

# Kaiārahi Tiaki Tangata | Manager Visitor Services

## Our purpose

Working together with and for Wellington to create remarkable experiences that generate vitality, strengthening the city we love.

## Our vision

Engaged, curious communities.

To learn more about Experience Wellington visit [experiencewellington.org.nz](http://experiencewellington.org.nz)

## Role details

<b>Group</b>	People, Operations & Visitor Services	<b>Direct reports accountability</b>	Approximately 60, working with and through Site Supervisors
<b>Reports to</b>	Te Kaitiaki Ahurea   Director People, Operations & Visitor Services	<b>Financial accountability</b>	Refer financial delegations policy
<b>Location</b>	Wellington	<b>Special requirements</b>	Ability to work flexible hours to support the delivery of evening and weekend programmes and events Current driver licence

## Work focus

### Purpose and outcome

This role manages all aspects of our visitor service delivery, partnering with our teams and groups to ensure smooth operations and exceptional service provision to our audiences and manuhiri.

## **Working successfully as a leadership collective**

As a member of the wider leadership team, you assist the Executive Leadership Team manage and monitor your programme of work and connect with others to ensure the smooth delivery of your accountabilities. You understand our strategy and expertly explore ways to operationalise strategy in the daily mahi of the group. As an overarching requirement you keep a sharp eye on ensuring we bring a Māori dimension to our experiences and ensure the wellbeing, health and safety of our people and visitors alike through a zero-harm culture.

## **Scope and context of what you'll do**

You lead a team responsible for delivering visitor service hosting, touring, retail and commercial activity. You provide oversight of all activities across our experiences and offerings, focusing attention on ensuring the daily organisational level activities are aligned to our purpose and strategy. Your team is a significant part of Experience Wellington, and comprises full-time and part-time staff, a mix of permanent, fixed-term and casual employees, working across multiple sites.

Crucial to Experience Wellington is ensuring Visitor Services plays their part well in delivering our experiences professionally and seamlessly. To do this it is critical you have a single view of upcoming activities. You collaborate and lead discussions with key portfolio holders across the organisation – especially learning, engagement and commercial teams – to ensure your people planning and roster effectively supports the many events, programmes and activities we run. Visitor Services is a significant face of Experience Wellington and as a team represents our values and brand every day in their work. Your leadership and direction in this space is both influential and strategic. As a team you optimise opportunities to ensure a Māori dimension is at the heart of the experiences we offer, seeking opportunities to routinely speak Te Reo.

You and your team play a critical role in gathering feedback from our audiences and manuhiri. You ensure we are able to capture views, concerns and aspirations they convey during their visits to us. Further, you share feedback and insights for the benefit of organisation strategic and operational planning, as well as to drive improvements for visitor services.

You are responsible for all people management procedures for the visitor services team. This is where most of your time is spent. You are a safe set of hands, managing your team to open and close our sites and monitor and manage all aspects of wellbeing, health, safety and security across our six experiences. You are supported in this crucial role by your Site Supervisors, who take care of all day-to-day coordination of your team and provide a seamless conduit for information sharing.

While juggling the day-to-day people management in the role, you partner with others to develop new and improved systems and practices across the suite of people management systems. This includes proactive recruitment strategies, improved team communication and a best practice induction programme.

You seamlessly partner with Kaiārahi Pākihi, to implement our commercial offerings. The two roles work closely and symbiotically recognising the need for strong information flow and demonstrates a one-team approach across the two group's functions. You play your part in developing a culture of thriving commercial offerings while balancing the authenticity of our brand. You lead your team to support this through improved sales techniques and consistent exceptional service and operational delivery, working closely with the commercial team to make this happen.

## Key relationships

<b>Internal</b>	While you work right across the organisation, you especially collaborate with, and influence, those delivering the following services: <ul style="list-style-type: none"><li>• revenue opportunities through our commercial offerings.</li><li>• people and employment processes and systems</li><li>• building services and wellbeing, health and safety for our people</li><li>• programming</li></ul>
<b>External</b>	You network with others in the sector in similar roles to share best practice and improve the way we do things at Experience Wellington.

## Qualifications and experience

In addition to the skill requirements outlined in the next section the following experience is specifically required for this position:

### Experience and knowledge

- Significant and recent experience leading a large operational and visitor services team
- Proven ability to improve visitor services practices and processes to support organisation performance
- Proven ability to improve and implement commercial opportunities for an organisation through visitor service and customer opportunities, including retail
- Known as a safe set of hands, committed to customer service and ensuring smooth delivery of all offerings and site access.

## Skills – what you must do well

### Cultural perspective

A core strategic pou is to ensure we bring a Māori dimension to everything we do. We are committed to Te Tiriti o Waitangi and support tangata whenua as kaitiaki. We know we are on a journey to build our competency and confidence to engage appropriately in this context. Experience Wellington provides the supportive environment to grow capability and you bring willingness and commitment to apply what you learn.

### Leadership character

- Honest & courageous** We aspire, and drive our teams, to spark connection and curiosity through our offerings and experiences.
- Collaborative** A team player with supportive, kind and consistently mana-enhancing communication
- Curious** Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives
- Self-aware & agile** Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people; to adapt well in a changing environment
- Resilient** Show composure, grit, and a sense of perspective when the going gets tough; help others maintain optimism and focus

## Leadership

Strategic Leadership Where are we going? And how do we get there?	<b>Imagine the future and set strategy</b>	Critically review what and how things are done now within your team. Bring your ideas about how they could be done in the future and work collaboratively to turn ideas into implementation.
Systems Leadership How do we together build a better Wellington?	<b>With others, improve our systems and processes</b>	Develop the environment to improve systems and processes for use across an organisation. Use information and analysis to improve organisational performance.
Talent Management How am I building talent for the future – for Experience Wellington and the arts and cultural sector?	<b>Lead people and teams</b>	Develop individual and team talent that will improve organisational capability and delivery in the short and longer term. Create a safe and positive work environment.
Delivery Management How will we achieve our plans?	<b>Track record of delivery</b>	Develop robust plans clearly linked to strategy, with ways to measure performance. Deliver on agreed plans, with and through the team.

## Capabilities and expectations

All people leader positions in Experience Wellington use this leadership framework to guide how you work as a team of leaders and as a leader of your functional area.

We've provided examples of what we expect of you so that you contribute to Experience Wellington's strategic direction, our role in the wider sector, talent development of our people, and organisational and team delivery of our work. You'll use your judgment to determine where to place your emphasis at different points in time.

### Mana Rautaki | Strategic Leadership | Where are we going? And how do we get there?

#### As part of the wider management team – we want you to lead things like this:

1. Contribute to the development of the organisational strategy, annual action plan and work programme, and participate in discussions about work priorities.
2. Develop and deliver operational plans for your team and projects you are assigned to deliver.
3. Know the full breadth of what our organisation delivers and how all the parts interconnect. Participate meaningfully and confidently in cross-organisation strategic discussions and decision-making.
4. Understand what our strategic messages are. Keep messages focused and people engaged in their work, even when the going gets tough.

#### As a leader of your team we want you to lead things like this:

5. Communicate a joined up and one-team view of the direction and work of the ELT and wider leadership group to your Group/Team.

6. Keep your knowledge current about what's going on in your own specialist area – bringing these insights and what it means to discussions.
7. Support the development of Experience Wellington's vision, values and strategy, and support the Executive Leadership Team implement it. Help your team understand how the work they do supports our strategic direction.

## **Te Mana o te Tikanga | Systems Leadership | How do we together build for a better Wellington?**

### **As part of the wider management team – we want you to lead things like this:**

1. Identify key relationships to develop or maintain in your area of work. Build and maintain mutually beneficial relationships with key partners and stakeholders. Use this as an opportunity to expand our diversity and inclusiveness.
2. Understand the value of audience feedback and how it can help shape the work of your team and other parts of Experience Wellington you work closely with.
3. Collect and analyse information useful for developing organisational performance. Work out how the information can be put to best use.
4. Identify what systems and processes could be enhanced to ensure we are working as effectively as possible, and how.

### **As a leader of your team we want you to lead things like this:**

5. Create a supportive environment for the team to promote ideas for improving the way we do things. Lead the implementation of improvements.
6. Spend time developing your networks across the sectors we operate in and broaden our relationships beyond our usual 'go-to' people and organisations.
7. Readily share with, and use information from, sector peers to improve the way we do things.
8. Ensure the wellbeing, health and safety of our people, contractors and visitors is a primary consideration in the development and delivery of everything we do, every day.

## **Te Whakahaere ā Parapara | Talent Management | How am I building talent for the future – for Experience Wellington and the arts and culture sector?**

### **As part of the wider management team – we want you to lead things like this:**

1. The development of a cohesive and high performing culture, where a human dimension, empathy and commitment to our values is evident in our leadership and management practices.
2. Contribute to the development of, and implement, people practices across the employment cycle – from recruiting and selecting to managing all the ways people leave the organisation.
3. Contribute to the development of an organisational view of resourcing and future capability needs so that we can:
  - a. assign resourcing to the organisation's highest priorities
  - b. invest in the right kind of people capability development.

### **As a leader of your team we want you to lead things like this:**

4. Lead by example. Build your confidence and capability in te reo, tikanga and Te Tiriti o Waitangi. Be a role model and encourage others to do the same. Build organisation knowledge of why and how Te Ao Māori needs to be at the centre of our work.
5. Develop and support a positive and safe team culture and work environment.
6. Ensure every recruitment opportunity is a hunt for talent and an opportunity to develop our diverse and inclusive workplace.
7. Coach and empower people. Empower your team to be effective in their roles and reach their potential. Hold thoughtful coaching conversations as an integral part of your work.
8. Set clear expectations about what needs to be delivered, the standards of performance, and workplace behaviour. Manage the team to deliver these. Purposefully and promptly improve the performance of people where needed and be confident holding tough conversations.

### **Te Whakahaere o te Tuku | Delivery Management | How will we turn what we know into what we do?**

#### **As part of the wider management team – we want you to lead things like this:**

1. Assist the ELT to manage and monitor the single work programme. Participate constructively in discussions to prioritise work, and support the ELT convey these messages to staff.
2. Understand how work is interconnected across Experience Wellington and how you can help each other deliver as one team.

#### **As a leader of your team we want you to lead things like this:**

3. Be innovative and deliberate in creating opportunities for our community and visitors to Wellington to engage with Māori culture when designing, developing and delivering work. Ensure we engage with and deliver in partnership with tangata whenua to achieve this.
4. Implement your plans, the “how” you and your team will deliver your key strategic projects and deliverables, and measure progress. Ensure your plans clearly manage and mitigate risk. Carefully consider priorities and available budget and develop well-sequenced roll outs of work.
5. Assign work to your team, ensuring the work is appropriately framed in the context of organisational strategy and the single work programme. You identify with your team critical points of connection across the organisation so that we work as one team.
6. Develop ways to measure the quality, results, and effectiveness of your team’s work.