# Ministry of Social Development logo

# Analysis Lead

## 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 Analysis Lead is a strategic enterprise role responsible for establishing and leading the organisational capability across three critical disciplines: Business Analysis, Business Rules, and Business Process Design. This role provides leadership to transform how MSD approaches analytical rigour across the organisation serving all New Zealanders who rely on our services. The position has enterprise-wide accountability for developing integrated methodologies, governance frameworks, and capability maturity that will define MSD's analytical practice for the next decade and beyond.

### Location

National Office, Wellington

### Reports to

Director Business Enterprise – Income

## Key responsibilities

**Strategic alignment**

* Work with an end-to-end strategic overview of the work programme, and identify the wider system impacts and themes to the senior management team, operations, and service development.
* Lead enterprise transformation of analytical capability across MSD's operation, establishing integrated governance frameworks that span multiple business domains and directly influence strategic decision-making at Executive Leadership Team level.
* Monitor and evaluate the progress of initiatives and report regularly on any identifiable opportunities/threats as well as risk mitigation strategies.
* Give effect to key strategies such as Te Pae Tawhiti, Te Pae Tata and Pacific Prosperity as well as identify policy implications and linkages across the work programme.
* Lead the implementation of Business Process, Business Rules, and Business Analysis strategies for the programme.

**Practice Leadership and Governance**

* Ensure the consistent implementation of standards, methodologies, and best practice for Business Analysts, Business Rules, and Business Process Design.
* Work closely with domain design leads to understand future design to ensure effective implementation in delivery phase through to production and BAU.
* Drive organisational thought leadership across MSD's analytical practices, establishing best practice methodologies for cross domain analysis. .
* Establish and oversee quality assurance processes to ensure consistency and excellence in analysis deliverables.
* Work closely with Service Delivery and IST Practice Leads to ensure alignment across the organisation.
* Lead the comprehensive design, development, management, and validation of high-quality Business Processes, Business Rules, and Business Analysis aligning with MSD requirements and effective governance.
* Ensure robust governance of Business Processes, Business Rules, and Business Analysis and effective quality assurance, actively contributing to and monitoring the strength of rule governance across the Transformation programme and wider MSD.
* Provide strategic counsel to Executive Leadership Team in effectively communicating the strategic value of the Business Processes, Business Rules, and Business Analysis function in the Transformation Programme and wider MSD.
* Provide regular updates to the programme on analysis progress, risks and opportunities.
* Ensure transparency of analysis activities and alignment with overall programme goals.

**Ways of Working and Building Capability**

* Support the development of the capability framework and competencies, in collaboration with key stakeholders, to enhance Business Process, Business Rules, and Business Analysis capabilities across the programme.
* Develop and embed clear processes, templates, and tools to support effective and efficient analysis work.
* Help establish the Community of Practice among the staff engaged in Business Process, Business Rules, and Business Analysis design throughout the programme and wider MSD.
* Continuously improve ways of working based on feedback, lessons learned, and evolving programme needs.
* Coach and mentor teams on Business Process, Business Rules, and Business Analysis guidance to support the design and delivery of product and service changes across the Transformation programme and wider MSD.
* Providing feedback on analysts back to people/resource managers to support performance management and capability development

**Relationship management**

* Build and maintain strong working relationships with portfolio management teams, including Delivery Leads, Product Owners, and Technical Teams, to establish their needs and provide integrated solutions on the management of their workstreams.
* Support and coordinate the continuous tactical support (including standards, templates, and guidelines) to workstreams across the programme.
* Ensure input is received from key stakeholders throughout the duration of the work programme.
* Provide guidance and support to analysts across multiple workstreams.
* Represent the analysis functions in programme-level planning, governance, and decision-making forums.

## Know-how

* Advanced tertiary qualification in business, systems analysis, or related discipline (Masters preferred), plus 10+ years experience in large-scale organisational transformation.
* Proven experience designing and implementing enterprise-wide analytical frameworks in large, complex organisations.
* Strategic leadership experience in multi-year transformation programmes affecting substantial service user populations.
* Experience architecting and implementing integrated analytical ecosystems across multiple business domains simultaneously, with demonstrated success in large-scale transformation programmes with substantial investment and multi-year duration.
* Ability to design cross-domain analytical frameworks that integrate business rules management, process modelling, and requirements engineering across complex organisational hierarchies and multiple technology platforms.
* Experience in the implementation of governance processes for managing business rules, process and analysis effectively.
* Expertise in analysis validation and ensuring alignment with the business intent.
* Profound skill in change impact analysis and reporting related to Business Process, Business Rules, and Business Analysis.
* Competence in Business Concept Modelling and continuously updating the Rules Concept Model.
* A proven record of establishing, building, and maintaining effective and cohesive working relationships.
* Demonstrated history in working collaboratively and effectively across business units to achieve agreed outcomes.
* Demonstrated ability to produce clear, concise reports on operational performance and rule metrics.
* Passion for quality, continuous improvement, and building high-performing teams.

## Attributes

* Well-developed relationship management skills and proven ability to influence stakeholders.
* Positive impact on team dynamics and willingness to support building a positive team culture.
* Ability to deal with complex and emerging issues with high ambiguity and translate complex information for stakeholders.
* Demonstrates resilience by overcoming challenges and maintaining an adaptable attitude.
* Able to facilitate and develop workshops and co-creation sessions, adapting personal style for the target audience.
* Proficient in mentoring and coaching, fostering professional growth.
* Skilled at resolving conflicts with a diplomatic approach to maintaining positive relationships.
* A thought leader who understands how to read team dynamics to draw out the best skills, knowledge, ideas, and cooperation in teams.
* Curious and focused on innovation that drives better results.
* Confident with technology and can engage with technology stakeholders and vendors.
* Excellent written and verbal communication skills.

## Embedding Te Ao Māori

* Embedding and building on Te Ao Māori within their role.
* Building more experience, knowledge, skills, and capabilities to engage with whānau, hapū and iwi confidently.

## 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 well-being 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.

## Key relationships

* Integrated Delivery leaders and teams
* Transformation Programme Leadership
* Transformation Workstreams
* Business Enterprise practices and practitioners (Business Analysis, Business Process Business Rules)
* Policy Team
* Integrity Team
* Operational Policy Team
* Legal Services Team
* Service Change Teams
* Enterprise Design and Domain Design Team
* Information Data & Analytics​ Team
* Technology and Architecture​ Team
* External consultants and contractors
* Business Rules Community
* Vendors

## Other

### Delegations

* Financial – No
* Human Resources – Yes

### Direct reports – Yes

### Security clearance – No

### Children’s worker – No

Limited ad hoc travel may be required