



**Position Title:** General Manager  
**Reports To:** Board of Trustees  
**Location:** Wellington  
**Date:** October 2018

### **New Zealand String Quartet Trust**

The New Zealand String Quartet is one of New Zealand's foremost music ensembles, much-loved by audiences in its own country and acclaimed internationally for its powerful communication, dramatic energy and beauty of sound.

The New Zealand String Quartet Trust is a charitable trust registered with the Charities Commission of New Zealand.

### **Purpose of the Position**

The purpose of the General Manager's role is to work closely with the Board of Trustees to develop and implement the Trust's Strategic Plan in an efficient and sustainable way. The General Manager is responsible for managing the artistic activities and career development of a high performing string quartet. He/she is also responsible for all aspects of the Trust's business and for identifying, developing and maintaining key stakeholder relationships with the Trust's international agents, sponsors, funding organisations and other colleagues in the arts sector.

### **Staff Responsibilities**

This role is responsible for all staff, currently a full-time Operations & Finance Manager and a part-time Marketing Administrator.

### **Key Relationships**

#### **Internal**

- Chair and the Trustees
- Quartet Musicians
- Operations & Finance Manager and Marketing Administrator

## **External**

- New Zealand Presenters including Chamber Music New Zealand and major arts festivals
- The Trust's international agents
- Sponsors
- Creative New Zealand
- New Zealand School of Music
- Radio New Zealand Concert
- Trust supporters including donors and charitable trusts
- Other organisations and colleagues in the arts sector

## **Key Result Areas**

### **Strategic and Business Plans**

The General Manager is responsible for working closely with the Board of Trustees, to develop, implement and monitor the Strategic Plan.

### **Key Tasks**

- Work closely with the Board to develop the organisation's Strategic Plan and Annual Business Plan.
- Implement and monitor the achievement of the Business Plan ensuring the Trust's strategic goals are achieved.
- Provide high quality, robust and timely advice, research and support to the Board on the implementation of the Business Plan.
- Identify potential risks and mitigation strategies to delivering the Business Plan.
- Work with the musicians of the Quartet to ensure the NZSQ's repertoire of standard and New Zealand chamber music is developed in line with the Strategic Plan.

### **Marketing and Promotion**

The General Manager is responsible for developing the profile and reputation of the Quartet thereby maximising opportunities for engagements and audience development.

### **Key Tasks**

- Develop, implement and monitor the annual marketing and promotion plans, both in New Zealand and internationally.
- Develop, implement and monitor the Trust's on-line Marketing Strategy
- Ensure all online content is current and relevant and is promoted so that it is well-used and seen as an essential tool by key stakeholders.
- Commission and/or prepare promotional material, press releases and other publicity in line with the marketing and promotion plans.
- Develop and manage a range of projects to present and profile the Quartet.
- Ensure the Trust's database is accurately and regularly maintained.
- Work closely with the Quartet to further develop their discography.

## **Funding and Sponsorship**

The General Manager is responsible for developing, implementing and monitoring sponsorship and fundraising strategies, thereby providing for the long-term financial sustainability of the Trust.

### **Key Tasks**

- Develop, implement and monitor sponsorship and fundraising strategies, ensuring they are aligned with the Trust's Strategic Plan.
- Ensure all applications for funding and required reports for the funding organisations are accurately prepared and submitted on time.
- Prepare and present funding proposals as required.
- Undertake an active programme of proactive and innovative funding development and liaison with key sponsors/funders and stakeholders.

## **Financial and Risk Management**

The General Manager is responsible for managing all the Trust's systems and procedures ensuring that the interests of the Trust are protected and that statutory obligations are met.

### **Key Tasks**

- Develop, implement and continually review the effectiveness of the Trust's systems and procedures so that they meet all contractual, financial and legal obligations.
- Implement and maintain the Trust's internal control procedures.
- Prepare and monitor the implementation of the annual operational and capital budgets of the Trust, ensuring that they are linked to the Strategic Plan.
- Provide accurate, timely and complete financial reports to the Board.
- Ensure all accounts payable and receivable are processed in accordance with the Trust's financial policies and procedures.
- Clearly communicate the reasons for any variances between budget and actual figures.
- Ensure the provision of accurate and detailed data to accountants/auditors to enable the finalisation of year end accounts.
- Develop, implement and regularly review a Risk Management Plan for the Trust.

## **Human Resource Management**

The General Manager is responsible for the development and retention of the high performing musicians of the Quartet to enable the delivery of the Trust's activities. The General Manager is also responsible for the development and retention of a high performing Operations & Finance Manager and a Marketing Administrator to enable the delivery of the organisation's Strategic Plan and Annual Business Plan.

### **Key Tasks**

- Develop and retain high performing musicians to enable the delivery of Trust activities.
- Retain and/or appoint an Operations & Finance Manager and Marketing Administrator of high calibre and competence in accordance with the Trust's human resource policies and procedures.

- Agree contracts with all staff which take into account reward, retention and development.
- Manage the organisation's statutory, legal and good employer obligations.
- Implement and maintain the organisation's performance management and artistic development processes.
- Develop and maintain the Trust's Health and Safety Policy and procedures and ensure all staff are aware of and understand the Health and Safety requirements of their roles.
- Ensure the provision of secretariat support to the Board, including the provision of timely and accurate Board Papers and Minutes.

### **Resource Management**

The General Manager is responsible for the productive management and utilisation of all information technology, capital and expenditure of the organisation.

#### **Key Tasks**

- Ensure on-line systems are well-supported, maintained and monitored, reflecting the latest developments in on-line technology.
- Manage the assets of the organisation in a productive and efficient manner, including information technology hardware and software, equipment and furniture.
- Oversee the Trust's compliance with relevant legislation, regulations and policy and procedures.
- Maintain information and reporting systems necessary to provide timely, accurate and relevant information for the Board.

### **Project Delivery**

The General Manager will be responsible for the sound project management of projects as detailed in the annual Business Plan.

#### **Key Tasks**

- Scope projects including identifying key stakeholders to ensure strategies are developed to gain their buy-in and commitment to desired outcomes.
- Create project plans which include key milestones, timelines, consultation processes, risk analysis and resourcing requirements.
- Facilitate project team meetings, where appropriate.
- Monitor plans to ensure key milestones are met.
- Keep Board informed of work progress and any emerging issues as necessary.
- Ensure all reporting accurately reflects current status of Project.
- Undertake project review and evaluation to identify opportunities for improvement in future project implementations.

### **Other**

This role is responsible for undertaking other tasks that contribute to the general smooth running of the Trust as a whole or as required by the Board.

## Competency Summary

Execution	Relationships	Personal Qualities
<p><b>Arts and Business Acumen</b></p> <p>Keeps up to date with music industry trends, politics and commercial imperatives to increase or expand current opportunities. Identifies and acts upon opportunities. Recognises signs in the environment and interprets them in relation to impact, opportunities and risks.</p>	<p><b>Building Strategic Partnerships</b></p> <p>Builds, maintains and uses effective strategic partnerships, external to the organisation, to facilitate successful business execution.</p>	<p><b>Commitment to Excellence</b></p> <p>Sets high personal and professional standards for self and others; assumes responsibility and accountability for the successful completion of projects, assignments or tasks. Consistently gives careful attention to all the detailed aspects of a role, shows a high concern for accuracy.</p>
<p><b>Executive Decision Making</b></p> <p>Applies broad knowledge and seasoned experience when addressing complex issues; defines strategic issues clearly despite ambiguity; takes all critical information into account when making decisions; makes difficult, timely, high impact decisions.</p>	<p><b>Communicating Effectively</b></p> <p>Expresses and conveys information effectively to other people. This includes speaking, writing, presentations and listening and covers both formal and informal situations.</p>	<p><b>Executive Disposition</b></p> <p>Effectively relates to and identifies with Board and Quartet perspective; recognises the value of teamwork and works as a member of a collective in order to achieve organisational goals; conveys an image that is consistent with their role within the organisation.</p>
<p><b>Strategic Stakeholder Focus</b></p> <p>Focuses attention on meeting the needs of stakeholders ensuring their satisfaction; makes every effort to ensure that stakeholders are listened to by self and others.</p>	<p><b>Gaining Commitment</b></p> <p>Uses appropriate interpersonal styles and communication methods to gain acceptance of an idea, plan or process; effectively influences others (Quartet Musicians, stakeholders, those external to the organisation); adapts one's own behaviour to accommodate circumstances and individuals involved.</p>	<p><b>Initiative/Innovation</b></p> <p>Takes action to achieve objectives beyond what is necessarily called for; generates innovative and practical ideas to meet needs; recognises and seizes opportunities to improve on own and the organisation's performance.</p>

Execution	Relationships	Personal Qualities
<p><b>Business Execution</b></p> <p>Defines strategic outcomes, intermediate goals and operational requirements. Establishes courses of action to achieve artistic and business objectives; allocates resources – human, material, financial.</p>	<p><b>Leadership</b></p> <p>Uses appropriate methods and a flexible interpersonal style to help build a cohesive team; takes the organisation’s vision, values and objectives into account when making decisions and plans.</p>	<p><b>Personal Effectiveness</b></p> <p>Maintains effective performance when under pressure, (such as time pressure, shifting/conflicting priorities or job ambiguity) when facing opposition from others or in ambiguous environments, acts professionally at all times.</p>
<p><b>Work Management</b></p> <p>Manages workload by prioritising work goals, requirements and areas of opportunity</p>		<p><b>Impact</b></p> <p>Creates a good impression, commanding attention and respect, showing an air of confidence and being seen as credible and knowledgeable.</p>
<p><b>Professional/Technical Skills and Knowledge</b></p> <p><i>Applies the breadth of knowledge and understanding in position-related area achieved through study and/or experience.</i></p> <ul style="list-style-type: none"> <li>• Has demonstrated knowledge of, and commitment to, music and a broad understanding of New Zealand’s music and arts industries.</li> <li>• Has a demonstrated interest in classical music.</li> <li>• Has the ability to interact effectively and confidently with Board members, Quartet musicians and stakeholders</li> <li>• Has previous experience in managing financial resources, with an understanding of computer accounting packages.</li> <li>• Maintains knowledge through belonging to appropriate professional bodies and attendance at appropriate conferences, seminars, networking meetings.</li> <li>• Understands the principles and practices of the Treaty of Waitangi and the implications of these for the work of the organisation</li> <li>• Has an understanding of on-line marketing and management processes including web-based strategies and social media</li> <li>• Understands and can work within appropriate legislation.</li> </ul> <p><i>Desirable:</i></p> <ul style="list-style-type: none"> <li>• An appropriate tertiary qualification in music or business or equivalent experience</li> </ul>		