

POSITION DESCRIPTION

1. POSITION DETAILS

Position Title:	Manager, Business Improvement and Service Design
Division:	Workforce & Information Services
Unit:	Business & Service Improvement
Management Level:	M3

2. ORGANISATIONAL RELATIONSHIPS

Position Title of Supervisor:

Director Workforce & Information Services

Titles of Positions which report to are:

Business Performance Review Manager
Business Analysts

The role may also supervise and manage cross divisional project teams.

Contractors for which this position is responsible:

Contractors may report to this position on a day to day basis.

3. PRIMARY PURPOSE OF POSITION

This role is responsible for leading and implementing a program of work that improves service experience and business outcomes, with a focus on delivering quality customer-centered processes and services.

Working with other senior staff, this role contributes to the City's leadership for business transformation, innovation and service improvement.

The manager will coach and develop teams working on multiple projects using improvement methodologies (including human-centered and participatory design methods and lean thinking), to facilitate service improvement and improve business outcomes. In doing so, the role will help build the organisation's capability to be adaptive and improvement focused.

The role will contribute to delivering Priority 2: People Centred programs of the City's Digital Strategy "improving the design, efficiency, effectiveness and responsiveness of our programs and services – not just to cut costs, but to meet the changing needs of our communities and deliver a better experience for everyone."

In collaboration with other key stakeholders, this position will play a key role integrating the areas of customer needs, business processes, systems, technology, and people capability in range of innovation and improvement projects.

The position holder will lead specific projects involving a range of stakeholders across diverse units, fostering effective relationships with other senior managers and Directors; and work as a member of project teams led by others.

4. POSITION OBJECTIVES

The major objectives to be achieved by the Manager, Business Improvement and Service Design are:

- Support, advise and coach teams working on multiple projects using improvement methodologies (including human-centered design, participatory design methods and lean thinking), to facilitate service improvement and improve business outcomes.
- In collaboration with key stakeholders design and implement a continuous improvement methodology and tools that enhance organisational performance and delivery of quality services.
- Develop and manage a collaborative process to identify, design, implement and evaluate organisational solutions that deliver business and service improvements.
- In collaboration with key stakeholders develop a culture of innovation and improvement focusing on improving the customer and community experience of the City's services and improving enterprise wide business processes.
- Lead a team to support business improvement and service design, with the ability to understand the user experience, develop user journey maps, undertake business analysis, undertake business process redesign, undertake complex problem solving and develop prototypes and roadmaps which may include emerging technology integration.
- Oversee and manage a program of business improvement reviews of the City's operations and cross-functional processes, to drive efficiency and effectiveness improvements across the organisation.
- Provide expert advice for continual improvement into priority organisational reforms and systems and provide recommendations to the Executive on the alignment, risk and value of these organisational priorities.
- Provide thought leadership and knowledge of best practice in business improvement and service design to upskill managers and staff in business and service transformation.

- As a specialist in business improvement and service design, contribute to the implementation of organisational improvement projects; and coach and mentor others to undertake improvement projects.

5. POSITION ACCOUNTABILITIES

- Provide operational leadership and strategic guidance to support the achievement of divisional and corporate priorities across the City as determined by the Director and Executive team.
- Develop, manage and implement practices that reflect contemporary, evidence based organisational improvement and transformation approaches.
- Manage and execute a portfolio of agreed projects and programs that align with the City's business needs as outlined in the annual business plans.
- Liaise with stakeholders and professional bodies to ensure the City keeps abreast of research, changes and developments throughout industry and implements best practice.
- Prepare project briefs and plans and monitor progress and performance to ensure positive outcomes.
- Develop and maintain productive relations with key stakeholders to support and ensure the achievement of objectives.
- Work in partnership with Managers and other senior staff to implement strategic improvements to improve organisational wide capability.
- Maintain sound current knowledge of relevant Government legislation and policies, procedures and practices in order to incorporate and reflect these undertaking all responsibilities of the position.
- Undertake effective customer and staff consultation and involve key stakeholders in the design of services, processes and systems.
- Manage, coach and develop a team of staff to ensure they achieve priorities in given timeframes and within budget.
- To be held accountable for working conditions under the control of the position and for detecting any unsafe or unhealthy conditions or behaviour and to take immediate steps to investigate and rectify any risks to health, safety and welfare arising from any activity.

6. LEADERSHIP AND MANAGEMENT CAPABILITIES

As a manager, this role is expected to demonstrate the following capabilities:

- Operate Strategically - Leads strategy development with partners both internal and external, creates a climate conducive to change, and ensures people are equipped with the tools and skills to implement strategy.
- Develop People and Culture – Sets and models the organisation's culture. Leads by example by promoting professional development and continuous learning. Identifies and leverages talent within and outside the unit and

organization. Coaches and mentors staff across the organization to perform at their best. Has the courage to have the tough conversations.

- Drive Results – Identifies and communicates clear expectations of outcomes sought. Ensures effective workforce planning to help the unit deliver on objectives. Empowers individuals to remove road blocks to achieve results and coaches people to meet competing demands by establishing priorities to reflect evolving requirements.
- Display Awareness of Self and Others – Models personal insight, resilience and courage. Uses self- reflection to adjust behaviour and encourages self-reflection in others as a development tool. Acts constructively in sensitive and unpredictable situations. Models values- based behaviours and does not waver under pressure.
- Cultivate Productive Relationships – Keeps the business unit informed of broader issues that can influence team objectives and organizational relationships. Models partnership with other divisions and business units, suppliers, agencies and industry specialists to optimize knowledge, skills and resources.
- Manage Effectively – Finance and resource management; Procurement and Contract Management; Risk Management and Compliance; Technology and Information Management; Project Management.

7. WORK, HEALTH & SAFETY RESPONSIBILITIES

Business Unit Managers must actively participate in all aspects of the Safety Management System (SMS). Business Unit Managers have the following responsibility, authority and accountability:

- Implement risk management activities and have the power to stop work in circumstances that are deemed an immediate risk to health and safety until a satisfactory solution is agreed/implemented
- Actively promote consultation, communication, WHS training and access to information to ensure safe work procedures are understood and followed
- Ensuring their involvement in all aspects of WHS workplace design and systems of work;
- Developing, implementing, reviewing and reporting on business unit WHS objectives and targets, and Business Unit WHS Management Plans;
- Ensuring the WHS training program is effectively implemented in relation to your area of responsibility;
- Ensuring active involvement and monitoring of contractor WHS performance;
- Managing investigation and resolution of WHS matters;

A full list of WHS responsibilities and accountabilities are available within the City's SMS document; Responsibility, Authority and Accountability (RAA) Matrix.

8. AUTHORITY TO ACT

The incumbent has the authority to take any reasonable steps to ensure that the smooth flow of operations is maintained providing the actions are consistent with the responsibilities of the position and subject to any limitations, corporate policies, procedures or safe work method statements.

All personnel have the power to stop work in circumstances that are deemed an immediate risk to health and safety until a satisfactory resolution is agreed / implemented. Such circumstances may include life threatening situations or those that could result in loss of limb or other significant lost time injury.

9. ESSENTIAL AND SELECTION CRITERIA

- Relevant degree level tertiary qualifications, with a strong commitment to ongoing professional development.
- Qualifications, training or accreditation in at least one organisational improvement methodology (for example, Lean, Six Sigma, DMAIC, Human Centred Design, Design thinking, Appreciative Inquiry).
- Demonstrated experience as a senior business improvement, service innovation or service design specialist.
- Proven experience in leading and coaching diverse teams to design and implement improvement, business transformation and change projects.
- Excellent collaboration skills and proven ability to work in partnership with the senior leaders, business unit managers and their staff to implement organisational improvements and embed change.
- Highly developed analytical, reasoning and problem solving skills with the ability to develop practical solutions for complex challenges.
- Advanced written communication skills including the ability to prepare high quality documents, action plans and reports in a timely manner.
- Advanced interpersonal and communication skills including an ability to influence and negotiate at all levels, and to manage conflict and change.
- Demonstrated commitment to Equal Employment Opportunity, Work Health and Safety and Cultural Diversity principles.