# Ministry of Social Development logo

# Transformation Benefits Lead

# Te Pae Tawhiti Programme

## 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

|  |  |  |
| --- | --- | --- |
| 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\***

|  |  |
| --- | --- |
| 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

**Background**

Te Pae Tawhiti – Our Future is about MSD’s future role and how we can make a bigger and better difference for New Zealanders. Te Pae Tawhiti transformation programme will deliver services that are easier and more accessible and integrated across employment, housing, and income support, with greater use of partnering. The programme will also modernise our technology, data, and information to enable this business change.

Achieving our Te Pae Tawhiti vision will be a multi-year journey for the Ministry. To ensure we are responsive and can adapt to the wide range of changes, we are adopting an iterative and agile approach to the development of the programme and to delivering the initiatives and actions detailed within it.

Te Pae Tawhiti Programme work is organised into a programme consisting of several workstreams led by a Programme Director.

### Overview of position

The role is responsible for identifying, baselining, profiling, planning, tracking, and reporting on benefits.

The Programme benefits, which have been agreed to through MSD’s governance, are outlined in the Detailed Business Case presented to Cabinet in December 2024.

The role involves developing and managing the processes and management systems needed to support and govern effective benefits enablement and realisation, to ensure The Programme meets its objectives and achieves financial, quantitative and qualitive benefit targets.

The role is responsible for embedding and aligning the concept and principles of benefits realisation and contributes to a change in culture and behaviour in respect of benefits management and to train, educate and mentor where appropriate, those staff directly involved in the delivery of business benefits.

The role will be responsible for ensuring that benefits are:

* measurable: financial and non-financial;
* meaningful: there is a direct relationship between achieving the measure and achieving the benefit;
* attributable: it can be reasonably claimed that the benefit was achieved from the investment and not any other project or programme; and
* aligned to strategic outcomes and targets.

The role will lead and manage this workstream as well as its integration with other workstreams and delivery portfolios across the Ministry.

### Location

National Office, Wellington

### Reports to

Programme Director Te Pae Tawhiti

## Key accountabilities

### Strategic Leadership

* Lead the strategic planning and delivery of the benefits workstream, ensuring an ongoing focus of efficiency and enhancing business value
* Plan, lead, and direct all operational activities of the benefits workstream
* Ensure the development and implementation of change management strategies, plans and actions to support the design and implementation of workstream activities

**Benefit analysis and planning**

* Responsible for leading work across the Programme to identify and calculate both financial and non-financial benefits, and to lead on the baselining on key data / measurements early on in the project lifecycle.
* Lead / support on co-operative and collaborative benefits workshops to a variety of audiences, with a particular focus on establishing the problem and identifying the benefits using a variety of techniques such as logic models, user stories, benefits dependency network maps etc.
* Collaborate with workstream leads and project managers to ensure that benefits are clearly captured at the commencement of project lifecycle, clear benefits management strategies are developed and recorded and that the methods and metrics for reporting realization are established through the project lifecycle in advance of benefits realisation reviews and evaluations processes.
* Establish KPIs and set up effective ways of measuring outcomes and benefits; both during the project and post-completion.
* Develops and maintains the Programme’s approach to defining, measuring and monitoring benefits
* Develops benefit plans linking to programme investment objectives, business cases, and delivery roadmaps and plans including:
* important outcomes, benefits, measurement sources, and baselines;
* processes to be used to test and validate the benefit measures;
* key risks to the programme and/or the stage or release;
* respective roles and responsibilities;
* reporting and governance requirements; and
* benefit profiles and maps that show how delivery outputs link to the Programme’s investment objectives and benefits.
* Lead the development of identified guides, tools, and templates for benefits management.

**Benefits Realisation strategy and framework**

* Lead the development and refinement of the Benefit Realisation Management and Evaluation Framework and Guidelines aligned to the Government and corporate strategies and key directions.
* Develop and maintains the Programme benefits framework ensuring it is fit for purpose.
* Ensure benefits management should be integrated into strategic planning, project, programme, and portfolio approaches, performance management, and reporting systems.
* Ensures owners are in place and benefits and capacity creation/efficiency are profiled, communicated and understood and managed within the programme
* Provide support and advice to teams undertaking project and programme benefits realisation management and evaluation on approaches, requirements and appropriate methodologies.

**Benefits Management Tracking and Reporting**

* Develop and maintain the database(s) and dashboards for benefits realisation.
* Ensure that tracking mechanisms and benefit realisation procedures are in place that establish the links between project delivery to benefits realisation and supports project evaluation to ensure that workstreams meet Programme requirements.
* Create reports and analysis of data to provide clear metrics, measures, quality assurance, audit trail, and propose ways to continuously improve best practice.
* Reports on overall programme benefit KPIs to delivery teams, Senior Management, and other key stakeholders.
* Analyses benefit data and foresee potential deviations away from expectations. Investigate the cause and fix the issue(s).
* Provide advice, robust challenge and direction to Senior Management based on data.
* Identify, record, manage and report on the risks which may prevent improvement programmes for achieving their anticipated benefits and identify mitigating actions.

**Continuous Improvement**

* Establish a culture of continuous improvement for benefits management including through external reviews, stakeholder feedback, and internal sources to identify opportunities to modify and improve.
* Develop and implement improvements to benefits management across the programme.
* Ensures benefit reviews are held to provide assurance to the Programme leadership and governance on benefit realisation.

**Development of Te Pae Tawhiti Business Cases**

* Support with the development of key benefits content as part of fit for purpose strategically focused business cases (Programme and Detailed) and business case requirements.

**Relationship Management**

* Communicate the vision, strategy and work of the programme clearly and succinctly to key stakeholders.
* Develop and maintain constructive working relationships with other key functions within MSD, particularly those with responsibility or influence over change and programme development/delivery.
* Work effectively with external stakeholders and develop networks that will contribute to enhancing MSD’s reputation.
* Identify common areas of interest emerging across stakeholders and proactively develop opportunities for collaboration.
* Build consensus wherever possible by bringing stakeholders together to consider a variety of views and perspectives and develop an agreed way forward.

**Team leadership**

* Provide leadership and direction to a multifunctional team (internal MSD and Contract)
* Coach, mentor, and develop direct reports enabling them to achieve business objectives in an environment with a strong internal and external customer focus.
* Provide effective, consistent, and regular performance feedback
* Ensure staff has access to training and development opportunities to build their skills and capability.
* Develop and lead a highly effective team of professionals who have the skills and expertise to successfully deliver the programme’s objectives. This includes accountability for:
* leading a structure that pro-actively supports the end goals of the programme;
* creating and maintaining a performance and development culture, and promoting professional development within the programme;
* 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; and
* providing quality communication to the team and leading by example.

**Issues and Risk Management**

* Ensure risks are identified and communicated in a timely way which enables effective risk mitigations.
* Regularly monitor, report and take appropriate action to pre-empt, address or mitigate any risks.

**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 workstream.

**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 and demonstrated experience leading, designing and implementing benefit management frameworks and deliverables at an Enterprise scale and linking concurrent initiatives together into a cohesive design.
* In depth knowledge of benefits management and realization and business management trends and leading practice methodologies and approaches.
* Extensive experience designing, implementing and managing practice methods and tools to deliver strategic plans and outcomes.
* Demonstrated knowledge and experience in tracking and reporting on benefits to external and internal governance bodies.
* Significant experience in long-term strategic planning within large-scale programmes.
* Significant experience in leading projects and programmes of business change in large public organisations.
* Experience managing relationships in a fast-paced and complex environment, with multiple stakeholders and priorities, with the ability to remain calm and exercise sound judgement when under pressure.
* Strong verbal and writing skills with the ability to provide concise, well-constructed written reporting.
* A demonstrated commitment to the provision of quality services and delivery of results.

## Attributes

* Strategic leadership and intellectual capability.
* Excellent analytical and problem-solving skills – able to gather all necessary information and produce thorough, objective and sound advice.
* Effective collaboration skills and the ability to build strong working relationships at all levels of the organization.
* Strongly results oriented and focused on pragmatically getting to outcomes - comfortable to dig in and troubleshoot as needed.
* Ability to deal with ambiguity and support decision making.
* Willing to challenge accepted business / commercial logic, supported by facts.
* Clear, concise communicator with strong leadership presence – ability to manage communication and facilitation with key senior stakeholders.
* Highly organised, able to adeptly navigate across teams and subject areas and to operate in complex environments.
* Ability to lead in and work across multi-disciplinary teams made up of internal and external resources.
* Ability to develop and maintain effective working relationships with a broad range of stakeholders in and outside the programme of work.
* Ability to find innovative ways of solving or pre-empting problems.
* Ability to prioritize and plan to effectively achieve goals and to be dependable in consistently delivering reliable results within deadlines.
* Ability to think critically in a highly agile environment and manage delivery of complex engagements. This includes being able to generate a vision, establish direction and motivate people.

## Key relationships

* Te Pae Tawhiti Senior Responsible Officer (SRO)
* Programme Director
* Workstream and Portfolio Leads and Teams
* Senior leaders cross MSD and Government
* Other MSD staff at all levels
* Ministers’ Offices
* The Treasury
* Public Service Commission
* Other government agencies
* External consultants and contractors

## Other

### Delegations

* Financial – No
* Human Resources – Level 4

### Direct reports – Yes

### Security clearance – No

### Children’s worker – No

Limited ad hoc travel may be required