# Ministry of Social Development logo

**Director, Business Readiness and Change Implementation.**

**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 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

## Position detail

MSD – *services for the future*

The MSD – *services for the future* (the Programme) is about MSD’s future role and how we can make a bigger and better difference for New Zealanders. The Programme will help us achieve the shifts we want to make and will position us to deliver the changes to the welfare system that the Government requires. Achieving our vision will be a multi-year journey for MSD.  To ensure we are responsive and can adapt to the wide range of changes, we are adopting an iterative, agile approach to the design and delivery of the Programme. We are currently working on detailed design, where we’ll be involving clients, staff, and a broad range of stakeholders.

This is a once in a generation change to the way MSD delivers services to New Zealanders, it’s our opportunity to set up MSD for the next 30 years. The programme will be a major undertaking, delivering significant benefits to over a million New Zealanders who access MSD support and services. This is an unrivalled opportunity to be involved in MSD’s journey.

### Overview of position

The Director, Business Readiness and Change Implementation is accountable for achieving strategic change oversight, across the MSD – *services for the future* programme lifecycle, from design through to implementation.

The role will provide strategic leadership and oversight of change implementation and business readiness activities ensuring alignment across all transition states. It will be responsible for developing and coordinating a comprehensive, integrated change implementation plan that supports the full programme of change. This includes ensuring business readiness, defining rollout strategies, managing integrated change delivery, overseeing migration and cutover activities, piloting, release management, early life support, and transition planning.

This role will lead the Programme Change Management function and be responsible for a ensuring a consistent and robust business implementation and change approach for the programme. They will also be responsible for ensuring visibility and assessment of all changes being delivered (transformation and operational) to ensure effective integrated implementation of changes for our people, clients, and partners.

### Location

National Office, Wellington

### Reports to

General Manager, Transformation Integrated Delivery

## Key responsibilities

**Senior Management, Leadership and Strategy**

* Lead strategic change planning and business readiness activities across the programme lifecycle from design through to implementation
* Provide oversight, direction and leadership for the implementation of changes for the programme - ensuring an ongoing focus on integrated implementation planning, using effective, fit for purpose change approaches that achieve business value.
* Lead the Change Management Strategy and approach for the Programme.
* Lead, manage and direct all change implementation for the programme, with strong awareness of all MSD change initiatives to support enterprise level planning and management of change impacts for our people, clients and partners.
* Ensure effective leader-led change by supporting and enabling our leaders to lead the implementation of changes for their teams
* Develop and maintain a high-performance culture within areas of responsibility.
* Ensure the development and implementation of change approaches, oversee the design and execution of transition state implementation plans, and effectively lead and coordinate all change activities for the programme.
* Establish and monitor delivery confidence and change readiness to support senior leaders with decision making.

**Integrated change & business implementation planning**

* Lead consistent and best practice change implementation planning and approaches for the programme
* Partner with business owners and leads from all parts of the programme to develop and deliver plans that will effectively implement the changes for each transition state.
* Produce a coordinated plan for implementation across all transition states, with mapped dependencies and risks for maintaining service delivery.
* Ensure the delivery of transition state implementation plan which covers business readiness, rollout approach, integrated change delivery, migration and cutover, pilots, release management, early life support and transition plans.
* Work closely with Director, Change Implementation to understand and coordinate programme changes with the operational change portfolios so that all change initiatives are prioritised and managed in an integrated way to ensure the effective delivery of services.
* Ensure there is a detailed understanding of workforce changes and requirements including any transitional workforce requirements to ensure sufficient capacity to maintain business performance and resource risks such as productivity losses during implementation period.
* Maintain a strong focus on identifying, assessing, and managing implementation and change impacts on frontline services.
* Ensures implementation plans focus on providing a positive and effective change experience for our people, with the right level of engagement, including union engagement, in the planning and preparation phases.
* Maintain a strong collaborative relationship with the Strategic Programmes business unit to ensure the resourcing and budgets are in place to support implementation activity.
* Lead on implementation replanning and any requirement to adapt to changing business/government priorities, unexpected challenges, or new opportunities enabling effective replanning while maintaining a focus on achieving benefits.
* Maintain strong relationships with our strategic partner to ensure they are supportive of and included in implementation planning.
* Ensure the right information is provided to programme governance and assurance to support implementation planning and decision making including providing regular reporting to the appropriate governance bodies.
* Work closely with the Transformation Leadership team to maintain a strong delivery focus and ensure that programme planning, monitoring, and reporting is in place and working effectively.
* Lead post-implementation reviews to ensure lessons learned inform future transition states.

#### People Leadership and Development

* Develop and lead a highly effective team of change and business implementation professionals who have the skills and expertise to successfully lead change strategy and business implementation for the transformation programme. This may include accountability for leadership of roles that are responsible for scoping, planning, and managing the implementation of changes (direct or matrix reporting), ensuring they are empowered to plan and execute a business implementation plan that drives successful adoption and embedding of changes.
* Foster strong and collaborative relationships with leaders of business implementation capability areas (e.g. change, communications, learning) to ensure they are aware of resourcing requirements, and able to support resource plans.
* Managing performance by providing appropriate and ongoing direction, development opportunities, guidance, feedback, and allocation of work.
* Maintaining high levels of staff motivation focused on individual and team performance goals, service standards, value for money and continuous improvement.
* Ensuring compliance with human resources policies and practices; provide quality communication to the team and lead by example.

**Relationship Management**

* Maintain strong working relationships with all relevant stakeholders in the programme, across the Ministry and across government to enable successful creation and execution of change implementation plans.
* Identify and manage risks and opportunities with stakeholders and resolve conflicts quickly by using influencing and persuasion to find a solution.

### Risk and Issue Management

* Lead the identification and management of risks and issues relating to the implementation of changes for the transformation Programme.

### 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 the transformation.

### 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

* Senior delivery executive with at least 10+ years leading large, complex ($150m+) programmes of work with a focus on successful business implementation
* Extensive experience in the implementation of complex business and technology change programmes using multiple methods, methodologies, and techniques
* Significant practical experience in developing business implementation plans and roadmaps, and the proactive management of interdependencies, risks, and issues.
* Proven and successful experience in strategic planning, operational management, project management, financial management and performance monitoring processes.
* Extensive experience managing multiple stakeholders in a complex environment, using negotiating, and influencing skills
* A strong understanding of equity issues and Te Tiriti o Waitangi, and the implications of these for the work of MSD.
* Strong organisational awareness coupled with political savvy to be able to influence at all levels across a large multi-disciplinary organisation.

### Attributes

* Proven senior leadership skills in a large transformation programme leading business and change implementation
* Highly organised, able to adeptly navigate across teams and subject areas and to operate in complex environments
* Exceptional relationship management, with the ability to build trust-based and effective partnerships and able to influence and negotiate across all levels of the organisation.
* Strong decision making, analytical and problem-solving skills.
* Highly effective communication skills verbally and written across all levels of an organisation
* Ability to proactively identify, assess and mitigate risks.
* Environmental and organisational awareness coupled with political savvy
* Welcomes and values diversity and contributes to an inclusive working environment where differences are acknowledged and respected.

## Key relationships

### Internal

* Senior Responsible Office, MSD – *services for the future*
* DCE Transformation
* MSD Leadership Team
* Transformation Group Leadership team
* Business Owners and other key leaders responsible for MSD’s transformation and work programmes
* Transition State Delivery Leads and their teams
* Governance Committees
* Stakeholder groups
* Leaders of enabling functions/capabilities

### External

* Government agencies
* Strategic Partner for delivery
* Vendors
* Service Providers
* Global government agencies

## Other

### Delegations

* Financial – Yes, Level 3
* Human Resources – Yes, Level 3

### Direct reports – Yes

### Security clearance – No

### Children’s worker – No

Limited ad hoc travel may be required.

**Position Description updated:** June 2025