

WHITEHORSE CITY COUNCIL

Position description

Job title: Manager Change & Continuous Improvement	
Classification: Senior Officer	Effective Date: 2 October 2023
Reports to: Executive Manager Transformation	Tenure: Temporary – until 30 June 2027

About Us:

At Whitehorse City Council, community is at the heart of everything we do.

We aspire to be a healthy, vibrant, prosperous, and sustainable community. We enable this through strong leadership and community partnerships.

We strive to stay ahead of evolving changes and needs of our community.

Our five key principles empower our employees to be innovative and provide an excellent customer experience. We are a resilient organisation where everyone belongs.



CREATe - Our Values and Behaviours:

Our shared values and behaviours are integral to how we go about our work, interact with each other and our community. Our employees 'live' these shared values. In living these values, we also ensure that everyone has a voice and that everyone matters.

Collaboration	Respect	Excellence	Accountability	Trust
We work flexibly together to achieve outcomes and solve problems.	We actively listen, value diversity and care.	We adapt, respond, learn and grow.	We take responsibility and follow through on our promises.	We act with integrity and are empowered to make decisions.

City of Whitehorse is a culturally and linguistically diverse community. We are proud of the diversity of our workforce and recognise the strength this provides in meeting the needs of our community. We are committed to upholding a safe, inclusive, and respectful workplace that values the contribution of all.

Whitehorse City Council is committed to being a child safe organisation. We recognise our responsibilities to keep children and young people safe from harm and have established policies, procedures, and training to achieve these commitments.

Goal Statement

To strategically manage, plan and coordinate services, programs and projects within the Change and Continuous Improvement Department that enable the achievement of Transformation principles and objectives.

Key Responsibilities

Position Specific Responsibilities

Lead, manage and coordinate the effective delivery of:

- Continuous Improvement (CI) Program including:
 - Ensure the CI program supports, enables, and interfaces into the broader Transformation Program.
 - Manage the delivery of CI projects to deliver the \$20m financial benefit target (2021-2031).
 - Maintain and manage the CI methodology and professional development program
 - Manage organisational benefits realisation methodology and quarterly reporting for all Transformation Projects.
- Transformation Program Management and Communications:
 - Support Executive Manager to coordinate the Transformation Steering Committee.
 - Manage all Transformation Communications for staff, people leaders, ELT, SLT, Council and Community.
- Organisational Change Management including:
 - Developing, implementing, and leading organisational change policies and processes.
 - Coordinate the delivery of change management specialist partnering to Service Review Program and Technology Transformation Program.
 - Manage the organisational change management approach including the change management approach within WCC's project management framework.
- Service Excellence Program including:
 - Development of Service Review Methodology, Procedure, and pipeline.
 - Delivery of Service Review Program.
 - Manage community engagement appropriate to the organisational policy and handbook
- Lead the integration of change, CI, and service excellence functions with the boarder transformation program initiatives.
- Provide and coordinate initiative-taking advice to the Chief Executive Officer, the Executive, management, and the organisation on portfolio related issues.

- Ensure the timely development, implementation and ongoing review of appropriate policies and procedures and assist the organisation to effectively adopt and comply with the policies and procedures.
- Provide ongoing advice and support where appropriate to build the competence and confidence of management to resolve behaviour change issues.
- Develop, champion, and implement broad organisational initiatives that support the Organisational Transformation Strategy.
- Preparation and monitoring of the Departmental budget.

Corporate Responsibilities

- Ensure adherence to all Corporate Policies, Procedures and the Organisational Goals and Values Principles in the current Whitehorse City Council Collective Agreement by all staff under supervision.
- Ensure the organisation is aware of and compliant with relevant statutes and legislation.
- Identify and develop changes to policy and procedure in areas of responsibility.
- Embed risk management principles in all decision-making processes within the department.
- Undertake identification, reporting and resolution of risk management activities (including appropriate staff training) and ensure that all relevant operating procedures provide for a safe working environment.
- Apply sound fiscal management techniques to team budget processes.
- Provide equitable and sound supervision of staff, (including ensuring appropriate training, development, and motivation) to ensure that team KRA's are met and contribute to the strategic objectives of the team.
- Ensure appropriate care and use of assets and equipment.

Accountability and Extent of Authority

Budget: The position is responsible for the departmental budget.

Staff responsibility: The position is responsible for the management and leadership of continuous improvement, service excellence and organisational change management functions. This includes multiple teams all with tertiary qualifications.

Judgement and Decision Making

- Decisions made by the position have significant effect on the Department and the organisation.

Specialist Knowledge and Skills

Qualifications and Experience

- Relevant tertiary qualification and experience managing people.
- Experience and knowledge of how people go through change and the change process.
- Experience working with Lean methodologies and People-Centred Implementation (PCI) is desirable.
- Experience with large-scale organisational change efforts and effectively planning and driving the communications plans. projects across a complex organisation.
- Acute business acumen and understanding of organisational issues and challenges, particularly as they may present in a Local Government organisation.
- Familiarity with project management approaches, tools, and phases of the project lifecycle.
- Working with Children Check.

Interpersonal Skills

- Ability to promote the Council vision, direction, and goals to employees.
- Excellent verbal, presentation, and written communication skills to enable effective communication with all levels of management, employees, and external contacts.
- Well-developed negotiation, problem solving and influencing skills in the pursuit of corporate and Departmental goals and objectives.
- Ability to lead, motivate and develop employees.
- Values driven demonstrating emotional intelligence and integrity.

Key Relationships:

- The incumbent consults with the Chief Executive Officer, and Executive Leadership Team to provide advice on matters relating to service excellence, change management and continuous improvement.
- The incumbent is part of the Senior Leadership Team (SLT) and must foster strong collaborative working relationships.
- The incumbent will collaborate with the Executive Manager Transformation to foster a strong customer focussed culture that is change resilient.
- Negotiate and maintain a professional relationship with relevant unions, Local Government peak organisations, relevant legislative bodies, other Local Governments, relevant private sector agencies and appropriate local organisations.

Management Skills

- Evidence of strong leadership and motivational abilities in a diverse, fast changing, complex environment.

- Ability to advise on and lead significant workplace reform and to lead organisational change.
- The ability to provide leadership and guidance to staff under supervision and to develop and monitor performance objectives for staff.
- Values driven demonstrating high levels of emotional intelligence and integrity.
- Demonstrated ability to manage own emotions and acts as a stabilising influence in emotionally charged situations
- Strong professional leadership with a genuine commitment to embedding the organisation's values, ensuring the employee experience represents those values.
- Lead, develop and motivate the department ensuring alignment with Council purpose and strategic direction applying a high level of emotional intelligence, critical self-awareness, and sound judgment.
- Influence change and develop and maintain positive relationships within a political environment.
- Embed a culture of innovation, accountability, and service orientation across the department.
- Embeds best practice governance, risk and compliance ensuring Council operates within legislative and regulatory standards in line with Council's risk appetite
- Consider multiple perspectives and complex information within a multifaceted and complex changing environment, to create viable options.
- Produce high quality reports and discussion papers, make persuasive formal presentations and to represent Council in professional, organisational and community forums.
- Evidence of strong leadership and motivational abilities in a diverse, fast changing, complex environment.
- Ability to advise on and lead significant change with benefits realisation.

Key Selection Criteria

1. Demonstrated ability to implement efficient, effective, and sustainable business practices through a continuous improvement lens.
2. Significant and successful demonstrated experience in the leadership, management, and delivery of a range of continuous improvement and change services, strategies, and advice within complex, medium to large organisations.
3. Demonstrated successful experience in the management of organisational wide transformational change programs which include improving capability.
4. Excellent verbal, presentation, and written communication skills to enable effective communication with all levels of Council, Executive, management, employees, and external contacts.
5. Values driven demonstrating high emotional intelligence and integrity.

Physical Requirements

Physical Functional Demand	Specific Physical Job Tasks	Frequency/Duration of performance of task per day	Comments
Kneeling/Squatting Tasks involve flexion/bending at the knees, ankle, and waist to work at low levels.	NIL		
Hand/Arm Movement Tasks involve use of hand/arms	NIL		
Bending/Twisting Tasks involve forward or backward bending or twisting at the waist.	NIL		
Standing Tasks involve standing in an upright position	NIL		
Reaching Tasks involve reaching above head, and above and equal to shoulder height	NIL		
Walking Tasks involve walking on slopes and walking whilst pushing/pulling objects	NIL		
Lifting/Carrying Tasks involve raising, lowering, and moving objects from one level position to another	NIL		
Pushing/Pulling Tasks involve pushing/pulling away, from and towards the body	NIL		
Keyboard Duties Tasks involve sitting at workstation and using computer.	No	Daily keyboard duties	
Satisfactory Vision Standard of vision required equal to that required for driver's licence	NIL		