



# EXECUTIVE MANAGER

## POSITION DESCRIPTION FORM

**Region / Portfolio / Directorate:**

Community and Coordination

**District / Branch:**

Governance & Coordination Division

**Work Unit:**

Business Improvement Unit

**Position Description Number:**

216076

**Rank / Level / Band:**

Level 7

### Employment Conditions

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Industrial Agreement/Award: Current PSA, PSGOGA and Agency Specific Agreement

Work Pattern: Monday - Friday: May be required to work outside normal operating hours

Location: Perth

### Position Objective

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Manages the activities of the Business Improvement Unit (BIU), including the provision of expert advice, managing stakeholder relationships and facilitating agency-wide business improvement programs to support WA Police Force service delivery needs and strategic objectives.

### Role of Work Unit

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A key role of BIU is to plan, coordinate and facilitate the agency's business improvement process designed to identify opportunities for more efficient and effective service delivery across the organisation. The Unit is responsible for continuously assessing services and activities performed by WA Police Force business areas, associated risk identification and profiling, and the development of relevant volumetric and statistics to support and promote effective operational planning.

The Unit is also responsible for providing timely business improvement advice and reporting to the WA Police Force leadership to support strategic decision making and the implementation of business improvement opportunities. BIU provides strategic and business analysis advice and support to enable functional reviews, business process re-engineering and other initiatives as required to drive change and improvement outcomes.

### Reporting Relationships

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This position reports to:

- Assistant Director, Level 8

Direct reports to this position include:

- Senior Business Analyst, Level 6 x 2
- Business Analyst, Level 5 x 1
- Business Improvement Coordinator, Level 4 x 1

Total number of positions under control: 4

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## Key Accountabilities

### 1 LEADERSHIP & MANAGEMENT

- 1.1 Manages the development and application of strategic and functional Business Improvement (BI) frameworks and processes for WA Police, and provides leadership to Business Improvement unit team members.
- 1.2 Leads cross-functional business teams and facilitates process definition, management and operational improvement identification and implementation
- 1.3 Provides high level advice and expertise to the Superintendent, Executive and other senior managers regarding business innovation strategies and initiatives.
- 1.4 Assists with developing and implementing staffing capability by leading and providing training, support and advice on process improvement methodologies and business processes mapping techniques.
- 1.5 Provides direction and guidance to the BIU team, Review Managers and Subject Matter Experts on BI frameworks, methodologies and processes.
- 1.6 Reviews work practices, and develops and implements change programmes where required to ensure quality assurance and continuous improvement of the section.

### 2 BUSINESS IMPROVEMENT

- 2.1 Develops, establishes and implements BI frameworks, methodologies and processes to support the identification and evaluation of business improvement opportunities across the agency.
- 2.2 Establishes schedules and work plans for BI processes in consultation with the Assistant Director.
- 2.3 Continuously reviews and improves agency BI frameworks, methodologies and processes.
- 2.4 Manages and oversees the development and provision of qualitative and quantitative reporting on business improvement initiatives, including reports to the WA Police Corporate Board and relevant governance groups.
- 2.5 Analyses and monitors trends to identify potential business improvement opportunities.
- 2.6 Contributes to the development of BI initiatives and strategies, aligned to organisational strategic objectives, through providing high level business advice to senior leaders and managers.
- 2.7 Contributes to the Corporate Board decision making process and organisational planning activities, including effective resource allocation planning, through the provision of high level advice and information.
- 2.8 Promotes and encourages continuous improvement acumen across the agency by delivering continuous improvement tools and establishing advisory groups and mentorship.

### 3 STAKEHOLDER MANAGEMENT

- 3.1 Establishes, develops and maintains partnerships with key stakeholders and provides expert advice on organisational change management, business capability and business improvement initiatives and activities to support an ongoing culture of process improvement and change
- 3.2 Works with business areas to research and identify emerging trends and issues and evaluate systems and tools, to develop options and recommend solutions.
- 3.3 Liaises and collaborates with Strategy, Organisational Risk and other partners to ensure BI initiatives are aligned to the agency's strategic direction and objectives.
- 3.4 Liaises with key stakeholders on business improvement and innovation matters and whole of government initiatives.

### 4 GOVERNANCE AND STRATEGIC SERVICES

- 4.1 Contributes to the strategic management of Community and Coordination Portfolio by assisting in strategy and business planning, project delivery and governance to achieve desired outcomes.
- 4.2 Leads and establishes governance structures, systems and processes within the Portfolio and across the agency as necessary to reduce red tape and drive Commissioner's/Corporate Board programs to meet agency objectives.

### 5 OTHER

- 5.1 Understands and complies with information security policies and procedures to ensure information holdings/systems are kept confidential and utilised accurately and reliably.
- 5.2 Undertakes other duties as directed.

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## Specialist Pre-Requisite(s) List

It is a requirement that the position holder is:

- An Australian Citizen prior to the completion of the selection process;
- Successful in obtaining and maintaining a **NEGATIVE VETTING LEVEL 1** security clearance for the duration of their appointment in the position.

## Work Related Requirements

Essential	Context in which work related requirements will be applied and or general standard expected.
Leadership and management	Leading and managing a team of business professionals. Setting goals, implementing strategies to achieve them and motivating staff to perform effectively and at a high-level.
Business and analytical	Applying business analysis methodologies, developing business improvement frameworks and processes. Understanding Business Process Re-engineering and process mapping. Identifying, analysing and developing options relating to business improvement opportunities.
Communication	Providing high level advice and guidance to various stakeholders. Communicating and promoting business acumen and business improvement opportunities. Developing and maintaining relationships and partnerships. Delivering presentations, producing high level reports & briefings.
Interpersonal and negotiation	Negotiation and facilitation skills. Building partnerships, motivating and influencing people to achieve desired outcomes.
Conceptual	Visualising concepts, analyse and understand complicated and abstract ideas. Developing and implementing effective solutions for complex and unique problems. Formulating processes and understanding how systems, programs and ideas interrelate at a strategic level.
Organisational and planning	Coordinating and prioritising competing issues and priorities and allocating resources appropriately. Driving deliverables to a timely conclusion. Displaying flexibility in a complex and demanding environment. Developing frameworks, process schedules and work plans.
Possession of a relevant tertiary qualification field and/or eligibility for membership to a relevant Professional body	Business, Commerce, Finance or related.

### Desirable

Program/project and change management skills including working in a project environment and applying project management methodology including certification of Prince2 or equivalent.

Knowledge of Lean Business Principles including Lean Six Sigma.

## Capability Framework

The framework is intended to support staff and supervisors through the performance cycle and identify core competencies relevant to the rank and/or classification level.

### Certification

The details contained in this document are an accurate statement of the duties, responsibilities and other requirements of the position.

Position	Name	Date
Workforce Design and Consultancy	Martine Dimond	14 May 2019
Assistant Director, Governance & Coordination	Mat Mailer	06 June 2019