



# Job description

Haere mai

This job description is your go-to place for all the ins and outs of this role at Internal Affairs

## Programme Director – Operational Technology & Corporate Systems

### Three Waters Programme National Transition Unit, Local Government Branch

In July 2020, the Government launched the Three Waters Reform Programme – a three-year programme with the ultimate objective of improving the health and wellbeing of New Zealanders.

Currently over 60 different types of councils own and operate most of the drinking water, wastewater and stormwater services across New Zealand.

Local government is facing urgent challenges in the provision of these services including: funding infrastructure deficits, complying with safety standards and environmental expectations, building resilience into three waters networks to deal with natural hazards and climate change, and supporting population growth.

The Government has committed to comprehensive, system-wide reform to achieve lasting benefits for our communities and the environment.

The Three Waters National Transition Unit (NTU) is responsible for the establishment of, and transition to, a new service delivery model. Its role is to ensure that, on 1 July 2024, four new water service entities are ready to assume responsibility for three waters-related infrastructure and service delivery.

The NTU objectives are to:

- advance the Government's reform objectives with the sector in a way that supports successful adoption of the reform with stakeholders,
- ensure reform objectives are supported by a smooth transition and implementation approach that is efficient, effective and minimises disruption to communities and consumers, and
- leverage the transition for strategic transformation opportunities.

Being part of Three Waters Reform in New Zealand is a once in a lifetime opportunity. We are transforming the water sector (drinking water, wastewater and stormwater) to ultimately improve the health and wellbeing of New Zealanders. This is your opportunity to be part of an innovative and successful delivery team.



**Te Tari Taiwhenua**  
**Internal Affairs**

## Position Outline

This position sits within the Digital Enablement function of the NTU. The Digital Enablement function is the driving force of the NTUs establishment of digital capability. The function is overseeing the establishment of the WSE's Data and Digital landscape and transfer of activity from the NTU to the WSE's. The overall goal is to ensure the water service entities are setup for success from day one, 1 July 2024.

The **Programme Director – Operational Technology & Corporate Systems** (the Programme Director) oversees implementation of enabling operational technology and corporate systems within the four WSE's so that all core capabilities are operational on Day 1 and supported appropriately through to the completion of the hypercare support period.

This role is responsible for the development and delivery of the Operational Technology (OT) and Corporate Systems programme within the Digital Enablement and Customer workstream and crucial to ensuring delivery of this highly technical and complex data and digital (D&D) ICT programme including guiding and advising vendors, managing multiple stakeholders, and managing a team of technical experts.

The Programme Director will develop the business case for funding and will manage the programme scope, finances, schedule, resource and risk on this large system management and integration programme.

When required this role is expected to work across the wider branch and the Department and all positions have a responsibility to support the team in the delivery of the four new water service entities by 1 July 2024.

- **Reporting to:** Head of Digital Enablement and Customer, Three Waters Programme National Transition Unit
- **Location:** National
- **Salary range:** TBC Band

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## 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.

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## 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

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## 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.

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## Spirit of service

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, 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.

### What you will do to contribute

#### Strategic Leadership

- Lead the design and delivery approach of the Operational Technology (OT) and Corporate Systems implementation to reduce risk and ensure deliverability within the programme timeline while maximising value and benefits realisation within the reform
- Develop and lead the OT/Corporate Systems work programme at national and WSE level, to manage risk and ensure delivery of Day One capability
- Serve as a central point to leverage resources nationally to achieve overall solution(s) and implementation plans
- Drive and support each Entity with consistency of solution architecture alignment and implementation approach
- Lead the programme delivery and critical path to ensure the OT/Corporate System capabilities are operational on 1 July 2024
- Manage vendors against agreed approach, commercials and scope

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## **Delivery Management**

- Lead the development of the business case for OT/Corporate Systems to secure funding and endorsement on the technical approach
- Establish a close working relationship with IQA providers for governance and technical advice. Champion the implementation of agreed recommendations across the team and governance forums
- Lead the delivery activity of OT/Corporate Systems program mitigating risks and signalling dependencies
- Develop, monitor and track the implementation roadmap(s). If needed, assist with procurement related activity to align sector and vendor expectations
- Lead the procurement activity related to OT/Corporate Systems(s) ensuring that procurement processes are robust, risks are known and managed
- Gather sector and leading practice information. Understanding the solution landscape and gaps facing transition, identifying activities for a successful transition plan with a focus on Day One operations
- Manage programme implementation to meet day one requirements on time and within budget
- Actively manage risks and dependencies across the OT/Corporate Systems programme and critical pathway synergies with supporting Digital Enablement workstreams

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## **Stakeholder Engagement**

- Develop relationships with other leads and directors across the Data Enablement workstream to ensure cohesion of purpose, approach, and plan. Take an active role in “connecting the dots” to contribute into the overall Transition Plan
  - Work alongside Establishment Entities to understand their unique community, iwi/ Māori and geographical and system requirements
  - Keep Head of Digital Enablement and Customer informed on matters relating to implementation activity and facilitate timely decision making to ensure delivery can progress at pace
  - Build relationships across the workstreams and motivate team to achieve shared goals
  - Build relationships across the sector and with implementation partner(s) to ensure delivery
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**People and Team Leadership**

- Provide leadership for the OT/Corporate System workstream leads and Product Owners, including the NTU, Entity, Council, Vendor, Systems Integrator, Business Integrator and external resources
- Maintain oversight of the work, performance and wellbeing of the Delivery teams and Product Owners
- Attract talent, resource and recruit appropriately skilled teams to deliver the programme of work
- Connect and direct the team's work providing support and guidance and be an escalation point for issues
- Ensure systems are in place to manage information flows, decision-making processes, delegated tasks and stakeholder, financial, scope, change, schedule and resource management across the programme
- Lead the team in a manner which fosters and encourages a positive culture and environment consistent with the principles and behaviours of DIA and that leads to a highly engaged work force

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**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, injuries and matters of mental wellbeing
- Assess all hazards promptly and ensure they are managed

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**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
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**Who you will work with to get the job done**

Internal	Head of Digital Enablement and Customer
	PMO Delivery Lead
	System of Record Programme Director
	Entity Representatives
	Sector People / Change Representatives
	Workstream Leads within the D & D workstream
	DIA Technology Services and Solutions
	GCDO & Digital Public Service
	Chief Architect
External	Platform Vendor
	Business Integrator Partner

## Who you will work with to get the job done

	Systems Integrator Partner
	Change Delivery Lead

## Your delegations

Human Resources and financial delegations	Level tbc
Direct reports	TBC Multiple Indirect (11 Workstream Leads and Product Owners)

## What you will bring

### Experience:

- Significant experience successfully delivering large-scale ICT programmes
- Significant experience delivering ICT infrastructure solutions
- Trusted and credible reputation within in the digital sector, with a strong network across system vendors, business integrators and system integrators
- Experience managing and leading large technical teams
- In depth experience leading an ICT Shared Service organisation/model
- Substantial experience leading the program delivery of a significant digital transformation
- Experience working within the Water Industry

### Knowledge:

- In depth knowledge of ICT systems, databases and management information systems
- Knowledge of 'consumer' systems and databases
- Knows how to drive delivery towards outcomes
- Has confidence in how to set up a water service entity's systems of record landscape (can be demonstrated by creating ICT infrastructure for another organisation)
- Understand the logistics and complexity of the decisions that need to be made and the weight of the consequences

### Skills:

- Highly skilled in leading and managing technical teams
- Significant skills using SAP and Informed delivery methodology
- Significant skill managing a complex multi-vendor environment
- Significant senior stakeholder and relationship management skills and ability to build trust and rapport with diverse stakeholders
- The ability to think strategically and conceptualize complex ideas
- Excellent influencing and negotiation skills
- Ability to deliver under pressure
- Excellent leadership and people management skills
- Exceptional written and verbal technical and business communication skills

## What you will bring

### **Other requirements:**

- Relevant tertiary qualification (desirable)
- Ability to travel to meet the requirements of the position
- Will be required to pass satisfactory background checks