

Candidate Information Pack

EQI Global



Role Title	Chief Executive Officer
Organisation	Dunedin International Airport Ltd
Company website	www.dunedinairport.co.nz
Location	Dunedin, New Zealand
Date	October 2022

EQI Global Consultants

Your key consultant contact/s for this assignment are:



Graham Ewing
Principal

Graham has been involved in high profile executive search and recruitment for over thirty-five years. His consulting style reflects his personal involvement with his clients and each selection assignment. He has an extensive network of relationships across numerous sectors at senior executive and governance levels.

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Lynell Bell
Research Consultant

Lynell has extensive experience in candidate search, attraction and management across the executive recruitment sector. She provides discreet executive search services for our clients and is skilled in identifying and attracting potential candidates. She professionally supports candidates through the selection process

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The Candidate Search & Selection Process:

The following are the typical stages of the process; the process order may vary from time to time. Following the receipt and review of applications stage, progression to each following stage is at the discretion of EQI Global and our client.

<p>Advertised Search</p> 	<ul style="list-style-type: none"> • In conjunction with advertising the role, extensive but discreet search is undertaken. • Applications must include your CV and we recommend a cover letter. • All applications will be acknowledged via email and are retained in our confidential database. • We welcome any queries about the role, the organisation or the process.
<p>Receipt & Review of Applications</p> 	<ul style="list-style-type: none"> • All applications are reviewed and considered against the requirements of the role. This review is completed in conjunction with our client and is generally completed within a week of the application closing date. • You will receive an update on the status of your application. • Your CV will be retained in our confidential search database unless you advise otherwise. • If selected to progress, you will be invited to attend an interview with one of our consultants, either in-person or via video call, dependent on location and other relevant factors.
<p>Consultant Interview</p> 	<ul style="list-style-type: none"> • Our interviews include structured, behavioural based questions and more informal discussion to enable us to assess your fit to the core competencies identified for the role. • You will be expected to provide specific examples of your past experiences as they relate to the position description for the role you are being considered for. • You should be able to clearly articulate the key skills, strengths and experiences you could offer the client in this role.
<p>Interview Review</p> 	<ul style="list-style-type: none"> • A confidential report of the findings of our interviews is provided to the client for their consideration and review. • The decision is made on which candidates to progress further. • You will be advised of the outcome of the review via phone or email. • If you have been selected to progress, we will be in touch to arrange an interview with the client.
<p>Client Interview/s</p> 	<ul style="list-style-type: none"> • The interview will be at the client's convenience and some flexibility may be required on your part to attend. The process may involve two client interview stages. • The interview is an opportunity for two-way discussion. Whilst the client is looking to understand more about you; you will also be considering if the setting is right for you. • You will be advised of the outcome of the interview via phone or email.
<p>Assessment & Checking</p> 	<ul style="list-style-type: none"> • Indepth referee checking will be undertaken. We will discuss your referees with you. • Psychometric assessment may be required. If so, this will be discussed in detail with you. • A range of checks, including but not limited to, criminal, credit, qualification, media and anti-money laundering, may be required dependent on the role. This is undertaken by a third party provider and will be discussed with you. You will be required to provide a copy of your passport or driver's license.
<p>Decision & Offer Process</p> 	<ul style="list-style-type: none"> • An offer may be made by our consultant or the client directly. This will be followed by the appropriate paperwork. • You are entitled to take legal advice before accepting any offer. • We can assist you in any negotiations. • We are available if you have any concerns before or once you start in the role.

Dunedin International Airport Ltd CEO Position Description

Job Title	Chief Executive Officer (CEO)
Reports to	Chair and Board of Directors of Dunedin International Airport Limited (DIAL)
Team	Senior Management (refer below for reporting structure)

Dunedin International Airport Limited: Who We Are

Dunedin International Airport Limited (DIAL) is a public unlisted company, established under the Airport Authorities Act 1966, and incorporated in 1988. It is a Council Controlled Trading Organisation (CCTO) and is governed by a board of independent directors appointed by DIAL's shareholders. There are two shareholders; Dunedin City Holdings Limited and His Majesty the King (The Crown), whom each have a 50% shareholding in DIAL.

In addition to the obligations of the Local Government Act 2002, Dunedin International Airport Limited is also subject to the requirements of The Companies Act 1993 and is governed by directors in accordance with the law and best practice. As a company partly owned by Dunedin City Council, DIAL is mindful of DCC's strategic framework and city objectives.

What We Do

The primary activity of DIAL is to operate a safe and efficient airport utilising sound business principles, for the benefit of both commercial and non-commercial aviation users and in accordance with the terms of its aerodrome certificate issued by the Civil Aviation Authority of New Zealand (CAA).

Operating an airport includes the provision of appropriate "landside" and "airside" infrastructure and facilities at the airport:

- Landside functions include the provision of a terminal building, carpark, and passenger transportation. Additionally, it incorporates the management of commercial tenants and aeronautical related commercial building.
- Airside functions include the provision of a safe and secure aircraft and passenger operating environment, including passenger and baggage screening in line with the CAA NZ operating requirements. This incorporates the responsibility for the design, provision and maintenance of runways, taxiways, and aprons.

DIAL is also responsible for managing assets not currently used for airport activities but which may be used in the future; for example, land held for airport expansion, environmental control purposes, or commercial operations inside the airport zone. This includes the operation of a dairy farm, a service station, and a residential property portfolio.

How We Do It: Our Objectives and Values

DIAL's key objectives are to operate as a successful commercial entity and through that deliver sustainable benefits to customers and the travelling public, and to deliver growth in long-term value and dividends to shareholders. Our success comes by delivering our strategic plan, which aligns with our shareholders expectations, commitment to our vision and is authentic to our core values.

Connecting our place, to more people, in the best way, every day



The Role

Reporting directly to the Board of Directors, the Chief Executive Officer is responsible for leading all aspects of DIAL's operations to achieve growth, return for shareholders and outcomes in line with the strategic plan. This is achieved with strong leadership and operational management that ensures long term viability and value growth of DIAL, our people, shareholders, and our community.

The position is instrumental in delivering and being committed to DIAL's vision, values and our strategic goals:

- ✓ Safety & Security Is Our Number One Priority
- ✓ To Be Sustainable
- ✓ To Provide Kaitiakitanga and Make the Best Use Of Our Assets
- ✓ To Grow Our Aero & Non-Aero Business
- ✓ Developing & Strengthening Our Customer, Partner & Stakeholder Relationships
- ✓ To Be A Great Place To Work

The Chief Executive Officer contributes to the future direction of DIAL by developing and recommending strategy, policies and projects to the Board and implementing Board decisions to achieve the required outcomes. This contribution will need to navigate one of the key challenges for DIAL to drive revenue to improve shareholder returns from aeronautical and non-aeronautical activity including a focus on diversifying commercial revenue across the portfolio:

- Aeronautical: Develop and implement a commercial plan to enhance the attractiveness and competitiveness of DIAL to airlines, airline alliances, passengers and ancillary business as measured by performance against targets.
- Facilities: Manage key aeronautical facilities in accordance with international best practice standards and CAA requirements to facilitate the core aeronautical business and customer requirements.
- Retail: Develop and actively manage retail and concession strategies which achieve measurable increases in revenue, quality of customer experience, and the robustness of revenue streams.

- **Property:** Maximise the value of DIAL’s property assets, (including dairy farms and the Momona garage) by cost effectively managing and developing these assets in order to maintain and improve the contribution to company earnings.
- **Car Parking/Access:** Maximise the value of DIAL’s terminal car parking assets by cost effective management and development to achieve measurable increases in usage, revenue, and quality of customer experience.

Key Relationships

The principal relationships for this role are:

Internal	Expectations
Chair of the Board	Reporting line, regular contact, update on relevant issues
Board of Directors	Regular reporting and updating on progress, seek advice/ support
Senior Management Team	Provide leadership to and participate as a constructive and cohesive member of the Senior Management Team
Team	Liaise with staff and keep staff up-to-date with company developments
External	Expectations
Airlines, Government Agencies, Key Suppliers	Relationship management/resolution of issues
National, Regional and Local Government	Relationship management/resolution of issues. Regular reporting and provision of information
Shareholders, Media Agencies, General Public	Relationship management/resolution of issues. Regular reporting and provision of information
Mana Whenua	Relationship/stakeholder/partner
International and National Industry Participants and Associations	Relationship management
DIAL Stakeholders	Relationship management, increased communication and enhance reputation of DIAL. Promotion of Dunedin City and its offering to position effectively with airlines and facilitate joint venture partnerships.

Key Accountabilities

The CEO sets the tone and shapes the culture and behaviour of the organisation and everyone who interacts with DIAL. Exemplary leadership is a fundamental and the Chief Executive Officer acts and behaves as a role model for DIAL’s values; positively engaging with employees, customers, partners, suppliers, stakeholders, shareholders, and the Board.

Strategic Direction and Planning

Responsible for the development, implementation and communication of DIAL's vision and strategy through the strategic plan and relevant business planning tools, to ensure the services and facilities of DIAL are developed and enhanced, with a view to maximising shareholder value and satisfying current and future customer demand.

Key Tasks:

- Work with the Board to enhance and review DIAL's strategy and vision.
- Develop business and annual operating plans for consideration by the Board.
- Implement strategic and business plans to achieve profitable development and expansion of the business, to build shareholder value, to satisfy customer demand and achieve organisational wellbeing.
- Ensure all brand strategies and business unit plans are linked to and are part of DIAL's overall business strategy.
- Ensure achievement of strategic initiatives and business performance including financial performance.
- Build an effective culture of high performing staff.
- Contribute to an effective whole of city approach in relation to aviation matters.

Compliance & Regulatory Accountabilities

Responsible for compliance with all legislation, regulations, statutory obligations, and risk management associated with DIAL.

Key Tasks:

- Ensure compliance with all legal, employment, and security regulations by managing the discharge of all corporate / commercial requirements.
- Ensure there are appropriate risk management systems in place.
- Effectively monitor and manage whole of business risk, and risk associated with major capital projects, changes in economic conditions, and fluctuations in both the domestic and global aviation market.
- Ensure compliance with Civil Aviation Authority and Transport Safety Authority regulations, including meeting all obligations and requirements of DIAL's Part 139 obligations.
- Ensure the safe, secure and efficient operation of DIAL consistent with statutory, aviation and public safety best practice and legislation.
- Manage the business to best effect within the existing economic regulatory regime whilst delivering on strategies to achieve a future regime which enables DIAL to achieve its financial, commercial, and operational objectives.

Leadership, Values and Reputation

Build and develop a performance driven culture across DIAL. Lead and develop the Senior Management Team by demonstrating a strong and inclusive personal leadership style, with a strong commitment to transparency in all dealings and communications (where appropriate). Lead and promote change to ensure that DIAL is well positioned to meet its strategic objectives. Lead and promote DIAL relationships with government agencies, other airports, key clients, and stakeholders.

Key Tasks:

- Be visible and approachable to DIAL's clients and staff.
- Clearly communicate the purpose, vision and objectives of DIAL, modelling the appropriate behaviour and recognising high performance.
- Ensure all decisions are implemented in a timely and consistent manner.
- Demonstrate a commitment to quality people practices.
- Create a continual learning / improvement environment throughout DIAL.
- Provide regular mentoring and coaching to direct reports and enhance their skills and capabilities.
- Ensure that the Senior Management Team provides a high level of leadership to, and management of the business, working as a high performing cohesive and integrated team.
- Sponsor and lead, where necessary, project teams that implement change and address any resistance to change.
- Ensure a succession plan is in place for all key roles within DIAL.
- Foster productive relationships between DIAL and its key airline and property customers along with applicable government agencies.

Financial

Responsible for ensuring the financial targets of DIAL are achieved and long-term shareholder value is enhanced.

Key Tasks:

- Ensure that DIAL's approved financial goals are achieved, through an adequate return on shareholders' funds and dividend return to shareholders whilst retaining sufficient profits for financial security and planned expansion.
- Submit regular reports on business and financial performance against budget and targets for consideration by the Board.
- Ensure the effective management of DIAL's stakeholder and customer relationships, assets, core business processes and employees.
- Ensure the effective financial management of the company, including all treasury functions, financial reporting, and planning.
- Ensure budgets are set and monitored regularly to enable targets to be met.
- Ensure an expenditure efficiency regime is in operation to continuously manage operating costs in line with approved budgets and industry best practice operating performance standards and ensure compliance by all staff with operative Delegations of Financial and Operating Authorities.
- Continuously pursue all opportunities available to minimise operating costs and increase efficiency and productivity throughout DIAL.
- Ensure effective and value incrementing investment in company infrastructure to grow both the aeronautical and non-aeronautical elements of the business in line with DIAL's strategic direction.

Board Liaison

Responsible for the communication of accurate and timely information to the Board.

Key Tasks:

- Ensure the Board is kept informed on a regular basis of relevant operational issues and progress towards strategic objectives.
- Ensure information on the industry sector, trends, needs and utilisation of resources is presented as required.
- Maintain regular contact with the Chair of the Board.
- Provide the Board with recommendations on policy.
- Inform the Board of any statutory compliance issues that should be brought to the Board's attention.
- Complete such other duties as directed by the Board in a timely, accurate manner and in accordance with organisational policies and procedures.
- Facilitate effective Board operations through effective reporting, constructive participation and decision making.

Business Accountabilities & Opportunity Management

Enhance the value of DIAL's business through the formulation and delivery of strategies and plans for the aeronautical and non-aeronautical components of the business.

Key Tasks:

- Support the promotion of DIAL's services to current clients and develop relationships with potential clients.
- Liaise with DIAL's clients, associated companies, and managers to keep up to date with sector trends and identify new service and activity opportunities.
- Establish and maintain links with the media to ensure a positive company profile.
- Ensure DIAL's view is sought and heard clearly in industry matters.
- Ensure that DIAL is represented effectively in local and national forums.
- Ensure that DIAL keeps abreast of current market, economic, technology, and political trends to maximise business opportunities and minimise risk. To manage and lead the compliance, infrastructure, operational and service delivery functions of the organisation.

Success in the Chief Executive Officer role is measured through agreed Key Performance Indicators (KPIs) centred on the delivery strategic plan and meeting the Board and Shareholders expectations (set through Letter of Expectations, Statement of Intent documents, and annual compliance reporting requirements). These metrics are aligned with the strategic goals and detail aspirational (future looking) and good practice (business as usual) expectations.

Experience and Competencies

Being a leader (informally, formally and through others) is the core skill. This involves situational awareness (when to adopt what role), curiosity (bringing a growth mindset) and empathy (giving space for other voices). We are a people business and the technical expertise will be complemented with a self-awareness that builds high performing teams and engaged stakeholders. These are some of the skills and attributes that we would expect from the CEO:

Safety Leadership & Emergency Response	<ul style="list-style-type: none"> · Safety is at our core being a leader of safety, well-being for our people, airport community and our stakeholders and users. · Successful experience in managing national and local response to and recovery from emergencies and unexpected significant events. · Adopting calm and considered leadership during uncertainty. Experienced in communicating with a wide range of stakeholders in these events.
Strategic Thinker & Leader	<ul style="list-style-type: none"> · Experience at C suite role, leading an operational and service delivery organisation (preferably in regulated industry with strong infrastructure and asset management requirements). · Prepared to challenge the status quo of the organisation and drive a change agenda whilst still delivering outstanding performance in the core business.
Creates a Healthy and Thriving Culture.	<ul style="list-style-type: none"> · Proven outstanding people leader, creating an engaged business with strong governance disciplines that bring employee and business success. · Able to drive a performance-focused culture; get the best out of a team by setting clear goals and using KPIs effectively to drive performance against those goals
Successful Operational Leadership	<ul style="list-style-type: none"> · Ensuring an effective delivery of service is always maintained, regardless of other initiatives in the business. Working with and through your team. · History of leading and executing the strategy, including opportunities for new offerings and revenue whilst driving operational efficiencies.
Innovation & Change Management	<ul style="list-style-type: none"> · Prepared to challenge the status quo of the organisation and drive a change agenda whilst still delivering outstanding performance in the core business. · Successfully leading your people and business to deliver innovative and contemporary practices.
Relationship Management & Stakeholder Engagement	<ul style="list-style-type: none"> · Strong communicator and networker with deep relationship and shareholder management experience; able to build a strong partnership with the Board and industry partners. · Proactively engages and builds relationships with local iwi · Influence positively and effectively externally for the good of DIAL, shareholders, and the community.
Sustainability	<ul style="list-style-type: none"> · Experience in driving significant value-based outcomes whilst balancing environment and social impacts. · Bring an understanding of ESG, government, regulatory, planning and development and political processes.