Executive editor business, economics, rural and sport

Position Title: Executive editor business, economics, rural and sport

Date: May 2018

Business Unit/ Location: Auckland/Wellington, with regular travel

Reports to: Head of news and digital

Purpose:

The executive editor will develop a clear strategy and plan to ensure our business, economic, rural and sport journalism is original and reflects audience needs. RNZ will have a distinct voice and presence online and on-air in these areas. We will take risks, break stories and explain issues to our audience. The executive editor will be the champion for this work within RNZ and maintain an open and supportive culture that encourages engagement and high performance, working closely with the wider news and digital operation to optimise this material.

Reporting to the Position:

Business editor, economics correspondent, sports editor, rural reporters and Country Life team

Key collaborative relationships (other than those above):

Head of news and digital, news director, digital editor, director news programming, Community Engagement Editor, Homepage Editors, Bulletin Editors, Head of Audience, Product & Strategy, programme editors, business, sport and economics editors; reporting staff

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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</thead>
<tbody>
<tr>
<td>Strategy:</td>
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<tr>
<td>(1) The development of strategic plans to ensure our business, economic, rural and sport journalism is original and meeting the needs of our audience across different platforms;</td>
<td>(1) Implement the content strategies to increase audience size and grow diversity;</td>
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<tr>
<td>(2) This content reflects New Zealand more broadly;</td>
<td>(2) Champion the commissioning and curation of multimedia content in these areas that meets RNZ’s editorial standards and audience needs;</td>
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<tr>
<td>(3) This strategy is clearly understood across RNZ and staff play a role in it;</td>
<td>(3) Ensure this is extremely closely connected to broader news needs daily, weekly and longer term and have a very close, collaborative, working relationship with the news director and digital editor among others;</td>
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<tr>
<td>(4) This strategy enhances the appeal of our journalism and results in a larger and more diversified audience;</td>
<td>(4) Staff work in a platform agnostic way and understand the value of the different outlets we have, including use of social media;</td>
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<tr>
<td>(5) Our journalism will be timely, relevant to audiences, appealing, comprehensive and authoritative;</td>
<td>(5) Your editors and staff play a role in further developing the strategy;</td>
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<tr>
<td><strong>Strategy (continued):</strong></td>
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<tr>
<td>(6) We “own” a space in these areas which is not derivative or simply following others in the market;</td>
<td>(6) Original stories are actively pursued to extract full value;</td>
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<tr>
<td>(7) Radio and Digital work are both considered as healthy and credible internally and externally;</td>
<td>(7) Ongoing analysis of what is working and what isn’t so RNZ further understands what it wants to be doing in these areas;</td>
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<td>(8) Our journalism is well planned and it reaches the right platforms at the right times.</td>
<td>(8) KPIs and goals are reset on a regularly basis as a result of the above work;</td>
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<tr>
<td>(9) Our approach to how we use resources is focused on the needs of the story and our audience;</td>
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<td>(10) Ensure coverage is, fast (breaking news and live), accurate, independent, topical, timely, legally sound, fair and reflects the Charter;</td>
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<td>(11) Our journalism helps explain issues and events;</td>
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<td>(12) Help us further develop and implement good planning and project management methodologies which allow open decision making;</td>
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<td>(13) The ideas from these areas are part of our daily, mid and long-term planning. This will include being present and contributing to regular news meetings;</td>
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<td>(14) Be prepared to challenge existing approaches and come up with solutions;</td>
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<td>(15) Successfully manages teams which work in different locations and provides support which allows them to focus on storytelling.</td>
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<th>Bringing Radio New Zealand’s Charter to life:</th>
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<td>(1) The highest standards of content quality, comprehensiveness, independence, accuracy and appeal are achieved across all our platforms;</td>
<td>(1) Help define and articulate to staff our requirement to meet the Charter;</td>
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<tr>
<td>(2) Charter requirements are met and reflected in our journalism;</td>
<td>(2) Incorporate Charter requirements into news planning and ensure performance requirements for direct report managers reflect that;</td>
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<tr>
<td>(3) Charter requirements are enhanced by looking to matching appropriate audiences with content offerings.</td>
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<td><strong>Relationship management:</strong></td>
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<td>(1) The strategy is understood and supported by your team;</td>
<td>(8) Maintain an honest and open “no surprises” status with Head of news and digital and senior content colleagues on developments;</td>
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<tr>
<td>(2) Key relationships with colleagues are maintained;</td>
<td>(9) Provide timely feedback on what’s working or not working – avoiding knee-jerk reactions;</td>
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<tr>
<td>(3) External relationships are nurtured;</td>
<td>(10) Proactively monitor tweaks and changes in strategy against plans and timeframes;</td>
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<tr>
<td>(4) Cross-functional project teams are established to meet RNZ strategic goals when required (preventing silos and patch protection);</td>
<td>(11) Ensure staff maintain mutually beneficial external contacts that optimise the strategy;</td>
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<tr>
<td>(5) Difficult conversations are undertaken in a timely way and handled deftly;</td>
<td>(12) Promote a collaborative working approach with staff;</td>
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<td>(6) Issues with staff are addressed quickly, fairly;</td>
<td>(13) Constantly communicate with staff about potential changes and the role we need them to play;</td>
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<td>(7) To model at all times an even-handed and collaborative approach.</td>
<td>(14) Work closely with news director, Director Programming and Digital editor to provide clear and united leadership;</td>
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<td><strong>Staff leadership and development:</strong></td>
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<td>(1) Staff successfully execute the strategy, effectively collaborating with others in the business;</td>
<td>(1) Lead the team with direction consistent with strategy, encouraging ideas and creativity;</td>
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<tr>
<td>(2) Staff grow and maintain all relevant skills and expertise and these are well deployed;</td>
<td>(2) Encourage staff to innovate and take calculated risks, including outside their comfort zones or areas of expertise;</td>
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<tr>
<td>(3) Staff roles and accountabilities within the team are defined and understood.</td>
<td>(3) Staff understand and are part of a more flexible working culture – where skills are shared across areas;</td>
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<td>(4) Set and document individual goals/objectives and 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><strong>Staff leadership and development (continued):</strong></td>
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<td>(5) Monitor performance against plan with your direct reports to help us achieve overall plans taking corrective or supportive action as required;</td>
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<td>(6) Build capability in all aspects of direct reports including delegating assignments and coaching;</td>
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<td>(7) Develop and implement measures of staff productivity;</td>
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<td>(8) 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>(1) Direct reports are engaged, satisfied and productive within their roles and satisfied with the leadership style of the Director;</td>
<td>(1) Recruit talented and skilled people that quickly adapt to RNZ requirements;</td>
</tr>
<tr>
<td>(2) Staff succession planning is in place;</td>
<td>(2) Provide coaching and support for direct reports;</td>
</tr>
<tr>
<td>(3) Changes to executing strategy using RNZ staff, are well planned and introduced collaboratively;</td>
<td>(3) Is a senior editorial leader and source of support for staff more generally;</td>
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<tr>
<td>(4) Staff across RNZ understand the team’s role.</td>
<td>(4) Prioritise use of training opportunities across the team;</td>
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<td></td>
<td>(5) 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>(6) Facilitate a team culture that builds a high performing and inclusive team;</td>
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<td>(7) Participate in relevant data gathering for staff work satisfaction and engagement;</td>
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<td>(8) Monitor staff health and safety, ensuring corrective actions are taken as required.</td>
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<th>Financial Operations:</th>
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<td>(1) Budget is spent appropriately to generate the best journalism;</td>
<td>(1) Will help ensure business plans and budgets for news groups are met;</td>
</tr>
<tr>
<td>(2) Budget commitments are met;</td>
<td>(2) Monitor budget expenditure where necessary, taking corrective action as required;</td>
</tr>
<tr>
<td>(3) Staff understand that sensible spending of funding remains a priority.</td>
<td>(3) Provide Head of news and digital with robust and timely advice relating to any financial risks or gains.</td>
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PERSON SPECIFICATION

Qualifications:
- Appropriate qualifications in journalism.

Knowledge & experience:
- An understanding of RNZ programming and Charter objectives.
- Experience as a senior newsroom manager with particular understanding of how content may be used across multiple platforms.
- Demonstrable expertise in audience analysis and strategy development.
- Experience in successfully managing teams in different locations.

Ideal experience and personal skills
- Proven achievement and credibility as a senior journalist who sets and achieves high professional standards.
- Expertise in driving a news agenda and a solid understanding of news requirements.
- Significant experience and track record implementing strategies to reach audiences, ideally in a multimedia environment/broadcast environment.
- Successful track record in planning, budgeting and expenditure control.
- The proven ability to:
  - exercise sound news and people judgment and act decisively;
  - think and act strategically, e.g. organisational awareness;
  - 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 effectively managing own time, overcoming obstacles and or tolerating 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.

Ideal experience and social skills
- Proven credible leadership experience/achievement in:
  - Building loyalty, commitment trust and pride;
  - Influencing others and creating a respectful work environment fostering innovation and fun;
- Modelling collaboration with others outside the group;
- Recruitment and developing staff;
- Facilitating effective staff performance including supportive attitudes of the organisation as a whole;
- Making best use of staff abilities;
- Conflict management (including interpersonal and working style differences);
- Identifying and nurturing talent.

- Clear, respectful and timely communication when:
  - Resolving complaints or concerns about news performance;
  - Implementing change that improves quality and productivity;
  - Being open to and responding to staff or colleague suggestions;
  - All written material is organised and convincing.

- Building and maintaining effective relationships including:
  - Minimising authority and maximising persuasion;
  - Intervening early and positively to improve the team’s performance;
  - Representing the organisation positively and effectively;
  - Encouraging a free exchange of ideas.
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 Head of News 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

Management
- 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 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