

POSITION TITLE:	People & Capability Manager		
GROUP:	Corporate Services	SECTION:	People & Capability
REPORTS TO:	Group Manager Corporate Services		
RESPONSIBLE FOR:	P&C Advisor x 2, P&C Coordinator, Talent Acquisition Consultant, Payroll Team Leader		
FAMILY:	OM4	GRADE:	21
DATE REVIEWED:	May 2024	JOB NUMBER:	N/A

HBRC STRATEGY

Our Vision:

We want a healthy environment and a resilient and prosperous community.

Our Purpose:

We work with our community to protect and manage the region's precious taonga of rivers, lakes, soils, air, coast and biodiversity for health, wellbeing and connectivity.

Our Values:

- **Partnership and Collaboration:** We work with our community in everything we do.
- **Accountability:** We hold ourselves to account to deliver results, be responsive to community expectations, and the best use of ratepayers' funds and assets
- **Transparency:** We report on what we do and the value this delivers for our community
- **Excellence:** We set our sights and expectations high, and never stop striving to do better

Our Focus:

- **Water quality, safety and climate-resilient security** ~ *Te kounga o te wai, te haumarutanga me te mārohirohi ā-āhuarangi o te whakamarutanga.*
- **Climate-smart and sustainable land use** ~ *Kia koi, kia toitū hoki te whakamahinga o te whenua.*
- **Healthy, functioning and climate-smart biodiversity** ~ *kio ora, kia āhe, kia mārohirohi ā-āhuarangi hoki te rerenga rauropi.*
- **Sustainable and climate-resilient services and infrastructure** ~ *kia toitū, kia mārohirohi ā-āhuarangi hoki ngā ratonga me ngā hanganga ā-whare.*

POSITION SUMMARY

This pivotal role is dedicated to supporting our organisation's most valuable asset: our people. The role will guide the Chief Executive and Executive Leadership Team in developing excellent people and culture practices, making HBRC an employer of choice in our region. Your strategic insights and expertise will drive the development and implementation of human resources policies and programs to support our organisational goals and ensure the well-being and engagement of our employees is prioritised. Additionally, you will oversee payroll function of HBRC. This role is centred heavily around building a model of business partnership between the People and Capability team that supports the leaders and their people needs across the Council. You will be focussed on supporting the organisation to meet the strategic and day to day people-led activities of the Council and contribute to creating and facilitating change. You will develop and embed the People and Capability Strategy, ensuring the Council achieves a culture whereby employees feel valued, engaged, supported and developed at a level that ensures optimisation

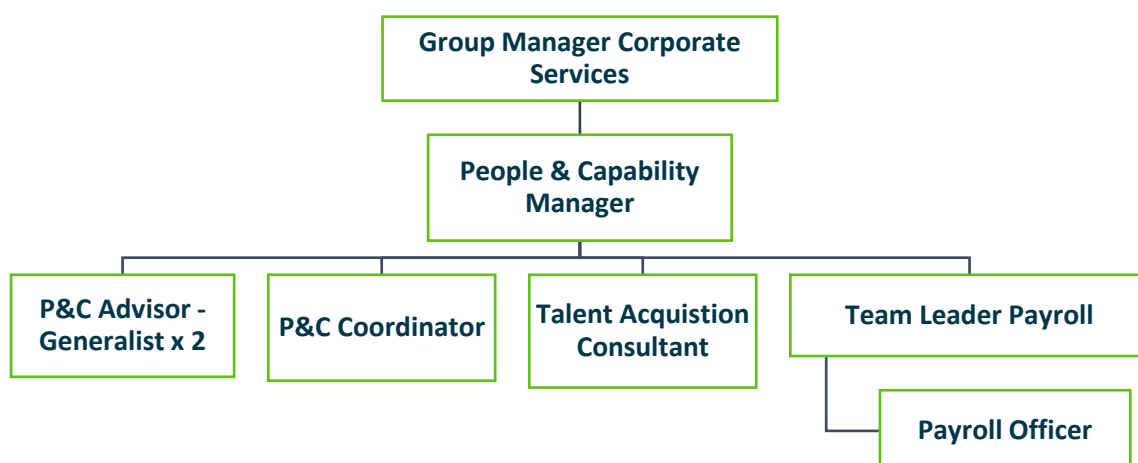
of resources across the organisation, and ultimately enables to organisation to deliver its strategic outcomes for the region. The role will ensure overall strategic alignment of P&C practices with the organisation's vision and values.

GROUP AND TEAM GOALS:

The People and Capability Team are responsible for establishing and embedding the People and Capability Strategy, ensuring the organisation is supported and People & Capability best practice is followed. The People and Capability Team provide following roles and functions as part of the Executive Advisory Group:

- Providing insight and expertise that allow our people and HBRC to be successful.
- Understand the organisation and apply business acumen so you understand where we are going and can actively contribute.
- Ensure managers and staff have confidence in our capability to match valued solutions to needs.
- Oversee implementation of a people & capability integrated competency framework that leads recruitment, induction, training development and performance in respect of applied: Treaty of Waitangi Principles, iwi consultation and engagement, applied use of Te Reo Māori and incorporated practice of Māori values and mātauranga. Build culture including a safe and trusted environment where our people can thrive.
- Be proactive about our talent needs today, while focusing on the long-term strategic need
- Mitigate risk to HBRC to ensure the wellbeing of our teams and stakeholders.
- Ensure appropriate staff policies and best practices are in place related to HR matters.
- Align staff policies with organisational needs and values.
- Ensure a sound recruitment process is in place and utilised appropriately.
- Manage and facilitate appropriate staff, and organisational development initiatives and opportunities
- Champion the development of leadership incentives and People & Capability HR 'best practice'
- Develop and maintain an effective and appropriate remuneration process and associated policies.
- Monitor and make recommendations to promote and maintain a positive culture throughout the organisation.
- Deal with industrial issues requiring People and Capability intervention.

ORGANISATIONAL CONTEXT



JOB SPECIFIC ACCOUNTABILITIES

Management and Leadership

- Manage a team of technical experts in payroll and HR advisory, fostering their professional development and ensuring the provision of sound guidance and advice to relevant stakeholders.
- Facilitate collaboration and knowledge-sharing within the P&C team.

- Manage, lead, and guide the team, ensuring team objectives are met, clear direction is given, and adequate resourcing is provided.
- Actively engage and lead Council's performance development system for the team ensuring key check-ins are met, learning and development needs are discussed, and appropriate development planning is undertaken.
- Maintain staffing resource to ensure that the team is adequately resourced. Undertake recruitment, selection, onboarding, and training of new employees as and when required.
- Create and maintain a positive team culture, which supports and empowers people to work through challenging projects, to produce high quality work and achieve positive environmental outcomes.
- Ensure team objectives and expectations are clear and that they are achieved.

Strategic Direction and Innovation

- Establish a People and Capability Strategy and implementation plan for HBRC that aligns to the Regional Council's Strategic Plan.
- Develop and implement an integrated competency framework incorporating Te Ao Māori imperatives – Treaty principles, Māori values and mātauranga, Te Reo Māori, protocols and practices.
- Support the organisation in business planning for their people and capability needs.
- Review and benchmark internal and external environments; initiate improvements in the People and Capability policies to enhance business performance.
- Champion a culture of business improvement through actions and procedure review.
- Develop and promote feedback mechanisms for all employees, which positively impacts P&C services and processes.
- Manage specific projects as determined in the annual People and Capability plan.
- Participate in functional and cross-functional initiatives that drive an engaged and high performing culture.
- Provide support to the Chief Executive and Executive Leadership Team in implementing change.
- Ensure Council is meeting legislative requirements across the breadth of employment related legislation.

Employee Engagement and Well-being:

- Champion initiatives to promote employee engagement, morale, and well-being.
- Conduct employee surveys and assessments to gather feedback and identify areas for improvement.
- Develop and implement programs and policies to support work-life balance, diversity, equity, and inclusion.

Service Delivery

- Embed a business partnering model of service delivery to managers within the organisation.
- Provide high-level consultancy service to line management on People Capability issues including development, implementation and monitoring in line with HR best practice, HBRC policies and employment legislation.
- Coach and develop your team in optimum recruitment, selection and retention mandate within agreed time frames including advice and support to the line managers.
- Provide technical guidance to Council for the annual remuneration review. Make recommendations to ensure the best possible remuneration outcomes for employees, while ensuring we meet the goals of the remuneration policy.
- Provide the Executive Leadership Team with regular reporting on the organisation's people and capability performance, and emerging issues and opportunities.
- Oversee P&C Data and systems in conjunction with the P&C Advisory team.
- Oversee the collective bargaining process in conjunction with relevant parties.
- Drive satisfactory outcomes for HBRC and union members, providing guidance regarding complex employment relations issues.

Policy, Compliance and Risk

- Ensure alignment of P&C processes, procedures and overall strategies with organisational objectives, vision, and values.
- Ensure that P&C practices and policies reflect and reinforce the organisation's culture, desired behaviours and values.
- Ensure effective and efficient management of industrial relation issues, minimising the impact and risk to Council.
- Handle employee relations issues, grievances, and disciplinary matters with fairness and professionalism.
- Support the development of Regional Council Business Contingency and Disaster Recovery Plans.
- Ensure all P&C service is compliant with Council's Treaty of Waitangi and Te Ao Māori obligations.
- Undertake reviews and audits as required regarding P&C needs of the Council.
- Report to Council on the organisation's people and capability performance, including compliance with statutory obligations as required.
- Ensure compliance with relevant employment laws and regulations, keeping abreast of changes and updates.
- Maintain accurate records and documentation in accordance with legal requirements.

Organisational Development and Talent Management:

- Develop a Talent Management Strategy to support HBRC's Strategic Plan and Values. This will include establishing learning and knowledge management pathways.
- Undertake talent mapping and succession planning to ensure the long-term sustainability and success of Council's workforce. Identify learning needs and opportunities for career advancement.
- Support the workforce planning in conjunction with P&C Advisory team.
- Design and implement training and development programs to enhance employee skills and competencies.
- Develop, implement and maintain a competency framework consistent with HBRC's strategic plan and reflective of Treaty of Waitangi principles and Te Ao Māori.
- Develop, implement and maintain a leadership development program for HBRC leaders. Build a culture of feedback, upskilling leaders and employees.
- Develop relevant learning and knowledge management pathways including mentoring programs, coaching, support for individual development opportunities through the organisation.

Payroll Management:

- Support the payroll team leader to ensure accuracy, timeliness, and compliance with relevant regulations.

Change Management:

- Lead change management initiatives to drive organisational growth and transformation.
- Liaise with the Strategic Advisor – Corporate Services on change management initiatives.
- Partner with leaders supporting change through people and capability initiatives.
- Collaborate with P&C Advisory team to ensure change management initiatives and processes are implemented, and support and coach management through change.
- Undertake or support organisational reviews as required – including facilitation, review, and reporting findings.
- Provide guidance and input on business unit restructures.

FUNCTIONAL RELATIONSHIPS

Internal

- Chief Executive
- Executive Team
- Elected members

External

- Consultants and contracts
- Government agencies and departments
- Local authorities

- | | |
|--|--|
| <ul style="list-style-type: none"> • Team members • HBRC Staff • HBRC Staff Union • HBRC Staff Support Group • Health, Safety & Wellbeing team • Finance team • Legal compliance team | <ul style="list-style-type: none"> • Technical and legal professionals • Unions • Employment lawyers/legal and compliance advisors • HR consultants and advisors • Recruitment agencies • Benefits and Insurance providers • Industry Associations and Professional Networks • HR Special Interest Group • Educational Institutions |
|--|--|

COMMUNITY RELATIONSHIPS

Fostering good working relationships is fundamental to the successful achievement of strategic goals for HBRC. We know we can't achieve change without the people (our community) outside our business. As expressed under our purpose statement, "working with our community" is at the heart of everything we do. This is particularly relevant to our relations with Tāngata Whenua in terms of co-governance and co-management. Successful relationships involve building trust. Which in turn enables us to support each other to respond to new challenges as they arise.

This means:

- Professional attitude is projected at all times in dealing with external contacts.
- Information is accurate and is provided in a timely manner.
- Outcomes that are fair and clearly understood by both parties are achieved.
- Customers are satisfied with responses to written or verbal requests for information.

CONTINUOUS IMPROVEMENT

All Hawke's Bay Regional Council (HBRC) staff are expected to actively and enthusiastically promote the concept of continuous improvement in their work for HBRC. This means:

- Maintaining a positive overall attitude in the workplace, including promoting HBRC in a positive manner, as assessed by your peers and Manager.
- Taking part in training opportunities provided by HBRC with an open mind, as assessed by pre and post training meetings with your manager.
- Practicing the skills provided in training offered by HBRC, as assessed by regular feedback meetings with your manager.
- Showing a strong team commitment, as indicated by peer feedback and your manager's assessment.
- Practicing the concept of continuous improvement by showing initiative with new ideas and positively acknowledging other ideas.
- Giving honest and open feedback as and when required, aiming to constructively deal with all issues, as assessed by regular feedback meetings with your manager.
- Deliver on project outcomes: on time and on budget.
- Displaying sound judgment and making responsible decisions.
- Working to high quality standards and where applicable contributes to maintenance of ISO 9001:2015 accreditation of the Quality Management System.

HEALTH AND SAFETY

All staff are expected to follow established health and safety procedures while working for HBRC, and in accordance with policies developed by HBRC. This means:

- Complying with and adhering to HBRC's accepted standards and procedures.
- Where appropriate, taking responsibility for workplace hazards/risks you identify and communicated to management.
- Undertaking regular reviews of workplace risks/hazards that are present in your work.
- When, and if, necessary, participate in the investigation of accidents/incidents according to HBRC procedures.
- Undertaking appropriate and effective staff training when required or necessary.
- Promoting a healthy and safe workplace.
- Actively supporting health and safety initiatives.
- Comply with any rehabilitation plan designed with you for a return to work after an accident.

EMERGENCY MANAGEMENT

When a Civil Defence event happens, you may be required to assist with carrying out the Council's Civil Defence responsibilities after providing required support for your family and dependants. All HBRC staff are expected to undertake such Emergency Management functions as are determined appropriate to meet HBRC's role and function in this area. This means:

- Undertaking such a role as is allocated for emergency management requirements.
- Participating in such exercises as are required to maintain a state of preparedness in HBRC.
- Responding to such requests to assume an emergency management role as are required by events.
- Understanding the contents of the relevant section of the Business Continuity Plan (BCP) and its implications for your role.
- Where the requirements of the role require it, review the relevance of the BCP for your team, section or Group on a regular basis.

PERSON SPECIFICATION

Minimum Qualifications and Experience required.

- Relevant bachelor's degree or equivalent tertiary qualification in Human Resources Management and/or Organisational Psychology
- Minimum of 10 years' experience in HR /People and Capability, with at least one management role in a medium to large organisation.
- Proven experience in HR management, with a focus on talent management, employee development, and organisational development.
- Proven leadership experience and capability.
- Sound understanding of HR compliance requirements and relevant legislation, including the Employment Relations Act and the Health and Safety at Work Act.
- Sound understanding of Payroll processes and related legislation.
- Evidence of meaningful engagement and partnering with Māori/tāngata whenua.
- Experience in implementation of competency frameworks and learning and development programmes.
- Experience leading and managing change.
- Valid driver's licence required

Knowledge and skills

The following indicates what would typically be expected for this role at a competent level:

- Proficiency in MS Word, Excel, Visio, Projects, PowerPoint and other database and information management systems
- Analytical skills.
- Financial literacy - knowledge of financial reporting systems, budget management and requirements.
- Digital literacy
- Problem solving working knowledge.

- Sound understanding of tikanga Māori and Māori values and an appreciation as to how they relate to Regional Council functions and plan and policy development.
- Ability to operate in an environment of uncertainty and make well-reasoned decisions
- Problem solving skills
- Strategic thinking and problem-solving abilities, with a track record of driving initiatives and achieving results.
- Excellent interpersonal and communication skills, with the ability to build rapport and collaborate effectively with stakeholders at all levels.
- Ability to maintain confidentiality, exercise discretion, and handle sensitive information with tact and diplomacy.
- Planning and organisation skills
- Persuasion and influencing skills
- Relationship management and interpersonal skills
- Negotiation and conflict resolution skills

Personal Attributes

- Prepared to challenge the status quo – displays courage, initiative, sound judgement and innovative thinking
- Collaborative and collegial working style – works towards shared vision and goals
- High level of personal resilience and emotional intelligence – can take and deal with the knocks
- Open-minded approach to learning, development, and collaborative working practices.
- Courteous and professional – displays confidentiality, honesty and integrity.
- Effective co-ordination, influencing, conflict resolution and negotiation skills
- Cultural empathy and awareness
- Sound decision making skills
- Natural people leadership and engagement qualities
- Ability to anticipate change, remain flexible and be innovative.
- Excellent interpersonal skills with the ability to initiate and engage effectively at all levels, internally and externally.
- Ability to effectively gather multiple sources of information and apply technical and analytical skills to make effective decisions.
- Ability to effectively plan, organise and co-ordinate work to ensure that goals are achieved with the highest quality of work possible within agreed timeframes.
- Ability to clarify objectives, identify key issues, consider all perspectives and evaluate.
- Ability to cope with a variety of work and on occasion difficult situations.
- A high level of courtesy and listening skills.

Awareness

- Demonstrated awareness of Te Tiriti o Waitangi and including Te Reo Māori in relevant and practical ways in interaction and engagement to demonstrate respect and value of Tikanga Māori in appropriate settings.

CHANGES TO JOB DESCRIPTION

From time to time it may be necessary to consider changes in the job description in response to the changing nature of our work environment. Such changes, including technological requirements or statutory changes, may be initiated by the manager of this job with due consultation with the position holder. This job description should be reviewed as part of the preparation for performance planning for the annual performance cycle.

ACKNOWLEDGEMENT

I have read this job description and fully understand the requirements set forth therein. I understand that this is to be used as a guide and that I will be responsible for performing other duties as assigned. I further understand that this job description does not constitute an employment contract with Hawke's Bay Regional Council.

Employee Signature

Date

Printed Name