

POSITION DESCRIPTION

Position: Operations Manager
 Reporting to: General Manager
 Direct Reports: 7
 Total reports: 28

Key Purpose of Role

The Operations Manager is responsible for:

- Leadership, vision and direction to the Pan Pac Forest Products (OTAGO) Limited operations and manage this in a safe, efficient and environmentally acceptable manner.
- Contributing to the development of the strategic objectives and to the annual review of the 5-year plan.
- Managing all aspects of the operation of Pan Pac Forest Products (OTAGO) Limited ensure all business objectives are met, within the strategic plan and operational budget.
- Providing people leadership, mentoring direct reports, undertake six monthly performance and development reviews and have in place people successions plans.
- Representing Pan Pac Forest Products (OTAGO) Limited in the local community.

Key Responsibilities	Expected Outcomes
Health, Safety & Environment	<ul style="list-style-type: none"> • Develop the annual health and safety plan for the business. • Promote a healthy workplace by proactively undertaking responsibilities outlined in the Company’s health and safety policy and procedures and ensuring that all legal, statutory and environmental requirements are adhered to. • Ensure ongoing identification of risks to personnel, the environment and plant and follow up on any proposed safety improvements to ensure they are completed. • Ensure plans for the elimination, minimisation or control of risks and hazards are developed and implemented. • Ensure weekly and three-monthly safety compliance audits are completed and all reporting requirements are met. • Ensure that all resource consents are complied with to minimise the impact to business operations and the environment.
Leadership	<ul style="list-style-type: none"> • Manage direct reports conveying tasks and activities effectively, ensuring that performance management processes are undertaken, and time expectations are clearly understood by the individual. • Lead by example and set the standard for professional behaviour, quality and excellent work habits that support a positive, progressive working environment by: <ul style="list-style-type: none"> ○ Promoting the vision of the organisation both internally and externally; ○ Seeking and leading opportunities for continual improvement; ○ Empowering and encouraging direct reports and other staff in Pan Pac Otago’s lumber operation to develop in their roles and their skill sets. ○ Ensure employee and contractor compliance with the Pan Pac Forest Products (OTAGO) Limited Code of Conduct
Cost Management	<ul style="list-style-type: none"> • Ensure that monthly production and quality plans are achieved within budget costs. • Ensure that inventories are minimal to meet agreed sales, service and operational requirements. • Develop and present capital requests for plant and process improvements.

	<ul style="list-style-type: none"> Understand cost drivers and review continually with a view to reduce these.
Log Procurement	<ul style="list-style-type: none"> Manage the wood flow plans to ensure sufficient log supply exist. Clearly communicate woodflow requirements to wood suppliers. Ensure competitive log purchases are made to meet woodflow requirements.
Employee Relations	<ul style="list-style-type: none"> Develop a productive and empowering work culture ensuring that the necessary pool of skills and knowledge is maintained to operate the business efficiently and safely. Ensure that all employees are aware of expectations and that feedback is accurate, timely and relevant.
Reporting & Compliance	<ul style="list-style-type: none"> Produce a monthly report for the General Manager. Ensure all shareholder reporting requirements are met and queries responded to in a timely manner.
Continuous Improvement	<ul style="list-style-type: none"> Establish measures and devise plans for continuous improvement in operational efficiencies.
External Relationships & Networking	<ul style="list-style-type: none"> Develop and maintain links with external professionals and common interest networks as appropriate, to ensure that the Company benefits from, and may contribute to current best practice and process improvements.
Teamwork & Commitment	<ul style="list-style-type: none"> Develop and maintain positive working relationships with others. Establish and maintain effective relationships with the management team of Pan Pac Whirinaki Lumber division and other key Whirinaki staff and work collaboratively with them.

Scope	Pan Pac Forest Products (Otago) Limited, Milburn site
Turnover	Toll Manufacturing operation for Pan Pac Forest Products Limited. \$ 33 mill costs
Employees	35 employees

Authorities

In line with the current company's requisition for all overseas subsidiaries (issued by Forest Resources and Environmental Marketing Company (FREMC))

Capital Expenditure	<ul style="list-style-type: none"> May commit to capital expenditure within budgeted plan up to \$10,000
General Expenditure	<ul style="list-style-type: none"> May authorise and commit to amounts within approved budget limits
Staff Authority	<ul style="list-style-type: none"> May hire and dismiss staff, with the exception of the senior management group, with reference to GM
Contractual Authority (other than property)	<ul style="list-style-type: none"> May enter contracts for services up to \$40k per annum without reference to Board
Property / Occupancy Authority	<ul style="list-style-type: none"> May not enter binding occupancy contracts

Key Relationships

Internal

- General Manager
- All Otago staff

External

- Whirinaki Lumber Management
- Whirinaki Human Resources
- Whirinaki Sales & Marketing team
- Other key Whirinaki employees
- Key influencers in local business
- Community networks

APPENDIX 1 – HOW WE WORK TOGETHER

Core competencies that are relevant to all roles in Pan Pac

CORE COMPETENCIES	DESCRIPTION
Working safely	<ul style="list-style-type: none"> • Carries out own work safely following all safety procedures and directions • Looks after their co-workers safety • Takes action if there are safety concerns • Reports all hazards, near miss and incidents • Ensures work areas are clean and safe • Takes care of their own health and wellbeing
Working Together	<ul style="list-style-type: none"> • Contributes to the team goals • Works together with others in the team • Builds strong relationships based on trust, honesty and respect • Shares knowledge, expertise and encouragement to others • Takes responsibility for achieving own goals • Supports team decisions and is trusted by others
Communicating Openly	<ul style="list-style-type: none"> • Listens actively • Communicates clearly • Adapts message to suit audience • Clarifies understanding • Communicates for results • Expresses ideas and personal feelings in an appropriate manner
Providing great customer experiences (internally & externally)	<ul style="list-style-type: none"> • Works well with everyone • Creates a positive and supportive working environment • Is responsive and provides solutions • Balances customer needs with the needs of the company • Keeps promises and ensures customer is happy • Reports on barriers to providing great delivery
Continually Improving	<ul style="list-style-type: none"> • Always questioning “why” and looking for improvements no matter how small • Embraces change • Proactively asks for input and acts on feedback • Learns from mistakes • Contributes to and helps to implement improvement activities • Manages timeframes and reports on progress
Developing self and others	<ul style="list-style-type: none"> • Sets and maintains personal standards for high performance • Stays up to date in their field • Actively shares their experience and expertise to help grow and develop others • Adapts and learns quickly to new situations • Actively develops to learn new skills inside and outside of Pan Pac • Networks internally and externally to gain ideas for best practice

APPENDIX 2 – FOR LEADERS OF OUR PEOPLE

LEADERSHIP COMPETENCIES	DESCRIPTION
Leading safety & environmental Performance	<ul style="list-style-type: none"> • Demonstrates visible safety leadership • Actively resources, engages and continually improves the teams health, safety and environmental performance • Prioritises management of environmental risks and consent compliance conditions • Actively communicates roles, responsibilities and expectations on safe work • Engages their team to find the best solutions to manage risk • Ensures all team members are competent in their roles and can do their jobs safely
Forward looking & passionate	<ul style="list-style-type: none"> • Articulates a clear message • Takes the "big picture" into account • Looks for opportunities across Pan Pac • Communicates business objectives with vision and commitment • Defines challenging but achievable objectives for the team • Seeks out innovative ways to move forward
Walks the talk	<ul style="list-style-type: none"> • Lives the Pan Pac values and leads by example • Is inclusive and treats everyone with dignity • Lets staff get on with it • Shares the credit • Has a consistent approach with everyone • Determines root cause of any issues
Developing our people	<ul style="list-style-type: none"> • Guides performance of others while holding them accountable • Knows individuals and teams strengths and limitations to optimise performance • Provides challenging and stretching tasks and assignments • Holds frequent development discussions with individuals being aware of both their own and company needs • Identifies skills and competency gaps required for the team and provides training • Plans for succession
Delivers on promises	<ul style="list-style-type: none"> • Has clear expectations • Prioritises work to meet agreed targets and deadlines • Identifies and uses resources effectively to achieve goals • Identifies and resolves potential barriers and constraints to achieve results • Demonstrates determination, energy and persistence to achieve projects • Understands the influence of work decisions on downstream processes, end product and customer satisfaction
Makes the hard decisions	<ul style="list-style-type: none"> • Deals with issues and makes timely decisions • Makes decisions taking into account the impact on the wider Pan Pac • Accurately analyses information, evaluates alternatives and risks systematically • Thinks through priorities and consequences of different courses of action • Involves others and uses their experience in decision making processes • Does not let personal bias influence possibilities or decisions