



Manager Te Papa Retail Stores

Position Description

Directorate:	Museum and Commercial Services	
Reports to:	General Manager Te Papa Stores	
Delegated Authority:	Financial	As per financial delegations policy
	Human Resources	Tier 4

Tuia te tangata, tuia ngā kōrero, tuia ngā taonga Connecting people, taonga and stories

Te Papa's mission is to understand the past, enrich the present and meet the challenges of the future. Te Papa is more than just the national museum that houses New Zealand's treasures. It is a meeting place, a place for lifelong learning, and a place that inspires a sense of wonder and connection.

Biculturalism is a founding philosophy and practice of Te Papa designed to explore the contribution of Māori language and culture to the life, culture and activities of the museum in small and large ways. Te Papa fosters and nurtures cross-cultural capability, the ability of people of different cultural backgrounds to interact with one another in positive and uplifting ways.

Te Papa's three values Whanaungatanga (Teamwork), Manaakitanga (Respect) and Auahatanga (Creativity) are at the centre of how Te Papa works. Working actively in the cultural sector and in partnership with iwi Te Papa connects people taonga and stories.

Te Papa is an amazing organisation to work for with bold aspirations for the future.

Ka pēhea tō whai wāhi atu The Directorate

The Museum and Commercial Services Directorate delivers exceptional services that support the delivery, outreach and financial sustainability of the museum. The Directorate plays a direct role in enabling Te Papa to deliver on its mission through customer services, partnerships, commercial business and contributing to touring business in relation to Tākina. The functions within the Directorate include visitor services, retail, cafes, Tākina Events and hospitality, and events.

Ko te āhua e whai hua ai te tūranga Position purpose

The position leads, plans and manages the retail sales team (a mix of permanent, fixed term and casual employees which number between 20-30 during the high season) in all aspects of retail store operations across 2 permanent stores located at Cable Street, the Te Papa store located at Wellington Airport and any other stores including exhibition pop up stores. The position ensures the provision of a consistent high standard of customer focussed service and develops and delivers training and upskilling strategies to encourage and motivate retail sales professionals to proactively achieve sales targets. The manager monitors sales data and customer trends to inform strategy development and future deliverables.



Ka kaweā e koe te aha Key accountabilities

- Lead, manage and motivate a large team of sales professionals across multiple locations to proactively achieve sales targets and to create a climate where people want to do their best.
- Develop and regularly deliver sales policies, procedures, and practices to train and upskill retail professionals to achieve Te Papa's Retail strategy and the overall Te Papa strategy.
- Constantly plan to resource all retail stores by determining scheduling requirements based on expected visitor numbers, opening hours and employment legislation for example, rostering and placing sales professionals appropriately.
- Lead the operational management of the retail stores ensuring exceptional customer service is the focus for retail, and that financial targets are constantly measured and delivered.
- Collect and maintain sales data to contribute to the development of retail strategy and future target.

Ka kaweā e koe te aha ki ētahi atu Key relationships

Internal

- General Manager Te Papa Stores
- Assistant Store Manager/s
- Retail Professionals
- Managers and staff across Te Papa

External

- Suppliers
- External providers

Ka kaweā mai e koe te aha ki Te Papa Knowledge, experience & qualifications

- 5+ years retail experience working within established sales policies, procedures, and practices
- Proven staff management experience and ability to deliver through others
- Demonstrated ability and experience leading, managing, and motivating a large team across multiple locations
- Demonstrated ability to create a culture where people want to do their best for themselves, the team and the organisation.
- A passion for sales and delivering through others
- Exceptional appreciation of quality service delivery and a passion for delivering exceptional levels of customer service
- Proven ability to appropriately respond to difficult or challenging people and circumstances
- Proven ability to identify and programme for demand and to schedule resources accordingly
- Proven ability to build capability in others including developing and delivering training initiatives targeting sales, customer service and culture changes
- Tertiary qualification(s) in relevant discipline(s) and/or similar previous work experience.
- An understanding of Te Papa's bicultural philosophy and the partnership approach set out in Te Tiriri o Waitangi.
- An understanding of and willingness to encompass Reo Māori in interactions with customers



Ō mātau whāinga Our expectations

The following Behavioural Competencies are expected from leaders across Te Papa.

Navigating for the future	Leading strategically	Clearly articulates your team's role in achieving the organisational vision; and engages their team in the vision
	Leading with influence	Conveys energy, urgency, confidence, and a sense of ease.
Stewardship	Enhancing organisational performance	Leads process improvements which achieve gains in effectiveness and efficiency.
	Enhancing system performance	Contributes to your peer leadership team. Works collaboratively with others across the organisation, and encourages others in the team to adopt an organisation-wide view. Leverages strong relationships with a range of external stakeholders to deliver customer outcomes.
	Leading at the political interface	Displays an understanding of the essentials of how the government and public sector work; and ensures that written documentation and verbal presentations reflect relevant political sensitivities.
	Creates an environment where biculturalism can flourish	Seizes opportunities to expand understanding of tikanga Māori, mātauranga Māori (Māori knowledge) and customary concepts. Provides opportunities for colleagues to consider and understand Te Papa's bicultural context within a nation of many diverse cultures.
Identifying and developing our people	Enhancing people performance	Communicates and role-models the behaviours required to achieve expectations.
	Developing talent	Encourages diverse talent and addresses capability gaps across your team as a whole.
	Enhancing team performance	Understands the strengths and weaknesses of how your team works together to deliver outcomes.
Making it happen	Managing work priorities	Uses sound work management practices to organise your team's work priorities, so that they deliver on work commitments.
	Achieving through others	Empower and support your direct reports to effectively deliver on their tasks and duties and achieve customer outcomes.
Leadership character	Curious	Show curiosity, flexibility, and openness in analysing and integrating ideas, information, and differing perspectives; to make fit-for-purpose decisions.
	Honest and courageous	Delivers the hard messages, and makes unpopular decisions in a timely manner; to advance the longer-term best interests of customers and New Zealand
	Resilient	Show composure, grit, and a sense of perspective when the going gets tough; to help others maintain optimism and focus.
	Self-aware and agile	Leverage self-awareness to improve skills and adapt approach; to strengthen personal capability over time and optimise effectiveness with different situations and people.

Ka kawea e koe te aha Accountabilities

Focus Area	Accountabilities
Biculturalism	<p>Biculturalism relates to every role and position within Te Papa, either directly and indirectly and in small and large ways. The position is responsible for taking part in opportunities to explore the contribution of biculturalism that are meaningful to job holder.</p>
Management of Retail Professionals	<p>The position leads, motivates and manages a large team of retail professionals to achieve sales through exceptional customer service</p> <ul style="list-style-type: none"> • Establish and monitor the work programme of direct reports, ensuring systems are in place for regular reporting. • Monitor the current capabilities in the team and implement strategies to build or source required skills. • Develop and regularly deliver sales policies, standards, procedures, and practices to train and upskill retail professionals to achieve the Retail strategy and Te Papa's overall strategy. • Ensure all team members receive appropriate professional development through identifying and securing external providers and by delivering regular and relevant in-house development opportunities at all times considering succession planning readiness. • Plan and lead permanent, fixed term and casual recruitment of quality retail professionals in accordance with Te Papa's human resource policies and procedures. • Plan and manage all off-boarding for the team • Manage the team's financial resources and budget, including reporting and compliance. • Meet all statutory, legal and good employer obligations. • Regularly meet and work with direct reports to execute strategy and changes to work-place practices. • Implement Te Papa's performance management system and make sure staff have a high level of understanding and engagement with the process, Directorate's objectives and Te Papa's values. • Motivate and maintain staff enjoyment and commitment to their work by building trust, modelling desired behaviour, coaching, training and developing staff. • Manage performance of the team and complete the Personal Performance Plan (PPP) process as required Te Papa.
Retail Store Management	<p>The position is responsible for ensuring retail store operations across multiple locations. The position will achieve sales targets through good scheduling, placement and the capacity and capability of the sales team.</p> <ul style="list-style-type: none"> • Lead and manage daily store operations across multiple sites. • Develop and deliver on sales policies, procedures, and practices to meet Te Papa's Retail strategy. This might include: <ul style="list-style-type: none"> ○ correct product handling ○ high level of product knowledge ○ consistent merchandising. • Plan and manage available staff resource to meet the peaks and troughs in trading including varying hours of operation and other demands.

	<ul style="list-style-type: none"> • Implement sales targets and managing the objectives which may include sales incentive schemes. • Connect regularly with the Promotions Manager and General Manager Events to ensure retail stores are consistent with current promotional activities, programme etc. • Respond to customer complaints and queries from internal and external customers • Research and work with Security to ensure proactive response to theft prevention? • Plan and manage all retail store opening and closing procedures, cash handling and banking returns. • Contribute to 'stock takes' by managing and allocating retail sales kaimahi resources to participate in stocking within each store • Work with wider Retail and other relevant teams within Te Papa to finalise and report stocktake results. • Contribute to the development of the Retail strategy by providing insight into sales data, trends and customer purchasing patterns.
<p>Team contribution</p>	<p>The position is a member of the Retail Management Team which is responsible for delivering on its mission through contributing to the generation of revenue to ensure the sustainable operation of Te Papa long-term through:</p> <ul style="list-style-type: none"> • Working collaboratively with other members of the Management Team, to develop and implement the strategic direction of Te Papa and specific directorate operational plans. • Provide information on the operating environment, resources and capabilities to inform strategy development and decision-making. • Communicate and champion Te Papa with external partners and stakeholders. • Present strategies that deliver greater impact as measured by Te Papa's Performance Framework. • Collaborate with other colleagues, and from time to time provide leadership, to progress organisation-wide initiatives, cross-functional projects and organisation development activities.
<p>Stakeholder Relationships</p>	<p>Establish and maintain strong relationships with key stakeholders to facilitate the implementation of plans and effective allocation and use of resources.</p> <ul style="list-style-type: none"> • Broker and negotiate resources required for effective implementation of programme delivery. • Build and maintain external relationships required to gain resources critical to implementation (e.g. with internal and external service providers). • Support sponsor and corporate partner relationships. • Represent and positively promote Te Papa, its vision and objectives, to build stakeholder engagement and support. This is done on a proactive basis. • Make sure that positions are clear, that commitments are met, and problems and issues are resolved effectively.
<p>Resource Management</p>	<p>This role is responsible for the productive management and utilisation of all capital, and operational expenditure within their Team.</p> <ul style="list-style-type: none"> • Adopt business arrangements appropriate to the dynamic nature of Te Papa's current and future work.



	<ul style="list-style-type: none"> • Develop and deploy an operating/management structure that supports the development and realisation of Te Papa’s Strategic Direction. • Oversee the development of the annual activity plan and associated work programmes. • Support and provide resources for cross functional and organisational priorities
<p>Risk Management</p>	<p>Manage risks associated with the development and delivery of the team. The role will ensure that any delivery risk is monitored and managed on a day to day basis.</p> <ul style="list-style-type: none"> • Identify potential risks and mitigation strategies. • Monitor compliance with solutions and escalate risks or issues to Executive level when appropriate. • Make sure appropriate systems and procedures are in place to protect the interests of the Team and to meet all statutory obligations. • Contribute to the development, implementation and regular review of a Risk Management Plan for the directorate, in the areas of costing, resourcing, programmes and projects. • Take action in accordance with Te Papa's health and safety policy and the Health and Safety Act. Take ownership and responsibility for your own personal health and safety and that of all staff, contractors and visitors within the position’s area of responsibility.
<p>Change Management</p>	<p>The role contributes to organisational culture, and promotes continuous improvement.</p> <ul style="list-style-type: none"> • Contributes to influencing managers and teams to develop skills, adopt new ideas and change practices. • Identify both opportunities for improvement, and problems and issues which impact on the sustainability of change, and develop strategies for these with the directorate management team. • Support the team in developing an understanding of how their work links to broader strategy goals and work taking place in other parts of Te Papa. • Develop understanding of Mana Taonga principles; participate in cultural activities taking place in Te Papa where practical and possible. • Look for opportunities to reinforce Te Papa’s Uara/Values and encourage others to do the same.