



JOB DESCRIPTION

Job Title:	Chief Executive Officer of the Airport Authority Cook Islands
Division:	Corporate Services, Operation Services and Support Services
Responsible To:	The Board of the Airport Authority Cook Islands
Responsible For:	A staff complement across three divisions including five direct reports Director of Operations, Manager of Quality Assurance & Maintenance Services, Director Support Services, Manager Human Resources and Director of Corporate Services.
Job Purpose:	<p>Leading and implementing the strategic direction of the Airport Authority in accordance with agreed strategy and priorities.</p> <p>Responsible for the overall control and management of the operations and business of the Airport Authority and implementing the Airport Authority's short, medium and long term plans.</p> <p>To ensure that Airport Authority meets the safety and security requirements of its airports as required under the Civil Aviation Rules</p>
Date:	03 June 2021

ORGANISATION:

The **vision** that the Airport Authority Cook Islands (AACI) aspires to contribute to is:

‘Akameitakianga i te ngai akatoanga pairere i teia ra no apopo.’
‘Developing airports today for tomorrow.’

In achieving the **vision** Airport Authority separates its business into three divisions to ensure that the organisation is able to:

- Provide a safe and efficient airport environment that is both welcoming to travellers and commercially successful for our airline and business partners
- Encourage increased passenger traffic and aircraft movements
- Contribute to the growth and development of a nation

Values: Honesty, Impartiality, Respect, Transparency, People focused, Equity, Quality, Integrity, Collaboration, Accountability, Sustainability and Innovative

The **three divisions** within the AACI are:

- Operations Services includes aerodrome services, air navigation services, Aitutaki Airport, aviation security, quality assurance and rescue fire services.
- Support Services includes maintenance of all airport infrastructure excluding electrical systems, cleaning of the terminal building, gardens, hedges and airport surroundings
- Corporate Services includes financial management, administrative services, personnel recruitment, managing shared technology resources and pursuing economic development opportunities

The AACI has a vast scope of responsibilities contributing to the national development across a number of areas. The 2020 National Vision:

‘Te oraanga tu rangatira kia tau kit e anoano o te iti tangata, e kia tau ki ta tatou peu Maori e te aotini taporoporoia o te basileia.’
‘To enjoy the highest quality of life consistent with the aspirations of our people, and in harmony with our culture and environment.’

There are 16 National Sustainable Development Plan (NSDP) Goals developed with set out the country’s development and provides measures for progress. AACI directly contributes to 3x goals including: Goal 1: improving welfare and reducing economic hardship, Goal 2: expanding economic opportunities, economic growth, resilience and productivity employment, Goal 6: improve access to affordable, reliable, sustainable, modern energy and transport.

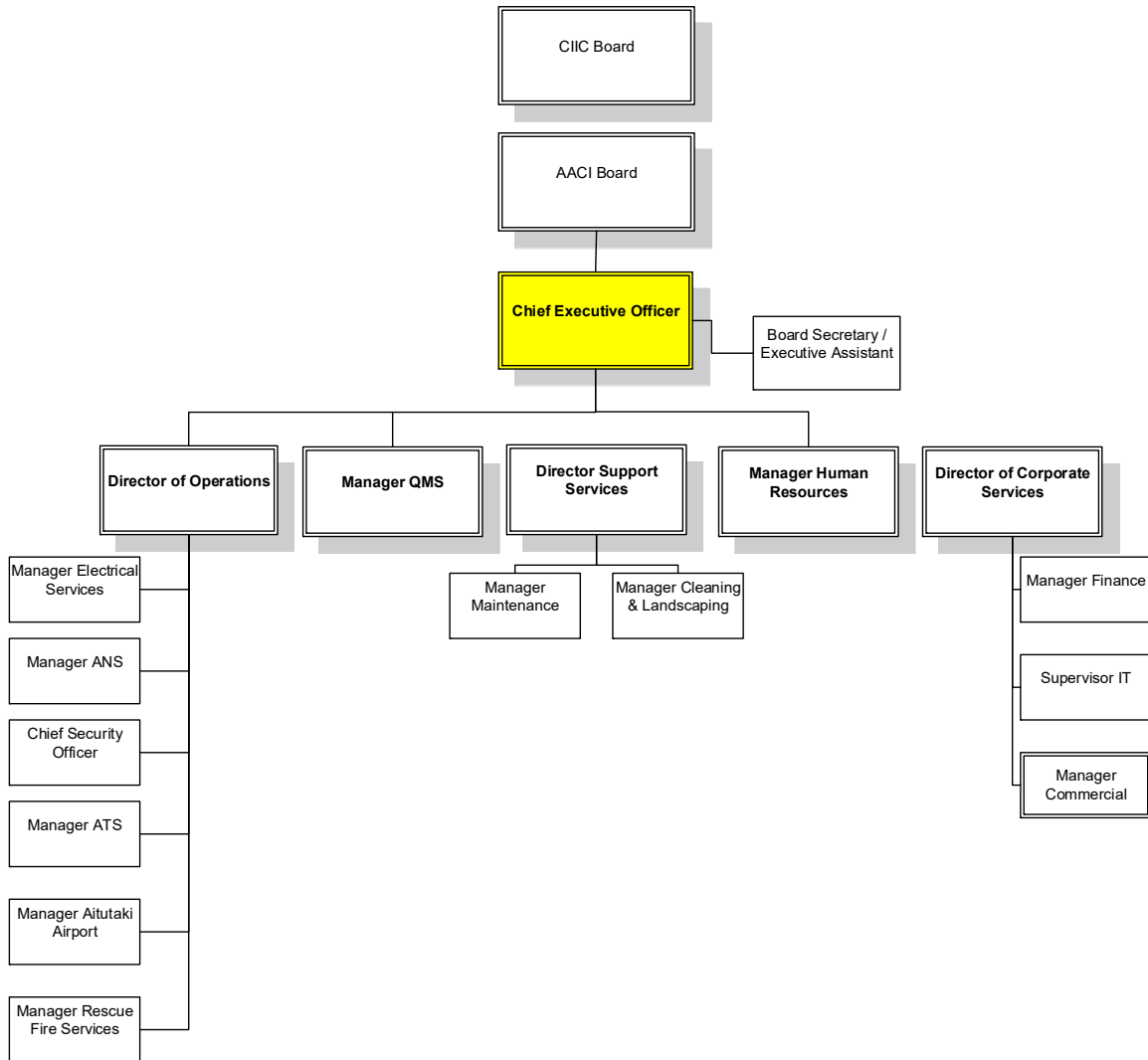
The National Sustainable Development Agenda (NSDA 2020+) or Te Ara Akapapa’ana Nui 2020+ will follow on from the NSDP and is the Cook Islands national blueprint towards a 100 year vision for well- being for the Cook Islands in all aspects. The NZDA 2020+ is working towards two key periods, being the 25 year framework and the 100 year vision. The consultation for the NSDA 2020+ was launched on Friday 31 July 2020 and public consultations have continued. Approval of the NSDA 2020+ is anticipated to occur in 2021.

The Parent company to AACI is the Cook Islands Investment Corporation. CIIC is a statutory Corporation of the Cook Islands Government. CIIC was established through the Cook Islands Investment Corporation Act 1998 to manage Crown assets including Government land, buildings and interests on Rarotonga and the Pa Enea (outer islands), and governance of Crown enterprises (subsidiaries, associates, SOEs and Crown Controlled Entities) on behalf of the Crown. CIIC among other matters appoints the AACI Board. AACI and the AACI Board are required under legislation to report various matters to CIIC, including but not limited to the submission of an annual Statement of Corporate Intent, and regular financial and risk reports.

Likewise, AACI’s vast scope of responsibilities contributes to AACI Parent, CIIC’s vision. CIIC’s vision is:

‘Te au apinga puapinga te ka tauturu i te iti-tangata Kuki Arirani.’
“Quality assets that serve the Cook Islands people.”

ORGANISATION CHART:



CONTEXT FOR THIS ROLE

The Airport Authority was established under the Airport Authority Act 1985 and the various Airport Authority Amendment Acts to manage the airports on the islands of Aitutaki and Rarotonga. The Airport Authority is continually upgrading these airports to offer improved customer facilities while ensuring they remain fully compliant with international regulations.

AACI's core activities are:

- (a) Maintain a safe and secure airport runway
- (b) Sustainable profits through strong financial, human resource, project, ICT, risk communications and relationships

AACI's strategic focus is:

- (a) Building strong customer and stakeholder relationships
- (b) Meeting the Civil Aviation Rules and Regulations (including safety and security)
- (c) Protecting the future development needs of the airport and preparing a plan for logical, incremental airport development to serve near-term demand
- (e) Prepare a longer-term concept plan of the airport based on projected demand
- (f) Identify opportunities and tools for revenue development

POSITION SUMMARY:

The Chief Executive Officer (CEO) is the key leadership position within the Airport Authority, and is expected to work in accordance with the strategic direction set by the Airport Authority Cook Islands Board. The CEO is a senior executive who is expected to be committed to building a strong Cook Islands nation, and to the positive development of the Cook Islands people, culture and professional environment.

The CEO reports directly to the Board of the Airport Authority. The individual is also expected to work collaboratively with the Boards and Chief Executives of the entities within the CIIC Group as well as key personnel in the public sector, including the Secretary for the Ministry of Transport, Executive Command Group (for emergencies) and Emergency Management (EMCI) Cook Islands Manager

This position is responsible for the oversight of the development and management of key Government assets and oversight of the performance of the statutory entities.

Accountability for performance will be effected through monthly reports to the Board and an annual performance review on the achievement of key accountabilities in accordance with required standards, and the execution of the required skills, behaviour and personal qualities.

This position has delegated financial authority.

The Individual is also expected to work collaboratively with the Cook Islands Investment Corporation (CIIC) as well as the Chief Executives Officers of the state-owned enterprises, subsidiaries and other shareholdings, as well as key personnel in the public sector.

The CEO responsibilities include and not limited to:

- Working with the board and management team in setting the strategic plan and vision for the Authority and determines the role of each airport section in achieving the vision.
- Working with the management team in setting specific annual targets in key areas of the Authority's business.
- Monitoring and reporting performances against business plans, budget and strategic plan.
- Reports to the Board on a regular basis on trends, progress, finance and changes in policy matters and plans affecting the Authority.

- Enhances and/or develops, implements and enforces policies and procedures of the organisation by way of systems that will improve the overall operation and effectiveness of the Authority
- Promotes and sets the tone for ethics and safety in the organisation
- Prepare risk assessment and mitigation strategies and reports
- Represents the Authority to the public to government and other agencies.
- The development and implementation of succession planning.
- Plans, develops, organises, implements, directs, optimizes and evaluates the Authority's fiscal function and performance.
- Advises the Board on financial, admin and other related matters.
- Carrying out Board resolutions
- Review of charges and negotiations with airlines and others
- Preparation, advertising, evaluation reporting awarding and monitoring of Airport Authority tenders.
- Reviewing of the Airport Authority's remuneration package.
- Attending Civil Aviation audit meetings and resourcing any strategies needed to rectify any findings
- Development and review of the Airport Authority's Employment Policy Manual.
- Advisor to the Executive Command Group for airport emergencies.
- Overseeing the general performance of the organisation from day to day.

KEY RESULT AREAS (KRA'S)/OUTPUTS:

Key result areas	Expected Outcomes
<p><i>1. Governance, oversight and development of the AACI</i></p>	<ul style="list-style-type: none"> • Support the AACI Board in discharging its duties (for example appointments, receiving plans) concerning governing AACI • Formulation and effective delivery of a programme of work to support the strengthening and improved performance of AACI, over the short, medium and long term, as a public asset, ultimately owned by CIIC, the Cook Islands Government and the Cook Islands people • Formation, implementation and keeping under review systems for monitoring the financial and non-financial performance of AACI • Regular collaboration and ongoing dialogue with the state-owned enterprise senior management • Implement and participate in governance training for board directors and executive management across the CIIC Group including succession training programs for Boards • Facilitation of the ongoing communications between the AACI Board and key stakeholders • Support business development of the AACI

Key result areas	Expected Outcomes
	<ul style="list-style-type: none"> • Prepare risk assessment and mitigation strategies and reports
<p>2. Infrastructure Management</p>	<ul style="list-style-type: none"> • Effective oversight of AACI's facility infrastructure projects under AACI's purview • Effective oversight of development and maintenance of a comprehensive asset management framework under AACI's purview sector • Effective oversight to develop, manage, repair and maintain AACI's facilities • Effective delivery of a repairs and maintenance programme for all AACI's assets • Effective delivery of all AACI's building and infrastructure replacement programme
<p>3. Strategy and Policy To ensure that the objectives of the AACI is effectively and efficiently achieved through the development and implementation of a strategic and annual business plans, and appropriate policies</p>	<ul style="list-style-type: none"> • Development and implementation of the AACI's strategic and annual business plans, and statement of corporate intent and other relevant documents • Strategic advice to the AACI Board regarding the implementation of plans, opportunities and risks, in doing so balancing a long term view of resourcing, crown, AACI and stakeholder needs • In conjunction with the AACI Board, strategic advice to the CIIC Board, and the Minister regarding the implementation of plans, opportunities and risks, in doing so balancing a long term view of resourcing, crown and stakeholder needs • Maintain oversight and advise on the strategic direction of divisions under AACI's purview • Development and implementation of a strong policy framework and legislative programme in conjunction with Crown Law to support the achievement of planned work • Ensure that AACI carry out their functions consistent with national policies with the National Sustainable Development Plan and NSDA+ at the forefront
<p>4. Operational Management To ensure that the organisation has the appropriate systems and procedures to operate efficiently</p>	<ul style="list-style-type: none"> • Successful achievement of the goals and objectives set out in strategic and operating plans (long term, triennial, and annual business and project plans) in accordance with specified budgets, timeframe and policy • Regular (at least quarterly) reporting to the Board on the organisation's progress against plans • Ensure the functional and sustainable management of assets under AACI's purview

Key result areas	Expected Outcomes
	<ul style="list-style-type: none"> • Ensure compliance with legal, legislative and government policy requirements, including but not limited to the AACI Act, Civil Aviation Act, CIIC Act, SOE Acts, Companies Act, government procurement policies, government finance policies and procedures, taxation laws, financial reporting standards.
<p>5. Financial Management To effectively manage the organisation's financial resources through efficient budgeting, planning, control and reporting systems</p>	<ul style="list-style-type: none"> • Delivery of annual budgets and quarterly risk reports to the Board in a timely manner • Regular reporting to the Board on the financial performance and position of AACI • Establishment and maintenance of effective financial management policies and procedures • Successful execution of AACI's accountability responsibilities including the Statement of Corporate Intent, Annual Report, Business Plan and audited financial statements, within the required timeframes
<p>6. Human Resource Management and Leadership To ensure the optimum utilisation of the people within the organisation by providing leadership, effective staff management, efficient performance management systems and appropriate professional development opportunities</p>	<ul style="list-style-type: none"> • Strong leadership of the organisation to ensure the motivation and commitment of staff to realise the AACI's vision and objectives • Development and execution of a human resource management plan (including succession planning) to ensure that AACI has the appropriate personnel • Establishment and maintenance of effective human resource management policies and procedures • Completion of staff performance management procedures in a timely manner • Proactively seek opportunities to develop staff skills through mentoring, coaching, training, secondments and special projects • Ensure annual performance planning and feedback reviews are completed • Proactively review the AACI Remuneration Framework and Package
<p>7. Stakeholder Relationship Management To ensure that strong positive relationships are maintained with AACI's key external stakeholders including the leaders in government and the commercial sector, CIIC, Secretary of Transport, SOE CEO's and</p>	<ul style="list-style-type: none"> • Ensure strong lines of communications, negotiations and relations with airlines and others as well as reviewing the charges with airlines • Ensure strong lines of communication and AACI CEO is the advisor to the Executive Command Group for airport emergencies • Ensure strong lines of communication and relationships with the both the boards and executive management of statutory entities

Key result areas	Expected Outcomes
management, landowners and community leaders	<ul style="list-style-type: none"> • Maintenance of strong relationships with all key stakeholders including the wider public • Regular reporting to the AACI Board on progress against plans, opportunities and risks • Development and execution of a plan to ensure that all key stakeholder relationships are identified and effectively management, and that appropriate communication mechanisms are applied
8. Communications	<ul style="list-style-type: none"> • Deliver clear and accurate internal communications • Develop and maintain a communications strategy that will inform the AACI Board, Staff, stakeholders and the wider community of AACI matters relevant to their interest • Oversight of effective and regular delivery of communications (i.e. website, social media, press releases etc...)
9. Health & Safety	<ul style="list-style-type: none"> • Ensure an effective safety culture, practises and policies are in place for all employees, customers, users, contractors and suppliers • Ensure safety training is undertaken by employees • Ensure that the work environment is safe, any unsafe conditions are addressed • Ensure AACI safety practises are in compliance with and align to best practice health and safety requirements
10. Customer Service	<p>Carry out duties as an employee of AACI in adherence to the Code of Conduct in the Public Service Act 2009 which include:</p> <ul style="list-style-type: none"> • Behaving with integrity and honesty • Exercise care and diligence • Be professional, courteous, and treat everyone with respect and without coercion or harassment • Comply with the applicable laws relating to their employment • Comply with all lawful and reasonable instructions • Take reasonable steps to disclose and avoid any real or apparent conflicts of interest in connection with their employment • Ensure the proper and prudent use of government resources • Use official information only for official purposes;

Key result areas	Expected Outcomes
	<ul style="list-style-type: none"> • Not improperly use their status or authority to seek or obtain a benefit for themselves or any other person or body; • At all times act and behave in a manner that upholds and promotes the integrity, values, and good reputation of the Cook Islands Public Service; and • Comply with any other conduct requirements as may be prescribed by regulations.

AUTHORITY

This position has delegated financial authority.

FUNCTIONAL RELATIONSHIPS:

External	Internal
National Sustainable Development Commission (NSDC), National Infrastructure Committee (IC) and Civil Aviation Committee	Board of Directors of AACI
Airline representatives	Board of Directors of CIIC and Minister responsible
Secretary of Transport, Chief Executives of State Owned enterprises and subsidiary companies, Government ministries, Island Government in Aitutaki and other government entities. Heads of Ministries.	AACI Executive Management – Director of Operations, Director of Corporate Services and Director of Support Services. CIIC Executive Management – CEO, General Manager, Asset Management; General Manager, Corporate Services; and General Manger, Statutory Entities.
Financial Secretary, and the Ministry of Finance and Economic Management	All Staff at AACI
Public Expenditure Review Committee and Audit (PERCA), and the appointed auditors	
Landowners, traditional and community leaders	
Development partners	
Chamber of Commerce and Private Sector	
General public and media	

QUALIFICATIONS:

Level of education required to perform the functions of the position. This combines formal and informal levels of training and education.

Essential: (least qualification to be competent)	Desirable: (other qualifications for job)
Tertiary qualification in Management, Aviation, Commerce, Economics, Business Administration or other relevant areas	Advanced Tertiary qualification (MBA) in Management, Aviation, Commerce, Economics, Business Administration or other relevant areas

EXPERIENCE:

The length of practical experience and nature of specialist, operational, business support or managerial familiarity required. This experience is in addition to formal education.

Essential: (least number of years to be competent)	Desirable: (target number of years you are looking for)
<p>5 years working experience in senior management positions in an airport, airline or similar organisation</p> <p>Strong Experience in financial management and staff management experience</p> <p>Experience in Asset and Project Management including Procurement and Tender process</p> <p>Competency in economic and commercial analysis</p> <p>Experience in procurement processes and contract management</p> <p>Experience in the Governance role of Boards</p>	<p>5 years or more as a Chief Executive Officer at an international airport or similar positions in the public sector or commercial sector</p> <p>Very strong experience in financial management and staff management experience</p> <p>Strong experience in Asset and Project Management including Procurement and Tender process</p> <p>Very strong experience in project management particularly the infrastructure area</p> <p>Strong understanding on the Governance role of Boards</p> <p>Strong Experience of working in the Cook Islands Government system or small island economies</p>

KEY SKILLS/ATTRIBUTES/JOB SPECIFIC COMPETENCIES:

Level of ability required for the job	
Expert	<ul style="list-style-type: none">• Strong ability to adapt leadership and management style• Strong ability to work alongside staff to provide capacity building• Excellent leadership qualities with the ability to communicate effectively with both internal and external customers• Excellent time management/organisational skills• Excellent awareness of AACI functions and operations• Excellent standard of written and spoken English and Cook Islands Maori
Advanced	<ul style="list-style-type: none">• Strong oral and written skills and time management• Strong ability to be responsible and problem solve• Strong ability to think and act strategically and make sound decisions with time constraints and deadlines• Ability to communicate in written and spoken English and Cook Islands Maori
Working	<ul style="list-style-type: none">• Strong Knowledge of AACI functions and operations• Good Knowledge of the Governances role of Boards in the Cook Islands Government• Strong computer software literate (MS Office packages)
Awareness	<ul style="list-style-type: none">• Good Knowledge of AACI functions and operations• Knowledge of the Cook Islands Government functions and operations