

## Position Description

**Position Title:** People Performance Leader  
**Location:** New Zealand  
**Date:** February 2016  
**Reporting to:** Chief Executive

### Position Objective

To lead the delivery of a broad range of professional HR services in order to support Nelmac's strategic goal of being recognised by staff and prospective employees as a great place to work and develop. To be a proactive, commercially astute, highly service oriented team player with a strong commitment to business excellence in all that we do. To adopt a big picture view of all things people related, with services geared towards supporting the continuing success and growth of a dynamic business.

### Nelmac's Values

#### "We Do What We Say"

In other words you can rely on Nelmac to complete the job to the level that is promised i.e. quality workmanship, on time, to budget, to the customer's satisfaction.

#### "We'll Sort It"

In other words you can rely on Nelmac to provide peace of mind, to handle/solve the problem, to take care of things, to project manage the job, etc.

#### "We're Service Focused"

In other words Nelmac can be relied upon to provide outstanding customer service at all times (24/7) and under all circumstances, difficult or otherwise.

#### "One Team"

In other words Nelmac can be relied upon to provide a one stop shop service. Our various trades and business activities will work together to achieve success for our clients and for our community.

#### "We Consider Tomorrow"

In other words Nelmac will not take a short term view or outlook in relation to the work that it carries out. We will always consider the long term implications to ensure that the work will be sustainable from both an economic & environmental perspective.

### Important Working Relationships

#### Internal

- Chief Executive
- Management Team
- Team Leaders
- Nelmac Staff – our internal customers
- Board of Directors

#### External

- Similar counterparts in other organisations
- Human Resources and/or general business organisations e.g. HRINZ, Chamber of Commerce
- Suppliers e.g. Trainers, Employment Agencies, Technical Specialists
- Contractors
- Prospective employees
- Members of the public

<b>Key Accountabilities</b>		
<b>Accountability</b>	<b>Key Result Area</b>	<b>Tasks required include the following</b>
<b>Strategic Leadership of the People Performance Function</b>	People Performance Strategy Business Excellence	<ul style="list-style-type: none"> <li>• Adopt a strategic leadership oversight for all functions within the People Performance division of Nelmac. Strive to offer a full service people model that is efficient, cost effective and user friendly for the business.</li> <li>• Create a respected people performance team with resources effectively engaged in areas of greatest value, with risks being managed appropriately and team members feeling supported and inspired. Provide on the job coaching and feedback as a matter of course, and targeted learning and development opportunities where feasible.</li> <li>• Develop productive and positive relationships with staff – become an active Nelmac team member in order to maintain personal and professional credibility in the business. Live, demonstrate and inspire others to embrace Nelmac’s values and expectations.</li> <li>• Ensure efficient and effective use of people performance resources such as finances, time and manpower in order to optimise utilisation, customer satisfaction levels and delivery of Nelmac strategy and business objectives.</li> <li>• Constantly seek to ensure Nelmac’s internal and external employment brand is a positive one in order to maintain a genuine employer of choice status. Develop positive relationships with external parties e.g. HR suppliers, trainers, fellow HR Managers in other organisations.</li> <li>• Manage the People Performance division to required metrics e.g. financial.</li> </ul>
<b>Professional Delivery of People Performance Services</b>	People Performance Strategy Business Excellence Risk Management	<ul style="list-style-type: none"> <li>• Ensure the delivery of fit for purpose people performance services across a broad generalist portfolio. This includes but is not limited to effective transactional people activity, availability of useful tools for managers and staff, creation of optimal organization structures, addressing employee issues, managing remuneration, union liaison and negotiations, policies and procedures, systems and tools.</li> <li>• Ensure that the people performance team provides commercially astute, legally sound and appropriate advice on a broad range of issues. Seek to manage IR/ER issues professionally and sensitively e.g. misconduct, investigations, poor performance, disciplinaries. Continually seek to find optimum solutions that balance commercial needs and risk with a positive work culture.</li> <li>• Adopt a strong partnership approach with the Health &amp; Safety function; support each other’s success and work collaboratively in order to best manage risk, engage staff and continually improve.</li> <li>• Ensure that the people performance team maintains current knowledge of employment legislation and practices; advise the business of suggested changes to policies and procedures to manage risk and ensure currency.</li> </ul>
<b>Organisation Development – Projects and Value Add Initiatives</b>	People Performance Strategy Business Excellence Continuous Improvement	<ul style="list-style-type: none"> <li>• Professionally lead and deliver a range of value add projects in line with desired Nelmac strategy in order to further develop the potential, capability and confidence of Nelmac’s people. Projects include but are not limited to design and roll out of effective performance management, leadership development, succession planning and system enhancements. Engage with and ensure appropriate delivery via external suppliers where appropriate.</li> </ul>

Key Accountabilities		
Accountability	Key Result Area	Tasks required include the following
		<ul style="list-style-type: none"> <li>Adopt a proactive approach to the potential of business systems and tools to improve Nelmac's overall people performance, engagement and commercial success. Identify areas where positive changes can be implemented and champion efforts to make it happen.</li> <li>Create fit for purpose project plans and engage with key stakeholders throughout in order to manage expectations and measure progress e.g. Chief Executive, senior leadership team, board of directors.</li> <li>Where feasible devise metrics in order to assess return on organisation development initiatives e.g. employee surveys.</li> </ul>
<b>Reporting and Compliance</b>	Compliance Risk Management	<ul style="list-style-type: none"> <li>Prepare and contribute to Board Reports that reflect ongoing people performance activity as it relates to overall business strategy, risk and opportunity.</li> <li>Deliver people performance presentations and updates to the board of directors, senior leadership team and others in order to generate awareness of, and buy in, to initiatives and progress.</li> <li>Ensure that all services provided by the People Performance function are completed in line with required standards, including but not limited to relevant employment agreements and general employment law.</li> </ul>
<b>Leadership Activity</b>	Business Excellence Continuous Improvement	<ul style="list-style-type: none"> <li>Play an active and positive role as part of Nelmac's senior leadership team.</li> <li>Contribute to strategic and operational planning as required.</li> <li>Be an active participant and contributor to general business excellence and continuous improvement initiatives.</li> <li>Work as part of a cooperative team involving other Nelmac staff, contractors and customers.</li> </ul>

Nelmac's Generic Key Result Areas	
<b>Health &amp; Safety</b>	<ul style="list-style-type: none"> <li>Comply with all Nelmac H&amp;S policies and working safely at all times.</li> </ul>
<b>Administration / Finance</b>	<ul style="list-style-type: none"> <li>Act in line with your delegated financial authority. Keep records as required, such as timesheets, purchase orders etc.</li> </ul>
<b>Customer Service</b>	<ul style="list-style-type: none"> <li>Deliver to or exceed customer expectations . Be a good advocate and representative of our business.</li> </ul>
<b>Plant, Equipment &amp; Vehicles</b>	<ul style="list-style-type: none"> <li>Use all Nelmac equipment/vehicles in accordance with law, policies and procedures. Keep equipment clean and maintained and report any damage or malfunction ASAP.</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>Maintain active, positive and clear communication with your team and others. Be a team player and participate fully in meetings.</li> </ul>
<b>Training &amp; Development</b>	<ul style="list-style-type: none"> <li>Participate in performance discussions with your manager. Undertake relevant training and development.</li> </ul>
<b>Emergency Management</b>	<ul style="list-style-type: none"> <li>Be available when required to assist with Civil Defence or emergency situations.</li> </ul>
<b>Other Duties</b>	<ul style="list-style-type: none"> <li>Carry out other tasks as requested from time to time by your manager.</li> </ul>

Experience/Qualifications Required
<ul style="list-style-type: none"> <li>Extensive Human Resources experience at a senior level across diverse industries, organisations and generalist functions; some experience operating in unionised workplaces preferred.</li> <li>Degree qualified (Business related and/or Human Resources specific) – preferred.</li> <li>A highly commercial view on the potential HR functions to make a positive difference in business.</li> </ul>

## Experience/Qualifications Required

- Highly action and results oriented – committed to seizing opportunity to improve targeted areas, engaging support from necessary stakeholders, and executing successfully.
- A proven strategic thinker able to see and work with the big picture, and deliver on the detail.
- A positive communicator and presenter with genuine mana – inspiring respect and a willingness to listen in others, verbally and in writing.
- Genuine enjoyment coaching / mentoring others to become great leaders and high performing business people.
- Ability to respectfully question the status quo while seeking to improve it – high resilience and results focus.
- Ability to juggle diverse demands and deliver within agreed parameters e.g. timeframes, resources. A flexible attitude to getting the job done whatever it may take.
- A strong team player with the courage and independence make astute decisions when required.
- A strong commitment to the customer.
- High attention to detail.
- High analytical capability.
- Strong PC skills.
- Experience of budget setting and management.
- Buy in and commitment to the Nelmac values.

## Organisational Structure

