



Role Description

Title	People and Capability Manager	Incumbent	
Manager's Title	General Manager Corporate Services	Date of Last Review	November 2025
Team	Corporate Services	Geographical Location	Christchurch
Direct Reports	- People and Capability Advisor - Executive Assistant to the CE	Work Environment	Office based Travel to Antarctica is part of this role which requires medical clearance.

Organisational Context

Antarctica New Zealand is a Crown Entity established on 1 July 1996 under the New Zealand Antarctic Institute Act to develop, manage and execute New Zealand's activities in respect of Antarctica and the Southern Ocean.

Our overarching organisational goal is to continue to play an influential role in the kaitiakitanga (guardianship) of Antarctica and the Southern Ocean as a natural resource devoted to peace and science. We do this by facilitating high-quality scientific research in Antarctica and supporting initiatives to protect the environment. Other key activities include the operation of Scott Base; managing logistics to, from and within Antarctica; and raising public awareness of the global significance of the continent and surrounding Southern Ocean.

Antarctica New Zealand employs a highly capable and engaged workforce to lead and deliver our organisational objectives. This requires excellent Human Resource (HR) services to attract, retain, support and develop our people.

Business unit purpose

The Corporate Services function provides all enabling services that Antarctica New Zealand requires to fulfil its objectives in and strengthen New Zealand's leadership in the Antarctic Treaty System. This function supports the organisation by connecting finance, risk, health and safety, IT, people, planning and communications expertise with all areas of our organisation – in New Zealand and the Antarctic.

The People and Capability team are responsible for developing and implementing human resources strategies, policies and practices that foster a high performing culture and enable achievement of organisational objectives.

Role purpose

The People and Capability Manager has overall accountability for HR services and is responsible for delivering the HR partner functions, including the provision of HR and Employment Relations (ER) advice, guidance and support, working in partnership with internal customers to proactively identify needs, resolve issues and provide comprehensive support that builds capability in all aspects of the business. This position is responsible for ensuring generalist advice and practices that reflect our HR strategies, policies and frameworks, and are aligned with our culture to support successful achievement of business objectives and the organisation's vision and values.

The People and Capability Manager works collaboratively with the Senior Leadership team and internal customers across the business to develop a strong understanding of business priorities, strategies and key performance indicators and develops frameworks to target organisation development initiatives across multiple channels.



Business Planning

- Design and deliver strategic organisational development frameworks, programmes and initiatives, in line with strategic objectives to attract, retain, support and develop our people.
- Ensure People and Capability programmes and initiatives have a measurable impact on our people's capability, enhance organisational culture and reinforce values-based behaviours.
- Establish effective working relationships with leaders across the organisation to understand People needs and ensure solutions support the achievement of individual, team and organisational goals.
- Provide expert People advice to guide team leaders in making decisions about developmental needs.
- Ensure continuous improvement, compliance, privacy and HR best practice are incorporated in the regular maintenance of systems and processes.
- Lead the development, communication and annual review of our People Strategy.

Workforce Planning

- Establish a strategic workforce plan and developmental pathway that is aligned to strategic priorities and allows leaders to forecast capability and capacity requirements to meet growth aspirations.
- Support team leaders to evaluate team structure, job design, and workforce capability in response to organisational change.

Talent and Succession

- Design and implement talent management and succession plans with robust talent assessment methods to identify and retain high performers.
- Develop and embed a high-performance capability framework to drive performance and support exceptional service delivery.
- Ensure talent management and succession initiatives are fit for purpose, address the challenges within our workplace and are aligned to the strategic workforce plan.

Leadership Capability

- Design and implement a leadership development and management programme across all leadership levels, that improves leaders' ability to grow, coach and develop high performing teams, aligned to strategy, including high-potentials development.
- Ensure the leadership development programme is dynamic and aligns to best practice research on leadership development and bridging capability gaps.

Performance Management

- Oversee the organisation's performance management framework, ensuring it is linked to minimum competency requirements, work of role, and aspirational development, and provides a common language of best practice and the behaviours we expect across the organisation.
- Source or develop all the tools and supporting materials to ensure people can use the performance management framework effectively and easily.
- Provide Employee Relations advice, guidance and support in line with New Zealand employment legislation

Learning and Development

- Develop and implement a learning and development framework to support the growth of Antarctica New Zealand and individual's professional development and personal wellbeing.
- Maintain a training matrix with minimum training, qualifications and currency for each role which is linked to employment checks, inductions, training plans and industry review.
- Lead organisational-wide learning and development frameworks that enable teams to plan, deliver, assess, moderate and record competency.
- Develop internally or source externally effective training solutions that address gaps.

Remuneration

- Lead a consistent job evaluation and remuneration framework across Antarctica New Zealand roles.
- Lead appropriate practices to ensure consistent decision making on performance pay and benefits.
- Ensure performance management and remuneration policies drive business performance and staff engagement.



Culture, Engagement and Diversity

- Lead staff engagement processes and develop measures to reinforce and enhance our organisational culture and values.
- Champion an inclusive and diverse workforce and introduce thinking and practices that promotes diversity.
- Measure diversity, inclusion and unconscious bias practices and implement policies and processes to address knowledge and behavioural gaps.

Recruitment, Induction and Onboarding

- Oversee the creation and implementation of a recruitment strategy that attracts and selects employees with the necessary skills and capabilities to achieve organisational objectives.
- Oversee the induction and onboarding process for Antarctica New Zealand, ensuring all new employees are appropriately supported and welcomed to a safe and inclusive working environment.

Employment Relations

- Ensure internal policies and procedures comply with relevant legislation and are well communicated and understood internally.
- Provide operational support to managers to deal with performance issues, misconduct, complaints and grievances.

People Leadership

- Provide effective leadership to the People and Capability Advisor and Executive Assistant.
- Regularly contribute to and provide influence and advice to the Senior Leadership team.
- Provide effective leadership, supervision and a safe work environment for the team
- Coach staff, prioritise work to meet outcomes, monitor workloads, reviews progress of projects and provide feedback where necessary to staff

Other Tasks

- Fulfil accountabilities as documented in the Health, Safety and Environmental Management Systems.
- Fulfil accountabilities as described in the Information and Records Management Policy for creating and centrally storing accurate and complete records of your own business activities.
- Any other tasks as reasonably assigned by the GM Corporate Services.

Key Challenges

- Support the transformational change from tactical to strategic HR and embed the value proposition of the People function.
- Ability to draw connections across organisational functions in a small but complex operational environment.
- Providing leadership and support to teams in a unique environment living and working away from home
- Proficient in both strategic thinking and hands-on delivery, guidance and support
- Prioritisation of high value improvements.

Key functional relationships

Internal	• Senior Leadership Team • Scott Base Leadership Team / Team Leaders • GM Corporate Services • People and Capability Advisor • Executive Assistant to the CE
External	• HR Service providers • Consultants • Diversity Works NZ • Partner agencies



Minimum capability necessary to work to role

Capability area	Description
Qualifications, Certificates and Memberships	Degree or Diploma in Management, Human Resources or Organisational Psychology required.
Knowledge, Skills and Experience	5 or more years' experience in talent management / organisational development / workforce transformation or equivalent - Experience in designing innovative HR systems - Experience in workforce strategy and planning - Experience in organisational transformation and change management methodology - Proven experience as an evidence-based leader. - Understanding of, and commitment to, Tikanga and Te Tiriti o Waitangi principles
Judgement, temperament and influence	- Demonstrates ability to learn, even from difficult situations. - Effective in the ability to develop strong relations with business partners and stakeholders. - Is aware of impact of own self on others. - Confronts issues and persists to resolve them. - Effective interpersonal skills, including the use of enquiry that supports understanding and support for plans and changes. - Ability to make difficult decisions which may not be popular with staff or colleagues.

Antarctica New Zealand values

People are the key to Antarctica New Zealand's success. This includes permanent staff; fixed term and contract staff; seconded staff from the New Zealand Defence Force and our many strategic partners in Government, the science community and other national Antarctic programmes. We seek to create a high performance organisation underpinned by a culture of shared beliefs, in particular:

- We are proactive and passionate about what we do**
E ngākau whiwhita ana, e ngākaunui ana hoki tātou ki ā tātou mahi katoa
- We take responsibility for each other and the environment**
Nōtātoute haepapakite tiakii a tātouanōme te taiaohoki
- We work together to achieve success**
Ka mahitahitātoukiaangituai
- We always act with integrity**
He ngākau pono ō tātou ahakoa te aha
- We pursue excellence in everything we do**
Ka whāia e tātou te iti kahurangi i ā tātou mahi katoa



Roles authorisations

I confirm that this Role Description accurately describes the work of the People and Capability Manager:

General Manager Corporate Services

Date

I accept this Role Description accurately describes the work of the role for which I am accountable:

People and Capability Manager

Date