

POSITION DESCRIPTION



Head of Projects and Customer Works

Reports to:	GM Delivery		
Group:	Delivery	Financial Authority:	As per DFA
Direct / Indirect Reports:	3 / 8	Revision (m/y):	8/2026

Purpose

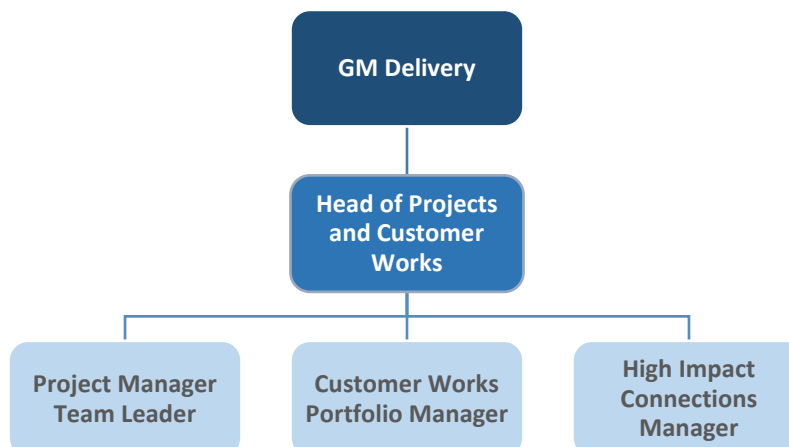
The purpose of the Head of Projects and Customer Works is to provide senior leadership across WEL's project delivery and customer works portfolio, ensuring work is governed, prioritised, controlled and delivered safely, predictably and with a consistent customer experience.

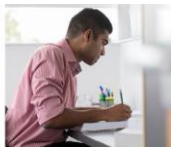
This role owns the project delivery framework, portfolio-level assurance, customer works performance, and partner delivery disciplines that enable clear visibility of scope, cost, schedule, risk, dependencies and delivery confidence across projects and customer works.

The role translates delivery strategy and operating expectations into predictable execution outcomes through strong senior leadership, effective governance, disciplined workflow and contract performance, scalable project management resourcing structures and clear accountability through team leaders, project managers, delivery partners and internal interfaces.

The role provides senior sponsorship for High Impact Connections, ensuring programme priorities, customer commitments, delivery dependencies, commercial considerations and escalation pathways are actively managed so WEL enables timely, efficient customer outcomes.

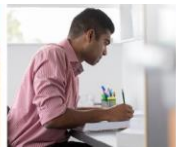
Reporting Structure





Key Accountabilities (Outcomes)

- A consistent, disciplined project and customer works delivery framework is defined and applied, providing clear standards for safety, scope control, cost management, workflow performance, governance, and customer outcomes.
- Project governance and delivery controls provide confidence that work is delivered in accordance with approved scope, design, cost, delivery strategies, contractual expectations, and customer commitments, without unauthorised variation.
- Project and customer works capability, consistency, and maturity improve over time through standardisation, lessons learned, assurance findings, performance insights, and targeted uplift initiatives.
- Safety is embedded across projects, and customer works, end-to-end, through effective leadership expectations, governance disciplines, partner performance controls, and consistent application of safety requirements throughout the delivery lifecycle.
- The project and customer works portfolio is delivered with clear visibility of progress, cost, risk, dependencies, delivery confidence, customer impacts, and emerging constraints, enabling timely senior leadership decisions and interventions.
- Portfolio-level risks, interfaces, dependencies, regulatory obligations, customer issues, and systemic delivery constraints are identified early, actively managed, and escalated where required to protect safety, compliance, reputation, and performance.
- Project managers, programme leads, team leaders, and delivery partners are supported by clear expectations, fit-for-purpose tools, governance rhythms, and effective oversight, while day-to-day project delivery ownership remains appropriately delegated.
- Delivery partner and contract performance disciplines are fit for purpose, with clear expectations, active performance monitoring, timely issue resolution, and appropriate commercial tension to maintain delivery standards, value, and responsiveness.
- Partnership models and resourcing structures are established and maintained so project management capacity can scale appropriately as workload, complexity, or specialist skill requirements change.
- Customer works intake, quoting responsiveness, prioritisation, workflow performance, and delivery progress are well governed, so customers experience timely, transparent, and reliable delivery from application through to completion.
- Strategic customer and stakeholder relationships are actively managed so local needs are understood, trust is strengthened, emerging issues are identified early, and expectations are effectively shaped and met.
- High Impact Connections are actively sponsored at senior level, with programme priorities, customer commitments, delivery dependencies, and escalation points governed to maintain momentum, protect customer confidence, and remove systemic barriers to delivery.
- Leadership capability, accountability, and team performance are strengthened across the function, so people are clear on expectations, supported to grow, and able to deliver consistently through change.



Continuous Improvement and Asset Management Contribution

This role supports the continuous improvement of asset management by contributing to the design, planning, operation, maintenance, renewal, and disposal of WEL's network assets. It participates in activities aligned with the Asset Management Policy, supports delivery of the Strategic Asset Management Plan (SAMP) and contributes to assurance practices to maintain the effectiveness of WEL's asset management framework and ISO 55001 certification.

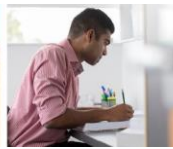
Leadership Expectations

This role has leadership responsibilities and is expected to create clarity, support capability growth and maintain a high-performing, safety-focused environment.

- Provides clear direction, operational oversight and consistent expectations for the team.
- Builds team capability through coaching, training coordination, knowledge sharing and support for ongoing development.
- Leads effectively under operational pressure, and during change and ambiguity while maintaining a calm, safe and service-focused environment.
- Supports accountability, teamwork and continuous improvement across the team and wider group.

Decision Authority and Scope

Scope	Role expectation
Owns	• The project and customer works delivery framework governing how work is initiated, prioritised, governed, controlled, assured and transitioned through to completion. • Portfolio-level performance, assurance, standards, controls, reporting and escalation disciplines across projects, customer works, contract administration and partner delivery. • Functional capability and role clarity across project management, customer works, workflow performance and delivery partner interfaces, including expectations for team leaders and delegated delivery owners. • Partnership models, resourcing structures and sourcing approaches that enable project management capability and capacity to scale in response to workload, complexity and specialist skill needs. • Senior-level sponsorship, escalation pathways and barrier removal for High Impact Connections where customer commitments, delivery dependencies, commercial considerations or cross-functional constraints require leadership beyond the programme manager role.



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Influences	• Portfolio prioritisation, sequencing, work packaging, design and workflow settings, and internal service interfaces that affect delivery certainty, responsiveness, productivity and customer outcomes. • Contract settings, partner models, delivery strategies and improvement priorities through evidence-based advice on performance, risks, delivery constraints and customer impacts. • Project and delivery confidence through transparent reporting, early risk identification, disciplined escalation and effective cross-functional alignment. • High Impact Connections programme outcomes through senior alignment of customer priorities, delivery dependencies, internal service interfaces and partner or contractor performance expectations.
Recommends	• Intervention or escalation on projects, customer works, partner performance or programmes presenting material safety, cost, schedule, commercial, customer or delivery risk. • Changes to project delivery frameworks, governance models, customer works processes, partner arrangements, contract settings, resourcing or service levels where broader functional or executive endorsement is required. • Portfolio-level prioritisation, sequencing or risk responses requiring senior leadership decision or endorsement.

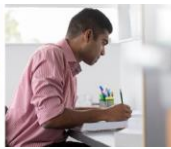
Ways of Working (Enterprise Expectations)

These expectations apply to all roles and should be demonstrated through day-to-day behaviour, decision-making and interactions across the business and with external stakeholders.

- Acts consistently with WEL's values and contributes positively to organisational performance and development.
- Champions health, safety and wellbeing, and models safe behaviours in all aspects of the role.
- Maintains a strong customer and service focus, supporting reliable delivery and positive stakeholder outcomes.
- Builds effective relationships across the business, with contractors, utilities, authorities and other stakeholders to support coordinated operational delivery.

Capabilities That Matter Most

The role requires a senior delivery leader who can set direction, govern complex project and customer works portfolios and translate strategy into safe, predictable and commercially disciplined delivery outcomes. Success depends on strong judgement, portfolio assurance, customer focus and influencing capability, with the ability to create clarity across internal teams, delivery partners, contractors and

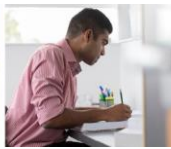


senior stakeholders while maintaining accountability for performance, risk, cost, schedule and service outcomes.

- Defines, governs and improves project and customer works delivery frameworks, standards, controls and reporting disciplines that enable consistent, disciplined delivery.
- Assesses delivery confidence, risk, dependencies and performance across a portfolio of projects and customer works and intervenes appropriately without taking over day-to-day delivery ownership.
- Leads customer-facing delivery functions that combine workflow management, external delivery, contract oversight and service performance.
- Identifies systemic delivery risks, control gaps, interface issues and emerging constraints, ensuring timely escalation and effective mitigation.
- Interprets schedule, cost, risk, workflow, partner performance and customer information to provide clear visibility of portfolio health to senior leaders.
- Manages delivery partners and contracts with appropriate commercial discipline, performance focus and relationship maturity.
- Creates partnership arrangements, sourcing models and resourcing structures that allow project management capacity and capability to flex as workload, complexity or specialist skill demand changes.
- Communicates complex delivery issues, trade-offs, risks, customer impacts and decisions clearly and credibly to senior leaders, customers, partners and internal stakeholders.
- Sets direction, creates clarity, coaches and holds team leaders, project managers, specialists and delivery partners accountable for disciplined outcomes.
- Improves processes, hand-offs, tools, lessons learned and ways of working to increase project maturity, responsiveness, scalability and service reliability.
- Builds trusted relationships with medium to large customers and community stakeholders, understands local needs and emerging issues, and uses that insight to shape expectations and strengthen service outcomes.
- Understands design assurance, delivery requirements and field execution considerations sufficiently to challenge, guide and escalate appropriately.
- Experience in electricity distribution, utilities or comparable asset-intensive environments.
- Experience overseeing complex, high-risk or high-value project environments, either as a senior project leader or portfolio owner.
- Experience leading standardisation, lessons learned, assurance or capability uplift initiatives across a delivery function.
- Experience managing high-impact customer portfolios or multi-party delivery environments.

Essential Qualifications and Experience

- Tertiary qualification in Engineering, Project Management, Business, Operations, Infrastructure or a related discipline; or



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- Demonstrated equivalent executive-level experience leading complex delivery, operations or partner ecosystems in an infrastructure or service environment.
- 10+ years' senior leadership experience in project delivery, customer works, contractor management, operational delivery or partner-led service environments.
- Experience overseeing multiple projects, programmes or customer works portfolios concurrently, with accountability for portfolio-level performance, risk, delivery confidence, customer outcomes, safety, commercial results and service quality.
- Experience setting and enforcing project or delivery standards, governance controls, reporting requirements and escalation disciplines to achieve consistent, predictable outcomes.
- Experience leading through team leaders, project managers, specialists and delivery partners, including coaching, performance expectations and accountability for disciplined delivery outcomes.
- Experience establishing partnership, sourcing or flexible resourcing models that enable project management capability to scale in response to workload, complexity or specialist skill requirements.
- Experience in contract administration, partner performance management or commercial delivery arrangements, including issue resolution and performance improvement.
- Experience managing delivery risk, interfaces, dependencies, workflow performance, delivery pipelines and customer expectations in environments where volumes and priorities must be actively balanced.
- Experience improving project governance, operational processes, service performance, assurance practices or hand-offs across multiple teams or stakeholders.

Desirable Qualifications and Experience

- Post-graduate qualification in Business Administration, Engineering Management, Project Management or a related field.
- Professional accreditation relevant to project delivery, engineering, commercial management or executive leadership.
- Experience in the New Zealand electricity distribution sector or another regulated utility environment.
- Experience overseeing high-risk, high-value or high-complexity capital works portfolios.
- Experience working across customer works, field delivery, network operations support or major infrastructure programmes.
- Experience leading or sponsoring improvements to project delivery frameworks, governance, assurance or capability uplift initiatives.

Role Evolution

This role may evolve as strategy, structure and priorities change.

Our Purpose

Enabling our *communities to thrive*

Our Vision

To create and support an *innovative and sustainable energy future*

Best in Service

So we have the *trust of our community*



Best in Safety

Every Day - *Home Safe*



Our Values



Agile

We listen to ideas, we explore opportunities and we adapt to changing situations with an open mind. When change is needed we make sure we understand why and we make it work. We're flexible and we respond professionally to change.



Build the business

We make sure our day to day activity is sound while exploring ways to improve the way we work or things we do. We often ask "is there a better way to do this?" and we investigate options.



Care for each other, the customer and our assets

We work as a team across the business to do things the right way. We treat others with respect, listening to their needs so we can deliver a reliable and safe service to our communities.



Do the right thing

We make decisions with integrity and when we can, we help others make the right decision for their situation. We're open, honest and trustworthy. We speak up if we feel we should and we listen to others.



Every Day - Home Safe

We lead by example to keep ourselves, our workmates and our communities safe. We use the right equipment, we challenge unsafe acts and we say no if we think it's not safe.