



## JOB DESCRIPTION

**JOB TITLE:** Chief Operating / Financial Officer

**REPORTS TO:** Advisory Board

**LOCATION:** Hazlett Limited - Christchurch

**DATE:** January 2020

### THE COMPANY:

Operating for over ten years, Hazlett Limited is a thriving and successful rural services business. They have a proud reputation in the market for offering a diverse range of top-of-the-line livestock broking, insurance, funding, supplies and advice. As a company, they believe that people come first, and they live and breathe this principle. Their motto of 'Tough business, powerful harmony' means that they know that by working as a team, their whanau can provide New Zealand farmers & businesses with services that will enable their success.

### PURPOSE OF POSITION:

The position has two key functions at Hazlett Limited:

1. As COO, the role provides the leadership, management, planning and vision necessary to ensure that Hazlett Limited has the operational controls, administrative and reporting procedures and people systems in place to ensure operational efficiency.
2. The CFO component of the role will have overall responsibility for managing compliance & reporting, driving financial performance and maximizing return on investment. They will provide financial advice / recommendations to the Advisory Board and will play a pivotal role in formulating future financial policies of Hazlett Limited. The position will also oversee the Funding & Procurement business unit.

### KEY ROLE OBJECTIVES:

- To support the growth of the Hazlett Limited business by providing control and consistency across the diverse business operations.
- Maintain, monitor and ensure the values and culture of the company align with the 'People Together' and 'We are One' principles.
- Create and implement effective business strategies, plans and procedures for operational and financial growth.
- Team leadership to encourage maximum performance.
- Oversee systems, records and databases maintenance, ensuring that these are fit for purpose.
- Provide strategic financial advice and reports to the Advisory Board.
- Manage organisational risk (strategic and financial) and ensure that procedures are in place to avoid or minimize risk impact.



**KEY ACCOUNTABILITIES (MAR's = Major Area of Responsibility)**

MAR's	Performance Indicator
<b>MAR 1 – STRATEGIC</b>	
<ul style="list-style-type: none"> <li>• Lead and support the business strategy of Hazlett Limited to maximise future company performance by proactively identifying opportunities for Hazlett to add services or create solutions that complement their existing business.</li> <li>• Maintain an awareness of the New Zealand economy to facilitate the development and growth of Hazlett Limited as a successful and sustainable business.</li> <li>• Keep abreast of Government policy, and macro factors that may impact on, or create opportunities for, Hazlett Limited.</li> </ul>	<ul style="list-style-type: none"> <li>• Business Plan approved by Advisory Board &amp; executed.</li> <li>• Hazlett Limited continues to grow and has strong business confidence.</li> <li>• Actively monitors economic trends (domestic and international) with a focus on the rural market.</li> <li>• HL are renowned for their positive, proactive and well-informed approach.</li> </ul>
<b>MAR 2 – OPERATIONAL</b>	
<ul style="list-style-type: none"> <li>• Oversee, manage and improve operational systems, processes and policies to encourage and support company growth.</li> <li>• Set comprehensive goals for operational performance and growth and play a significant role in the long-term planning towards business improvement and best practices.</li> <li>• Oversee daily operations of Hazlett Limited's internal functions and work closely with the General Management of those services.</li> <li>• Manage and increase the effectiveness and efficiency of Hazlett support services (Marketing, HR and IT) through improvements to each function and through coordination and communication between support services and business functions.</li> <li>• Lead employees to encourage maximum performance and dedication.</li> <li>• Keep the Advisory Board, Shareholders and General Managers updated on company performance.</li> <li>• Work with the Advisory Board and General Managers in all expansion planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Company productivity levels improve year on year.</li> <li>• Operating divisions of HL are well supported and there is a reduction in work duplication.</li> <li>• Support services function at optimal level.</li> <li>• Is visible and regarded as approachable by employees.</li> <li>• Advisory Board, Shareholders and General Managers are well informed.</li> </ul>
<b>MAR 3 – FINANCIAL</b>	
<ul style="list-style-type: none"> <li>• Partner with the Advisory Board &amp; General Management on strategic financial planning/issues and provide recommendations.</li> <li>• Contribute to, support and oversee operational budgets and meet or exceed annual budget targets.</li> </ul>	<ul style="list-style-type: none"> <li>• Sales &amp; EBIT meet or exceed budget.</li> <li>• Gross margins are maximized.</li> </ul>



# Hazlett

People Together

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| <ul style="list-style-type: none"> <li>• Maximise return on investment by assisting in the development of pricing models delivering improved financial outcomes.</li> <li>• Oversee the preparation of all financial reporting, regularly updating the Advisory Board and General Managers on current and predicted financial situation.</li> <li>• Oversee long-term budgetary planning, forecasting and cost management in alignment with Hazlett Limited’s strategic plan and ensure that financial objectives are aligned across the respective divisions (Insurance, Livestock, Agri-supplies and Funding &amp; Procurement).</li> <li>• Lead the continued refinement of smarter information systems, provision of centralized information, increased financial and operational KPI information and trend analysis and benchmarking of Hazlett Limited’s performance against agreed measures.</li> <li>• Develop and implement core business management processes including but not limited to:             <ul style="list-style-type: none"> <li>○ Meaningful business plans and annual resource allocation.</li> <li>○ Developing business acumen that enhances financial accountability at all levels.</li> <li>○ Providing financial reporting services that support Hazlett Limited’s operating companies in managing their financial outcomes.</li> <li>○ Providing technical financial advice to others.</li> <li>○ Ensuring that funding lines are in place and proactively managed with relevant parties.</li> <li>○ Proactively updating Hazlett’s operating companies on issues impacting profitability and drive change if needed to ensure targets are met.</li> <li>○ Provide specific strategic financial advice and analysis to Hazlett operating companies re proposed programs and initiatives, particularly in relation to financial risks and commercial considerations.</li> </ul> </li> <li>• Ensure compliance with relevant legislation, statutory and tax requirements, policies and standards.</li> </ul> | <ul style="list-style-type: none"> <li>• Excellent reporting systems are in place and Advisory Board and General Management feel well supported and informed.</li> <li>• Divisions of Hazlett Limited operate in a consistent and collaborative manner.</li> <li>• Compliance ensures that risks are identified and mitigated.</li> <li>• Financial business plan and budget signed off and operating effectively.</li> <li>• Financial management systems are established and maintained to Hazlett Limited’s standards.</li> <li>• Provides a central point of expertise in relation to Hazlett’s finances.</li> <li>• Financial support is provided to Hazlett’s operating divisions.</li> <li>• Safeguards Hazlett Limited from legal action and protects the Company’s professional reputation.</li> </ul> |
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**MAR 4 – RISK/COMPLIANCE AND ASSET MANAGEMENT**

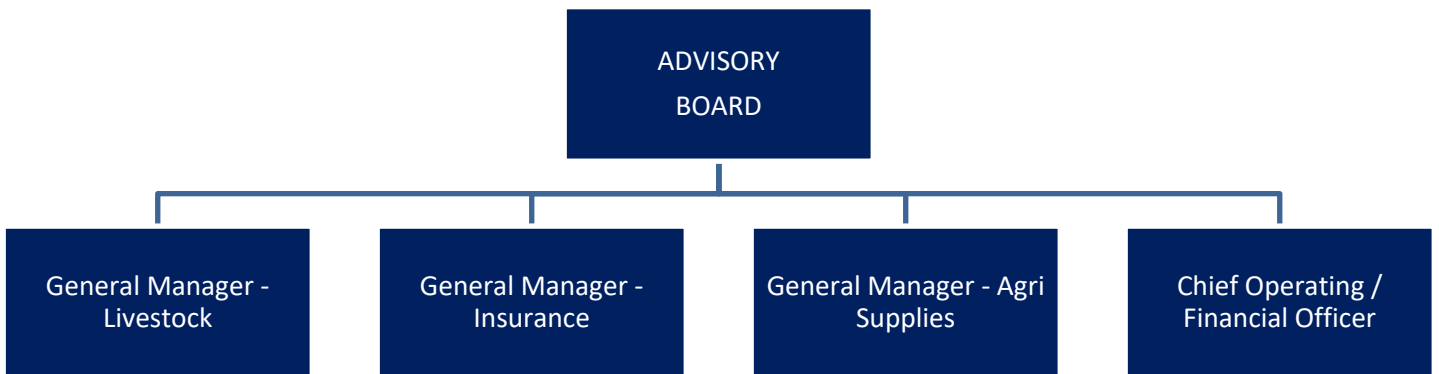
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| <ul style="list-style-type: none"> <li>• Manage risk framework including all aspects of legal compliance and strategic and operational risk identification and monitoring.</li> <li>• Oversee the management of company assets.</li> <li>• Ensure that Hazlett Limited’s operating financial risk and exposure is prudently managed, including management of tax liabilities.</li> </ul> | <ul style="list-style-type: none"> <li>• Key risks are identified and managed.</li> <li>• Financial risk is minimised.</li> <li>• Hazlett’s assets are professionally managed.</li> </ul> |
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# Hazlett

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<ul style="list-style-type: none"> <li>• Ensure adequate insurance cover and management of all insurance claims.</li> </ul>	<ul style="list-style-type: none"> <li>• Adequate and appropriate insurance cover in place.</li> </ul>
<b>MAR 5 – LEADERSHIP/TEAM/PERSONAL</b>	
<ul style="list-style-type: none"> <li>• Promote a culture consistent with the company’s values.</li> <li>• Create a high-performance focused culture through personal leadership, teamwork and the development of individual accountability.</li> <li>• Work in collaboration with General Managers to ensure that Hazlett Limited’s ethics are upheld.</li> <li>• Develop and maintain strong working relationship with Hazlett Limited’s external partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Engagement Survey results show a united, whanau-based company.</li> <li>• 360 Degree Assessment feedback from colleagues and management.</li> <li>• Motivates and guides to achieve a culture of excellence in performance.</li> <li>• Demonstrates and promotes HL ethics.</li> <li>• Strong and effective internal and external relationships.</li> </ul>

## STRUCTURE (HIGH LEVEL)



## RELATIONSHIPS

Internal	External
<ul style="list-style-type: none"> <li>• Advisory Board</li> <li>• Business Owners &amp; Shareholders</li> <li>• General Managers</li> <li>• All Hazlett Limited team members</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial Businesses</li> <li>• Accountant, banks, IT and communications; other service providers.</li> </ul>



**EDUCATION and EXPERIENCE**

	<b>Essential</b>	<b>Preferred</b>
<b>Education</b>	<ul style="list-style-type: none"> <li>• Significant senior operational management experience.</li> <li>• Experience in a senior finance / commercial role.</li> <li>• Demonstrated ability to lead, drive and develop an environment of positive organizational growth.</li> </ul>	Tertiary qualified in business and/or finance or appropriate discipline.
<b>Experience</b>	<ul style="list-style-type: none"> <li>• A knowledge of and appreciation for the rural services sector.</li> <li>• Experience in a sales and service business with exposure or experience in those areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Experience in a similar position; CFO or COO or GM.</li> <li>• Understanding of the rural services sector.</li> </ul>
<b>Specific Skills / Attributes</b>	<ul style="list-style-type: none"> <li>• Mana</li> <li>• Proven strategic operational and financial planning and execution.</li> <li>• Proven leadership and interpersonal skills.</li> <li>• Ability to interpret, extract and analyse financial information.</li> <li>• Skilled in examining, developing and recommending operational and financial changes, challenge the norm and ask the right questions.</li> <li>• Ability to make informed decisions independently.</li> <li>• Strong planning, organising, productivity and time management skills.</li> <li>• Ability to mitigate risks / identify opportunities.</li> <li>• Self-motivated, results oriented with a positive outlook.</li> <li>• High attention to detail and accuracy.</li> <li>• Mature, credible and comfortable in dealing with people at all levels.</li> </ul>	