

Head of Business Improvement

Directorate Customer and Performance	Department Strategy and Transformation
Position No TFM2	Enterprise Agreement Classification Band 8
Reports To: Manager Strategy and Transformation	Direct Reports Service Review and Improvement Specialist, Continuous Improvement Analysts.

What we trust you to deliver

The Head of Business Improvement leads a small team that works across the business to identify and facilitate changes and improvements to Councils services and processes. This includes leading a service planning and review program to recommend and implement changes to service delivery models through analysis, engagement and assessment. This program will ensure the customer has a positive and straight-forward experience when doing business with Council and that Council meets its strategic objectives while remaining financially sustainable, by recommending changes to ways of working, business process improvements and better use of business systems and technology.

The role will work closely with a variety of internal stakeholders including our Customer and Communications department to gather community feedback and customer experience data relevant to the service and our Chief Financial Office to understand true cost to serve.

The role will also provide a process and continuous improvement centre of excellence to the organisation to enhance and uplift processes and service delivery, and support the ongoing development of techniques and principles to achieve cultural change and transformation.

What you will need to thrive

- Proven ability to lead and develop a high performing team by establishing clear purpose, goals and responsibilities
- Proven ability to manage and deliver a program of service review and planning in partnership with the business and aligned to strategic and financial outcomes
- Proven ability to apply continuous improvement methodologies in reviewing and defining problems and improvement plans
- Ability to define and agree benefits realisation aligned to service improvement
- Excellent interpersonal skills including the ability to work effectively with others to negotiate, gain consensus, and to develop and maintain trusted working relationships with the leadership team, business owners, technical experts and key stakeholders to gain their ongoing engagement and buy-in to key business decisions.
- Excellent communication skills including the ability to prepare reports, presentations and facilitate workshops with extensive experience explaining and presenting service review and planning and continuous improvement concepts

- Strong analytical, problem solving and trouble-shooting skills with keen attention to detail, along with the ability to effectively prioritise and execute tasks in a high-pressure and budget-constrained environment.
- Demonstrated knowledge of change management principals and ability to work with change management experts to embed change
- Highly developed written and verbal communication aptitude is essential.
- Strong collaboration and relational skills with a successful track record of developing consulting staff capabilities with a demonstrated commitment to respect for the individual and integrity in relationships and communications.
- Demonstrated skill in managing analysis and hypothesis-driven problem-solving.
- The aptitude to develop meaningful reports and data driven insights and dashboards.

What success looks like

- An established and effective service review and planning program which recommends changes to senior stakeholders including the Senior and Executive Teams and Council. These reviews will assess the true cost of service delivery, community demand, customer experience, environmental factors, forecasting and potential legislative changes, risk, benefits and ultimately defining the revised purpose of the service. The reviews will include recommendations indicating if Council should exit, maintain or enhance service delivery.
- An established and effective continuous improvement and process management centre of excellence with tools, guidelines, processes designed to assist Council meet their strategic objectives in a financially sustainable way.
- Lead the training, coaching and mentoring of staff and leaders on operational excellence tools, building continuous improvement behaviours and process management practices
- A clear method to prioritise which services, improvements and projects will be supported by deployed specialist resources and which will be supported through a coaching and training methodology
- Collaborating with the Customer and Communications department, community research and community engagement is undertaken to understand the community demand, customer experience and impact on recommended options for changes to service delivery models including setting service level agreements
- Collaboration with internal stakeholders including the Chief Financial Office to understand the true cost to serve per service, the Chief Information Office to understand the technology roadmap, restrictions, benefits and so forth.
- Management of vendors to meet the goals and objectives of the team.
- Stakeholder engagement that inspires and influences key stakeholders to participate in the service review and planning program as well as continuous improvement and process management methodologies.
- A strong and evident commitment to customer centricity

The expertise you bring (including qualifications and experience)

- Degree or Tertiary qualification combined with relevant experience plus, post graduate qualifications or qualifications/experience in another field or lesser qualifications with extensive and diverse experience or intensive specialist experience.
- Significant experience in leading service review and planning programs that analyse and provide sound recommendations on service models and methods of service delivery
- Demonstrated experience in leading continuous improvement within a medium to large organisation, with a proven track record of building a continuous improvement culture
- Extensive experience in leading improvement processes and process management, and clear experience in applying respected tools e.g. Lean, Six Sigma, Business Excellence, etc

Key capabilities

Collaborates	Strategic mindset	Manages ambiguity	Customer focused
Plans and aligns	Global perspective	Persuades	Drives results

OHS, Risk Management, Equal Opportunity, Child Safe Standards and Charter of Human Rights

- Adhere to Council’s Health and Safety, equal opportunity and risk management policies, plans and procedures as well as act in accordance with the Charter of Human Rights.
- Demonstrate and promote workplace behaviours that does not discriminate, bully or harass.
- Cooperate with any reasonable, lawful instruction to comply with relevant legal requirements.
- Adhere to policies and procedures to prevent injuries to people and damage to assets and property including reporting of these matter.
- Take reasonable care for your safety and the safety of others who may be affected by your actions or omissions.
- Promote positive mental health and wellbeing within your team and work towards the prevention of mental injuries and illness in workplace.
- Ensure a child safe environment and contribute to a culture of child safety by fulfilling the requirements and responsibilities outlined in legislation, including the Child Safe Standards, Reportable Conduct Scheme and Council’s Child Safe Policy and Procedures.

Who you will work with:

Internal:	External:
<ul style="list-style-type: none"> • Manager Strategy and Transformation • Director Customer and Performance • Manager Customer and Communication • Chief Financial Officer • Chief Information Officer • Manager Governance and Risk • Head of Strategy and Business Intelligence • Head of Portfolio and Change Management • Executive and Senior Management Teams • All Staff 	<ul style="list-style-type: none"> • Industry Experts • External Service Providers • Vendors • Other Council and Government agencies • Other governance and audit bodies

Accountability and extent of authority

- Operate independently and make sound decisions consistent with authority of role.
- Work completed satisfactorily within established timeframes and budgets.
- Consultation with internal and external stakeholders.
- Provide direction, leadership and on the job training to direct reports or other employees.
- Freedom to act set by policies, objectives and budgets; actions taken may have a substantial effect on programs or projects, or on public perception of the wider organisation and on the community.
- Provides explanation of specific legislation, policies, procedures and practices to the community, Council and staff.
- The position provides advice and guidance to the organisation through development and implementation of appropriate strategies, plans, policy, processes and planning frameworks, which are consistent with the desired outcomes, purpose of the organisation, and Community Vision.
- Providing expert advice to Council and the community, consistent within Council strategy, policy and values.

Judgement & Decision Making

- Apply sound procedures and practices drawing on extensive professional knowledge and experience in service review and planning, continuous improvement, process management and change management and leadership.
- Develop and apply innovative methods and techniques to develop and deliver projects, improve systems and business processes.
- Position is essentially problem solving in nature, which will typically involve identification and analysis of an unspecified range of options.

- Identify and develop policy options for management consideration.
- Developed strategic thinking and problem solving skills, with the ability to think laterally, courageously and creatively when developing solutions.
- Exercise sound judgment in seeking external advice and guidance required to advise decision making.
- Guidance and advice is not always available within the organisation, this role will be expected to provide guidance and advice to other employees.

Specialist Skills and Knowledge

- Demonstrated experience in successfully leading a small to medium team to deliver high quality improvement processes and optimised outcomes.
- Experience with service planning, design and improvement, liaising with senior organisational leaders to achieve improved service outcomes.
- Experience in developing and implementing new processes, applying methodologies, and facilitating change.
- Proven experience in influencing positive organisational change, and being able to help shape leaders thinking in relation to building an improvement culture.
- Highly developed reporting writing, facilitation, presentation and consultation skills.
- Investigate and analyse issues, problems and opportunities within a broad organisation-wide framework and to prepare options – issues and problems may be outside original field of expertise.
- A sound knowledge of and familiarity with the principles and practices of strategy, business planning, risk management, quality, team development, budgeting and relevant accounting and financial procedures is required.
- Understanding of organisational values, and the legal, socio-economic and political context.
- Highly refined analytical and investigative skills in policy formulation.

Management skills

- Management skills to achieve objectives despite conflicting pressures.
- Able to implement personnel policies and practices including awards, EEO and OH&S policies, recruitment and selection procedures and techniques, position descriptions and staff development schemes.
- Develop, implement and apply innovative and strategic approaches to identified issues and tasks and to new situations or opportunities.
- Provide guidance and advice to other staff on technical/procedural or administrative matters.
- Investigate and analyse a wide range of issues, problems and opportunities within a broad organisation-wide framework and to prepare recommended options.
- Understand, consider and apply community engagement principles and their application to complex projects with various stakeholder inputs.
- Apply and coordinate an approach to information, research, systems and records to foster a strong knowledge management culture.
- Expected to contribute to long term staffing strategies.
- Manage and develop individual and team performance.

Interpersonal Skills

- Communicate with influence, including the ability to understand and adapt to the audience to gain support and commitment from others.

- Cultivate productive and collaborative relationships and partnerships.
- Ability to lead, motivate and develop employees.
- Negotiate with diplomacy using logic, reason and strong interpersonal skills.
- Effectively prepare and monitor performance plans in accordance with Council’s ROADMap process.
- Prepare and present reports and submissions relating to more complex matters.
- Build and engender mutual trust, respect and confidence across at all levels within the organisation and partner organisations.
- Ability to liaise with counterpart in other organisations to discuss, influence, support and resolve specialist or industry problems.

Inherent Requirements

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The inherent requirements of the role are provided in the job advertisement as well as on Council’s [Recruiting and Selecting for Excellence](#) page.

Within reason, and subject to Council's obligations under legislation, it is expected that a person conducting this type of work will have the capacity to perform the genuine, reasonable and inherent tasks of the role.

Conditions of Employment

Conditions of employment are in accordance with the **Knox City Council Enterprise Agreement** and the Knox City Council Code of Conduct. Applicants will require the following:

Satisfactory Police Check	ID Verification Check	COVID19 vaccination certificate or immunisation history
Qualification Verification	Current Victorian Drivers License	

About Knox

Making a difference to others and our community is at the heart of everything we do at Knox. Future Ready Knox connects our vision, aligns our purpose with values, strategy and people experience. We all have an important role to play, in working together we will achieve all we aim for and more.

Our Vision

Community
Inside and Out

INSPIRED BY OUR CORE
PURPOSE OF

Empowering our
diverse community to
thrive and prosper.

Our Values

Our values are the foundations to our success and culture at Knox. They represent what we stand for, inspire us to bring our whole selves to work and create a shared understanding to align the way we work with our vision and purpose.



Make a
difference daily



Inspire and
facilitate success



Think big
act bold

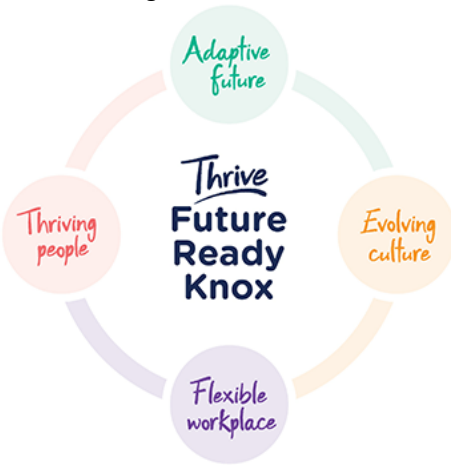


Do what is right
(not what is easy)

THRIVE: Our Future Ready Knox Strategy

The world we live in is changing, placing ever more focus on people and what it means to be human.

It is time we reimagine the future of work and adapt how we lead our changing business, so we evolve and remain purposeful for our residents, our community and our City. We all have capacity to adapt and evolve. It is through harnessing our changing skillsets and mindsets, and working and learning together that we will bring out the best in each other and create a future we can all feel good about.



Adaptive future

We will pursue the future with a clear strategy of excellence and service. We will never stop learning and growing. We will be a resilient, adaptable and sustainable workplace comprised of thriving people working together to fulfil our core purpose: empowering our diverse community to thrive and prosper.

Evolving culture

We strive to be an agile organisation built on a foundation of psychological safety and trust in our leaders, our teams and ourselves. We will be defined by our love of learning, innovation and growth. We will be led by wholehearted humans who bring out the best in our people and drive collective ownership of our vision, strategy and values. This will ensure we respond, adapt and thrive in a rapidly changing world.

Flexible workplace

We will thrive in our inclusive and connected workplace, defined by flexible practices and spaces, and enabled by new technologies and business intelligence. These will support our people to explore and adopt new ways of thinking, learning and working that ultimately deliver greater value to our community.

Thriving people

We will be defined by our resilient, diverse and capable people and will support them to keep growing and leveraging their passions, talents and skills. We will improve the ways we engage and communicate, embrace productive conflict and hold each other accountable for our commitments. We will harness our collective potential to make a difference and create a future we can all feel good about.

Please refer to our website www.knox.vic.gov.au for more information about Knox City Council.