

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 Support Office, Auckland, with occasional travel in New Zealand

Purpose of the Role

The purpose of this role is to be a key member of CAP's executive leadership team, playing a key role in shaping impact and the future growth of the organisation. The People & Culture Director is responsible for providing direction and leadership over CAP's people and culture strategy, ensuring the desired output, outcomes and mission impact are delivered.

Key Relationships

Departments: Executive Leadership Team and People & Culture Team

Reports to: Chief Executive Officer

Direct Reports: Head of Health & Safety & Environment
Head of Events and Engagement
People & Culture Advisor
People & Culture Coordinator

Primary Stakeholder: All CAP employees

Key Internal Relationships: Directors within the Executive Leadership Team
Departmental Team Heads/Managers
CAP Board

Key External Relationships: External leaders & facilitators
Payroll Provider
Industry Bodies
Lawyers/Mediators
EMA

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 the long-term People & Culture plan toward future impact
- 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

- In conjunction with the Executive Leadership Team shape, influence and embed CAP's VVI and culture
- With the Executive Leadership team, clarify, review, revise and affirm at regular intervals, the organisation's strategic priorities toward mission impact
- Contribute end-to-end people and culture expertise to the strategic thinking and planning of the Executive Leadership Team, including in the areas of forecasting, systems, policies, employee engagement, org culture, leadership, cultural competencies and all aspects to do with ongoing organisational operational functionality
- Together with Executive Leadership team, bring increased purpose, clarity and agreement to all people, processes and projects within the organisation, in line with CAP's organisational identity and strategic priorities
- Together with the Executive Leadership team, identify and manage communications with key stakeholders
- Together with Executive Leadership team, 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 all things related to People & Culture, including Health, Safety and Environment
- Support the CEO on all employee matters related to the Executive Directors, including performance conversations, recruitment, development, engagement & policies
- Together with the Executive Leadership Team, pray regularly for CAP and its work

Performance Indicators or Measurable Outputs Include:

- Role model and champion CAP's values across the organisation
- Committedly learns and develops their own senior leadership practice, models this, and brings learnings to others in the organisation
- 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 the long-term People and Culture plan toward future impact

- Lead and steward the organisational and workplace culture, ensuring this is in line with CAP's Vision, Values and Impact Model
- Prayerfully seek Gods leading in people & culture decisions of CAP
- Report regularly to the Executive Leadership team on the operations, people and cultural aspects of CAP
- Liaise closely with the CEO to ensure alignment of the People & Culture priorities
- Creates, leads and delivers on the People & Culture Plan, ensuring all targets are reached
- Role model and leads CAP's Health and Safety culture, in addition, in conjunction with Head of HSE lead CAP's Health and Safety Strategy
- Manage the budget for the People & Culture Department
- With the Finance Director and CEO, manage the salaries budget for the organisation

- Drives efficiency and effectiveness across the orgs people, processes and performance
- Provide coaching and expertise CAP's Senior Leadership team, ensure the leadership team is growing in leadership competencies
- Networks with other charities and organisations to grow CAP's influence
- Drive and Support the Executive team to lead CAP's haerenga to deepen our understanding of Kaupapa Māori and strengthen our commitment to Te Ao Māori and Te Rongopai in Aotearoa
- Ensure the organisation is growing in organisational capabilities
- Ensure the organisation is growing in cultural competencies
- Lead and facilitate organisational change initiatives as needed
- Lead complex employment relations issues
- Lead the content for collective spaces in the organisation
- Lead the communication of the organisational Identity and strategic focus to all employees
- Design and ensure best practice of CAP's performance and talent matrix processes
- Lead the employee remuneration strategy and process, to ensure salaries align with CAP's overall values and strategy
- Approve payroll and ensure staff salary payment process is accurate and processed efficiently
- 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

Performance Indicators or Measurable Outputs Include:

- The workplace and team environments consistently have all that they need for employees and volunteers to practically deliver on Vision, Values and Impact Model
- 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

- Manage team culture and contribution so that there is a culture of improvement, innovation, and collaboration, strengthening CAP's overall Vision, Values, Impact model, EVP, and people and culture direction
- Coach and develop People & Culture team to increase skills and deliver on the needs of the organisation
- Lead the Health, Safety and Wellbeing of the team, ensuring identification and reporting of any HSE risks. Collaborate closely with the Head of Health, Safety and Environment, to develop, maintain and embed policies, practices and training within the team
- Role model and lead direct reports through CAP's performance program, conducting regular performance reviews, facilitating meaningful check-in and development conversations, and adjusting job descriptions as needed
- Effectively lead and manage all people related responsibilities, including recruitment, policy development and adherence, employment relations & structure changes
- Role model and cultivate wisdom and discernment within the People & Culture team, equipping them to navigate ambiguity with confidence, and demonstrate personal and professional indifference
- Foster a culture of performance, ensuring service excellence and accountability

- Motivate, support, and empower direct reports to achieve team objectives by setting clear goals, reviewing results, and holding regular meetings to facilitate progress
- Lead and champion change management processes, fostering a culture that embraces and effectively embeds change
- Equip the team with the tools, training and support needed to develop in the People & Culture Department competencies
- Foster a culture of celebration and recognition, acknowledging staff contribution and utilising organization-wide tools, such as Whakatinana
- Ensure appropriate oversight of relevant People & Culture systems, such as BambooHR and Smartly

Performance Indicators or Measurable Outputs Include:

- People & Culture team clear and agreed on People & Culture plan and metrics delivered
- People & Culture team growing in competencies and delivers high quality of work
- Direct reports are engaged with CAP and participate in the organisational culture
- Staffing needs of the team in relation to workload are anticipated and planned
- Engagement surveys and other forms of feedback and evaluation shows the health of team culture, engagement and performance

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
- Provide privacy advice as CAP's Privacy Officer
- Provide complaints advice as CAP's back up Complaints & Concerns officer
- Lead or contribute to org-wide projects as required

Performance Indicators or Measurable Outputs Include:

- Strategic plans developed and in place with clear goals and outcomes
- Ongoing monitoring of 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
- Ensure all Privacy errors/breaches are investigated
- When required as back up, ensure Complaints and Concerns investigated

5. Participate in organisation-wide activities

Pertaining to Organisational Identity & Culture:

- Participate and lead daily and weekly karakia
- Lead, contribute and shape CAP's Haerenga and Haerenga Competencies
- Lead and shape CAP's karakia spaces

Pertaining to Donor Relations:

- Regularly invite personal contacts to contribute to CAP's 'Life Changer' regular giving program
- Provide leadership and participation in fundraising activities, including annual thankyou calling evening
- Lead 2-4 CAP Church talks per year around Aotearoa, including doing the talk

Performance Indicators or Measurable Outputs Include:

- Consistently participates in all of the above listed activities

Authorities

- Achieve targets of service according to plan
- Allocation of budget resource, within the budget set for People & Culture
- 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 and lead comfortably and well in an NFP organisation that seeks to honour Te Tiriti o Waitangi in the way work is done
- Ability to confidently work with vulnerable people
- Ability to safely and sensitively engage with people from different cultures & backgrounds
- Ability to calmly and confidently manage complex challenges with discernment and maturity
- Ability to work under time pressure, and a willingness to – when the work requires it - flexibly work evenings, and weekends
- Available to commence work at 8am every Monday to participate in ELT karakia
- Hold and maintain a full drivers licence

Skills, knowledge, expertise & experience

- 5+ years proven experience in a similar role (desirable)
- Expert knowledge of New Zealand employment legislations and its implications
- Excellent strategic and decision-making abilities, with a proven track record of developing and outworking a strategic initiative
- Strong experience balancing both strategic and operational priorities and requirements
- Exceptional relationship-building and interpersonal skills, with a proven ability to positively influence team culture and performance, and to collaborate effectively across teams and the wider organisation
- Strong discernment and ability to navigate complex and ambiguous situations
- Strong negotiation, influencing & stakeholder management skills, including external relationships
- 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

- Brings strong situational awareness and discernment, able to understand people quickly and determine the best course of action.
- Demonstrated cultural competency and understanding of Māori and Pasifika, and other ethnicities
- Excellent oral, written and interpersonal communication skill, including speaking in front of large groups of people
- High level of integrity and discretion when handling confidential information
- Intermediate to Advanced computer skills
- Experience managing budgets
- Experience being part of an executive leadership team (Desirable)
- Remuneration training (Desirable)

Job description prepared by: Sam Garaway, CEO

Last Updated: February 2026

Qualifications (desirable)

- Bachelor of Commerce (Desirable) or HR or relevant discipline

Statement of Acceptance

The Employee will perform the duties set out in this Job Description. These duties may be modified and updated by the Employer from time to time following consultation with the Employee. The Employee also agrees to perform all other reasonable duties and comply with reasonable instructions issued by the Employer.

I confirm that I have read and understand this Job Description, and agree to abide by the duties, tasks and accountabilities within it.

Signature:

Date:

Name: