# Ministry of Social Development logo

# Operating Model Lead

# Kotahitanga, Te Pae Tawhiti

## 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



## Our Values



## Working in the 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.

## The outcomes we want to achieve

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

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

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

## **He whakataukī\***

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

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

## Position detail

### Te Pae Tawhiti Programme

Te Pae Tawhiti – Our Future is about the Ministry’s (MSD) future role and how we can make a bigger and better difference for New Zealanders. Te Pae Tawhiti Transformation Programme (the Programme) will deliver services that are easier, more accessible and integrated across employment, housing, and income support with greater use of partnering. The programme will also modernise our technology, data, and information to support this business change.

Within Te Pae Tawhiti, the Kotahitanga service change focuses on improving partnering and commissioning with Te Tiriti o Waitangi as our tūāpapa (foundation). Kotahitanga is responsible for delivering a shift to a relational, or community-led, model of commissioning that will provide better, more equitable outcomes for our communities. The first phase of Kotahitanga’s work centres on designing and testing an operating model with our partners, delivering improvements to our funding models and information approaches, and building the technology foundations required for a relational commissioning approach.

### Overview of position

The Operating Model Lead, Kotahitanga (the Lead) is responsible for leading the development of a new relational commissioning operating model for MSD. The initial focus for the operating model workstream will be a discovery and planning phase, followed by a series of iterative design and test cycles. As such, the Lead is responsible for coordinating the discovery phase to develop an understanding of existing MSD and processes and to identify opportunities where relational commissioning is already working well at MSD.

The Lead is also responsible for developing and embedding a structured approach for the design and testing phases of the operating model. This includes identifying and managing scope, providing design leadership, and identifying and escalating any risks and issues through relevant governance mechanisms.

The development of the operating model will involve considerable engagement across MSD teams, our partners and other social sector agencies. Accordingly, the Lead is responsible for building close working relationships with a range of stakeholders and, as with all members of Kotahitanga, ensuring we are engaging in a culturally appropriate and responsive manner.

To be successful in this role, the Lead will also work closely with other Kotahitanga workstream leads, the Director, and the Kotahitanga Service Change Lead to shape the direction of the operating model, provide visibility of work, and manage risks and issues.

### Location

National Office, Wellington

### Reports to

Director, Kotahitanga, Te Pae Tawhiti

## Key responsibilities

### Operating model design

* Lead planning, design and testing of MSD’s relational commissioning operating model
* Provide direction on design decisions for Kotahitanga, in consultation with relevant stakeholders and governance groups
* Lead and facilitate a collaborative design process with MSD partners and internal teams
* Identify suitable mechanisms to test proposed designs with partners or business units and lead the evaluation of design work
* Maintain visibility of any changes in business-as-usual processes that could impact the operating model design
* Support planning for future operating model implementation
* Work with Te Pae Tawhiti workstream leads and the programme operating model team to align Kotahitanga’s work with the wider transformation programme

### Stakeholder and relationship management

* Actively seek and support collaborative working with other teams within Te Pae Tawhiti and across MSD.
* Build strong and effective internal and external networks and relationships across the Ministry and social sector.
* Use strong relationship management skills and a highly collaborative approach to effect positive influence and impact for Kotahitanga and MSD
* Represent Kotahitanga in both internal and external meetings where necessary

### Project/team management

* Identify workstream deliverables and milestones and create a project plan for the design and test phases.
* Ensuring agreed approach is followed and provide clear priorities for work
* Identify, manage and/or escalate issues and risks as they arise, anticipate new issues and risks, or change in status of risks, and plan for risk areas that cannot be avoided.
* Support team members to deliver to the plan and provide people leadership for direct reports

## Embedding te ao Māori

* Te Tiriti o Waitangi is a tūāpapa (foundation) to how we work at MSD.
* 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

* A proven record of developing operating models, strategies and/or enterprise-wide process improvement initiatives in a complex and demanding environment
* Ability to champion a Te Ao Māori perspective by supporting the inclusion of Te Ao Māori and Te Tiriti o Waitangi in all design work
* Prior experience in working collaboratively and responsively with other government agencies, NGOs, community groups, and iwi/Māori
* An awareness of the wider social sector ecosystem within which MSD is situated
* An ability to tailor approaches to meet diverse needs while remaining focused on delivering better outcomes for our whānau and communities
* Previous experience planning and managing complex, multi-stakeholder projects within the public sector
* Experience with senior leadership and an ability to influence decision-makers to achieve outcomes
* An ability to provide clear direction and create a supportive environment for direct reports
* Previous experience with commissioning processes would be advantageous
* A sound understanding of the machinery of government
* Experience with Agile methodology and delivery
* Tertiary qualification in a relevant discipline or equivalent operational experience.

## Attributes

* Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected.
* Takes complex ideas/concepts and identify/turn these into practical actions, including obtaining engagement, commitment and buy in from relevant stakeholders
* Excellent analytical and problem-solving skills - able to identify and define problems, provide resolutions, and make decisions through the exercise of sound and appropriate judgment.
* Presents ideas effectively to individuals or groups and demonstrates excellent listening skills
* Exercises sound judgement and political sensitivity and is flexible, adaptable and pragmatic
* Ability to operate autonomously while gaining the co-operation of others
* Recognises and understands opportunities for Māori and Pacific communities within the social sector
* Builds strong partnerships and works collaboratively with multiple stakeholders, often with different agendas/priority outcomes including key senior stakeholders.
* Creates a supportive work environment for direct reports and builds a strong team culture

## Key relationships

### Internal

* Kotahitanga workstreams
* Te Pae Tawhiti Programme workstreams and governance groups
* Senior leaders across MSD
* Wide range of operational teams across MSD, particularly in Māori, Communities and Partnerships and Service Delivery teams

### External

* Non-government organisations
* Other government agencies
* Insight providers
* Māori, iwi, hapū and Māori organisations
* Key community stakeholders, peak bodies and sector leaders

## Other

### Delegations

* Financial – No
* Human Resources – No

### Direct reports – Yes

### Security clearance – No

### Children’s worker – No

Limited adhoc travel may be required