

Integration Manager

Reports to:	Chief People and Transformation Officer	Position Status:	Fixed Term (12-24 months)
Unit:	People and Transformation	Location:	To be agreed
Direct Reports:	1	Budget & Delegated Authority:	Refer DFA policy
Career Step:		Job Family:	
Career Path:		Date:	October 2025

ROLE PURPOSE

To lead and manage the programme to integrate GNS, NIWA and MetService, ensuring a smooth transition across people, systems, culture, and operations. The Integration Manager will coordinate cross-functional teams, monitor and manage risks, have a strong focus on benefit realisation and ensure overall delivery of programme outcomes aligned with Earth Sciences NZ objectives.

POSITION PRIORITIES AND RESPONSIBILITIES

Programme Leadership and Delivery

- Lead the end-to-end integration programme, including planning, execution, monitoring, and reporting.
- Ensure programme milestones, budgets, and timelines are met, with clear documentation.
- Facilitate collaboration and alignment between teams, resolving issues and managing interdependencies.

Change Management

- Lead change management activities to support leaders and staff through the transition and integration process.
- Work closely with People and Transformation and Communications teams to manage cultural alignment, support capability building and employee experience.
- Identify and address resistance, risks, and opportunities for improvement.
- Develop and implement a stakeholder engagement plan.
- Act as a central point of contact for programme-related communications and updates. Communicate clearly and regularly with internal and external stakeholders.
- Facilitate feedback loops and ensure transparency throughout the integration process.

Change Readiness and Engagement

- Assess organisational readiness for change using structured tools and stakeholder feedback.

- Develop and maintain a change readiness heat map to track adoption levels, engagement, and areas requiring targeted support.

Operational Alignment

- Oversee the alignment of systems, processes, and policies using a management of change process, as appropriate, to ensure proposed changes are reviewed, approved and embedded.
- Ensure continuity of research programmes and minimise disruption to scientific outputs.
- Support harmonisation of organisational structures and governance.

Risk and Issue Management

- Identify, assess, and monitor risks and issues that may impact programme delivery.
- Develop and implement mitigation strategies, escalating critical risks to leadership as required.
- Maintain a risk register and ensure regular reviews are conducted with relevant stakeholders.

Benefit Realisation and Value Delivery

- Ensure programme outcomes translate into measurable business benefits by developing and maintaining a benefits realisation plan aligned with organisational strategy.
- Track, monitor, and report on benefit achievement throughout the programme lifecycle, using agreed metrics and KPIs to demonstrate value delivered.
- Engage stakeholders to validate benefits assumptions and secure ownership for benefit delivery beyond programme closure.
- Identify and manage risks to benefit realisation, implementing corrective actions where necessary to maximise return on investment.
- Provide transparent reporting to executive leadership on progress toward benefit targets, including financial, operational, and strategic impacts.

Monitoring, Reporting and Evaluation

- Track progress against integration KPIs and deliverables.
- Provide regular updates to the Executive Leadership Team and Board.
- Support post-merger evaluation and lessons learned.

Health, Safety and Wellbeing (People Leaders / Managers)

- Champion a proactive HSW culture within the team by promoting best practices, encouraging open communication, and supporting continuous improvement initiatives.
- Ensure team members understand and implement HSW responsibilities.
- Support incident investigations and ensure timely response and implementation of corrective actions.
- Complete leadership activities such as safety conversations and review of critical risk activities.

Leadership Expectations

A leader at Earth Sciences New Zealand empowers and enables their teams for success—equipping people to deliver on our goals and foster a strong, positive culture. This includes:

- **Strategic Leadership:** Thinks ahead, communicates a compelling vision, influences change, and engages their teams around shared goals.
- **Systems Thinking:** Enhances organisational and system-wide performance through collaboration, innovation, and meaningful stakeholder engagement.
- **Adaptive Leadership:** Demonstrates curiosity, courage, resilience, inclusivity, and self-awareness, while navigating complexity with integrity. Shows agility by adapting to change, learning continuously, and responding effectively to evolving challenges and opportunities.
- **Capability Development:** Builds high-performing teams by developing others, strengthening capability, and fostering a culture of continuous improvement.
- **Performance and Accountability:** Delivers ambitious outcomes by setting clear priorities, managing resources effectively, and empowering others to succeed.

Responsibilities of all Employees

- Comply with all Earth Sciences NZ's policies, procedures and frameworks, and act in line with the organisational values.
- Contribute to our healthy and safe workplace by following Health, Safety and Wellbeing (HSW) expectations outlined in and integrated into our operational practices and HSW Frameworks, including undertaking HSW training and participating in health monitoring programmes relevant to your work.
- Work effectively as a team member by fostering good relationships and supporting others by providing coverage of other functions as required and ensuring workloads are evenly spread.
- Have the flexibility to adapt and develop as the organisation and its environment evolves.

Key Working Relationships

Internal	External
<ul style="list-style-type: none"> • Board of Directors, Executive Leadership Team, all staff. 	<ul style="list-style-type: none"> • External stakeholders, e.g., MBIE, funders, partners.

Person Specification

Qualifications and Experience

Essential

- Degree in Human Resources, Business Administration, Project Management, or a related field.

Preferred

- Professional Certifications e.g. Project Management (e.g., PMP, PRINCE2, Agile), Change Management (e.g., Prosci)

Skills, Knowledge and Attributes

- Demonstrated experience in leading complex change management, cross-functional programmes, particularly in organisational integration, transformation.
- Proven ability to lead inclusive, high-performing project teams and drive organisational transformation through clear vision, empowerment and accountability.
- Proven ability to lead large-scale, cross-functional programmes with multiple workstreams, using structured methodologies (e.g., PRINCE2, Agile, MSP).
- Skilled in assessing organisational readiness, developing change strategies, and using tools such as heat maps to monitor adoption and engagement.
- Strong capability in identifying, tracking, and mitigating risks and issues across programme phases, with experience in escalation and governance reporting.
- Excellent interpersonal and communication skills, with the ability to influence and collaborate across diverse stakeholder groups.
- Ability to interpret complex data, identify trends, and make informed decisions that align with organisational goals.
- Experience in coordinating across business units to ensure seamless integration and delivery.