# RNZ – Position Description

**Title:** Head of Programming and Visuals  
**Date:** May 2018

**Reports to:** The Chief Executive and Editor-in-Chief

**Location:** Auckland

**Directly responsible for:** Executive Editor Morning Report; Executive Editor Checkpoint; Checkpoint Presenter; Director News Programming; Editor 5am show (new); Video Production Team Leader

**Functional Relationships:** The Leadership Group, in particular the Head of News and Digital.

**Purpose of the job:**

The Head of Programming leads RNZ’s multimedia and visual programming and is responsible for ensuring content is timely, multimedia, relevant to audiences, appealing, comprehensive and authoritative. They ensure audience needs drive both our programming strategy and our operations.

The role will also oversee any future external commissioning, production and acquisition required for multi-media programming development.

## Key Job Outcomes/Accountabilities and Indicators of Success

<table>
<thead>
<tr>
<th>Outcomes/Accountabilities required</th>
<th>Likely/expected actions contributing to achievement of outcomes</th>
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<tbody>
<tr>
<td><strong>Multi-media and Visual Programming and Strategy:</strong></td>
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<tr>
<td>(1) High quality and comprehensive multi-media and visual programming content and strategies are implemented successfully which enhance audience appeal and build and diversify audience numbers;</td>
<td>(1) Lead the development and implementation of RNZ’s multimedia and visual news programming and strategies to increase audience size and diversity.</td>
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<td>(2) RNZ’s programme content strategy is effectively translated into well supported and resourced technologies.</td>
<td>(2) Work to build the multimedia capabilities of our news programmes – Morning Report, Midday and Checkpoint.</td>
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<td>(3) Multi-media and visual programming content will be timely, relevant to audiences, appealing, entertaining, comprehensive and authoritative.</td>
<td>(3) Create and communicate a clear strategy for the above programming and any new initiatives.</td>
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<td>(4) The multi-media and visual strategies will be achieved across all of Radio New Zealand’s platforms and brands; along with the new brands.</td>
<td>(4) Work with the Head of Technology and Operations to develop the implementation of new multi-media technologies for RNZ.</td>
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<td>(5) A successful new 5am show is introduced.</td>
<td>(5) Develop strategy which determines the commissioning of visual and multi-media content which meets audience needs and RNZ’s editorial standards.</td>
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| **Multi-media and Visual Programming and Strategy (continued):**  
(6) Audiences report a satisfying user experience and audience growth is achieved.  
(7) While providing a high quality and innovative user experience multi-media and visual brands are perceived as healthy and credible both internally and externally. | **Multi-media and Visual Programming and Strategy (continued):**  
(6) Work with the heads of Audience Strategy, News and Digital and Radio to develop and deliver content across existing and new brands to meet audience requirements.  
(7) Work with other leadership team members to develop a proposal and business case for a new 5am show, with costs and audience metrics included, for consideration and agreed funding.  
(8) Set and achieve targets for audience growth.  
(9) Proactively monitor development requirements against plan and provide early/warning ‘no surprises’ information about variations to agreements and renegotiate alternatives |
| **Bringing Radio New Zealand’s Charter to life:**  
(1) The highest standards of content quality, comprehensiveness, independence, accuracy and appeal are achieved across all of Radio New Zealand’s services, platforms and brands.  
(2) Charter requirements are met and reflected in the multi-media and visual strategies;  
(3) Charter requirements are enhanced by matching appropriate audiences with content offerings. | **Bringing Radio New Zealand’s Charter to life:**  
(1) Collaboratively define then articulate to the multi-media and visual groups their requirements to meet the Charter;  
(2) Incorporate Charter requirements into the multi-media and visual strategies and ensure performance requirements for direct report managers reflect that;  
(3) Incorporate performance against Charter requirements as routine reporting within the group. |
| **Relationship management:**  
(1) The multimedia and visual strategy agenda for News programming is understood and supported by RNZ leadership;  
(2) Contributions to developing commercial strategy and partnerships are valued by RNZ and relevant stakeholders;  
(3) Key relationships including with LG colleagues are maintained.  
(4) External relationships are nurtured, maintained and value for money.  
(5) Cross functional project teams are established to meet RNZ strategic goals when required (avoiding silos and patch protection); | **Relationship management:**  
(1) Work with Head of News and Digital to offer content to 3rd party platforms;  
(2) Actively contribute to develop (with other senior executives) RNZ partnerships and stakeholder relationships;  
(3) Maintain a complete honest and open “no surprises” status with CEO and CFO and senior content colleagues, on multi-media and visual focused developments;  
(4) Provide timely feedback to other areas of RNZ on what’s working or not working – avoiding knee-jerk reactions;  
(5) Proactively monitor tweaks and changes in strategy against plans and timeframes; |
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<td><strong>Relationship management (continued):</strong></td>
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<td>(6) Ensure staff maintain mutually beneficial external contacts that optimise RNZ multimedia and visual strategy;</td>
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<td>(7) Attend (or have someone always attending on your behalf) Leadership Group meetings.</td>
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<td><strong>Staff leadership and development:</strong></td>
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<td>(1) Staff successfully execute the multi-media and visual strategies;</td>
<td>(1) Lead the multi-media programming and visual teams with direction consistent with strategy, encouraging ideas and creativity.</td>
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<td>(2) Staff grow and maintain all relevant skills and expertise and these are well deployed;</td>
<td>(2) Encourage staff to innovate in their areas of expertise;</td>
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<td>(3) Staff roles and accountabilities within the team are clearly defined and understood.</td>
<td>(3) Document individual performance requirements (PIVOT) incorporating all elements of audience strategy, relationship management requirements across the business and professional/technical development requirements;</td>
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<td>(4) Build capability in all aspects of direct reports including delegating assignments and coaching;</td>
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<td>(5) Plan and monitor achievement of direct reports’ performance taking corrective or supportive action as required;</td>
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<td>(6) Develop and implement measures of staff productivity;</td>
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<td>(7) Collaborate with staff to identify and implement ongoing training and development opportunities and liaise with People &amp; Development Manager to implement training and development plans.</td>
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<td><strong>Organisational Culture and Strategy implementation:</strong></td>
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<td>(1) Direct reports are engaged, satisfied and productive within their roles and satisfied with the leadership style of the Head of multi-media and visual and internal relationships;</td>
<td>(1) Recruit successful people that quickly adapt to RNZ requirements;</td>
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<td>(2) Staff succession planning is in place;</td>
<td>(2) Provide coaching and support for direct reports;</td>
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<td>(3) Changes to executing strategy using RNZ staff, are well planned and introduced collaboratively.</td>
<td>(3) Prioritise use of training opportunities across the team;</td>
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<td>(4) Working with the People &amp; Development team, identify and implement workforce planning (deployment of future resources) and succession planning (developing skills for critical positions);</td>
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<td>(5) Facilitate a team culture that builds a high performing and inclusive team;</td>
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<td>(6) Participate in relevant data gathering for staff work satisfaction and engagement;</td>
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<td>(7) Share internal data results and collaboratively identify and prioritise leadership strategies to improve as appropriate</td>
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<td>(8) Monitor staff health and safety compliance ensuring corrective actions are taken as required.</td>
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<td><strong>Financial Operations:</strong></td>
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<td>(1) A budgeted plan for the multi-media programming and visual group will be developed, approved and implemented.</td>
<td>(1) Develop business plans and budgets for multi-media programming and visual group strategies;</td>
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<td>(2) Monitor budget expenditure against plans, taking corrective action as required;</td>
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<td>(3) Provide CEO with robust and timely analysis of Programming and Visuals financial position with appropriate recommendations as required.</td>
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PERSON SPECIFICATION

IDEAL EXPERIENCE AND PERSONAL SKILLS

- Proven achievement and credibility as a senior journalist and/or editor/broadcaster who sets and achieves high professional standards.
- Significant experience and track record setting strategies to reach audiences, ideally in a broadcast and/or multimedia environment.
- Experience in leading implementation of strategy and initiatives that deliver programming across multiple platforms.
- Expertise in editorial leadership and decision-making.
- Experience and a proven track record in visual media, multi-media and/or television.
- Expertise in multi-media journalism and an appreciation of audience metrics.
- An understanding of content management platforms and associated technology
- Successful track record in planning, budgeting and expenditure control.
- An understanding of Radio NZ programming and Charter objectives.
- The proven ability to:
  - exercise sound judgment and act decisively
  - think and act strategically;
  - apply an understanding of the media sector in NZ and appreciate key market, consumer and technological trends;
  - think flexibly and creatively with an ability to quickly grasp complex topics;
  - persist in achieving results by overcoming setbacks and obstacles;
  - tolerate ambiguity,
  - maintain own health, safety, welfare to ensure optimum resilience and performance in difficult situations or under stress.
  - The willingness to be open and transparent e.g. disclose mistakes, act ethically, and engage in professional and personal development, including seeking and acting on constructive feedback.
  - Apply all legislative requirements, regulations, policies and procedures related to area of responsibility and specialised expertise.
  - The willingness to understand and promote the value of diversity, including obligations under the Treaty of Waitangi.
- Proven credible experience/achievement in:
  - Editorial management;
  - Leadership including team building skills, influencing others, creating a work environment that fosters commitment and collaboration with others outside the group and crisis management;
  - Recruitment, staff development and team building skills;
  - Developing content for multiple audiences;
  - Identifying and nurturing talent;
  - Resolving complaints about coverage;
  - Successfully initiating and implementing change that improves quality and productivity;
  - Communicating with internal and external audiences and relating successfully to diverse groups of people.
SENIOR MANAGEMENT COMPETENCIES

As a member of the Senior Leadership Group, it is expected that the Head of Programming and Visuals will demonstrate the following competencies.

Leadership and Teamwork
- Inspires others with the vision
- Motivates and excites people and releases their energies
- Encourages and harnesses creativity and innovation
- Encourages staff to assume responsibility
- Develops leadership in others through coaching and mentoring
- Inspires and leads others’ commitment towards change
- Sets and maintains cultural, ethical and behaviour standards

Strategic Capability
- Sees the big picture and clearly articulates the future direction
- Formulates effective strategies and policies consistent with the Charter
- Balances long-, medium- and short-term goals
- Analyses problems and can extract the core of an issue
- Scans the external environment, seeks, analyses and utilises information on trends and other critical management information to shape plans and activities
- Influences and educates externally, while maintaining organisational values
- Acts through appropriate channels

Managing Self
- Uses a variety of sources to gain personal insight and seeks continuous improvement in areas of weakness as well as strength
- Manages the balance between caring for self and meeting organisational needs and maintains focus, even under adversity
- Approaches work with a sense of purpose and self-control
- Anticipates and is open to change
- Remains persistent even under adversity, but knows when to let go
- Recovers quickly from setbacks, maintaining own health and safety and wellbeing
- Seeks, listens to and responds to feedback
- Is accountable for their role and responsibilities
- Manages time effectively, balancing career and personal life
- Will make, and act on, the unpopular decision, and offer frank advice
- Keeps Chief Executive and other relevant managers informed of areas of risk
- Acts ethically

Outcome Driven
- Proactive and achievement-oriented
- Prioritises effectively, does what is important
- Challenges accepted wisdom and colleagues’ assumptions
- Takes considered risks and experiments with unconventional solutions where appropriate
- Uses good judgement
- Involves others in working up change ideas
- Generates and analyses a range of options for individual and organisational improvement and solutions to problems, including a systematic analysis of risks and benefits
- Communicates and manages risks
- Monitors and evaluates plans to increase effectiveness in client service and outputs
• Makes effective and timely decisions, even when data is limited or solutions produce unpopular or unpleasant consequences
• Ensures the integrity of the organisation

Leadership
• Disseminates information throughout the group so all individuals can fulfil their role requirements
• Encourages attitudes that support Radio New Zealand, holds and promotes an organisation-wide view
• Ensures a diverse workforce is appropriately selected, developed, managed, appraised and rewarded
• Considers external resourcing possibilities where appropriate
• Attends to morale, health and safety and wellbeing dealing quickly with problems
• Takes on tough issues – particularly those related to people – tactfully and compassionately, treating everyone with dignity and respect
• Tempers use of power with persuasion, give-and-take, and support for others
• Establishes performance standards and ensures they are met, takes timely corrective action
• Understands and appropriately applies all legislative requirements, regulations, policies and procedures
• Constructs effective business cases to support proposals
• Balances resources, using appropriately financial management, marketing expertise, cost-benefit analysis, capital resource decisions
• Uses technology to enhance decision making and streamline processes

Building Relationships
• Takes a comprehensive view of the groups and people impacting on their role, covering the ramifications of issues for these groups and their sensitivities
• Represents, negotiates and advocates for the organisation and its work to those within and outside it
• Relates well at any level in the organisation or outside it
• Influences for the good of Radio New Zealand using a network of appropriate formal and informal contacts
• Uses those connections to anticipate and sort out problems before they become significant
• Obtains and keeps respect for external views
• Works with people from other organisations, including unions, and manages cross-boundary issues
• Considers elements of issues beyond own area of expertise while ensuring own views are communicated
• Supports and fully participates in LG’s coordinating, communicating and consultative role
• Supports the achievement of RNZ corporate strategy and policy even when it raises challenges in implementation
• Communicates clearly and convincingly, orally and in writing, to ensure understanding and remove ambiguity