



Tūhono mai

Be a part of our team



Mō tēnei tūranga - Position Description



Title: Chief Customer and Operating Officer
Reports to: Chief Executive Officer (CEO)

Financial Delegations: TBC
Direct Reports: 9 – 12

Business Group: Customer and Operations

Location/s: Auckland, Wellington or Christchurch

Budget: TBC

Indirect Reports: 1400+

Mō mātou - Our Organisation

Building better, brighter homes, communities and lives.

What is exciting about working for Kāinga Ora is getting the chance to use our skills and knowledge to create the homes and neighbourhoods that will make a real and positive impact on New Zealanders' lives and build a better future for Aotearoa New Zealand.

We are passionate about transforming New Zealand for the better. This includes being a trusted partner for Māori and iwi, protecting and enabling their rights, interests and aspirations under the guidance of Te Tiriti o Waitangi.

Our past has laid the groundwork and now as a team, we are focussed on creating a legacy for the good of future generations of New Zealanders.

You will be part of a team that plays a vital role in where Aotearoa New Zealand is heading. We provide tenancy services to over 190,000 public housing customers and we maintain and develop more than 78,000 houses. We help many other New Zealanders into their own homes through our home ownership products and other services.

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 **Kāinga Ora**
Homes and Communities

We are building many thousands of homes each year and transforming communities all across the country. And we have an exciting plan for the future that will enable us to do more to help New Zealanders than ever before.

Ō Tātou Uara - Our values:

Our values were developed by us, for us. They unite us as an organisation and guide how we work every day. Our values are:

- Manaakitanga – People at the Heart
- Mahi Tahi – Better Together
- Whanake – Be Bold

Our Customer and Operations Group

The Customer and Operations Group leads the delivery of Kāinga Ora's services to customers and communities across Aotearoa. It brings together regional and national service delivery to ensure a seamless, consistent and customer-centric experience. The Group is responsible for tenancy services, supported housing, asset management and maintenance, Building Consent Authority – Consentium, home ownership, business continuity, and community engagement, in line with Kāinga Ora's strategic priorities.

The Group ensures that regional responsiveness is balanced with national consistency, and that services are designed and delivered in partnership with Māori, local communities, and other agencies. It leads the integration of customer insights, service design, and operational excellence to support Kāinga Ora's vision of building better, brighter homes, communities, and lives.

Ngā mahi - What you'll do

The **Chief Customer and Operating Officer** ensures Kāinga Ora delivers high-quality, customer-focused services across Aotearoa. This role leads the integration of regional and national operations, overseeing tenancy, maintenance, supported housing, home ownership, and community engagement.

As a key member of the Executive Leadership Team, the Chief Customer and Operating Officer drives operational excellence and system-level transformation through strategic leadership, strong partnerships, and a deep understanding of customer needs. The role requires a commercially minded and results-driven executive who can identify opportunities to optimise performance, improve service delivery, and maximise public value.

Through a strategic and commercial lens, this role champions enterprise-wide improvements that enhance customer outcomes, strengthen responsiveness, and support Kāinga Ora's long-term sustainability.

Ngā haepapa - What you'll be responsible for

- Driving the integration of regional and national operations to ensure seamless, consistent, and high-quality service delivery across Kāinga Ora's customer-facing functions.
- Leading the operational performance of tenancy services, maintenance, supported housing, homeownership, emergency response, and community engagement, ensuring they are efficient, customer-centric, and aligned with strategic priorities.
- Championing a high-performance culture with strong commercial acumen, ensuring operational decisions are made through a strategic and commercial lens.

- Overseeing the development and execution of regional investment plans and national service strategies, ensuring alignment with organisational goals and community needs.
- Leading enterprise-wide operational improvements that enhance customer outcomes, strengthen regional responsiveness, and support Kāinga Ora's long-term sustainability.
- Acting as the Chief Operating Officer to the Chief Executive and Board, providing strategic advice and oversight on operational delivery, service design, and customer experience.
- Strengthening operational governance and executive-level reporting, ensuring accountability and transparency in service delivery and investment decisions.
- Building and maintaining strategic partnerships with key external stakeholders including iwi, Māori organisations, local and central government, NGOs, and community housing providers to support system-level change.
- Ensuring the organisation adheres to legal, regulatory, and policy requirements across all operational areas.
- Leading the identification, management, and mitigation of strategic and operational risks across customer and service delivery functions, ensuring resilience and continuity of service.

Ngā rōpū whaihua - Who you'll work with

Key Internal Relationships:

- Chief Executive and Executive Leadership Team (ELT)
- The Board
- Senior People Leaders
- Governance forums and programme/portfolio leadership committees

Key External Relationships:

- Ministers and their Offices
- Central and local government agencies
- Community housing providers, NGOs, and service delivery partners
- Iwi, hapū, and Māori organisations

Ngā pūmanawatanga ōu - What you'll need

To be successful in this role the **Chief Customer and Operating Officer** will have:

- Extensive senior leadership experience successfully leading large, multi-functional teams and collaborating across executive portfolios to drive organisational performance.
- Demonstrated ability to lead strategically through a commercial lens, with a strong track record of delivering operational excellence and customer-focused outcomes.
- Experience in leading complex transformation programmes and embedding enterprise-wide improvements in service delivery and operational systems.
- Deep understanding of customer-centric service design, regional responsiveness, and system-level change in a public sector context.
- Proven ability to manage strategic and operational risks, including business continuity and emergency response planning.
- A collaborative leadership style, with the ability to inspire and empower cross-functional teams to deliver with excellence.

- Demonstrated ability to develop highly effective, mutually beneficial partnerships with iwi, communities, councils, government agencies, and service delivery partners.
- Excellent interpersonal, relationship management, and problem-solving skills, with the ability to navigate complex stakeholder environments.
- Resilience and self-awareness to lead and sustain change, and succeed in a regulated, public sector environment.
- A bachelor's or master's degree in a field relevant to the responsibilities of this position is preferred.
- Understanding of partnership obligations under Te Tiriti o Waitangi and experience working with Māori organisations and communities.

Leadership Attributes

Leadership is the mind-set, skills and behaviours used to inspire and provide direction for people to achieve the outcomes for Kāinga Ora. Kāinga Ora has determined the following attributes for this role as outlined below.

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| <p style="text-align: center;">Values relationships</p> <p>Builds and nurtures trusting relationships with direct reports, their teams and leader.</p> <p>Builds and nurtures relationships with colleagues, stakeholders, iwi, partners, suppliers and our communities.</p> <p>Tailors how they communicate for their audience.</p> <p>Looks first to their own areas for improvement before turning to others.</p> | <p style="text-align: center;">People focused</p> <p>Actively works to understand people to ensure the best work experience possible for them.</p> <p>Recognises everyone is different and is curious about what makes people tick.</p> <p>Is aware of their own paradigms and influences, and the impact this has on the behaviours and attitudes they bring to work and relationships.</p> <p>Comfortable being themselves and admitting to being less than perfect.</p> <p>Identifies personal development areas through reflection and feedback, and shares these with their team and leader.</p> <p>Puts their people's needs ahead of their own.</p> <p>Understands the importance of language and carefully considers the words they use and their impact.</p> <p>Recognises that we are all human and are constantly iterating and innovating.</p> |
| <p style="text-align: center;">Develops people and the organisation</p> <p>Continuously seeks to understand their people in order to motivate and enable their development.</p> <p>Provides tailored feedback, coaching and development that motivates at the right time.</p> | <p style="text-align: center;">Delivery focused</p> <p>Develops clear expectations of delivery objectives and expectations.</p> <p>Organised, consistent and disciplined approach to work.</p> |
| <p style="text-align: center;">Enable and empower</p> <p>Chooses to trust others first.</p> <p>Develops clear outcome frameworks that enable their teams to make decisions and develop new ways of working.</p> <p>Identifies assumptions and is comfortable with uncertainty.</p> <p>Is comfortable not having all the answers.</p> <p>Takes responsibility for their actions and the work programme of their wider teams.</p> | <p style="text-align: center;">Leads our culture</p> <p>Frames challenges as development opportunities and encourages this in others.</p> <p>Fosters an environment where input and feedback are welcomed, well-intended and develop others.</p> <p>Gathers input with different experiences and viewpoints as part of decision making.</p> <p>Role models our values and highlights positive examples from within their wider teams.</p> |

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| <p>Recognises and emphasises their people’s input over their own.</p> | <p>Leads with humility, emphasising the obligations and responsibilities that come with the role.</p> |
| <p style="text-align: center;">Ambitious and Innovative</p> <p>Transparent about ambition for organisation. Actively embraces and is curious about doing things differently and encourages others to do so. Enables bottom-up change, embedding behaviours, practices and processes that create both permission and a sense of responsibility for their teams to embrace and drive change</p> | <p style="text-align: center;">Embraces Diversity and Inclusion</p> <p>Holds themselves and their teams responsible to identify, address and minimise bias wherever they encounter it. Acknowledges and values different opinions and perspectives to get better outcomes. Supports the inclusion of different ideas, viewpoints and questions from their teams and others. Takes responsibility for developing own and their teams’ cultural capability</p> |
| <p style="text-align: center;">Applies Māori Leadership Principles</p> <p>Applies principles of Rangatiratanga, Whakaiti, and Ako Demonstrates active consideration of Te Ao Māori, Tikanga Māori, Te Tiriti o Waitangi, and Māori values and perspectives when:</p> <ul style="list-style-type: none"> • Leading and developing their team. • Developing their strategies and work plans. • Influencing organisational culture and performance. • Supporting a culturally safe environment. <p>Engaging with Kāinga Ora employees, customers, communities, stakeholders and treaty partners plan fits into the strategy, and how it connects to vision and values.</p> | <p style="text-align: center;">Leads Strategically</p> <p>Understand the outcomes we are seeking to achieve, our “why”. Thoughtful, considered, consistent, long term and fact based when establishing direction and work plans. Develops a clear strategic framework for their wider teams to work within that aligns with the overall strategy of Kāinga Ora. Focuses their teams on achieving those outcomes. Communicates how the strategy connects to the functions they perform. Aligns work plans across their wider teams with Kāinga Ora outcomes and purpose. Recruits based on immediate and future needs for their wider team and business unit.</p> |