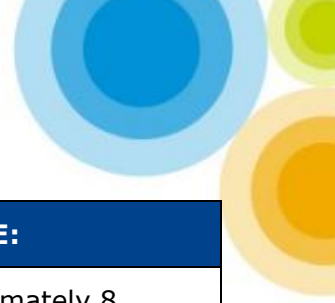


MELBOURNE WATER POSITION DESCRIPTION

Service Optimisation & Enablement Manager

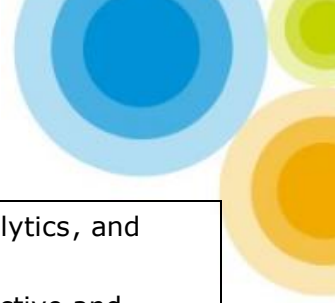


| REPORTS TO: | DIRECT REPORTS AND TEAM SIZE: |
|--|---|
| Manager, Waterway & Catchment Services North West | This role has 2 direct reports approximately 8 employees. |
| THIS ROLE EXISTS TO: (PURPOSE) | |
| <p>Optimise and enable the safe, effective and efficient delivery of Melbourne Water waterway and catchment obligations, programs and services delivered by Waterway and Catchment Services regional teams.</p> <p>Provide leadership and professional expertise to a skilled team responsible for:</p> <ul style="list-style-type: none">• Collaborate across the Melbourne Water value chain to design, implement and improve operational processes that enable the smart and efficient delivery of catchment, drainage and waterways service outcomes.• Overseeing and managing key enabling frameworks, agreements, processes, systems and operating procedures that support the Waterway and Catchment Services teams, and other Waterway & Catchment Operations teams as required, to deliver effective and efficient service outcomes.• The governance and coordination of programs to ensure effective implemented by relevant Waterway and Catchment Operation teams, focused on driving continuous improvement, quality and performance.• Producing insights generated from data to drive the optimization of waterway, drainage and catchment service outcomes, including functional improvements and smart investment decisions across a broad range of delivery mechanisms.• Provide oversight and evidence based insights for ensuring the successful delivery of key investment plans and associated targets and KPIs.• Contribute to annual reporting of Strategies and WDIP <p>In doing so</p> <ul style="list-style-type: none">• Build the trust and confidence of internal stakeholders ability to collaborate and partner on providing business analytics and insights and enablement.• Have a clear view of the likely future and ensure that the team has a clear plan to build the capability and approaches required to continually demonstrate value and provide high quality service outcomes (ready for tomorrow). | |
| KEY ACCOUNTABILITIES: | |
| <ul style="list-style-type: none">• To develop a centre of excellence for gathering and analysing information and data that provides unique insights in to opportunities to improve strategy implementation, program performance and business and customer service outcomes.• Be a centre of expertise for operational and tactical business analytics and process design – play a key role in the related capability uplift in this area across Waterway & Catchment Operations.• To be the ‘engine room’ of developing and improving processes and systems that enable the efficient and effective delivery of waterway, drainage and catchment strategic and service outcomes | |

Job level: Hay 17
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MELBOURNE WATER POSITION DESCRIPTION

Service Optimisation & Enablement Manager



- Prioritise where we focus our efforts on business process improvement and analytics, and ensure consistent governance for our approach.
- Document and keep current key frameworks and procedures that underpin effective and efficient delivery of waterway, drainage and catchment services.
- Oversee and fulfill the role of Contract Manager for key enabling external contracts for the provision of relevant services
- Safety and general wellbeing of self, staff, colleagues, and engaged contractors, through active and effective safety leadership, building a culture of hazard identification and reduction, and continuous improvement.
- Ensure all employees have effective Performance Plans and Career Development Plans with all members within the teams having the relevant skills and training to perform in their roles as required.
- Ensure compliance with all Melbourne Water systems, policies and procedures and specifically Occupational Health and Safety, Environment & Quality Management Systems.

| KEY RESPONSIBILITIES | KPIs |
|---|---|
| <p>Analysis and insights</p> <ul style="list-style-type: none"> • Lead the development of a suite of tools to provide relevant evidence based insights enable adaptive management, driving optimised delivery of services aligned with strategy and investment plan KPIs • Develop insights at various scales to enable teams to have line of sight to delivery of strategy and investment plan KPIs and targets including workloads, resources and achievement of Performance Objectives • Effectively analyse and interpret data • Work with WCS teams to use insights to enable adaptive program management | <ul style="list-style-type: none"> • Clear evidences based annual plan developed with key stakeholders to provide appropriate reports and insights at relevant scale • Provide teams with line of sight to strategy implementation and key performance indicators |
| <p>Team alignment and communication</p> <ul style="list-style-type: none"> • Collaborating at program/value chain/team interfaces to achieve better alignment around data, KPIs and systems • Effectively communicate data and insights to relevant stakeholders • Simplify information and decipher technical jargon so it is easily understood by the whole team • Effectively align teams and negotiate with others to deliver and/or influence the delivery of improvements including across delivery mechanisms | <ul style="list-style-type: none"> • Teams are using data and insights to drive team performance and alignment with strategy and investment plan KPIs |
| <ul style="list-style-type: none"> • Governance and processes | |

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|---|--|
| <ul style="list-style-type: none"> • Drive consistency across data, systems, programs and services through a clear governance framework • Fulfil contract manager role consistent with Contract Management Framework and Procedure. • Liaise with IO contracts and governance team to align contract mgmt. across all of SD and identify and act upon areas for improvement. | <ul style="list-style-type: none"> • Governance framework developed and implemented • All contracts have appropriately detailed management plans that have been effectively implemented and monitored • Adherence to Procurements governance framework covering all contracts in Service Delivery |
| <p>Continuous improvement</p> <ul style="list-style-type: none"> • Lead the improvement, development and implementation of enabling business processes • Gathering, validate and document business requirements. • Model business processes and identify opportunities for process improvements. • Identify issues, risks and benefits of existing and proposed solutions and outlining business impacts. • Create functional specifications for solutions and where relevant estimate costs and identify business savings. • Implement and test solutions. • Support business transition and helping to establish change | <ul style="list-style-type: none"> • Continuous improvement plan developed and implemented |
| <p>Inspire, lead and develop the capability of a diverse and inclusive team</p> <ul style="list-style-type: none"> • Effectively lead and develop the team ensuring a high performance culture by setting clear individual goals in line with documented expectations, holding people accountable and managing performance. • Drive the achievement of results, measured both quantitatively and qualitatively. • Manage and plan current and future resources (people, time, budget) effectively • Work with the other Area Managers to ensure performance, standards and expectations are consistent between all staff members. • Adhere to all Melbourne Water policies in the recruitment, management and development of employees with a focus on diversity and inclusion Establish and support an open and honest working environment for employees fostering collaboration and teamwork across multiple sites and blended work environment | <ul style="list-style-type: none"> • All employees have an active annual performance plan, performance reviews, and a development plan • Team have talent & succession planning in place for key roles and use a range of training methods to build skills and capability • Successful implementation of change • Employee culture & engagement survey results • Team productivity and performance metrics met • Clear contribution to the delivery of improvements at Melbourne Water • Training requirements are completed • |

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Service Optimisation & Enablement Manager

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| <ul style="list-style-type: none"> • Provide coaching and leadership and arrange formal and informal training for staff growth and/or underperformance without delay – setting staff up for success • Work effectively with, and promote improvement across the broader Waterways and Catchment Operations Group and Melbourne Water business groups • Undertake agreed formal performance management actions and activities | |
| <p>Safety & Wellbeing</p> <ul style="list-style-type: none"> • Lead and support the development and progression of a generative safety culture within the team, empowering others to speak up and drive the safety agenda, regardless of role • Seek and enable new technologies and innovative approaches to reduce safety risks • Encourage, challenge and improve safety practices and ensure they are understood, working and embedded in activities • Develop, implement and maintain safety risk assessments, management plans and procedures • Ensure adequate safety training has been identified and delivered | <ul style="list-style-type: none"> • Demonstrated safety and wellbeing leadership • Achievement of high safety employee and engagement scores through surveys such as the VIBE and employee and engagement surveys • IRIS events resolved in a timely manner and learnings implemented • Safety related service requests resolved in a timely manner <p>Demonstrable use of the hierarchy of control principles to improve safety and wellbeing</p> |
| <p>Future Readiness</p> <ul style="list-style-type: none"> • Understand the broader operating environment (internal and external), future trends and potential future scenarios. • Develop the teams capabilities and readiness to adapt to the changing landscape and Melbourne Water business goals • Influence broadly across Melbourne Water to ensure service delivery insights inform other business groups priorities which support W&CO future readiness • | <ul style="list-style-type: none"> • Future readiness plan developed and implemented |
| <p>Incident Response</p> <ul style="list-style-type: none"> • Maintain team capability to respond to incidents including, for example, <ul style="list-style-type: none"> ○ The performance of the MW drainage system and Melbourne’s waterways and floodplains. ○ Pollution response | <ul style="list-style-type: none"> • Effective incident response and recovery in line with GEMs and underpinning plans. • Incident investigations and debriefs undertaken within agreed timeframes for all Level 2 incidents. • Identified debrief learnings captured in IRIS and resolved |

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Service Optimisation & Enablement Manager

- Asset failure or performance issues
- Lead the response and recovery phase of incidents as directed (e.g. as Incident Controller or Agency Commander).

SKILLS, KNOWLEDGE AND EXPERIENCE REQUIRED:

- Highly developed leadership and ability to influence and negotiate with internal teams.
- Highly developed interpersonal, communication and influencing skills
- Ability to maximise internal relationships in order to unify goals and collective outcomes
- Ability to identify new opportunities and build a case for innovation and continuous improvement
- The ability to understand and analyse problems and find solutions
- The ability to think creatively and work collaboratively with teams to solve business challenges
- The ability to make effective and informed decisions such as requirement prioritisation, scope, assessing viability of solutions etc
- The ability to ask the right questions and correctly understand and interpret the information received
- The ability to present findings and recommendations to team members, senior leaders and to manage internal stakeholder meetings
- Demonstrated ability to lead, manage and motivate team members to deliver required outcomes
- The ability to effectively manage contracts
- Change leadership experience and the ability to promote and drive change including working through ambiguity and resistance.
- A proactive, solutions-focused, continuous improvement mindset.
- Demonstrated resilience

KEY RELATIONSHIPS:

All Melbourne Water employees are responsible for managing aspects of our customer/stakeholder relationships and service interactions, and will work proactively to deliver a consistent customer experience.

Internal

This role requires a large number of internal relationships to be effective, including with:

- Waterway & Catchment Operations teams
- Asset Management Services
- Infrastructure Operations
- Various Integrated Planning and Customer & Strategy teams
- Finance, Risk & Assurance
- People & Capability

External

- While limited given this role is primarily internal facing, there may be a requirement at times to liaise with external stakeholders, including Local Government, land managers/holders within the catchments, engaged community groups and 'friends-of' groups, Department of Environment,

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Service Optimisation & Enablement Manager

Land, Water and Planning, EPA, Forest Fire Vic, Emergency Management Vic, Parks Victoria & Vic Roads

SALARY RANGE:

- Melbourne Water reserves the right to remunerate people according to their ability to perform the functions of the role based on their qualifications, skills and experience.

OTHER COMMENTS:

This role requires the following:

- Extensive experience & expertise gained through a senior management position.
- A graduate qualification in business or related discipline is preferred but not essential.
- Criminal Records Check.
- Medical Assessment.
- Ability to swim at a competent level due to work on or near water.
- Victorian Drivers Licence.

Location: Docklands or relevant regional office as agreed with the manager. Time will be spent at both Docklands and regional offices as required.

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