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| Deputy Chief ExecutiveTransformation |
| Our purpose **Manaaki tangata, Manaaki whanau**We help New Zealanders to be safe, strong and independent |
| Our commitment to MāoriAs 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**** |
| **Mana manaaki**A positive experience every time | **Kotahitanga**Partnering for greater impact | **Kia takatū tātou**Supporting long-term social and economic development |
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| ****Our Values**** |
| **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 |
| ****Working in the Public Service****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 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.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. |
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| 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 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
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| ****He Whakataukī\***** |
| Unuhia te rito o te harakekeKei 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 flaxbushWhere 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 |

## 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.

## Group purpose

The Transformation group is responsible for co-ordinating and driving strategic change across MSD to improve its effectiveness, efficiency and impact through people, process, information, and technology in an integrated way. The group has accountability for designing, delivering and implementing MSD – *services for the future*. They are responsible for enterprise portfolio management of all strategic programmes across MSD, ensuring alignment with the Ministry’s government priorities and long-term vision, and ensuring that change is managed effectively across MSD.

## Position detail

Overview of position

* The Deputy Chief Executive (DCE) Transformation is responsible for leading and building a high-performing group and, in particular, for developing, implementing and monitoring specific group strategies and initiatives that contribute to MSD achieving the goals and outcomes that have been set.
* The DCE is accountable to the Chief Executive for the delivery of MSD – *services for the future.* They will ensure the programme meets its objectives, aligned to the desired outcomes, and delivers value that will enable benefits to be realised. The DCE will also work closely with the Senior Responsible Officer (SRO) for MSD – *services for the future*, who is responsible for outcomes, to ensure alignment to vision, outcomes and benefits, and with other DCE’s to ensure there is coherence and alignment across resourcing, capability, and delivery across MSD.
* The DCE is the visible leader for the delivery of transformation change and will make sure the delivery teams are focused on achieving its objectives and making the change happen effectively.
* The DCE has responsibility for ensuring the effective design and delivery of service change supported by enabling change across core components of MSD’s operating model including technology, business process, data and information and people.
* As a member of the MSD Leadership Team (LT), the DCE has a shared responsibility and focus to drive MSD’s strategy, to ensure different parts of MSD work effectively together and to assess their overall progress.
* As an Officer of MSD, the DCE must exercise due diligence to ensure compliance with its duty under the Health and Safety at Work Act 2015.
* The DCE Transformation has the role of Chief Digital Officer (CDO) for the Ministry. They will have a matrix reporting line for the Group General Manager IST (Chief Technology Officer) to ensure the alignment and enablement of technology and digital transformation for the organisation.

Location

National Office, Wellington

Reports to

Chief Executive, Ministry of Social Development

## Key responsibilities

Senior management leadership and strategy

Be an integral member of MSD LT, participating in and fully contributing to the development and achievement of MSD’s:

* vision, principles and values
* CE’s performance agreement
* Statement of Intent (SOI)
* strategic and policy objectives
* key priorities and deliverables
* leading the delivery, implementation and monitoring for MSD – services for the future, working in close collaboration with all of MSD LT to enable their support and leadership for the transformation programme.

Central to this will be the development, implementation and monitoring of strategies and programmes for the Transformation group. The DCE is:

* responsible for championing the Ministry, building strong internal and external relationships, modelling the values and vision, demonstrating leadership, and gaining the commitment and support of managers and staff for the Ministry's directions and decisions
* responsible for providing MSD LT with high quality advice and counsel on transformation, and specialist advice to the Chief Executive. The DCE will develop an in-depth understanding of key areas within their area of responsibility and provide advice and make a valuable contribution to collective decision making for areas outside of their immediate area of responsibility and expertise.
* accountable, along with the Chief Executive, for providing investment policy advice and services to the appropriate Ministers.
* expected to represent MSD and, from time to time, the Chief Executive in forums that will contribute to MSD’s reputation for excellence and expertise. This requires:
* representing MSD in a professional and competent manner
* displaying professional and managerial leadership
* developing networks that enhance MSD’s reputation for leadership and knowledge
* working effectively with external stakeholders on related investment and analytical initiatives and issues.

#### **Contribution to the Leadership Team**

Each member of the MSD LT works collaboratively to make a positive contribution to strategy development, organisational decision making and performance monitoring. The DCE is expected to work co-operatively with other team members utilising the Ministry’s common goals and strategies as the primary focus. This will include:

* developing and maintaining open working relationships with peers
* developing strong networks internally and externally
* maintaining current knowledge of needs and imperatives of other business groups
* making recommendations and providing advice to other functional areas
* conducting discussions and briefings with colleagues
* contributing proactively to LT meetings and other MSD-wide cross-functional meetings/initiatives and governance groups.

The DCE will also influence the strategic agenda providing proactive advice and challenge to the LT and business groups on longer term issues, implications and strategic choices, and facilitating the conversation about these.

#### **Leading the delivery of MSD – *services for the future***

The DCE will lead and is accountable for the successful delivery of MSD – *services for the future* programme. This includes:

* + overall leadership and direction of *MSD – services for the future.*
	+ managing the successful and quality delivery of the transformation programme, on time, to budget and to scope.
	+ building a high-performing group, including ensuring strong connections across MSD to deliver collectively
	+ building the capability over time, across people, culture, processes, and technology

The DCE is also accountable for ensuring the transformation programme has an effective strategy development, design, integrated delivery and change implementation. This includes the following key areas.

**Strategic leadership and business case development**

* + Leading the strategic oversight that will ensure the investment will meet the overall strategic objectives and deliver the benefits of the programme, in partnership with the SRO.
	+ Leading the development of successful business cases for funding including strategic, economic, commercial, financial and management components.
	+ Providing strategic advice and ministerial and government responses for the programme.

**Design and Planning**

* + Leading the overall design of the transformation transition states aligned to the target operating model and future service definition and the development of integrated roadmaps, priorities, plans and approaches.

**Delivery**

* + Leading integrated delivery, across multiple transition states, to ensure transformation initiatives are defined, planned, and delivered on time, to scope, and to budget.
	+ Ensuring business readiness and change management plans are in place to support successful implementation.

**Benefits**

* Leading benefit definition and the development, monitoring and reporting of a comprehensive benefit realisation framework.

**Finances and costs**

* + Leading the development and use of financial models and analysis to support decision making in relation to the cost of the program and its components, funding, financial management, and changes to the Ministry’s overall cost structures as a result of transformation.

**Resourcing**

* + Leading the development and implementation of workforce and resourcing plans to ensure the transformation programme has the necessary capability and capacity to meet its objectives.

**Change management**

* + Leading the development and implementation of business readiness and change management strategies, plans, capability and actions to support the design and implementation of transformation initiatives.

**Communications**

* + Leading the development and implementation of communication strategies, plans and actions to support the design and implementation of transformation initiatives.

**Stakeholder management**

* + Leading the development and implementation of stakeholder management plans, approaches, and actions.

**Procurement and supplier management**

* + Leading the procurement and sourcing of all products and services that have been approved by the as required to deliver the programme.
	+ Leading the effective commercial and contract management of all suppliers (in conjunction with Commercial and Procurement) contracted to deliver services for the Programme.

**Transformation management**

* + Leading the development and implementation of transformation management functions and governance processes, structures, and capabilities including:
* programme and project management – focussing on scope management, deadlines, deliverables, interdependencies, costs, and quality of solutions
* management of effective programme governance
* Integrated and timely reporting to governance, LT, Central Agencies and Ministers as appropriate
* programme risk and assurance management.

#### **Leadership and coordination of MSD’s strategic programmes**

The DCE is accountable for leading the oversight, prioritisation, and coordination of MSD’s strategic programmes, including:

* the coordination of strategic programmes across MSD, ensuring alignment with the Ministry’s government priorities and long-term vision
* delivery of integrated planning and prioritisation and support for investment and value management across all strategic programmes for MSD (integrated work programme and transformation)
* ensuring effective enterprise portfolio governance for all strategic programmes
* leadership of change delivery strategies and approaches, including effective tools, frameworks and guidance for strategic programmes to plan and operate effectively, and the provision of programme assurance across key controls.

#### **Group capability and performance**

To deliver on the accountabilities and the work programme for the Transformation Group, the DCE will need to develop and lead a highly effective team of specialists who have the strategic and technical skills to support the whole of MSD and the programme at all levels. This includes accountability for recruitment and guidance and the development of centres of best practice, expertise and excellence in the various areas of transformation and change delivery. This will include:

* ensuring that managers and staff have the motivation, skills and ability to deliver on results in both their individual areas and shared group accountabilities. This comprises clear leadership and communications from each manager to their own team, and to their internal and external clients and stakeholders
* ensuring that a people capability plan is in place, that supports the achievement of MSD’s goals and the objectives of the programme
* determining the appropriate structure of the programme and selecting direct reports
* facilitating individual personal development plans for direct reports
* taking a staff engagement approach that encourages best practice performance
* establishing and maintaining effective performance management systems and practices
* providing regular constructive feedback to each direct report and conduct formal performance reviews with them at least annually
* assessing team performance of direct reports and the wider programme
* developing and maintaining succession and talent management plans to ensure that the leadership pipeline is well managed
* establishing strong team communication processes
* maintaining a healthy and safe work environment.

**Relationship management**

* Develop and maintain strong collaborative relationships across MSD, Government ministers and agencies (including international social development agencies), providers, suppliers, steering groups, and stakeholders to promote and enable the transformation programme.
* Communicate with passion the strategy, objectives and work of the Transformation programme clearly and succinctly to key stakeholders.
* Develop and maintains collaborative and constructive working relationships internally bringing together those with responsibility or influence over change and programme delivery to support effective planning and prioritisation
* Build consensus wherever possible by bringing stakeholders together to consider a variety of views and perspectives and develop an agreed way forward.

Risk management

* Identify any organisational risks and takes action to manage their impact on employment ensuring rigorous standards of analysis and risk assessment are achieved.
* Manage and regularly report on the team finances, budgets (including variances) and resources utilisation.
* Identify and address financial and budgetary issues.

Māori and Te Tiriti o Waitangi

* Ensure the right partnerships are formed and commissions initiatives that are targeted to support better outcomes for Māori.
* Actively support and enable Māori, whanau, hapu and Iwi to increase opportunities for Māori.

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, lead and take responsibility for and implement Officer accountabilities.
* Ensure health, safety and security policies and procedures are understood, followed and implemented by all employees.
* Actively engage in and demonstrate a pro-active approach to health and safety matters and reinforce that health and safety is everyone’s responsibility.

Emergency management and business continuity

* Understand and take responsibility for emergency management and business continuity planning in your business group to ensure it can function to the fullest extent possible during and after a disruption.
* Ensure emergency management and business continuity policies and plans are understood, followed and implemented by all employees.
* Actively engage in and demonstrate a proactive approach to emergency management and business continuity planning.

## Know-how

To be successful in this role the DCE, Transformation will embrace new opportunities and challenges with a sense of urgency and enthusiasm, and will have:

* demonstrated expertise in complex transformation and organisational wide change and improvement initiatives including service model, technological and cultural change.
* large-scale investment programme experience, with demonstrated strategic and analytical thinking.
* high level demonstrated expertise managing and overseeing complex aspects of programme development and implementation
* demonstrated exceptional ability to engage effectively with a wide range of internal and external stakeholders including outstanding verbal and written influencing and communication skills.
* expertise in leading highly skilled senior management and professional teams in a multifaceted and demanding environment
* a proven record of developing organisational strategies and providing organisation-wide services.
* senior leadership experience and a track record of delivering successful outcomes and building capability
* strategic planning and financial management skills, preferably within a public sector environment
* sound knowledge of the Government’s direction and policy priorities particularly in the social policy and services sector
* a thorough working knowledge of the machinery of government and public sector processes and systems
* political astuteness and extremely well-developed senior networks
* exceptional abilities in managing internal and external relationships
* ability to manage change through influence
* a strong understanding of equity issues and Te Tiriti o Waitangi, and the implications of these for the work of MSD.

## Attributes

The DCE Transformation will have demonstrated strengths in the following personal competencies:

* strategic leadership and innovation
* skilful communication and relationship management
* managing in the political and cultural context
* managerial courage and expertise
* decision making and judgement
* managing in the political and cultural context
* commitment to achievement
* honesty and integrity
* welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected
* highly effective communication skills.

## Other requirements

* Willing to travel to fulfil job requirements.
* Relevant tertiary qualification (and/or equivalent experience).
* Under the State Sector Act, MSD is responsible for developing its senior leadership and management capability. Therefore, the DCE Transformation may, from time to time, be required to rotate or be reassigned to a different position within MSD to:
	+ meet changing departmental needs
	+ broaden the DCE’s skills and experience
	+ develop the DCE’s ability to fill different roles.

## Key Relationships

Internal

* Chief Executive
* MSD Leadership Team (the CE and other DCEs)
* MSD governance committees
* Portfolio managers for all strategic programmes
* Managers and staff across MSD
* Ministerial and Executive Services

External

* Government Ministers and their staff
* Government Chief Digital Officer (GCDO)
* Senior executives and representatives in Ministries, Government Departments, Central Agencies and Crown Entities
* Central Agencies particularly Treasury and SSC
* General MSD stakeholder and partners (e.g. providers, beneficiary advocates)
* International and overseas government agencies and organisations with social development transformation and social policy interests.

## Other

Delegations

* Financial – Yes
* Human Resources - Yes

Direct reports Yes

Security clearance Yes

Children’s worker No

**Position Description Updated:** July 2025