



Workforce Operations Lead

Position Description – Interislander | KiwiRail

Team:	Interislander Workforce Operations	Location:	Wellington
Reports to:	Workforce Planning Manager		
Direct Reports:	3 x Resource Planners		
Employment Type:	Permanent		

About Us

KiwiRail’s Role in Aotearoa, New Zealand

KiwiRail, a proud State-Owned Enterprise, delivers sustainable and inclusive growth for our customers, communities, and people.

For more than 150 years, rail in New Zealand has connected communities, delivered freight and passengers around the country, and showcased our spectacular scenery to the world. Our purpose—Hononga Whaikaha, Oranga mo Aotearoa (Stronger Connections, Better New Zealand)—speaks to connection with our customers and the future needs of their businesses, connection with the communities we serve and operate in, and connection with each other. KiwiRail is carrying this legacy into the future, delivering connected rail and shipping transport services that create economic, social, and environmental value for New Zealand and New Zealanders.

Our Workplace

At KiwiRail, our values define the behaviour we expect from everyone. We have a team of over 4500 people, and every connection we make with each other, our union partners, our customers and all our stakeholders must be of the highest standard.

Safety, health, and well-being are our number one priority, ensuring our people return home safe and healthy every day.

About the Role

Purpose of the role

The Workforce Operations Lead is responsible for leading the day-to-day delivery of Interislander's crewing, rostering, crew compliance and workforce operations activity. Reporting to the Workforce Planning Manager, this role acts as the operational 2IC for the workforce operations function, leading the Resource Planners and ensuring rosters, leave planning, relief coverage, crew movements and workforce administration are delivered accurately, consistently and to agreed standards.

The role focuses on operational execution, roster quality, workforce data accuracy, safe manning support, workforce compliance monitoring and timely escalation of workforce risks. The role holds operational ownership of PEC, Certificate of Competency and recognition monitoring, including expiry oversight, renewal coordination, assessment scheduling, succession coverage, workforce planning impacts and escalation of PEC-related risks that may affect vessel readiness or operational continuity. Strategic workforce planning, workforce governance, industrial relations, manager coaching, performance, conduct, attendance and employment relations matters sit with the Workforce Planning Manager.

Key Accountabilities

Within the area of responsibility, this role is required to:

- Lead the daily operational delivery of Interislander's crewing, rostering and workforce operations activity.
- Oversee roster preparation, leave planning, relief coverage, crew movements and workforce deployment to support safe manning and operational continuity.
- Provide day-to-day leadership, coaching, prioritisation and support to Resource Planners.
- Monitor workforce standards, controls, data accuracy, compliance requirements, certification status, training requirements and operational workforce risks to ensure crew compliance is maintained and issues are escalated where required.
- Support the monitoring and improvement of leave, sickness and absence management.
- Provide factual workforce information, records and operational context to support manager decision-making.
- Escalate significant workforce, safe manning, fatigue, compliance, industrial or complex people matters to the Workforce Planning Manager.
- Contribute to reporting, process improvement and continuous improvement across the crewing function.

Key challenges

- Balancing operational service requirements, safe manning, fatigue considerations and employee wellbeing in a complex 24/7 maritime environment.
- Managing competing roster, leave, relief and crew deployment priorities during peak periods, disruption and dry dock activity.
- Maintaining accurate workforce data and documentation across multiple systems, stakeholders and operational timeframes.
- Identifying and escalating emerging workforce, compliance, certification and documentation risks early enough to protect vessel readiness and operational continuity.
- Providing first-line operational workforce support while ensuring complex people, conduct, attendance, wellbeing, employment relations and industrial matters are escalated appropriately.

Key Relationships The Workforce Operations Lead works closely with operational leaders, shipboard teams, Resource Planners and internal support functions to deliver reliable, compliant and responsive crewing support.		Manage / Lead	Deliver to	Collaborate with	Advise or inform
Internal	Workforce Planning Manager		✓		✓
	Resource Planners	✓			
	Fleet Operations Manager, Masters, Chief Engineers, Heads of Department, and deck, engineering and onboard services teams		✓	✓	
	Shipboard Leaders and Crew		✓	✓	
	People & Capability, Learning & Development, Payroll and Recruitment		✓	✓	
External	Maritime training providers and schools		✓		
	Maritime unions and workforce representatives		✓	✓	
	External auditors and regulatory bodies		✓	✓	
	External service providers supporting workforce operations activity		✓	✓	

External and specialist relationships are operational in nature and undertaken as directed by the Workforce Planning Manager.

What you will do to contribute

This section describes operational delivery accountabilities. Workforce strategy, governance, industrial relations, manager coaching, financial oversight and complex people matters sit with the Workforce Planning Manager.

Crewing Operations Leadership

- Lead daily delivery of the crewing and workforce operations function.
- Allocate, monitor and prioritise crewing work to agreed service standards.
- Provide day-to-day direction and support to Resource Planners.
- Escalate roster issues, short-notice cover, leave conflicts, resourcing pressure and operational crewing risks.
- Monitor crew and staff certification compliance to ensure requirements are consistently met.
- Deputise for the Workforce Planning Manager on operational workforce matters as required.

Workforce Operations Standards and Controls

- Monitor adherence to roster standards, workforce procedures and service expectations.
- Complete quality assurance reviews of rosters, workforce transactions and administration activity.
- Ensure leave administration, roster changes, crew movements and workforce transactions are completed accurately and consistently.
- Maintain workforce controls, templates, process guides and standard operating procedures.

- Support continuous improvement of workforce processes, controls and administrative consistency.

Rostering, Leave Planning and Workforce Deployment

- Coordinate roster preparation, leave planning, relief coverage, training cover and workforce deployment to support safe manning and operational continuity.
- Oversee roster arrangements completed by Resource Planners, ensuring work is accurate, timely and aligned with agreed rules, collective agreements and operational priorities.
- Support short-notice cover, disruption response and peak-period workforce coordination, escalating constraints or risks as required.
- Monitor leave, relief and availability impacts across the workforce and provide practical options to support service delivery.
- Review Resource Planner inputs on unplanned absenteeism and recurring workforce issues, reporting trends fortnightly to the Workforce Planning Manager.

Operational Workforce Risk and Escalation

- Identify and escalate workforce risks affecting operations, service reliability, safe manning, fatigue or crew wellbeing.
- Monitor roster pressure, workload patterns, fatigue triggers, relief shortages and critical capability gaps.
- Work with operational leaders to implement practical mitigations for roster, leave, relief and deployment risks.
- Provide timely updates on emerging trends, constraints and matters requiring senior escalation.
- Escalate complex people, performance, conduct, attendance, wellbeing and employment relations matters to the Workforce Planning Manager.

Workforce Compliance, Certification and Assurance

- Monitor workforce compliance requirements against the operational training matrix, including certification, qualifications, endorsements, familiarisations, medicals, mandatory training and roster-related obligations.
- Act as the key workforce operations contact for oversight of Pilot Exemption Certificate completion and PEC development criteria.
- Ensure PEC and compliance training needs are identified, scheduled and visible to the appropriate managers, while maintaining oversight rather than direct responsibility for individual training progression.
- Support safe manning outcomes by ensuring crewing decisions are informed by current compliance, competency and availability information.
- Monitor expiry dates, data quality and completion of required workforce compliance records.
- Escalate gaps in compliance data, documentation quality, safe manning support or workforce assurance that may affect vessel readiness or operational continuity.
- Report compliance risks, trends and outstanding actions fortnightly to the Workforce Planning Manager.

Dry Docks

- Provide high-level workforce operations support for scheduled dry docking programmes, ensuring crewing, leave, training and workforce information is coordinated early and escalated where required.
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- Assist the appropriate HR team members with the preparation and negotiation of run agreements for each of the three maritime unions in advance of scheduled dry dock activity.
- Create project-specific dry dock rosters that reflect agreed workforce requirements and form part of the relevant run agreement.
- Oversee dry dock leave programmes and coordinate with the Learning and Development Training Manager to identify training opportunities during docking periods.
- Work with the Dry Dock Project Manager to understand workforce requirements and support the development of staffing assumptions for dry docking programmes.
- Work with ship Heads of Department to identify crew required to attend dock and ensure workforce impacts, availability and constraints are clearly captured.
- Provide oversight of roster arrangements completed by Resource Planners, ensuring dry dock workforce plans align with agreed staffing requirements, collective agreement provisions and safe manning expectations.
- Maintain clear boundaries with the team responsible for dry dock logistics, while ensuring workforce-related dependencies, risks and escalations are communicated in a timely way.

Operational Manager Support

- Provide first-line operational support on roster implementation, leave coordination, crew movements, fatigue considerations and workforce deployment processes.
- Provide factual workforce information, roster history, leave information and operational context to support manager decision-making.
- Prepare accurate workforce records, communications, handover information and documentation to support operational decisions.
- Escalate people leadership, manager coaching, performance, conduct, attendance, wellbeing, rehabilitation and employment relations matters to the Workforce Planning Manager.

Team Leadership and Capability Building

- Lead, coach and develop Resource Planners to deliver accurate, responsive and consistent workforce operations support.
- Maintain planner coverage, workload balance and service continuity during leave, disruption and peak demand.
- Set clear expectations for accuracy, confidentiality, stakeholder service, escalation discipline and standardised planner practices.
- Build planner capability in roster rules, collective agreement application, workforce systems, fatigue awareness and documentation quality.
- Conduct regular performance, development and workload discussions with Resource Planners.

Reporting, Data Quality and Continuous Improvement

- Maintain accurate workforce information and contribute to reporting on roster coverage, leave, vacancies, compliance constraints, fatigue indicators and resourcing risks.
 - Identify trends and recommend practical improvements to crewing outcomes, planner efficiency and operational resilience.
 - Support workforce systems, process changes and improvement initiatives.
 - Identify opportunities to streamline manual work, reduce rework and improve consistency across the crewing function.
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Health, Safety and Wellbeing

- Ensure crewing and rostering activity supports safe operations, fatigue management and employee wellbeing.
 - Identify roster patterns, crewing pressures or workforce constraints that may create safety, fatigue or wellbeing risks.
 - Participate in safety conversations, risk identification and continuous improvement initiatives.
 - Comply with all health, safety, wellbeing and environmental requirements.
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Decision Making

The position is accountable for day-to-day operational decision-making relating to workforce operations delivery, roster coordination, crew deployment, leave and relief planning, disruption workforce coordination, planner workload allocation, workforce compliance and assurance readiness and operational escalation within agreed rules, standards and delegated authority. The Workforce Planning Manager retains ownership of workforce strategy, governance, industrial relations, people leadership guidance and senior workforce risk.

Can decide:

- Day-to-day roster adjustments within bounds of Policy, legislation and Collective agreements.
- Planner workload allocation and operational sequencing of roster, leave and relief planning work.
- Use of approved workforce templates, processes and documentation standards.
- Operational service priorities within agreed workforce operating rhythms.
- Operational coordination of workforce information, handovers and approved crewing options during disruption events.

Can recommend:

- Operational process improvements that reduce rework and improve consistency.
- Relief coverage options and roster deployment improvements.
- Roster standards, workforce controls, system or reporting enhancements.
- Workforce compliance and assurance readiness, evidence standards and assurance improvements.
- Escalation options for operational workforce risks.

Must escalate:

- Employment relations, conduct, attendance, wellbeing or performance matters.
- Policy exceptions or disputed collective agreement interpretation.
- Industrial matters or union-sensitive issues.
- Material safe manning, certification, compliance or workforce availability risks.
- Significant disruption impacts, audit findings, assurance gaps or evidence issues that may affect operational continuity, compliance or senior reporting.
- Significant cost, overtime or relief implications.
- Workforce operating model changes, establishment impacts or recruitment priorities requiring senior approval.

Human Resources Delegations	People Leader
Direct reports	3 x Resource Planners
Finance Delegations	To be confirmed in line with KiwiRail delegations
Budget (operating and capital)	No direct budget ownership identified; supports workforce planning and operational resourcing decisions within agreed processes.
Travel Delegations	To be confirmed in line with KiwiRail delegations
Statutory powers	Nil

Physical demands and the nature of work

This role is **administration-based** and requires:

- Prolonged sitting and high computer usage.
- Limited walking, standing, twisting, bending at the waist and crouching.
- Carrying a laptop and paperwork when alternating between home and office.
- Limited lifting of up to 7 kg archive boxes.

Your role may include other tasks suited to your level, as your manager directs. This job description shows your current duties. We'll review and update it with you if your responsibilities change.

About you

Knowledge and experience

- Experience in crewing, rostering, workforce operations, workforce coordination or operational planning.
- Experience leading, coaching or coordinating a small operational team, including setting expectations, managing workload priorities and building capability.
- Experience working in a complex, safety-critical, unionised or 24/7 operational environment.
- Working knowledge of collective agreement application, roster rules, leave planning and workforce deployment processes.
- Knowledge of maritime certification, crew competency, safe manning and workforce compliance requirements is desirable.
- Experience using rostering, workforce management, payroll, learning or HR systems is desirable.
- Experience preparing workforce reports, maintaining records and analysing operational workforce information.
- Experience supporting audits, regulatory compliance or assurance activities is desirable.
- Desirable experience in maritime, transport, rail, logistics, aviation or another operational industry.

Ways of working / Work-related qualities

- Strong planning, prioritisation and operational coordination capability.
- High attention to detail and accuracy in roster, workforce and compliance information.
- Clear communication and stakeholder service skills.
- Ability to work calmly in a fast-paced, disruption-prone operational environment.
- Sound judgement and willingness to escalate complex people, industrial, certification or compliance matters appropriately.
- Collaborative leadership style that supports consistency, continuous improvement and effective team delivery.

Other Requirements

- Ability to work within KiwiRail health, safety, wellbeing and environmental requirements.
- Ability to maintain confidentiality when handling workforce information.

Qualifications

You need:

- Relevant experience in workforce operations, rostering, crewing, operational planning or equivalent.

Desirable:

- A relevant qualification in operations, business, maritime operations, workforce planning or a related discipline.

Success measures

- Rosters, leave planning, relief coverage and workforce deployment activities are delivered accurately, consistently and on time.
- Resource Planners are well-led, prioritised and supported to deliver responsive workforce operations service.
- Workforce records, roster changes, leave movements and crew deployment decisions are accurate, auditable and clearly communicated.
- Operational workforce risks, safe manning pressures, compliance gaps and service continuity risks are identified early and escalated appropriately.
- Disruption-related workforce coordination is timely, practical and clearly documented to support service continuity and operational decision-making.
- Workforce audit records, evidence trails and assurance information are accurate, complete and available when required.
- Workforce compliance requirements are monitored effectively, including certifications, qualifications, medicals, mandatory training and roster-related obligations.
- PEC completion, development criteria and related training needs are visible, monitored and escalated where risks arise.
- Fleet managers and operational leaders receive practical, factual and timely workforce information to support operational decision-making.
- Process improvements reduce rework, improve consistency and strengthen the reliability of workforce operations delivery.