



Ngākau aroha Have heart

Kotahitanga Better together

Kia māia Be brave

Mahia Nail it

Position Description

Title:	Head of Enterprise Architecture / Chief Enterprise Architecture
Group:	Te Aukaha Digital (Technology)
Reports to:	Chief Technology Officer
Band:	21
Date:	March 2022

Context

Our purpose	<i>Waka Kotahi. Moving. Together</i> A land transport system connecting people, products and places for the thriving Aotearoa.
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Group and team purpose	Te Aukaha Digital strengthens Waka Kotahi through supporting our people and delivering future-focussed solutions. We enable digital change, provide quality data, information and security services, and create flexible and collaborative workspaces.
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Position purpose	<p>To lead Waka Kotahi's Enterprise Architecture practice ensuring that the Technology services and practices enable the successful and optimised delivery of our digital and business strategies and desired outcomes.</p> <p>The role provides strategic technology consultancy and strategic leadership for the CTO in partnership with the Strategic Technology Portfolio Lead roles and with senior business leaders including ELT and GLT members.</p> <p>The role is accountable for the development and maintenance of the enterprise technology architecture, supported through Digital Blueprint and Digital platform Roadmaps by assessing relevant shifts and trends.</p> <p>The role is integral to enabling common approaches to common business needs while aiding the Enterprise-level reduction of technology risk, cost and complexity.</p>
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Key relationships

Internal:

- General Managers
- Senior Managers
- Technology Leadership Team
- Business leaders and representatives

External:

- Other Agencies

- Central Agencies
- Industry peers
- Vendors
- Key technology industry/user groups
- International standards bodies

Dimensions

Size of business unit:	5 FTE
Indicative budget scope:	TBC
Delegations:	Refer to the NZTA Delegations Register
Location:	Auckland, Wellington.

What the position involves

Accountabilities

As well as being accountable for the Waka Kotahi values and behaviours, your role has the following specific key accountabilities:

Accountable for defining, building and managing the Enterprise Architecture practice:

- Develop, manage and lead a team that collectively deliver on supporting the growth and maturity of Waka Kotahi's Enterprise Architecture practice.
- Identify inefficiencies within our enterprise architecture practice, and design and implement activity to lift the quality of our architecture landscape and its associated organisational performance.
- Enable a culture of continuous improvement and excellence within the enterprise architectural practice.

Strategic consulting

- Provide Strategic consultancy services in partnership with the Strategic Technology Portfolio Leads.
- Develop "Strategic narratives". The enterprise-level story for strategic platforms and topics, over a multi-year horizon, to further frame execution.
- Define and oversee adherence to the enterprise architecture strategy, principles and frameworks for Waka Kotahi and our strategic partners.

Digital Innovation

- Access long-term technology trends that are material to Waka Kotahi's business strategy.
- Analyse industry digital and market trends to determine potential value to Waka Kotahi's long-term outcomes.
- Identifying an innovation pipeline of potential digital architect and capability shifts.

Digital Blueprint

- Accountable for the development, on-going management and evolution of Waka Kotahi's Digital Blueprint – including its alignment to deliverables such as our Product Roadmaps.
- Establish the Common Language required to enable common approaches to common business needs.
- Ensure that enterprise architecture is embedded into our Way of Working.

Architecture Landscape

- Develop an enterprise view of Waka Kotahi's architecture landscape, including systems, data, applications, and associated risks and alignment with complimentary views.
- Accountable the rationalisation and simplification of the architecture landscape to optimise the cost base and reduce risk cost and complexity.

Digital Roadmap

- Accountable for the development, on-going management and evolution of Waka Kotahi's Digital Roadmap.
- Accountable for the alignment of the Digital Roadmap with other practice deliverables including our Product Roadmaps.

Design Authority

- Governs the strategic architecture, working with the Head of Engineering to ensure alignment with the solution architecture practice.
- Ensures collaboration and seamless interlocking of the Enterprise Architecture practice and governance across the lifecycle.

There is an expectation that the role accountabilities may evolve over time. You may also be involved in other activities as part of a career and development plan. These will be reflected in your performance and development goals that are set in discussion with your People Leader.

Working effectively with Māori

Te Ara Kotahi – our Māori Strategy – supports Waka Kotahi to work effectively with Māori and is underpinned by uara (values) and our mātāpono (principles) of – Rangatiratanga, Manaakitanga, Kaitiakitanga, Whanaungatanga, Te Tiriti o Waitangi, Mana o te Reo, Huna Kore (no surprises approach), Auahatanga (creativity and innovation), Whakapono (integrity and honesty) and in recognition of Cultural Values.

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

We accept our privileged role and responsibility to the partnership of the Treaty of Waitangi / Te Tiriti o Waitangi.

Values and Behaviours

Our values and behaviours underpin everything we do and form the core behavioural expectations for your role.

NGĀKAU AROHA Have heart means we have the wellbeing of our people, community and planet at the heart of everything we do. As Waka Kotahi we:

- Contribute to a safe and sustainable work environment.
- Show respect for all people.
- Treat others how we would like to be treated.
- Are inclusive and connected
- Look out for each other

KOTAHITANGA Better together means we achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi. As Waka Kotahi we:

- Build better relationships
- Join up our thinking and our doing
- Remove barriers to collaboration
- Seek and listen to others to learn and grow
- Invite conversation and feedback and always improve

KIA MĀIA Be brave means our outcomes are better when we bring courage and self-belief to our passion and purpose. As Waka Kotahi we:

- Speak up when it matters
- Challenge to achieve the right outcome
- Make and own the tough decisions

- Find different perspectives to challenge thinking
- Face up to the difficult issues

MAHIA Nail it means we create enduring legacy, delivering our best work every day. As Waka Kotahi we:

- Are clear on what's important
- Deliver on the right outcomes
- Hold ourselves to account
- Help others succeed
- Celebrate success

As a member of the public sector we also hold ourselves to the highest standards of integrity and conduct.

SPIRIT OF SERVICE

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āiane, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hāpori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

More information on all the behaviours and standards are included in the Waka Kotahi Te Tikanga Whanonga – Our Code of Conduct.

Leadership expectations

Foundational expectations of People Leaders

As a People Leader at Waka Kotahi you will:

KEEP EVERYONE SAFE Keep safety and wellbeing front of mind for your people.

COMMUNICATE Have regular meetings with your team and other key stakeholders to maintain consistent updates and a two-way dialogue.

COACH Have quality 1:1's with your team on a regular basis to build rapport, prioritise workload, support through change, and make sure your people are clear on what's expected of them. You will prioritise PDP's and regular performance conversations to develop your people, address performance concerns proactively.

DEVELOP AND RECOGNISE Have regular development conversations with your team to support their growth, link development goals to business needs, and recognise them when they do a great job.

SEEK AND ACT ON FEEDBACK Regularly ask for and learn from feedback to improve our work environment and develop yourself.

BUILD A SUPPORTIVE TEAM ENVIRONMENT Foster an environment that is inclusive and supportive for your team. You will encourage your team to raise important issues or concerns and invite them to engage conflict in a constructive way.

PREVENT BULLYING and HARASSMENT Know how to identify bullying and harassment in the workplace and not tolerate any bullying and harassment within your team.

ENABLE SUCCESS Ensure that your people have what they need to do their best work and manage key events during their time here well.

In addition to these foundational expectations, it is important that as a leader you are embodying and encouraging the Waka Kotahi values and behaviours.

The value you will bring

As well as your leadership attributes, you will need to bring your 'know how':

Knowledge and experience:

- Extensive experience in leading Enterprise Architecture functions from both a technical and a people leadership perspective
- Proven experience of building an Enterprise Architecture practice.
- Extensive experience in developing strategies
- Extensive experience working in complex delivery and architecture environments.
- Proven experience in leading, influencing and building credibility across a range of stakeholders to senior levels.
- Proven experience in the integration of solutions into an existing environment that includes 'as a service', COTS, and custom developed services
- Knowledge and experience in proactive technology risk management
- Strong analytical thinking skills
- Experience collaborating with other internal and external business groups
- Leadership experience in a complex business and technology environment
- Strong communication skills with extensive experience in simplifying complex technical issues into simple business language

Qualifications:

- Tertiary level qualification in relevant subject or equivalent experience.

You will demonstrate knowledge of, or a willingness to gain an understanding of Te Ao Māori and promote tikanga and Te Reo Māori. You will also have knowledge of, or a willingness to gain an appreciation of te Tiriti o Waitangi (the Treaty of Waitangi) as it applies in the public sector.

To learn more about what we do visit www.nzta.govt.nz