

Tait International Limited

Position Description

Position Title	Chief Executive Officer (and Interim CEO)
Reports to	Chairman of the Board of Directors
Location	Christchurch, New Zealand

Background

Tait International Limited (TIL) is a privately owned and New Zealand-based critical communications business that has been designing, manufacturing, and selling narrow band (and now broad band) radio and LTE solutions to the global public safety, consumer transport, electricity utilities, and mining sectors for over 50 years.

Tait enjoys the confidence of many long-standing and diverse customer deployments with critical communications systems deployed in customers such as the Transport for London bus fleet, Irish Bus, Queensland Rail, Alliant Energy, Pacific Gas and Electricity, Sao Paulo Military Police, New Zealand Police, and New South Wales Ambulance. We deliver many of our solutions through a deep dealer network across the globe through which our products and services provide a localised business and enterprise flavour.

Tait is regarded as an innovative and agile business ‘punching above its weight’ in a very competitive global market, with a reputation for tough, secure, robust and highly relevant solutions that meet all expectations of critical communications customers’ in *‘protecting people, property and productivity.’*

Tait undertakes its product and solutions design, development and manufacture at The Tait Development Centre and global headquarters in Christchurch, New Zealand. Regional sales and business development centres are located in Brisbane and Melbourne in Australia, Cambridge in the United Kingdom, Vienna in Europe, Houston in the USA, and Sao Paulo in Brazil. Additional satellite offices are located in Wellington, Singapore, and Dubai.

Tait is 60% owned by The Tait Foundation (and associated Trust structures), formed by the company’s founder Sir Angus Tait. This ownership ensures a purpose-driven and values-based culture that engages staff and customers in enduring technological relationships in ever changing markets. Tait is 40% owned by JVCKENWOOD, ensuring the strength of a global technology leader supporting the research and development culture and approach required to position our brand as an innovative technology and market leader.

The role of the CEO is to:

- lead and ensure a sustainable annual return on shareholders’ funds
- lead and ensure appropriate technology strategies, investments, and partnerships for enduring market relevance
- ensure the sustainable integrity and growth of international market success and networks
- lead an aligned, committed culture and performance across staff, dealers, customers, and funders for the long-term health of the company in ever-changing technological markets and environment.

Specific Responsibilities

The Chief Executive Officer will be responsible for the following outcomes and associated responsibilities.

Safety & Wellbeing

Champion and drive a safety culture where everyone strives to do their best every day to ensure they go home safe and well to their families and friends including:

- demonstrating visible leadership by undertaking regular safe work conversations and being a role model for mental health and wellbeing
- leading emergency/crisis management responses
- complying with country specific Health and Safety legislation and regulation
- observing all Company safe work policies, procedures, and instructions
- taking responsibility for own safety and wellbeing, ensuring no action or inaction on your own part harms others in the workplace
- ensuring a culture which truly values safety above performance, bringing to life documentation, policies, and procedures such that they become more than paper, second nature, and central to “the way we do things around here”
- formally developing and ensuring a ‘mature’ health and safety culture across the company.

Leadership & Values

A role model for the Tait values, for positive leadership, and intelligent judgment by:

- displaying outstanding leadership qualities including authenticity, trustworthiness, empathy, and integrity
- promoting and fostering a culture where inclusive, objective, and cross functional problem solving, and decision making is valued
- building and engaging a high performing leadership team through effective communication and coaching
- leading from the front, inspiring stakeholders internally and externally with a clear vision and passion for Tait and all that we do.

Strategy Development & Execution

Works with the Board to design, develop, and execute a strategy that enables:

- attainment of Tait’s vision and purpose
- sustained competitive advantage in Tait’s chosen markets
- a clear and common understanding across all stakeholders, business units, and support functions of how Tait will achieve its vision and goals
- formulation and approval of a *three-year business plan* and budget, *every year*
- sufficient resources in place to achieve short- and medium-term goals and objectives in each business unit
- sustained growth in profit and return on capital.

Financial & Commercial Management

Guide the development and implementation of financial strategies, plans, budgets, and processes that support the profitable achievement of objectives and ongoing financial viability of the company including:

- ensuring a sustainable annual return on shareholders' funds
- ensuring effective financial management of the organisation, including all treasury functions, investments, forex, and financial planning and reporting
- providing leadership in reviewing the capital structure to ensure growth objectives are achieved
- ensuring medium-term capital asset planning is carried out
- maximising the commercial value of the business to support long-term growth of the organisation
- compliant and effective financial reporting to the Board
- fostering and developing strong relationships with funders, shareholders, and large Direct customers across the global network.

Risk Management

Ensure that Tait International Limited operates within a commercial and enterprise risk appetite acceptable to Board expectations of company and brand performance, specifically:

- provide the Board assurance that appropriate systems are in place to identify and manage business risks and that such risks are within the guidelines established by the Board
- ensure the accuracy, completeness, integrity and appropriate reporting of Tait's financial statements and other financial information through appropriate policies and procedures
- establish and maintain Tait's reporting controls and procedures through appropriate policies and procedures
- ensure that Tait has complied with all regulatory requirements for Tait's financial information, reporting, disclosure requirements and internal controls over financial reporting
- provide required regulatory certifications regarding Tait and its activities
- protect Company reputation, financial viability, image, and the Tait brand from criminal and civil actions
- ensure that all business activities comply with relevant legislation and that the wider organisation complies with its internal policies.

Research and Development

Ensure the most effective return on Research and Development funding to ensure the balance between international brand positioning and the short/medium term return on development capital, specifically delivering:

- effective technology vision and strategies to drive medium to long term brand positioning and technology capability for the future innovation and relevance of the Tait brand
- effective market needs analysis to drive short term research and development initiatives
- realistic short- and medium-term technology solutions and product development pathways that reflect market vertical and customer demand
- effective project strategies, project structures, and project management and delivery for the development of product/solutions life cycles.

Stakeholder/Partner Relationships

Represent and promote Tait to all external stakeholders e.g., international governments, regulators, shareholders, customers, partners, suppliers, media, industry bodies etc, to ensure that Tait's performance and public image is both maintained and developed in accordance with the company's strategy, objectives, and its desired brand profile.

Organisation Structure, Change & Resourcing

Leading the transition and change of the company to match the pace and nature of the critical communications industry in change.

- Ensuring the organisation is appropriately designed and resourced to meet the needs of the ever-changing market landscape.
- Evolving the company capability to meet changing industry demands and needs, i.e. from narrow band voice dominant critical communications to fully integrated, network agnostic land and cloud based critical communications.
- Evolving and maintaining the culture of innovation, followership and engagement through these ongoing change periods.

Culture & Engagement

Guide and support culture and people strategies/initiatives that ensure Tait is able to recruit, retain, develop and engage a high performance, values-based workforce that will:

- achieve the business plans and objectives
- provide customers and shareholders with high quality products, services, and solutions
- innovate and continuously improve our market offering to ensure the long-term viability and market competitiveness of the organisation.

Brand Management, Marketing, Reputation & Communication

Guide and approve brand management, marketing and communications strategies and plans that:

- create a compelling value proposition for the Tait brand, solutions, and products
- increase company visibility and assist in the drive for growth in market share, where targeted
- lead and support sales and customer service initiatives
- enhance Tait's image as a best-in-class business partner, and as a trusted company that is easy to do business with
- are consistent and aligned with company values and our Tait Business Code of Conduct.

Sustainability & Environment

Value and prioritise sustainable business practices and environmental leadership by:

- active engagement in setting environmental and sustainability objectives for Tait
- commitment to the delivery of initiatives that reduce Tait's environmental footprint
- seeking opportunities to represent the sector to improve understanding of the environmental and compliance challenges facing Tait shareholders

Board Relationships

Maintain excellent relationships with the Chair and Board members by:

- keeping them closely informed of all issues related to Board accountabilities and governance
- providing accurate and timely information to Board members
- communicating management perspectives to the Board
- complying with all reasonable and legitimate directions and policies of the Board
- ensuring all legal and regulatory compliance.

Knowledge, Skills and Experience

Essential

- Previous CEO or extensive senior leadership experience in a medium to large commercial organisation.
- In-depth knowledge of corporate governance, finance and capital structures, including raising finance for growth and expansion.
- Proven experience and understanding of critical communications technology development, lifecycles, market development and conversion.
- Proven leader of an export company, delivering technology solutions, products and services to multi-national economies such as the Americas, Europe, Australasia and the Middle East.
- Understands and has managed the complexities of international manufacturing, supply chain and logistics.
- An accomplished leader whose values align with Tait's along with a track record of living, developing, nurturing, and bringing values to life every day.
- Experienced in developing, planning, and executing successful strategies on time.
- Capable of communicating confidently in a wide range of situations using various channels, including media.
- Affinity with the global technology sectors.

Key Competencies

Leading people - Gains support from team members who are committed to delivering high standards and business outcomes, thereby optimising returns to shareholders. Actively engages the team to develop plans and resolve issues. Uses differences in perspective, styles, and behaviours to enhance team discussions, decision-making and results. Role models the desired culture and behaviours.

Leading change - Envisions and articulates opportunities for, and demonstrates a willingness to, lead substantial change. Fosters a work environment that encourages creative thinking and the ability to maintain focus, intensity, and persistence, even under pressure.

Commercial acumen - Understands how markets work, has insight into trends or technology that are reshaping markets, can identify how to tap into these trends to streamline performance, grow the business, and outperform competitors.

Strategic thinking - Engages others and articulates an evolving future and what it means for the organisation. Has a track record of shaping strategy, demonstrating insight, commerciality, and the ability to translate strategy into actionable plans and realised achievements. Confident leading in a competitive market.

Results-driven - Action orientated with the ability to set high standards, listen actively, and deliver consistently strong performance outcomes and growth. Focused and driven to succeed with a strong capability to make things happen. Encourages performance and commitment from people across the organisation and its stakeholders.

Personal resilience - Is positive and highly resilient to any setbacks, criticism, and interference, ensuring these are effectively managed in a way that does not prevent the attainment of goals and objectives. Effectively manages own wellbeing and values the importance of achieving a balance between work and personal responsibilities.

Building partnerships - Adept at relationship building; able to work closely with the Board, shareholders, customers, suppliers, and all other stakeholders. Collaborative and politically savvy but willing to constructively challenge practices and thinking when needed. An effective influencer, open to and engaged in the views and opinions of others but will also be decisive as required.

Communication - A highly proficient and engaging communicator who can bring diverse stakeholders on the journey. Adept at using various channels to convey key messages, including social media. Confident fronting the public media as and when opportunities arise or when necessary.