

Position Title:	Head of Organisational Development & Learning
Support Function:	People and Culture
Reports to:	General Manager, People and Culture
Last review date:	January 2025

He huanui oranga mo ngā mokopuna whakatipuranga roto i ngā hapori heke iho, heke iho -
Setting the path of wellness in our communities for the early years, for generations to come.

Whānau Āwhina Plunket – who we are and what we are about

Whānau Āwhina Plunket is a charity organisation and the largest service supporting the health and wellbeing of tamariki under-five and their whānau in Aotearoa. We're proud to visit over 80% of all newborn babies in Aotearoa and to support pēpi, tamariki and their whānau.

We aim to be a cohesive and effective national organisation grounded in evidence and best practice, with the needs of New Zealand whānau and families at the centre of everything we do.

Our Whānau Āwhina Plunket Goals are:

Pae Ora Healthy Futures:

- **Mauri Ora:** Healthy babies and children
- **Whānau Ora:** Healthy confident families
- **Wai Ora:** Healthy environments and connected communities

We are on a pro-equity journey where we strive to give life to Te Tiriti o Waitangi principles of Tino Rangatiratanga, partnership, active protection, equity and options in our mahi/work to ensure healthy Tamariki, confident whānau and connected communities.

Whānau Āwhina Plunket Values

Our values shape our culture and you are expected to work in ways that demonstrate:

- **Māia** – to be courageous and lean into discomfort and challenge as we walk the path of pro-equity
- **Tūhono** – to connect and stand in relationship in calm and safe spaces (Āhuru mōwai)
- **Manaaki** – to care, love, nurture, support and enhance mana. To respect mana atua, mana tīpuna, mana whenua, mana tangata
- **Māhaki** – to be humble as we share our knowledge and experience to understand and learn from each other and foster trust

Overview of the People and Culture Function

People and Culture encompasses a broad range of functions including:

- HR business partnering - to design, develop and implement strategies that will attract, engage, and retain employees, building a cohesive and productive workforce where our people are culturally competent and feel supported to deliver on our pro-equity goals.
- HR shared services - to provide operational HR expertise and accountability and improve business practices through the development and delivery of systems and processes.
- Organisational Development & Learning – to provide organisational development and learning support to all staff focused on equity, leadership, engagement and other core professional development initiatives, through the delivery of education resources, programmes and frameworks.
- Clinical Education – to support clinical education and learning requirements for the health workforce.
- Ngā Pou Hihiri – to support the development of cultural competence, capability and confidence for both kaimahi Māori and all kaimahi to deliver on our aspiration and expectation of being a good Te Tiriti o Waitangi partner.
- Communications and Stakeholder Engagement - to provide strategies for internal and external communications, stakeholder engagement and digital/social media plans and tactics and deliver communication support, advice and leadership to the Chief Executive and Executive Leadership Team and across the business.

Purpose of the Head of Organisational Development & Learning

The Head of Organisational Development and Learning is a senior leadership position in Whānau Āwhina Plunket responsible for ensuring that all organisational development and learning interventions and initiatives support the organisation to attract, engage, develop and retain a talented workforce with the core knowledge, information, skills and engagement they need to understand the work we do and to perform it well.

The Head of Organisational Development and Learning will lead the development, defining and implementation of organisational-wide learning and development strategies, plans and policies which are aligned with and facilitate the delivery of Whānau Āwhina Plunket's business strategy. They will partner with senior leaders in diagnosis, design, development and implementation of strategies that support new or improved ways of working, where people are both professionally and culturally competent, and are supported to drive business and cultural change and transformation.

The Organisational Development and Learning team fundamentally exist to inform and support ongoing learning, organisational change and improvement. They seek to put learning, wellbeing, innovation, collaboration and inclusion at the heart of our culture and to provide responsive and impactful person-centric advocacy, people services and broader systems change.

Dimensions of the position

Responsible for:	Senior OD Advisors /Learning and Development
Delegations:	The position's full delegations are set out in the Schedule of Delegations and may be amended from time to time.
Functional relationships:	These are the primary positions that this role will coordinate with; the list is not intended to be exhaustive, exclusive or limiting:

Internal

- Executive leadership team
- Senior Management team (Tier 3)
- Managers and staff in all business units
- Ngā Pou Hihiri
- Volunteers
- Contractors

External

- Professional Service providers

Key accountabilities

Strategy, Planning and Management

- Work effectively as a senior leader actively contributing to the development, communication and delivery of both the organisational strategy and People and Culture strategy and annual business plans that underpin it.
- Lead, manage, and drive the performance of the Organisational Development and Learning function to agreed targets to support delivery of the People and Culture strategy and achieve organisation strategic objectives.
- Ensure the Organisational Development and Learning function is contemporary and fit-for-purpose and contributes to high standards of performance and the achievement of goals through clear lines of accountability and responsibility.
- Provide input into the annual and longer-term planning, budgeting and forecasts to manage performance towards achieving our strategic outcomes
- Lead the development and implementation of organisational development and learning systems, policies, processes and solutions that drive the achievement of our strategic goals and wider system outcomes.
- Work collaboratively across the organisation to assist Whānau Āwhina Plunket in meeting its core and contractual objectives and outcomes.
- Work effectively and collaboratively with People & Culture Leadership Team to identify and manage applicable organisational risks ensuring appropriate controls are in place to minimise and/or mitigate business impacts.

People Services

- Lead the delivery of a high impact organisational development and learning functional model, ensuring a 'value-for-money' approach and a strong alignment to needs of the business.
- Lead the Organisational Development and Learning function and develop and drive strategic and continuous improvement initiatives to increase organisation effectiveness and performance, with a strong focus on competency and capability development and tools to enhance leadership growth and sustainability.
- Review and maintain core organisational development and learning frameworks and systems, including but not limited to LMS utilisation/effectiveness, performance development, induction, development planning and performance recognition, ensuring quality practices are embedded and kaimahi engagement is uplifted and supported appropriately.
- Develop and deliver a leadership development programme tailored to the specific requirements of Whānau Āwhina Plunket Leaders.
- Support and contribute to the vision for Te Rautaki Māori – Ngā Pae o Te Harakeke through the development of cultural competency as defined through the Te Rautaki Māori Haerenga.
- Maintain a comprehensive awareness of trends and industry/sector developments that may affect or impact the focus for organisational development and learning within the business and respond accordingly to these situations by formulating new concepts and/or revising existing strategies.

Kaimahi Engagement

- Lead the effective development, planning, analysis and reporting on kaimahi engagement surveys (including pulse surveys) including the development and dissemination of key messages from kaimahi engagement surveys. Generate results, reports and provide tools and guidance to support leaders and managers interpret local results, share with their teams and drive appropriate action to enhance the kaimahi experience and kaimahi engagement.
- Work with the ELT and People and Culture Leadership team to develop an Kaimahi Experience model that maps across the kaimahi lifecycle and support the design and implementation of interventions to positive kaimahi experience and engagement. Interventions may include wellbeing events, reward and recognition, and strategies supporting a strong focus around diversity, equity, inclusion and belonging (DEIB).
- Work collaboratively with the Communications and Stakeholder Engagement team to ensure there are effective mechanisms to support and improve effective internal communications, including regular internal communication updates.
- Ensure that Whānau Āwhina Plunket's core values are reflected in all kaimahi engagement activities.

Leadership & Culture

- Support Whānau Āwhina Plunket's pro-equity aspirations by creating the conditions to make pro-equity approaches and actions the norm for the organisation.
- Provide excellent leadership for the Organisational Development and Learning team that fosters a positive environment and a culture that inspires the team and ensures they are motivated and highly engaged.
- Provide leadership and guidance to the Organisational Development and Learning team, ensuring the achievement of work programmes and associated deliverables.
- Support and direct team members to achieve agreed objectives and build capability through mentoring, coaching, training and evaluating direct reports' performance.
- Manage resources and budgets to ensure the team has the key skills and tools required to meet operational strategic objectives and deliver agreed outcomes.
- Participate in cross functional working groups and projects as appropriate.

- Contribute to team goals and assist others to meet organisational goals and objectives.
- Demonstrate organisational leadership by being a positive agent of change, actively embracing Whānau Āwhina Plunket values and role modelling the desired culture and ways of working.

Pro- Equity and Cultural Responsiveness

- Work in partnership across Whānau Āwhina Plunket to promote and champion both equity and diversity
- Enhance understanding on inclusion issues and embed Te Tiriti ō Waitangi principles/Pro Equity into policy, process, and practice.
- Support Whānau Āwhina Plunket to deliver on Strategic priorities, by:
 - Demonstrating organisational values Māia, Māhaki, Tūhono and Manaaki.
 - Working collaboratively with Ngā Pou Hihiri to strengthen internal cultural capability and supporting opportunities to progress Māori into leadership and management roles.
 - Ensuring functions are positioned, resourced, and supported to promote human rights and manage discriminatory thinking, bias and associated behaviours.
 - Leading and role modelling culturally appropriate practices.
 - Understanding and actively managing opportunities to reduce stigma, bias and discrimination within teams.
 - Embedding and fostering a culture of continuous improvement and awareness in all aspects of culture as well diversity, equity, inclusion and belonging (DEIB).

Health & Safety

- Manage own personal health and safety, and take appropriate action to deal with workplace hazards, accidents and incidents
- Always ensure own and others' safety and observe health and safety practices in all workplace activities
- Understand the responsibility individuals and managers play in health and safety
- Team training is up-to-date, and all team members can demonstrate actions in an emergency that are specific to the workplace and are designed to keep individuals safe
- Comply with relevant safety legislation, policies, procedures, safe systems of work and event reporting
- Identify and report all incidents, accidents, and near misses in accordance with policy

Scope of duties

The job holder is expected to perform such other duties as can reasonably be regarded as incidental to the position description, and such other duties reasonably within their experience and capabilities as may be assigned from time to time and following consultation.

Person Specification

Qualifications and Background

- Relevant tertiary qualification (ideally HR, Commerce, Psychology) or equivalent experience
- At least ten years experience in Organisational Development and Learning across different sectors and/or industries
- Experience in medium-large organisations with professional People and Culture and Organisational Development infrastructure
- Experience working within kaupapa Māori or bi-cultural organisations or environments
- Health and education sector experience would be advantageous
- Strategic leadership experience would be preferred.

Skills and Experience

- An unequivocal commitment to respecting the rights and supporting those in need, particularly Māori and Pacific peoples
- A willingness to develop, coach and support staff to ensure their skill/knowledge base continues to grow
- A genuine commitment to Whānau Āwhina Plunket values, kaupapa and Te Tiriti o Waitangi
- Demonstrated success in creating culture change within an organisation, with a strong understanding of how to introduce levers to produce change
- Sound decision making and problem-solving ability
- Advanced relationship management, influencing and coaching skills
- Proven ability to develop trust and credibility at all levels
- Demonstrated people leadership capability for building a high-performance team
- Demonstrated track record of improvements in staff engagement and stakeholder satisfaction through establishing credibility, personal impact and building excellent working relationships with a wide range of internal and external stakeholders
- Demonstrated technical proficiency in end-to-end project management, including successfully designing and delivering large people change management and organisational development initiatives.

Competencies

ACE-Ability

Whānau Āwhina Plunket's behavioural competency model is made up of three dimensions of personal behaviour - Connection to Whānau Āwhina Plunket, Adaptability and Emotional Maturity.

Thinking

- Is comfortable with complexity - understands alternative worldviews
- Can see beyond face value to identify new, sustainable opportunities
- Keeps perspective and is pragmatic and solutions focused
- Able to accept and work with ambiguity and change

Interpersonal

- Is committed and capable of expanding professional/social networks
- Is strong enough to confront and deal with difficult people/issues
- A self-starter who can support and motivate others

Connection to Whānau Awhina Plunket's Direction

- Has a high level of energy and commitment to achieving Whānau Āwhina Plunket's vision
- Has a broad range of engagement
- Is committed to adapting and improving their own practice
- Is committed to growing the business and developing relationships

Emotional maturity

- Is non-reactive and objective and maintains a high level of integrity
- Understands the degree of influence in their role
- Understands own limitations

LEADERSHIP

Collaboration

- Able to have difficult conversations, and challenge thinking and behaviours in a respectful manner to get the right outcome for the organisation, while also maintaining the relationship
- Partner with others to ensure frameworks, policies and tools are seamlessly integrated into other key processes
- Partner with other leaders to support business planning processes
- Build and maintain a wide range of connections, both internal and external, and look for opportunities to facilitate connections between others
- Work as an active member of cross functional teams to bring their expertise and experience to organisational problems, and thus develop long term solutions that are outcomes focused
- Seek feedback about the service provided and self-reflect on ways to improve

Effective communication

- Recognise role in Whānau Āwhina Plunket's communication and clearly and succinctly convey information and ideas to individuals and the organisation
- Communicate in a focused, appropriate, impactful and effective manner and take the initiative to share information
- Listen to understand and engage effectively

Driving for results

- Set high goals, in line with Whānau Āwhina Plunket's vision and strategic objectives, for personal and team accomplishment
- Use measurement methods to monitor progress toward goal attainment and actively drive to meet or exceed those goals while deriving satisfaction from continuous improvement
- Is a champion of success within the team and across Whānau Āwhina Plunket

Coaching & developing others

- Plan and support the development of individual, team, and organisational capability, in line with Whānau Āwhina Plunket's vision and values
- Provide feedback and support to help people excel in their current role and support professional development toward future career goals and adapt coaching approach to suit individuals' learning styles
- Clearly state performance expectations and implications, provide timely feedback
- Clarify performance as required and evaluate capability gaps

Building organisational talent

- Identify, attract, develop, motivate, engage, and retain talented individuals to meet business objectives and create a learning environment where people can realise their full potential and Whānau Āwhina Plunket can meet current and future objectives
- Effectively identify talent gaps and recruit for current and future needs
- Create a learning environment and delegate appropriately

Teamwork

- Identify opportunities and take action to build operational and strategic relationships between own area and other areas, teams, business units, and organisations to help achieve Whānau Āwhina Plunket goals
- Effectively identify collaborative opportunities and build effective networks

Continuous improvement

- Manage strategic projects and contribute to the development and implementation of portfolio strategy and business improvement initiatives
- Manage appropriate practices and systems to ensure consistent decision making and proactively seek feedback on the service provided
- Ensure a continuous improvement approach to process, procedures, and practices to ensure they meet customer needs

Leadership

- Provide direction, empower, motivate, and develop others to achieve business unit, group, and organisational goals
- Is a role model for our shared values
- Provide leadership to develop and build an engaged and high performing team and manage performance of individuals and business area ensuring objectives and operational requirements are achieved

I have read and understood the above position description and accept all the above responsibilities incorporated herein.

Head of Organisational Development & Learning

Date

General Manager People and Culture

Date