

Organisational Development Partner



The Organisational Development Partner (one of two) is responsible for developing and implementing the organisational development programme which underpins GNS's culture change programme and its commitment to ensure staff and leaders bring their best self to work and are fully engaged in the work of GNS Science.

The Organisational Development Partner will work closely with other members of the Human Resources Team to ensure consistent and effective delivery of organisational development initiatives and programmes.

Reports to:	Human Resources Manager
Department:	Human Resources
Group:	People and Culture
Tenure:	Permanent
Location:	Avalon
Direct reports:	Nil
Budget:	Nil
Career Step:	8
Date:	September 2022

Position priorities and responsibilities

People and Culture Strategy

Lead the development, implementation and review of an organisational development framework that supports and operationalises the delivery of our strategic objectives and the delivery of the People & Culture (P&C) Strategy. The Strategy encompasses:

- Developing and nurturing leaders
- Developing the workforce for future success
- Growing capability and nurturing talent
- Recognising and rewarding high performance
- Overall engagement

Provide thought leadership and advice on the organisation development opportunities and priorities associated with this Strategy.

Partner with stakeholders and decision-makers across GNS Science to identify strategies and initiatives to embed organisational development and changes aligned to the P&C Strategy

Organisational Development/Culture Programme

- Work in collaboration and partnership with other members of the Human Resources Team, outsourced providers and key stakeholders, to build and lead the Organisational Development programme of work from design to implementation and review of programmes and initiatives (including development of supporting tools, material and resources) that:
 - support culture change
 - enhance employee engagement, wellbeing, diversity and inclusion
 - support the growth of capability
 - enable succession planning and robust workforce planning (including increasing our Māori capability and representation in science areas)
 - underpin our application and understanding of Vision Mātauranga
 - future proof our people to meet current and future needs
- Implement the organisational development strategy and identify drivers for change that will enable improved organisational performance and workforce capability, to have the right staff, who have the skills, competencies and behaviours to deliver on GNS' strategy
- Provide reports and findings to the Executive Leadership Team and Board on strategic people initiatives against defined performance goals and targets and provide insights and recommendations to ensure we deliver on our vision
- Work collaboratively with key personnel to support Leadership Development, Talent Management and Succession Planning programmes
- Support and enable the ongoing development of an organisational culture where staff feel valued, supported, involved, engaged and empowered
- Using analytical, creative and interpersonal skills build relationships with relevant stakeholders and external partners to develop and implement a variety of organisational development activities using a systematic and evidence-based approach
- Lead projects, make decisions and recommendations relating to organisational development and initiatives. Use initiative and problem solving skills to develop innovative approaches to resolving issues
- Establish credibility as a trusted advisor, coach and influencer to Groups to ensure strategic people decisions are well informed and actively contribute to the strategic direction
- Support effective communication and engagement with all staff across the organisation to understand key issues and problems and support them to identify solutions
- Apply specialist knowledge and expertise in areas of leadership and management development, team development, change management, co-design and organisational transformation
- Develop, implement and review the effectiveness of a diversity strategy and programmes for the organisation
- Proactively review and input into organisational development best practice including strategy, policy and system development by keeping up to date with OD best practice, relevant legislation, policies and processes to ensure that all aspects of our work meet expectations
- Assess the impact of specific organisational development/culture programmes, and provide guidance to achieve desired outcomes
- Provide advice and coaching to other Human Resources Team members in the area of organisational development/culture change
- Design and facilitate inhouse workshops or training on organisational development /culture change programmes as required

Team Work

- Work effectively as a member of the Human Resources Department to support other team members and provide coverage of functions
- Work with other team members to ensure workloads are fairly spread and manageable across the Department
- Work with other team members on projects
- Support a positive culture and morale
- Work effectively as a member of the wider GNS Science team, living the values and supporting others to achieve

Responsibilities of all staff

- Comply with all GNS Science policies and procedures.
- Contribute to making GNS Science a healthy and safe place to work by complying with the responsibilities and accountabilities outlined in the Health and Safety Management System Framework.

The responsibilities of this position will change over time to respond to changing needs. The incumbent will need the flexibility to adapt and develop as the company and its environment evolves.

Key working relationships

Internal:

- HR Team
- Executive, Managers and staff
- Diversity and Inclusion Committee

External:

- Iwi, consultants and/or providers
- Suppliers of GNS Science staff survey tool

Person specification

Skills, knowledge and attributes

- Excellent communication and interpersonal skills, and a proven ability to interact proactively with staff and leaders across the organisation
- A well-founded reputation for being a knowledgeable and trusted organisational development professional who has successfully introduced initiatives that have resulted in improved staff and leader engagement, and have contributed to the achievement of People and Culture strategies
- An understanding of Te Ao Māori perspectives and concepts, and a desire to support the organisation's bicultural commitment.
- Demonstrated ability to understand the wider business environment and how organisational development/HR can effectively contribute to the achievement of strategic and business goals
- Able to manage and drive activity through times of ambiguity and/or with incomplete information
- An ability to quickly establish and build strong collaborative working relationships and develop trust and credibility with managers and staff to gain their input and acceptance of OD programmes and initiatives

- Develops, builds and maintains effective relationships with Māori, respecting obligations under Te Tiriti o Waitangi and interacting appropriately with Māori taking into consideration tikanga (customs) and kawa (protocol)

Experience

Essential:

- Proven experience in developing organisational development strategies and implementing those strategies
- Knowledge of best practice organisational development methodologies
- Experience in organisational change management

Qualifications

Essential:

- Qualification in human resources or business management or other relevant qualification, or the equivalent working experience

Performance Dimensions

At a high level, GNS Science recognises six **Performance Dimensions**: three relate to technical capability, one relates to leadership (if applicable) and two relate to the *way we work*. Below are the general expectations that are the minimum standards expected of all staff. There are also expectations that specifically relate to the career step associated with the role; you can find these on GNS Online.

Technical capabilities

Scope, complexity and innovation

- Enduring commitment to maintaining and developing skills and knowledge in area of expertise.
- Both the ability and desire to apply appropriate rigour, principles and practices to deliver quality work in a cost-effective manner.
- Acts in a manner that conveys high personal and professional standards.
- Open to coaching and feedback – incorporates suggestions to find better ways of doing things (to improve own and GNS Science performance).

Contribution to GNS Science / profession

- Establishes and maintains effective and collaborative working relationships – with colleagues and external individuals and groups.
- Both the ability and commitment to work in a culturally responsive and inclusive manner; respecting and valuing the diverse perspectives of individuals and groups.
- Takes an interest in early career colleagues, graduates and students – provides coaching and/or mentoring as appropriate. Supports initiatives to promote science careers.
- Prevents harm to self and others by carrying out duties safely and responsibly.

Delivery of work

- The ability and commitment to deliver pieces of work and projects on time to required quality, cost and benefit parameters.
- The application of appropriate project management rigour, principles and practices to delivering quality projects in a cost-effective manner

Behavioural expectations

Manaakitanga – we do the right thing

Champions a positive working culture. Works and interacts with colleagues, external partners, stakeholders and customers in a way that is consistent with our values:

- We are **CONNECTED** in our purpose; with each other, with partners and stakeholders and with our communities.
- We are **INSPIRED** by our work to explore, challenge, innovate and aim higher.
- We are **EMPOWERED** to be our best – valued for our differences, encouraged to contribute and enabled to grow and develop.

Bicultural commitment

- As a Crown Research Institute, GNS Science is committed to partnering with iwi/hapū and Māori communities and agencies to achieve their science aspirations.
- We do this in a way that is culturally appropriate (**tikanga**) and honours Māori and non-Māori worldviews (**te ao**).

These expectations are intended to support and guide the development of individual staff.

Attachment 1 - 2023 Financial Year Organisation Development Programme for the OD Partners

OD Plan and Infrastructure

- Supporting the roll out of Workday (the new HRMIS system) that includes Talent and Learning Management modules
- Lead the review and update of policies and procedures assigned to OD and contribute to the review of other policies and procedures and guidelines related to OD

People and Culture Strategy

- Contribute to the review of the People Strategy and report on progress of the OD parts of the current Strategy

Developing and nurturing leaders

- Developing and nurturing leaders by ensuring talent and succession planning is undertaken and contribute to formal and informal (including mentoring) leadership programmes
- Provide input into the tier 3 capability review

Developing the workforce for future success

- Lead the strategic workforce planning – ensuring alignment with the recently released Science Roadmap for GNS Science
- Link attraction and EVP approaches to the GNS Brand Strategy and take a targeted approach to attraction based on the Strategic Workforce Plan
- Map SWFP requirements, identity gaps and develop plans to address
- Lead the annual staff survey undertaken in May 2023 and the two pulse surveys scheduled in October and February, reporting on trends and advising how engagement can be enhanced
- Lead and support diversity and inclusion initiatives, including convening the D&I committee and working with them to develop/update the D&I plan.
- Ensure GNS Science submits its Kia Toipoto data to the Public Service Commission by December 2022

Growing capability and nurturing talent

- Review the current descriptors, and guidance for job families to provide more rigor for the different promotion steps
- Lead the review of the current onboarding in conjunction with the HR team and leaders
- In conjunction with managers, the HR BPs and the L&D Partner:
 - Identify core talent for focus and ensure they have development plans in place
 - Monitor progress and completion to ensure success
 - Mentoring
 - Understand the current status, needs and opportunities
 - Define responsibilities of mentors, line managers and HR
 - Establish pilot groups, monitor and report on equity

Recognising and rewarding high performance

- Oversee the promotion process, providing training and support as required in relation to the process