

General Manager Talent, Capability & Culture

Horopaki | Context

Kaunihera Taiao ki Waitaha | Canterbury Regional Council, also known as Environment Canterbury, is the Regional Council for the largest region in Aotearoa/New Zealand, covering an area of 44,500 square kilometres, with a population of approximately 700,000.

As a regional council, we are responsible for managing natural resources including air, soil, water and land. We work in partnership with mana whenua Ngāi Tahu to protect the health of our environment to ensure a sustainable and prosperous future for our region.

The region's evolving environmental and political context means we will continue to be agile and adaptive, as we respond to regulatory and environmental changes.

Our mahi (work) is organised around the delivery of our three core services:

- Environmental Regulation and Protection
- Community Preparedness and Response to Hazards
- Public Transport

We are guided by our strategic drivers (pou):

- Putting the community and our customers at the heart of everything we do
- Growing our relationship with mana whenua into a true partnership
- Maturing our governance model and understanding of our political environment
- Removing pain for our people (and customers) by improving our systems and processes.

Our mahi is also underpinned by our values:

- Kaitiakitanga (stewardship)
- Pononga (integrity)
- Manaakitanga (people first)
- Whanaungatanga (collaboration)
- Māiatanga (can do).

Aronga | Purpose

The purpose of this role is to lead the design and delivery of people strategies that attract, develop, and retain great talent, while fostering a positive, inclusive and high-performing workplace culture. This role is

responsible for building organisational capability through fit-for-purpose workforce planning, learning, leadership development, and talent initiatives that align with strategic goals.

As a people leader, this role will provide engaging and dynamic leadership, integrating operational and functional alignment to drive high performance and deliver quality services to our communities, in line with our values, strategies, ways of working and Long-Term/Annual Plan commitments.

This includes thinking about organisation-wide interests and impacts when interacting with customers or when planning activities and expenditure, collaborating inside the organisation to achieve the desired culture, making sound business decisions and taking ownership of leading and managing our people.

Ngā Haepapa | Accountabilities

- Lead the design of recruitment operations across the organisation to attract, hire, respectfully on-board, grow, retain and support all diversity and minority groups, as well as increase general awareness, responsiveness and safety of these groups, and their experiences across our organisation.
- Shape and embed a values-aligned organisational culture by leading engagement initiatives, engagement feedback, and culture-building strategies that support high performance, inclusion, and wellbeing. Foster a culture of inclusion through communications, engagement strategies, and leadership support.
- Oversee the development and delivery of leadership and capability frameworks, ensuring targeted, scalable programmes are in place to uplift skills, future readiness, and leadership effectiveness.
- Lead the development, implementation, and evaluation of strategic initiatives that promote an inclusive, equitable, and diverse workplace. This role collaborates across the organisation to embed EDI principles into all aspects of culture, operations, and policy, ensuring alignment with the organisations values.
- Lead and develop effective reward and recognition strategies which complement a remuneration strategy, which align with organisational goals and wider people strategies.
- Oversee the development and implementation of a programme of work that strengthens cultural awareness, supports inclusive practices, and builds the capability of kaimahi to engage confidently and respectfully with tangata whenua.
- Oversee organisational development strategies that build workforce capability, leadership resilience, and future-readiness across the organisation, with a focus on continuous improvement and cultural alignment.
- Work in partnership with senior leaders, the role ensures that people strategies align with Council and Tuia priorities and strategic objectives, to meet the future needs of the workforce, on talent, culture, and capability-related matters, supporting business goals through evidence-informed insights and initiatives.

- Work collaboratively with the People Leadership team, Change & Improvement, DIGG and other employee-led networks on relevant activities to ensure alignment on strategic and tactical deliverables.
- Lead, coach, mentor, and develop direct reports, while supporting them to create a high performing and engaged workforce through:
 - Creating a clear vision, direction, and priorities, harnessing the energy, commitment, and creativity of direct reports to deliver business outcomes.
 - Developing and maintaining strategies, annual plans and work programmes to deliver a fit-for-purpose function.
 - Encouraging kaimahi (team members) to develop their te ao Māori confidence.
 - Taking appropriate and proactive actions to reward and recognise performance and address poor performance or behavioural matters.
 - Maintaining an overview of workload to ensure resources are sufficient to deliver on agreed programmes of work.
 - Ensuring the ongoing development and growth of kaimahi capability by leading and developing direct reports through regular performance reviews, coaching and feedback; creating a high performing, engaged and aligned culture, seeking advice from your manager or People and Capability where required.

Toitū Te Tiriti | Treaty Partner Excellence

- Deliver outcomes that underpin and give effect to achieving Ngāi Tahu cultural and environmental aspirations, including but not limited to, mahinga kai and revitalisation programmes.
- Connect with our Ngāi Tahu partner to ensure understanding of Ngāi Tahu aspirations and priorities so that there is genuine input and contribution, which can be considered in mahi programme development and prioritisation.
- Demonstrate openness and courageousness in approaching issues and in co-design of processes and systems, supporting thought leadership that can give effect to the progression of the partnership.
- Contribute toward our effective, strong and valued relationship with all Papatipu Rūnanga within Waitaha/Canterbury and Te Rūnanga o Ngāi Tahu, to demonstrate our commitment to recognise and provide for the kaitiaki/responsibility Ngāi Tahu has for the natural environment. This will include sharing of knowledge and information, creating opportunities for increased participation in decision-making processes, effective engagement and development of existing working relationships.
- Support the organisation's cultural capability journey, leading by example and identifying clear priorities, expectations, and development opportunities for individual capability; planning and aligning work to support organisational cultural capability across all aspects of delivery.

Hauora me te Marutau | Health and Safety

The health, safety and wellbeing of our kaimahi and community is a priority for the Council, and we proactively implement robust health and safety practices. People leaders' responsibilities include:

- Understand the health and safety and risk obligations that rest with this position and act at all times to ensure accountabilities are met.
- Maintain a safety-focused culture where health, safety and wellbeing are at the heart of decision making for kaimahi and the communities within which we operate.
- Maintain an enquiring mind, undertake due diligence and apply knowledge of best practice to ensure a detailed understanding of any risks kaimahi may face in their mahi and ensure these are appropriately removed or mitigated.
- Ensure awareness of and compliance with legislative and operational standards, and that relevant certifications are maintained.
- Ensure methods are in place to recognise and celebrate best practice and safety innovation.
- Provide opportunities for team involvement, education, and genuine participation in safety matters.
- Ensure methods are in place for all kaimahi, contractors and suppliers to be appropriately inducted and certified to carry out tasks safely.
- Ensure any organisational audit and assurance programme is undertaken as required and results are acted upon and regularly reviewed.
- Ensure processes are in place to communicate, consider and respond to information about health and safety.
- Take a planned approach to identify, analyse and manage risks within the section.
- Ensure regular monitoring and reviews are undertaken of risk controls and their effectiveness in relation to legislation, regulations and guidelines, organisational policies, procedures and our code of conduct.

Hononga ā-Mahi | Working Relationships

Kai rō Kaunihera | Within the organisation

- Accountable to the Chief People Officer, to ensure delivery on the accountabilities of the role.
- Collaborate with People leadership and the wider team in the design, review, continuous improvement, and implementation of initiatives with a customer first mindset

- Proactively collaborate and liaise with P&C Shared Services, Partnering & Advisory, Change & Improvement Team, DIGG Group, Health, Safety and Wellbeing and other internal stakeholders to provide a seamless service.
- Provide leadership to Talent, Capability & Culture function
- Form and maintain robust working relationships with senior leaders in the wider organisation
- Actively engage with other leaders and kaimahi to ensure alignment of strategy, projects, policies, processes, and systems to deliver the best results for the organisation.
- Mentor and develop the capability of direct reports to increase their ability to deliver through others.
- Accountable to work with the Te Pou Whakahāngai to be a Treaty partner of excellence.

Kai waho i te Kaunihera | Outside the organisation

- Contribute toward our effective, strong and valued relationship with all Papatipu Rūnanga within Waitaha /Canterbury and Te Rūnanga o Ngāi Tahu.
- Demonstrate Council's commitment to recognise and provide for the kaitiaki responsibility Ngāi Tahu has for the natural environment. This will include sharing of knowledge and information, creating opportunities for increased participation in decision making processes, effective engagement and development of existing working relationships.
- Liaise with external consultants, contractors and service providers to ensure services are in line with
- Liaise with key people in partner organisations throughout the region, industry and in central government agencies to stay abreast of best practice and collaborative opportunities.
- Frequent interaction with candidates and our talent pool to maintain a positive reputation in the market and ensure we have great quality candidates.

Ngā Herenga Motuhake | Special Conditions

As a regional council, we have a specific requirement to provide a civil defence function for Waitaha. Kaimahi are required to be available to assist, support or be associated, as reasonably required, with any Civil Defence emergency or any exercise organised in relation to this function.

Additionally, all kaimahi are expected to assist, support and respond, as reasonably required, to any event where the Business Continuity Plan is activated.

Māngai Whakahaere | Delegations and Authorities

Where specified, this role has delegated authority to make decisions in accordance with Council-approved delegations, and authority for decision making in accordance with policies and guidelines for financial, people management and media-related activities.

Additional specific delegations may be given by the Chief Executive to the Chief People Officer on people and safety matters from time to time.

Ngā Āheitanga | Capabilities

Tohu Mātauranga | Qualifications

- A tertiary qualification in Human Resources or a related field is required or other qualification with extensive related experience.

Mātau ā-wheako | Experience

- At least ten years Human Resources and/or leadership experience advising on, implementing or leading strong HR practice within a medium to large sized complex organisation.
- Extensive experience developing and implementing talent, culture and organisational development tactics and strategies.
- A problem-solving mindset and the ability to be flexible and adaptive, within an environment that may be at times ambiguous or unclear; this role will be required to resolve problems which may have a timeframe of 1-5 years.
- Strong relationship management and interpersonal skills including approachability, and an ability to influence interactions across sensitive or contentious issues.
- Significant knowledge of, and experience interpreting and applying knowledge of employment legislation, policies and procedures.
- Knowledge of Te Reo and tikanga, as well as implementation of these into the wider organisational processes and practices.
- A future focused approach with experience in building and maintaining trusted professional relationships at all levels.
- Confidence in working within an organisation committed to partnering with mana whenua. Applied knowledge of the principles of Te Tiriti o Waitangi in a workforce context, and incorporating a te ao Māori perspective into how outcomes are delivered.
- An understanding of the machinery of Local Government and a high level of political acumen.

- Significant experience working in an environment that requires a high level of discretion, sensitivity, interpersonal interaction, tact, confidentiality, and integrity when dealing with sensitive issues.

Ngā Pūkenga Matatau | Core Competencies

Specific behaviours at the Senior Leader level sit beneath each of the following organisational competencies.

Customer Focus	Ensuring that the customer perspective is a driving force behind decisions and activities. Initiating and maintaining relationships inside and outside the organisation.
Business Acumen	Using an understanding of the organisation's position to contribute to effective strategies and tactics by using economic, financial and industry information. Thinking from the ratepayers' perspective.
Achieving Outcomes	Translating strategic priorities into operational reality; aligning communication, accountabilities, resources, internal processes and ongoing measurement systems to ensure that strategic priorities yield measurable and sustainable results.
Leading Change	Identifying and driving organisational and cultural changes needed to adapt strategically to changing demands, technology, and internal initiatives; using new approaches to improve results by transforming organisational culture, systems, or services.
Common Purpose	Working towards a compelling view of the future by engaging with the organisation's vision; understanding and aligning to the common purpose.
Building Capability	Attracting, developing, engaging, and retaining talented individuals allowing the organisation to meet current and future organisational challenges. Sharing authority, responsibilities and decision making to enable individuals to stretch their capabilities and accomplish strategic priorities.

The above statements are intended to describe the general nature and level of work being performed; they are not an exhaustive list of all responsibilities, duties and skills required of the position and incumbent. From time to time the incumbent will be required to accept and carry out other duties.

Band / Grade
22

Position Code
EXECPW.XXX

Last Updated
June 2025

I agree to undertake the responsibilities detailed in this job description:

Ingoa | Name:

Waitohu | Signature:

Rā | Date Signed:

***Taking action together to shape a thriving and
resilient Canterbury, now and for future generations.
Toitū te marae o Tāne, toitū te marae o Tangaroa, toitū te iwi.***