

# People & Culture Director (1.0 FTE)

## JOB DESCRIPTION

This job description describes the tasks that will be required of the job holder but does not form a part of the job holder's Employment Agreement. This Job Description is likely to change from time to time, to ensure that the role continues to best serve CAP's Mission. Therefore, flexibility on the part of the job holder is required.

### Location of the Role

CAP Head office, Penrose, Auckland, with occasional travel in New Zealand

### Purpose of the Role

- 1) To provide CAP with executive level organisational leadership.
- 2) To provide CAP's operations, systems, culture, and HR, with executive level leadership, creating an enabling workplace environment for all departments, teams, and staff to achieve effective service delivery towards mission impact.
- 3) To lead the strategic, future-focused operations, cultural and HR thinking and planning necessary to continue to ensure mission impact as the organisation moves forward.

### Key Relationships

Departments:	Executive Leadership Team and People & Culture Team
Reports to:	Chief Executive Officer
Direct Reports:	Head of Employee Relations Head of Facilities Head of Technology Head of Events and Engagement People & Culture Administrator
Primary Stakeholder:	CAP staff, whether based in Head Office or remotely
Key Internal Relationships:	Directors within the Executive Leadership Team Departmental and team Heads/Managers Head of Frontline Delivery
Key External Relationships:	CAP UK IT team External Information System Providers

### Summary of Role Accountabilities

- 1) Collaboratively lead the organisation on an executive level, bringing operations, systems, people and culture expertise.
- 2) Execute, direct and manage all ongoing systems, people and cultural aspects of the organization to create an enabling workplace environment.
- 3) Lead and manage all employees working in the People & Culture team.

- 4) Execute, direct and manage the long-term operational and people engagement plan toward the future needs of the organisation.
- 5) Participate in organisation-wide activities.

### Role Accountabilities on a day-to-day level

#### 1. Collaboratively lead the organisation on an executive level, bringing operations, systems, people and culture expertise.

- With the Executive Leadership Team clarify, review, revise and affirm at regular intervals, the organisation's strategic priorities toward mission impact.
- Contribute operational, systems, people and culture leadership expertise to the strategic thinking and planning of the Executive Leadership Team, including in the areas of forecasting, systems, employee engagement, team culture, ethnic culture, and all aspects to do with ongoing organisational operational functionality.
- With the Executive Leadership team, bring increased purpose, clarity and agreement to all people, processes and projects within the organisation, in line with the CAP organisational identity and strategic priorities.
- Together with Executive colleagues, represent the organisation at high impact stakeholder meetings and fundraising events, bringing operational and HR expertise as needed.
- Together with CEO report to the Board as needed on operational systems and employee engagement aspects of the organisation.
- Support the CEO on all employee matters related to the Executive Directors, including performance conversations, recruitment, development, and engagement.

#### *Performance Indicators or Measurable Outputs Include:*

- Committedly learns and develops their own senior leadership practice, models this, and brings learnings to others in the organisation.
- Consistently models and elevates the organisational identity (vision, mission, and values) and integrity in all work and relationships.
- Consistently catalyses commitment to, and pursuit of, a clear and agreed CAP mission, stimulating higher performance standards, especially in the area of operations and people engagement.
- Consistently contributes knowledgeable operational, systems, people and culture expertise at a strategic level to the work of the organisation.

#### 2. Execute, direct and manage all ongoing systems, people and cultural aspects of the organization to create an enabling workplace environment.

- Prayerfully seek God's leading in the operational and cultural decisions of CAP
- Lead and manage the efficient and effective overall delivery of practical support to all departments, teams, employees, and (where needed) volunteers, so that they are able to deliver on their work.
- Report regularly to the Executive Leadership Team on the operations, people and cultural aspects of CAP
- Create, lead, and deliver on the annual Operational Plan as part of CAP's strategic plan.
- Manage the budget for People & Culture

Pertaining to People, Culture & HR:

- Lead and steward the organisational and workplace culture, ensuring this is in line with CAP's Organisational Identity and People Foundations.
- Lead and facilitate cultural and organisational change initiatives as needed.
- Lead the content for collective spaces in the organisation (e.g., staff meetings, retreats, conferences, etc.), in consultation with direct reports and the Executive Directors, ensuring these remain aligned with culture and Organisational Identity.
- Lead the communication of the Organisational Identity and strategic focus to all employees and volunteers.
- Support CAP's Pouwhiringa in the outworking of the organisation's haerenga towards a greater understanding of and commitment to Te Ao Māori and the impact of Te Rongopai in Aotearoa.
- Lead, curate and ensure the implementation of organisation-wide learning and growth opportunities with regard to Te Ao Māori and Te Ao Moana, in collaboration with CAP's Pouwhiringa, and Pasifika lead.
- Lead the continuous development and refreshing of CAP's end-to-end employee, recruitment and volunteer strategies, in collaboration with the Head of Employee Relations, the Head of Frontline Delivery and Executive Directors, and ensure all execution is in line with values, culture and HR and volunteering best practice.
- Lead and implement the building of leadership capability, capacity and succession across the organisation, including an intentional plan for a pipeline of up-and-coming leaders.
- Lead the employee remuneration strategy and refresh process, to ensure salaries align with CAP's overall values and strategy, and ensure the remuneration and salary payment process, in collaboration with the Head of Employee Relations.

**Pertaining to Systems & Legal Compliance:**

- Together with direct reports, ensure all non-financial aspects of CAP are legally compliant, including in HR, health and safety (including for volunteers), and facilities.
- Ensure the ongoing development and efficient functioning of organisational-wide processes, systems, and policies.

**Pertaining to Technology:**

- Together with the Head of Technology, ensure all employees have the technology systems and skills needed to effectively do their work.
- Liaise with the CAP UK IT team on shared matters related to IT
- Maintain ongoing relationships with external providers to oversee software transitions and maintain effective operation of systems

**Pertaining to Facilities & Health and Safety:**

- Together with the Head of Facilities, and other relevant roles, ensure the effective implementation of Health & Safety across all work of the organisation.
- Together with the Head of Facilities, ensure all employees have the practical workstation and office environment needed to effectively do their work.

**Pertaining to Events:**

- Together with the Head of Events and Engagement, ensure all events (excl Fundraising Events) are efficiently managed, and remain within budget.
- Ensure all events meet event objectives and align with organisational Identity, culture, and strategic purpose.

*Performance Indicators or Measurable Outputs Include:*

- The workplace and team environments consistently have all that they need for employees and volunteers to practically to deliver on the CAP mission.
- Workplace atmosphere and employee behaviour are in line with organisational culture.
- Workplace atmosphere is increasingly open to Māori and Pasifika ways of working.
- Employees are growing in cultural competencies with regard to Māori and Pasifika practices/approaches.
- Operations are implemented within budget parameters.
- There is obvious and ongoing quality improvement across all operational systems, especially those pertaining to employee engagement.

### 3. Lead and manage all employees working in the People & Culture team.

- Build the departmental purpose and a healthy team culture within the People & Culture Team, in keeping with the overall CAP organisational identity, culture and mission.
- Support and enable direct reports to achieve the work necessary for achieving CAP's overall mission, including setting and achieving team-level progress goals, and holding regular meetings to enable the work.
- Regularly review the performance of direct reports and adjust their job descriptions as needed.
- Collaborate with direct reports to enable them to develop within their roles
- When needed, manage the performance, and/or facilitate the care of, direct reports in consultation with the Head of ER.
- Recruit and induct new staff as necessary to ensure that the People & Culture Team is effectively and efficiently staffed.

#### *Performance Indicators or Measurable Outputs Include:*

- The People & Culture Team is clear and agreed on their purpose of serving the other departments and creating an enabling working environment.
- Staffing needs of the People & Culture Team in relation to workload are anticipated and planned for.
- Direct reports consistently deliver on their work towards the organisational mission.
- Direct reports are engaged with CAP, and participate in the organisational culture.
- Direct reports are growing in their ability to perform professionally.

### 4. Execute, direct and manage the long-term operational and people engagement plan toward the future needs of the organisation.

- Provide human resource forecasting insight and sustainability thinking towards the future capability of the organisation, and in response to the forecasting and anticipated staffing needs of other Executive Directors.
- Assess and implement new technologies, operational enhancements, and organisational infrastructure to handle future growth

#### *Performance Indicators or Measurable Outputs Include:*

- Strategic plans developed and in place with clear goals and outcomes
- Ongoing monitoring or systems and processes to ensure they are meeting organisation requirements and provide capacity for continuous growth
- The development of new systems and integration of new technologies to meet growth needs, and/or more efficient and effective ways of working

## 5. Participate in organisation-wide activities.

### Pertaining to Organisational Identity & Culture:

- Participate in daily and weekly prayer meetings with colleagues for the work of CAP and its clients, and lead the operations team in prayer for specific areas of work.
- Attend, and sometimes present at, conferences and away days to learn and grow in the work together with colleagues.
- Participate in Te Ao Māori learning and development opportunities, including within CAP, and encourage the operations team to do similar.

### Pertaining to Donor Relations:

- Regularly invite personal contacts to contribute to CAP's 'Life Changer' regular giving program and participate in office activities to this end, including an annual thankyou calling evening.
- Help out with 1-2 CAP Church Talks per year around Aotearoa, either by supporting or doing the talk.

### *Performance Indicators or Measurable Outputs Include:*

- Consistently participates in all of the above listed activities

## Authorities

- Allocation of budget resource, within the budget set for People & Culture
- Leave approval for direct reports within annual entitlement
- Allocation of work to direct reports
- All HR management of direct reports

## Requirements of the Role

### Personal attributes & values

- A strong personal alignment with the foundational Christian philosophy, organisational identity, culture, and values of CAP.
- Ability to work with many different faith expressions, where-ever they are on the spectrum of conservative to charismatic.
- Ability to work comfortably and well in an environment which demonstrates the Christian gospel with stakeholders, shares about Jesus Christ as appropriate, and prays.
- Ability to work under time pressure, and a willingness to – when the work requires it - flexibly work evenings, and weekends.

### Skills, knowledge, expertise & experience

- Strategic thinking and planning, especially in Not-for-profit organisational systems, processes, people and culture.
- Proven ability to lead an organisation and a team to increased purpose and work delivery.
- Relational strengths and strategic capability that help to develop an organisation.
- Expertise and experience to lead organisation-wide culture change.
- Demonstrated cultural competency and understanding of Māori and Pasifika, and other ethnicities.

- Ability to facilitate an NFP organisation to increasingly honour Te Tiriti o Waitangi in both organisational posture, and the way work is done.
- An existing or growing ability to speak, read and understand Te Reo.
- Proven ability at communicating and communicating system change and workplace emotionalintelligence knowledge and information.
- Excellent oral, written and interpersonal communication skills.
- Computer literacy and skills

**Job description prepared by:** Sam Garaway, CEO

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