technology People Leader	Head of Technology People Capability
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
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
User Acceptance Tester	Resource and Capability Manager	Reconfirm		Technology People Leader

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 Benestar Counsellors on site twice a week that will continue till the end of November.

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 1737 to speak to a qualified counsellor
- Talking to your PSA delegate for Improvement, Systems and Technology, Roy Tipene
- Look at s9(2)(a) on Doogle
- Connecting to the MSD Peer Support Programme –which can be found on Doogle

Implementation

Implementation will occur progressively from today through until early next year.

This will begin with the establishment of the senior leadership team. This team will lead and support the change. The following is a guide when activities are expected to happen. The implementation plan will focus on quality ensuring risk to the Ministry is minimised during transition to the new structure.

Note: These timeframes are dependent on the senior leadership positions being filled. This may be an acting or permanent arrangement.

The high-level plan is as follows:

6 October	<ul style="list-style-type: none">• Expressions of Interest will open for affected people for all positions• People being directly reassigned have already been advised in writing
End October	<ul style="list-style-type: none">• The pre-assessment process for senior leadership positions will begin including an external assessment (OPRA)

Beginning November	<ul style="list-style-type: none"> • Reassignment interviews for senior leadership positions. The Panel Chair is the DCE People and Capability
Mid November	<ul style="list-style-type: none"> • Appointments to senior leadership positions notified
Mid to late November	<ul style="list-style-type: none"> • The recruitment process begins for unfilled senior leadership positions. This will be an opportunity for unaffected people to apply for these positions
End November	<ul style="list-style-type: none"> • Reassignment interviews for Technical Product Manager and Technical Product Owner positions will start. The interview panel will three senior leaders team including the Head of Technology People Capability • Interviews for the Technology People Leader positions will start. The interview panel will a senior leader, the Head of Technology People Capability and an experienced HR representative • Interviews for the Agile Coach and Practice Leader positions will start. The Interview panel will be led by the Head of System Improvement Practice • Interviews for the Scrum Lead and Release Train Engineer positions will start. The interview panel will be a Technical Product Manager, a Technical Product Owner and a Technology People Leader
Beginning December	<ul style="list-style-type: none"> • Interviews for the Scrum Lead and Release Train Engineer positions will start. The interview panel will be a Technical Product Manager, a Technical Product Owner and a Technology People Leader • The recruitment process begins for unfilled senior leadership positions. This will be an opportunity for IST/ internal applicants to apply for these positions
Mid December	<ul style="list-style-type: none"> • The recruitment process begins for other unfilled positions. This will be an opportunity for IST/ internal applicants to apply for these positions

Transitioning people into their new positions will done progressively allowing backfilling of positions where required to ensure there are reduced risks to the Ministry.

Teams that can be established with minimal disruption will be established early.

Where an immediate need for change has been identified, eg an existing team is too large, or a team requires a Scrum Master or Technical Product Owner this will be addressed early.

Standing teams will be established progressively over the next 6 months as MSD Portfolios are established.