



## Manager, Business Improvement and Capability

### Business and Customer Services

<b>Position number</b>	00038124
<b>Agreement</b>	<a href="#">Public Sector CSA Agreement 2019</a> (or as replaced)
<b>Classification</b>	Level 8
<b>Reports to</b>	Director, Business and Customer Services (Level 9)
<b>Direct reports</b>	Principal Consultant, Business Improvement (Level 7) Principal Consultant, Capability Building (Level 7) Communications Improvement Officer (Level 5)

#### Context

The Business and Customer Services Directorate (BCS) supports the objectives and outcomes of clients by providing value for money corporate services through streamlined business systems and processes and skilled and motivated people.

The Business Improvement and Capability (BIC) branch serves Education and Business Services (EBS) and the broader Department through School Corporate Services staff. The BIC branch works with clients using EBS business management functions to ensure these functions are efficient and effective, and that clients have the capability to use these functions optimally

The BIC Branch aligns with the EBS Business Excellence Framework and supports the goals of continuous improvement for EBS Customer, People, Processes and Systems..

The BIC Branch aligns its services through the EBS Business Excellence Framework which details how EBS manages its business and supports the goals of continuous improvement and capability for the EBS focus areas of Our Customers, Our People, Our Processes and Systems. The Branch maintains a focus on supporting school corporate services staff through EBS processes, communications, capability building initiatives and professional learning.

Visit [education.wa.edu.au](http://education.wa.edu.au) to find out more information about the Department of Education.

#### Key responsibilities

The Manager BIC, is responsible for leading and managing key business improvement reform and organisational change programs to improve the effectiveness and efficiency of the

Department's business management functions and the capability of EBS and school corporate services staff using these functions.

The position develops, plans, and directs audits/reviews of business improvement activity and develops and analyses key performance metrics and reporting tools for performance across a range of capability improvement measurers.

The Manager BIC is responsible for leading and managing a team as well as providing strategic directions and specialist skills across BIC. This includes ensuring BIC strategic alignment to EBS plans, management of human, financial, and technical resources and regular reporting to the EBS Executive Leadership Team. The Manager BIC leads key business improvement, reform and organisational change programs, designs and coordinates plans to improve efficiency and effectiveness of Department business management functions.

### **Leadership and Management**

- Maintain a strong focus on customer service delivery and continuous improvement of services.
- In consultation with the Director, coordinate and oversee the overall change program for the Education Business Services Group (the Group) and ensure there is a balance between change and business-as-usual efforts.
- Plan and schedule major reform and improvement programs.
- Establish and manage project teams assigned to agreed whole of Group and Department reform and project initiatives.
- Undertake project management of key reforms for the whole of the Group on behalf of the Director.
- Influence Business Capability's strategic directions and business plans through maintenance of an awareness of best practice, trends, and issues concerning the core functions of the Directorate.
- Contributes to the strategic management and leadership of the Directorate.
- Deploy resources, including people, financial, physical and information to ensure they are available to address the Directorate's strategic plans, contractual obligations and other organisational priorities.
- Provide leadership, supervision and support of project staff and encourage and assist with the development and implementation of business improvement strategies and in the development and implementation of capability building strategies.
- Create a work environment that is safe, fosters equity and diversity, enables the achievement of personal and organisational goals, and facilitates accomplishment of designated roles and deliverables.
- Build strategic alliances and partnerships with customers, stakeholders and interest groups to enable development, acceptability and achievement of designated outcomes, to promote service capabilities and to access diverse specialist knowledge.
- Develop and maintain effective communication links and working relationships, providing information on business and service reform matters and processes.
- Represent the Directorate, as required, on Departmental and across Government committees and working parties.
- Monitor and manage staff leave entitlements to ensure accrued leave is cleared within a reasonable timeframe and in accordance with relevant awards, agreements and Departmental policy.
- Manage staff performance in accordance with the Public Sector Performance Management Standard and Departmental policy.
- Lead and manage change management projects relevant to the Directorate.
- Develop plans and systems to support/enable/monitor achievement of the Directorate's vision and imperatives in alignment with the Education Business Services Group (Group) objectives.

- Provide strategic advice to senior management and prepare responses for Ministerial correspondence, parliamentary questions, general enquiries and reports.
- Collaborate with, and provide expert advice to, stakeholders on capability development matters and processes.
- Provide advice and support to stakeholders on position capability requirements in the recruitment and selection of senior officers (directors, managers and principals) and managers' corporate services.
- Collaborate with stakeholders to develop and deliver capability building programs and service improvement initiatives across the Department.
- Maintain budget or funding model to support delivery of development program.

### **Specialist Services**

- Liaise with specialist groups to evaluate performance and identify major areas for business improvement and reform through performance indicators/audit reports.
- Continuously scan the business environment for major reforms, trends and issues likely to impact on business performance and to identify areas for improvement, and remain abreast of future scenarios and potential changes to business standards and practices.
- Undertake and evaluate business readiness assessment to assess the capability and capacity to implement agreed reforms and improvements.
- Undertake periodic review of all change plans and programs to ensure outcomes are achieved, stakeholder satisfaction, and value for money (benefits realisation).
- Develop and implement criteria for performance evaluations of all positions throughout the Department engaged in business management activities.
- Provide specialist high-level advice to Deputy Director General, Executive Directors and Directors on business and organisation reform, change, and on capability building programs and associated talent management issues.
- Develop and maintain best practice frameworks, tools and systems in organisational change and business improvement.
- Liaise with State, national and other bodies to influence standards and programs for professional development of principals and managers corporate services.
- Work with peers when planning and undertaking major organisational reforms to ensure employee capabilities and skills are considered in change programs.

### **Selection criteria**

1. Demonstrated high-level skills and experience in business analysis, research, and implementing business performance improvement initiatives.
2. Demonstrated high-level skills, and experience in business capability research and analysis, implementing capability frameworks and strategies, and managing workplace change.
3. Demonstrated high-level skills, knowledge and substantial experience in project management, with the ability to meet targets, milestones, budgets and timelines using appropriate management of human resources.
4. Demonstrated high level verbal and written communication and interpersonal skills to effectively liaise with key internal and external stakeholders at a senior level, and to build strong relationships.
5. Demonstrated substantial experience in leading and managing human, physical, financial technological and information resources, and to coordinate and deliver effective strategic outcomes.
6. Demonstrated high-level skills and experience in identifying opportunities to enhance product/service delivery, and capitalise on these through effective change strategies and the application of quality improvement/risk management principles.
7. Demonstrated high-level skills and experience in achieving outcomes and delivering quality products and services consistent with customer needs and defined quality expectations.

## Eligibility and training requirements

Employees will be required to:

- obtain a current Department of Education Criminal Record Clearance prior to commencement of employment
- complete the Department's induction program within three months of commencement
- complete any training specific to this role required by Departmental policy
- complete the Department's training in Accountable and Ethical Decision-Making within six months of appointment.

## Certification

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

## ENDORSED

Date 7 May 2021  
Reference D21/0241419