

# Practice Lead – 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

|  |  |  |
| --- | --- | --- |
| Mana manaaki  A positive experience every time | Kotahitanga  Partnering for greater impact | Kia takatū tatou  Supporting long-term social and economic development |

### 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 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\*

|  |  |
| --- | --- |
| 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 Lead has responsibility for the development of people across a practice within the Improvement, Systems and Technology Group with a focus on mastery of craft and consistency and quality of skills and methodology within the practice.

This position is part of a team of practice leaders within a specialism and supports the Practice Manager with the overall performance of the practice, identification and implementation of the right capabilities in the practice, development of practice methodology and providing assurance controls to ensure the methodology is embedded across skilled masters. They develop tactics to equip members of the practice with the skills, tools, and common methodologies to consistently deliver value and functional excellence. They benchmark to externally to ensure people and practice capabilities continue to evolve to deliver MSD’s technology strategy, and are in line with relevant emerging or future practice and capabilities.

The Practice Lead provides people and technical leadership, as well as actively participating in the delivery of the practice speciality.

This is to enable the practice to embed practice development and continuous improvement in delivery and ways of working. This involves mentoring and coaching, collaborating with the Practice Manager along with our Delivery stakeholders on sourcing and recruitment, contributing on decisions, and ensuring the empowerment, performance management, development, progression and retention of people in the practice.

### Location

National Office, Wellington and Auckland.

### Reports to

Practice Manager

**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 4

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.

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 4

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.

Professional development (PDSV) Level 4

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

* Assists practitioners with creating personal development plans.
* Advises on suitable development activities such as specific learning or experience to be gained.
* Monitors practitioners continuing professional development records.
* Ensures achievements and enhanced capabilities are recorded and referenced to personal and organisational objectives.

Methods and tools (METL) Level 5

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.

Specialist advice (TECH) Level 5

Providing authoritative advice and direction in a specialist area.

* Provides definitive and expert advice in their specialist area.
* Actively maintains recognised expert level knowledge in one or more identifiable specialisms.
* Oversees the provision of specialist advice by others.
* Consolidates expertise from multiple sources, including third-party experts, to provide coherent advice to further organisational objectives.
* Supports and promotes the development and sharing of specialist knowledge within the organisation.

Quality management (QUMG) Level 4

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.

Competency assessment (LEDA) Level 3

Assessing knowledge, skills, competency and behaviours by any means, whether formal or informal, against frameworks such as SFIA.

* Performs routine assessments of knowledge, skill, competency or behaviour using specified methods.

### 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 the practice in a large and complex organisation.
* Deep professional and/or technical working knowledge in specialism of practice and a strong understanding of relevant processes and tools.
* Strong experience and proven track record leading and influencing others, improving workforce culture, engagement and ways of working.
* Strong experience in the tactical implementation of capability strategies.
* Experience providing intellectual and technical leadership, particularly in coaching and developing staff and peers.
* Experience in negotiating constructive outcomes in complex environments with competing priorities.
* Extensive experience operating in an Agile environment.
* Strong networking skills and well-developed relationships within the technology sector and industry.
* Excellent facilitation skills, supporting effective teamwork across organisational boundaries and professional specialisms.
* Excellent communication skills, both verbal and written, with the ability to translate technical and non-technical information.

### Key relationships

Internal

* Practice Teams
* Other Practice Managers and Leads
* Practice Coordinators
* Other organisational stakeholders (e.g., Finance and People)
* Ministry Wide Leads

External

* External Industry Leads
* External panel providers, vendors and suppliers

### Other

Delegations

* Financial – No
* Human Resources – Yes

Direct reports

* Yes

Security clearance

* No

Children’s worker

* Not a children’s worker

Travel

* Limited adhoc travel may be required