

# Platform Manager – 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 is a delivery leadership role accountable for the planning and enablement of platform capabilities that supports and responds to the needs of enterprise and client facing delivery units of the Ministry. This includes taking operational accountability for managing end to end delivery of initiatives within a platform, ensuring business critical platform technology assets are maintained and, leading investment efforts to simplify the platform ecosystem to drive efficiency improvements, reduce cost to serve and to build on strategic assets and foundations.

The role is pivotal in managing key relationships, corralling support, and maintaining and enhancing platform capabilities. This includes responsibility for maturing our ways of working practices and employing DevSecOps disciplines to ensure coherent and effective approaches are applied to Platform service delivery. The role creates space for innovation and ensures the use of sound engineering practices, to produce high quality releases that are secure and compliant by design and deliver regular iterations of business value.

The role is accountable for managing a platform practice, work demand and team capacity through assignment from enabling or shared services teams so that teams are enabled to deliver both strategic value and change while ensuring platform technology capabilities are operationally maintained, secured, upgraded, and enhanced as required.

Specific platforms may require specialisation relating to that platform or functional area within IST.

The role will be accountable for:

* Developing the strategy, vision, and investment roadmaps for their 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.
* End to end delivery ownership and leadership of teams for delivering platform capabilities within their platform scope, managing any complex and/or significant escalations for commitments made.
* 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.
* 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:
  + 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.
  + Identifying resourcing and recruitment needs, and collaborating with other leaders and support to attract, source, acquire and assign talent, complying with recruitment activities and procurement policies as they apply to the technology workforce.
  + 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 Managers across IST

**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

Product Management (PROD) Level 5

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.

Performance Management (PEMT) Level 5

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 Management (RLMT) Level 5

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 4

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

* Collects supplier performance data and investigates problems
* Monitors and reports on supplier performance, customer satisfaction, adherence to security requirements and market intelligence
* Validates that suppliers' performance is in accordance with contract terms
* Engages proactively and collaboratively with suppliers to resolve incidents, problems, or unsatisfactory performance
* Implements supplier management-related service improvement initiatives and programmes.

Employee Experience (EEXP) Level 5

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.

Systems and Software Lifecycle Engineering (SLEN) Level 5

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

Demand Management (DEMM) Level 5

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

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

**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 roadmaps and 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 5

* Implements and executes policies aligned to strategic plans
* Performs an extensive range and variety of complex technical and/or professional work activities
* Undertakes work which requires the application of fundamental principles in a wide and often unpredictable range of contexts
* Engages and coordinates with subject matter experts to resolve complex issues as they relate to customer/organisational requirements
* Understands the relationships between own specialism, customer, and organisational requirements
* 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 and business continuity confirming management of the critical functions that satisfy legislative, regulatory and client obligations are in place during and after a disruptive event.
* Ensure that policies and procedures encompassing emergency management, business continuity and crisis management arrangements are understood, followed, and implemented by employees.

### Know How

* Extensive experience in Technology Platform delivery in complex, highly integrated environments
* Proficient practitioner with knowledge of agile and DevSecOps disciplines who operates with pragmatism
* Knowledge and experience of managing a hybrid landscape of on-prem and cloud services (SaaS, PaaS etc.)
* 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
* Strong leadership and people qualities, who fosters collaboration, in tune with wellbeing needs of people and creating opportunities growth and progression
* Excellent interpersonal skills and the ability to build relationships with stakeholders
* Experience managing supplier / partner relationships and services contracts

### 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