

DIRECTOR, OPERATIONS

Reports to: Chair

Date: Here-turi-kōkā 2021

NEW ZEALAND
PRODUCTIVITY COMMISSION

Te Kōmihana Whai Hua o Aotearoa



BACKGROUND

The New Zealand Productivity Commission – Te Kōmihana Whai Hua o Aotearoa – is an independent Crown entity that provides advice to Government on improving productivity in a way that is directed to supporting the overall well-being of New Zealanders, having regard to a wide range of communities of interest and population groups. We conduct in-depth inquiries on a diverse range of topics selected by Government; carry out productivity-related research; and, undertake a range of activities to promote the better understanding of productivity-related matters.

The Commission is headed by a Chair (up to 0.8 FTE) and up to three Commissioners (0.4 to 0.5 FTE each) who jointly constitute the Board of the Commission and who are accountable to the Minister of Finance for the overall performance of the organisation. Working with Directors, Commissioners take a direct lead in the conduct of inquiries and research.

The Commission has an annual budget of \$5.930 million per annum, and a total staff of between 15 and 20. In addition, it makes use of external contractors and consultants in the conduct of its work. Some core infrastructural and corporate services (e.g. finance, payroll, IT) are procured externally, but under the management of the Director, Operations.

PURPOSE OF ROLE

The Director, Operations ensures that the Commission has capability and capacity to deliver to very high standards. The role has overall responsibility for the day-to-day administration and management of the Commission – ensuring that the Commission’s systems, processes and facilities are fit for purpose, enabling Commissioners and other Directors to efficiently operate in pursuit of the Commission’s primary objectives.

Key requirements of the role include:

- An understanding of Te Tiriti o Waitangi and the Crown’s obligations as a partner alongside tangata whenua, and a willingness to engage with Te Ao Māori perspectives and frameworks
- A deep understanding of the principles and practice of good governance and management to work closely with the Board in ensuring a high performing organisation
- Close familiarity with the full range of corporate functions, including the machinery of government and accountability process, central to running a public sector organisation
- An ability to think strategically about the future direction and needs of the Commission, and to effectively plan to achieve future outcomes
- Superior communication and influencing skills with a deft touch in managing interpersonal relationships within a small, high-performing organisation
- Written and verbal skills to communicate complex issues and concepts with influence

DELEGATED RESPONSIBILITY AND WORKING WITH THE CHAIR & BOARD

In addition to the key dimensions and requirements of the role set out later in this position description, a comprehensive set of delegations will be agreed with the Board, along with annual performance targets – all collectively defining the expectations of the role. The role reports to the Board and has a high degree of on-going interaction with the Chair across the full range of organisational matters.

SUMMARY OF KEY ROLE DIMENSIONS

Overview

- Support of the Chair, Commissioners and the Board in carrying out governance, strategy and operational work
- Primary responsibility for performance of systems, processes and facilities, including finance, payroll, management accounts, HR, IT, integrity, risk management, project management, premises and equipment
- Leadership of the Commission's communications function, including document production, website maintenance and development, social media strategy and engagement
- Management of 4 direct reports, and oversight of contracting and management of all staff, contractors and consultants, including support for the Chair in performance management/remuneration reviews of Directors and support for Directors in performance management/remuneration reviews of the wider team
- Convening and leading the work of the Leadership Team to shape, guide and monitor organisational performance, delivery, integrity and culture (NB: the Leadership Team includes this role, the Director, Economics and Research, Inquiry Directors, and senior Principal Advisor(s))
- On-going development of the Commission's organisational capability
- Contributions to the Commission's inquiry work as capacity and capability allow

Roles reporting to position

Direct:

- Office Manager-EA to the Chair & Director, Operations
- Administrative Support officer
- Business Support Advisor
- Communications Specialist

Indirect:

- Fixed-term or contractor roles providing organisational support functions
- Other Director roles, with respect to administrative and performance management functions
- Principal Advisor roles who operate across the work programme, with respect to administrative and performance management functions

Key relationships for the role

- The Chair, Commissioners, and the Board
- All staff, but particularly the Commission's Director roles
- The Office of the Minister of Finance
- The Treasury, as the Commission's monitoring agency, and other government agencies
- Key external providers for support services and expert input to the Commission's work
- Audit New Zealand (Audit NZ) and the Office of the Auditor-General (OAG)

ROLE RESPONSIBILITIES

Summary of core responsibilities

- Operational management and performance of systems, processes and facilities
- Chair & Board support and servicing
- Support for Director roles as required
- Development of strategies including for organisational capability

Key role responsibility: Management and administration

Key requirements

- Manage the performance of systems, processes & facilities, including finance, payroll, HR, IT, integrity, risk management, project management, premises and equipment
- Lead the Commission's reporting and accountability functions, including management accounting, development of accountability documents (*Statement of Intent, Statement of Performance Expectations, Annual Report*), Audit NZ/OAG, and Treasury monitoring agency relationships
- Oversee the Commission's communications function, including document design and production, website maintenance and development, social media strategy(ies)
- Manage 4 direct reports, and oversee contracting and management of all staff, contractors, and consultant, including support for the Chair in recruitment/performance management/remuneration reviews of Directors and support Directors in recruitment/performance management/remuneration reviews of the wider team
- Convene and lead the Leadership Team to shape, guide and monitor organisational performance, delivery, integrity and culture
- Manage the Commission's funding within Board approved budgets
- Develop and maintain appropriate organisational policies and procedures

Key outcomes

- The Chair, Board and key stakeholders perceive the Commission to be run efficiently, with integrity and high performance, meeting statutory obligations
- The Commission is perceived both internally and externally, to provide a high professional, innovative and collegial working environment

- Key stakeholders perceive the Commission is an exemplar organisation for analysis and impact
- The Commission's publications provide attractive, accessible and readily comprehended material in all relevant media forms

Key role responsibility: Board support and servicing

Key requirements

- In support of the Chair, manage a robust governance process for the Commission
- Support the Board, including the Assurance Committee, in carrying out its duties, including leading the preparation of regular financial reports, plus accountability and reporting documents on the Board's behalf and oversight of employment and other supplier contracts
- Support Commissioners in their oversight, direction and leadership of the Commission's work
- Manage preparation of an appropriate suite of Board papers to support the Board in carrying out its work
- Ensure the Commission meets all obligations, including legal, audit, integrity, and reporting obligations
- Uphold an effective 'no surprises' policy with the Board
- Develop effective working relationships with the Chair and Commissioners individually

Key outcomes

- The Board has the right information to enable good decision-making and drive organisation strategy and performance
- The Board is informed of key issues in a timely way, including key organisation risks
- Board members feel respected and supported by, and have an effective working relationship with, the Director, Operations
- The Board has confidence in high-quality Board papers and Board-related documentation and the integrity of the Commission's systems and processes

Key role responsibility: Engagement with Directors

Key requirements

- Support the Chair and Commissioners to recruit, develop and retain high-performing Directors
- Convene regular engagement with the Leadership Team for the purpose of delivering well-aligned views, effective resource allocation and strong collective leadership from the team across the Commission's work
- Support Directors in the leadership of their teams, including support for recruitment, performance management and remuneration

Key outcomes

- The Board has confidence in the drive and performance of the Leadership Team
- Directors respect the Director, Operations as a highly valued contributor to organisational leadership
- Staff perceive the Leadership Team to be aligned and displaying effective collective leadership
- Directors feels supported in their own work and the leadership of their teams

Key role responsibility: Development of strategy(ies) and organisational capability

Key requirements

- Demonstrate a strong future focus to ensure the Commission is positioned for future success
- Support the Board to develop and implement strategies to ensure the Commission's ongoing success
- Ensure strategies are implemented commensurate with the Board's expectations
- Ensure ongoing evaluation of the Commission's capability and future capability needs
- Manage a programme of prioritized business improvement projects to develop organisational capability
- Ensure a strong organisation focus on improvement and a culture conducive to ongoing development
- Maintain an effective organisation structure to deliver efficiently

Key outcomes

- The Board has confidence in the Director, Operations and Leadership Team's work with respect to capability development
- Staff perceive the Board and Leadership Team as developing the Commission for the better
- Key stakeholders perceived the Commission as an organisation focused on ongoing improvement

CAPABILITY: WHAT YOU WILL BRING TO THE ROLE

The Commission is a small, independent organisation but is required to meet the full range of standards required of a Crown entity. The Director, Operations will be confident across the full range of 'corporate' functions required to support the Commission, and able to find ways to meet all requisite standards efficiently and pragmatically.

Key attributes

- An understanding of Te Tiriti o Waitangi and the Crown's obligations as a partner alongside tangata whenua
- A high performer, displays initiative and makes things happen with a thoughtful and can-do attitude
- Displays discerning judgement in a wide range of situations, including in appreciating and dealing with ambiguity and risks
- Leads by influence and leads organisation values and work standards by example
- Sees the big picture, thinks and acts strategically, displays intellectual curiosity
- Values and builds networks, internally and externally, for collaborative work
- Values and displays high standards of professionalism, maturity and personal integrity
- Willing to 'get hands dirty' to make things happen in a small organisation
- Leads the Commission's values: being **ambitious** and **productive**, taking a **real-world** view, being **supportive** of each other, and **even-handed** in the way we approach key issues and our work

Key skills and competencies

- *General management* – ability to manage multiple deliverables of a diverse nature

- *Leadership* – ability to inspire, motivate, mentor and develop people working for or with the Commission
- *Critical thinking* – skill in problem solving, conceptual thinking, and distillation of ideas
- *Interpersonal savvy* – an ability to manage diverse relationships and manage difficult issues appropriately
- *Communication skills* – ability to present information in lucid, succinct, and coherent ways
- *Persuading and influencing* – ability to generate desired outcomes through skillful engagement

Key experience

- Experience, at a senior leadership level, with corporate service functions and associated processes – particularly within a government and Crown entity context
- Experience advising and working closely with a Board or similar governance body
- Sound knowledge of the machinery of government
- Leadership experience with a track record of achieving goals through leading by influence

Education & qualifications

- A relevant tertiary qualification combined with significant and diverse career experience as well as a commitment to ongoing professional development

HEALTH, SAFETY, AND WELL-BEING

At the Commission we expect staff to:

- Help maintain a safe working environment by complying with and supporting all health & safety policies, guidelines and initiatives
- Take all practicable steps to ensure you don't harm yourself or others
- Report all incidents and help to identify and manage hazards
- Support the Commission's appointed Health & Safety Officer as required and appropriate