# Ministry of Social Development logo

# Lead Advisor Change

# Te Pae Tawhiti

## 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

## **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

Te Pae Tawhiti

Te Pae Tawhiti – Our Future is about the Ministry’s (MSD) future role and how we can make a bigger and better difference for New Zealanders. In support of Te Pae Tawhiti – Our Future*,* [Te Pae Tata](https://www.msd.govt.nz/documents/about-msd-and-our-work/about-msd/strategies/te-pae-tata/te-pae-tata-maori-strategy-and-action-plan-single.pdf) and [Pacific Prosperity](https://www.msd.govt.nz/about-msd-and-our-work/about-msd/strategies/pacific-strategy/index.html) describe how our future will be realised for Māori and Pacific peoples.

Te Pae Tawhiti Transformation Programme (the programme) will help us achieve the shifts we want to make. The Programme will also position us to deliver the changes to the welfare system that the Government requires. Achieving our Te Pae Tawhiti 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 purpose of the Lead Advisor Change (Lead Advisor) role is to provide leadership, expert advice and professional support in change management to facilitate the effective delivery of MSD’s transformational programme, Te Pae Tawhiti.

The Lead Advisor will

* Lead and manage the provision of expert change support and advice for assigned workstreams
* Work cross functionally with key change partners including Workforce, Communications, Engagement, and Learning
* Monitor and analyse implementation of the change strategy and key activities to manage and deliver changes effectively across all areas of the organisation including; technology, business process, data, information and analytics.
* Build and maintain strong relationships across the programme and MSD, providing expert advice to enable and support change related to the Programme.

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### Location

National Office, Wellington

### Reports to

* Change, Communications and Engagement Lead, Te Pae Tawhiti

## Key responsibilities

**Change Management**

* Proactively work with the Principal Advisor Change to provide expert change support and advice for the programme workstreams on development of change plans, implementation and sustainability, and provide expert advice and guidance on the most effective approaches and how possible issues may be managed.
* Develop and maintain great relationships to ensure change activities across the programme and in the wider MSD change environment are coordinated to avoid any potential conflicts, also ensuring activities gain buy in and overcome resistance from kaimahi, people who use our services, partners and stakeholders.
* Lead aspects of the implementation of the Te Hoe Ākau Change Management strategy and approach for the Programme, alongside the Principal Advisor.
* Develop and deliver a centralised change management accountability and function in the programme that works with People and Capability, Service Delivery, Organisational Planning, Performance and Governance, and the Transformation Office to create and support the development of a change culture.
* Provide expert quality assurance advice (together with the Principal Advisor Change and the Director Change Implementation) to ensure the development of high quality change assessments, plans and interventions.
* Ensure a continued focus on the quality of change engagement activities including training and stakeholder engagement which are critical to gaining stakeholder support.
* Identify opportunities for building the capability of people leaders at MSD to lead through change, including developing activities and support materials to assist.
* Lead implementation of business readiness monitoring across changes in systems, processes, services, and workforce in the context of the organisation-wide view of change.
* Partner with various stakeholders to facilitate activities including training and stakeholder engagement which are critical to gaining stakeholder support.

**Programme Management**

* Ensure all change plans, projects and initiatives are aligned with the programme’s strategy, overall direction and priorities and the MSD Change Framework.
* Work closely with MSD’s change implementation team so programme change is integrated with other elements of the change programme.
* Work closely with the programme communications team in developing effective engagement material for a range of audiences and purposes.
* Develop and maintain relationships to enable coordination and support of activities in the context of the whole programme
* Identify and document change risks and actively develop mitigations and controls for the identified risks for both the workstreams and the programme.

**Relationships**

* Build and maintain strong productive working relationships with workstream leads and their teams to understand their needs and provide integrated advice and solutions on the management and delivery of change.
* Build strong and effective internal and external networks and relationships across the wider Ministry.
* Work collaboratively and cross-functionally with the Communications and Engagement team in the programme and the central MSD Change Implementation team to plan and deliver engagement activities to communicate the change in a way that employees and stakeholders can be excited by, understand the steps needed to get there, and understand the benefits for themselves, people who use our services, and our partners.

## Embedding te ao Māori

* Identify opportunities to integrate Te Ao Māori (te reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the way we deliver change at MSD.
* Build more experience, knowledge, skills and capabilities in Te Ao Māori 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

* Relevant tertiary qualification or relevant public sector experience is required.
* Extensive experience in leading change management in a variety of settings.
* Substantive experience supporting or managing a portfolio of change in a complex environment.
* Significant previous experience in a transformational change environment
* Strong experience in developing and maintaining relationships with all levels of the business including senior management, programmes and projects and any third-party service providers.
* Proven ability to engage with senior management and stakeholders, confidently providing advice in high-pressure situations. This includes providing constructive feedback, making compelling arguments, and effectively advocating for necessary changes.
* Expert knowledge and an in-depth understanding of the application of change management approaches to support both waterfall and agile delivery to large scale programmes of transformation and change.
* Demonstrated ability to work cross functionally and make the linkages between transformation programme change and other work, ensuring programme change is synchronised with wider Ministry activity.
* Expert technical skill with a proven proficiency at producing documents with a high attention to detail.
* Proven ability to work collaboratively and responsively in public sector settings.
* Ability to identify opportunities, risks, and strengths and make recommendations and create plans to facilitate continuous improvement.
* Excellent analytical and problem-solving skills - able to identify and define problems, provide solutions, and make decisions through the exercise of sound and appropriate judgement – frequently in time pressured situations.
* Proven ability to effectively manage stakeholder relationships and to communicate with influence
* Strong experience prioritising in an often busy and complex environment and applying sound judgement when dealing with competing deadlines.

## Attributes

* Experience of working in an environment that requires a high level of discretion, sensitivity and interpersonal interaction.
* Strong work ethic – shows conscientiousness, drive and determination in all situations.
* Demonstrates a pragmatic, adaptable, open-minded, reflective and forward-thinking style, is committed to learning and extending self and continuously seeks opportunities for different and innovative approaches to work.
* Highly effective communication, relationship management and organisational skills.
* Ability to work at all levels of an organisation with an ability to exercise sound judgement.
* Flexible, adaptable and pragmatic.
* Ability to operate autonomously while gaining the co-operation of others.
* Ability to work across multi-disciplinary teams made up of internal and external resources
* Strong analytical and problem-solving skills – able to gather all necessary information and produce thorough, objective and sound advice

## Key relationships

### Internal

* Programme Director, Te Pae Tawhiti
* Change, Communications and Engagement Lead, Te Pae Tawhiti
* Principal Advisor Change
* Programme Communications and Engagement team
* Te Pae Tawhiti Transformation Programme leadership and team
* Programme workstream leads and their teams
* MSD senior managers and kaimahi
* Change implementation team and regional offices
* Other MSD kaimahi as appropriate

### External

* Other government agencies
* Diverse range of MSD stakeholders including Māori, Pacific and disabled communities

## Other

### Delegations

* Financial – No
* Human Resources – No

### Direct reports No

### Security clearance No

### Children’s worker No

Limited ad hoc travel may be required