

**Position Title: Director, Program Delivery (Transformation)**

<b>Position number</b>	00014133
<b>Classification</b>	Level G14
<b>Employment Instrument</b>	Health Salaried Officers Agreement
<b>Organisation</b>	Health Support Services
<b>Business Unit</b>	Transformation and Strategy
<b>Location</b>	Perth Metropolitan Area

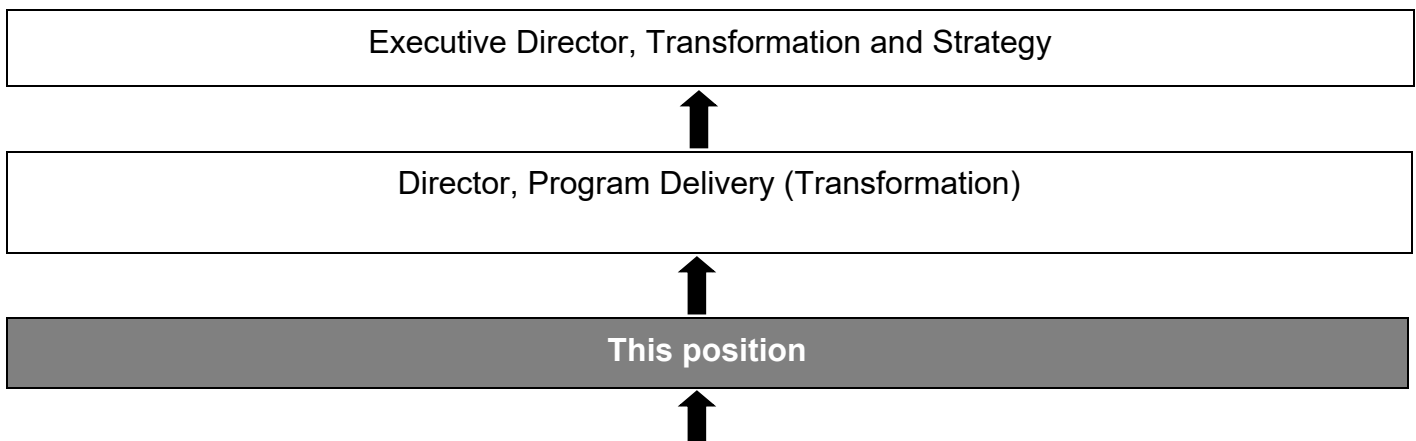
### KEY ROLE STATEMENT

As a member of the Health Support Services (HSS) management team, the Director, Program Delivery (Transformation) is accountable to the Executive Director, Transformation and Strategy, for the successful delivery of all programs and projects required to support HSS strategic objectives. The Director, Program Delivery (Transformation) is also accountable for the provision of Program and Project Managers required to deliver the agreed programs, projects and/or initiatives.

Responsibilities include:

- Initiating and setting objectives for programs, projects and initiatives aligning with the organisation's strategic objectives.
- Oversight of the planning and scheduling of projects and initiatives from inception to completion, including the setting of milestones and key integration and dependency points between projects and programs.
- Accountability for ensuring each program, project or initiative is delivered per its defined scope, cost and schedule, aligned to the defined requirements.
- Safeguards the benefits defined as part of approved business cases through the management of change requests associated with scope, schedule and costs.
- Capability development of Program and Project Management resources to safeguard the delivery of agreed programs, projects and/or initiatives.

### REPORTING RELATIONSHIPS:



Directly reporting to this position:

<b>Title &amp; Position Number</b>	<b>Classification</b>	<b>FTE</b>
TBA		

## ORGANISATIONAL CONTEXT:

On 1 July 2016, in accordance with the *Health Services Act 2016* (WA), Health Support Services (HSS) was established as a Chief Executive-governed Health Service Provider that is a statutory authority accountable for the delivery of corporate support services.

HSS is committed to enhancing customer experience by delivering high quality shared services to customers, including financial, ICT, supply and workforce services within a dynamic and complex environment. HSS strives to create value for customers through economies of scale as well as centres of expertise, and to provide services that are simple, reliable and responsive for its customers.

HSS actively seeks to empower a “Think Customer First” culture with skilled, motivated and experienced teams of people that continually seek to understand the needs of customers and to improve efficiency, processes and procedures, and add value for customers.

With a commitment to equity and diversity, relationships are based on trust, mutual respect and the acceptance of responsibility and accountability. HSS is committed to employee career development and professional learning.

## HSS BUSINESS PLAN FOR 2019-21

# Our Business Plan for 2019-21

Purpose

We support our customers to provide excellent health care  
Overarching KPI = Customer Satisfaction Score (CSAT)

Values

Think customer first

We promise, we own, we do

We will find a way

We make a difference together

Objectives

**SIMPLE**  
Simplifying the customer experience

**RELIABLE**  
Consistently delivering a high quality service to our customers

**RESPONSIVE**  
Responding to our customers' needs and expectations

KPIs

Customer Effort Score

SLA Performance  
Service Agreement Performance  
Financial Performance  
Customer Driven Program Delivery

Culture Score  
Employee Engagement Score  
Transform2021 Performance

Priority Themes

Operating Model

Business Performance

Customer Experience

Culture and Capability

Key Activities

Completing the design and implementation of the remainder of our new Operating Model (and organisation structure).

Focusing on the Transform2021 program, and consolidating all other change and improvement initiatives, to drive better performance across our core services.

Working to improve our customers' experiences, including enhanced customer service skills, systems and processes.

Ensuring our people are equipped with the right set of capabilities and behaviours to support our business objectives.

## BUSINESS UNIT ROLE:

The HSS Transformation and Strategy Business Unit is responsible for HSS-wide strategy, as well as delivering the transformation program to modernise HSS, driving effectiveness and efficiency changes, improving customer outcomes and reducing costs for the WA health system. This includes program and project delivery and resourcing (including management of external resources), oversight and management of organisational wide change impacts, ongoing performance improvement and management, and governance and reporting across HSS' transformation portfolio.

## POSITION RESPONSIBILITIES:

### Leadership:

- Contributes to the strategic and operational governance of the Health Support Services as a member of the senior Leadership Team.
- Contributes to the setting of strategic business direction and the achievement of corporate goals, including quality improvement, and the development of a dynamic, innovative and customer-focused organisational culture.
- Contributes to the Health Support Services reform and improvement objectives through leadership and direction of teams under control, ensuring objectives are transformed into actions and goals are achieved.
- Contributes to the effective working and image of the Health Support Services Executive Leadership Team as a team supporting the achievement of WA Health objectives.
- As an executive leader, at all times models behaviour consistent with organisational values, including probity and accountable and ethical decision-making.

### HSS Management:

- Promotes a customer-focused culture and a team-based approach based on the Health Support Service's values and strategic priorities.
- Champions collaboration, continual improvement and quality management.
- Builds alliances with stakeholders, client agencies and within Health Support Services to enable the achievement of the Function / Team operational plans and to promote the Function / Team service capabilities.
- Ensures the work environment is safe, fosters equity and diversity and enables the achievement of personal and team goals.
- Allocates resources (including financial and human) to achieve optimum effectiveness and efficiency in the delivery of outcomes within service, cost and time expectations.
- Ensures staff and teams are mentored and developed to ensure the organisation meets executive, stakeholder and client expectations.
- Ensures risks to current and future service delivery are identified and mitigation actions implemented or otherwise managed.
- Accountable for compliance with Public Sector, WA Health and Health Support Services policy, procedures and standards within the organisation.
- Provides expert advice to the Executive Leadership on matters related to services, policies and programs in area of portfolio responsibility.
- Ensures all contracted services meet agreed timelines, outcomes, deliverables, and that related costs are within agreed budget.

### HSS Participation:

- Maintains a client focus on service delivery including client contact and management.
- Contributes to the HSS's strategic directions and business plans through maintenance of an awareness of best practice, trends and issues concerning the core functions of the Business Unit, Function, Team and the HSS. Applies as appropriate in consultation with Executive Leadership and clients.
- Builds alliances with stakeholders, interest groups, client agencies and within HSS to

enable development, acceptability and achievement of the HSS's designated outcomes, and to promote the HSS's service capabilities.

- Participates in and leads cross-functional project teams within HSS to develop and deliver improved services and systems.
- Represents the Transformation and Strategy Business Unit and HSS, as required, on Whole of Health and Government committees and working parties.

### **Role Specific Responsibilities and Key Outcomes:**

- Translates identified opportunities into defined programs, projects and/or initiatives that will transform HSS into a customer focussed and efficient service provider.
- Plans and capacitates the resource requirements associated with program and project managers, who can deliver the agreed program, project and/or initiatives.
- Provides insights and progress related to the delivery of projects and/or initiatives to stakeholder groups, supporting the management and allocation of financial and people resources.
- Accountable for the overall delivery of agreed programs, projects and/or initiatives against the agreed scope, cost and schedule.

### **Accountabilities:**

- Initiate and construct goals for initiatives and programs, aligning with HSS's strategic direction towards excellence in customer service and provision of services.
- Ensure initiatives and programs implemented adhere to WA Health and HSS's policies, procedures and standards.
- Defines and implements strategies to monitor performance, identifying success and puts in place plans to address areas of improvement.
- Provides appropriately experienced program and project managers to deliver agreed program, projects and/or initiatives.
- Defines training and capability building plans for project management resources to deliver the agreed program, project and or initiatives.
- Provides management and leadership of the Program and Project Managers, ensuring sufficient support and constructive feedback is provided allowing for continual development.
- Contains and resolves issues within programs, projects and/or initiatives that do not require Executive Director's attention.
- Develops and maintain key internal and external business relationships and networks, by applying effective stakeholder management.
- Ensure stakeholders receive the right information at the right time regarding project and/or initiative performance.
- Monitors progress to ensure objectives are delivered on time, per the defined scope and within budget, and business results are realised.
- Determine the impact of program and project changes on the business case, and re-forecasts value creation based on approved contingency plans and scope changes.
- Communicates program, project and/or initiative performance to business stakeholders.
- Monitors program-level risks and mitigation actions to safeguard delivery of the defined business outcomes.

## SELECTION CRITERIA:

### ESSENTIAL CRITERIA:

1. Demonstrated program and project management leadership including the ability to plan, prioritise, make decisions, meet deadlines and manage resources for a range of programs (size, complexity and risk).
2. Demonstrated advanced problem solving skills including the ability to identify risk and implement solutions.
3. High level interpersonal and communication (written and verbal) skills with strengths in negotiation.
4. High level time management skills with the proven ability to manage competing priorities and deliver outcomes.
5. Current Program and/or Project Management certification or equivalent.
6. Demonstrated financial management and budget preparation.
7. Current knowledge of legislative obligations for Equal Opportunity, Disability Services and Occupational Safety & Health, and how these impact on employment and service delivery.

### DESIRABLE CRITERIA:

1. Tertiary qualification in Program Management, Business Management or related discipline.
2. Prior experience in working for a public sector agency or healthcare provider.

### APPOINTMENT FACTORS

Appointment is subject to:

- Completion of 100 point identification check
- Successful Criminal Record Screening Clearance
- Successful Pre-Employment Integrity Check
- Pre-Employment Health Assessment

The details contained in this document are an accurate statement of the deliverables and other requirements of the job.

**DIRECTOR HR & CAPABILITY**

SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

**EXECUTIVE DIRECTOR**

SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_