

# Platform Manager (Client Management, Corporate) – Improvement Systems and Technology

## About MSD

### Our purpose

Manaaki tangata, Manaaki whānau

We help New Zealanders to be safe, strong, and independent.

### Our commitment to Māori

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

### Our strategic direction

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| Mana manaaki  A positive experience every time | Kotahitanga  Partnering for greater impact | Kia takatū tatou  Supporting long-term social and economic development |

### Our Values

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| --- | --- | --- | --- |
| Manaaki  We care about the wellbeing of people | Whānau  We are inclusive and build belonging | Mahi tahi  We work together, making a difference for communities | Tika me te pono  We do the right thing, with integrity |
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### Working in public service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianei, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi.  We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work potential and aspirations.

### The outcomes we want to achieve

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

### We carry out a range of responsibilities and functions including

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

### He Whakataukī\*

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| --- | --- |
| Unuhia te rito o te harakeke | If you remove the central shoot of the flaxbush |
| Kei hea te kōmako e kō? | Where will the bellbird find rest? |
| Whakatairangitia, rere ki uta, rere ki tai; | Will it fly inland, fly out to sea, or fly aimlessly; |
| Ui mai ki ahau, | If you were to ask me, |
| He aha te mea nui o te ao? | What is the most important thing in the world? |
| Māku e kī atu, | I will tell you, |
| He tangata, he tangata, he tangata\* | It is people, it is people, it is people |

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

## Position Detail

### Overview of position

The Platform Manager for Client Management and Corporate platforms is a delivery leadership role responsible for planning and enabling platform capabilities to support enterprise and client-facing delivery units of the Ministry. This particular Platform Manager position is accountable for the Client Management and Corporate Platform given the greater level of complexity and scale. It requires strategic thinking, planning, and execution to align platform roadmaps with business transformation needs while supporting the day-to-day operations of the business.

Key responsibilities include managing end-to-end delivery of initiatives, maintaining business-critical platform technology assets, and leading efforts to simplify the platform ecosystem for efficiency, cost reduction, and strategic growth. The Platform Manager for Client Management and Corporate faces a size and complexity challenge, particularly with the scale of technology sprawl, complex integration, and the number of cross-functional teams that need to be managed.

Managing key relationships, enhancing platform capabilities, and employing DevSecOps disciplines for effective service delivery are crucial. The focus is on decluttering and decommissioning heritage applications to support transformation, fostering innovation, and ensuring secure, high-quality releases that deliver business value regularly.

The Platform Manager oversees a platform practice, managing work demand and team capacity through enabling services. This ensures platforms are maintained, secured, upgraded, and enhanced as needed. Building strong senior stakeholder engagements and aligning platform performance with strategy is essential. The role also includes developing, socializing, and approving platform investment cases and reporting on transformational outcomes.

Specialization may be required for specific platforms or functional areas within IST. This role has a greater emphasis on leading and realising strategic vision for IST strategy and MSD’s transformation objectives over and above overseeing the stability and reliability of platform operations for operational integrity and technology foundations.

The role will be accountable for:

* Developing the strategy, vision, and investment roadmaps for the Client Management or Corporate platform ecosystem ensuring they align to the IST technology strategy, contribute to the realisation of strategic value, mature the platform capabilities, and simplify platform assets. Be the catalyst and advocate for change and transformation through demonstrable actions:
  + Actively, steering, socialising, gaining support and endorsement of strategy and plans across senior stakeholder groups within IST and the wider business.
  + Mobilise, lead and sequence investments, teams, and resources to translate strategy into action.
  + Establishing frameworks and processes for creating clear line of sight to benefits realisation, decluttering of technology sprawl and transformation objectives.
  + Alignment and contribution of overall IST technology strategic plans
  + Establishment of measures and reporting that demonstrates realisation of strategic and intend outcomes.
* End to end delivery ownership and leadership of teams for delivering platform capabilities within the Client Management or Corporate platform, managing any complex and/or significant escalations for commitments made.
  + Ability to make sound and strategic choices for solutions within the platform that minimises regrettable spend, prioritises decluttering whilst supporting business requirements whilst.
  + Provides strategic advice, influencing and inform decisions for business colleagues and governance forums on the need for employing coherent architectures, design, and engineering disciplines.
  + Engage, influence and improve enterprise level delivery models and ways of working to improve MSD’s delivery capabilities
* Platform architecture and technology configuration, ensuring a seamless user experience, and exposing configurable and reusable common capabilities that are secure by design and align to technology policies and standards.
  + Staying true to principles, guardrails, and standards in enabling solutions on the platforms
  + Driving cloud first – API first strategy
  + Demonstrable understanding of design, architectural and engineering disciplines to steer solutions for our future way of working and untangling the complexity of existing technology landscape
* Platform operations, providing the connection between multidisciplinary business areas and platform management stakeholders, including product vendors.
* Collaboration and liaising with other IST Leaders to oversee continued improvements in people, process, and technology within their platform context to deliver maximum value for the business by sharing knowledge, implementing ideas and best practices.
* Leadership of members of the technology workforce assigned to the platform, including:
  + Inspire, invest, and grow our technology leaders and lift people capabilities in strategic & transformational execution, Innovation, problem solving and culture of collaboration and empowerment.
  + Direct leadership of the Platform leadership team across all aspects of the employee lifecycle, and oversight of leadership of multidisciplinary team members while assigned to the Platform (collaborating with other leaders).
  + Identifying future platform workforce needs and collaborating with other practice and delivery leaders to ensure current and future workforce requirements will be able to be met.
  + Responsible for collaborating with Practice Managers to determine capability plans for the Client Management and Corporate platforms to enable the workforce strategy plan.
  + Technical onboarding of new team members.
  + Accountable for empowering and developing the Platform workforce, including direct leadership of career development for platform leadership team and oversight of career development for other platform team members (in collaboration with practice leaders while team members are on assignment).
  + Providing effective performance management to support a high performing environment, including regular feedback, identifying and promoting quality assurance and ensuring people and performance metrics and risks are identified, monitored and managed.
  + Development of a practice framework for the platform that ensures standards, methodologies, tools and practices comply with MSD governance and architectural standards and are adopted and used effectively across the Platform.
  + Role model collaborative leadership and ways of working to create and maintain a positive workplace culture across IST
* Financial management and oversight for approved investment budgets allocated for platform technology ecosystem and teams, including estimations & budget submissions, financial reconciliation, reporting of delivery efforts and demonstrating the value that the team deliver
* Chairing and attending relevant governance forums and approving and/or recommending decisions that relate to the platform’s technology ecosystem in response to business need and risks
* Managing senior stakeholder relationships, including those within IST leadership, Transformation office and business stakeholders.
* Adhering to relevant policies, standards, procedures, and performance management processes.

### Location

National Office, Wellington or Auckland

### Reports to

General Manager Platform Delivery

**Key responsibilities**

MSD uses the current version Skills Framework for the Information Age (SFIA) to describe the skills required for roles. Each skill description is made up of an overall definition of the skill and a description of the skill at each of up to seven levels.

The skill level descriptions provide a detailed definition of what it means to practice the skill at each level of competency. The skill level descriptions are aligned to the seven levels of responsibility that ensures consistency throughout the SFIA framework making it solid and robust across professional disciplines.

### Required skills

[**Performance Management (PEMT) Level 5**](https://sfia.nz/sfia8/pemt)

Improving organisational performance by developing the performance of individuals and workgroups to meet agreed objectives with measurable results.

* Forms, maintains, and leads workgroups and individuals to achieve organisational objectives.
* Determines and delegates objectives and task responsibilities to individuals or teams - including people management responsibilities as appropriate.
* Sets the quality, performance and capability targets in line with organisational goals.
* Monitors performance and working relationships and provides effective feedback to address individual issues.
* Encourages individual development of skills and capabilities in line with team and personal goals.
* Facilitates the development of individuals by adjusting workload, targets, and team capacity.
* Plays an active role in formal organisational processes such recruitment, reward, promotion and disciplinary procedures.

[**Stakeholder Relationship Management (RLMT) Level 5**](https://sfia.nz/sfia8/rlmt)

Influencing stakeholder attitudes, decisions, and actions for mutual benefit.

* Identifies the communications and relationship needs of stakeholder groups.
* Translates communications/stakeholder engagement strategies into specific activities and deliverables.
* Facilitates open communication and discussion between stakeholders.
* Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans.
* Provides informed feedback to assess and promote understanding.
* Facilitates business decision-making processes.
* Captures and disseminates technical and business information.

[**Supplier Management (SUPP) Level 5**](https://sfia.nz/sfia8/supp)

Aligning the organisation’s supplier performance objectives and activities with sourcing strategies and plans, balancing costs, efficiencies and service quality.

* Manages suppliers to meet key performance indicators and agreed targets.
* Manages the operational relationships between suppliers and ensures potential disputes or conflicts are raised and resolved.
* Performs bench-marking and makes use of supplier performance data to ensure that performance is adequately monitored and regularly reviewed.
* Use suppliers' expertise to support and inform development roadmaps.
* Manages implementation of supplier service improvement actions.
* Identifies constraints and opportunities when negotiating or renegotiating contracts.

[**Product Management (PROD) Level 5**](https://sfia.nz/sfia8/prod)

Managing and developing products or services through their full life cycle from inception, growth, maturity, decline to retirement.

* Acts as product owner/champion for one or more products or services.
* Manages the full product life cycle to ensure that customer/user needs are met and that financial and other targets are achieved.
* Selects, adopts and adapts appropriate product development methods, tools, and techniques.
* Analyses market and/or user research, feedback, expert opinion and usage data to understand needs and opportunities.
* Develops product propositions and determines product positioning and variants for different customer and user segments.
* Prioritises product and service requirements, develops product roadmaps and owns the product backlog.
* Coordinates customer testing and product launches and supports communications and training.
* Anticipates changes in customer/user needs.
* Adapts products, and creates product retirement and transitioning plans.

[**Demand Management (DEMM) Level 5**](https://sfia.nz/sfia8/demm)

Analysing and proactively managing business demand for new services or modifications to existing service features or volumes.

* Implements demand management analysis and planning activities.
* Provides advice to help stakeholders adopt and adhere to the agreed demand management approach.
* Manages the process of integrating demand management with complementary strategic, operational and change management processes.
* Maintains a register of business requests and routes requests to the right place.
* Reports on the status of each request.
* Reviews new business proposals and provides advice on demand issues.
* Works with business representatives to agree and implement short-term and medium-term modifications to demand.

[**Risk Management (BURM) Level 5**](https://sfia.nz/sfia8/burm)

Planning and implementing organisation-wide processes and procedures for the management of risk to the success or integrity of the enterprise.

* Plans and implements complex and substantial risk management activities within a specific function, technical area, project or programme.
* Implements consistent and reliable risk management processes and reporting to key stakeholders.
* Engages specialists and domain experts as necessary.
* Advises on the organisation's approach to risk management.

[**Systems and Software Life Cycle Engineering (SLEN) Level 5**](https://sfia.nz/sfia8/slen)

Establishing and deploying an environment for developing, continually improving, and securely operating software and systems products and services.

* Collaborates with those responsible for ongoing systems and software life cycle management to select, adopt and adapt working practices.
* Supports deployment of the working environment for systems and software life cycle working practices.
* Provides effective feedback to encourage development of the individuals and teams responsible for systems and software life cycle working practices.
* Provides guidance and makes suggestions to support continual improvement and learning approach.
* Contributes to identifying new domains within the organisation where systems and software life cycle working practices can be deployed.

[**Employee Experience (EEXP) Level 5**](https://sfia.nz/sfia8/eexp)

Enhancing employee engagement and ways of working, empowering employees and supporting their health and wellbeing.

* Implements working practices that motivate employees and support their health and wellbeing.
* Provides guidance to individuals on long-term development goals and career opportunities, considering an individual's strengths and preferences.
* Communicates business direction, policy and purpose where these may drive or affect employee engagement.
* Ensures clear communication of delegated tasks and provides sufficient autonomy to motivate and empower individuals.
* Maintains awareness of the physical and emotional welfare of employees, and provides counselling when required.

### Desired skills

[**Emerging Technology Monitoring (EMRG) Level 5**](https://sfia.nz/sfia8/emrg)

Identifying and assessing new and emerging technologies, products, services, methods and techniques.

* Monitors the external environment to gather intelligence on emerging technologies.
* Assesses and documents the impacts, threats and opportunities to the organisation.
* Creates reports and technology roadmaps and shares knowledge and insights with others.

[**Feasibility Assessment (FEAS) Level 5**](https://sfia.nz/sfia8/feas)

Defining, evaluating and describing business change options for financial, technical and business feasibility, and strategic alignment.

* Manages investigative work to enable feasibility assessments.
* Collaborates with stakeholders and specialists to get the information required for feasibility assessment.
* Advises on the selection of feasibility assessment approaches and techniques relevant to the business situation and options.
* Prepares business cases, including cost/benefit, impact and risk analysis for each option.

**Levels of responsibility**

**Autonomy Level 5**

* Works under broad direction.
* Work is often self-initiated.
* Is fully responsible for meeting allocated technical and/or group objectives.
* Analyses, designs, plans, executes and evaluates work to time, cost and quality targets.
* Establishes milestones and has a significant role in the assignment of tasks and/or responsibilities.

**Influence Level 5**

* Influences organisation, customers, suppliers, partners and peers on the contribution of own specialism.
* Makes decisions which impact the success of assigned work, i.e. results, deadlines and budget.
* Has significant influence over the allocation and management of resources appropriate to given assignments.
* Leads on user/customer and group collaboration throughout all stages of work.
* Ensures users’ needs are met consistently through each work stage.
* Builds appropriate and effective business relationships across the organisation and with customers, suppliers and partners.
* Creates and supports collaborative ways of working across group/area of responsibility.
* Facilitates collaboration between stakeholders who have diverse objectives.

**Complexity Level 6**

* Contributes to the development and implementation of policy and strategy.
* Performs highly complex work activities covering technical, financial and quality aspects.
* Has deep expertise in own specialism(s) and an understanding of its impact on the broader business and wider customer/organisation.

**Business Skills Level 5**

* Demonstrates leadership in operational management.
* Analyses requirements and advises on scope and options for continual operational improvement.
* Assesses and evaluates risk.
* Takes all requirements into account when making proposals.
* Shares own knowledge and experience and encourages learning and growth.
* Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives.
* Understands and evaluates the organisational impact of new technologies and digital services.
* Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.
* Clearly demonstrates impactful communication skills (oral, written and presentation) in both formal and informal settings, articulating complex ideas to broad audiences.
* Learning and professional development —  takes initiative to advance own skills and identify and manage development opportunities in area of responsibility.
* Security, privacy and ethics — proactively contributes to the implementation of appropriate working practices and culture.

**Knowledge Level 5**

* Is fully familiar with recognised industry bodies of knowledge both generic and specific, and knowledge of the business, suppliers, partners, competitors and clients.
* Develops a wider breadth of knowledge across the industry or business.
* Applies knowledge to help to define the standards which others will apply.

### Embedding te ao Māori

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

### Health, Safety and Security

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

### Emergency Management and Business Continuity

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

### Know How

* Extensive experience in enterprise technology Platform delivery in complex, highly integrated environments
* Extensive experience in platform management or related field with expertise in data and software architecture and/or engineering disciplines
* Proven leadership skills with a track record of managing large cross functional teams and steering strategic execution of a large portfolio of initiatives.
* Strong strategic thinking and problem-solving abilities in a complex technology setting
* Proficient practitioner with deep knowledge of agile and DevSecOps disciplines who operates with pragmatism
* Proven and demonstratable experience in executing transformation or decluttering/decommissioning of technology landscape
* Extensive knowledge and experience of managing a hybrid landscape of on-prem and cloud services (SaaS, PaaS etc.)
* Extensive experience in developing aligned platform, capability and service strategies and developing business cases that make the case for change
* Demonstrated skills in delivery planning and operationalising services, including managing operational budgets
* The ability to foster collaboration in tune with the wellbeing needs of people to create opportunities, growth, progression and high performing teams
* Experience with agile methodologies and ability to create and innovation driven environment to accelerate outcomes.
* Excellent interpersonal skills and the ability to build relationships with stakeholders
* Experience managing supplier and partner relationships and services contracts
* Strong business case and benefits realisation capabilities

### Key relationships

Internal

* IST Leadership Team and wider leadership colleagues
* IST Platform Leadership Team
* Engagement Leads
* Portfolio Leads, Owners and Managers
* Transformation Office
* Commercial Leaders
* Strategic Delivery Partners
* Senior Ministry Leaders
* Risk and Governance teams

External

* External panel providers, vendors, and suppliers
* Other Government agencies.

### Other

Delegations

* Financial – Yes
* Human Resources – Yes

Security clearance

* No

Children’s worker

* Not a children’s worker

Travel

* Routine travel may be required