



New Zealand Government

# Working with the GCIO

[ict.govt.nz](https://ict.govt.nz)

INTERNAL AFFAIRS



*Te Tari Taiwhenua*

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# What agencies can expect from us

## No surprises

We will be open and honest in our communications. If we provide advice to Ministers or other parties about your business, we'll share it with you in advance. If we seek to mandate a particular service, we will consult before taking this step.

## Clarity

We will be clear about requirements and timeframes, and explicit about the capacity in which we are dealing with you.

## No wrong doors

The teams that support the Government Chief Information Officer (GCIO) all appreciate their role in the overall ICT Functional Leadership mandate. We will integrate across the relevant areas, wherever you make contact.

## A Corporate Centre perspective

We will bring a system-level perspective, and where we have the lead on an activity, we will coordinate views across the Corporate Centre.

## Consistency

All teams in The Department of Internal Affairs will provide consistent advice.

## Two-way communication

We will listen as well as advise, and strive to understand the context in which you are working.

## Value focus

We will focus on the benefits of our engagement for you and for the system rather than on compliance.

# What we expect of agencies

## Early engagement

Our engagement will be much more effective if we are involved while approaches are being shaped.

## Think beyond the technology

Our ICT Functional Leadership role covers information management, technical infrastructure, and ICT-enabled business processes. Remember to engage with us on all of these.

## Time to respond

To provide a considered, complete and authoritative response requires time. In general we require 10 days to review and comment on a business case, Cabinet paper, or similar substantial document.

For all investment proposals, we seek clear answers to the following five key questions. To help us respond rapidly, please explicitly address them.

- Are you consuming any ICT Common Capabilities? If not, why not?
- What are you doing that is common to others? Can this create a new ICT Common Capability?
- How is the information involved classified? How have security and privacy been designed into the initiative?
- What does this process look like to the citizen? Does your approach reflect this view?
- How can Ministers be confident this initiative will deliver its anticipated benefits?
- What is your Assurance Plan?

# How to engage if you want to...

## Undertake an ICT-enabled change programme

ICT is a core component of most significant change programmes. It is important to involve the GCIO to ensure the potential for ICT to support new ways of doing business is realised.

We will work with you to explain the opportunities available, including existing and planned ICT Common Capabilities. We will help you access the experiences of others throughout the State sector that are relevant to your programme.

## Make a strategic investment in ICT

The GCIO has a significant role in advising on ICT investments. Agencies should engage with the GCIO to advise of an intended investment so we can review and test for opportunities at a system level.

This can be done most effectively when we are involved at the inception of an initiative, and during the business case development (including problem definition or intervention logic mapping, and options identification). We can more readily provide a prompt and well informed comment on investment recommendations when this has occurred.

We will bring both ICT expertise and a system perspective - testing whether collaborative approaches will be more effective for government, seeking to avoid duplication and helping ensure relevant experiences are shared between agencies.

Our advice will consider Better Public Services, the 10 Result Areas, the *Government ICT Strategy and Action Plan*, assurance requirements, and (in conjunction with the Treasury and SSC) Better Business Case practices and Four Year Planning.

We also test for consistency with all-of-government architectural approaches and standards; use of existing ICT Common Capabilities; timing for planned new Capabilities; potential to develop new Capabilities; understanding of information value and sensitivity; privacy considerations; and citizen perspectives.

An important question is the extent to which the Capabilities required to deliver the solution are of widespread potential use. We also expect to see appropriate Assurance Plans in business cases, their costs included in overall funding requirements.

## Make changes in your ICT shop (including CIO appointments, and position description or structural change)

In developing your ICT function to align with Government strategy, you may consider organisational change. We will support agencies making changes to improve their ability to operate in line with the direction set out in the *ICT Strategy and Action Plan*.

We can do this by advising on job profiles, structural arrangements, and participating in recruitment. If your CIO is a designated key position (see the list at [www.ssc.govt.nz/developing-future-leaders-key-positions](http://www.ssc.govt.nz/developing-future-leaders-key-positions)), the GCIO has a formal role in approving appointment.

In our engagement we will focus on how job profiles reflect expectations of collaborative use of ICT, key relationships involved, and the attributes needed in ICT leaders. We will advise on whether any additional roles might merit 'key position' status, and how ICT acumen can be expressed for roles that are not technology focused.

Contact us at an early stage in the process – preferably not later than the job design phase, to ensure we understand the context of your changes, and can contribute before decisions are finalised.

## Align your agency ICT strategy with all-of-government ICT strategy

Individual agency ICT strategies should demonstrably align with the *ICT Strategy and Action Plan*, and we will work with agencies to help them do this. Alignment requires consideration of all focus areas in the *ICT Strategy and Action Plan* – use of mandatory ICT Common Capabilities is necessary, but insufficient.

We can provide briefings on the *ICT Strategy and Action Plan* and alignment considerations, ensuring the intent of the all-of-government approach is well understood. We are keen to support agencies developing strategy in sector or cluster groupings, especially where this enables citizen-centric service design.

ICT is a fast-moving field. The actions in the *ICT Strategy and Action Plan* are being reviewed annually. This makes it more important than ever that agencies discuss with us any assumptions about the *Action Plan* items, and their implications for agency-specific strategies.

## Raise a significant ICT risk, issue or event

In the course of ICT operations, issues and risks will arise that justify notification to the GCIO. These can include

- privacy breaches (which should also be notified to the Privacy Commissioner),
- identification of security vulnerabilities,
- changed risk status,
- or other significant incidents.

If in doubt, raise such matters with us immediately and honestly. Our focus will be firstly to support you in responding effectively, and secondly to ensure any lessons learned are socialised across the system.

## Consider transitioning to use of an ICT Common Capability

We want to support agencies considering the use of an existing ICT Common Capabilities to understand the opportunity. We will work with agencies and vendors to enable easy transition to the product or service, and learn from the experiences of others. We will understand agency needs, and how these relate to product roadmaps and service catalogues.

Information about current and planned ICT Common Capabilities is available in the catalogue on [ict.govt.nz](https://ict.govt.nz), and a discussion with the Common Capability team will help identify how best to use the them.

In some cases, agency-specific requirements may mean existing ICT Common Capabilities are ill-suited to use. We are keen to understand when this is a temporary timing issue, when there are opportunities to enhance the service catalogues, and when (for mandatory ICT Common Capabilities) an exemption may be justified.

# Key contacts

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If in doubt, contact the Relationship Management team or email [gcio@dia.govt.nz](mailto:gcio@dia.govt.nz)

# How to stay informed

## ict.govt.nz

The [ict.govt.nz](https://ict.govt.nz) website is the primary online resource for ICT Functional Leadership information, including a catalogue of current and upcoming ICT Common Capabilities; ICT Assurance Frameworks; guidance and advice; contact information; and links to related specialist sites.

## Forums and events

GCIO forums and events are run as required to communicate developments.

## Face-to-face

The Relationship Management team will work with you to provide targeted briefings, and connect you with the relevant teams and individuals according to your agency's particular situation.

*Working with the GCIO* can be found on [ict.govt.nz](https://ict.govt.nz) and will be updated as required.