

# Lead Enterprise Architect – Improvement, Systems and Technology

## 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 Detail

### Overview of position

The Lead Enterprise Architect provides strategic and pragmatic architecture leadership within one or more groups such as Platforms, Shared Services, Technology Security, or Identity. Reporting to the General Manager Technology Strategy and Architecture, this role shapes and delivers future-state architectures, technology roadmaps, and ensures architectural coherence across the delivery area assigned to them. They are tasked with finding a way to achieve outcomes within the most challenging and complex circumstances and getting stakeholders on the same page.

As a senior leader in the architecture practice, the role supports the uplift of architectural capability, champions practical governance, and ensures coherence and alignment to MSD’s technology strategy, roadmaps, and guardrails.

The role balances strategic foresight with delivery enablement—identifying and applying emerging technologies to improve outcomes, while supporting the establishment of quality guidelines and scalable architectural services with the Architecture Practice Leads

### Location

National Office, Wellington and Auckland.

### Reports to

General Manager Technology Strategy and Architecture

## 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

Enterprise and business architecture (STPL) Level 6

Aligning an organisation's technology strategy with its business mission, strategy and processes and documenting this using architectural models.

* Develops enterprise-wide architecture and processes to embed strategic change management within the organisation.
* Leads the creation and review of a systems capability strategy aligned with business requirements. Develops roadmaps for enterprise architecture and initiatives, ensuring stakeholder buy-in.
* Captures and prioritises market and environmental trends, business strategies and objectives, identifying alternative strategies. Develops business cases for approval, funding and prioritisation of high-level initiatives.
* Sets strategies, policies, standards and practices to ensure compliance between business strategies, technology strategies and enterprise transformation activities.

Strategic Planning (ITSP) Level 5

Creating and maintaining organisational-level strategies to align overall business plans, actions and resources with high-level business objectives.

* Collates information and creates reports and insights to support strategy management processes.
* Ensures all stakeholders are aware of the strategic management approach and timetables. Provides support and guidance to help stakeholders adhere to the approach.
* Develops and communicates plans to drive forward the strategy and related change planning.
* Contributes to the development of policies, standards and guidelines for strategy development and planning.

Emerging Technology Monitoring (ERMG) Level 6

Identifying and assessing new and emerging technologies, products, services, methods and techniques.

* Plans and leads the identification and assessment of emerging technologies and the evaluation of potential impacts, threats and opportunities.
* Creates technology roadmaps that align organisational plans with emerging technology solutions. Engages with, and influences, relevant stakeholders to obtain organisational commitment to technology roadmaps.
* Develops organisational guidelines for monitoring emerging technologies.
* Collaborates with internal and external parties to facilitate intelligence gathering.

Stakeholder Relationship Management (RLMT) Level 6

Systematically analysing, managing and influencing stakeholder relationships to achieve mutually beneficial outcomes through structured engagement.

* Leads the development of comprehensive stakeholder management strategies and plans.
* Establishes and builds long-term, strategic relationships with key stakeholders to support service delivery and change initiatives.
* Acts as a principal point of contact, ensuring effective communication and alignment. Negotiates and ensures agreements meet stakeholder needs.
* Oversees the monitoring of stakeholder relationships, capturing lessons learned and providing feedback. Leads initiatives to enhance communication and relationships, promoting collaboration and understanding between all parties.

Specialist Advice (TECH) Level 6

Providing authoritative, professional advice and direction in a specialist area.

* Leads and promotes the development and application of specialist knowledge across the organisation, delivering professional advice that shapes direction and high-level decisions.
* Maintains a network of recognised experts (inside and/or outside the organisation) who can deliver expert advice in relevant areas.
* Actively influences professional development planning across a significant part of the organisation to further the development of appropriate expertise and provision of high-quality professional advice.

Methods and Tools (METL) Level 6

Leads the adoption, management and optimisation of methods and tools, ensuring effective use and alignment with organisational objectives.

* Develops organisational policies, standards and guidelines for methods and tools.
* Sets direction and leads in the introduction and use of techniques, methodologies and tools, to meet business requirements.
* Leads the development of organisational capabilities for methods and tools to ensure consistent adoption and adherence to policies and standards.
* Secures organisational commitment and resources to methods and tools. Drives continuous improvement and innovation in methods and tools.

Quality Management (QUMG) Level 6

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

* Achieves and maintains compliance against national and international standards, as appropriate.
* Prioritises areas for quality improvement by considering strategy, business objectives and results from internal and external audits. Initiates the application of appropriate quality management techniques in these areas.
* Initiates improvements to processes by changing approaches and working practices, typically using recognised models.
* Identifies and plans systematic corrective action to reduce errors and improve the quality of the systems and services.

Sourcing (SORC) Level 5

Managing, or providing advice on, the procurement or commissioning of products and services.

* Plans and manages procurement activities.
* Manages tender, evaluation and acquisition processes. Researches suppliers and markets, and maintains a broad understanding of the commercial environment, to inform and develop commercial strategies and sourcing plans.
* Advises on the business case for alternative sourcing models. Advises on policy and procedures covering tendering, the selection of suppliers and procurement.
* Negotiates with potential partners and suppliers, developing acceptance criteria and procedures. Drafts and places contracts.

### 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 6)

* Contributes to the development and implementation of policy and strategy.
* Performs highly complex work activities covering technical, financial and quality aspects.
* Has deep expertise in own specialism(s) and an understanding of its impact on the broader business and wider customer/organisation.

### Business skills (Level 6)

* Demonstrates leadership in organisational management.
* Understands and communicates industry developments, and the role and impact of technology in the employing organisation.
* Manages and mitigates organisational risk.
* Balances the requirements of proposals with the broader needs of the organisation.
* Promotes a learning and growth culture in their area of accountability.
* Leads on compliance with relevant legislation and the need for services, products and working practices to provide equal access and equal opportunity to people with diverse abilities.
* Identifies and endorses opportunities to adopt new technologies and digital services.
* Creatively applies a wide range of innovative and/or management principles to realise business benefits aligned to the organisational strategy.
* Communicates authoritatively at all levels across the organisation to both technical and non-technical audiences articulating business objectives.
* Learning and professional development — takes the initiative to advance own skills and those skills required in their area of accountability.

### Knowledge (Level 6)

* Has developed business knowledge of the activities and practices of own organisation and those of suppliers, partners, competitors and clients.
* Promotes the application of generic and specific bodies of knowledge in own organisation.
* Develops executive leadership skills and broadens and deepens their industry or business knowledge.

### Embedding Te Ao Māori

* Embedding Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we do things at MSD.
* Building more experience, knowledge, skills and capabilities to confidently engage with whānau, hapū and iwi.

### Health, Safety and Security

* Understand and implement your Health, Safety and Security (HSS) accountabilities as outlined in the HSS Accountability Framework.
* Ensure you understand, follow and implement all Health, Safety and Security and wellbeing policies and procedures.

### Emergency Management and Business Continuity

* Remain familiar with the relevant provisions of the Emergency Management and Business Continuity Plans that impact your business group/team.
* Participate in periodic training, reviews and tests of the established Business Continuity Plans and operating procedures.

### Know-how

* Tertiary qualification in a relevant discipline and/or considerable professional experience
* Significant architecture experience and leadership in a large and complex environment.
* Deep experience developing technology strategies, and roadmaps.
* Strong orientation toward value delivery, with a pragmatic, outcome-focused mindset.
* Significant experience operating and delivering in an Agile environment.
* Ability to utilise deepened expertise to be an effective communicator and trusted advisor across technical and non-technical audiences.
* Extensive experience in adopting and implementing current and emerging technologies.
* Skilled in navigating competing priorities to achieve constructive outcomes.
* Experience coaching, mentoring, and growing architectural capability.
* Natural collaborator with strong industry networks and a people-first approach.
* Deep and broad understanding of enterprise technology landscapes and how to unlock value from them.

### Key relationships

Internal

* General Manager Technology Strategy and Architecture
* General Manager Platforms, and Platform managers
* General Manager Technology Shared services
* Director Technology Security and Identity
* Director Technology Delivery
* Chief Architect
* Governance Group such as Technology Architecture Committee (TAC), transformation, and project committees.
* Group General Manager Improvement, Systems and Technology

External

* Architects from other government agencies
* Vendor architects

### Other

Delegations

* Financial – No
* Human Resources –No

Direct reports

* No

Security clearance

* No

Children’s worker

* Not a children’s worker

Travel

* Limited adhoc travel may be required