

# Practice Manager – Capability and Coordination – 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 Practice Manager – Capability and Coordination plays a pivotal leadership role within the Improvement, Systems and Technology (IST) Group. The position is responsible and accountable for developing and leading the Capability and CoordinationPractice, with a strong focus on enhancing leadership and management capability, workforce development, and continuous process improvement across the group.

The Practice Manager ensures the consistency, quality, and growth of professional skills and methodologies within the practice. They champion the adoption of frameworks such as SFIA and tools like Skillsoft to support capability uplift and professional development across all IST. This position also contributes to the strategic direction of the IST Group by aligning practice development with organisation goals while fostering a culture of collaboration, innovation, and continuous improvement.

The Practice Manager provides expert guidance, builds strong stakeholder relationships, and ensure the practice delivers high-quality outcomes that support MSD’s broader mission of helping New Zealanders be safe, strong, and independent.

### Location

National Office, Wellington and Auckland.

### Reports to

General Manager Practice and Capability

## 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 5

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

* Forms, maintains and leads workgroups and individuals to achieve organisational objectives.
* Delegates objectives and responsibilities, including people management tasks.
* Sets quality, performance and capability targets aligned with organisational goals.
* Monitors performance and working relationships and provides feedback to address individual issues.
* Encourages skill development in line with team and personal goals.
* Adjusts workload, targets and team capacity to support individual growth.
* Actively participates in formal processes such as recruitment, reward, promotion and disciplinary procedures.

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 support 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 5

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

* Identifies the communications and relationship needs of stakeholder groups.
* Translates communications/stakeholder engagement strategies into specific activities and deliverables. Facilitates open communication and discussion between stakeholders.
* Acts as a single point of contact by developing, maintaining and working to stakeholder engagement strategies and plans.
* Provides informed feedback to assess and promote understanding.
* Facilitates business decision-making processes.
* Captures and disseminates technical and business information.

Professional Development (PDSV) Level 5

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

* Determines development needs for a professional practice area.
* Aligns development activities with organisational priorities, learning and development strategies and career pathways.
* Guides practitioners in creating development plans.
* Advises and supports assigned practitioners, ensuring alignment with professional development plans and career opportunities.
* Ensures practitioners record evidence of continuing professional development.
* Contributes to practitioners' performance appraisals, when required.

Quality Management (QUMG) Level 4

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

* Ensures projects, teams and functions have appropriate practices in place and are meeting required organisational quality levels.
* Advises on the application of appropriate quality management techniques and standards.
* Determines areas where existing processes should change after analysing audit findings.
* Facilitates improvements to processes by changing approaches and working practices, typically using recognised models.
* Takes responsibility for controlling updating and distributing organisational standards.

Methods and Tools (METL) Level 5

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

* Provides authoritative advice and leadership 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 that support broader organisational goals.

Competency Assessment (LEDA) Level 4

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

* Performs routine and non-routine assessments of knowledge, skill, competency or behaviour using specified methods.
* Provides advice and guidance to support the adoption of assessment methods and tools.
* Moderates assessments conducted by other assessors.  
  Reviews and improves usage and application of assessment methods and tools.

Supplier Management (SUPP) Level 4

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.

### Levels of responsibility

Autonomy – Level 5

* Work is self-initiated, consistent with agreed operational and budgetary requirements for meeting allocated technical and/or group objectives.
* Defines tasks and delegates work to teams and individuals within area of responsibility.

Influence – Level 5

* Influences critical decisions in their domain.
* Has operational level contact impacting execution and implementation with internal colleagues and external contacts.
* Has significant influence over the allocation and management of resources required to deliver projects.

Complexity – Level 5

* Performs an extensive range of complex technical and/or professional work activities, requiring the application of fundamental principles in a range of unpredictable contexts.

Business skills – Level 5

* Uses judgement to make informed decisions on actions to achieve organisational outcomes such as meeting targets, deadlines, and budget. Raises issues when objectives are at risk.
* Analyses, designs, plans, establishes milestones, and executes and evaluates work to time, cost and quality targets.
* Facilitates collaboration between stakeholders who have diverse objectives. Ensures collaborative ways of working throughout all stages of work to meet user/customer needs. Builds effective relationships across the organisation and with customers, suppliers and partners.
* Investigates complex issues to identify the root causes and impacts, assesses a range of solutions, and makes informed decisions on the best course of action, often in collaboration with other experts.
* Identifies and evaluates potential improvements to products, practices, or services. Leads implementation of enhancements within own area of responsibility. Assesses effectiveness of implemented changes.
* Creatively applies innovative thinking and design practices in identifying solutions that will deliver value for the benefit of the customer/stakeholder.
* Communicates clearly with impact, articulating complex information and ideas to broad audiences with different viewpoints. Leads and encourages conversations to share ideas and build consensus on actions to be taken.
* Provides leadership at an operational level. Implements and executes policies aligned to strategic plans. Assesses and evaluates risk. Takes all requirements into account when considering proposals.
* Leads adaptations to changing business environments. Guides teams through transitions, maintaining focus on organisational objectives.
* Uses their skills and knowledge to help establish the standards that others in the organisation will apply. Takes the initiative to develop a wider breadth of knowledge across industry and/or business and identify and manage development opportunities in area of responsibility.
* Recognises and evaluates the organisational impact of new technologies and digital services. Implements new and effective practices. Advises on available standards, methods, tools, applications and processes relevant to group specialism(s) and can make appropriate choices from alternatives.
* Contributes proactively to the implementation of professional working practices and helps promote a supportive organisational culture.

Knowledge – Level 5

* Applies knowledge to interpret complex situations and offer authoritative advice.
* Applies in-depth expertise in specific fields, with a broader understanding across industry/business.

### 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

* Extensive experience providing leadership, coaching, and developing staff and peers.
* Deep professional knowledge in specialisms relating to process improvement of a practice and a strong understanding of relevant processes, methods and tools.
* Strong experience in learning frameworks and development and proven experience in implementation of capability strategies.
* Strong knowledge, experience and understanding of end-to-end recruitment processes, policies, practices and methodologies in the public sector.
* Strong experience and proven track record leading and influencing others, improving workforce culture, engagement and ways of working.
* Experience in workforce strategy development and workforce planning.
* Exceptional stakeholder engagement and management skills.
* Excellent communication skills, both verbal and written, with the ability to translate technical and non-technical information.
* Extensive experience leading complex programmes, initiatives and portfolios of work within the specialism of the practice.
* Strong understanding of agile methodologies and proven experience collaborating effectively in cross-functional teams.
* Excellent facilitation skills, supporting effective teamwork across organisational boundaries and professional specialisms

### Key relationships

Internal

* Other Practice Managers and Leads
* General Managers of relevant functional areas
* Other organisational stakeholders (e.g., Finance, People)
* Supplier Relationship Management practice

External

* External Industry Groups, Leads and Managers
* External panel providers, vendors and suppliers.

### Other

Delegations

* Financial – Yes
* Human Resources – Yes

Direct reports

* Yes

Security clearance

* No

Children’s worker

* Not a children’s worker

Travel

* Limited adhoc travel may be required