

# Platform Capability Lead – Transformation

## 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 Overview

**Te** Pae Tawhiti

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. In support of Te Pae Tawhiti – Our Future*,* [Te Pae Tata](https://www.msd.govt.nz/documents/about-msd-and-our-work/about-msd/strategies/te-pae-tata/te-pae-tata-maori-strategy-and-action-plan-single.pdf) and [Pacific Prosperity](https://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/pacific-strategy/index.html) describe how our future will be realised for Māori and Pacific peoples.

Te Pae Tawhiti Transformation Programme (the Programme) will help us achieve the shifts we want to make. The Programme will also position us to deliver the changes to the welfare system that the Government requires. Achieving our Te Pae Tawhiti vision will be a multi-year journey for MSD. To ensure we are responsive and can adapt to the wide range of changes, we are adopting an iterative, agile approach to the design and delivery of the Programme. We are currently working on detailed design, where we’ll be involving clients, staff, and a broad range of stakeholders.

This is a once in a generation change to the way MSD delivers services to New Zealanders, it’s our opportunity to set up MSD for the next 30 years. The Programme will be a major undertaking, delivering significant benefits to over a million New Zealanders who access MSD support and services. This is an unrivalled opportunity to be involved in MSD’s journey.

### Overview of position

The Platform Capability Lead is a delivery leadership role responsible for aligning between business services needs and enablement with technology capabilities to support MSD's Te Pae Tawhiti transformation. This includes overseeing operations and teams within a platform, ensuring appropriate capacity, specialisations and skills to foster delivery that benefits the New Zealanders we serve. The role cultivates robust business engagement and delivers quality engineered solutions within their platform by connecting technical and non-technical stakeholders in our transformation journey.

This position is part of a team within a specialised technology domain that supports the Director, with the overall build and implementation of the platform. This is accomplished through implementing the right capabilities, providing strong leadership for delivery teams, and applying deep expertise in platform engineering, technology specialism, DevOps and quality delivery - all in service of MSD's vision for the future.

The Platform Capability Lead is responsible for Practice and Delivery and may also be responsible for leading people. This position is heavily involved in the delivery of technical roadmaps, outcomes of the platforms, and the platforms capabilities that enable MSD's once-in-a-generation transformation. To promote a healthy delivery environment, the Platform Capability Lead will mentor and coach delivery teams while collaborating with the Director alongside key delivery stakeholders ensuring teams are empowered to make a difference for New Zealanders.

The role is responsible for:

* Aligning business goals with responsive and innovative technology solutions that support Te Pae Tawhiti outcomes, while fostering collaborative cross-functional relationships.
* Contributing to architectural standards and design principles that enable sustainable transformation of MSD's service delivery.
* Ensuring teams have the right capacity, specialisations and skills to support the solution delivery lifecycle in ways that benefit the diverse communities we serve.
* Contributing toward investment planning and business cases for platform needs, collaborating to prioritise technology investments that align with Te Pae Tata and Pacific Prosperity frameworks.
* Leading and embedding agility and continuous delivery using DevSecOps practices to accelerate the delivery of quality capabilities that improve outcomes for New Zealanders.
* Building platform engineering expertise and leading the design, development, and maintenance of robust platform capabilities that support MSD's future service model.
* Overseeing the end-to-end delivery of epics and performance of teams, with attention to how technology enables better service for clients.
* Managing operational vendor and partner relationships and performance to ensure service delivery aligns with MSD's transformation goals and supports the diverse needs of our communities.

### Location

National Office, Wellington and Auckland.

### Reports to

Director, Te Pae Tawhiti

## 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

[**Systems Design (DESN) Level 5**](https://sfia.nz/sfia8/desn)

Designing systems to meet specified requirements and agreed systems architectures.

* Designs large or complex systems and undertakes impact analysis on major design options and trade-offs.
* Ensures that the system design balances functional and non-functional requirements.
* Reviews systems designs and ensures that appropriate methods, tools and techniques are applied effectively.
* Makes recommendations and assesses and manages associated risks.
* Adopts and adapts system design methods, tools and techniques.
* Contributes to development of system design policies, standards and selection of architecture components.

[**Methods and Tools (METL) Level 5**](https://sfia.nz/sfia8/metl)

Ensuring methods and tools are adopted and used effectively throughout the organisation.

* Provides advice, guidance and expertise to promote adoption of methods and tools and adherence to policies and standards.
* Evaluates and selects appropriate methods and tools in line with agreed policies and standards.
* Contributes to organisational policies, standards, and guidelines for methods and tools.
* Implements methods and tools at programme, project and team levels including selection and tailoring in line with agreed standards.
* Manages reviews of the benefits and value of methods and tools.
* Identifies and recommends improvements.

[**Performance Management (PEMT) Level 4**](https://sfia.nz/sfia8/pemt)

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

* Provides operational direction, support and guidance to assigned colleagues.
* Allocates routine tasks or project work, in line with team objectives and individual capabilities.
* Monitors quality and performance against agreed criteria to make learning recommendations or to escalate concerns.
* Coaches colleagues in developing target skills and capabilities in line with team and personal goals.
* Facilitates effective working relationships between team members.

[**Stakeholder Relationship Management (RLMT) Level 4**](https://sfia.nz/sfia8/rlmt)

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

* Deals with problems and issues, managing resolutions, corrective actions, lessons learned, and the collection and dissemination of relevant information.
* Implements stakeholder engagement/communications plan.
* Collects and uses feedback from customers and stakeholders to help measure the effectiveness of stakeholder management.
* Helps develop and enhance customer and stakeholder relationships.

[**Supplier Management (SUPP) Level 4**](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.

* 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.

[**Project Management (PRMG) Level 4**](https://sfia.nz/sfia8/prmg)

Delivering agreed outcomes from projects using appropriate management techniques, collaboration, leadership and governance.

* Defines, documents and executes small projects or sub-projects.
* Works alone or with a small team actively participating in all phases of the project.
* Applies appropriate project management methods and tools.
* Identifies, assesses and manages risks effectively.
* Agrees project approach with stakeholders and prepares realistic project plans (including scope, schedule, quality, risk and communication plans).
* Tracks activities against the project schedule, managing stakeholder involvement as appropriate.
* Monitors costs, times, quality and resources used takes action where these exceed agreed tolerances.

[**Quality Management (QUMG) Level 4**](https://sfia.nz/sfia8/qumg)

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

* Assists in the development of new or improved practices and organisational processes or standards.
* Assists projects, functions or teams in planning the quality management for their area of responsibility.
* Facilitates localised improvements to the quality system or services.

[**Employee Experience (EEXP) Level 4**](https://sfia.nz/sfia8/eexp)

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

* Supports assigned co-workers in areas of uncertainty, such as, organisational contacts, communication channels, processes, job expectations and manager relations.

[**Specialist Advice (TECH) Level 4**](https://sfia.nz/sfia8/tech)

Providing authoritative advice and direction in a specialist area.

* Provides detailed and specific advice regarding the application of their specialism to the organisation's planning and operations.
* Actively maintains knowledge in one or more identifiable specialisms.
* Recognises and identifies the boundaries of their own specialist knowledge.
* Where appropriate, collaborates with other specialists to ensure advice given is appropriate to the organisation's needs.

### Desirable skills

[**Technology Service Management (ITMG) Level 5**](https://sfia.nz/sfia8/itmg)

Managing the provision of technology-based services to meet defined organisational needs.

* Takes responsibility for managing the design, procurement, installation, upgrading, operation, control, maintenance and effective use of specific technology services.
* Leads the delivery of services, ensuring that agreed service levels, security requirements and other quality standards are met.
* Ensures adherence to relevant policies and procedures.
* Ensures that processes and practices are aligned across teams and providers to operate effectively and efficiently.
* Monitors the performance of technology services.
* Provides appropriate status and other reports to managers and senior users.

[**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.

[**Software Design (SWDN) Level 4**](https://sfia.nz/sfia8/swdn)

Specifying and designing software to meet defined requirements by following agreed design standards and principles.

* Designs complex software applications, components and modules.
* Uses appropriate modelling techniques following agreed software design standards, guidelines, patterns and methodology.
* Creates and communicates multiple design views to balance stakeholders' concerns and to satisfy functional and non-functional requirements.
* Identifies, evaluates and recommends alternative design options and trade-offs.
* Models, simulates or prototypes the behaviour of proposed software to enable approval by stakeholders, and effective construction of the software.
* Verifies software design by constructing and applying appropriate methods.
* Reviews, verifies and improves own designs against specifications.
* Leads reviews of others’ designs.

[**Workforce Planning (WFPL) Level 4**](https://sfia.nz/sfia8/wfpl)

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

* Gathers, maintains and analyses workforce capability data.
* Performs gap analysis to identify workforce strengths and shortfalls with reference to business strategy and specific future needs.
* Contributes to the development of workforce plans to meet current and future demand.
* Coordinates and schedules ongoing workforce planning activities.
* Assists in maintaining a skills and capability inventory.

### 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 4**

* Influences customers, suppliers and partners at account level.
* Makes decisions which influence the success of projects and team objectives.
* May have some responsibility for the work of others and for the allocation of resources.
* Engages with and contributes to the work of cross-functional teams to ensure that customers and user needs are being met throughout the deliverable/scope of work.
* Facilitates collaboration between stakeholders who share common objectives.
* Participates in external activities related to own specialism.

**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 4**

* Has a thorough understanding of recognised generic industry bodies of knowledge and specialist bodies of knowledge as necessary.
* Has gained a thorough knowledge of the domain of the organisation.
* Is able to apply the knowledge effectively in unfamiliar situations and actively maintains own knowledge and shares with others.
* Rapidly absorbs and critically assesses new information and applies it effectively.

### 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

* Significant experience within the specialism of platform delivery in a large and complex organisation.
* Sound technical understanding of software engineering to use lead delivery, ensure appropriate governance, and maintenance of systems.
* Technical and engineering domain experience with the ability to demonstrate strong client engagement skills, especially around software engineering disciplines.
* Strong experience engaging with the business to participate in early engagement, provide good advisory, collaborate on workflow, update on cost estimates, delivery timelines and reporting.
* Experience working with technology strategy and roadmaps, ensuring platform delivery are aligned.
* Strong experience leading and influencing delivery and cross-functional teams.
* Experience providing technical leadership, particularly in coaching and developing staff and peers.
* Experience operating in an Agile environment.
* Excellent communication skills, both verbal and written, with the ability to translate technical and non-technical information.

### Key relationships

Internal

* Platform Managers
* Business Portfolio Leads and their Service Delivery Teams
* Te Pae Tawhiti Programme Teams
* Platform Delivery Teams
* Other Platform Capability Leads
* Business group Leadership Teams
* Other Programme Teams
* Other IST staff

External

* Vendors and Strategic Partners
* Other Government Agencies, sector experts and specialists

### Other

Delegations

* Financial – No
* Human Resources – No

Direct reports

* None

Security clearance

* No

Children’s worker

* Not a children’s worker

Travel

* Limited adhoc travel may be required