



Ngākau aroha Have heart

Kotahitanga Better together

Kia māia Be brave

Mahia Nail it

Position Description

Title:	Customer Experience and Change Lead, National Ticketing Programme
Group:	Customer and Services Group
Reports to:	Executive Sponsor and Delivery Executive, NTS
Band:	21
Date:	February 2023

Context

Our purpose	Waka Kotahi. Moving. Together A land transport system connecting people, products and places for the thriving Aotearoa.
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Group and team purpose	<p>The Customer and Services Group helps deliver a positive land transport experience by making interactions with Waka Kotahi products and services simple, easy to use and effective for users.</p> <p>The National Ticketing Programme is a significant programme of work in partnership with public transport organisations throughout New Zealand to develop one, common payments platform and service for all public transport in the country.</p> <p>This aims to transform the way New Zealanders travel on public transport, on any mode, anywhere in the country, using card or smart devices, consolidated into one easy payment system. It is a critical part of achieving New Zealand ambitions for a safer, more sustainable land transport system.</p>
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Position purpose	<p>The purpose of this role is to lead the interaction across the sector, working closely with our Public Transport Authority (PTA) partners to jointly design and develop the customer experience that will be delivered by the new national ticketing system (NTS). In addition, it will create an environment for the NTS to succeed by ensuring the change impact is managed, disruption is minimised, and everyone across the system knows what to do, how and when – to make the change as easy and possible.</p> <p>The role requires experience in analysing, planning, implementing and evaluating change initiatives, facilitating collaborative human centred design, and building ownership and capability in change leadership across key stakeholder groups.</p> <p>As a member of the programme leadership team this role will play a vital role in establishing a new function for the industry, within Waka Kotahi. Providing both strategic and operational leadership in customer service and human-centred design in all aspects of the programme. This includes injecting customer focus in the operating model, organisational culture, engagement frameworks with our PTA partners and development of end-user services and interactions.</p>
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Key relationships	Internal: <ul style="list-style-type: none">• National Ticketing Programme Team• The wider Customer & Services Group• Transport Services• Digital Team• Enterprise Change
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- Finance Team
- Communications Team
- Executive Leadership Team

External:

- Public Transport Authorities
- Ministry of Transport
- Industry experts and stakeholders
- Key transport industry groups
- Service providers and suppliers
- Other Government Agencies

Dimensions

Size of business unit:	up to 25 FTE
Indicative budget scope:	Operating budget XX per annum. Value of project overseen XX per annum.
Delegations:	Refer to the NZTA Delegations Register
Location:	Auckland or Wellington preferred

What the position involves

Accountabilities

As well as being accountable for the Waka Kotahi values and behaviours, your role has the following specific key accountabilities:

Lead the customer and change workstream of the National Ticketing Programme which includes development of its strategic direction, internal and external stakeholder alignment, execution of operational plans, resource management, and driving performance and delivery. This also includes:

- Lead the engagement with PTA and stakeholders on the collaborative development of a great customer experience for national ticketing, championing human-centred service design, branding, and assessing the scale and scope of change.
- Lead the on-boarding of PTAs to the national ticketing service, ensuring a seamless transition to the service and helping to drive an improvement in both customer experience and uptake. This includes working with PTAs and other stakeholders to develop and implement marketing, communications and media campaigns that effectively engage with the public
- Provide strategic support to the Programme Executive Sponsor, Project Governance Board and Programme Leadership Team in relation to the national ticketing programme customer strategy and transition activities
- Lead the preparation of executive papers, briefs, reports and submissions
- Develop strategies for minimizing or managing the impact of change, developing the tactics to address change resistance, and driving the implementation of the plan, alongside PTAs
- Lead effective change management in all interactions to build a positive reputation for the programme, gain stakeholder confidence, support delivery and ensure the programmes success
- Develop a customer experience design 'toolkit' based on relevant good practice, including methodologies and approaches to be used during all phases of the NTS programme
- Lead the development of the NTS brand in collaboration with the PTAs and other stakeholders

- Develop or source necessary capability required to feed into the design and delivery of customer-centric services.
- Present customer insights and act as the voice of the customer to aid in solution design decision-making at the programme leadership level.
- Lead the development of public awareness and marketing campaigns to drive uptake of public transport using the new national ticketing service
- Working with related teams including stakeholder engagement and communications to ensure consistency and delivery of change messages
- Develop and implement a centralised plan of change across all stakeholders who are delivering core change activity to ensure change is aligned across impacted stakeholders and within Waka Kotahi
- Monitor the effectiveness of interventions, including (but not limited to) measuring the speed of adoption, extent of uptake and proficiency
- Play a leading role in the establishment of the new Waka Kotahi function that will operate the national ticketing service. This includes:
 - Building change capability and processes for the new function
 - Ensuring that leaders and people leaders have the capability to effectively lead change in the future
 - Building the change playbook to guide future PTAs to onboard to the National Ticketing Service, including
 - Define and support the development of the products and services, and operational processes, delivered by the new Waka Kotahi function, ensuring they will enable the delivery of the desired national ticketing customer experience

There is an expectation that the role accountabilities may evolve over time. You may also be involved in other activities as part of a career and development plan. These will be reflected in your performance and development goals that are set in discussion with your People Leader.

Working effectively with Māori

Te Ara Kotahi – our Māori Strategy – supports Waka Kotahi to work effectively with Māori and is underpinned by uara (values) and our mātāpono (principles) of – Rangatiratanga, Manaakitanga, Kaitiakitanga, Whanaungatanga, Te Tiriti o Waitangi, Mana o te Reo, Huna Kore (no surprises approach), Auahatanga (creativity and innovation), Whakapono (integrity and honesty) and in recognition of Cultural Values.

As Waka Kotahi is an agent of the Crown, Te Tiriti o Waitangi/The Treaty of Waitangi is important to everything we say or do. We recognise it as an enduring document central to New Zealand's past, present and future. Building and maintaining meaningful relationships is important to work effectively with Māori, stakeholders and other agencies.

We accept our privileged role and responsibility to the partnership of the Treaty of Waitangi / Te Tiriti o Waitangi.

Values and Behaviours

Our values and behaviours underpin everything we do and form the core behavioural expectations for your role.

NGĀKAU AROHA Have heart means we have the wellbeing of our people, community and planet at the heart of everything we do. As Waka Kotahi we:

- Contribute to a safe and sustainable work environment.
- Show respect for all people.
- Treat others how we would like to be treated.
- Are inclusive and connected
- Look out for each other

KOTAHITANGA Better together means we achieve great things when we work together to build trusted relationships inside and outside of Waka Kotahi. As Waka Kotahi we:

- Build better relationships
- Join up our thinking and our doing
- Remove barriers to collaboration
- Seek and listen to others to learn and grow
- Invite conversation and feedback and always improve

KIA MĀIA Be brave means our outcomes are better when we bring courage and self-belief to our passion and purpose. As Waka Kotahi we:

- Speak up when it matters
- Challenge to achieve the right outcome
- Make and own the tough decisions
- Find different perspectives to challenge thinking
- Face up to the difficult issues

MAHIA Nail it means we create enduring legacy, delivering our best work every day. As Waka Kotahi we:

- Are clear on what's important
- Deliver on the right outcomes
- Hold ourselves to account
- Help others succeed
- Celebrate success

As a member of the public sector we also hold ourselves to the highest standards of integrity and conduct.

SPIRIT OF SERVICE

Ka mahitahi mātou o te ratonga tūmatanui kia hei painga mō ngā tāngata o Aotearoa i āianeī, ā, hei ngā rā ki tua hoki. He kawenga tino whaitake tā mātou hei tautoko i te Karauna i runga i āna hononga ki a ngāi Māori i raro i te Tiriti o Waitangi. Ka tautoko mātou i te kāwanatanga manapori. Ka whakakotahingia mātou e te wairua whakarato ki ō mātou hapori, ā, e arahina ana mātou e ngā mātāpono me ngā tikanga matua o te ratonga tūmatanui i roto i ā mātou mahi.

In the public service we work collectively to make a meaningful difference for New Zealanders now and in the future. We have an important role in supporting the Crown in its relationships with Māori under the Treaty of Waitangi. We support democratic government. We are unified by a spirit of service to our communities and guided by the core principles and values of the public service in our work.

More information on all the behaviours and standards are included in the Waka Kotahi Te Tikanga Whanonga – Our Code of Conduct.

Leadership expectations

Foundational expectations
of People Leaders

As a People Leader at Waka Kotahi you will:

KEEP EVERYONE SAFE Keep safety and wellbeing front of mind for your people.

COMMUNICATE Have regular meetings with your team and other key stakeholders to maintain consistent updates and a two-way dialogue.

COACH Have quality 1:1's with your team on a regular basis to build rapport, prioritise workload, support through change, and make sure your people are clear on what's expected of them. You will prioritise PDP's and regular performance conversations to develop your people, address performance concerns proactively.

DEVELOP AND RECOGNISE Have regular development conversations with your team to support their growth, link development goals to business needs, and recognise them when they do a great job.

SEEK AND ACT ON FEEDBACK Regularly ask for and learn from feedback to improve our work environment and develop yourself.

BUILD A SUPPORTIVE TEAM ENVIRONMENT Foster an environment that is inclusive and supportive for your team. You will encourage your team to raise important issues or concerns and invite them to engage conflict in a constructive way.

PREVENT BULLYING and HARASSMENT Know how to identify bullying and harassment in the workplace and not tolerate any bullying and harassment within your team.

ENABLE SUCCESS Ensure that your people have what they need to do their best work and manage key events during their time here well.

In addition to these foundational expectations, it is important that as a leader you are embodying and encouraging the Waka Kotahi values and behaviours.

The value you will bring

As well as your leadership attributes, you will need to bring your 'know how':

You will demonstrate knowledge of, or a willingness to gain an understanding of Te Ao Māori and promote tikanga and Te Reo Māori. You will also have knowledge of, or a willingness to gain an appreciation of te Tiriti o Waitangi (the Treaty of Waitangi) as it applies in the public sector.

Knowledge and experience:

- More than 10 years' experience in a role accountable for delivering a customer focused product, service or operational function or for shaping of the customer experience
 - More than 10 years' experience in a role accountable for delivering change management, and a deep understanding of effective change processes and tools, and a proven track record of excellent results.
 - Excellent understanding of customer service or marketing strategies, practices and methodologies to drive uptake, adoption or positive reputation and brand.
 - Exceptional stakeholder influencing and management experience, ability to bring together diverse perspectives and manage multilateral interactions, able to present effectively and influence executive and senior level stakeholders including Ministers and the Board.
 - Demonstrated experience in delivering transformational change, particularly for programmes that are sector or industry-wide
 - Strong collaboration, influencing and relationship building skills applied to successfully achieving a shared or mutual outcome
 - Knowledge of customer focused human-centred design thinking, service design, system-thinking and experience of embedding these into business practice or operations in a complex environment
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- Experience in leading strategically with broad business acumen and insight, and the ability to identify, conceptualize and navigate strategic opportunities. Ability to see the big picture, learn quickly and make connections
 - A track-record of success in building a positive, customer-centric culture and high performing teams
 - Understanding of programme and project management disciplines, methodologies, resourcing, quality assurance and governance
 - Ability to engage effectively at all levels with strong verbal and high-quality written communication skills. Ability to communicate complex issues and concepts to a broad audience
 - Demonstrates strategic, whole-of-system thinking and strong outcomes focus
 - Adept in analysing the change impact and effort, and leading and facilitating change effectively, achieving required reach, buy-in and uptake across all key stakeholder groups
 - Strong experience managing change strategy development, interventions and delivery of change across portfolios or highly complex programmes.
 - Strong interpersonal skills, with proven ability in influencing, motivating, facilitating and coaching
 - Skilled in increasing organisational capability in leader-led change
 - The ability to effectively deal with ambiguity, including shifting gears quickly and comfortably and identifying and managing risk effectively
 - Sound analysis, judgement and decision making skills, including political acumen

Qualifications:

- Tertiary qualification at preferably post graduate level in a relevant discipline or significant equivalent professional experience
- Certifications or professional training in human-centred or service design, preferred or equivalent experience
- Change management certification is preferred (for example, CMI, APMG, ACMP, Prosci and/or Change Lean)

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