

## Continuous Improvement and Transformation Manager

### Position Detail

<b>Reports To</b>	Head of Shared Services	<b>Group</b>	COO
<b>Classification</b>	MRP2	<b>Location</b>	Brisbane, Canberra, Melbourne or Sydney
<b>Reports – Direct Total</b>	1+		

### Organisational Environment

Airservices is a government-owned organisation providing safe, secure, efficient, and environmentally responsible services to the aviation industry.

Each year we manage over four million aircraft movements carrying more than 156 million passengers and provide air navigation services across 11 per cent of the world's airspace.

Airservices has two major operating centres in Melbourne and Brisbane and a corporate office in Canberra. We operate 29 air traffic towers at international and regional airports and provide aviation rescue fire-fighting services at 27 Australian airports.

We are committed to continuing to improve our business by providing our customers with services they value and embedding new ways of working and technology investments to further innovate and optimise.

### Primary Purpose of Position

The Shared Services function is a core component of the wider Chief Operating Officer division and provides the 'engine' of many critical processes and specialist skills that enable the organisation to deliver on its purpose. Shared Services is currently comprised of Payroll, Transactional Services (AP, AR, corporate and travel card administration), Travel, Revenue, Employee Support and Procurement.

One of the core deliverables of Shared Services is to provide enabling processes as a minimum viable product (MVP) and therefore the lowest cost to serve. The Continuous Improvement and Transformation Manager is responsible for identifying, evaluating, prioritising opportunities leading to measurable improvements to processes and customer experiences to achieve the MVP position. Looking forward, this role will be responsible for leading the work into the upgrade of back office enabling systems when that is required.

This role will initially lead a team of one Continuous Improvement Analyst however the number of direct reports will expand with future planned programs of work.

This is a new role with critical purpose in the context of being part of establishing a new Shared Services function correctly from the outset.

## Accountabilities and Responsibilities

### Key Leadership Capabilities

The value chain operating model provides the basis for cultural reform of Airservices, driven by empowered and accountable leaders working together to deliver results. This role will demonstrate leadership through embedding positive employee experiences, constructively challenging the status-quo, and championing new ways of working, bring other colleagues and leaders along with you on the journey, such as:

- Leading, developing and retaining a high performing multi-disciplinary team of specialists by demonstrating authenticity and engaging our people with a Know Me, Focus Me and Value Me focus.
- Contribute to Airservices goals by executing business systems and processes and ensuring team objectives are aligned to organisational strategy.
- Creating and supporting an environment which fosters an emphasis on collaboration and accountability to promote a trust-based, inclusive culture centred on principles of care and purpose.
- Developing and maintaining a broad range of relationships to influence within the value chain within their team and at the peer level, and across key stakeholders.

Every leader in Airservices must demonstrate constructive behaviours aligned with our values and target culture of trust, care, and accountability.

### Position Specific

#### General

- Lead a team that undertake multiple, small projects with big impact, delivering tangible and measurable benefit in terms of cost reduction, time reduction, customer experience uplift or reduced risk exposure. Lead the Shared Services team implementation related to back office enabling systems uplift.
- Collaborate with stakeholders at all levels from all areas of the organisation to understand current experience and pain points and identify the true root causes and associated remedial improvement actions. These actions will become part of the plan of improvements, which this role will lead and manage.
- Provide thought leadership on best practice based on your prior experience and help to raise our Shared Services processes and product to best-in-class state.

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Position Description

- Lead cross-functional teams to achieve outcomes that help us meet the MVP, whilst maintaining service standards. Drive stakeholders towards desired outcomes and help to achieve priority for Shared Services initiatives around the organisation, as required, where dependencies sit with teams outside Shared Services.
- Lead the planning, execution and delivery of improvement initiatives to Shared Services processes (including upstream and downstream improvements where appropriate)
- Lead the work to identify areas of opportunity, explore the opportunity, create task level plans and allocate tasks accordingly to resolve the underlying issues and deliver a benefit to Airservices and its people.
- Develop project plans to track tasks, benefits and progress. Report on progress against plans and validated benefits.
- Develop a comprehensive implementation plan outlining key milestones, resources, timelines, and deliverables for system and non-system initiatives. Support the implementation through change management, ensuring smooth transitions and minimising disruptions. Communicate changes effectively to stakeholders and provide necessary training and support.
- Engage and collaborate with internal stakeholders to define and deliver short, medium, and long-term improvement objectives, and contribute to the development and achievement of the Airservices' strategy.
- Represent Shared Services in all interactions, ensuring that the outcome aligns with Shared Services KPIs and a Centre of Excellence model.
- Ability to understand financial representation of improvement initiatives (projects) including budgeting, benefit calculation and benefit realisation.
- Shapes procedures, policies and other similar necessary documentation, involving legal and other appropriate stakeholders when required, employing best practice to manage risk and maximise value.
- Drive savings, cost avoidance and value addition targets as needed, utilising tools and disciplines such as more effective use of our core systems, exploring and introducing new technologies and finding ways to do more with less.

### **Deliver Business Improvement activities**

- Proactively identify and capitalise on opportunities for more cost-effective operational performance improvement opportunities.
- Work with the business and suppliers to plan, implement and manage new and innovative initiatives and projects, including the evaluation and change management of any impacts on the business.
- Stay current and up to date on any changes internally and externally, that may impact Shared Services teams, processes and deliverables, and ensure that mitigating improvement activity is planned with sufficient lead time to be effective and minimise disruption.
- Collaborate with stakeholders on broader enterprise wide improvement initiatives on behalf of Shared Services, where required.

### **People**

- Maintain an effective working relationship with other Airservices staff to ensure that there is effective coordination of all activities in support of organisational objectives.
- Ability to lead and develop team members to reach their full potential and derive best

output for Airservices.

- Foster a culture of continuous improvement within your immediate team and business partner network.
- Management, coordination, and development of the team to achieve agreed performance standards.
- Management of the resource capacity and capability to meet current and forecast improvement requirements.

### **Compliance, Systems and Reporting**

- Always adhere to all Airservices policies and relevant regulation, being mindful to ensure this is maintained when changes are made to processes within Shared Services.
- Ensure all changes implemented align with quality standards and meet business requirements.
- Conform to enterprise governance systems and policies, including safety, environmental, work health and safety, risk, and compliance.

### **Safety**

- Demonstrate safety behaviours consistent with enterprise strategies

## **Key Performance Indicators**

### **Efficient, Effective and Accountable**

- Builds and maintains effective working relationships
- Takes responsibility for actions, outcomes and people
- Ensure Shared Services improvement objectives are aligned to organisation strategy whilst maintaining own quality and productivity.
- Recognises and manages risks to ensure implementation activities are executed to clearly agreed plans and timelines.

### **Commercial**

- Strong market knowledge and understanding of commercial benefits to identified solutions and exhibit commercial acumen when selecting the course of action.
- Strong negotiation and relationship management skills

### **Safety**

- Compliance with safety, risk, environmental and any other standards

## **Key Relationships**

- Airservices Executive and Leadership Team
- Chief Operating Officer (COO) teams and leadership
- Internal cross functional leaders and heads of
- Internal Project and Program Managers
- External Suppliers and Market Participants
- All users of Shared Services processes, products and teams.

## Skills, Competencies and Qualifications

### Strategic Thinking and Value Creation

- Think strategically about the long-term change and apply tactical responses to achieve the best outcome.
- Think outside the box and challenge the status quo to reach more value adding outcomes.
- Demonstrated commercial acumen when making decision related to improvement initiatives.

### Operational and Technical Change Management Excellence

- Tertiary qualification in a Business, Commerce, or related discipline (Desirable).
- Minimum 5 years' experience in complex, corporate operational environments (preferably regulated) in large scale organisations, delivering continuous improvement and positive change.
- Project management qualification or extensive experience within a project management framework disciplined environment, e.g. Agile

### Customer service mindset

- Strong stakeholder management skills at all levels within an organisation, with service partners, and other third parties.
- Competent and experienced in using human centred design considerations when designing and delivering change.

### Communication and leadership skills

- Strong problem-solving ability with the competence to negotiate and resolve conflict successfully.
- Collaboration and effective team working with the ability to lead and implement change within the organisation.
- Excellent interpersonal, communication, active listening, organisational and influencing skills.
- Effective problem identification and solving skills and experience.
- Attention to detail with an ability to keep the focus on outcomes.
- Comfortable working in an environment with changing priorities and working iteratively.
- Ability to prioritise work in a high demand environment.

### Strategic and commercial acumen

- Proven ability to source, interpret and present information from within an organisation, to positively influence stakeholders and outcomes.
- Proven ability to interpret and apply complex organisational frameworks and policies.
- Proven ability to balance, and deliver against, multiple competing initiatives and the ability to understand holistic business needs and prioritise accordingly.
- Strong analytical skills with the ability to interpret financial data, generate accurate budgets, cost and benefit analysis.

## Performance Standards and Behaviours

As a member of Airservices, you will consistently demonstrate performance standards and behaviours that meet our Code of Conduct. This includes:

- Treating everyone with dignity, respect, and courtesy
- Acting with honesty and integrity
- Acting ethically and with care and diligence
- Complying with all Airservices' policies and procedures, and applicable Australian laws
- Disclosing and taking reasonable steps to avoid any actual, potential, or perceived conflict of interest
- Behaving in a way that upholds our vision, mission, and values, and promotes the good reputation of Airservices.