

People Transformation Lead

Reports to:	Chief People and Transformation Officer	Position Status:	Fixed Term (12-18 months)
Unit:	People and Transformation	Location:	Auckland, Hamilton, Wellington or Christchurch
Direct Reports:	Nil	Budget & Delegated Authority:	Refer DFA policy
Career Path:	Senior Management	Date:	February 2025

Our Organisation

Earth Sciences New Zealand was established on 1 July 2025, through the merger of GNS Science and NIWA, with the upcoming acquisition of MetService further strengthening its capabilities. As part of the most significant reform to New Zealand's science and innovation system in over 30 years, Earth Sciences NZ is positioned as a leading-edge organisation that excels in earth, environment and natural resources science.

With six core science missions – Geological Hazards, Weather and Climate Hazards, Energy, Land and Water, Atmosphere and Climate, and Oceans and Fisheries – Earth Sciences New Zealand is set to become a globally recognised science leader. By integrating multidisciplinary expertise and advanced technologies, the organisation will tackle complex environmental challenges and unlock opportunities for sustainable growth and development.

Following the MetService acquisition, Earth Sciences New Zealand will comprise approximately 1500 staff across 22 sites, managing \$400 million in assets and generating \$370 million in annual revenue. Serving both the public and private sectors, Earth Sciences New Zealand plays a vital role in enhancing national resilience to natural hazards, in supporting economic growth and in delivering innovative science for a sustainable future.

Role Purpose

The People Transformation Lead provides senior leadership and hands-on delivery of priority People & Culture transformation projects that are required to integrate multiple legacy organisations into Earth Sciences NZ.

Reporting to the Chief People & Transformation Officer (CPTO), the role designs and implements foundational people frameworks, agreements and practices that enable a cohesive, high-performing organisation while respecting the strengths, expertise and identity of the organisations coming together.

The role brings deep People & Culture expertise, external perspective and delivery capability to lead significant transformation work that cannot be achieved through business as usual (BAU) capacity alone. It works in close partnership with People & Transformation (P&T) leaders, executive and senior leadership, employees and union partners to create trusted, sustainable people solutions.

This role operates with high visibility and contributes to Executive and Board-level decision-making on the organisation's people direction during a period of significant organisational integration.

Position Priorities and Responsibilities

Lead Priority People Transformation Initiatives

- Support the creation of a unified People & Culture environment that brings together multiple organisational histories, cultures and operating models.
- Lead, design, contribute to, implement or support (to be confirmed by taking a strengths-based approach with your P&T peers to our work programme) the agreed enterprise-level People & Culture initiatives required to support organisational integration.
- Ensure solutions integrate the strengths, practices and expertise of legacy organisations while establishing coherent organisation-wide approaches.
- Translate strategic direction into practical, implementable frameworks and support successful adoption across the organisation.
- Contribute to sequencing and pacing of people change to support organisational capacity and trust.

Executive, Union and Stakeholder Engagement

- Provide strategic advice and clear recommendations to the CPTO, Executive Leadership Team and governance forums.
- Work constructively and transparently with union representatives to support development of aligned people & culture frameworks.
- Build strong collaborative relationships across People & Transformation and organisational leadership to enable progress in a complex environment.

Capability and Practice Uplift

- Model contemporary, high-quality People & Culture practice and strengthen organisational capability through knowledge transfer and collaborative delivery.
- Ensure new frameworks are practical, sustainable and embedded within organisational practice.

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 New Zealand policies, procedures and frameworks, and act in line with the organisational values.
- Contribute to our healthy and safe workplace by following HSW expectations outlined in and integrated into our operational practises 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, 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.

Success in the Role

- Delivery of foundational people frameworks supporting organisational integration.
- Trusted relationships across P&T, leadership and unions.
- Clear, coherent organisation-wide people architecture.
- Solutions that reflect the strengths of legacy organisations.
- Sustainable People & Culture practices embedded within Earth Sciences NZ.

Key Working Relationships

Internal	External
<ul style="list-style-type: none"> • P&T Lead Team, P&T team members, Executive Leadership Team, senior leaders, all staff, PSA. 	<ul style="list-style-type: none"> • External stakeholders, e.g., MBIE, funders, partners.

Person Specification

Qualifications and Experience

- Formal qualifications in Human Resources or a related discipline are expected. Project or change management certifications are useful but not essential. Sound judgement and delivery experience matter more than methodology.
- Significant experience operating in a merger or large-scale transformation environment, with a proven ability to lead and deliver complex people harmonisation programmes across a large organisation would be highly advantageous.

Skills, Knowledge and Attributes

You will be known for the way you lead as much as what you deliver. In particular, you'll bring:

- Credible senior presence, able to engage comfortably with executives, leaders and P&T peers, influencing through trust and partnership rather than authority.
- First-hand experience of what great practices look like, a strong external network to draw on, and a track record of delivering people-led change that strikes the right balance between pragmatism and inspiring outcomes.
- High emotional intelligence, warm, engaging and empathetic, and a track record of being a great colleague and team member.
- The ability to simplify complexity, connect the dots, and translate strategy into coordinated people initiatives.