



*A Division of Hancock Timber Resource Group,  
A Manulife Asset Management Company*

## **Chief Operating Officer**

- Tauranga based
- Forest management business
- Forestry sector

Hancock Forest Management NZ Ltd (HFM NZ) is a company of scale and complexity and is New Zealand's largest forest management company. Established in 2004, the business manages approximately 235,000 hectares of forest assets with an annual harvest of circa 5.8 million m<sup>3</sup>. HFM NZ is strongly committed to providing safe work places and excellent environmental outcomes.

Reporting to the General Manager, this newly created role is responsible for all commercial and operational activities for our clients. The Chief Operating Officer (COO) will lead key stakeholder relationships, representing HFM NZ at a senior level within the forestry sector in New Zealand. With direct responsibility for approximately 60 employees, this broad role will be accountable for all achieving excellence in forest operations inclusive of silviculture, planning and engineering, harvesting and distribution. The incumbent will also oversee all domestic sales of circa 3 million m<sup>3</sup> per annum.

The COO will work closely with a team of senior managers and functional specialists in the areas of health and safety, environmental management, mensuration and forest estate modelling and valuation, finance and sales.

You may have seen this role advertised in mid-2018. As this is an important appointment for the business, HFM NZ is taking their time to ensure they get the right person for this role. Perhaps that person is you?

The successful candidate will have extensive experience in Board liaison and reporting, and will be able to demonstrate sound, proven governance experience. Seasoned leadership and relationship management skills are a given and candidates will possess superior business acumen and communication skills. They will also have a strong commitment to collaboration and a team based approach with a focus on continuous improvement.

It is highly likely that the successful candidate will have a forestry industry background however, candidates from other primary sectors who can demonstrate success in leading teams and managing the complexities of a multi-faceted business are encouraged to apply. This is a stunning, senior leadership role in a successful and focused business. A highly competitive remuneration package including base, incentive

bonus and suite of benefits will be provided to the successful applicant. To find out more, please contact Bernadette Ryan-Hopkins at Ryan + Alexander Consulting Ltd on 027 839 7683.



# Chief Operating Officer

**Hancock Forest Management (NZ) Ltd**

**January 2019**

<b>Location</b>	Tauranga
<b>Reporting to</b>	HFM NZ General Manager
<b>Number of reports</b>	7 direct
<b>Approximate budget control (\$)</b>	Operations \$280 million Domestic sales \$300 million
<b>Key service recipients</b>	HFM NZ General Manager HFM NZ President HFM NZ Board of Directors Clients' Board of Directors OTPP CEO External Stakeholders

## Role Purpose

The Chief Operating Officer is responsible for all commercial and operational areas across all HFM NZ's clients. This includes:

- Ensuring that all HFM NZ and client operations take all practicable steps to achieve a zero harm workplace. Health, safety and environmental (HSE) stewardship is a foundation principle and ensuring compliance with HSE laws and regulations in conjunction with the Health Safety and Risk Manager is a primary responsibility.
- Accountability and responsibility of all forest operations on all estates managed by HFM NZ, being Taumata Plantations Limited, Tiaki Plantation Company and Ontario Teachers' Pension

Plan. The productive area of these clients is currently approximately 235,000 hectares with an annual harvest in 2019 of 5.7 million m3.

- Accountability and responsibility for all domestic sales for the above clients. This is approximately 2.8 million m3 and has an approximate value of \$300 million per annum.
- Accountability and responsibility for all domestic harvest distribution (including export deliveries to New Zealand port destinations) with the aim to maximise the mix of sales, wood flow and distribution efficiencies in order to achieve the best financial outcomes for clients.
- Ensuring the entire harvesting operations result in the best optimisation decisions that are accurately measured and reported, to ensure the best financial returns are delivered to respective clients.
- Being proactive in all stakeholder relationships, following a truly thorough and transparent approach and ensuring the business and our clients are not exposed to any surprises.
- Representing HFM NZ at a senior level within the greater forest industry sector in New Zealand, to ensure HFM NZ and its clients' interests are at all times protected and that investments and/or changes are communicated back to the respective businesses. This will involve external directorship roles, representing our clients' investments.
- In conjunction with the General Manager and other members of the Leadership Team and within strict safety and environmental standards, investigate and develop strategic business growth initiatives across HFM NZ forestry operations to deliver significant profitability. Further take direct responsibility for the project management and implementation of key strategic initiatives.
- Fulfilling a constructive and inclusive leadership role both within the business of HFMNZ and with all of our contractors, customers, Iwi groups and ultimate stakeholders, ensuring a fully transparent and open dialogue is established and maintained.

The five strategic pillars of HNRG, below, form the foundation and focus of the heart of our ethos and are cornerstones of this role.

- Strong Client Relationship and Market Presence
- Investment Leadership
- High Performing Team and Employer of Choice
- Operational Excellence
- Profitable Growth

## Competencies

Core Competencies	Details
Board Liaison	<ul style="list-style-type: none"> <li>• Has extensive experience in working with senior level executives, external stakeholders and Board of Directors.</li> <li>• Builds trust and respect and is seen as a leader within the business.</li> <li>• Presents oneself in a professional manner to maintain image and credibility.</li> <li>• Demonstrated experience in maintaining positive and productive relationships with Boards.</li> </ul>
Leadership	<ul style="list-style-type: none"> <li>• Inspires others' commitment to their work and to business' goals and acts as a role model.</li> <li>• Upholds the highest standards of business practices and demonstrates integrity and fairness.</li> <li>• Resolves conflicts, confrontations, and disagreements positively and constructively.</li> <li>• Recognizes the contributions of others.</li> <li>• Champions innovation and creativity by encouraging, recognizing and rewarding those who take initiative, develop new ideas or concepts, or improve work processes or methods.</li> <li>• Actively embraces diversity by creating, leading and managing an inclusive workplace that maximizes the talents of each person.</li> </ul>
Business Acumen	<ul style="list-style-type: none"> <li>• Understands and applies general business management and financial principles and practices to ensure decisions are fiscally sound, responsible and aligned with organizational priorities.</li> <li>• Monitors the overall performance of the organization and adjusts allocation of finances based on progress against strategic goals.</li> <li>• Demonstrates an understanding of budget and funding process and how to optimize resource allocation within these constraints.</li> <li>• Acts decisively by gathering integrating and analysing sufficient, relevant information from various sources, to make effective, timely and transparent decisions, both in routine and crisis situations.</li> <li>• Uses influence and negotiation skills to advocate or defend decisions as necessary.</li> </ul>
Developing Relationships & Interpersonal Skills	<ul style="list-style-type: none"> <li>• Builds effective relationships to achieve business goals and mutually beneficial outcomes.</li> <li>• Relates to people in an open, friendly, and professional manner and discusses subjects in a constructive manner, with all levels of staff.</li> </ul>

	<ul style="list-style-type: none"> <li>• Fosters cooperation, collaboration, and communication to facilitate consensus and accomplish tasks.</li> <li>• Demonstrates diplomacy by approaching others about sensitive issues in non-threatening ways.</li> <li>• Notices and accurately interprets what others are feeling, based on their word choices, voice tones, facial expressions, and other nonverbal behavior.</li> </ul>
Political Savvy	<ul style="list-style-type: none"> <li>• Understands priorities, cultural norms, and unwritten rules for success at all levels of the organization.</li> <li>• Identifies when issues need to be escalated to higher authorities and effectively alerts appropriate staff.</li> <li>• Demonstrates an understanding of the interrelationships, roles and responsibilities of the organization.</li> <li>• Uses knowledge of the organizational culture in making decisions and perceives the impact and implications of such decisions.</li> </ul>
Teamwork & Collaboration	<ul style="list-style-type: none"> <li>• Can demonstrate the ability to work effectively as part of a senior management unit to collaborate and deliver best outcomes.</li> <li>• Coordinates efforts with applicable stakeholders to ensure awareness, share information, and provide updates until completion.</li> <li>• Identifies, organizes, facilitates and /or sustains mutually beneficial partnerships and alliances with internal and external stakeholders and Board of Directors.</li> <li>• Recognizes the importance of cooperation, and seeks opportunities to collaborate to identify and solve interrelated challenges.</li> <li>• Fosters open exchange of information and solicits input from team members.</li> <li>• Listens to constructive feedback and incorporates suggestions to achieve collective objectives.</li> </ul>
Communication	<ul style="list-style-type: none"> <li>• Fosters an environment conducive to open, transparent communications among all levels.</li> <li>• Ensures that regular communication occurs based on the needs of the work, the individual, management or the situation.</li> <li>• Clearly and effectively conveys information verbally.</li> <li>• Organizes, expresses, and communicates ideas clearly in writing.</li> </ul>
Customer Commitment	<ul style="list-style-type: none"> <li>• Discovers, understands and takes personal responsibility to meet external and internal customers' needs and considers the impact of all activities to the customer.</li> </ul>
Continuous Performance Improvement	<ul style="list-style-type: none"> <li>• Finds creative and new solutions and manages the change process, helps the organisation move towards an enhanced competitive position.</li> </ul>

## Qualifications

Qualification/Skill/ Experience	Details
Educational qualifications	<ul style="list-style-type: none"><li>• Degree in Business Management or equivalent</li></ul>
Work experience	<ul style="list-style-type: none"><li>• At least 15 years' senior level management experience, primarily in the roles of General Manager or Chief Executive Officer</li><li>• Demonstrated formal Board reporting with sound, proven governance experience, extending to external Directorship roles</li><li>• Sound commercial acumen, demonstrating the ability to manage the complexities of a multi-faceted business with large scale human and capital deployment</li></ul>