Te Puna Hanganga, Matihiko

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He kupu nā te Hautū

Takenga

I roto i te whakatūnga o Te Mahau i raro i te hoahoatanga hou o Te Tāhuhu, he mea whakatū a Te Puna Hanganga Matihiko i runga i te whāinga kia kauawhi, kia toro pai, kia pāhekoheko ai hoki ngā hanganga matihiko me ngā hanganga ōkiko, tae ana ki ngā ratonga tūnuku i roto i te pūnaha mātauranga. He pou kotahi mātou o ngā pou huhua o Te Whare o te Mātauranga ka mahi tahi ki te hāpai i Te Tāhuhu o te Mātauranga whānui; ki te kore he pou, kua kore te whare i tū.

Ko te kupu whakarite o Te Whare o te Mātauranga e whakaatu ana i te wāhi ki a mātou i roto i te mahi tahi ki ngā rōpū pēnei i Te Puna Rangatōpū,ki te toro i te ringa tautoko puta noa i Te Tāhuhu o te Mātauranga. Ka mahi tahi a Te Mahau ki ngā ākonga, ki ngā kura auraki, ki ngā kura kaupapa, ki ngā mātua, ki ngā whānau me ngā hapori o te takiwā, ā, mā tō mātou whai wāhi ki a rātou e mōhio ai he aha ngā tautoko ka hiahiatia. Ka whakahāngai hoki mātou i ā mātou ratonga ki ngā hiahia o te rāngai.

I roto i ngā mahi whakatū i Te Puna Hanganga, Matihiko, e mārakerake ana te kite e tutuki ai tēnei āhua mahi hou, me panoni tā tātou mahi ā-rōpū ki te noho mai ko Te Mahau hei kiritaki matua.

Nā reira me whakaaro anō te hunga ka mahi tahi rā tātou me ngā hātepe ka whakamahia. Me kāwitiwiti, me kātoatoa ā tātou ratonga ki Te Mahau, otirā ki Te Tāhuhu. Me pai ake hoki te whakatōpū – a ngā tīma o Te Puna Hanganga, Matihiko, ā, a Te Tāhuhu whānui – kia mahi tahi ai tātou ki te rato i ngā ratonga kauawhi, ki te toro noa anō hoki ki te pūnaha mātauranga.

Taku whāinga mō Te Puna Hanganga, Matihiko

Kua mahi tahi mātou ko ōku hoa Hautū o Te Mahau kia hāngai ai tō tātou whāinga mō te anga mahi a Te Puna Hanganga, Matihiko ki ngā putanga e whāia ana e rātou, i te wā tonu o te tuku i ngā ratonga kounga i te wāhi ki ngā hanganga, ki te matihiko me ngā tūnuku.

Ko te huringa nui katoa ko te aronga ki te rautaki e ratoa ai ēnei mahi: mā te mahitahi ki Te Mahau me ō tātou tāngata kei ngā papa, kei ngā takiwā. E angitu ai ā tātou mahi, me noho mātāmua ngā reo o ngā tīma me ngā tāngata e tata ana ki ngā mahi. Me hanga hoki tātou i tētahi wāhi whakapono nui, ki reira rangona ai ngā reo me ngā whakaaro o ngā iwi, o ngā hapū hoki, ā, ko ō tātou hoa mahi ki Te Tuarongo ka noho ki te iho o ā tātou mahi. Ko ō tātou hoa mahi i Te Mahau kei te pupuri i te taukaea ki ngā ratonga ako kōhungahunga, ki ngā kura me ngā hapori, ka noho waiwai ō tātou hononga ki a rātou. Ka mahi tahi tātou; kua tō te rā ki te ‘ā-motu’ me te ‘ā-rohe’. Ka tū kē Te Puna Hanganga, Matihiko hei tīma kotahi, ka kōrero tahi atu tātou, waihoki ka mahi tahi ki te whakatutuki i ngā mahi.

I ōna wā, i noho taratahi ō tātou rōpū. Kei te pīrangi tahuri ahau ki tētahi anga whakatōpū kia turakina tērā hanganga, me te whai kia māmā ake ai tā te katoa pōkai i tō tātou raupapatanga ā-mahi, ā-tima hoki, i te nuinga o te wā e manaaki ana i ngā kiritaki ōrite. Ko te hua o ngā whakatōpūtanga pai ake, ko te whakatūnga o tētahi wāhi whakapā kotahi nei i te takiwā e toro ai Te Mahau i ā tātou ratonga, ā, mā reira e pai ake ai ngā whakapāpātanga me te pai o ngā mahi. Mā te whakakotahi i ngā whakatau, i te mahi tahi me te kāwana i waenganui i a tātou ko Te Mahau e nahanaha ake ai ā tātou mahi me te take e mahia ana.

Puta noa i Te Tāhuhu, ka raka ake mātou ki te mahi tahi ki ētahi atu rōpū e āhei ai tātou te hoahoa me te rato pai atu i ngā urupare. Ka āwhina hoki i a tātou ki te whakakore i ngā hātepe huakore e nui ake ai te wāhi ki ngā kaingākau o ngā ākonga, o ngā mātua, o ngā kaiako, o ngā kura auraki, o ngā kura kaupapa, o ngā whānau me ngā hapori o te takiwā.

Ngā tūāoma ka whai ake: Te tiro whānui

Nō Te Puna Hanganga, Matihiko te haepapa ki te haumi i te takiwā o te $2 piriona ki te pūnaha mātauranga i ia tau. Ā-rōpū nei, e mārama ana tātou ki te wāhi nui ki a tātou. He rite tonu tā mātou whai i te kounga, me te kimi hoki i ngā ara hei whanake i ā mātou ratonga, me te aha, kua tīmata kē tā mātou whakawhanake i ngā ara mahi hou hei whakatutuki i tēnei moemoeā.

I runga i te tukuna whakaaro mai a ō tātou kaimahi, o ngā Hautū o Te Mahau, ā, o ngā tāngata kei ngā takiwā puta noa i te motu, kua hanga mātou i tētahi Mahere Mahi hei ārahi i Te Puna Hanganga, Matihiko ki te pae e whāia ana. I te wāhi ki ngā 'huringa matua e whā', ko te Mahere Mahi te whetū ārahi i a tātou, e whakaatu mai ana i te rautaki mahi tahi puta noa i ngā mahi hanganga, matihiko, tūnuku anō hoki e tukuna atu ai tētahi ratonga tōpū. Ka whakatakoto hoki i ngā pānga matua o ngā panonitanga me whai ki te whakatutuki i ā tātou whāinga pae tawhiti hei hāpai i ngā whāinga a te kāwanatanga mō tētahi pūnaha mātauranga ka tuku i ngā hua mana taurite me ngā hua kairangi.

He puka whakahirahira te Mahere Mahi ki a tātou, ā, ko tāna, he whakarārangi i te waiwaitanga o ā tātou kōpaki me ā tātou hōtaka ki ngā whāinga o Te Tāhuhu o te Mātauranga. Heoi anō, ehara te Mahere Mahi i te taunga, engari kē, ko te rewanga noa iho. He puka mauri ora e rite tonu ana te whakahoutia i a tātou ka peka atu ki ngā takiwā, ka whakapā atu ai ki ō tātou tīma, ki Te Mahau me te Tāhuhu whānui. He anga i āhei ai mātou te hanga i tētahi āhua noho tōpū puta noa i ō tātou tīma. Hei whakarāpopoto, ko tā te Mahere Mahi he whakamārama i tā mātou hāpai i Te Mahau kia angitu ai.

Te whakatutukitanga: Ngā tūāoma ka whai ake

Nā te whakatūnga o Te Puna Hanganga, Matihiko i kotahi ai Te Uepū Hanganga me Te Uepū Matihiko Nā tēnei whakakotahitanga i āhei ai te whanake tonutanga, me te whakarite hoki i a tātou ki te whakakotahi anō ā te anamata. He tūranga pai tēnei mō te tūāoma ka whai ake, tērā ka huri i tō tātou anga hei hāpai i ngā tāera mahi hou.

Kua mahi tahi ahau ki taku tīma kaiārahi ki te waihanga i ētahi o ēnei whanaketanga. Hei tauira, kua tīmata kē te whakatōpūtanga o te Tari Haumitanga me te Tari Whakahaere Kaupapa hei IPMO kotahi. Kua neke kē tō tātou tīma Kaupapahere ki Te Puna Kaupapahere e tōpū ai ngā ratonga me te tukunga.

I runga i ngā whanaketanga ā mohoa nei, ka whāiti te aronga o tēnei tāpaetanga kia panoni noa i ētahi wāhi. I te taumata tiketike, e tāpaetia ana kia whakawhitihia te tīma whakangungu me te tīma tahua ki Te Puna Rangatōpū e pai ake ai te pāhekoheko. Ko te panonitanga nui katoa e tāpaetia ana ko te whakatūnga o tētahi anga whakahaere matihiko hou, o ngā tāera mahi me te anga anō hoki ki roto o Te Uepū Matihiko.

He wāhi nui tō te whanake tonutanga ki Te Puna Hanganga, Matihiko. E mōhio ana ahau, nō ēnei rōpū ka whakakaohia, he nui ngā panonitanga i roto i ngā tau. E koke whakamua tonu ana tātou, ā, e mārama ana he mea nui te whanaketanga hei hanga i ngā urupare hou me ngā urupare pai ake. Kāore tātou i tatari ki ngā panonitanga, nā reira e whakahīhī ana ahau i tō tātou takatūtanga ki te whanake tonu i roto i tō tātou tīma, ā, ka pērā tonu tātou.

Nā reira ahakoa ngā panonitanga ka pihi ake pea i tēnei tāpaetanga, he tūāoma noa iho tēnei i roto i te rautaki whānui ki te whakatutuki i te whāinga o Te Puna Hanganga, Maihiko me te whanake i tā tātou rato mahi.

Ngā mihi

Scotty Evans
Hautū Te Puna Hanganga, Matihiko

Message from the Hautū

Background

As part of the establishment of Te Mahau within a redesigned Te Tāhuhu, Te Puna Hanganga, Matihiko | Infrastructure & Digital was established with the vision to lead inclusive, accessible and integrated digital and physical infrastructure and transport services to the education system. We are one of several pou of the Te Whare o te Mātauranga that work together in an integrated way to support Te Tāhuhu o te Mātauranga as a whole; without the pou, the whare could not stand.

The metaphor of Te Whare o te Mātauranga illustrates our role in working together with groups like Te Puna Rangatōpū | Corporate to provide support across Te Tāhuhu o te Mātauranga. Te Mahau will work directly with ākonga, schools, kura, parents, whānau and local communities, and we'll work through them to provide support and make sure we're coordinating the delivery of our services with what the sector needs.

As we've undergone the mahi of creating Te Puna Hanganga, Matihiko, it's become clear to me that to achieve this new way of working, we'll need to make some changes to how we work as a group to make the shift to having Te Mahau as our primary customer.

This means we need to re-evaluate who we work with and the processes we use. We need to be agile and efficient in how we deliver our services to Te Mahau and to the rest of Te Tāhuhu. We also need better integration – within our teams within Te Puna Hanganga, Matihiko, and within Te Tāhuhu as a whole – so we can come together to deliver inclusive and accessible services to the education system.

My vision for Te Puna Hanganga, Matihiko

I've worked alongside my fellow Hautū from Te Mahau to make sure our vision for how we'll work as Te Puna Hanganga, Matihiko is in line with the outcomes that they want to achieve, while continuing to deliver exceptional services in infrastructure, digital and transport.

The most fundamental shift will be to focus on how this work is delivered: in collaboration with Te Mahau and our people on the ground in the takiwā. To do our best work, we need to give priority to the voices of the teams and people who are closest to the mahi. We will also need to build a high-trust environment where the voices and perspectives of iwi, hapū and our colleagues in Te Tuarongo are central to our work. Our Te Mahau colleagues hold the relationships with early learning services, schools and communities, and our connections with them will be critical. We will work collaboratively and cohesively; gone are the days of 'national' and 'regional'. Instead, Te Puna Hanganga, Matihiko will be one team, speaking with one voice and working together to get things done.

In the past, our groups have existed in silos. I want to move to an integrated model where these are broken down and our work and team structure – which so often serves the same customers – is easier to navigate for everyone. Better integration means establishing one point of contact in the takiwā for Te Mahau to access our services, which will improve communication and efficiency. Joined-up decision making, collaboration and governance between us and Te Mahau will lead to better organisation of what we're doing and why we're doing it.

Across Te Tāhuhu, we'll be more agile in how we coordinate with other groups so that we can design and deliver solutions in a cohesive way. It will also help us to cut back on unnecessary processes so that we can spend more time delivering what matters most to ākonga, parents, kaiako, schools, kura, whānau and local communities.

How we're going to achieve it: The big picture

Te Puna Hanganga, Matihiko is responsible for investing nearly $2 billion in the education system each year. As a group, we understand the importance of the role we play. We continually seek out excellence and look for ways to improve the delivery of our services, and we're already on the path to developing new ways of working to help achieve this vision.

With input from our kaimahi, Te Mahau Hautū and people in the takiwā around the country, we've already created a Game Plan to guide Te Puna Hanganga, Matihiko to where we need to be. Through the lens of the 'four key shifts', the Game Plan is our guiding star, showing how we'll work together across infrastructure, digital and transport to deliver an integrated service. It also lays out key change impacts we'll need to deliver on to achieve our longer-term objectives in support of government's goals for an education system that delivers equitable and excellent outcomes.

The Game Plan is a foundational document for us and outlines how our portfolios and programmes of delivery are a critical enabler of Te Tāhuhu o te Mātauranga's objectives. However, our Game Plan is not a destination, it's just the start. It's a living document that we're continually updating as we visit the takiwā and engage with our teams, Te Mahau and the wider Te Tāhuhu. It's an outline that has allowed us to begin building a culture of integration and collaboration across our teams. In short, our Game Plan sets out how we back Te Mahau to succeed.

How we're going to achieve it: Next steps

The establishment of Te Puna Hanganga, Matihiko brought together Te Uepū Hanganga | Infrastructure and Te Uepū Matihiko | Digital into one group. This unification has provided us with the platform to embrace continuous improvement, while setting us up to continue to come together in the future. We are in a really good place for our next phase, which will make the changes to our structure that are needed to support new ways of working.

I've worked with my senior leadership team to design some of these improvements already. For example, the integration of the Investment Office and Project Management Office into a singular IPMO team is underway. We have also moved our Policy team to Te Puna Kaupapahere | Policy to allow for streamlining of services and delivery.

Given the improvements we've made to date, the focus of this proposal will be limited to changes in a few select areas. At a high level, it is proposed to transfer our training teams and finance team to Te Puna Rangatōpū in order to enable better integration. The most significant change proposed is to establish a new digital operating model, ways of working and structure within Te Uepū Matihiko | Digital.

Continuous improvement is a part of our culture in Te Puna Hanganga, Matihiko. I recognise that as these groups have come together, people have been in different states of change over a number of years. We're continuing to move forward, and we understand improvement is necessary to create new and better solutions. Rather than waiting for change to come to us, I'm proud of how proactive we've been in driving continual improvement within our team already, and we will continue to do so.

This means that while there may be changes stemming from this proposal, for us this is just the next step in our wider approach to achieving the Te Puna Hanganga, Matihiko vision and improving how we deliver our work.

Ngā mihi
Scotty Evans
Hautū, Te Puna Hanganga, Matihiko

Ngā huringa i ā tātou mahi me tō tātou tāera mahi | Shifts in what we do and how we work

We already know that we do our best work when we're connected to local communities and we're working together. At the core of our proposed design for how we'll work is the idea that we need to work collaboratively, alongside Te Mahau, to make sure our mahi is effective. To do this, we'll need to make some changes to how we work, including the four key shifts that were introduced by Te Tumu Whakarae mō te Mātauranga in the decision document on 4 October 2021. Realising our commitment to te Tiriti requires us to practice reasonable and honourable kāwanatanga, as set out in Te Ara Whiti Crown Relationship Framework. This requires us to give active expression to the principles of te Tiriti as we each carry out our daily professional duties.

The proposed design for our new way of working reflects where we are in the process of shifting away from a top-down, 'national-led' model. We've focused on building opportunities for joined-up decision making, collaboration and governance into the way we work, particularly at a regional level. This will help give priority to the voices and the expertise of the regional and local people who are doing the mahi to deliver what matters most to ākonga, kaiako, schools, kura, whānau and local communities.

However, some services, like finance and training services, work best when delivered at a national level. For these, our proposed model focuses on better integration with the rest of Te Tāhuhu o te Mātauranga. This will make it easier to navigate services across our organisation and allow Te Puna Hanganga, Matihiko to provide better, more accessible services and support in specific areas. The structures we've proposed also provide an opportunity to improve feedback loops and information flows between the teams that provide services at a national level and our people in the takiwā, allowing us to constantly learn, improve and adapt.

Partnership is key throughout this design, which includes our responsibility to act as a high-trust te Tiriti o Waitangi partner. As we began designing how we needed to work as Te Puna Hanganga, Matihiko, it was important that Māori and their perspectives be included from the start, as tāngata whenua and also as ākonga, whānau and members of the communities we serve. We've embedded this into our proposed structure to make sure that the way we'll be working is giving effect to te Tiriti and delivering for Māori.

Shifting the ways that we work won't come together overnight. In Te Puna Hanganga, Matihiko, the culture of the team we build and how we embrace change, in addition to the structures, programmes and systems that we put in place, is what will help us achieve the 'four key shifts' and create effective and continuous improvement.

Tā mātou e tāpae nei me te take e tāpaetia ana | What we are proposing and why

Transfer of functions to Te Puna Rangatōpū | Corporate

There has been an ongoing focus on identifying opportunities across Te Tāhuhu o te Mātauranga that reduce potential duplication of functions, and on grouping similar focus areas together.

Following a review with Zoe Griffiths, Hautū Te Puna Rangatōpū, there are areas of related work that currently reside within Te Puna Hanganga, Matihiko that have a better fit within Te Puna Rangatōpū.

As a result, we are therefore proposing to transfer the following functions/positions to Te Puna Rangatōpū:

- **Te Puna Hanganga, Matihiko Training Services**. We are proposing to transfer this team to be part of a new specialist portfolio **'Sustainability, People and Place'** team in Te Puna Rangatōpū, which is integral in shaping the people experience at the Ministry. This new team will take a holistic view across people development, wellbeing and sustainable work environments. The vacant Senior Advisor – Training and Development position will also join this team. These changes to reporting lines would strengthen support for Ministry-wide common training (such as leadership development, training frameworks and training development) requirements, as well as ensuring their current technical training development focus is maintained.
- **Te Puna Hanganga, Matihiko Finance and Investment team.** We are proposing to transfer this team to be part of a new specialist portfolio **'Finance and Commercial'** team within Te Puna Rangatōpū that brings together procurement and finance functions, creating one centralised finance function with oversight of expenditure across the Ministry. This proposal reduces duplication and will enable greater consistency of finance management frameworks, policies and processes. This team is responsible for delivering core financial planning, budgeting and financial management activities as a trusted advisor to the Ministry
- **Principal Advisor – Risk Management position in Business Services.** We are proposing to transfer this position to be part of a new **'Governance, Planning and Reporting'** team in Te Puna Rangatōpū, created to provide an end-to-end view of Ministry-wide strategy; planning, including business continuity; performance monitoring; and governance. Specifically, this team will provide the Ministry with a consolidated view of enterprise risk management

Te Uepū Matihiko | Digital

What is Digital and why is it important?

Over a number of years, Te Uepū Matihiko | Digital has been evolving its approach to the provision of digital services to customers within the Ministry and, increasingly, to customers across the sector, partner agencies, and ultimately teachers/principals, ākonga and their whānau.

To better support and enable Te Mahau, we need to broaden our continual delivery and improvement way of working for all of our customer groups through a more consistent approach to the design and delivery of digital products and services.

With the continued integration of Digital within Te Puna Hanganga, Matihiko, there is now the opportunity to take steps towards a greater degree of connectedness in our engagement, strategy and planning functions.

There are currently several key factors driving these proposed changes:

- **Strategic direction** – The Government's Digital Strategy for Aotearoa is driving work programmes into new areas – digital equity, wellness and online harm prevention, and increasing a focus on trust, inclusion and growth.
- **Giving effect to te Tiriti o Waitangi** – We need to refresh Tātai Pou competencies for each role, increase te reo Māori fluency as a requirement for customer-facing roles, and increase Te Ao Māori knowledge and te reo Māori fluency in user experience design roles.
- **Digital Transformation** – To enable the wider transformation programme and support Te Mahau and Te Tahuhu by strengthening the strategic delivery partnerships between digital and service functions.
- **Continuous delivery and product teams** – We need to move to broader application of a modern product/service approach to continuous digital delivery.
- **Supporting technology workforce objectives** – It's essential to support diversity and inclusion initiatives that provide pathways for under-represented groups into the technology workforce.
- **Cloud platforms** – We need to achieve consistency with the all-of-government Strategy for a Digital Public Service.
- **Cyber security** – There is a growth and increasing sophistication of cyber threats.
- **Financial sustainability** – We need to establish a sustainable model for product-based funding and resources, considering sourcing strategy and cost recovery.
- **Education Resourcing System (ERS)** – We are transitioning the $100m asset from a programme into the digital operating model to continue product approach.
- **Broadening scope** – We are incorporating managed services for schools and integration with our Te Puna Hanganga, Matihiko operating model.

Digital operating model

An operating model describes how a group will deliver its work. It includes things like what, where, how, to whom services are delivered, processes and systems, technology and governance. The Digital Operating Model is a holistic approach for how the Matihiko | Digital components are configured and function together to deliver. It is a framework to ensure Te Uepū Matihiko is aligned with the overall Ministry strategy and goals. It outlines how digital products and services deliver value to the organisation. (Figure 1)

We have involved leaders and stakeholders representing our key customers within the Ministry and sector in reviewing our operating model, which has informed our proposed organisation design.

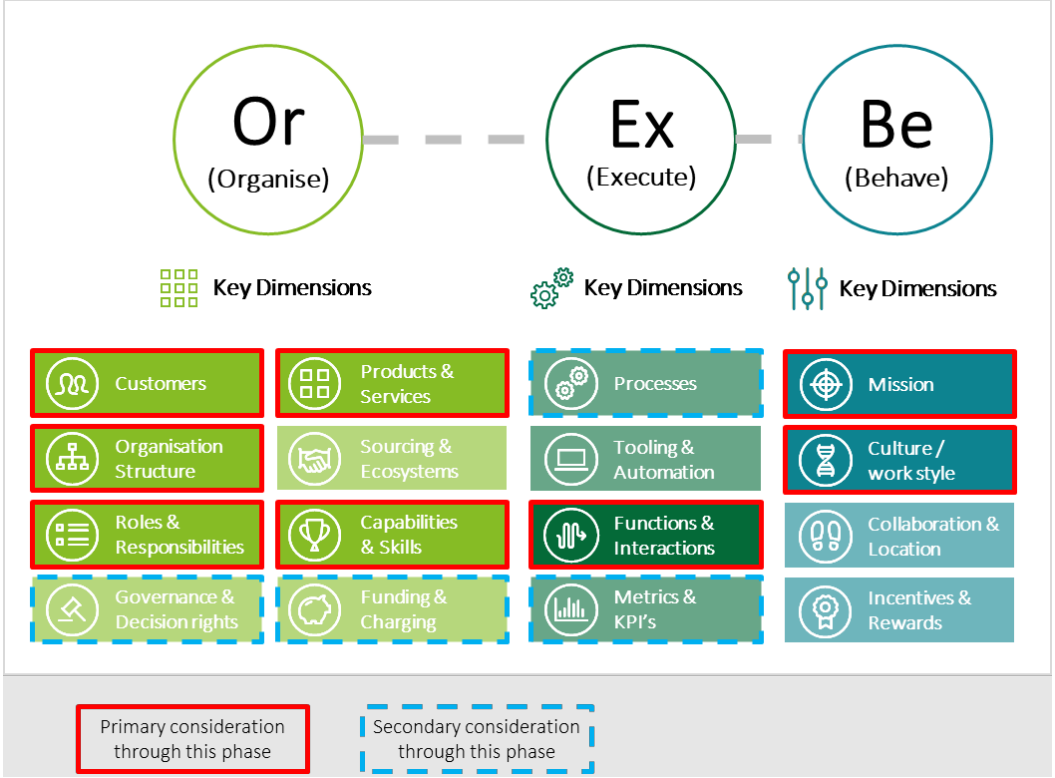


Figure 1: Components of Digital Operating Model

The proposed design reflects a phase of change that we need to make within Te Uepū Matihiko to make sure we are best positioned to support delivery of the Ministry's key strategic objectives and shifts. We know that any changes resulting from this proposal will require a comprehensive change and transition strategy and implementation plan, which will be developed once consultation has completed and final decisions have been made.

We want to support and develop a digital workforce that can develop rich and interesting digital careers within Te Tāhuhu o te Mātauranga. We also want to further develop a culture and way of working that is attractive, enables our people to thrive in their profession, and serves Te Mahau, teachers, learners and their whānau through our digital products and services.

The proposed design has been guided by the following set of core design principles. The design:

- Strengthens our ability to **listen and respond** to our customers, deliver customer value and enable the Ministry to give effect to te Tiriti
- Enables effective **scaling and responsiveness –** developing and prioritising our capability and resourcing to meet customer need
- **Aligns and integrates** with the broader Te Puna Hanganga, Matihiko and Ministry operating model
- Establishes **clear lines of accountability** for the provision of digital products and services
- Enables the provision of meaningful **career and growth opportunities.**

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The proposed design features:

- The platform for the strengthening of Matihiko | Digital as a **trusted partner** to customers, both within the Ministry and across the sector, as a delivery arm of the integrated services provided by Te Puna Hanganga, Matihiko.
- Reinforcing Matihiko | Digital as a critical **enabler of transformation** by providing consulting expertise, digital products and services that support the future of education.
- Implementation of a **consistent approach** to digital product and service management. This reflects an enhanced connection between Matihiko | Digital and the customers it serves, as well as a continuous approach to product and service development, enhancement and deployment.
- Make it easier for Digital staff to build and apply their **technical capability across multiple products** and service towers.
- An intentional commitment, through the strengthening of **Practice Management**, to investing in and developing the capability across the core technical practices.

Our proposed delivery model, depicted in the diagram below (Figure 2), shows the enhanced connection of Digital as an integrated service offering through Te Puna Hanganga, Matihiko.

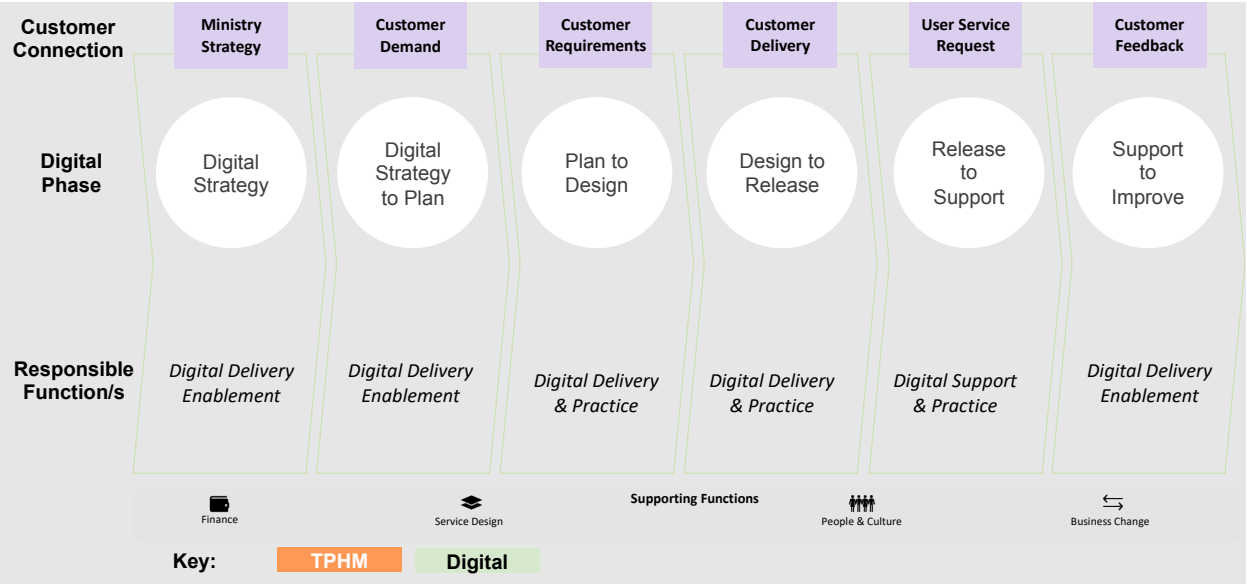


Figure 2: Proposed flow of delivery and integration with Te Puna Hanganga, Matihiko

It is proposed that Te Uepū Matihiko | Digital, will consist of the following high-level functions:

1. *Delivery Towers – Ministry, Sector and Business*
    a. The delivery of digital products and services will be divided into three primary segments, or 'towers':
        i. Ministry Products and Platforms – This tower is accountable for the delivery performance of the portfolio of products and services being delivered to the Ministry. Te Uepū Matihiko | Digital is the business owner and oversees the platforms that serve products and services across each of the towers.

ii. Sector Products and Services – This tower is accountable for the delivery performance of the aggregated roadmap representing the portfolio of services being delivered by Digital to the sector via Te Mahau and directly.
iii. Business Products and Services – This tower is accountable for the delivery performance of the aggregated roadmap representing the portfolio of:
    - services being delivered by Digital to the business
    - services owned by the business, but where digital product expertise is being provided by Digital.

2. *Digital Solution Support will:*
    a. Be responsible for ensuring the availability of systems, infrastructure, networks and other processes, so that Matihiko | Digital meets customer and stakeholder service, reliability and security expectations.
    b. Make sure that digital products, systems and platforms are appropriately monitored and availability meets agreed service levels, including the service provision of the Security Operations Centre.
    c. Engage with the platform, product and service teams through the design cycle, enabling an effective DevOps approach. They will provide change and release expertise and ownership to support the successful release and deployment of digital products.
    d. Provide excellent customer service to end users through the Digital Service Desk.

3. *Practice Management is accountable for:*
    a. Establishing an aligned framework to provide effective practice management across Matihiko | Digital practices.
    b. Ensuring there is a consistent design and application of standards/methodologies/tools.
    c. Leading the planning and talent management of the Digital workforce to ensure Te Uepū Matihiko has the technical capability and capacity to deliver to the Ministry's digital transformation strategy. This involves developing and nurturing the Digital workforce, so that people can be developed and retained.
    d. Overseeing the provision of the technical, professional and pastoral care and development of the Digital workforce.

4. *Digital Delivery Enablement (part of an integrated Te Puna Hanganga, Matihiko) will:*
    a. Lead the engagement with key customers and stakeholders, ensuring strategic digital thought leadership is partnered alongside the business from the outset through the development of strategy, service design and delivery.
    b. In partnership with the Chief Digital Officer, be responsible for the digital transformation strategy and the associated investment plan and delivery priorities.
    c. Enable an integrated approach to product and service management across the delivery towers of Te Uepū Matihiko | Digital that maximises product, platform and service opportunities and reduces technical debt. This includes the establishment and maintenance of an aggregated product roadmap and associated backlog, support for in-demand and resource planning, and enterprise vendor and commercial management.
    d. Support the shaping of product teams and delivery of digital projects by providing resource planning and enterprise-level Integrated Programme Management Office functions.
    e. Provide timely performance dashboards and reporting to product teams and business owners. The data will allow for accurate tracking of the value that is being delivered to the business and the business outcomes that are being achieved through the digital products and services

The key changes and improvements that will be seen as the proposed Digital Operating Model, along with a consistent approach to digital product and service delivery, is implemented are:

From …	To …
Milestone-based funding through business cases	**Continuous funding** based on alignment to value creation
Defined by scope delivered	Defined by the impact for end-users
Fixed start and end date	Long-lived
Teams ramp up and down on projects	Product and platform teams endure
Early commitment to detailed requirements	Continually evolving response to needs and delivery backlog
Fixed schedule and prioritisation	Frequent re-evaluation against user needs
Value delivered at completion	Smaller, iterative value delivery
Report on **activity**, output, time and **budget**	Report on **impact** and **outcomes**

A consistent digital product management approach will support that digital products are designed, developed and deployed on a continuous improvement basis. A further critical change will be ensuring a direct connection between the digital products and services that are delivered, and the Pou that articulate the value proposition of Matihiko | Digital to the Ministry, sector, teachers, ākonga and their whānau. This is depicted in Figure 3.

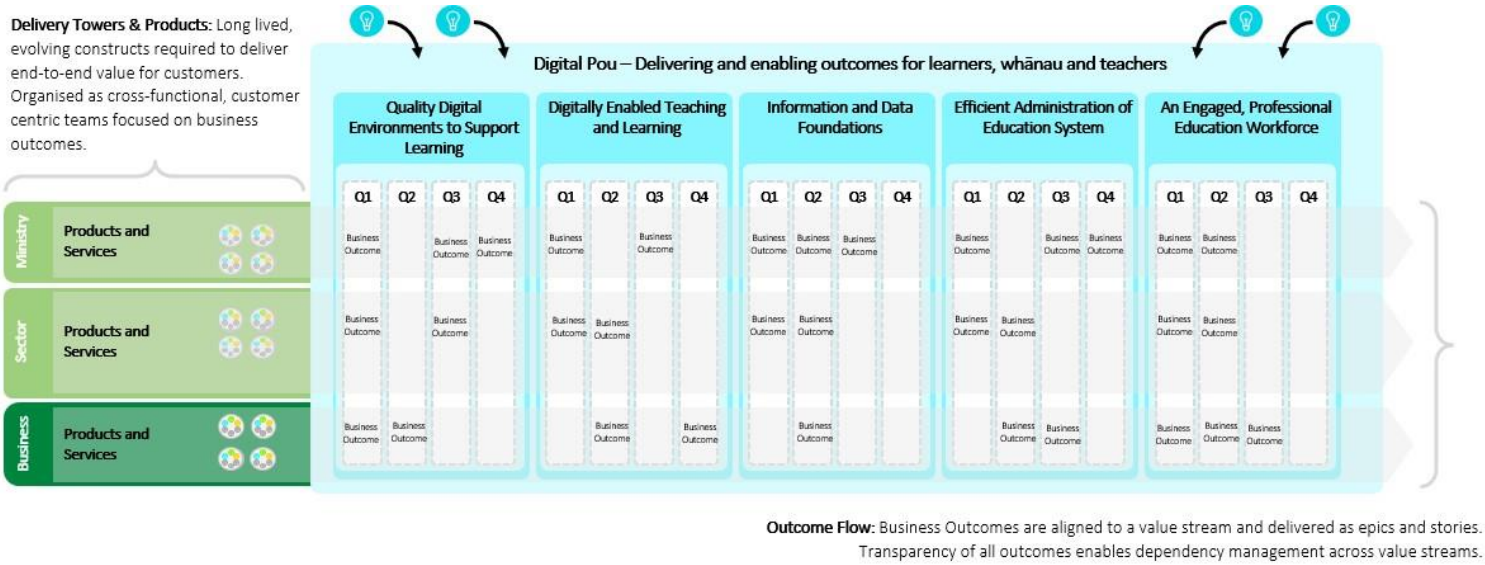


Figure 3: Digital Products and Services deliver business outcomes aligned to the aligned to the Ministry's Digital Transformation Board's Pou

Proposed functions, services and accountabilities of Digital

	Service Areas		
Role Title	Manager Digital Delivery Enablement	Manager Ministry Products and Platforms Delivery	Manager Sector Product and Service Delivery
Role Architecture Name	Function Manager (Tier 4)	Programme Manager (Tier 4)	Programme Manager (Tier 4)
Specific Portfolio Accountabilities	• Te Puna Hanganga, Matihiko Service Integration • Digital Strategy and Investment Planning • Develop and maintain aggregated Digital Product and Service roadmap • Demand planning • PMO frameworks and support • Performance Reporting and Metrics	• Understand the strategic requirements and priorities of key customers and stakeholders in the Ministry • Oversee the delivery of digital products and services to the Ministry • Accountable for core Ministry platforms to be managed and maintained to serve products across all delivery towers • Accountable for the products and platforms to deliver the required outcomes and value to the customer • Manages the appropriate capability through a range of sourcing options	• Understand the strategic requirements and priorities of key customers and stakeholders in the Sector • Oversee the delivery of digital products and services to the sector • Accountable for the products and platforms to deliver the required outcomes and value to the customer • Lead the design and delivery of a clear service and sourcing strategy for the provision of Matihiko | Digital services to the sector • Manages the appropriate capability through a range of sourcing options
WHAT does the function do?	Drives continuity and delivery of digital enablement services while also leading the design and integration of these digital services into the TPHM investment and operating model. Supports the Matihiko | Digital leadership team and their key functional areas, focusing on alignment, integration and service delivery across the Te Uepū	Outward facing role focussed on overseeing that the digital products and platforms are supporting the success and delivering value for the Ministry and its customers. Supports the establishment of effective relationships across Te Uepū Matihiko | Digital delivery functions that understand and manage	Outward facing role focussed on overseeing that the digital products and services are supporting the success and delivering value for the sector customers and business owners. Drives a clear vision and understanding of what the sector business needs and expectations are by working with external and internal partners to inform how solutions can

	Matihiko | Digital, together with Te Puna Hanganga, Matihiko and Te Puna Rangatōpū | Corporate centres of expertise'.	the service expectations of customers.	deliver innovation and value to the customer.
WHAT happens here?	• Accountable for the delivery of the strategy, planning, assurance, project and performance reporting to support the delivery of the Digital Operating Model • Lead the design and integration of these enabling functions into the Te Puna Hanganga, Matihiko operating model, particularly the product funding model • Drives effective operational processes and planning, and implementation, including performance improvements related to the ICR	• Accountable for the delivery performance of the portfolio of products being delivered to the Ministry, for which Matihiko | Digital are the business owner. • Oversee that the product and service design is leveraging the Ministry's technology investment. • Develop key relationships to listen, understand and manage the service expectations of the customer • Leadership oversight of business product managers and product teams drawing on a servant leadership approach to understand and manage clear expectations of customers	• Accountable for the delivery performance of the aggregated sector roadmap representing the portfolio of: ○ services being delivered by Matihiko | Digital to the sector ○ the products owned by the sector but digital product expertise is being provided by Matihiko | Digital • Oversee that the product and service design is leveraging the Ministry's technology investment • Develop key relationships to listen, understand and manage the service expectations of the customer • Curate a catalogue of service and product offerings that can be consumed by sector customers

	Service Areas		
Role Title	Manager Business product and service delivery	Manager Digital Solution Support	Manager Practice Management
Role Architecture Name	Programme Manager (Tier 4)	Function Manager (Tier 4)	Function Manager (Tier 4)

Specific Portfolio Accountabilities	• Understand the strategic requirements and priorities of business owners of digital products and services • Oversee the delivery of digital products and services to the business owners • Oversee that the products and services are delivering the required outcomes and value to the customer • Manages the appropriate capability through a range of sourcing options	• Oversee that all digital applications, networks and infrastructure services are supported effectively and in accordance with all agreed service levels • Foster a strong customer service culture within the Matihiko | Digital team to provide exceptional support to end users • Deliver effective monitoring and operational security practices in place to ensure the protection of the digital assets of the Ministry • Lead an effective Digital Service Desk • Manages the appropriate capability through a range of sourcing options	• Oversee that each technical practice is applying consistent, modern and fit for purpose frameworks across all delivery towers • Lead, support and build the capability of the digital workforce across all practices • Oversee that the workforce are receiving the professional development and pastoral care to thrive • Oversee that Digital has the resource capacity and capability to meet demand • Manages the appropriate capability through a range of sourcing options
WHAT does the function do?	Accountable for digital products and services supporting the success and delivering value for the business and their customers. Fosters cohesive and effective relationships across the portfolio of Matihiko | Digital delivery functions that understand and manage the service expectations of business owners and customers.	Delivers 24/7 availability and service support of systems, infrastructure, networks and other processes so that Te Uepū Matihiko can meet customer and stakeholder expectations.	Accountable for designing, evolving, and delivering digital services practices to enable the delivery of digital projects, products and services in collaboration with business leaders, digital leaders and stakeholders.
WHAT happens here?	• Accountable for the delivery performance of the aggregated business services roadmap representing the portfolio of:	• Maintains digital systems and platforms to be appropriately monitored and supported, and	• Responsible for building and developing capability in the Architecture, Analysis and Design, Development, Testing, Engineering

	○ services being delivered by Matihiko | Digital to the business ○ products owned by the business, but where digital product expertise is being provided by Matihiko | Digital. • Oversees that product and service design is leveraging the Ministry's technology investment • Develops key relationships to listen, understand and manage the service expectations of the customer • Provides leadership oversight of business product managers and products teams drawing on a servant leadership approach	availability meets agreed service levels. • Accountable for leadership of: Digital Customer Service Desk, Infrastructure and Security, Operations and Desktop Engineering and Support • Provides oversight for the design, development and release of high-quality digital learning content and outputs • Oversees the digital services learning and development initiatives for applications/ systems/processes	and Project & Product Management practices. • Leads the practice development for the organisation across all Digital practices • Oversees that Te Uepū Matihiko have the resource capacity and capability to deliver on the requirement outlined in the Digital Product Roadmap • Establishes strong cross-organisational feedback loops that guide continuous improvement and adaptation • Leads the design and execution of enterprise, program, and team agility health assessments. • Co-creates and enables development plans and roadmaps for the capabilities, skills and practices necessary to achieve systemic improvements. • Accountable for (in close collaboration with a coalition of transformational leaders) systematically inspiring, guiding and enabling continuous improvement throughout the organisation.

Proposed future structure and roles of Digital

Proposed Tier 3, 4 and 5 Proposed Structure for Digital

Role summaries for proposed new roles in Digital

Summarised impact tables for potentially impacted roles

Digital Delivery Enablement

What is Digital Delivery Enablement and why is it important?

Digital Delivery Enablement is being established, on an interim basis, to group the functions that play a critical role in enabling the effective delivery of digital products and services together with similar functions across Te Puna Hanganga, Matihiko. Functions like engagement, strategy and planning, and assurance, are already established in Business Services. This proposal groups these similar functions together to operate as a hub and spoke model.

Further work is still to be done to bring these functions together formally within Te Puna Hanganga, Matihiko. It is expected that this work will commence in early 2023 after this Ministry change process has been completed.

This function will ensure that Te Uepū Matihiko are delivering products and services that are aligned with the Ministry strategy, funded through the investment plan, resourced to deliver, and that the products and services are delivering the agreed business outcomes.

This function is proposed to be led by a Manager Digital Delivery Enablement (transitional role) that will report through to Group Manager Business Services on an interim basis. The functions and roles that form part of this transitional area will still deliver what is currently being delivered, except the delivery will be part of a hub and spoke model and part of the broader Te Puna Hanganga, Matihiko group, not specifically residing within Matihiko | Digital.

The Chief Digital Officer will still have ultimate responsibility for the delivery of these functions and will work with the new functional owners to achieve this.

These changes are designed to ensure a fully integrated approach can be taken across each of the key delivery components of Te Puna Hanganga, Matihiko – digital, infrastructure and transport.

The functions within this group play a critical role in enabling Te Uepū Matihiko to deliver digital products and services that deliver continuing value to the business. This group contains a proposed new role of Digital Engagement Partner which will be accountable for establishing trusted partner relationships with key customers and stakeholders. They will also provide strategic digital consulting services that give a strong digital voice to the development of strategy and service design.

This function will also be responsible for holding an aggregated view of the digital product and service roadmap and ensuring the aggregated roadmap has a backlog which is actively managed and maintained. Furthermore, Digital Delivery Enablement will lead the planning and performance reporting of delivery against the aggregated roadmap and the Ministry's Digital Transformation Strategy.

This group will also work in partnership with the enterprise risk and assurance function. They will ensure that the Ministry has the required cyber security and digital assurance frameworks and polices in place to meet agreed service levels, as well as make sure the necessary security and monitoring protocols are in place within the digital eco-system.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The key changes proposed through the establishment of the Digital Delivery Enablement function include:

- Roles currently working in supporting the development and maintenance of the Education Digital and Data Strategy and the Ministry's Digital Transformation Strategy shift to reside within this function.

- Shifting the current Commercial Manager and their direct reports to the Digital Delivery Enablement function, and creation of a new role – Digital Delivery Planner – to understand the delivery demand pipeline and ensure effective planning of the supply requirements of Digital Services.
- The establishment of a new role – Manager Digital Project Office – to lead the provision of project office support for Matihiko | Digital and establish and deliver on the performance reporting requirements against the aggregated product roadmap. Existing roles supporting the ICT Project Office will report to this new role.
- The establishment of a new role – Manager Digital Assurance – to lead this Assurance function. A number of roles from the existing ICT Assurance team will report to this role and are shown below. Roles that have more of an operational security focus are proposed to move to Digital Solution Support.

With the recent establishment of the Te Uepū Matihiko | Digital Engagement team and function within Business Services, the following engagement functions and roles are proposed to report to this team with a dotted line back into Matihiko | Digital to provide services and expertise as required:

- Senior Comms and Engagement Advisor x2
- Strategic Advisor Digital Security Engagement
- Engagement and Communications Advisor (contractor)

Proposed functions, services and accountabilities of Digital Delivery Enablement

	Digital Delivery Enablement		
WHAT does the function/service do?	Leads the development and management of the Digital Transformation Strategy and establishes the frameworks, prioritisation and planning to enable the effective delivery of digital products and services.		
HOW will this function be organised?	The function will consist of: • Digital Engagement, Strategy and Investment • Digital Service Planning and Service Management • Digital Project Office • Digital Assurance		
Level 5 Teams	*Digital Partnership*	*Digital Service and Planning*	*Digital Project Office*
Role Title	Digital Engagement Partner	Digital Service & Planning Manager	Team Leader Digital Project Office
Role Architecture Name	-	Team Leader (Tier 5)	Team Leader (Tier 5)
WHAT happens here?	Accountable for driving a strong and effective consultative engagement approach across Matihiko | Digital business areas and establishing strong partnerships that enable Matihiko | Digital to operate as a trusted	Provide leadership and oversight to ensure a consistent, effective and efficient approach to service management is applied across the delivery towers – resulting in service excellence for Matihiko	Lead the Matihiko | Digital project, performance and reporting function, ensuring there is accurate and current performance reporting information/dashboards that demonstrate delivery

	partner. Working in partnership with Te Uepū Matihiko leadership team and other key stakeholders across the Ministry to provide digital consultancy for their business area. • Establishing and partnering with Matihiko | Digital and other key stakeholders in delivering digital consultancy • Facilitation of Digital Service Design • Manages engagement with customers and monitors customer experience • Oversees service management approach across customer groups • Establishing internal and external strategic relationships relevant to the Digital Services Strategy and broader Ministry and sector	| Digital customers and value for money for the Ministry • Oversee service management approach across customer groups • Implementation of sourcing strategy • Accountable for aggregated service performance and vendor management with each supplier • Monitoring and measuring service performance achievements of all operational services against targets with SLA's • Identify and oversee opportunities (services and products) that will benefit the Ministry and each customer group	performance against the aggregated product roadmap, and delivery of anticipated value to the business through projects and adaptive delivery methods. • Lead the development and delivery of Matihiko | Digital project management office functions, ensuring services are fit for purpose • Financial tracking against product roadmaps and investment plans • Establish reporting dashboards to be used within product teams • Performance reporting against aggregated product roadmap • Benefit realisation – reporting on delivery of business value • Treasury reporting and ICR activities

	Digital Delivery Enablement	
WHAT does the function/service do?	Leads the development and management of the Digital Transformation Strategy and establishes the frameworks, prioritisation and planning to enable the effective delivery of digital products and services.	
HOW will this function be organised?	The function will consist of: • Digital Engagement, Strategy and Investment • Digital Service Planning and Service Management • Digital Project Office • Digital Assurance	
Level 5/6 Teams	*Digital Assurance*	*Digital Delivery*
Role Title	Team Leader Digital Assurance	Digital Delivery Planner
Role Architecture Name	Team Leader (Tier 5)	-

WHAT happens here?	Establishes and ensures strong Matihiko | Digital assurance and security practices across the Ministry and Matihiko | Digital strategic programs, including defining key security indicators, policies, standards and processes. • Oversight and governance of the implementation of technology & cybersecurity risk and assurance program and controls • Lead the delivery of cybersecurity governance, assurance, risk (including third-party risk management), and compliance programs and initiatives to help understand, measure, and manage the technology cyber-risk profile that underpins the business's strategic goals. • Provide advice and recommendations to business leaders for decisions regarding technology, risk and cybersecurity related topics. • Primary liaison working with various technology and cybersecurity assurance programs on annual Risk & Control Assessment plans	• Plan, prioritise and manage resource plans for product teams across Te Uepū Matihiko and delivery of the aggregated product roadmap • Oversee, manage and maintain the aggregated product and platform roadmap, ensuring alignment with the Digital Transformation Strategy and Investment plan • Oversight of the process for establishment of new product teams • Responsible for the design, implementation and continuous improvement of the delivery model

WAYS OF WORKING	• Lead the engagement with key customers and stakeholders, ensuring strategic digital thought leadership is partnered alongside the business from the outset through the development of strategy, service design and delivery
	• In partnership with the Chief Digital Officer, be responsible for the digital transformation strategy and the associated investment plan and delivery priorities
	• Foster an integrated approach to product and service management across the delivery towers of Matihiko | Digital that maximises product, platform and service opportunities and reduces technical debt. This includes the establishment and maintenance of an aggregated product roadmap and associated backlog, support for demand and resource planning, enterprise, vendor and commercial management
	  • Support the shaping of product teams and delivery of digital projects with resource planning and the provision of effective enterprise Integrated Programme Management Office functions
	  • Provide timely performance dashboards and reporting that present valuable information to product teams and business owners that accurately track the value that is being delivered to the business, as well as the business outcomes that are being achieved through the digital products and services.	

Additional commentary	This is temporary home for these functions until the design work in other parts of Te Puna Hanganga, Matihiko including Strategy and Planning, Assurance and IPMO are finalised and ready for consultation. This is expected to be in early 2023.

Proposed future structure and roles of Digital Delivery Enablement

Proposed structure for Digital Delivery Enablement

Role summaries for proposed new roles in Digital Delivery Enablement

Summarised impact tables for potentially impacted roles

Ministry Product and Platform Delivery

What is Ministry Product and Platform Delivery and why is it important?

The delivery of digital products and services will be divided into three primary segments, or 'towers'.

The Ministry Product and Platform Delivery 'tower' will:

- Ensure the Digital products and platforms are supporting the success and delivering value for Ministry customers
- Accountable for the delivery performance of the portfolio of products being delivered to the Ministry, for which Matihiko | Digital are the business owner
- They oversee the platform owners to ensure there are consistent and strategy aligned platform roadmaps
- Ensure product and service design is leveraging the Ministry's technology investment and using appropriate sourcing options.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The Ministry Products and Platforms tower is proposed to be a new delivery tower. The proposed roles in this tower are the:

- Manager Ministry Products and Platforms,
- Product Managers and
- Platform Managers.

The tower is an outward facing team focused on ensuring the Digital Products and Platforms are supporting the success of and delivering continued value for Ministry customers. It is accountable for the delivery performance of the portfolio of products being delivered to the Ministry, for which Te Uepū Matihiko are the business owner. It oversees the platform owners to ensure there are consistent and strategy aligned platform roadmaps to support the use of these platforms across all delivery towers.

This tower, and therefore the Manager, has a small number of hard-lined direct reports, but will oversee larger product and platform teams that will be resourced from the practices. Therefore, one of the key responsibilities for the Manager Ministry Products and Platforms is to orchestrate across multiple product and platforms managers and their teams to understand and manage clear expectations of customers.

Proposed Product Groupings for the Ministry Tower

Workspace / Workplace	Service Management	Enterprise Support Services	Administration
• Enterprise Content Management (ECM) • Collaboration • Intranet	• Te Mahau Service Portal • Shared Services Platform • Taiki (Scholarship Awards and Grants) • XRM/CRM	• Fleet • Website • Payroll • Procurement • Finance • Training Platform • HRIS • Property • Filenet • JIRA • Confluence	• People Tools

Proposed functions, services and accountabilities of Ministry Product and Platform Delivery

	Ministry Product and Platform Delivery	
WHAT does the function/service do?	Leads the delivery performance of the portfolio of products and services being delivered to the Ministry, for which Digital services are the business owner and oversee the platforms that serve products and services across each of the towers.	
HOW will this function be organised?	The function will consist of: • Product Management • Platform Management	
Level 5 Teams	Product Management	Platform Management
Role Title	Product Manager(s)	Platform Manager (s)
Role Architecture Name	-	-
WHAT happens here?	Articulates a shared understanding for the product vision and guiding principles for the product. Owns the Product Roadmap and oversees that the product is meeting the requirements outlined by the customer. Works to maximise the flow of product value to stakeholders through excellence in service design, empathising with customers, framing user needs in innovative ways and proactively identifying better ways to experiment and prove solutions in rapid increments. • Defines the roadmap and prioritises the product backlog • Focus on continuous improvement and adding of features to deliver value • Reporting of risks, benefits and product delivery	Responsible for ensuring all relevant digital platforms are valuable, technically sound and governed well, so that the products running on it deliver effective business outcomes. Oversees the overall vendor engagement and relationship management related to the platform. Develops and maintains SLAs with vendors and OLAs with the business and sector customers and leads the platform team supporting the platform. • Coordinating and orchestrating the delivery of all workstreams (OPEX) within assigned business groups/workstreams across the platform, and engaging with all relevant business groups to ensure a shared understanding of interdependencies of the initiatives currently underway on the platform

	• Oversees productive / effective partnership with platform owners • Management of suppliers in relation to customer products • Serves as a conduit between key stakeholders and the development and implementation teams • Owns the investment business case for the product and secures the necessary approvals • Leads product teams • Champions product value from the perspective of the customers, the people that are funding the effort.	• Owns and drives the vision, roadmap and continuous improvement initiatives for the platform • Manages platform budgets and financials, including the future forecast view for the runway needed for multi-year investments and ensures the quality and security of the platform • Responsible for balancing the mix of products running on the platform with a view to achieving an optimum value flow to stakeholders • Oversees that the Ministry has the right people, technologies, systems, information and assets in place to run the platform well.
WAYS OF WORKING	• Home to the products and platforms being delivered to the Ministry and responsible to product and platform teams resourced from the practices to deliver to product and platform roadmaps.	
Additional commentary	The terms Product Manager and Platform Manager will be required to conform with industry standards.	

Proposed future structure and roles of Ministry Product and Platform Delivery

Proposed structure for Ministry Product and Platform Delivery

Role summaries for proposed new roles in Ministry Product and Platform Delivery

Summarised impact tables for potentially impacted roles

Sector Product and Service Delivery

What is Sector Product and Service Delivery and why is it important?

The delivery of digital products and services will be divided into three primary segments, or 'towers'.

The Sector Product and Service Delivery 'tower' will:

- Ensure the digital products and services are supporting the success and delivering value for the sector customers and business owners.
- Be accountable for the delivery performance of the aggregated roadmap representing the portfolio of services being delivered by Digital to the sector via Te Mahau and directly.
- Ensure product and service design is leveraging the Ministry's technology investment and using appropriate sourcing options.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The Sector Products and Services Delivery tower is proposed to be a new tower and team. The proposed roles in this tower are:

- Manager Sector Products and Services Delivery and
- Product Managers.

The tower is an outward-facing team focused on ensuring the digital products are supporting the success and delivering value for sector customers and business owners. It is accountable for the delivery performance of the aggregated roadmap representing the portfolio of services being delivered by Digital to the sector via Te Mahau and directly.

This tower, and therefore the Manager, has a small number of hard-lined direct reports, but will oversee larger product teams that will be resourced from the practices. Therefore, one of the key responsibilities for the Manager of Sector Products and Services is to orchestrate across multiple product managers and their teams to understand and manage clear expectations of customers.

Proposed Sector Product Groupings

Identity	Student	Privacy Security Risk
• National Student Index (NSI) • Education Sector Login (ESL) • Digital Identity for Online Learning (DI4OL)	• Enrolment Management System (ENROL) • Electronic Single Data Return (ESDR) • Attendance Service Application (ASA) • E-Assessment Tools for Teaching and Learning (E-aSTTLe) • Unfunded International Providers (UIP) • Progress and Consistency Tool (PAcT) • Te Waharoa Ararau (TWA)	• CyberSecurity • Managed Services for Schools • Privacy • Risk

Proposed functions, services and accountabilities of Sector Product and Service Delivery

	Sector Product and Service Delivery
WHAT does the function/service do?	Sector Products and Services is accountable for the delivery performance of the aggregated roadmap representing the portfolio of: • services being delivered by Matihiko | Digital to the sector • services owned by the sector, but where digital product expertise is being provided by Matihiko | Digital.
HOW will this function be organised?	The function will consist of: • Product Management
Level 5 Teams	Product Management
Role Title	Product Manager(s)
Role Architecture Name	-
WHAT happens here?	Articulates and supports a shared understanding for the product and service vision and guiding principles for the products and services that are delivered to the sector. Owns the Product and Service Roadmap and ensures they meet the requirements outlined by the customer. Works to maximise the flow of product and service value to stakeholders through excellence in service design, empathising with customers, framing user needs in innovative ways and proactively identifying better ways to experiment and prove solutions in rapid increments. Leads the service and service management strategy for ensuring the provision of service excellence and exceptional value to the sector customers. • Defines the roadmap and prioritises the product backlog • Focus on continuous improvement and adding of features to deliver value • Reporting of risks, benefits and product delivery • Oversee productive / effective partnership with platform owners • Management of suppliers in relation to customer products and services • Serves as a conduit between key stakeholders and the development and implementation teams • Owns the investment business case for the product and secures the necessary approvals • Leading product teams • Champions product value from the perspective of the customers, the people that are funding the effort
WAYS OF WORKING	• Home to the products and platforms being delivered to the sector, and responsible to product teams resourced from the practices to deliver to product roadmaps.
Additional commentary	The terms Product Manager and Platform Manager will be required to conform with industry standards.

Proposed future structure and roles of Sector Product and Service Delivery

Proposed structure for Sector Product and Service Delivery

Role summaries for proposed new roles in Sector Product and Service Delivery

Summarised impact tables for potentially impacted roles

Business Product and Service Delivery

What is Business Product and Service Delivery and why is it important?

The delivery of digital products and services will be divided into three primary segments, or 'towers'.

The Business Product and Service Delivery 'tower' will:

- Ensure the Digital Products and Services are supporting the success and delivering value for the Business customers and business owners.
- Be accountable for the delivery performance of the aggregated roadmap representing the portfolio of:
    - services being delivered by Matihiko | Digital to the business
    - products owned by the business, but where digital product expertise is being provided by Matihiko | Digital.
- Ensure product and service design is leveraging the Ministry's technology investment and using appropriate sourcing options.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The Business Product and Service Delivery tower is proposed to be a new tower and team. The proposed roles in this tower are:

- Manager Business Product and Service Delivery
- Product Managers.

The tower is an outward facing team focused on ensuring the digital products are supporting the success and delivering value for business customers and business owners. It is accountable for the delivery performance of the aggregated roadmap representing the portfolio of:

- services being delivered by Matihiko | Digital to the business
- products owned by the business, but where digital product expertise is being provided by Matihiko | Digital.

This tower, and therefore the Manager Business Products and Services Delivery, will have a small number of direct reports and will also oversee business managed services within Matihiko | Digital. However, where Digital is needed to provide resource to a product team, the product manager may be resourced from the business with the product team resources from the practices within Matihiko | Digital.

Proposed Business Product Groupings

Funding	Information and Data Management	Education Provider	Property	School Transport	Workforce

• Education Management Information System (EDUMIS) • Financial Information database for Schools (FIDS) • Early Learning Information (ELI) • Funding Information Regulatory System Technology (FIRST) • Early Childhood Education (ECE SMS) • Ongoing Resourcing Scheme Verification (ORS-V) • School Transport Resourcing and Administration System (STRASS) • Education Resourcing System (ERS)	• Evaluation Hub (Eva) • EIS Datawarehouse (PITAR) • New DM	• English for Speakers of Other Languages (ESOL) • Consolidated Schools Information System (CSIS) • Home Schooling HS • Kindergarten Association KA • SSR • School Data Portal (SDP) • Funding Information Regulatory System (FIRST)	• Helios K2 (Property Management Information System • Helios Funding and Policy System (HFP)	• Contract & Suppliers • Transport	• Workforce Salesforce RADs • Teachers Council • Education Payroll EPL

Proposed functions, services and accountabilities of Business Product and Service Delivery

	Business Product and Service Delivery
WHAT does the function/service do?	Business Products and Services is accountable for the delivery performance of the aggregated roadmap representing the portfolio of: • services being delivered by Matihiko | Digital to the business • services owned by the business, but where digital product expertise is being provided by Matihiko | Digital
HOW will this function be organised?	The function will consist of: • Product Management
Level 5 Teams	Product Management

Role Title	Product Manager
Role Architecture Name	-
WHAT happens here?	Articulates and ensures a shared understanding for the product vision and guiding principles for the product. Owns the Product Roadmap and ensures the product meets the requirements outlined by the customer. Works to maximise the flow of product value to stakeholders through excellence in service design, empathising with customers, framing user needs in innovative ways and proactively identifying better ways to experiment and prove solutions in rapid increments. • Defines the roadmap and prioritises the product backlog • Focus on continuous improvement and adding of features to deliver value • Reporting of risks, benefits and product delivery • Oversees productive / effective partnership with platform owners • Management of suppliers in relation to customer products • Serves as a conduit between key stakeholders and the development and implementation teams • Owns the investment business case for the product and secures the necessary approvals • Leading product teams • Champions product value from the perspective of the customers, the people that are funding the effort.
WAYS OF WORKING – how will this function work across the organisation	• Home to the products and platforms being delivered to the business and responsible to product teams resourced from the practices to deliver to product roadmaps.
Additional commentary	The terms Product Manager and Platform Manager will be required to conform with industry standards.

Proposed future structure and roles of Business Product and Service Delivery

Proposed structure for Business Product and Service Delivery

Role summaries for proposed new roles in Business Product and Service Delivery

Summarised impact tables for potentially impacted roles

Digital Solution Support

What is Digital Solution Support and why is it important?

Digital Solution Support will:

- Ensure the availability, support and security of systems, infrastructure, networks and other processes to ensure Te Uepū Matihiko | Digital can meet customer and stakeholder expectations
- Provides end user support for both Ministry and sector-facing services
- Make sure that digital systems and platforms are appropriately supported, monitored 24/7 and that availability meets agreed service levels
- Manage the successful transition to a primarily Cloud-based environment
- Ensure engagement of the Digital Solution Support team into product and platform teams to enable an effective DevOps approach.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The Digital Solution Support tower is proposed to be a new tower and team. The proposed new role in this tower is the Manager Digital Solution Support. All other roles in this team will have reporting line changes from existing business groups within Matihiko | Digital. The existing groups that we are proposing to move into this new tower are:

- Customer Services team
- ICT Assurance – operational support roles and specifically the cyber security operations capability
- Applications Support
- Operations and Infrastructure Services Management.

A table outlining all role types from existing groups which are proposed to move into this new tower is below.

The Digital Solution Support tower ensures the availability of systems, infrastructure, networks and other processes to ensure Matihiko | Digital meets customer and stakeholder service, support, reliability and security expectations.

The function provides an effective and efficient Digital Customer Service Desk to support end users of Ministry and sector-facing services.

The function makes sure that digital systems and platforms are appropriately monitored 24/7 and availability meets agreed service levels, including the service provision of the Security Operations Centre.

They engage with the platform, product and service teams through the design and development cycle, enabling an effective DevOps approach. They will provide change and release expertise and ownership to ensure the successful release and deployment of digital products and ensure the provision of excellent customer service to end users through the Education Service Desk.

Proposed functions, services and accountabilities of Digital Solution Support

	Digital Solution Support
WHAT does the function/service do?	Manages and maintains the availability of systems, networks and infrastructure including 24/7 support.
HOW will this function be organised?	The function will consist of: • Change and Transition • Service Desk • Infrastructure Services • Application Support Services
WAYS OF WORKING – how will this function work across the organisation	• Ensure the availability of systems, infrastructure, networks and other processes to make sure Matihiko | Digital meets customer and stakeholder service, reliability, and security expectations. • Ensure that digital product, systems and platforms are appropriately monitored and availability meets agreed service levels, including the service provision of the Security Operations Centre. • Engage with the platform, product and service teams through the design cycle, enabling an effective DevOps approach. Provide change and release expertise and ownership to ensure the successful release and deployment of digital products. • Ensure the provision of excellent customer service to end users through the Digital Service Desk.

Proposed future structure and roles of Digital Solution Support

Proposed structure for Digital Solution Support

Note - The diagram shows the proposed structure for Digital Solution Support noting that Training Services is proposed to transfer to Te Puna Rangatōpū \| Corporate and have a dotted line back to Manager of Digital Solution Support. We are also proposing a title change for the Change and Transition Manager position to Release Change and Transition Manager which will provide clarity around the type of change this position manages.

Role summaries for proposed new roles in Digital Solution Support

Summarised impact tables for potentially impacted roles

The table below shows the reporting line changes for the remaining Customer Services, ICT Assurance, and Operations and Infrastructure Services Management positions.

Current Business Group	Role	New Reporting Line
Customer Services	Service Desk Manager	Manager of Digital Solution Support
ICT Assurance	Release Change and Transition	Manager Digital Solution Support
	ICT Change Advisor	Release Change & Transition Manager
	Principal / Senior Cyber Security Operations Centre Analyst	Infrastructure Services Manager
Operations and Infrastructure Services Management	Network Engineer (2)	Infrastructure Services Manager
	Infrastructure Services Manager	Manager Digital Solution Support
	Manager, Application support Services	Manager Digital Solution Support

Practice Management

What is Practice Management and why is it important?

Practice Management will:

- Establish an aligned framework to provide effective practice management across Te Uepū Matihiko practices
- Ensure a consistent design and application of standards, methodologies and tools
- Ensure Te Uepū Matihiko | Digital has the technical capability and capacity to deliver to the digital strategy and that the Matihiko | Digital workforce is being developed and nurtured where people can be developed and retained.

He aha ngā panonitanga matua kei te tāpaetia | What are the main changes proposed?

The Practice tower is proposed to be a new tower and team. In addition to the proposed new role of Manager Practice Management, the proposed new roles in this tower are Practice Managers across the following practices:

- Architecture
- Analysis and design
- Development
- Testing
- Engineering
- Project and Product Management.

All other roles in this team will be lifted and shifted from existing business groups within Matihiko | Digital. The existing staff that we are proposing to move into this new tower are from:

- ICT Project Services
- ICT Strategy Planning and Architecture
- Web and Application Services

A table (below) outlines all role types from existing groups moving into this new tower.

The Practices are accountable for establishing an aligned framework to provide effective practice management across Matihiko | Digital Practices. They need to ensure there is a consistent design and application of standards, methodologies and tools.

They are accountable for ensuring Te Uepū Matihiko | Digital has the technical capability and capacity to deliver to the Ministry's Digital Transformation Strategy, and that the digital services workforce is being developed and nurtured where people can be developed and retained.

A key shift in this proposed model is the accountability of the Practice Manager and people leadership. The Practice Managers are accountable for providing strong people leadership for effective team performance and management engagement and career development as well as effective technical leadership, while the Product Managers are focused on the product work programme and its delivery.

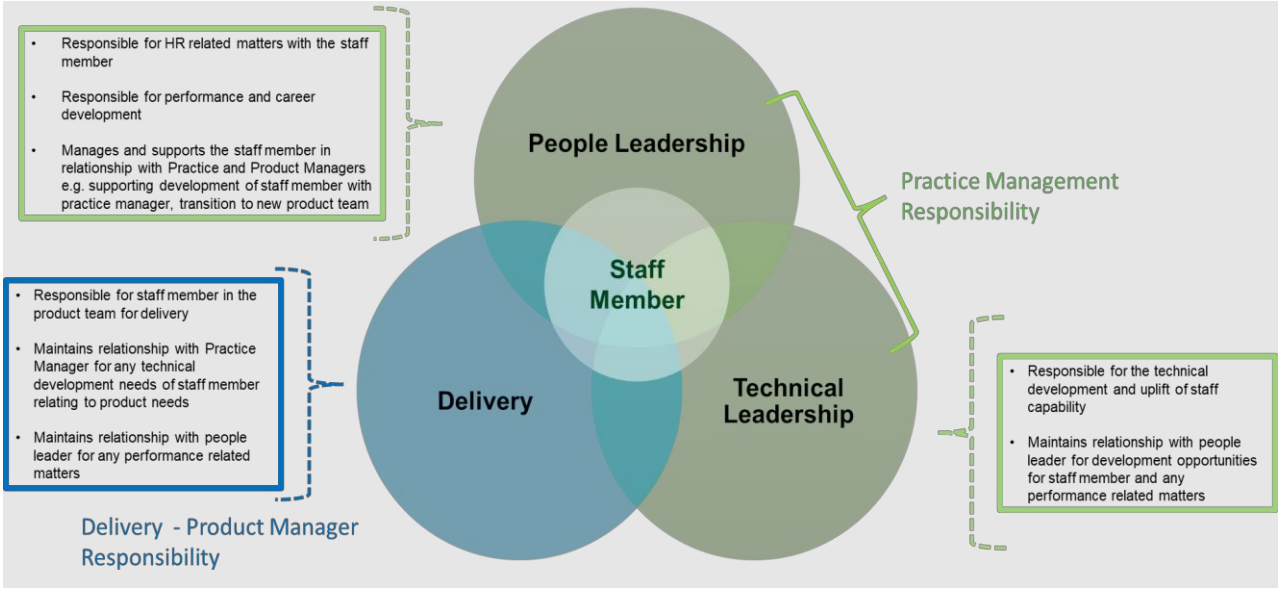


Figure 4: Dimensions of People Leadership

Anticipated benefits of implementing the proposed practice model

For Customers

- Provides frameworks for effective practice management across all of our practices delivering consistent outcomes for our customers
- Being able to assign our people to multiple work streams providing flexibility and agility to our customer needs
- Ensures delivery of standards / frameworks and tools within each practice with a continuous and consistent application to our customers.

For People

- Targeted and consistent focus on our people's technical development and capability uplift
- Provides a community hub of expertise that people can learn and develop from one another
- Provides a variety of work development opportunities across a range of projects
- Provides a consistent approach taken to capability development across the practices
- Ensures a clear and consistent approach to delivering a strong / positive people experience for their career pathway and development
- Technical leadership and expertise is provided within the practices
- Promotes stronger collaboration and cohesiveness with product managers, people leaders and practice managers that enables evidence-based performance development.

For our teams (we are managing)

- Reassurance our people are receiving timely and focused technical leadership and capability uplift as part of their development
- Our Product Managers have more capacity to focus on core deliverables, with the assurance that their people's technical development and career aspirations are being managed through the Practice Manager and People Leader
- Consistent approach across Ministry for all practices.

Proposed functions, services and accountabilities of Practice Management

	Practice Management
WHAT does the function/service do?	Provides resources to product and platform teams while leading the planning and talent management of the Matihiko | Digital workforce.

HOW will this function be organised?	The function will consist of:
	• Practice Managers across the following practices:
	  • Architecture
	  • Development
	  • Testing
	  • Engineering
	  • Analysis and Design
	  • Product & Project Management

Level 5 Teams	Practices – Architecture, Analysis and Design, Development, Testing, Engineering and Project & Product Management
Role Title	Practice Manager
Role Architecture Name	-
WHAT happens here?	The Practice Manager is accountable for four key areas: • Practice development - Identifying needs, creating offerings, hiring talent for practice area, marketing the capability, building skills, harvesting learnings, designing improvement experiments • Practice leadership – ensuring the capability, methodology, tools and approaches maintain current and fit-for-purpose to support the demand pipeline • People development - attract, retain, grow expert practitioners. Care for professional development • Financials – Operate the practice area with financial responsibility • Provides people leadership for effective team performance & management, engagement, and career development • Maintains strong relationships with product teams that enables evidence-based performance development • Drives the need for effective relationships between the Practice Manager, Practice Leader and Product Manager to be cohesive and collaborative • Creates and improves a clear and consistent approach to delivering a positive people experience for career paths & development • Forecasts and adjusts staffing in order to meet demand.
WAYS OF WORKING – how will this function work across the organisation	• Establishing an aligned framework to provide effective practice management across Matihiko | Digital practices. • Oversees that there is a consistent design and application of standards/methodologies/tools. • Lead the planning and talent management of the Matihiko | Digital workforce to ensure Te Uepū Matihiko | Digital has the technical capability and capacity to deliver to the Ministry's digital transformation strategy and that the Matihiko | Digital workforce is being developed and nurtured where people can be developed and retained. • Oversee the provision of the technical, professional and pastoral care and development of the Matihiko | Digital workforce.
Additional commentary	The terms Product Manager and Platform Manager will be required to conform with industry standards.

Proposed future structure and roles of Practice Management

Proposed structure for Practice Management

Role summaries for proposed new roles in Practice Management

Summarised impact tables for potentially impacted roles

The table below shows the reporting line changes/ practice area for the remaining ICT Project Services, Strategy, Planning and Architecture, and Web and Applications Management positions.

Business Group	Role Type	Practice Manager
ICT Project Services	Business (senior) Analyst	**Analysis and Design**
	Security Engineer	**Development**
	Assembly Transition Coordinator	**Product & Project Management**
	Project Coordinator	
	Project (senior) Manager	
	Scrum Master	
ICT Strategy Planning & Architecture	Architects – includes: • Team leads • Solutions • Enterprise • Security • Infrastructure • Portfolio • Programme • Technical	**Architecture**
	Senior Linux Engineer	**Engineering**
	Change Manager	**Product & Project Management**
	ICT Project Coordinator	
Web and Applications Management	Senior/ Lead/ Business Analyst	**Analysis and Design**
	Lead UX/UI Designer	
	Business Rules Specialist	
	Senior Business Systems Analyst	
	Senior Systems Analyst	
	UX/UI (Senior) Designer	
	Web (Senior) Advisor	
	Developers incl. Senior and salesforce	**Development**
	Systems Administrator	
	Technical Lead	
	Engineers including: • Lead Software • Cloud (senior) • Software (senior) • Performance • DevOps	**Engineering**
	Tester Analysts including: • ETL • Test Lead • Test Manager • Senior TA • Team Leader • Automation Engineer	**Testing**

MINISTRY OF EDUCATION
TE TĀHUHU O TE MĀTAURANGA

Te Puna Hanganga, Matihiko

Proposed structure charts

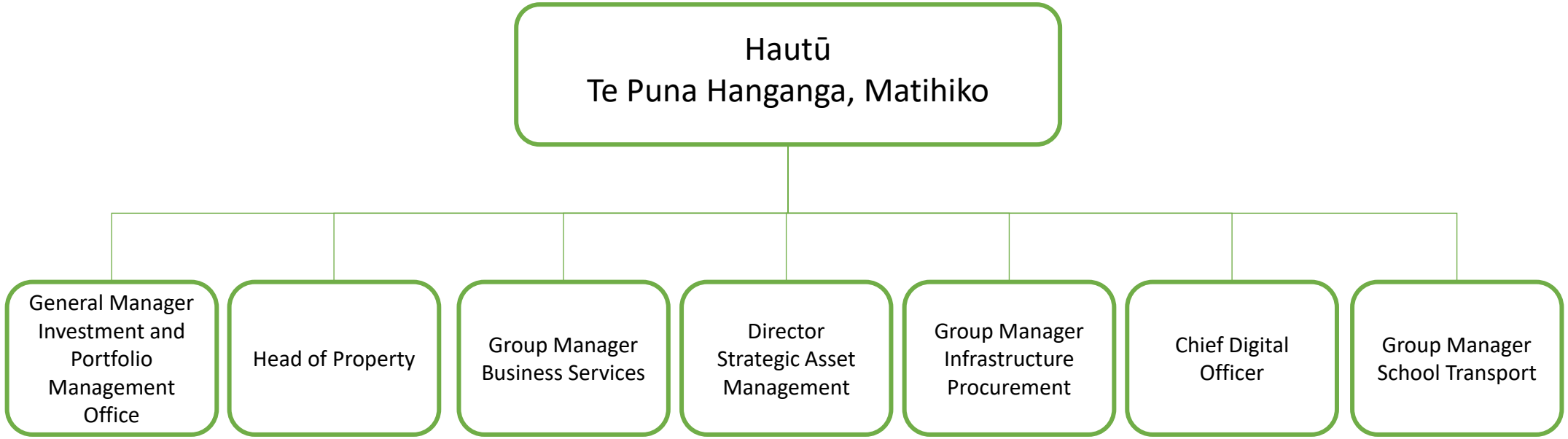
4 October 2022

New Zealand Government

Te Puna Hanganga, Matihiko – Tier 3

Existing position

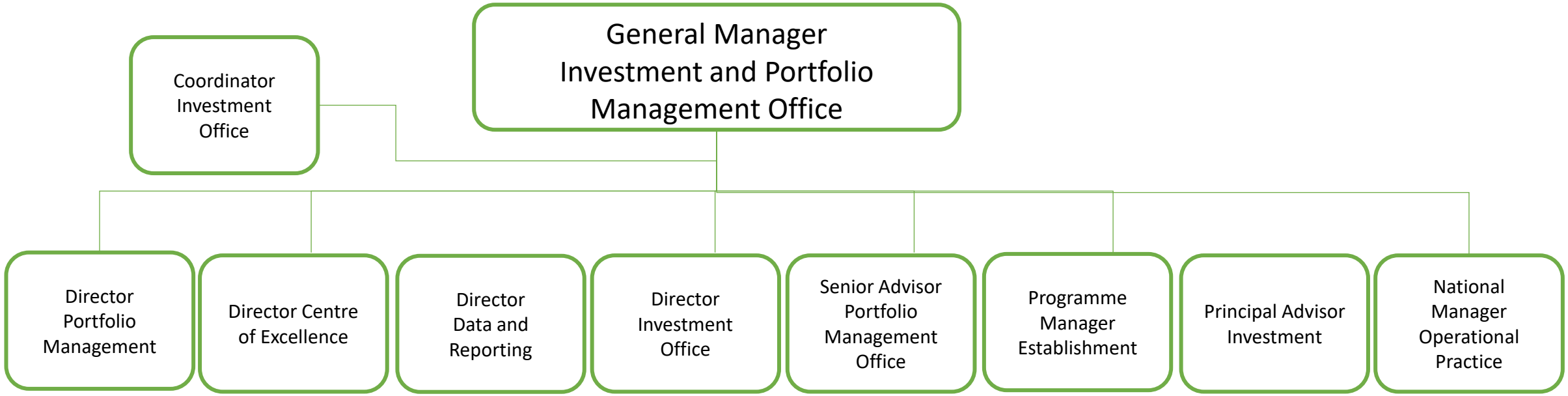
Proposed new position



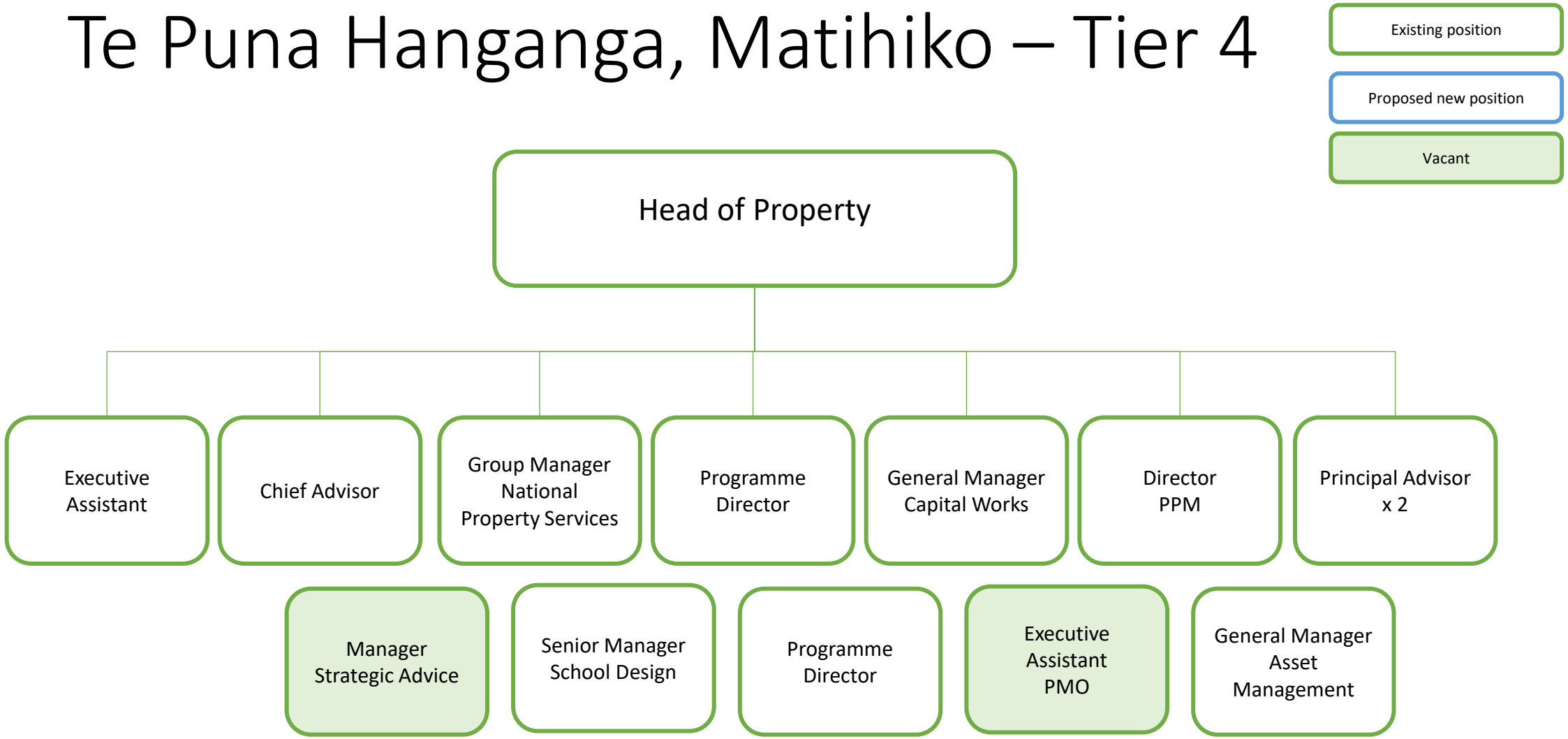
Te Puna Hanganga, Matihiko – Tier 4

Existing position

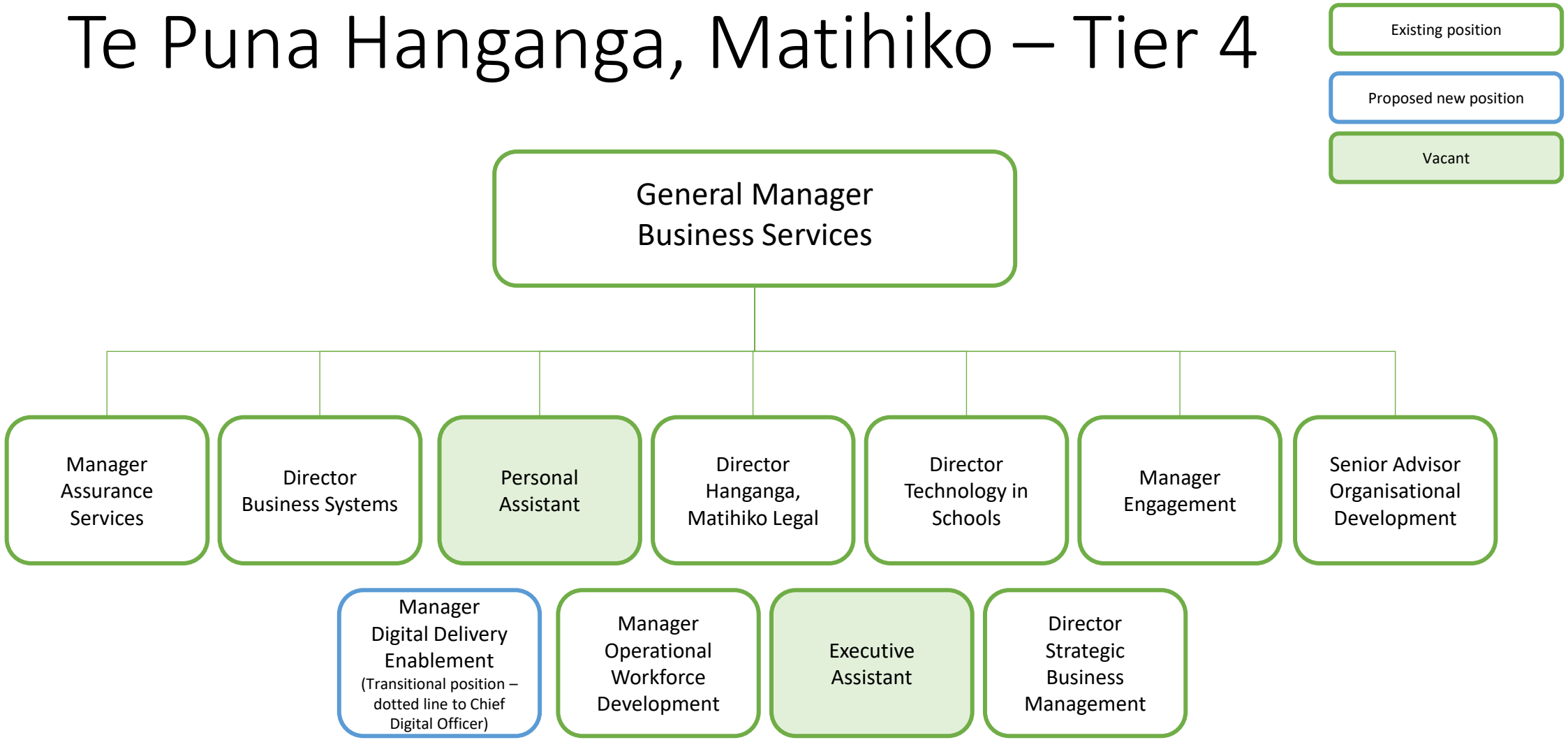
Proposed new position



Te Puna Hanganga, Matihiko – Tier 4



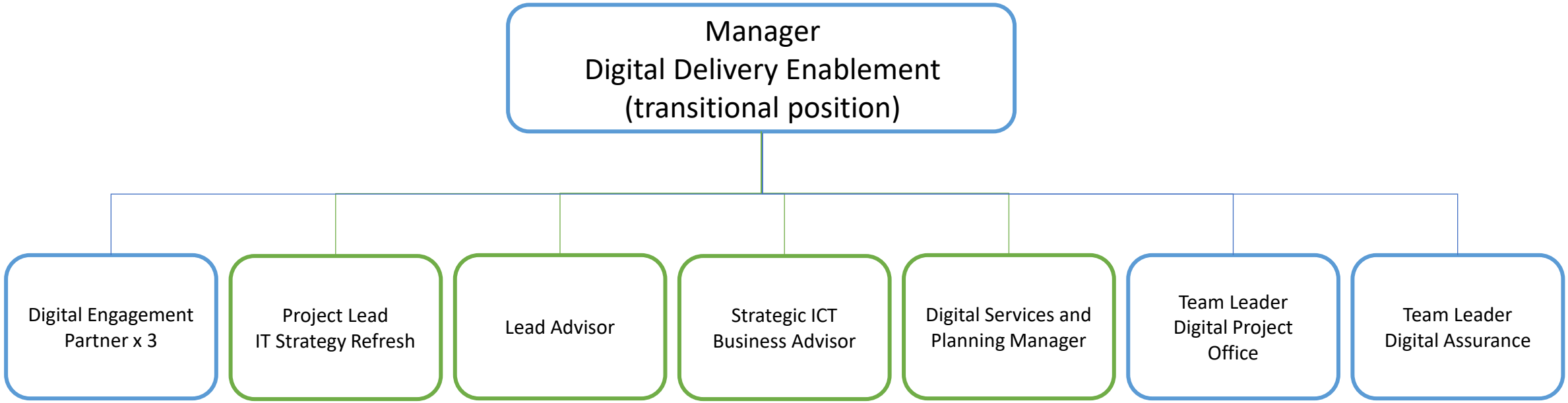
Te Puna Hanganga, Matihiko – Tier 4



Te Puna Hanganga, Matihiko – Tier 5

Existing position

Proposed new position

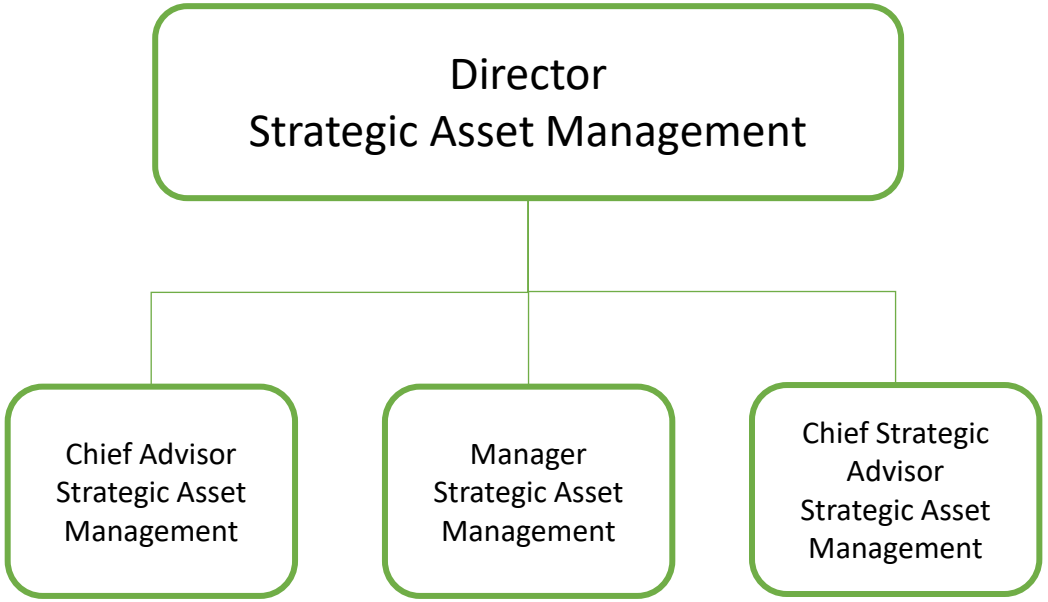


Te Puna Hanganga, Matihiko – Tier 4

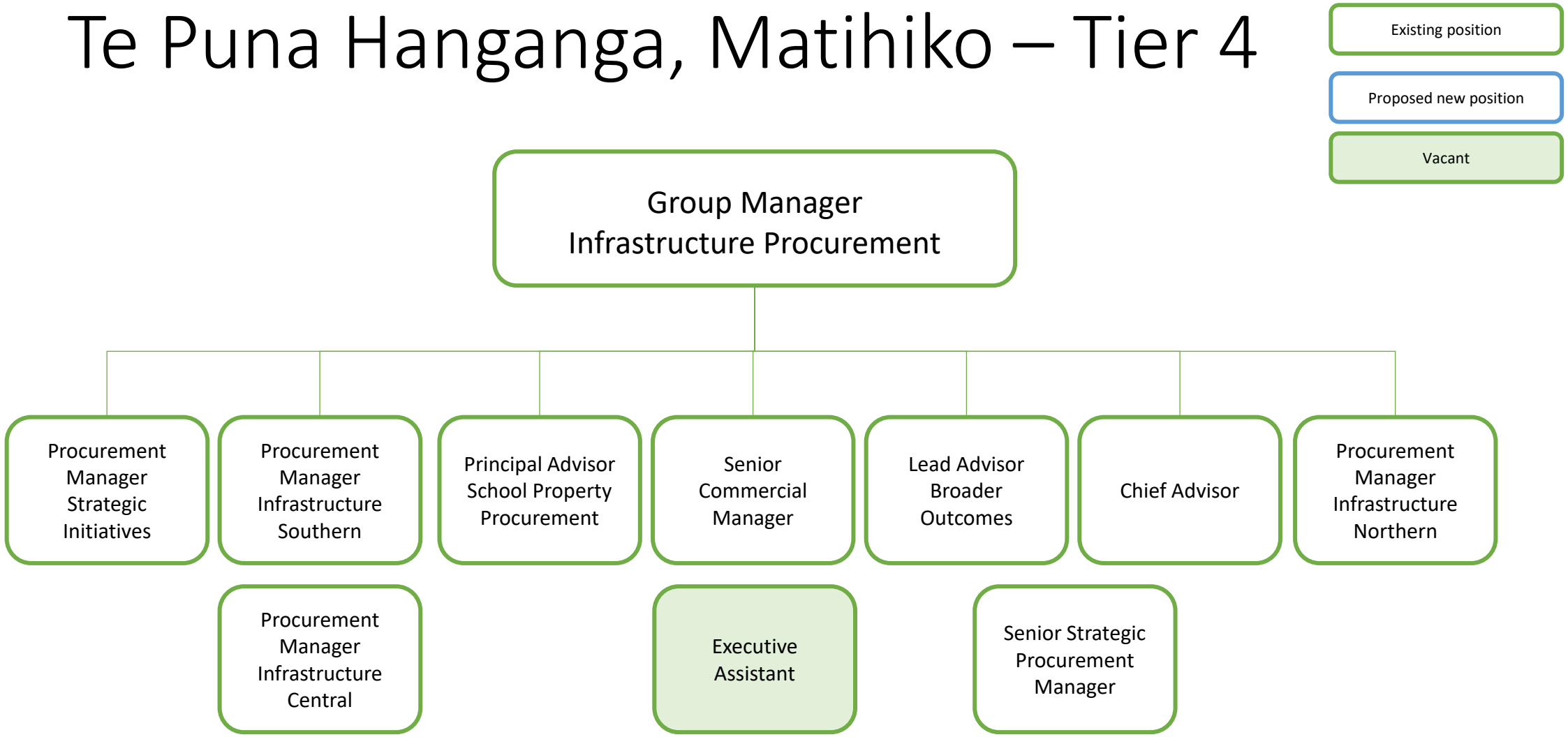
Existing position

Proposed new position

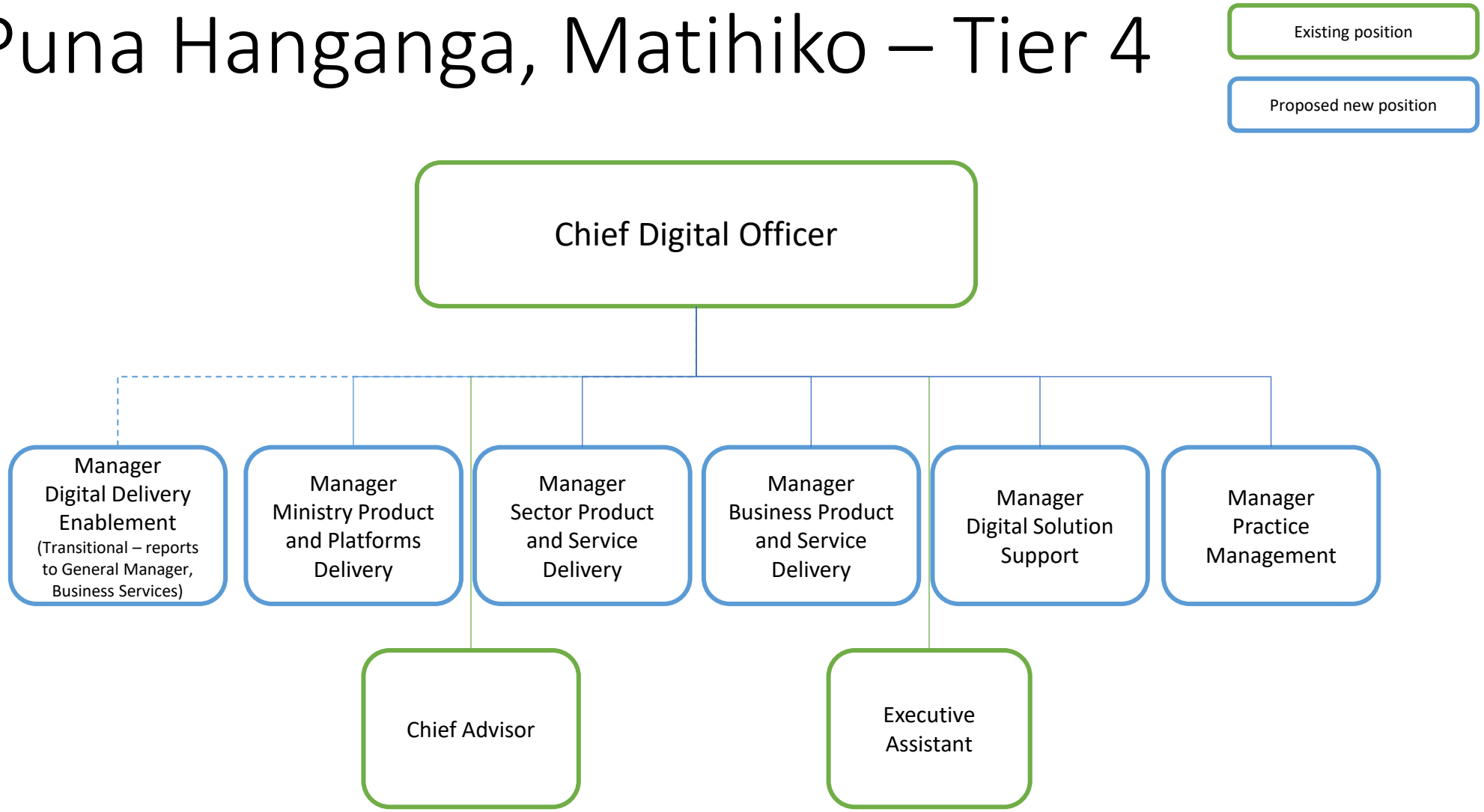
Vacant



Te Puna Hanganga, Matihiko – Tier 4



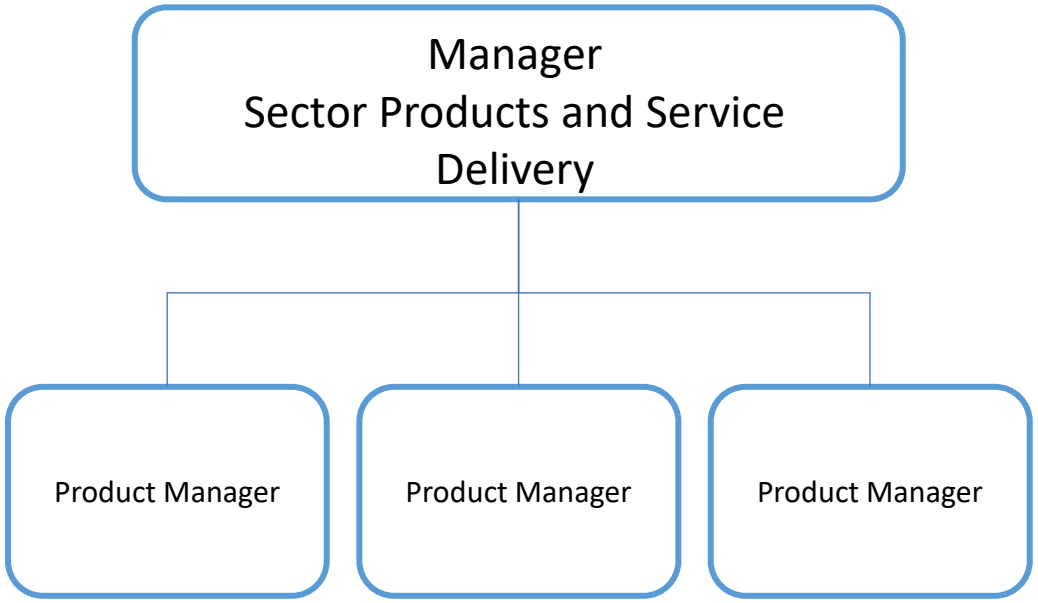
Te Puna Hanganga, Matihiko – Tier 4



Te Puna Hanganga, Matihiko – Tier 5

Existing position

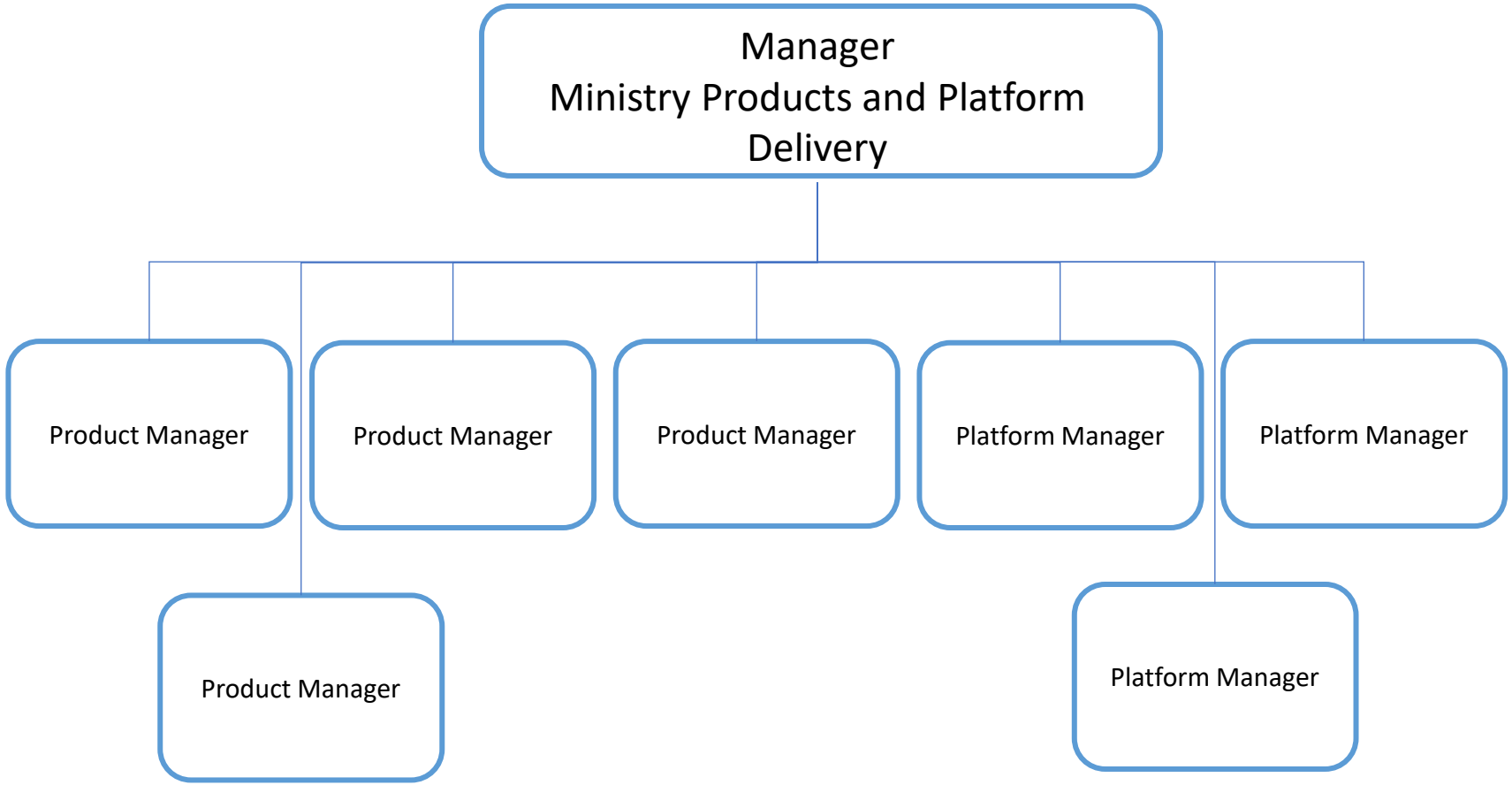
Proposed new position



Te Puna Hanganga, Matihiko – Tier 5

Existing position

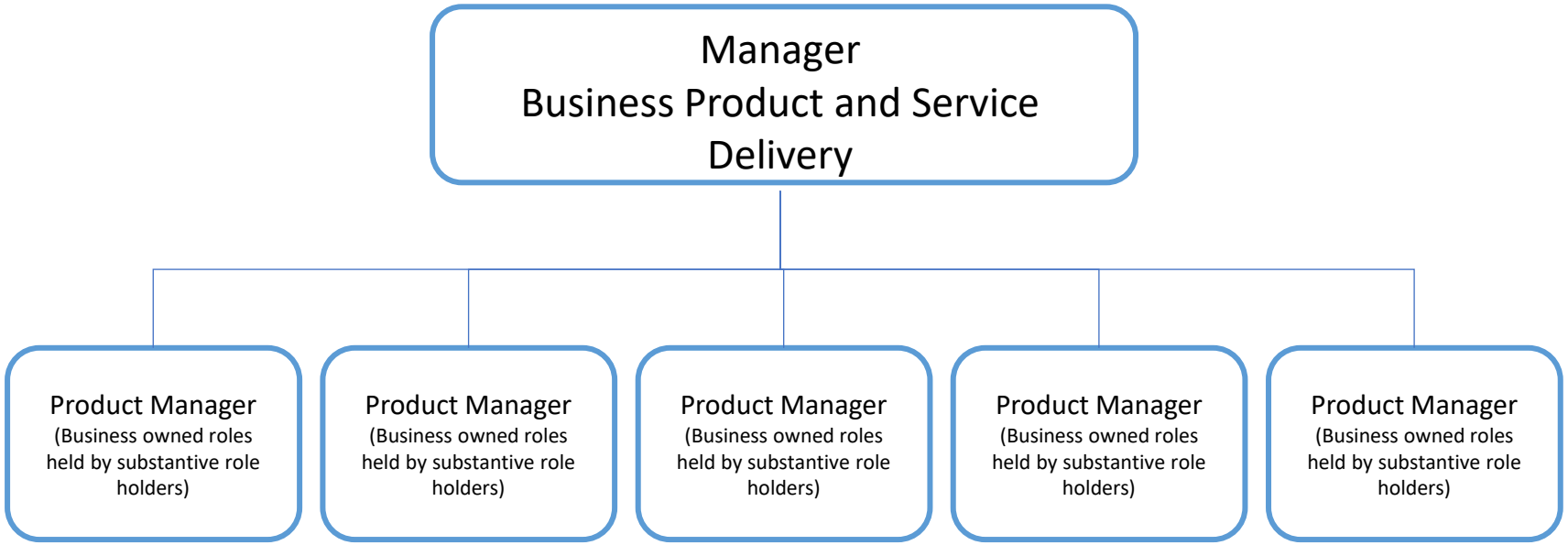
Proposed new position



Te Puna Hanganga, Matihiko – Tier 5

Existing position

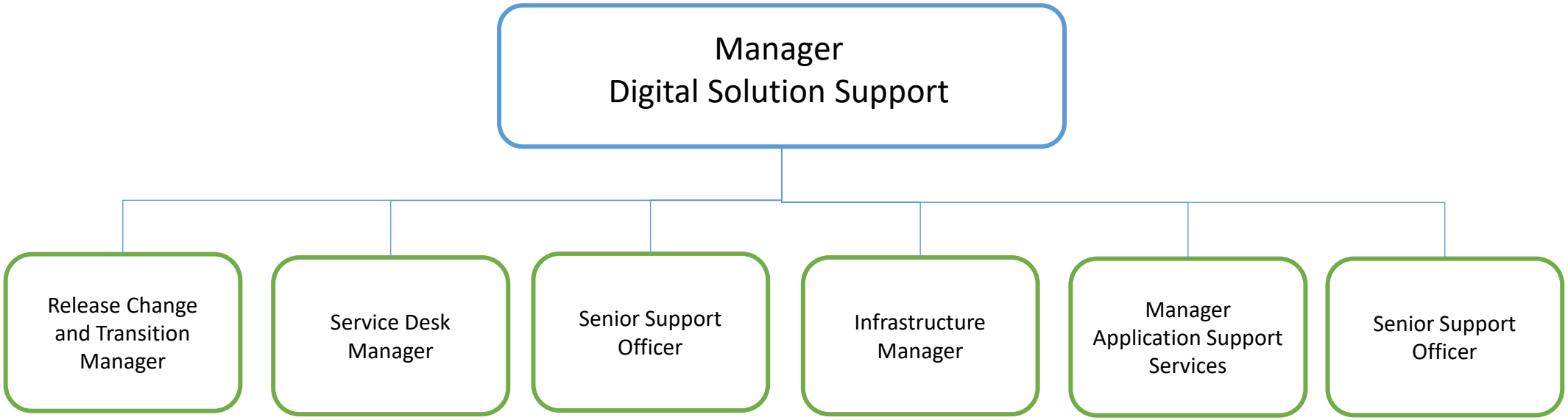
Proposed new position



Te Puna Hanganga, Matihiko – Tier 5

Existing position

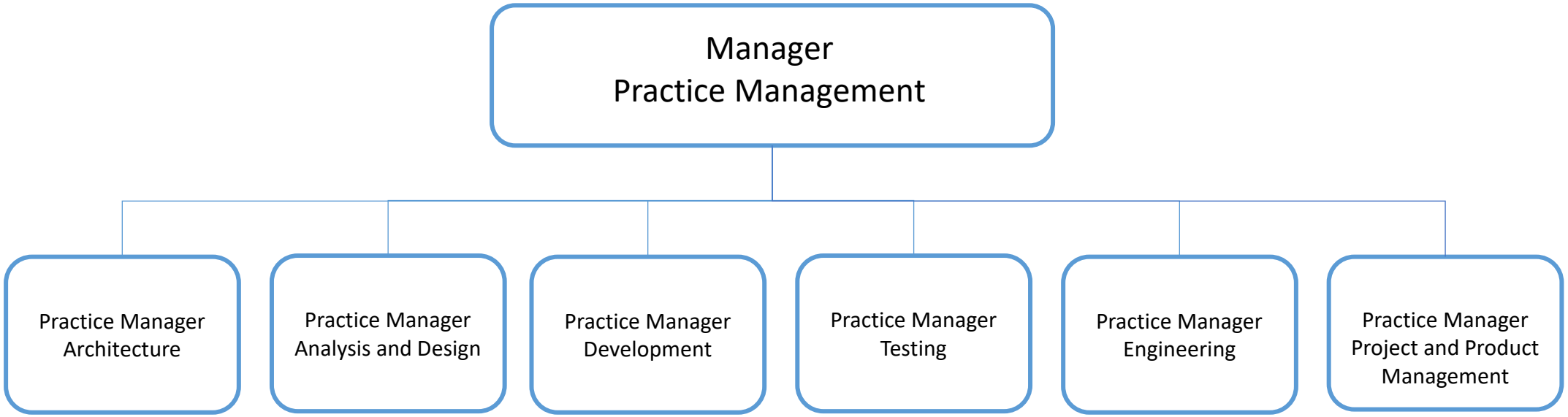
Proposed new position



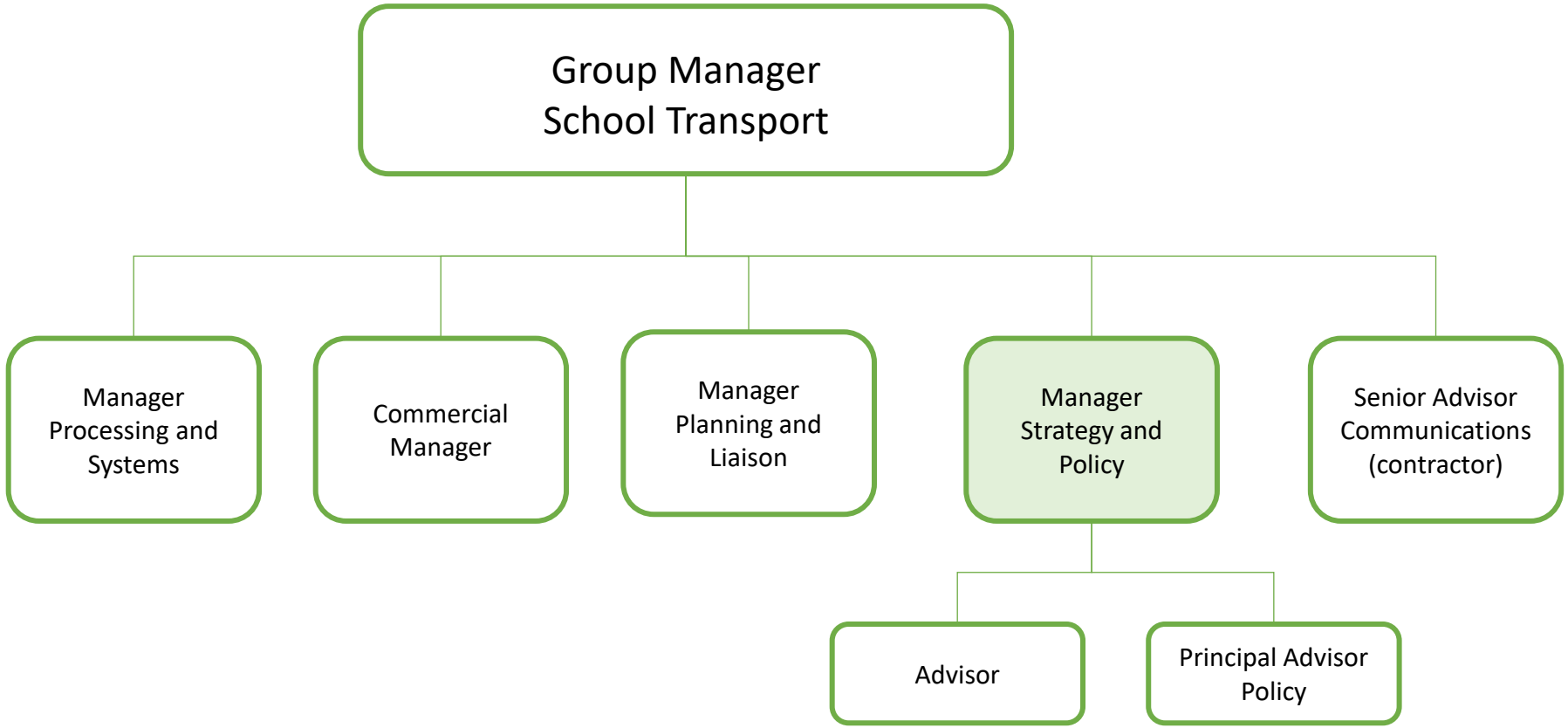
Te Puna Hanganga, Matihiko – Tier 5

Existing position

Proposed new position



Te Puna Hanganga, Matihiko – Tier 4

Existing position

Proposed new position