

# General Manager People and Culture

## Position Description

Reports to:	Chief Executive
Staff reporting to position:	Employee Relations Team Leader HR Business Partner - Strategic Projects Group Health and Safety Manager Learning and Development Team Leader Recruitment Team Leader
Location:	Spectrum Foundation's Head Office 205 Great South Road, Greenlane

## Job purpose

The General Manager People and Culture (GMPC) will provide leadership to the organisation across people and culture. This is achieved by harnessing Human Resource, Health and Safety, and Learning and Development to provide a quality platform for service delivery through quality people working with quality systems within a supporting culture. As a member of the Executive Team the GMPC will be expected to play a key role in building the future capability of the Group's workforce.

The role is responsible for high level strategic workforce and organisational planning that will result in the implementation of effective people management and wellbeing frameworks, policies and procedures.

The role will ultimately assist Spectrum Foundation in its Vision and Purpose, which are:

<b>Vision:</b>	An Aotearoa in which all disabled people have equal opportunity to live good lives
<b>Purpose:</b>	To break the barriers those most in need face in achieving equitable outcomes in health, housing, education, employment and self-determination.
<b>Values:</b>	Equity, dignity, ambition, sustainability

## Authority

Within budget and delegated authorities.

## Working relationships

### External

- EMA
- PSA
- Careerforce
- Open Polytechnic
- NZDSN peak body

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- Disabled People
- Families/whānau.

#### Internal

- Board
- Executive Team
- Direct reports
- Indirect reports
- Services Senior Management Team
- All managers
- Payroll Team
- Employees and their representatives.

### Principal accountabilities

Key area of responsibility	Expected outcomes
<b><i>People and culture strategy</i></b> The GMPC is expected to provide strategic support to the group through the deployment of sound organisational solutions.	<ul style="list-style-type: none"> <li>▪ Build, monitor and maintain fit for purpose capability (people and structures, including HRIS solutions) needed to achieve desired goals and objectives, and achieve expected efficiency benefits and on-going improvements in cost effectiveness.</li> <li>▪ Foster a service culture which is customer-focused and performance driven and establishes a high level of commitment to quality.</li> <li>▪ Through the continual review and improvement of its service quality, strategies and programmes, ensure that the people and culture function delivers value across four areas, and in turn, is highly respected for its contribution under:               <ul style="list-style-type: none"> <li>▪ Business Partnering – supporting the managers and staff across Spectrum Care.</li> <li>▪ Organisational Development – developing and growing people capability</li> <li>▪ Recruitment and Succession – attracting, sourcing and managing talent</li> <li>▪ Wellbeing – taking care of people so that they can perform at their optimum.</li> </ul> </li> <li>▪ Develop a strategic compensation and development system that rewards high performance and provides a process for annual reviews and regular performance discussions.</li> </ul>
<b><i>Health and safety</i></b> Support the organisation's commitment to providing a healthy and safe working environment for people we support, workers and others.	<ul style="list-style-type: none"> <li>▪ Lead the development and successful implementation of the organisation's Health and Safety strategy and aligned systems.</li> <li>▪ Compliance of group health and safety systems with applicable internal and external schedules.</li> <li>▪ Robust processes for the governance and management of health and safety, to improve performance.</li> <li>▪ Ensure systems allow participation and engagement of staff in health, safety and wellbeing practices.</li> <li>▪ Fit for purpose Risk and Hazard Management system that is informed by key stakeholders.</li> <li>▪ Strong and effective working relationship with the Boards, Executive Team, Homes of Choice management and members of the Services Senior Management Team to provide an integrated health and safety management system across the group.</li> <li>▪ Working with managers to facilitate the implementation of the health and safety strategic objectives and embedding the health and safety management system.</li> </ul>

Key area of responsibility	Expected outcomes
	<ul style="list-style-type: none"> <li>▪ Timely and effective incident investigations process for high consequence incidents that focuses on continuous improvement and learning.</li> <li>▪ Provision of timely professional advice and guidance to the Board and Executive Team for meeting compliance with health and safety legislative requirements.</li> <li>▪ High engagement of key stakeholders to support organisational development of policies, procedures, strategies and initiatives to ensure alignment with the Health and Safety Improvement Plan and management system expectations.</li> <li>▪ Improve the health and safety outcomes for people we support, employees and contractors through the promotion of forums that foster engagement and participation by managers, employees and contractors in health and safety improvement practices.</li> <li>▪ Provide meaningful and accurate reporting on health and safety indicators (lead and lag) that demonstrate progress against key targets for board and management. Prepare ad hoc health and safety reports for management as required.</li> </ul>
<p><b>Organisational development</b> The GMPC will provide leadership in creating and facilitating organisation development strategies and interventions for Spectrum employee relations.</p>	<ul style="list-style-type: none"> <li>▪ Manage organisation development strategies and initiatives that address issues such as succession planning, superior workforce development, key employee retention and organisation design.</li> <li>▪ Develop and grow people capability through: <ul style="list-style-type: none"> <li>▪ a process of organisational planning that evaluates Spectrum Foundation structure, job design and employee forecasting throughout the organisation</li> <li>▪ identifying and monitoring Spectrum's culture so that it supports the attainment of Spectrum's goals and promotes employee engagement</li> <li>▪ promoting actions and behaviours that enable individuals and the organisation to work together</li> <li>▪ leading a process of organisation development that plans, communicates, and integrates, the results of strategic planning throughout the organisation.</li> </ul> </li> </ul>
<p><b>Workforce planning and development</b> Provide leadership, direction and overall accountability for developing a sustainable workforce.</p>	<ul style="list-style-type: none"> <li>▪ Ensure that Spectrum Foundation Group has the workforce capability for present and future success, by developing and administering programmes, procedures, and guidelines to help align the workforce with the strategic goals of Spectrum.</li> <li>▪ Promote and maintain high standards in employee development and workforce planning across Spectrum, ensuring the delivery of competent advice and appropriate policies.</li> <li>▪ The organisation is supported to efficiently utilise and develop its prospective, permanent, temporary and casual workforce within legislative and contractual boundaries using current, and establishing new best practice strategies.</li> </ul>
<p><b>Employee relations</b> The GMPC will ensure that Spectrum has a long-term employee relations strategy and appropriate mechanisms to manage and implement this strategy.</p>	<ul style="list-style-type: none"> <li>▪ Use experience and knowledge of the New Zealand employment legislation framework to develop, guide and support, the organisation in its employment relations programmes and practices.</li> <li>▪ Shape HR policies and objectives that are legally compliant, where management and staff are made aware of changes to New Zealand legislation relevant to the organisation and that a positive employee relations environment is maintained.</li> <li>▪ Develop and support the organisation's change management framework and strategy; providing leadership on all matters relating to change management practices which enable service objectives to be successfully realised.</li> </ul>

Key area of responsibility	Expected outcomes
	<ul style="list-style-type: none"> <li>Work with management to oversee and mitigate, the impact of change initiatives on staff, ensuring buy-in and engagement of employees.</li> <li>Ensure that constructive and effective partnership frameworks for engagement with unions and employees is upheld.</li> <li>Provide support and advice to management, as appropriate, in disciplinary, grievance and other matters such as monitoring and implementing performance improvement processes.</li> </ul>
<b>Recruitment and retention</b> The GMPC will be responsible for leading the development and implementation of an effective recruitment and retention strategy to meet business requirements.	<ul style="list-style-type: none"> <li>Spectrum Foundation Group is supported to attract and retain the talent and leadership capabilities to achieve its potential now and into the future.</li> <li>Lead in the development of recruitment, retention and succession strategies and associated implementation plans.</li> <li>Establish and lead a high standard of recruitment practice, reflecting robust procedures necessary to recruit, hire and retain, a superior workforce</li> </ul>
<b>Financial performance</b> The GMPC will maintain effective financial control of the People and Culture service and continually seek opportunities to increase revenue and reduce costs.	<ul style="list-style-type: none"> <li>Manage agreed budgets and achieve agreed targets, including leading and contributing to organisation-wide financial initiatives, as necessary.</li> <li>Ensure that appropriate remuneration and benefits policies are developed and maintained, to ensure effective and fair compensation of staff.</li> <li>Monitor pay practices and systems for effectiveness and cost containment, balanced against the importance of recruiting and retaining superior staff.</li> </ul>
<b>Collective leadership</b> Work cooperatively as a member of the Executive Team to ensure the development of sustainable organisational capability, and achieve expected efficiency benefits and ongoing improvement in cost effectiveness.	<ul style="list-style-type: none"> <li>Takes collective responsibility for the cohesion and performance of the organisation as a whole and provides peer support to managers.</li> <li>Works with the People and Culture team to define outcomes and outputs expected from Spectrum to deliver on it's strategic direction.</li> <li>Support consistency and alignment between different teams and promotes solution seeking where there are legitimate differences.</li> <li>Represents Executive Team views to staff.</li> </ul>
<b>Personal leadership</b> Provide leadership that engages and motivates others to succeed and develop, and proactively share experience, knowledge and ideas.	<ul style="list-style-type: none"> <li>Models exemplary management and leadership behaviours, ethics and values.</li> <li>Creates a sense of vision, engages and motivates people to participate and make changes happen.</li> <li>Fosters an open, collaborative environment that encourages quality, innovation, ongoing learning and knowledge sharing.</li> </ul>
<b>Wellness</b> The GMPC is committed to ensuring a safe and healthy work environment is achieved and maintained.	<ul style="list-style-type: none"> <li>Planning, organising and managing wellness activities directed at promoting health and wellbeing in the workplace.</li> <li>Works closely with the Safety and Risk Manager to support health and safety initiatives.</li> </ul>

## Variation to duties

Duties and responsibilities described above should not be construed as a complete and exhaustive list as it is not the intention to limit in any way the scope or functions of the position. Duties and responsibilities that are consistent with the job purpose can be amended from time to time either by additional, deletion or straight amendment to meet any changing conditions. However, this will only be done in consultation with the employee.

## Minimum appointment criteria

### Formal qualification/educational level

- At least Bachelor's level tertiary qualification in human resources, quality and/or business management and/or psychology/sociology/anthropology/organisation behaviour/organisation development, etc. Post-graduate or multi-disciplinary preferred.
- Membership of an appropriate professional body would be an advantage.

### Work experience (years/type)

A minimum of seven years senior management experience with a substantive HR/organisation development focus, and ideally within a mid-large sized organisation.

### Key competencies

- Leadership
- Adaptability
- Achievement drive
- Service orientation
- Innovation
- Optimism
- Political
- Awareness
- Team capabilities
- Initiative
- Developing others
- Influence
- Change catalyst
- Technical HR/organisation development skills
- Proficient in an industrial relations environment
- Experience with HRIS Systems

## Management competencies

- Knowledge of the health system and of the role and function of community services and facilities.
- Familiarity with the legislation governing employment, safe workplaces, and the care of people with disabilities.
- Knowledge of the requirements for maintaining the health and safety of people with disabilities, and for developing the best possible lifestyle for each individual.
- Self-organisation and time management skills to plan ahead set priorities, meet deadlines and attend to detail.
- Communication skills both written and verbal, to present information clearly and unambiguously, listening carefully to requests and queries.
- Interpersonal skills to work with and relate to colleagues and superiors, to create rapport and demonstrate honesty and reliability.
- Customer service skills to respond proactively to internal and external customers, handle difficult situations with tact and deference.
- Skilled in the application of HR and quality processes and legislative compliance standards.

- Computer literate with sound knowledge and experience using Microsoft Windows tools, including Excel, Word, PowerPoint or other job-specific software to a high level of competence to meet work requirements.
- Familiar with strategic planning processes and tools around this.
- Operational planning.
- Change management.
- Competent to deliver training.

## Acceptance

This position description was accepted by \_\_\_\_\_ this

\_\_\_\_\_ day of \_\_\_\_\_ 2025.

Signed: \_\_\_\_\_