Manager, Metlink Network and Customer

Job Description

What’s the job?

The Group’s work is guided by the public transport provisions of the Regional Land Transport Plan and the Regional Public Transport Plan.

Every day we have thousands of people travelling with Metlink (across rail, bus, harbour ferry and Total Mobility) and every one of those journeys matters to us. Our role is to plan, develop, promote and deliver public transport services and supporting infrastructure in the Wellington region. Our goal is to be more than just a public transport service, we want to be a symbol of pride for the Wellington region, an integral part of what makes living in our region great.

The Manager Metlink Network and Customer will lead the design, development and coordinated implementation of the network. You will work in partnership across Metlink (the “Group”) and wider Greater Wellington Regional Council (“GW”) using innovative thinking to ensure products and services are designed for the customer and with the customer experience in mind. You will lead network design and planning across rail, bus, ferry and Total Mobility ensuring a customer lens is incorporated into designs and planning while also balancing commercial and operation requirements.

As a people leader you will take an organisational perspective and approach, collaborating internally to achieve the desired culture, making sound business decisions, and taking ownership of leading and managing people. You will promote organisation-wide interests and consider organisational wide impacts when interacting with customers and partners.
What you’ll do

1. **Provide effective leadership and management by:**
   - Leading the development of the Group strategy and business plan, with guidance and input from the Greater Wellington (“GW”) Strategy Group, and through joint planning with Operators and other public transport teams
   - Leading the collaborative process of ensuring that the strategic plan is translated into a Group Business Plan with specific goals for each team to implement
   - Ensuring your team delivers their accountabilities effectively and efficiently by working and collaborating closely with other teams within Metlink (the “Group”) and across GW
   - Ensuring your team are clear about their accountabilities, and are supported to deliver on these through coaching, skill development and performance management
   - Actively and prudently managing Group resources, including people, financial and contracts for service are consistent with organisational policies, procedures, guides and agreed delegations
   - Ensuring all reporting requirements of the Group are completed accurately and on time
   - Taking an all of Group view to managing resources effectively
   - Actively and prudently managing financial spend in accordance with financial plans and priorities, contributing to sound and robust financial management for GW

2. **Provide Network Design by:**
   - Providing planning and design advice and expertise at a strategic level
   - Ensuring best practice planning and design processes are in place
   - Ensuring future network design is integrated and based on sound information and informed customer experience and insights
   - Developing and providing functional input into business strategies and plans
   - Ensuring that future route and timetable changes have been developed in alignment with the Group’s strategy and informed by data analysis
   - Ensuring an integrated design and planning approach across network modes, services and channels meet the public transport outcomes specified in the RLTP (Regional Land Transport Plan) and RPTP (Regional Public Transport Plan)
   - Actively working with the GW Customer Engagement team to ensure, Metlink communication and marketing is in place, and messaging and channels are aligned across both areas
   - Ensuring a planning and design process framework is in place (that includes modelling) to identify impacts of change, and provide a robust, efficient and effective design modelling process for service changes
   - Ensuring that cost benefit and options analysis has been completed in support of any changes, requests to routes and timetables
• Ensuring the development of a Design and Planning Stakeholder and Relationship Management Plan (to ensure effective relationships with managers and key staff within the Group, Community engagement groups, Public Transport Operators, central government agencies and Territorial Local authorities)

3. Managing Customer Experience by:

• Leading the creation of a customer centric culture within network design, which ensures accessibility and safety for all customers
• Developing the Group Customer Strategy, with input and guidance from the Policy and Strategy team, to drive all customer activity
• Working collaboratively with the Group and other organisational teams to ensure customer centric principles are embedded and fed into business and operational planning and into the development of customer experience initiatives and projects
• Ensuring customer insights are integrated across the Group by providing a voice of the customer, influencing, educating and empowering Group teams to own the customer experience
• Ensuring a customer centric based approach in product development, through community engagement events with community groups, community boards, and special interest group
• Designing customer experience initiatives and projects

4. Provide Relationship Management by:

• Undertaking relationship management with all Operators; establishing clear accountability, policies and service standards. Providing detailed programmes of work, mitigating potential risks and leading strategic planning and future development programmes
• Effectively managing stakeholder relationships to achieve Group goals and to embed customer centric principles into business and operational planning
• Owning the Group relationship with the GW Customer Engagement and the Travel Choice teams

5. Consider sustainable Resource Management by:

• Promoting sustainable resource management including making effective and efficient use of resources available to the Group
• Carrying out such other duties relating to resource management (air, land, water) as may be assigned from time to time

6. Consider Health & Safety by:

• Actively engaging in health and safety matters, compliance with relevant GW policies and processes
What challenges you will tackle

- Leading internal change by working with your team to ensure staff understand why change is being made, what is in it for them and how to change ways of working
- Increasing the organisational maturity level of the Group by working with managers and your team to implement management processes and practices that will enable more effective and efficient delivery of business goals
- Increasing shared learnings across bus, ferry and rail, ensuring integrated development of the network across all modes
- Ensuring the team collaborates with other teams within the Group to achieve better outcomes
- Ensuring alignment between strategy and network design
- Ensuring network design is informed by robust customer data and not opinion and anecdotal evidence
- Delivering a partnership approach with operators in relation to timetable development
- Ensuring a more structured management of timetable and rosters

Who you’ll work with

These are the key relationships outside of the Group that you will need to develop and maintain

**Internal**
- Chief Executive
- Councillors
- Customer Contact teams
- Customer Engagement teams
- Executive leadership team
- Finance
- GW Programme Management Office
- Health and Safety
- Human Resources
- ICT
- Legal and Procurement
- Regional Transport Team
- Strategic and Corporate Planning
- Travel Choice (Sustainable Transport)
- Wellington Analytics Unit (WAU)

**External**
- Community and business groups
- Customer advocacy and representative groups
- Disabled People's Organisations
- External consultants, advisors and suppliers
- Media
- Ministry of Education
- Ministry of Transport
- Network Access Providers
- New Zealand Transport Agency
- Other relevant key public sector organisations
- Regulators
- Schools
- Territorial Local Authorities
- Transport operators and service providers
- UITP - International Transport Association
- Vendors, suppliers and contractors
- Colleagues in equivalent organisations e.g. Auckland Transport
- Members of the public and transport users
### What you’ll bring

These are the key behaviours, skills and experience you will bring to the role.

<table>
<thead>
<tr>
<th>Competencies</th>
<th>Role specific qualifications and experience</th>
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</thead>
<tbody>
<tr>
<td><strong>Accountability</strong> - Takes personal ownership of decisions, behaviour, and development, and is responsible for how these actions impact on the wider organisation and customers</td>
<td>• An appropriate tertiary qualification, preferably in urban planning, geography or public policy, or equivalent knowledge, skills and experience</td>
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<tr>
<td><strong>Customer focus</strong> - Is committed to understanding the needs and best interests of both internal and external customers, in order to provide them with outstanding service and help them to make informed decisions</td>
<td>• Customer Experience and/or Project Management qualifications desirable</td>
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<tr>
<td><strong>Relationship building</strong> - Develops and maintains positive working relationships and networks internally and externally that are built on mutual trust and respect</td>
<td>• Strong background in public transport, preferably in two or more jurisdictions to bring fresh ideas to Wellington, would be advantageous</td>
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<td><strong>Collaboration</strong> - Builds positive partnerships and collaborates effectively with others to achieve objectives</td>
<td>• Demonstrated ability to lead complex programmes over a range of specialist areas taking into account both strategic and operational needs, including the design and delivery of performance monitoring systems</td>
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<td><strong>Curiosity and adaptability</strong> - Demonstrates a willingness to engage in a changing environment and is flexible and comfortable working with change</td>
<td>• Understanding of Project Management methodologies</td>
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<td><strong>Motivation and drive</strong> - Is determined to achieve goals and strive for excellence</td>
<td>• Strong experience in a Customer Experience management role in the private and/or public sector</td>
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<td><strong>Personal proficiency</strong> - Is able to clearly assess own strengths, weaknesses, opportunities, and limits, giving a foundation upon which to grow, develop, and take on new challenges</td>
<td>• Design-thinking and Agile methodology experience preferred</td>
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<td><strong>Leadership Competencies</strong></td>
<td>• Ability to manage independently, taking governance level direction from the GM</td>
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<td><strong>Navigate for the future</strong> – Thinks about, assesses, and creates the future for themselves and others</td>
<td>• High level of business acumen with ability to analyse and compare financial, economic benefits of investments</td>
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<tr>
<td><strong>Lead change</strong> - Influences and enthuses others through personal advocacy, vision and drive to build a solid platform for change</td>
<td>• Ability to think strategically and operationalise an effective plan to manage and ensure sound management of a commercial and business programme</td>
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<tr>
<td><strong>Motivate &amp; develop others</strong> - Is committed to getting the best out of people and motivating them to reach their full potential</td>
<td>• Ability to manage a team through complex change and transformation involving several key stakeholders</td>
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<td></td>
<td>• Extensive background in successfully leading and managing people, finances and resources and building high-performing teams</td>
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<td>• Ability to work in a pressured environment demonstrating leadership and quick decision making</td>
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</tbody>
</table>
### Competencies

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<tr>
<th>Lead with courage - Is dedicated to leading the GW team toward their vision and values, and communicating GW’s future direction with clarity and enthusiasm. Has the awareness and courage to front up to difficult situations with sensitivity and integrity</th>
<th>Role specific qualifications and experience</th>
</tr>
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<tbody>
<tr>
<td>• Excellent written and oral communication skills</td>
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<tr>
<td>• Excellent interpersonal, relationship and influencing skills</td>
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<td>• Able to apply strong critical thinking and problem-solving</td>
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</tbody>
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*Knowledge of tikanga Māori*  *A full and current driver licence*  *Able to physically carry out the position*

### What we value

These are your personal qualities, which combined with your skill set, will make you a stand-out performer in the role

- Demonstrating strong and inclusive leadership taking a unified approach across the Group to ensure the Group as a whole is successful and delivers on its business plan – working together to achieve common outcomes
- Providing thought leadership in area of expertise and accountability
- Leading by example and modelling positive behaviour, fostering a culture of continuous improvement, collaboration and continuous learning
- Taking accountability for addressing problems that are impacting on delivery both within the team and across the Group
- Ensuring the work environment rewards positive behaviour and is free of unacceptable behaviour
- Advocating and Influencing up both internally and externally in your area of expertise and accountability
- Drawing on your experience in public transport to ensure that Metlink is and provides thought leadership

The GW behaviours are:

- **On the same side**: One team working for one common goal
- **No sacred cows**: Always looking for a better way
- **For people by people**: Everyone here is for everyone out there
- **Own it**: Take responsibility and own the outcome
### Dimensions of the role

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<thead>
<tr>
<th>Group</th>
<th>Public Transport</th>
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<tbody>
<tr>
<td>Team</td>
<td>Metlink Network and Customer</td>
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<tr>
<td>Location</td>
<td>Wellington</td>
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<tr>
<td>Reports to</td>
<td>General Manager Public Transport (Metlink)</td>
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<tr>
<td>Budget</td>
<td>$TBC</td>
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<tr>
<td>Delegations</td>
<td>Financial: Tier 3 ($100,000)</td>
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<td></td>
<td>HR: Tier 3</td>
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<tr>
<td>Contract type</td>
<td>Permanent</td>
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<td>Last reviewed on</td>
<td>4 December 2019</td>
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