

# Position Description (Employee)

## Business Analyst

Division	People, Performance & Technology
Grade/Band	Band 7
Position Number	DD2033; DD2040
Date position description approved	6 February 2020

### Council overview

At the City of Sydney our people are our most important asset and central to achieving our exciting and ambitious Sustainable Sydney 2030 – developing a green, global and connected city. The City of Sydney works to build socially sustainable communities that support a more inclusive Sydney – a city that is also more connected, liveable and engaged.

From our high-quality facilities to local services and initiatives, we are dedicated to delivering the best city environment for business, work, living and recreation.

### Council values

Our people are custodians of public trust and confidence. In recognising this, we are committed to building a high performing culture built on the values of collaboration, courage, integrity, innovation, quality and respect. These six core values guide everything we do at the City.

### Primary purpose of the position

The Business and Service Improvement Unit is responsible for developing and enhancing the organisational approach to improvement and transformation, building capability in improvement methodologies, and playing a lead role in developing a results based culture based on improvement, customer centricity and streamlining processes. The team leads and facilitates a program of process and service improvement projects to deliver improved service experience, efficiency and effectiveness.

The Business Analyst role contributes to delivering service improvements and building a culture of improvement to help the City deliver on its purpose to Lead, Govern and Serve and achieve Sustainable Sydney 2030.

## Key accountabilities

1. Lead reviews to drive improvements in end to end processes to deliver improved service experience and efficiency and effectiveness.
2. Participate in developing, refining, implementing and promoting the City's methodology for improvement to enhance organisational performance and customer experience.
3. Coach and support individuals and teams applying improvement methodologies to build their capability to deliver successful change.
4. Participate in developing and implementing a program to build business process management maturity across the organisation to support the objective of 'streamlining processes'.
5. Partner with diverse stakeholders to provide advice and support to streamline processes, identify opportunities to improve service experience and business outcomes, collaborate to improve processes and services, and develop a culture of improvement.
6. Facilitate cross organisational improvement teams to resolve organisational issues, streamline end to end processes and deliver improved service outcomes for the customer.

## Key challenges

- Striving to change organisational culture to one focused on continually improving how we deliver customer focused, efficient and effective services.
- Identifying results that are measurable and demonstrate improvement as a result of improvement projects.
- Building business improvement and process management capability with a diverse group of managers and employees with various levels of skills, knowledge and experience.

## Key relationships

Who	Why
<b>Internal</b>	
Manager	<ul style="list-style-type: none"><li>• Receive advice and report on progress towards business objectives and discuss future directions</li><li>• Provide expert advice and contribute to decision making</li><li>• Identify emerging issues or opportunities and propose solutions</li><li>• Contribute to business planning and the review of progress towards the City's improvement vision</li></ul>
Project Teams	<ul style="list-style-type: none"><li>• Guide, support, coach and mentor team members</li><li>• Lead and / or facilitate discussions and decisions regarding key projects and deliverables</li><li>• Advocate for a structured approach to achieving outcomes through effective project and change management.</li></ul>

Who	Why
Stakeholders (All levels of managers; business improvement champions; other areas with corporate services responsibility)	<ul style="list-style-type: none"> <li>• Provide expert advice on a range of improvement methodologies and tools</li> <li>• Optimise engagement to achieve defined outcomes</li> <li>• Communicate progress on projects and programs</li> <li>• Manage expectations and resolve issues</li> </ul>
<b>External</b>	
Stakeholders (other councils, peer organisations)	<ul style="list-style-type: none"> <li>• Proactively engage with other councils and peer organisations. Respond to requests for information sharing and benchmarking.</li> </ul>
Vendors/Service Providers and Consultants	<ul style="list-style-type: none"> <li>• Communicate needs, facilitate routine business transactions, and resolve issues.</li> </ul>

## Key dimensions

### Decision making

The position is accountable for decisions regarding project operational objectives and for the provision of advice to project team members and relevant stakeholders on day to day operational decisions.

### Reports to

Manager, Business Improvement and Service Design

### Estimated number of indirect reports

Nil.

## Essential Knowledge, Skills & Experience

- Relevant tertiary qualifications and / or capabilities in business analysis gained through relevant experience, with a commitment to ongoing professional development.
- Qualifications, accreditation or training in at least one organisational improvement methodology (e.g. Lean, Six Sigma, Human Centred Design, Design Thinking).
- Experience in leading and delivering end to end process improvement or service design projects.
- Well-developed facilitation skills.
- Experience in applying change management methodologies to deliver sustainable results.

## Capabilities for the position

The City's capability framework outlines the capabilities everyone needs to work well in their role. They are expressed as behaviours that show expected knowledge, skills and our values. There are capabilities for employees and managers which provide clarity, common language and consistency.

Capability Group	Capability Name	Level
Personal attributes	<b>Act with Integrity and Courage</b>	<b>Adept</b>
	Demonstrate Accountability	Adept
	Manage Self	Adept
	<b>Display Resilience and Adaptability</b>	<b>Adept</b>
Relationships	<b>Work Collaboratively</b>	<b>Advanced</b>
	<b>Communicate and Engage Respectfully</b>	<b>Advanced</b>
	<b>Community and Customer Focus</b>	<b>Adept</b>
	<b>Influence and Negotiate</b>	<b>Adept</b>
Results	Deliver Quality Results	Intermediate
	<b>Create and Innovate</b>	<b>Adept</b>
	Plan and Prioritise	Adept
	<b>Think and Solve Problems</b>	<b>Advanced</b>
Resources	Financial Integrity	Intermediate
	Technology and Information	Intermediate
	Assets and Tools	Intermediate
	Procurement and Contracts	Intermediate

## Focus capabilities

The capabilities in bold are the focus capabilities for this position. The focus capabilities are those judged to be most important at the time of recruiting to the position. That is, the ones that must be met at least at a satisfactory level for a candidate to be suitable for appointment.

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Act with integrity and courage	Adept	<ul style="list-style-type: none"> <li>• Acts honestly, ethically and with discretion and encourages others to do so</li> <li>• Sets a tone of integrity and professionalism with customers and the team</li> <li>• Supports others to uphold professional standards and has the courage to report inappropriate behaviour</li> <li>• Respectfully challenges behaviour that is inconsistent with organisational values, standards or the code of conduct</li> <li>• Consults appropriately when issues arise regarding misconduct, unethical behaviour and perceived conflicts of interest</li> </ul>

Group and Capability	Level	Behavioural Indicators
<b>Personal Attributes</b> Display Resilience and Adaptability	Adept	<ul style="list-style-type: none"> <li>• Is flexible, showing initiative and responding quickly to change</li> <li>• Accepts changed priorities and decisions and works to make the most of them</li> <li>• Gives frank and honest feedback / advice</li> <li>• Listens when challenged and seeks to understand criticisms before responding</li> <li>• Raises and works through challenging issues and seeks alternatives</li> <li>• Stays calm and acts constructively under pressure and in difficult situations</li> </ul>
<b>Relationships</b> Work Collaboratively	Advanced	<ul style="list-style-type: none"> <li>• Builds a culture of respect and understanding across the organisation</li> <li>• Facilitates collaboration across units and recognises outcomes resulting from effective collaboration between teams</li> <li>• Builds co-operation and overcomes barriers to sharing across the organisation</li> <li>• Facilitates opportunities to develop joint solutions with stakeholders across the region and sector</li> <li>• Models inclusiveness and respect for diversity in people, experiences and backgrounds.</li> </ul>
<b>Relationships</b> Communicate and Engage Respectfully	Advanced	<ul style="list-style-type: none"> <li>• Presents with credibility and engages varied audiences</li> <li>• Translates complex information concisely for diverse audiences</li> <li>• Creates opportunities for others to contribute to discussion and debate</li> <li>• Demonstrates active listening skills, using techniques that contribute to a deeper understanding</li> <li>• Is attuned to the needs of diverse audiences, adjusting style and approach flexibly</li> <li>• Prepares (or coordinates preparation of) high impact written documents and presentations</li> </ul>
<b>Relationships</b> Community and Customer Focus	Adept	<ul style="list-style-type: none"> <li>• Demonstrates a sound understanding of the interests and needs of customers and the community</li> <li>• Takes responsibility for delivering quality customer-focused services</li> <li>• Listens to customer and community needs and ensures responsiveness</li> <li>• Builds relationships with customers and identifies improvements to services</li> <li>• Finds opportunities to work with internal and external stakeholders to implement improvements to customer services</li> </ul>
<b>Relationships</b> Influence and Negotiate	Adept	<ul style="list-style-type: none"> <li>• Builds a network of work contacts/relationships inside and outside the organisation</li> <li>• Approaches negotiations in the spirit of maintaining and strengthening relationships</li> <li>• Negotiates from an informed and credible position</li> <li>• Influences others with a fair and considered approach and sound arguments</li> <li>• Encourages others to share and debate ideas</li> </ul>

Group and Capability	Level	Behavioural Indicators
<b>Results</b> Create and Innovate	Adept	<ul style="list-style-type: none"> <li>• Encourages independent thinking and new ideas from others</li> <li>• Draws on developments and trends in the industry and beyond to develop solutions</li> <li>• Supports experimentation and rapid prototyping to test and refine innovative solutions</li> <li>• Develops/champions innovative solutions with long standing, organisation-wide impact</li> <li>• Explores creative alternatives to improve management systems, processes and practices</li> <li>• Contributes own knowledge and experience to staff training and development sessions</li> </ul>
<b>Results</b> Think and Solve Problems	Advanced	<ul style="list-style-type: none"> <li>• Is able to draw on wide-ranging interests and experiences when facing new challenges</li> <li>• Thinks broadly about the root of problems before focusing in on the problem definition and solutions</li> <li>• Is able to discuss issues from different angles and project impacts into the future</li> <li>• Considers the broader context when critically analysing information and weighing recommendations</li> <li>• Involves diverse perspectives in testing thinking and solutions</li> </ul>