



## POSITION DESCRIPTION - BOARD MEMBER

### ORGANISATIONAL BACKGROUND

The New Zealand Olympic Committee (NZOC) is an independent, charitable organisation responsible for providing support and resources to enable New Zealand athletes to achieve at the highest levels of their sport and to excel at Olympic, Commonwealth and Youth Games.

The NZOC is recognised by the International Olympic Committee (IOC) and the Commonwealth Games Federation (CGF) as the representative body in New Zealand responsible for developing, promoting and protecting the Olympic Movement in this country as well as having responsibility for the selection and organising of New Zealand teams to Olympic, Commonwealth and International Youth Games.

**Vision** To inspire excellence and pride in New Zealanders

**Purpose** To enable athletes and teams to compete and excel on the world stage, and to maximise the impact of the Olympic and Commonwealth Sports movements in New Zealand.

The values of the NZOC underpin our strong culture of manaaki and embracing the leadership and demonstration of these values are the core of the role:

**Excellence** - Being the best we can be in everything we do

**Leadership** - Empower, inspire and challenge self and others

**Integrity**- Being ethical, honest and doing the right thing

**Pride** - A sense of belonging and belief in a common purpose

**Respect**- Value your own and others worth, rights and responsibilities

*The Board also operates under the Board Governance Policies which details the NZOC's relationship to its members, stakeholders, the governance philosophy, practices, and individual and collective expectations.*

***(Part 1) KEY ACCOUNTABILITES***

| KEY ACCOUNTABILITES   | CRITICAL SUCCESS FACTORS  |
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| <p>To provide leadership in the creation and realisation of the NZOC’s vision, and the development and execution of strategies that enable the organisation to thrive nationally and set standards internationally.</p>   | <ul style="list-style-type: none"> <li>• <i>Constantly and consistently articulate and represent the NZOC’s vision and values</i></li> <li>• <i>Effective governance relationships within member sports and the sector in New Zealand</i></li> <li>• <i>Effective governance relationships with Sport NZ, High Performance Sport NZ, public and private sector partners in NZ, including IOC, CGF etc. internationally.</i></li> <li>• <i>Role clarity and alignment between governance and management</i></li> <li>• <i>Vision for, and commitment to, promotion of the Olympic movement and values within NZ and internationally</i></li> <li>• <i>Embrace athlete centred thinking to ensure best outcomes for our athletes and NZ Team</i></li> </ul> |
| <p>To ensure that the organisation is led and directed at all times in the spirit of the Constitution of the NZOC (acting in the best interests of the organisation and its members) and in line with its obligations to the International Olympic Committee (IOC) and Commonwealth Games Federation (CGF).</p> | <ul style="list-style-type: none"> <li>• <i>Knowledge of the NZOC Constitution</i></li> <li>• <i>Knowledge of the IOC, CGF and fulfilment of obligations to these organisations and related entities (i.e. ONOC, ANOC, WADA, Pacific Games Council and various Commissions</i></li> <li>• <i>Standards of conduct consistent with vision and values</i></li> <li>• <i>Framework for feedback, consultation, debate and resolution</i></li> </ul>  |
| <p>To provide leadership in terms of the development and implementation of the NZOC strategy, and the consequent transition to new organisational models and developments over time.</p>  | <ul style="list-style-type: none"> <li>• <i>Affinity with “NZOC Pathway to 2024 Strategy” and outcomes</i></li> <li>• <i>Resourcing and management of change</i></li> <li>• <i>Future-focused leadership</i></li> </ul>   |
| <p>To develop policies which enable successful, accountable and objective leadership of NZOC.</p>   | <ul style="list-style-type: none"> <li>• <i>Well-founded decision-making processes.</i></li> <li>• <i>Relevant and contemporary policy development and deployment</i></li> <li>• <i>Ability to contest options</i></li> </ul>   |
| <p>To provide financial governance in order to protect and optimise the assets and resources of the NZOC.</p>   | <ul style="list-style-type: none"> <li>• <i>Approval and review of financial and management processes</i></li> <li>• <i>Adequate management of financial, performance and physical risks</i></li> <li>• <i>Approval of budget and plans</i></li> <li>• <i>Constant improvement of management processes through the use of best practices, technology and innovation</i></li> </ul>  |

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| <p>To oversee the implementation of appropriate governance structures, development and improvement strategies for the NZOC's key focus areas: Games Leadership, Athletes Commission, Olympic Values Education and Legacy.</p> | <ul style="list-style-type: none"> <li>• <i>Set clear accountability for the NZOC overall and priority focus areas</i></li> <li>• <i>Ensure alignment of sub strategies with overall NZOC Statement of Intent</i></li> <li>• <i>Set and review Key Performance Indicators (KPIs) to foster improvement</i></li> <li>• <i>Adequately resource selected improvement / development initiatives</i></li> <li>• <i>Delegate appropriate responsibility and resources with effective monitoring to NZOC Commissions</i></li> </ul>  |
| <p>To ensure that best practice management structures, policies and practices are in place that attract, retain and develop high quality personnel.</p>   | <ul style="list-style-type: none"> <li>• <i>Appoint CEO / Secretary General</i></li> <li>• <i>Approve organisational structure</i></li> <li>• <i>Approve delegated authorities</i></li> <li>• <i>Regularly review as appropriate operating principles and procedures established</i></li> <li>• <i>Annual planning and budgeting process</i></li> <li>• <i>Conformity with accepted standards of fiduciary responsibility, and management accountability</i></li> <li>• <i>Constant improvement of management processes through the use of best practices, technology and innovation</i></li> </ul> |
| <p>To set clear accountabilities, performance standards and appropriate measures (KPIs) for the successful management of the NZOC.</p>  | <ul style="list-style-type: none"> <li>• <i>Service delivery measures for the NZOC, key areas of focus and commissions/ sub – entities (i.e. NZ Olympic Foundation)</i></li> <li>• <i>Appropriate financial, marketing, human resource management and operational standards and measures</i></li> <li>• <i>Membership leadership, services and support</i></li> <li>• <i>Measures of supporter, sponsor (and other stakeholders as appropriate) satisfaction</i></li> </ul>   |

*(Part 2) COMPETENCY PROFILE*

| COMPETENCY                              | DESCRIPTORS   |
|---|---|
| Strategic Ability/Thinking              | <ul style="list-style-type: none"> <li>• <i>Accurate anticipation of future consequences and trends</i></li> <li>• <i>Broad knowledge and global perspective</i></li> <li>• <i>Future oriented</i></li> <li>• <i>Communicates credible scenarios and possibilities</i></li> <li>• <i>Creates competitive and innovative strategies and plans</i></li> <li>• <i>Thinks “outside the square”</i></li> </ul>   |
| Leading Vision and Purpose              | <ul style="list-style-type: none"> <li>• <i>Creates and communicates a compelling purpose for the organisation</i></li> <li>• <i>Sees possibilities beyond the current times – future focussed</i></li> <li>• <i>Creates opportunities to engage and support the vision</i></li> </ul>  |
| Business Acumen                         | <ul style="list-style-type: none"> <li>• <i>Knowledge of current and possible business policies, practices, trends and information</i></li> <li>• <i>Understands the management environment and business of the NZOC</i></li> <li>• <i>Understands and has experience of Not-For-Profit entities</i></li> <li>• <i>Appreciates legal and fiduciary responsibilities</i></li> <li>• <i>Understands value propositions and can evaluate their relative commercial merit – commercial focus</i></li> <li>• <i>Knowledge of relevant issues such as global relationships, operating in an international context, commercial leverage and marketing</i></li> </ul> |
| Strategic Planning                      | <ul style="list-style-type: none"> <li>• <i>Can set goals, objectives and measures</i></li> <li>• <i>Knowledgeable about scoping assignments and projects</i></li> <li>• <i>Clearly assigns responsibility for tasks and decisions</i></li> <li>• <i>Monitors results: focuses on the “what”, not the “how”</i></li> </ul>  |
| Governing through systems and processes | <ul style="list-style-type: none"> <li>• <i>Practices, processes and procedures which enable management to manage</i></li> <li>• <i>Restraint in imposing own practices and ideas</i></li> <li>• <i>Effectively acquires information from multiple sources</i></li> <li>• <i>Understands domestic and international sports systems</i></li> </ul>   |
| Integrity and Trust                     | <ul style="list-style-type: none"> <li>• <i>Is widely trusted and seen as a direct and open person</i></li> <li>• <i>Can deal with conflict, ambiguity and information in an appropriate and positive manner</i></li> <li>• <i>Acts in all settings in a way which is befitting of this appointment and can reflect the organisational values and culture of manaaki</i></li> <li>• <i>Works effectively and discreetly as a team member on the Board.</i></li> </ul>   |

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|  | <ul style="list-style-type: none"> <li>• <i>Has empathy for sport generally and promotes its benefits to society</i></li> <li>• <i>Has a willingness to embrace Te Ao Māori and support the organisational desire to enhance its diversity and bi-culturalism.</i></li> </ul> |
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| <b>COMPETENCY</b>                          | <b>DESCRIPTORS</b>   |
|--|--|
| Stakeholder Focus                          | <ul style="list-style-type: none"> <li>• <i>Recognises the diversity and range of stakeholders – national and international</i></li> <li>• <i>Establishes and maintains effective relationships</i></li> <li>• <i>Talks and acts with stakeholders in mind</i></li> <li>• <i>Is dedicated to meeting the expectations and requirements of stakeholders</i></li> <li>• <i>Ensures valid information is used in decisions to do with stakeholders</i></li> </ul> |
| Quality Decision Making                    | <ul style="list-style-type: none"> <li>• <i>Makes decisions in a timely manner, sometimes under tight deadlines and pressure</i></li> <li>• <i>Understands what information is required to make decisions</i></li> <li>• <i>Can achieve consensus</i></li> </ul>   |
| Olympic Movement, Knowledge and experience | <ul style="list-style-type: none"> <li>• <i>Insightful and objective appreciation of Olympic Movement</i></li> <li>• <i>Has strong appreciation of high performance sport and criticality of embracing athlete centred thinking</i></li> <li>• <i>Understands global issues and dynamics</i></li> <li>• <i>Appreciates the diversity and development issues facing Olympic and Commonwealth Games movements globally</i></li> </ul>                            |