

# Position Description | Whakamahukitanga Tūranga

Job Title   Te Tūranga: Director   Ringatohu	
Reporting to	Partner   Hoa Pakihi
Date issued	May 2023

For over three decades MartinJenkins has specialised in providing high calibre organisational, financial, economic, and public policy consulting services to clients (mainly public service) in New Zealand and beyond. Our energetic team has a wealth of in-depth knowledge and skills in financial and organisational management, process and business improvement, employment relations, economics, research, evaluation, and public policy. We have offices in Auckland and Wellington.

*Motuhake ana tā Martin Jenkins whakarite i ētahi ratonga ā-wāhi mahi, ā-pūtea, ā-ōhanga, ā-kaupapa here tūmatanui anō hoki mā āna kiritaki (te nuinga he ratonga tūmatanui) i Aotearoa, ā, i tua atu anō hoki mō te toru tekau tau neke atu. He rētō te puna mātauranga me ngā pukenga o tō mātou tira hihiko e pā ana ki ngā whakahaere ā-pūtea, ā-wāhi mahi, ngā whakapaitanga ake o ngā hātepe me te pakihī, ngā taukaea tukumahi, te ōhanga, te rangahau, te aromātai me ngā kaupapa here tūmatanui. He tari ō mātou ki Tāmaki Makaurau, ki Te Whanganui a Tara anō hoki.*

## Purpose of Position | Te Take mō te Tūranga

The Director provides leadership and management of people, planning and delivery of services, performance, and implementation of strategy at cluster level. The Director contributes to the leadership of the firm as a whole as a member of MartinJenkins' Executive Leadership team.

## Key Relationships | Ngā Hononga Matua

The people the Director will work most closely with include:

- Partners – direct line reporting, peers on the Executive Leadership Team
- Directors – peers in the Executive Leadership Team
- Cluster Practice Leads, Managing Principals and Principal Consultants – members of the cluster leadership team and direct reports to the Director
- Senior Consultants, Consultants, and Analysts in the cluster – including building a high-performance culture, provision of review and oversight of assignments, contributing analytical knowledge and expertise.



- General Manager Corporate Services, People Experience Lead, Marketing Lead, Finance Lead and Business Support team – in relation to the management and development of the cluster
- Sub-contractors and other partners (for example, firms or individuals with which we form consortia for assignments)
- Clients – maintaining excellent client relationships.

## Key accountabilities | Ngā Herenga Matua

### Firm-wide leadership | Arahitanga kamupene-whānui

As a member of MartinJenkins' Executive Leadership Team, the Director will:

- contribute to strategy development, planning and performance monitoring at a whole-of-firm level
- participate in decision-making about any adjustments to plans or initiatives required to support the successful performance of the firm (at an operational level)
- ensure decisions reflect our values and commitment to a One Team approach
- represent the collective decisions of the ELT to the cluster and the rest of the firm
- develop effective working relationships with other cluster Directors and staff supporting a One Team approach - sharing knowledge and working together where it makes sense
- model behaviours aligned with our values, critical to our high performing culture and success.

### Performance Indicators | Te tohu o te pai o ngā mahi

Success against this area of performance will be assessed against:

- commitment to and participation in a collective leadership practice and culture.

Other indicators may be agreed from time to time.

### Cluster planning and performance | Whakamahere kāhui me ngā mihi

The Director will be accountable to MartinJenkins' Board for the performance of the cluster. You will work with your cluster leadership team to:

- develop an annual Business Plan for the cluster that aligns with the direction and priorities set in the firm-wide strategy, and which informs and aligns with the firm-wide Business Plan
- provide a commercial focus to ensure plans and actions support growth and success of the cluster in all markets within which we operate
- lead the implementation of the plan, supporting cluster members to deliver the activities in the plan involving staff across both offices
- monitor and report on progress against the plan to ELT and the Board.



## Performance Indicators | Te tohu o te pai o ngā mahi

Success against this area of performance will be assessed against:

- development and delivery of a cluster plan
- A range of cluster-level performance metrics including gross contribution, utilisation and revenue (to be confirmed).

Other indicators may be agreed from time to time.

## Cluster leadership | Ārahitanga kāhui

The Director will work with colleagues on the cluster leadership team to collectively lead the cluster. The Director will:

- chair the cluster leadership team, ensuring there is an effective operating rhythm that drives the right conversations, at the right time
- ensure actions arising from leadership team meetings are assigned and monitor progress
- regularly monitor cluster-level performance and share metrics and analysis with the leadership team
- create a line of sight to organisational objectives and ensure cluster decisions are aligned with the firm's strategy enabling agility, collaboration, and high performance
- be the point of escalation for issues management in the cluster.

## Performance Indicators | Te tohu o te pai o ngā mahi

Success against this area of performance will be assessed against:

- establishment and maintenance of a strong collective leadership culture and practice within the cluster.

Other indicators may be agreed from time to time.

## People and culture | Ngā Tāngata me te Ahurea

The Director will:

- be accountable for ensuring the cluster has the people capability and capacity to succeed and deliver on its plan, and that demand and supply side management of the cluster is integrated including across the Wellington and Auckland offices
- approve all recruitment within the cluster (within approved plans), supporting strategic decisions about where to add capability by ensuring there is a collective conversation about needs across the cluster
- lead the recruitment and appointment of positions reporting to the Director, and support the recruitment of other cluster members as required
- manage staff within the cluster leadership team, providing clear expectations, coaching and communication which enables their performance and results in a high trust environment



- build a high-performance culture in the cluster that reflects MartinJenkins' values, ensures our people are engaged and supported, and which values diversity and the contribution of our people.

### **Performance Indicators | Te tohu o te pai o ngā mahi**

Success against this area of performance will be measured against:

- the cluster attracting and retaining the consulting staff needed to deliver profitable and high value consulting services
- the engagement results for the cluster, and plans to maintain or improve engagement.

### **Sales, marketing and winning work | Hokohoko, whakatairanga, me ngā mahi whakaihūwaka**

The Director will:

- support the development and implementation of practice area sales and marketing strategy and plans within the cluster (by supporting Practice Leads in the cluster to deliver on their accountabilities), including supporting the prioritisation of initiatives in line with firm and cluster plans
- participate in discussions to support judgements about what opportunities the firm pursues within the cluster and match resource to opportunities, ensuring that demand and supply side management of the cluster is integrated
- actively seek to win work for the firm and the cluster, and support others to do the same
- maintain a focus on ensuring the work the cluster does provides opportunities and growth for our people and is aligned with MartinJenkins' purpose
- review and quality assure significant proposals within the cluster
- review and sign out significant proposals within the cluster
- review and sign contracts for work won within the cluster on behalf of the firm.

### **Performance Indicators | Te tohu o te pai o ngā mahi**

Success against this area of performance will be measured against:

- success in gaining new business across the cluster
- the accuracy of assessments of resourcing requirements and costs across the cluster
- the extent to which resourcing matches demand across the cluster
- the extent to which the cluster positively impacts on MartinJenkins' profitability.

### **Client liaison and relationship management | Takawaenga kiritaki me te whakahaere taukaea tāngata**

This requires the role, in consultation with the colleagues, to:



- actively maintain, enhance and promote the reputation and awareness of MartinJenkins to existing and potential clients
- develop and maintain profitable relationships for MartinJenkins with existing and potential clients.

### **Performance Indicators | Te tohu o te pai o ngā mahi**

Success against this area of activity will be measured against the value for MartinJenkins of new and repeat business from existing and potential clients. Other indicators may be agreed from time to time.

## **Service delivery and leadership | Te whakahaere me te ārahi mahere akoako**

This requires the role to:

- lead and manage the resources associated with delivery of assignments including analytical leadership and oversight of significant assignments
- develop quality standards and assurance processes for the cluster, including determining who signs out deliverables for work within the cluster, and ensure these are followed
- manage and monitor the performance of other staff or resources in contributing to the successful completion of assignments
- ensure assignments within the cluster are completed within budget to agreed quality standards and to the satisfaction of our clients.

### **Performance Indicators | Te tohu o te pai o ngā mahi**

Success against this area of performance will be assessed against the quality of the analysis as measured against:

- client satisfaction with assignments delivered by the Director and wider cluster
- repeat business – maintaining and expanding our core client base for cluster services.

## **Health Safety and Wellbeing | Hauora, Haumaru me te Oranga**

- Ensure our Health Safety and Wellbeing obligations are met and any issues are identified, mitigated and monitored.
- Complies with safety and wellbeing policy and procedures, including accident and incident reporting and hazard management requirements
- Works in a safe manner at all times and does not undertake activities without appropriate training.

Other duties as may be requested from time to time.

## **Required Attributes | Ngā Pūmanawa me Whai**

The Director will demonstrate the following attributes in undertaking their work for MartinJenkins:



## Strong strategic skills | Me kaha ngā pūkenga whakarautaki

- Recognise and capture opportunities to profitably grow MartinJenkins' services to existing and new clients
- See the "big picture" without losing track of important details
- Ability to lead business and strategic planning activities, setting clear objectives, identifying necessary tasks and milestones, and motivate a team to deliver
- Identify, develop and apply frameworks to the identification and solving of difficult problems.

## Strong management skills | Me kaha ngā pūkenga whakahaere

- Successfully lead and motivate professionals
- Manage and prioritise resources, ensuring demand and resources are well-matched
- Work successfully with the Partners, other leaders, employees, and associates of the firm.

## Good relationship management skills | Me pai ngā pūkenga taukaea tāngata

- Comfortably relate to different people in a variety of cultural and social situations
- Listen and to understand what others have to say
- Question others to better understand their points of view and to accurately gain necessary information
- Negotiate outcomes desired by MartinJenkins
- Resolve disputes in favour of MartinJenkins and in a way that preserves or enhances MartinJenkins' relationships to its existing and potential clients.

## Strong organisational skills | Me kaha ngā pūkenga nahanaha

- Identify what needs to be done, and to go about doing it with the minimum of supervision or direction
- Prioritise and decide between the important and not so important
- Use relevant planning tools, such as calendars and schedulers, in planning and organising particular pieces of work.

## Strong communication skills | Me kaha ngā pūkenga whakawhitiwhiti

- Present complex information in a manner that is accessible and tailored to the abilities and needs of the audience



- Clearly make important points and to convey complex information clearly and succinctly in discussions and meetings.

## **Analytical skills and expertise | Me pūkenga, me matatau ki te tātari**

- Recognised expertise and significant professional experience in their area
- Identify and apply relevant analytical frameworks to particular problems or issues
- Identify problems or issues, to understand the implications of problems or issues, to identify options for resolving problems or issues and to assess the merit of different competing options.

## **Personal integrity | Me ngākau pono**

- Alignment to our values to make New Zealand a better place through the support we provide our clients
- Respect for commercial confidentiality
- Honesty
- Dedication
- Sensitivity to the needs of others.

