

MELBOURNE WATER POSITION DESCRIPTION

Business Transformation Manager

REPORTS TO:	DIRECT REPORTS AND TEAM SIZE:
Manager, Development Services	Up to 10 reports
THIS ROLE EXISTS TO: (PURPOSE)	
<p>This leadership role exists to lead, design, manage and implement non-operational projects that will transform the Development Services Group to meet the needs of the business and customers and the Vision for Future Service Delivery at Melbourne Water. It is an internal and external facing role and will be responsible for improving risk mitigation and business sustainability, improving processes and systems, developing policies and procedures across the group as well as leading the transformation of Melbourne Water Strategies and Policies into implementation and operations. The role also leads a team of project officers focused on business transformation and improvement as well as the team of Technical Coordinators who provide skilled administration advice and support to Development Services officers and customers. The role is primarily concerned with influencing, developing and motivating people and changing behavior and involves inspiration and the creation of the right working climate to transform the Development Services business group and work collaboratively to support improvement across Waterways and Catchment Operations and Service Delivery.</p> <p>Reporting directly to the Group Manager and working directly across to the Service Managers within the Group, as well as with business leaders from executive to team level across all of Melbourne Waters development and developer-related strategy and operations, the Business Transformation Manager must be able to act with high levels of autonomy. Critical to the role is the ability to provide change and project management and staff leadership so as to ensure implemented solutions are effective and can be maintained over the long term.</p> <p>In designing, leading and driving the achievement of transformative improvements across the whole operating model, the Business Transformation Manager must have a demonstrated leadership and political acumen in understanding the land use planning and development sector in both urban and greenfield contexts as well as all customer segments and stakeholders.</p>	
KEY ACCOUNTABILITIES:	
<ul style="list-style-type: none">• Influence, develop and motivate the Development Services Team and the wider organization, change existing behaviors and create a contemporary, commercial working climate to inspire, design, lead and deliver business transformation projects across the urban and greenfield Development Services.• Lead the project officers within the team to meet defined projects, key performance indicators and performance and development opportunities.• Critically evaluate improvement opportunities to ensure they are aligned to the achievement of the organisations strategic intent and will deliver a high level of user experience;• Ensure the ongoing sustainability of improvements by activating all elements of the operating model (people, process, systems and structure);• Drive the achievement of organization wide improvement by galvanizing functional leaders and their champions in both the development and implementation of transformation and improvement opportunities;• Lead the application of project and change management practices in improvement projects;• Identify emerging business risks at both strategic and tactical levels and act to resolve them quickly;• Constructively challenge the status quo and inspire new thinking both within the Group and across the Business;	

Job level: Hay 18

Assessed by: P&C

Date Assessed: September 2021

Last reviewed date:

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- Manage work allocation and effectively manage individual and team workload in accordance with KPIs to ensure outputs of each individual are achieved
- Manage the timely and effective resolution of most types of escalations and complaints, and provide support to the Group Manager on highly complex complaints
- Provide mentoring and coaching to team members and support them in their management of their applications and the resolution of complex matters.
- Undertake Annual Performance, Opportunity and Development (POD) discussions for team members
- Under the supervision of and with management from the Service Manager(s), undertake agreed formal performance management actions and activities
- Support the Service Manager business improvement activities and Melbourne Water Development Strategic Planning projects.
- Ensure current agreed Statutory time frames and the Development Customer Service Charter are met.
- With the support of the Service Manager undertake recruitment
- Ensure relationships with Councils, State Government and other key customers and stakeholders are maintained.
- Take care of own and colleagues Health and Safety through identification and reporting of hazards and active involvement in Health and Safety improvement initiatives.

KEY RESPONSIBILITIES	KPIs
<p>Business Transformation Leadership</p> <ul style="list-style-type: none"> • Leading through influencing, developing and motivating people and changing behavior to transform the Development Services group • Support the achievement of the business Vision and help bring it to life for others • Engender a collaborative culture that supports continuous improvement • Build continuous improvement capability within the business • Promote a commitment to safety and wellbeing • Reward innovation, creativity and achievement 	<ul style="list-style-type: none"> • The Business Transformation project Portfolio, Operations and Activities are lead with clear links to the Service Delivery Vision & Strategic Direction • 360 degree feedback reinforces expected leadership behaviors are being met or exceeded • An increase in improvement capability within the business is evident • Active participation in safety and wellbeing activities
<p>Customer Service Excellence and Relationship Management</p> <ul style="list-style-type: none"> • Comply with the relevant aspects of the Customer Service Strategy as it relates to the Development Services Group. • Ensure that the team provides agreed levels of service in relation to development decision making processes, procedures and decisions. • Ensure that the team meets all WDIP and service timeframes agreed with the Group Manager Development Services. • Ensure that all customer complaints are recorded in the Customer Relationship Management system (CRM) or otherwise agreed system. • Ensure that complaints are immediately escalated to other business areas to ensure appropriate 	<ul style="list-style-type: none"> • • • Number of CRM complaints related to customer service (not decision complaints). • Number and type of informal complaint escalations made to the Service Manager. • Reputation survey results / customer experience metrics specifically in relation to Development Decisions team.

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<p>customer service can be provided elsewhere in the Business.</p> <ul style="list-style-type: none"> • Ensure that all complaints are responses to within agreed timeframes and in an agreed format, with support or escalation to the Service Manager. • Ensure relationships with Councils, DELWP and other stakeholders in the broader planning environment are managed and enhanced. • Work with the other Area Managers and Regional Managers in Development Services and across the wider Service Delivery Group to ensure that local area knowledge is shared to improve outcomes and customer experience. 	
<p>Lead and Develop People</p> <ul style="list-style-type: none"> • Undertake Annual Performance, Opportunity and Development (POD) discussions for team members. • Work with the other Area Managers and Service Manager(s) to ensure performance, standards and expectations are consistent between all staff members. • Effectively lead and develop the team ensuring optimum employee satisfaction and performance. • Adhere to all Melbourne Water policies in the recruitment, management and development of employees • Identify and arrange formal and informal training for staff growth or underperformance without delay – setting staff up for a success • Under the supervision of and with management from the Service Manager(s), undertake agreed formal performance management actions and activities 	<ul style="list-style-type: none"> • POD process complied with • Weekly performance and work setting meetings held • Staff wellbeing supported • Staff performance or wellbeing issue raised without delay to the Service Manager(s) • Underperforming staff managed and supported with supervision from the Service Manager(s)
<p>Team Capability and Performance</p> <ul style="list-style-type: none"> • Foster a high performance culture by setting clear individual goals in line with documented expectations, holding people accountable and managing performance. • Monitor team performance using systems data and reporting. Highlight impressive performance and identify performance improvement opportunities. • Drive the achievement of results, measured both quantitatively and qualitatively. • Deliver on the agreed goals for the role • Complete required training • Adhere to Melbourne Water policies and procedures • Manage and plan your resources (people, time, budget) effectively 	<ul style="list-style-type: none"> • Group and team targets and plans achieved. • Team productivity and performance metrics. • Alignment and Engagement survey results • Reputation survey results / customer experience metrics. • Clear contribution to the delivery of improvements at Melbourne Water • Budget is met • Training requirements are completed

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SKILLS, KNOWLEDGE AND EXPERIENCE REQUIRED:

- Significant experience in the design and delivery of business improvements focussed on the achievement of a new business strategy;
- Extensive experience in roles with senior level accountabilities in enterprise wide transformation or business improvement programs
- Demonstrated experience managing business risk associated with transformation and improvement programs
- Proven commercial acumen, judgement and decision making and the ability to work autonomously;
- Substantial experience in a management consulting, business/project/continuous improvement role and the coaching of Organisations in achieving agreed business process outcomes;
- Excellent interpersonal skills and the ability to form robust and influential relationships across all core business practices;
- Resilience and the ability to deliver outcomes in ambiguous and complex environments;
- A rigorous approach to problem identification and a creative approach to problemsolving; and
- Strong project management and change management skills.

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

- Development Services Group
- Waterways and Catchment Operations Group
- Other Melbourne Water Groups including Asset Management Services, Information Technology, Integrated Planning, Customer and Strategy.
- Members of the Leadership Team and Senior Managers across the business
- The role will have significant interaction with all of Melbourne Waters functional Groups
- Must be able to influence all levels in the organisation and be able to build excellent working relationships the business

EXTERNAL

- Landowners and Developers of all types.
- Applications such as Planning or Engineering Consultants, Building Surveyors
- Other Water Authorities and Floodplain Authorities
- Local, State and Federal Government departments and representatives.
- Water Industry and Authority organisations.
- Professional Organisations such as Planning Institute of Australia, Victorian Planning & Environment Law Association, Urban Development Institute Australia, Property Council Australia etc
- Where necessary work directly with consultants or external service providers on improvement projects

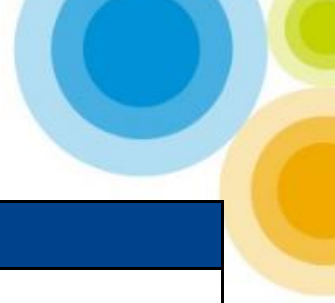
SALARY RANGE:

- 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.

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OTHER COMMENTS:

This role requires the following:

- Extensive experience in roles with senior levels of accountability in enterprise wide transformation or business improvement programs
- Qualification in a recognised business improvement, change management or project management methodology, or equivalent
- Degree qualification in a relevant discipline

Location: 990 La Trobe Street, Docklands, Victoria 3008

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