

“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



**Adrienne Cleland,**  
Director of Administration and Registrar  
University of Auckland.

### Seeding a Service Infrastructure

Universities are known for their organic support structures built around individual academic disciplines and programmes. These structures are locally responsive but impede career development, wider collaboration and realisation of economies of scale. At the University of Auckland we have redesigned these administrative support structures into a standard functional model for all our faculties supported by a centralised shared services unit. This has resulted in a reduction from 500 plus titles and job descriptions for support staff to about 40. Communities of practice are now operating across the University in which functional leaders and participants from each faculty meet regularly to jointly plan improvements to services and processes and to problem solve. Service Standards have recently been agreed for each function underpinned by a significant commitment to training and leadership development.

Establishing this new model has been disruptive with the new structures just one year old. This presentation outlines the key features of the model, observations from the change process and critical issues for this current phase looking to both an improved working environment and significantly improved service delivery.

Adrienne Cleland, Director of Administration and Registrar at the University of Auckland, has a broad administrative portfolio including the Finance, IT, Property, Marketing, Communications, Academic and Shared Services, Campus Life, Legal and Risk functions.

Adrienne has held a number of roles in the Higher Education Sector in New Zealand including Director Corporate Services, Manawatu Polytechnic and University Registrar, Massey University before joining the University of Auckland in 2006.

Adrienne's background previously had been in the banking sector in marketing, lending and risk management roles. She is a Fellow of CPA and the Financial Services Institute of Australasia and a past Director of KiwiBank Limited.

Starting conversations...



FROST & SULLIVAN

**“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand**



**Rosetta Carrington Lue,**  
Chief Customer Service  
Officer, Philadelphia.

**Adapting Government to a Customer Centric Model –**

Our multichannel platform allows us to interact with our customers where they are most comfortable. Our mobile app brings city services to our customers' fingertips, available any smart phone in 17 different languages for free. Philly311 is integrating innovative communication tools into our existing communications strategies with our highly successful social media strategy and our mobile application as an excellent example.

What you will take back from Rosetta.

- Increasing citizen engagement in and understanding of public services
- Integrating new and innovative communication tools into existing communications strategies
- Transforming your culture using collaboration tools, new technologies, and social media
- Using the technology available to build trust in the community

Teaching citizens to work with the government to make real change in their neighborhoods through creative programs and initiatives.

Rosetta Carrington Lue is a dynamic leader, experienced and highly knowledgeable in the fields of Government Customer Experience Management, Community Engagement, and Social Media strategies. In her current role as Executive Director of the Philly311 Contact Center and Philadelphia's first Chief Customer Service Officer, she helps drive a range of high priority projects and initiatives to improve all aspects of customer experience for the fifth largest city in America.

She was appointed by Mayor Michael A. Nutter in May 2008 as the Deputy Managing Director to launch the implementation of Philly311, the City's non-emergency contact center. She oversaw the city-wide implementation of the cloud-based Customer Relationship Management project, which successfully launched in December 2014.

Under her leadership, in addition to numerous national honors, Philly311 was recently named a finalist for the prestigious 2015 United Nations "Innovating Public Service Delivery" international award.

Starting conversations...



FROST & SULLIVAN

“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



**Jeff Montgomery,**  
Registrar-General and General  
Manager of Births, Deaths,  
Marriages, Citizenship,  
Authentications and Translations

**Adapting Government to a Customer Centric Model –**

Life, as we know it, is about to change when dealing with government. Customers have multiple interactions with agencies when they are going through a significant life event, like having a child - many websites, different contact centres, endless form filling! The Birth of a Child Life Event is a joint venture of the Internal Affairs, Inland Revenue, Health and Social Development. It will establish a digital identity and enable seamless digital interactions throughout a child's life. Hear how new parents will soon do everything from their smartphone - and what this will mean for you!

Jeff Montgomery is the Registrar-General and General Manager of Births, Deaths, Marriages, Citizenship, Authentications and Translations (the longest job title in the public service!). His team deals with every New Zealander at key points in their life as well as anyone who wants to become a NZ citizen. He is leading the development of the Birth of A Child Life Event.

Starting conversations...



FROST & SULLIVAN

**“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand**



**Audrey William**

Head of Research, ICT Practice  
Australia & New Zealand

**Adapting Government to a Customer Centric Model –**

The Internet of Things (IoT) will transform industries. The coming together of mobility, cloud, big data and low cost sensors will play a big role in industry transformation over the next 5 years. This presentation will look at how organisations and cities are looking at IoT initiatives. It will also cover the issues and challenges that arise from an IoT deployment and how IoT deployments will play a role in customer experience.

Audrey William is the Head of Research at Frost & Sullivan's Australian and New Zealand ICT Practice. She leads a team of analysts in the areas of Enterprise Communications, Cloud Computing, Enterprise Mobility, IoT (Internet of Things) and Connected Industries. Audrey started as one of the pioneers at Frost & Sullivan as the company began its expansion into Asia-Pacific in 2000. Her years with the firm has taken her from Kuala Lumpur to Sydney, and seen her building and mentoring a team of analysts across geographies in Malaysia, Singapore, South Korea and Australia. Throughout her tenure, she has acquired expertise in areas such as Unified Communications, Cloud Computing, Digital Signage, Contact Centres, Social Media, Enterprise Mobility and IoT (Internet of Things). She is often consulted for her strategic advice by leading vendors, system integrators and channel partners for her inputs on go-to-market and channel strategy. Audrey is also often invited to speak at regional ICT conferences and has presented at over 80 conferences in the region. Additionally she has also presented her research findings at several universities. Her views and opinions are also frequently featured in leading trade publications and dailies such as CIOworld, The Australian, Sydney Morning Herald, Computerworld, Reuters, MIS Asia, The Wall Street Journal, CRN and ARN. She is an honours graduate of the Institute of Chartered Secretaries and Administration (ICSA) from the UK, and has been awarded her Associateship. She also holds Diplomas in both Management Accounting and Financial Accounting from the London Chamber of Commerce Institute (LCCI).

Starting conversations...



“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



**George Van Ooyen, General  
Manager Contact Centre Services,  
Service Delivery, Ministry of Social  
Development (MSD)**

**Reorganising service delivery structure and customer service: Challenges and lessons –**

In March 2015 MSD reorganised its Service Delivery Structure into one that aligned similar delivery functions to work together. Previously MSD operated as Work and Income, Senior Services, and StudyLink. Each business unit operated its own Contact Centre, a set of regionally based Service Centres and Centralised Processing Units.

In the new structure MSD's service delivery structure is organised into three areas of similar functions, Regional Services (Face to Face), Contact Centre Services (Voice / phone Based), Centralised Services (Processing based).

The key aims of bringing this together was to improve the experience from our clients' perspective. We recognised that our clients' needs are complex and don't necessarily fit neatly into business units that we were previously organised into. It was important for us at MSD to make their experience consistent across all Service Delivery with it easier access to our services regardless of their entry point.

This has called for a significant change management programme internally with many lessons to be learned.

George has had a long customer service background and currently leads one of New Zealand's largest government Contact Centres (MSD). MSD administers \$24.4 billion in government spend and provides assistance to more than 1.1 million New Zealanders. MSD Contact Centres receives 7.5 million calls a year and has 1000 staff in 9 difference sites across New Zealand.

Within MSD, George has held senior advisory and leadership positions for the last 10 years. He's has helped shape Ministry's contact centre services including introducing Voice Enabled technologies and voice biometrics in 2009. He also was critical in virtualising the Work and Income contact center's in 2003. His expertise in contact centre operations is well recognised not only by us but in the wider call centre sector.

Outside of work, George is a family man. He has seven Children ranging from 6 to 26. He also has a 6 month old grandson. George Graduated with Honours at Victoria University majoring in Human Geography, and New Zealand History.

Starting conversations...



FROST & SULLIVAN

“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



Innovations in the digital space driving customer engagement and improved self-resolution -

Michael Clark Executive Director  
Technology and Innovation, Fair  
Work Ombudsman Office, Australia

#### Biography – Michael Clark

Michael has worked in leadership roles across financial services and Government with significant experience with transformational projects focussing on people, process and technology.

Michael has a passion for customer service, and his teams have won industry awards and accreditation, including the 2014 Best Government Contact Centre Award.

Michael currently leads a multi-site operation at the Fair Work Ombudsman assisting Australian businesses and their employees understand their workplace relations entitlements and obligations, leading over 200 customer service and technical staff. Some recent projects have seen Michael lead the implementation of multi-channel technologies, an online self-service portal and an organisation-wide Customer Experience Strategy.

Apart from his day job, Michael is also a husband and father of 4 sons, is an ambassador for White Ribbon Australia and is actively involved with his local junior rugby club.

Starting conversations...



“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



Mike Manson, Chief Executive,  
Association of Local Government  
Information Management (ALGIM).

a

Starting conversations...



FROST & SULLIVAN

“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



‘Relationships are complicated: the new era of customer service’.

Sandie Overtveld, Vice President  
Zendesk

Sandie is responsible for leading Zendesk's Asia Pacific & Japan sales teams, focused on helping our customers transform their customer service to meaningful customer engagement with beautifully simple solutions. Serving 50,000+ clients and 300 million users, our beautifully simple approach enables you to listen, respond, and delight your customers and employees implementing in days and weeks. The result is customer relationships that are more meaningful, personal, and productive – all at a lower cost.

Sandie joined Zendesk from Hewlett-Packard Enterprise Services where he led the Microsoft Dynamics Service Line for Asia Pacific & Japan. At HP he built the delivery capability and capacity for the Microsoft Dynamics Service Line across India, China, Japan, SE Asia and ANZ to drive high growth and he more than doubled the business in the 2 years he was there.

Prior to HP Sandie was General Manager, Dynamics Business Applications, at Microsoft. He was responsible for developing and ensuring the execution of the Dynamics strategy and vision for the Asia Pacific Region. Developing strong, long-term executive relationships and driving partner and customer satisfaction. Building scale, consistency and predictability by driving collaboration, integration and orchestration of the Dynamics teams across and within all subsidiary sales, services, support and business groups in the region to deliver 30%+ growth annually.

While at Microsoft Sandie also held the positions of Director Enterprise & Partner Group in Thailand, Director of Business Planning and Marketing (BMO) in South Africa, Director for Sales Excellence and Director for Enterprise Business Solutions (Dynamics) in the UK before moving to Singapore in 2009.

Starting conversations...





“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand

Before joining Microsoft, Sandie was Senior Vice President International for Pivotal Corporation (mid market CRM vendor – now Aptean), based out of London, after returning from 2 years in Massachusetts, USA as Executive Vice President Sales and Marketing for a privately held Information Security company. Before this he spent 5 years with Canadian Corel Corporation (graphics and word processing software vendor) in various senior management functions based in Africa, Europe and Asia before moving to London as their Vice President International.

Sandie was born in the Netherlands and educated in South Africa.

Starting conversations...



FROST & SULLIVAN

“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



**Karl Löfgren**

Associate Professor for the  
School of Government,  
Victoria University.

**Digital public sector service delivery and stewardship**

This address will cover some of the challenges of digitally enabled public sector service delivery. The way to mitigate these challenges is through changing our mind-sets to what we usually call e-governance, or e-government, and try to see them from a stewardship perspective. Although this is not a panacea to all the challenges, a systemic and long-term perspective is more likely to succeed than the current efforts.

Dr Karl Lofgren is Associate Professor with the School of Government, Victoria University of Wellington. He has been involved in both teaching and research in the broader field of electronic government since the 1990s. However, he has also conducted research in other areas such as public sector reforms, European Union policy, local government and surveillance. Prior to his arrival to New Zealand, he had university posts with universities in both Denmark and Sweden. Some of his more recent publications include the following titles:

[Meijer, A. & Löfgren, K. \(2015\) 'The Neglect of Technology in Theories of Policy Change', \*International Journal of Public Administration in the Digital Age\*, 2\(1\) :75-88. Idea Press.](#)

[Löfgren, K. and Cavagnoli, D. \(2015\) The Policy Worker and the Professor – Understanding how New Zealand Policy Workers Utilise Academic Research, \*Policy Quarterly\*, 11\(3\):64-72.](#)

[Lynggaard, K, & Manners, I. and Löfgren, K. \(eds\) \(2015\) \*Research Methods in European Union Studies\*, Basingstoke: Palgrave Macmillan Publ.](#)

Starting conversations...



FROST & SULLIVAN

“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



**Mike Newell**

Solution Specialist  
Microsoft Dynamics

**How to improve citizen interactions and gain deeper insights in a cost-effective way**

The opportunity for enhanced service delivery is great, but the possibilities for government leaders to capitalise on the promise of technology to create a more efficient and productive government can be a challenge. Thanks to powerful and robust tools, governments and their constituents can communicate effectively, solve problems, and increase transparency while helping to manage the growing challenges and expectations of citizens.

Mike Newell is the Microsoft New Zealand solution specialist for Dynamics CRM. His experience covers enterprise deployments of both ERP and CRM across a broad range of industries where he has worked as a consultant and also in IT solution sales. With a career spanning 20 years in the IT industry, working for some of the largest and most well-known vendors in enterprise software, he is focussed on helping organisations use technology to improve customer experience.

Starting conversations...



FROST & SULLIVAN

“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference  
Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand



**Global Public Sector Service Trends and Best of Breed practices**

Emerging technologies, citizen access and shift to multiple means of connecting with government is driving new challenges in the manner in which governments view and deliver service.

There are many approaches being adopted globally and a 'best of breed' operational practices are emerging. During the course of the two days there will be sharing of these practices from experiences with government agencies in New Zealand, Australia, and ASIAPAC including China, Indonesia, Thailand, Malaysia, Dubai and Middle East, Canada, America, Mexico and Latin America.

**Deepak  
Selvaratnam**  
Director  
Customer  
Service Audit Ltd

A key believer in supporting improved citizen service delivery and better government, Deepak has formulated and brought together the Public Sector Customer Services Interaction Conference now in its third year.

Deepak over the past 10 years has the distinction of visiting and assessing over 1,200 contact center's globally and combines deep technical knowledge with vast operational experience. As an industry thought leader he has published over a 100 articles on customer service and is the publisher of 'Snapshotz Online Download' a monthly newsletter on customer service issues. He is also a sought after speaker and presents on a range of customer service topics including, leadership, customer experience, contact centre technology and customer service trends.

Starting conversations...



FROST & SULLIVAN

**“Change and Leadership in a Digital Public Sector 2016” - 3<sup>rd</sup> New Zealand Public Sector Customer Interaction Conference**  
**Feb 25<sup>th</sup> & 26<sup>th</sup> 2016 Rydges – Wellington, New Zealand**

Deepak is the cofounder and Director of Customer Services Audit limited, the developers of Snapshotz Online Assessment and Benchmarking tool for Contact Centres. Launched in 2009 Snapshotz is being employed by over contact centres across Australasia, Africa's, the Middle East, North America, Latin America and China.

As contribution to the industry and other social causes, he sits on advisory boards and panels for several national associations and is a committee member of China Contact Center Standards Steering Committee CC-CMM. His services are constantly required as a judge for customer service awards in several countries, recent 2015 engagements being, Indonesia, United Arab Emirates (UAE) and the UK.

Deepak also serves as a director, board / committee member on several not for profit organisations.

Starting conversations...



FROST & SULLIVAN