# Ministry of Social Development logo

# General Manager, Strategic Programmes

# MSD – *services for the future*

## 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
* Disability Support Services

## **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

**MSD – *services for the future***

MSD is embarking on a bold new journey—one that will refine our role and amplify the impact we have on the lives of New Zealanders. Through this transformation programme, we are setting the foundation for a **stronger, smarter, and more responsive future**, ensuring we can make a bigger and better difference for the communities we serve.

At the heart of this change is our strategic vision, **Te Pae Tawhiti**—our guiding light as we shape the welfare system to meet the evolving needs of New Zealand. This is not just an adjustment; **it’s a once-in-a-generation transformation** that will empower MSD to deliver vital services in a way that truly makes a difference.

Change of this scale doesn’t happen overnight—it’s a **multi-year journey**, one that requires dedication, innovation, and a commitment to excellence. But the rewards are immense. **Over a million New Zealanders rely on MSD’s support and services**, and this programme ensures we can provide them with the best possible experience, today and for the years ahead.

This is an **unrivalled opportunity to be part of something extraordinary**—a chance to shape the future of MSD and be at the forefront of a historic evolution. Together, we will create lasting impact and build a system that stands the test of time.

### Overview of position

The General Manager, Strategic Programmes is responsible for providing strategic leadership and oversight to ensure the coherence and success of MSD – *services for the future.* They are accountable for the programme being prioritised to ensure transformation changes flow, connecting strategy to design, delivery, and implementation, while ensuring measurable value is achieved.

This role leads the coordination of strategic programme across MSD, ensuring alignment with the Ministry’s government priorities and long-term vision.

This role leads teams that provide strategic insights and support, effective transformation management to ensure strategic programmes deliver value and actively management risks through appropriate assurance and methods. They also lead the communication and engagement function for the Programme.

The role will work closely with senior leaders within the Transformation Group and MSD to ensure a comprehensive workforce strategy is known and resource planning is clear.

Additionally, the role includes communicating with external stakeholders and ensuring performance of the Programme is visible, well-understood, and underpinned by robust strategic investment advice.

### Location

National Office, Wellington

### Reports to

DCE Transformation and matrix to MSD – *services for the future* Senior Responsible Officer

## Key responsibilities

**Leading the strategic direction of the Programme**

* Provide strategic oversight, direction and leadership of the delivery of *services for the future* programme - ensuring an ongoing focus on efficiency while continuing to enhance business value.
* Provide intellectual leadership for the programme, by continually testing that all elements of the programme are well-integrated and make a coherent whole.
* Maintain a strategic perspective to ensure the investment will meet the overall strategic objectives and deliver the benefits of the programme.
* Providing strategic advice and ministerial and government responses for the programme.
* Mange the functions that support overall programme direction, including the development, approval and ongoing management of the business cases to ensure the programme remains viable, aligned to strategic objectives and delivers the programmes benefits.
* Provide visible leadership and advocacy for the programmes within and outside MSD and lead the programmes communications and engagement function.
* Provides advice through engagement planning with ministers, senior officials and external stakeholders to secure and maintain political, organisational and financial support for the programme.
* Leads coordinated communication and engagement at the programmes level to ensure strong awareness and engagement from a diverse range of stakeholders, our people, clients and partners, including ensuring the programme has effective Union engagement and a ministerial engagement plan.
* Leads benefits management and monitoring to ensure the programmes on track to deliver intended benefits.
* Undertaking change delivery assurance activity across key controls.
* Communications and engagement strategy and delivery

**Leadership of the Transformation Programme Office (TPO)**

* Ensure a high performing Transformation Programme Office to deliver the transformation programme management capabilities required to ensure the programme is delivering value and actively managing risks, including:
* Delivering integrated programme planning, monitoring, change control, and performance reporting.
* Ensuring the appropriate financial disciplines, costings, budgets, reporting and audit compliance are in place.
* Ensuring programme has a comprehensive workforce strategy that supports resource planning, forecasting and coordination for the programme.
* Effective procurement processes, commercial management, and vendor relationships (including strategic partners) that ensures contracts align with programme objectives.
* Implementing a commercial strategy and a partner management framework for the programme
* Identifying, assessing, and mitigating risks that could affect the programme’s viability.
* Planning and leading assurance activities for programme

**Accountable for delivery of the Programme Investment Management Office (PIMO) outcomes**

* Ensure we have a high-performing Programme Investment Management Office that delivers coordinated planning and prioritisation and an integrated plan for all change investment, across all strategic programmes for MSD (integrated work programme and transformation)
* Ensuring effective enterprise change investment governance and coordinated planning and prioritisation for all strategic programmes
* Provision of guidance and advice for investment and value management.
* Delivery of effective tools, frameworks and guidance for change programmes to plan, operate, and manage decisions effectively.
* Ensuring robust processes are in place for the governance and assurance of all strategic programmes.

#### People Leadership and Development

Develop and lead a highly effective team of professionals who have the skills and expertise to successfully enable the delivery of the programme’s objectives. This includes accountability for:

* Leading a structure that pro-actively supports the end goals of the organisation;
* Creating and maintaining a performance and development culture, and promoting professional development within the programme;
* Managing performance by providing appropriate and ongoing direction, development opportunities, guidance, feedback and allocation of work;
* Setting expectations for high performance, delivery excellence and cross-functional collaboration;
* Ensuring compliance with human resources policies and practices

**Relationship Management**

* Plan and deliver strategic and effective engagement with ministers, cross-government departments, industry leaders and key external bodies.
* Maintain strong working relationships with all relevant stakeholders in the programme, especially workstream leaders from across the organisation and senior leads from strategic partners.
* Communicate clearly and provide motivation and clarity for all stakeholders, to ensure strategic programmes and initiatives are embedded and prioritised.
* Identify and manage risks and opportunities with relevant stakeholders.
* Intervene in critical issues and facilitate cross-departmental or ministerial resolutions to resolve conflicts quickly by using influence and persuasion to find a solution.
* Set and demonstrate a positive workplace culture and the behaviours expected, giving effect to MSD’s values.

**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 the transformation.

**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

* Large-scale investment programme experience, with demonstrated strategic and analytical thinking, and extensive stakeholder management expertise.
* Tertiary qualification in a relevant discipline or equivalent operational experience.
* Senior leadership experience and a track record of delivering successful outcomes and building capability.
* Demonstrated experience in managing and enabling large-scale transformation programmes.
* Demonstrated experience in delivering significant investment business cases.
* Proven and successful experience in strategic planning, project management, financial management and performance monitoring processes.
* Experience in benefits realisation tracking for effective delivery and measurement of outcomes.
* Extensive experience managing multiple stakeholders in a complex environment and using negotiating and influencing skills to partner with vendors.
* Experience presenting to boards, government departments and external scrutiny panels.
* Extensive and proven experience in a senior management role including effective leadership and management of managers and staff, including successful development, performance management and succession planning.
* Proven financial management skills including understanding of government’s financial management processes and managing programme budgets, financial forecasts and investment appraisals.
* Understanding of procurement processes including contract management, supplier negotiations and competitive tendering.
* A strong understanding of equity issues and Te Tiriti o Waitangi, and the implications of these for the work of MSD

## Attributes

* Highly effective communication, engagement, and presentation skills to an executive level, with demonstrable ability to handle media and ministerial enquiries.
* Skilled at strategic leadership.
* Senior managerial expertise and the ability to enable and empower a team for delivery.
* Strong strategic thinking, analytical and problem-solving skills.
* Ability to provide high quality specialised programme advice and reporting.
* Proven ability to effect change in an uncertain, ambiguous, complex environment.
* Skilled at negotiating and influencing high level decisions makers and external partners.

## Key relationships

### Internal

* DCE Transformation
* Senior Responsible Officer for the *services for the future* programme
* General Manager, Enterprise Design
* Programme Delivery Leads
* MSD Leadership Team
* Leaders responsible for delivery across all elements of the programme
* Senior executives and leaders in other government agencies and authorities
* Stakeholder groups
* Senior Managers, e.g. Group GMs and GMs
* Portfolio managers, owners, and their teams
* Governance Committees

### External

* External Government agency managers and ministers
* Other agencies
* Service providers
* Advocacy Groups
* Unions

## Other

### Delegations

* Financial – Yes, Level 3
* Human Resources – Yes, Level 3

### Direct reports – Yes

### Security clearance – No

### Children’s worker – No

Limited ad hoc travel may be required