

GM Infrastructure Delivery

Reports to:	Chief Executive
Direct reports:	Yes
Date:	August 2021

About the New Zealand Infrastructure Commission, Te Waihanga

The work we do at Te Waihanga is critically important to Aotearoa. We have been tasked by Government to play a pivotal role in improving New Zealanders lives through better infrastructure and the services that result from infrastructure.

Infrastructure touches every New Zealander in one way or another. It is our roading systems, electricity, our water, and our mobile networks. To be successful we need to recruit the best of the best from a diverse talent pool.

We also play an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

Our Vision

Infrastructure for a thriving New Zealand

Our Values

- **Free-Thinking** Whakaaro nui – We arrive at creative yet considered solutions
- **Courageous** Māia – We will have honest conversations which reflect our independence
- **Trustworthy** Pono - You can depend on us to behave ethically and impartially
- **Empathetic** Ngākau aroha – We are listening and respectful of different views

Role Purpose

This role's purpose has 3 main elements – To assist Te Waihanga in the achieving its vision and meeting its legislative requirements and strategic goals through:

1. **Best practice:** research, develop, publish and educate procuring agencies on infrastructure best practices with a particular focus on procurement and delivery. Deliver system-level best practice advice to agencies or Ministries directly to promote reform and systemic change that will have the greatest impact possible.
2. **Providing support:** promote a strategic and co-ordinated approach to the delivery of current and proposed infrastructure projects through advice, support, peer review, selection and coaching of project staff and governance, reports and white papers. Provide support both directly and indirectly through the New Zealand Treasury Investment Management System and local Government equivalent process for selecting projects.
3. **Undertake reviews:** study the performance of infrastructure projects and agencies, review business cases, systematically request self-evaluation/review from agencies and analyse these, publish review findings, establish benchmarks and monitor and report on

performance and improvement arising from reviews. Use the evidence base developed through this structured approach to reviews to refine best-practice guidance or issue new guidance built on a strong evidence base.

Key Accountabilities

Key Accountability:	Detail
Infrastructure Delivery Leadership	<ul style="list-style-type: none"> ▶ Develop a NZ Government “centre of excellence” in infrastructure procurement and project delivery, drawing on the best talent from the public and private sectors, including by undertaking the accountabilities outlined in this document. ▶ Provide leadership in the public sector and infrastructure sector on infrastructure related issues (particularly within accountabilities outlined in this document), including through chairing Advisory Forums and decision-making bodies as required and appropriate. ▶ Strengthen Te Waihanga’s impact on the delivery of infrastructure in New Zealand, including by ensuring that any infrastructure delivery advice given is world class, joined-up and consistent. ▶ Provide direct oversight and/or leadership to specified high-risk infrastructure delivery projects.

Key Accountability:	Detail
<p>Infrastructure Delivery Advice and Support</p>	<ul style="list-style-type: none"> ▶ Publish best practice infrastructure delivery policy, processes and guidance for agencies and the infrastructure sector, covering the delivery lifecycle from procurement through to asset management and including matters such as Governance, Te Ao Maori, Planning and Consenting, Risk Management and the like. ▶ Systematically review the performance of infrastructure projects against their business case objectives, comparable projects, international benchmarks and other relevant measures of success and publish findings, guidance and recommendations to improve future delivery performance. ▶ Evaluate project delivery models and advise on the appropriate model to select and when. ▶ Collect and supply relevant information about infrastructure delivery (including project-specific information) to the Data team within Te Waihanga to enhance our evidence base. ▶ Work closely with Government agencies and local authorities to strengthen their infrastructure procurement capability and ensure best practice is adopted. ▶ Provide informed expert advice to the Chief Executive, leadership team and stakeholders on political, legislative, technological and business trends which may impact infrastructure delivery.
<p>Engagement and Partnerships</p>	<ul style="list-style-type: none"> ▶ Develop and maintain good networks and proactively seek out differing views across Te Waihanga. ▶ Interact with a wide range of external stakeholders to gather their opinions, seek new ideas, and influence and build strong partnerships particularly around infrastructure delivery. ▶ Develop influential relationships with Ministers, Chief Executives, Maori and other key stakeholders, that add value including from the stakeholder point of view. ▶ Maintain relationships with key commentators to help ensure that Te Waihanga is seen as a lead player in debates that affect infrastructure in NZ. ▶ Work closely with other key agencies and organisations to contribute to a shared view on what matters for improving the planning and delivery of infrastructure.

Key Accountability:	Detail
People Leadership	<ul style="list-style-type: none"> ▶ Create and maintain a highly engaged and high performing team and an environment that is supportive and values people. ▶ Communicate and connect your team to the bigger picture so they understand how they individually contribute to the success of Te Waihanga. ▶ Effectively manage your direct reports performance by setting clear objectives, providing coaching and mentoring, monitoring progress, providing regular feedback and encouraging open and frequent two way dialogue. Will include managing any underperformance issues as they arise. ▶ Empower your people by giving them room to make decisions and take reasonable risks as appropriate. ▶ Delegate effectively, and efficiently manage the work of your direct reports, including by providing direction and removing roadblocks where required. ▶ Take time to recognise and celebrate your people. ▶ Ensure your people have the right skills, capabilities and resources to deliver on Te Waihanga’s business strategies and plans. ▶ Actively encourage and support the professional and personal development of your direct reports. ▶ Actively manage and support the health and wellbeing of your team. <p><i>(Note the accountabilities above apply if your direct reports are leaders of others).</i></p>
Leadership Team Support	<ul style="list-style-type: none"> ▶ Develop and sustain effective, productive, collaborative and outcome-oriented relationships with other leaders so together you can achieve Te Waihanga’s goals. ▶ Working as one organisation, share expertise, information and knowledge with other leaders to achieve goals. ▶ Involve others leaders as appropriate in decision making, including communicating outcomes. ▶ Keep colleagues well informed on any matters that might represent threats to business performance, compliance or the achievement of business objectives. ▶ Contribute to and communicate Te Waihanga’s vision and strategic direction as an active member of the leadership team. ▶ Together with other leaders, role model behaviours consistent with Te Waihanga’s values.

Key Accountability:	Detail
Te Tiriti o Waitangi	▶ Commit to understanding, recognising and acting upon the articles of Te Tiriti o Waitangi; Kāwanatanga, Rangatiratanga, Oritetanga.
Health, Safety & Wellbeing	▶ Take all practical steps to ensure your own health and safety and the safety of others in the workplace.

Key Relationships

- ▶ Minister for Infrastructure
- ▶ Te Waihanga Chief Executive and Board
- ▶ Te Waihanga leadership team
- ▶ Agency stakeholders
- ▶ Central and local government
- ▶ External commercial stakeholders

Skills, Knowledge, Qualifications, Experience

Skills

- ▶ Ability to align the work of your team to organisational objectives and consider wider organisational objectives when making decisions.
- ▶ Skilled strategic thinker with the ability to identify and respond to new and emerging strategic issues impacting the operating environment. Sees issues through a range of lenses and stakeholder perspectives, and recognises the broader implications and connections between issues.
- ▶ Skilled at building, maintaining and managing effective and productive relationships, and able to engage with a wide range of stakeholders.
- ▶ Highly skilled in written and verbal communication, with the ability to communicate complex issues and concepts clearly, succinctly and with influence, and to adapt styles to suit different channels and audiences. Skilled in preparing reports and executive documentation within a government framework.
- ▶ Exercises sound judgement in decision making based on a mixture of analysis, wisdom, experience and judgement.
- ▶ Highly developed critical thinking, problem solving (including having a creative attitude) and strong analytical skills.
- ▶ Skilled at planning and organising.
- ▶ Strong business management skills including business planning, budget management and reporting.
- ▶ Service excellence – Committed to upholding high standards and high quality of work and dedicated to improving outcomes for Te Waihanga.
- ▶ Proven ability to perform under pressure.
- ▶ Can effectively cope with change and can decide and act without having the total picture. Can comfortably handle risk and uncertainty.

Knowledge

- ▶ Specialist knowledge of NZS3910 series and/or international equivalent standard form contracts.

- ▶ Understanding of the machinery of government, including how to be influential particularly within central government. Can manoeuvre through complex political situations effectively.
- ▶ Contemporary knowledge of issues and trends associated with Infrastructure in New Zealand and/or other jurisdictions.
- ▶ An understanding of Te Tiriti o Waitangi and the Crown's responsibility to act as a good partner is desirable and a willingness to engage with Te Ao Māori perspectives and frameworks, especially through the lens of infrastructure.

Qualifications

- ▶ Relevant tertiary undergraduate qualification from a reputable tertiary institution is a minimum requirement.
- ▶ Post-graduate qualification at Masters level or above or MBA is desirable.
- ▶ A track record of Continuing Professional Development in subjects pertinent to Infrastructure Delivery is preferred.

Experience

- ▶ Prior leadership role in the delivery of significant infrastructure projects with experience on both the client and contractor side is desirable.
- ▶ Significant financial and commercial expertise.
- ▶ Proven credibility within the infrastructure sector in New Zealand.
- ▶ Proven experience in successfully leading, managing, and developing teams and individuals at a senior level.
- ▶ Experience in effectively influencing at senior level, including exposure reporting to a Board either directly or as part of the leadership team.
- ▶ Proven experience in business planning, setting, driving and achieving targets.