**Position Title**
Service Delivery Manager

**Reports To**
Chief Information Officer

**Group**
Services Group

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**About the Ministry**

The Ministry of Foreign Affairs and Trade (the Ministry) acts in the world to make New Zealanders safer and more prosperous. We do this by building connections with and influencing other countries to advance New Zealand’s interests and project New Zealand values. We provide advice to the Government on the implications for New Zealand of what is happening in the world.

Our work contributes to New Zealanders’ wellbeing in the following ways:

- **Kaitiakitanga**: Generations of New Zealanders benefit from sustainable solutions to global and regional challenges;
- **Prosperity**: New Zealanders have better job opportunities and incomes from trade, investment and other international connections;
- **Security**: New Zealanders are able to live, do business, travel and communicate more safely at home and offshore;
- **Influence**: New Zealanders have confidence their country can influence others on issues that matter for them now and in the future.

Our values are:

**Impact**
- We achieve for New Zealand, everyday, everywhere

**Kotahitanga**
- We draw strength from our diversity

**Courage**
- We do the right thing

**Manaakitanga**
- We honour and respect others

**Diversity and Inclusion**

We aspire to be a workplace that values and utilises diverse and inclusive thinking, people and behaviours. This means that our staff reflect the diversity of New Zealand and the countries we work in, and that the contributions of staff with diverse backgrounds, experiences, skills and perspectives are valued and respected.
About the Information Management Division

The Information Management Division (IMD) is responsible for the provision of cost effective and reliable global technological systems, solutions and support, and the management and oversight of records and archives, with programmes to enable staff to better access and share information and knowledge across the Ministry’s global network.

About the Position

The Service Delivery Manager leads IMD service delivery within MFAT, and ensures that the service desk, desktop support, mobility and application support functions (both in-house and outsourced) run effectively.

The role will develop, implement, lead and continuously improve a service delivery function which meets accepted industry good practice and enables and enhances the ability of MFAT users globally to deliver on expected outcomes for the Ministry.

This role will ensure that the levels of IMD service delivery are achieved, both for existing and new services in accordance with the agreed Service Level Agreements (SLAs), Operational Level Agreements (OLAs) and vendor/supplier contracts.

The Service Delivery Manager will maintain existing and continually develop new relationships to create longstanding positive partnerships with key stakeholders (internal and external), Service Delivery Partners, and key clients. This will be achieved through pro-active and personable interactions, effectively building rapport, and application of influencing skills. They will ensure that stakeholder expectations are met and incidents and problems are managed and resolved in an effective and efficient manner.

Key Accountabilities

The following key accountabilities of this role assist in delivering the Ministry’s purpose.

Strategy

• As part of the IMD management team, provide an in-depth contribution to the strategic planning and direction setting for IMD which supports the strategic outcomes outlined in the wider Ministry strategic plans.
• Provide strategic and detailed analysis of, and advice on, emergent opportunities within the Microsoft ecosystem.
• Provide strategic and in-depth analysis of, and advice on, emergent opportunities with respect to Service Management.
• Lead the development, implementation and support of the Ministry Mobility Strategy.
• Lead the development, implementation and support of the Ministry Desktop Strategy, including hardware, software, connectivity solutions and operating systems.
• Contribute to the offshore support strategy in line with the Strategic Governance Group and Security divisions.
• Provide innovative thought leadership and analytical support to various IMD initiatives.

Provision of Seamless and Integrated User Services

• Develop and maintain an effective operational management, escalation and governance framework to ensure that Service Delivery Partners and MFAT service
delivery teams are delivering services to agreed standards including performance, improvement and collaboration activities

- Ensure the provision of a high standard of user support through the co-ordination and integration of seamless end-to-end delivery from all Service Delivery Partners and MFAT’s own IMD team

Management of Contracts, Service Level Agreements (SLAs), and Operational Level Agreements (OLAs)

- Ensure that all Service Delivery Partners deliver services to agreed policies, standards, service levels, objectives, priorities and performance measures as set out in their relevant contracts, SLAs, OLAs, and other performance related documentation. This is achieved through effective development, negotiation, management, monitoring and reporting on all performance related documentation (contracts, SLAs, OLAs, etc) and effective issue resolution

Contracts
  o Negotiate, own, manage and monitor contracts for the maintenance and delivery of services and systems, reporting regularly on progress

Service level and operational level agreement management
  o Ensure that all SLAs for delivery of IMD services across the organisation are defined, negotiated, published and maintained in conjunction with key clients and/or stakeholders, and services are delivered according to specifications. This includes developing, managing, and administering service management best practices
  o Ensure that IMD service management processes, SLAs, OLAs and underpinning contracts are appropriate for the agreed service level targets

Service process management
  o Maintain an up to date, relevant and effective Services Catalogue for users
  o Ensure up-to-date documentation exists for the end-to-end service management processes including clear roles, responsibilities and interfaces for all relevant Service Delivery Partners
  o Ensure all internal service delivery processes are accurately documented and regularly reviewed for improvement to ensure they meet MFAT’s and IMD’s outcomes
  o Identify and address any conflicts, gaps or overlaps in the responsibilities of Service Delivery Partners for end-to-end delivery of the business services to the agreed Service Levels

Vendor management
  o Ensure effective vendor relationship management through:
    o Work closely with Procurement to coordinate the Request for Proposal (RFP) and Request for Information (RFI) processes (vendor due diligence)
    o Working closely with Procurement to negotiate effective vendor contracts, implement agreed contracts execution, and manage vendor fulfilment of contractual responsibilities
**Regular performance reporting and monitoring**

Provide proactive, regular, relevant and timely monitoring of, and reporting on, the effectiveness of services delivered by the Service Delivery Partners and the service management process itself. Reporting will include analysis of and commentary on:

- Service delivery outcomes against the SLAs, OLAs and contracts.
- Satisfaction surveys completed with the key business and IMD stakeholders. (The surveys will cover all aspects of service delivery and the relationship between MFAT and the Service Delivery Partners)
- Key trends and recommendations for changes
- Alignment to the business outcomes outlined in MFAT’s and IMD’s strategy
- Reporting will be completed daily, monthly and annually as appropriate to the monitoring activity undertaken, and as agreed between the Service Delivery Manager and the CIO, and will be produced in the most effective and efficient way possible, including use of standard reports from the call logging and tracking database where appropriate

Escalate and communicate with the appropriate person/ organisation, where issues are not being managed appropriately, or corrective actions taken by the Service Delivery Partners, are not effective or delivered in a timely way. (Documentation will be required for exception events at either the top or bottom ends of the adopted scale/measurement criteria)

**Service improvement**

- Be innovative and constantly look for opportunities for improvements
- Maintain a register of user complaints and compliments. Manage and address complaints to an agreed and documented resolution as agreed between the parties from time to time
- Implement, manage and monitor service improvement plans, ensuring plans are linked to actual business service improvement, and are implemented to effect the proposed benefit realisation
- Manage any performance or service level achievement issues that arise or that have been identified with the Service Delivery Partners by proactive monitoring and management to successful resolution
- Develop and maintain strong relationships with the Service Delivery Partners to ensure that service delivery performance is maintained and aligned to the defined business outcomes, and where possible enhancing the service taking advantage of opportunities for improvement

**Problem & Incident Management**

- Manage the Incident Management process that handles any unplanned interruption to, or quality reduction of, all Ministry ICT services and restore the service as rapidly as possible
- Be responsible for managing the lifecycle of all Problems to prevent Incidents from happening, and to minimize the impact of Incidents that cannot be prevented.
- Be responsible, where possible/applicable, for diagnosing the underlying cause of incidents and, ultimately, to identify a means to remove that cause (root cause analysis).
**Relationship Management**
- Develop and influence a clear map of relationships with decision-makers, policy-makers and thinkers that advance the division’s objectives through pro-active and personable interactions, effectively building rapport, and the application of influencing skills.
- Develop and maintain relationships with key internal and external stakeholders in order to advance the division’s objectives and create longstanding positive partnerships through pro-active and personable interactions, effectively building rapport, and the application of influencing skills.
- Establish, manage and maintain positive relationships with vendors, other suppliers and key clients to create longstanding positive partnerships through pro-active and personable interactions, effectively building rapport, and the application of influencing skills.
- Ensure that the unit’s network is regularly reviewed and refreshed in light of developments in strategic priorities.

**IMD Resource Management**
- Undertake regular capacity planning processes for the Service Delivery Unit to ensure optimal operation, provision of customer service, and cost effectiveness.
- Direct and drive the day to day work of the Service Delivery Unit, ensuring the optimal use of all resources, including staffing resources, (taking account of absence through leave, sickness and training and development).
- Provide a planned and managed out of hours on-call function.

**Customer Service**
- Works closely with users, Information Management managers, and Service Delivery Partners to assure the availability and compatibility of services.
- Ensure that stakeholder expectations are met or exceeded and incidents and problems are managed and resolved in an effective and efficient manner.
- Respond appropriately to stakeholder queries and complaints, escalating when necessary and ensuring that corrective actions are taken by the Service Delivery Partners in an effective and timely way.
- Develop, maintain and enhance Service Centre client service practices and processes to ensure they are appropriate as new systems and applications are developed and deployed. For example call management ticketing system, workflow management, problem escalation procedures, effective metrics reporting, failure trends identification and analysis, security policies, spyware, virus and spam management programmes.
- Ensure that incidents and problems are appropriately classified, prioritised, resourced, remedied and that preventative measures are taken to avoid reoccurrence.
- Ensure clients receive prompt and regular advice of any outages, incidents and upgrades affecting the availability of applications and service.
**People Leadership**
- Recruit, retain and develop high performing staff to ensure the Ministry has the necessary expertise required by their team
- Manage staff so they are empowered to make decisions, while consulting on issues that need wider consideration
- Ensure effective flow of information occurs both vertically and horizontally, across the Ministry
- Build strong team spirit and level of engagement, acknowledging team contribution and achievement as appropriate
- Ensure the performance management framework is implemented for self and team members, actively managing both strong and poor performance
- Formally coach and mentor team members by fostering high standards in the quality of outputs and ensuring a culture of learning, sharing experiences and constructively challenging thinking
- Using the Learning and Career Development Framework, policies and programmes, identify and encourage team members to develop specialised skills, knowledge and experience in priority areas as required to deliver the Ministry’s Strategic Framework

**Business and Programme Management**
- Lead the unit’s delivery of its planned and agreed activity stream to realise its strategic priorities and high level outcomes
- Manage the unit’s programme of work to ensure that resources are appropriately distributed and managed within budget
- Forecast, manage and monitor the unit’s budget and report against variances
- Lead the preparation and implementation of the unit’s strategic and business planning processes

**Leadership**
- Contribute to the division’s delivery of its planned and agreed activity stream to realise its strategic priorities and high level outcomes
- Demonstrate the organisation’s values, goals, policies and procedures in all aspects of work
- Buddy new members of the team supporting a culture of learning and sharing of experiences

**Relationship Management**
- Develop and maintain key relationships both internally and externally in order to advance the division’s objectives

**Organisational Responsibilities**
- Understand the Ministry’s strategic priorities and high-level outcomes framework and how this role contributes to the framework
- Understand and apply the strategic context in which the Ministry operates, including priorities and perspectives of the Ministers, partner agencies and external stakeholders
- Contribute to the preparation and reporting requirements of the Ministry’s accountability documents
- Understand tikanga and Treaty of Waitangi principles and have sufficient appreciation of Te Reo Māori to be able to apply the Ministry Māori dimension, underpinned by Ministry values, in a way that is relevant to the context of our business
Using the Ministry’s Capability and Leadership Frameworks, identify and participate in opportunities for learning and development, including through regular coaching and mentoring

- Identify and pursue opportunities to build specialised skills, knowledge and experience aligned with the Ministry’s Strategic Framework
- Contribute to Ministry-wide projects and emergency response situations
- Be aware of and adhere to the Ministry’s Health and Safety policies and procedures
- All other duties as requested by the employer

**Knowledge Management**

- Contribute to the continuous development of the Ministry’s knowledge base by using the Ministry’s internal systems, sharing information and data with relevant internal stakeholders

**Health and Safety**

The Ministry is committed to providing a safe and healthy working environment for all staff, including contractors and other workers, both on and offshore.

You are responsible for:

- Taking reasonable care of your own and other’s health and safety and being mindful of the effect of your actions (or lack of action) on the health and safety of others
- Complying with reasonable Ministry instructions to ensure the Ministry is able to comply with the Health and Safety at Work Act 2015
- Cooperating with health and safety policies and procedures
- Identifying and reporting hazards, injuries, illness and incidents (including near misses) that arise from your work or in the workplace
- Identifying and eliminating or mitigating health and safety risks so far as reasonably practicable and consulting with others in doing so
- Raising health and safety matters with your manager or health and safety representative (or contact as appropriate)
- Ensuring that all health and safety incidents, injuries, near misses are immediately reported through the HR Kiosk
- Ensuring that significant hazards and risks or critical incidents are drawn to the immediate attention of your Manager.

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**Qualifications, Skills, knowledge & experience**

You must have the following qualifications, skills and experience:

- A relevant tertiary qualification is advantageous
- At least 10 years’ experience and demonstrable success in Service Centre management, including:
  - The implementation and operation of a 24x7x365 day service in a rostered shift environment
  - Exceptional customer service orientation, skills and experience, including the delivery of proactive and quality service and support
  - The ability to gather appropriate information and data, produce reports, and identify trends which guide the future provision of user services
- Being conversant with Service Management best industry practices and strong commercial acumen
- Demonstrate a broad understanding and support of Mobility solutions (iOS, Android, BlackBerry)
- Demonstrated strong application support experience with Microsoft range of products, including operating systems, productivity suite & middleware.
- Sound knowledge of applicable data privacy practices and laws
- Sound experience in the application of ITIL methodologies and demonstrable experience in developing processes and procedures around ITIL - Certification to an Intermediate Level in one or more of ITIL v3 capabilities is preferred
- Demonstrated strong people leadership and management acumen, as outlined in the key accountabilities section
- Proven understanding of change management and continuous improvement processes, including best practices for the implementation, support and delivery of outsourced services within a service delivery environment
- Strong understanding of project management fundamentals
- Demonstrated and proven experience in contract management including providing input to contract negotiations, managing agreed contracts, and maintaining effective relationships with Service Delivery Partners following implementation of contracts
- Excellent interpersonal and communication skills, both oral and written, and the ability to present ideas in business-friendly and user-friendly language
- Excellent networking skills and ability to navigate organisations, including strong rapport and relationship building skills with both internal and external customers
- Strong qualitative and quantitative analytical, evaluative and problem-solving abilities
- Excellent time management skills with the proven ability to effectively prioritise and execute tasks in a high-pressure environment
- Demonstrated ability to anticipate issues and problems and think of creative solutions
- A high level of judgement and decision making skills
- Demonstrates the drive and ability to improve own capability. Includes self-awareness and self-improvement focus
- Demonstrates a high level of integrity and discretion and an strong ethical approach
- Strong focus on quality and attention to detail
- Sound understanding of tikanga and Treaty of Waitangi principles
- A strong understanding of the Machinery of Government and the Government decision making process

**Relationships**

The position is required to build and maintain the following relationships:

**Internal (within MFAT)**
- Chief Executive’s office
- Senior Leadership Team
- All user groups within the Ministry, including offshore Posts’ Heads of Mission (HOMs) and Heads of Post (HOPs) and staff
- Information Management Division staff and managers
- Strategic Procurement Manager
- Security Division (Technical and Policy staff)
- Divisional Managers

**External (outside MFAT)**
- Service Delivery Partners (Vendors, other service providers such as outsourced IT Managed Service (ITMS) providers, suppliers
- Consultants
- NZInc partners
- Other government agencies including GCIO, NZ Police, GCSB, DPMC, CASS.

**Delegations**
- The position is responsible for the management of a team of 19 full time staff, as well as project related contractors.
- The position’s full delegations are set out in the Schedule of Delegations.

These include:
- Human Resources
  - Recruitment of all unit staff in accordance with Ministry policy
- Financial
  - As delegated by the divisional manager, this unit has its own operating budget allocation as part of the overall ICT budget. The Service Delivery function is also responsible for Capital Expenditure projects that this role sponsors.

**Mandatory Role Requirements**
- You must be able to obtain and maintain an appropriate New Zealand Government Security clearance.
- You must hold New Zealand citizenship.
- Have an understanding of bicultural and EEO issues.