

ROYAL FOREST AND BIRD PROTECTION SOCIETY OF NEW ZEALAND INC.

JOB DESCRIPTION

JOB TITLE

Planning and Performance Manager

PURPOSE

The Planning and Performance Manager is responsible for Key Result Area 1, ensuring that all of Forest & Bird's work is aligned to the strategy, and that everyone understands what the society will be focusing on and the rationale for doing so. This role will co-ordinate the annual planning process for the society and provide ongoing assurance that the integrity of Forest & Bird's strategy system is being maintained.

The Planning and Performance Manager will also be responsible for completing the components of the strategy cycle, where they will function as a Strategy Management Officer and ensure that the Forest & Bird strategy is constantly being monitored, followed, communicated, and updated as necessary. The role will complete our internal and external reporting requirements which will include monitoring the implementation of our programme of change initiatives as part of Mahi Ngātahi.

SPECIFIC DUTIES & RESPONSIBILITIES

Leadership Responsibilities

- Member of the Forest & Bird leadership team, which operates under the following principles:
 - Team meetings are vital work, where leadership team members want to attend, feel productive and energised, and trust team members to represent their concerns if they cannot attend

- Between meetings, the leadership team is well integrated and works together cohesively. Problems are solved jointly with peers and team accountabilities are managed.
- Further leadership responsibilities include:
 - Responsible for the success of the planning and performance functions as outlined in the “Specific Responsibilities” section
 - Leading out and owning the Forest & Bird Strategic Plan & Mahi Ngātahi operational strategy, to give credibility across the organisation
 - Communicating the strategy internally and externally, to ensure all levels of the organisation understand and are on board with the strategic vision
 - Making time for leadership team conversations and recognising the importance of their role as part of the team that owns and reports against the strategy
 - Jointly responsible (with other members) for operational planning and reporting the Society’s work, and for meeting the Key Performance Indicators set by the Board and Chief Executive in pursuit of the Strategic Plan
 - Collective decision-making as delegated by the Chief Executive, and undertaken during regular Leadership Team meetings

Specific Responsibilities

Key Result Area	Accountabilities/Deliverables
<p>KRA 1: Understand current and future opportunities and challenges to inform our operational priorities - To maximise our impact by making meaningful choices about where to deploy our resources, which are understood by everyone across the society</p>	<p>The Planning and Performance Manager has responsibility and authority over the following key activities:</p> <ul style="list-style-type: none"> ● Scan environment to understand spaces others are operating in & potential F&B niches ● Ensure F&B Board develops strategy that outlines F&B’s strategic goals and priorities ● For each strategic priority, define multi-year interim milestones & success markers ● Develop roadmap articulating how F&B will collectively deliver on success markers ● Define specific projects on roadmap that deliver interim milestones and associated budgets

	<ul style="list-style-type: none"> • Continuously scan the environment for emerging opportunities or challenges which impact our plans • Obtain board sign-off on annual operational plan • Communicate & launch operational plan
<p>Complete the components of the strategy cycle</p>	<p>The Planning and Performance Manager will perform the following activities:</p> <p>Ensure completion of organisational performance reporting</p> <ul style="list-style-type: none"> • Set & monitor/ensure compliance with reporting timeframes • Provide feedback on quality of reporting • Ensure measurement methods are established, being followed & fit for purpose • Teach new people how to complete organisational performance reporting <p>Generate reporting insights</p> <ul style="list-style-type: none"> • Support CE by providing commentary on issues that could be raised in meeting • Look at reporting from a broader perspective (over time, across managers) to identify systemic issues or insights which would benefit from a focused conversation in a monthly meeting • Monitor progress against Conservation Project perspective and analyse how this is progressing against the Strategic Priorities on the CE report <p>Complete environmental scanning</p> <ul style="list-style-type: none"> • Hypothesise where we want to focus this scan • Plan scanning approach • Complete scanning <p>Apply “so what” to define strategic issues</p> <ul style="list-style-type: none"> • Apply so-what to scanning to identify and prioritise strategic issues for the quarterly session • Flesh out strategic issues & prepare for conversation at quarterly <p>Make recommendations to adjust strategy</p> <ul style="list-style-type: none"> • Facilitate conversation at quarterly meeting • Support CE to raise any issues or recommended changes to strategy at Board meeting

	<p>Update strategy management system</p> <ul style="list-style-type: none"> • Make changes to reflect feedback from Board and discussion at quarterly meeting • Test alignment / cascade change through system <p>Communicate changes to the organisation</p> <ul style="list-style-type: none"> • Agree key messages • Communicate individual impact to individual people • Support communications to continuously reinforce the strategy <p>Programme manage strategic initiatives</p> <ul style="list-style-type: none"> • Plan “phased” Change Initiatives as a single programme • Obtain status updates from accountable managers • Assess impact of progress on overall portfolio • Adjust plan as required
--	---

GENERAL DUTIES & RESPONSIBILITIES

- Prioritise workload to ensure work of the greatest importance to the business is undertaken with urgency and to a high standard
- Support and help develop a positive workplace culture
- Demonstrate through own actions a commitment to Health and Safety at work when undertaking work or observing others in the workplace
- Commitment to understanding Te Ao Māori and working with tangata whenua

SKILLS, EXPERIENCE & EDUCATION

Core competencies

- **Managing and measuring work**
 - Sets clear goals and objectives for the organisation and our people that are measurable and understandable. Clearly outlines people's accountabilities, and ensures everyone understands what they are responsible for. Implements feedback loops so we can continually assess and adjust to meet goals and objectives
- **Accountability focussed**

- Ensures alignment between the organisational strategy and the roles and responsibilities of Forest and Bird's people. Creates clarity about people's accountabilities by proactively building individual's understanding of their role in the organisation. Holds the Leadership Team accountable to the strategy and reporting, providing clear and direct feedback. Constantly making sure the work and outcomes are aligned to the operational plan, and taking corrective action if necessary
- **Data analysis**
 - Is able to effectively collect and interpret complex data to identify patterns, draw conclusions, and generate innovative solutions. Can identify gaps and opportunities in our understanding of the business and quickly resolves or capitalises to develop our knowledge as an organisation. Provides expert guidance on how we can achieve our strategic goals through sound understanding of our operational performance and the environment we operate in. Carefully analyses organisational performance reporting to identify issues and raise them for leadership team discussion.
- **Critical thinking**
 - Able to break down complex, interconnected issues and opportunities that arise, and demonstrate how they will affect F&B in a simple manner. Considers and assesses all areas of our strategic priorities to surface hidden difficulties or opportunities. Uses clear, reasoned thinking to evaluate organisational priorities, develop solutions, and adjust the strategy as required
- **Objective**
 - Uses rigorous logic to methodically break down and understand issues. Carefully analyses situations and gathers data and information to inform assessments to form accurate and credible views. Operates in an unbiased manner and raises issues for leadership team attention when appropriate.
- **Influential**
 - Able to identify motivating factors for individuals and tailor interactions with them to create aligned and sustained momentum across teams towards Forest and Bird's vision. Can utilise expertise to progress organisational goals and priorities using diplomacy and tact, including in settings where they do not have direct authority. Generates belief in the organisational direction by working diligently with team members to help them understand what they need to do to contribute

Experience

- Knowledge of the conservation sector
- Strategic organisational planning experience
- Experience creating operational plans and setting milestones and success markers
- Proven track record in providing current, direct, complete and actionable feedback
- Demonstrable commitment to teamwork and working with other groups and teams to achieve shared goals
- Experience in persuading and influencing others
- Demonstrated cultural competency and familiarity with Te Ao Māori

Education

- Tertiary qualification in conservation related field, or equivalent experience in planning and delivery of strategic outcomes for an organisation