Manager Agency Partnerships

Agency Partnerships & Capability, Digital Public Service Branch

The Manager Agency Partnerships role focuses on ensuring the provision of consulting services to agencies to enhance capability across the sector and accelerate the delivery of the *Strategy for a Digital Public Service.* The Agency Partnerships & Capability team is comprised of small semi-autonomous teams of specialist consultants providing targeted guidance, advice and practical support to agencies. Specialist areas include assurance, privacy, investment, architecture and digital service design and integrated digital services.

- **Reporting to**: General Manager Agency Partnerships & Capability
- **Location:** Wellington
- **Salary range**: IT K

What we do matters – our purpose

Our purpose is to serve and connect people, communities and government to build a safe, prosperous and respected nation. In other words, it's all about helping to make New Zealand better for New Zealanders.

How we do things around here – our principles

We make it easy, we make it work
- Customer centred
- Make things even better

We're stronger together
- Work as a team
- Value each other

We take pride in what we do
- Make a positive difference
- Strive for excellence

Working effectively with Māori

Te Aka Taiwhenua – our Māori Strategic Framework – enables us to work effectively with Māori. Te Aka Taiwhenua is underpinned by our mātāpono – Kotahitanga, Manaakitanga, Whānaungatanga, He Tāngata.

As DIA is an agent of the Crown, Te Tiriti o Waitangi/The Treaty of Waitangi is important to everything we say or do. We recognise it as an enduring document central to New Zealand's past, present and future. Building and maintaining meaningful relationships is important to work effectively with Māori, stakeholders and other agencies. We accept our privileged role and responsibility of holding and protecting the Treaty of Waitangi / Te Tiriti o Waitangi.

**Te Tari Taiwhenua
Internal Affairs**

What you will do to contribute	As a result we will see
Membership of APC Leadership Team • Contribute to the leadership, strategy and operational direction of the Agency Partnership & Capability Group by actively participating in the leadership and management team and being involved in appropriate forums. • Take joint responsibility with the rest of the APC leadership team for a 'whole of organisation' approach to the management of the business unit and the delivery of overall outcomes. • Work collaboratively with the APC leadership team as change leaders – driving the delivery of the Group's work programme to affect the system changes required to enable a digital public service • Work collectively with other managers and senior leaders across the Branch to inspire a positive inclusive culture that promotes evolution, collaboration, openness and respect. • Demonstrate leadership for initiatives and organisational activities, modelling DIA principles and behaviour.	• An integrated approach to delivery of the strategy and work programme across the Branch • The Group's strategic direction is aligned to the branch and DIA four-year plan • Plans are in place to ensure the Group has the workforce capability it requires now and, in the future • Contribution to the prioritisation of the Groups workplan and initiatives • Value for money decisions are being made • DIA principles and behaviours are demonstrated
Functional Leadership – Agency Partnerships • Understand the strategic objectives of the GCDO and the strategy for a digital public service and ensure that the team's work and initiatives are aligned. • Develop a strategic perspective of the consulting services provision and its customers, and a cross-functional view of the core capabilities of the broader Branch. • Support the General Manager APC in creating the vision, setting the direction and building the capability of the team to deliver customer-centred consulting services. • Establish and agree (in collaboration with the team), a clear work programme for the function, including objectives and measures that align clearly with the strategy and branch priorities and work programme. • Work to remove barriers and ensure decision-making is informed by expertise and strategic imperatives. • Monitor the work in progress and ensure cyclical patterns in delivery are known and that resource plans are developed and implemented to smooth out peaks and troughs in demand. • Maintain awareness of emerging trends and changes in the system that will impact the work of the Group; and work with the Principal Advisor to the General Manager to develop the right strategies and set the right objectives and priorities in response to these. • Monitor and maintain status of the Group's programme of work and ensure delivery risks are identified, mitigated and escalated as appropriate.	• An integrated approach to delivery of the strategy and work programme across the Group • Agencies fulfilling their digital requirements and accelerating the delivery Strategy for a Digital Public Service • Customer needs are understood and are the focus • Trusting relationships with agencies • GCDO, ministers, agencies and other key stakeholders have confidence that the advice and support being provided is effective. • Positive view of team and the work being delivered • Operational risks are identified early and proactively managed with early escalation of significant risks • The function is well connected, and better information is available to key decision makers

What you will do to contribute	As a result we will see

Semi-Autonomous Team Collaboration and Ways of Working
 	
• Get the team working together to sharpen the sense of strategic direction and common purpose: of goals and values.
• Use leadership skills and systematic processes to help the team to operate effectively and efficiently, empowering the team to make decisions and govern themselves.
• Ensure team members behave in ways that support the effective operation of the semi-autonomous team including listening to each other and respecting each other's knowledge, expertise and contribution, and share accountability for delivering results.
• Provide the conditions for and facilitate actions and efforts to encourage intel/information sharing and open feedback across the teams.
• Ensure the team has the resources it needs and remove any impediments to the team.
• Represent the interests of the team in interactions with senior management and stakeholders and facilitate the creation of channels of communication with the rest of the organisation.
• Ensure the systems, processes, tools and infrastructure needed to support the semi-autonomous work environment are implemented, including:
   ○ collaboration tools
   ○ stakeholder engagement, and information and communication systems, tools and plans.
   ○ risk, issue and change-control processes and templates
	• Team go beyond individual expertise to solve complex problems
	• Adaptive and productive work environment and conditions that allow the team to be successful
	• Appropriate processes, tools, systems and infrastructures that have been embedded to support innovation and delivery
	• Team culture of respect, listening, information sharing and open feedback.
	• Methods of collaboration and ways of working that enable new insights, creative solutions and ensure successful delivery of the work

Planning, Performance & Reporting • Collaborate with managers and colleagues across the APC Group (and Branch) to plan, develop and prioritise the team's work programme. • Develop, set and maintain reporting requirements to measure and monitor workflow, service and operational performance. • Implement and manage the reporting cycles for the Consulting team, chasing information as required and challenging the quality of the component data (ensuring this is aligned with Branch requirements and approach). • Work to ensure the team's work plan is aligned to the wider Branch and GCDO work programme planning and reporting cycles. • Contribute to the annual strategic planning, accountability and business planning processes as required and ensure the unit delivers against plans	• Risks to delivery have been identified, escalated and managed • A high standard of reporting and information base for the business to call upon for decision making. • A consistent and joined up approach to planning, performance and reporting across the Branch • Collaborative working relationships with colleagues and functions responsible for planning and performance

What you will do to contribute	As a result we will see
• Collaborate and participate in Branch governance processes and prioritisation discussions; providing advice on capacity, capability, impact and delivery risk.	
People Leadership & Team Culture • Build, lead and motivate the team, ensuring that they have the appropriate skills and competencies available within the team • Foster a semi-autonomous team culture; ensuring the team are clear on their role, function, goals/outcomes and their contribution to APC and the Branch • Enhance the performance culture within the team, setting clear expectations, holding people accountable and actively managing and enabling delivery • Communicate regularly with team members to ensure they have the support and understanding they need to work at maximum effectiveness. • Proactively mentor, coach and support team members to develop skills, adopt new ideas and develop practices • Undertake regular DIA culture and engagement activities with the team. • Drive and enable information sharing and collaboration between business groups and across the wider department	• Behaviour as a people leader in line with DIA Capability framework • A team of high performers that deliver, take on big challenges and bring their skills and knowledge to the table • Active performance management and development of staff, leading to improved delivery over time • Clarity of role and work for individuals and the wider team • Each team member bringing their skills and knowledge to the table • Leadership and people management meets expectations set out in DIA's people policies and practices • A high performing and high potential workforce is supported and retained and is well represented within the DIA talent development framework

Relationship Management
 	
• Support the GM Agency Partnerships and Capability in their role as primary 'owner' of agency by:
  ○ Establishing, building and maintaining effective relationships with and agencies
  ○ Ensuring agencies experience joined-up, cohesive relationships with the GCDO
  ○ Providing a holistic view of agency engagement activities and work across the branch and to the GCDO
	• Agencies view DIA engagement as cohesive, structured, responsive, comprehensive and of high quality
	• Agency insights developed that support ongoing dialogue and maturity uplift
	• Agencies feel included and involved in our activities and engagement
	• Agencies trust and willingly engage with us early

Health and safety (for self) • Work safely and take responsibility for keeping self and colleagues free from harm • Report all incidents and hazards promptly • Know what to do in the event of an emergency • Cooperate in implementing return to work plans	• A safe and healthy workplace for all people using our sites as a place of work. • All requirements of DIA's Health and Safety policy and procedures are met.

What you will do to contribute	As a result we will see
Health and safety (for team) • Inform, train and equip staff to carry out their work safely • Ensure prompt and accurate reporting and investigation of all workplace incidents and injuries • Assess all hazards promptly and ensure they are managed	

Who you will work with to get the job done		Advise	Collaborate with	Influence	Inform	Manage/lead	Deliver to
	Specialist Consultants		✓	✓	✓	✓	
Internal	Agency Standards & Integration team		✓		✓		
	GM Agency Partnerships & Capability	✓			✓		✓
	Managers, colleagues and functions with accountability for planning, measurement and reporting	✓	✓		✓		
External	All of Government Agencies		✓		✓		✓
	Digital governance and leadership groups	✓			✓		✓

Your delegations as a manager

Human Resources and financial delegations	Level D
Direct reports	5-7
Staff reporting to direct reports	15-20

Your success profile for this role	What you will bring specifically
At DIA, we have a Capability Framework to help guide our people towards the behaviours and skills needed to be successful. The core success profile for this role is People Leader. **Keys to Success:** • Setting expectations • Encouraging innovation • Building effective teams • Identifying talent and developing others • Motivating others to achieve results • Developing business acumen	**Experience:** • Proven experience in a significant consulting services or service delivery management role • Proven experience managing or leading teams in a semi-autonomous team environment • Demonstrated experience in leading work planning, monitoring and reporting • Proven experience in balancing multiple priorities and dealing with ambiguity **Knowledge:** • Understanding of machinery of government processes, system and governance • Commercial savvy • Knowledge of best practice resource forecasting and planning **Skills:** • Proven leadership skills including demonstrated ability to engage and motivate staff to make a transition.

Your success profile for this role	What you will bring specifically
	• Strong commercial acumen
	• Delivery and results focused
	• Strong planning and organisational skills to manage changeable work programme and understand connections across the Branch and wider ICT/digital system.
	• A strategic thinker able to make connections between the Branch strategy and understand the implications for their function.
	• Proven ability to develop trust and credibility with senior managers.
	Other requirements:
	• A tertiary level qualification in a relevant discipline or equivalent experience is essential.
	• The ability to obtain and maintain a Top Secret security clearance