

# Practice Manager – Technology Security and Identity - Information Group

## 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 manaakiA positive experience every time | KotahitangaPartnering for greater impact | Kia takatū tatouSupporting long-term social and economic development |

### Our Values

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| ManaakiWe care about the wellbeing of people | WhānauWe are inclusive and build belonging | Mahi tahiWe work together, making a difference for communities | Tika me te ponoWe 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 Practice Manager is accountable for leading a practice within the Technology Security and Identity Group. The three practice areas are: Technology Security Services, Security Operations Services and Identity and Access Services.

Accountable for the development of a specialist practice and contributing to the wider practice strategy, the Practice Manager has a core focus on growing expertise and ensuring the consistency and quality of skills and methodology within the practice. They benchmark externally to ensure people and practice capabilities continue to evolve to deliver MSD’s Technology Security and Identity Strategy and are in line with relevant industry best practice and emerging capabilities.

They work within and across the practices to translate the practice strategy into delivery outcomes, action plans, and learning and development pathways. They ensure proactive and continual development and improvement of the overall practice including the development of people capability, operating procedures, processes and standards. This involves leading the people in the practice by equipping them with the skills, tools, and best practice methodologies to consistently deliver value, functional excellence and ensure the development of members of the practice.

The Practice Manager is accountable for the people, practice, and delivery leadership of their team members and the overall performance within their specialism. They support the Practice Leads and Delivery Leads to ensure prioritised and timely delivery of programme and/or project deliverables as per defined roadmaps.

Across the practice, they are also accountable for talent sourcing and recruitment, strategic workforce planning, and resourcing decisions to ensure the right capabilities are in place at the right time to deliver value across the Technology Security and Identity delivery teams. They work with our Delivery stakeholders and Practice Leads to ensure the empowerment, performance management, development, progression, and retention of people in the practice.

The Practice Manager supports the Director, Technology Security and Identity fulfil their responsibilities and accountability of ITSM as per the PSR and NZISM.

Other key responsibilities include:

* Supporting the Director Technology Security and Identity with the development of security strategies and roadmaps
* Ownership and maintenance of the Service Catalogue
* Driving continual improvement across their respective practice area
* Managing and collaborating with stakeholders between the Information Group and Improvement Systems and Technology to set and meet expectations
* Developing management and operations reports
* Assist with budgeting & forecasting while also managing vendor relationships

### Location

National Office, Wellington and Auckland.

### Reports to

Director Technology, Security and Identity

## Key responsibilities

MSD uses the current version of 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 ensure consistency throughout the SFIA framework making it solid and robust across professional disciplines.

### Required skills

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.

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 supports 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.

Stakeholder relationship 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.

Professional development (PDSV) Level 5

Facilitating the professional development of individuals in line with their career goals and organisational requirements.

* Determines development needs for a professional practice area.
* Aligns development activities with organisational priorities, learning and development strategies and career pathways.
* Assists practitioners with the creation of development plans.
* Advises and supports assigned practitioners, ensuring alignment with professional development plans and career opportunities.
* Ensures that practitioners record evidence of continuing professional development.
* May contribute to practitioners’ performance appraisals.

Workforce planning (WFPL) Level 5

Estimating the demand for people and skills and planning the supply needed to meet that demand.

* Leads the development of workforce plans to ensure the availability of appropriately skilled resources to meet organisational objectives and commitments.
* Contributes to the development of the workforce planning approach.
* Oversees and reviews the implementation of workforce plans.
* Develops current-state assessment of workforce skills, capabilities and potential.
* Forecasts future workforce demand for skills based on business plans and external factors.
* Maintains a skills and capability inventory and identifies options for closing gaps.

Information Security (SCTY) Level 5

Defining and operating a framework of security controls and security management strategies.

* Provides advice and guidance on security strategies to manage identified risks and ensure adoption and adherence to standards.
* Contributes to development of information security policy, standards and guidelines.
* Obtains and acts on vulnerability information and conducts security risk assessments, business impact analysis and accreditation on complex information systems.
* Investigates major breaches of security, and recommends appropriate control improvements.
* Develops new architectures that mitigate the risks posed by new technologies and business practices.

Quality management (QUMG) Level 5

Defining and operating a management framework of processes and working practices to deliver the organisation’s quality objectives.

* Ensures that projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels.
* Advises on the application of appropriate quality management techniques and standards.
* Determines areas where existing processes should change from analysing audit findings.
* Facilitates improvements to processes by changing approaches and working practices, typically using recognised models.
* Takes responsibility for controlling updating and distributing organisational standards.

Quality Assurance (QUAS) Level 4

Assuring, through ongoing and periodic assessments and reviews, that the organisation’s quality objectives are being met.

* Plans, organises and conducts assessment activity and determines whether appropriate quality control has been applied.
* Conducts formal assessments or reviews for given domain areas, suppliers, or parts of the supply chain.
* Collates, collects and examines records, analyses the evidence and drafts all or part of formal compliance reports.
* Determines the risks associated with findings and non-compliance and proposes corrective actions.
* Provides advice and guidance in the use of organisational standards.

### 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 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 and customer/organisational requirements.

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 professional and technical experience in the specialism of the practice, with experience working in a people leadership capacity.
* Extensive experience providing intellectual and technical leadership, particularly in coaching and developing staff and peers.
* Deep professional and/or technical working knowledge in specialism of practice and a strong understanding of relevant processes and tools.
* Strong experience in the development and implementation of capability strategies and transition into tactical practice solutions.
* Strong knowledge, experience and understanding of end-to-end recruitment processes, policies, practices and methodologies in the public sector.
* Strong experience and proven track record leading and influencing others, improving workforce culture, engagement and ways of working.
* Experience in workforce strategy development and workforce planning.
* Strong networking skills and well-developed relationships within the technology sector and industry.
* Exceptional stakeholder engagement and management skills.
* Excellent communication skills, both verbal and written, with the ability to translate technical and non-technical information.
* Extensive experience leading complex programmes and portfolios of work within the specialism of the practice.
* A strong understanding of agile ways of working and how roles collaborate and work together to create high performing teams.
* Excellent facilitation skills, supporting effective teamwork across organisational boundaries and professional specialisms.

### Key relationships

Internal

* Practice Coordinators
* Other Practice Managers and Leads
* Director/GM of relevant functional area
* Delivery leaders and Teams
* Other organisational stakeholders (e.g., Finance, People)

External

* External Industry Groups, Leads and Managers
* External panel providers, vendors, and suppliers
* External sector partners and other government agencies

### Other

Delegations

* Financial – Yes
* Human Resources – Yes

Direct reports

* Yes

Security clearance

* No

Children’s worker

* Not a children’s worker

Travel

* Limited ad hoc travel may be required.