

POSITION DESCRIPTION

Position Title:	Strategy and Business Improvement Officer
Position Number:	100365
Work Unit/Division:	Strategy, Risk and Performance
Classification:	VPSG 5
Salary Range:	\$116,413 to \$140,849 per annum plus 12% employer superannuation contribution
Employment Type:	Ongoing
Position Reports to:	Head of Strategy, Risk and Performance
Location:	Level 2, 570 Bourke Street, Melbourne Vic 3000

About Us

The Victorian Ombudsman (VO) provides a free, independent, accessible and impartial service to the public. Our purpose is to ensure fairness for the public in their dealings with the Victorian public sector, to improve public administration, and engage within both public organisations, the government sector and the broader community. The *Ombudsman Act 1973* (Vic) is the governing legislation.

The VO's role is to ensure that the services of state and local government, and other public organisations are delivered in a fair and reasonable manner that is compatible with the *Charter of Human Rights and Responsibilities Act 2006* (Vic) and that human rights have been taken into consideration in decision making.

About the Role

The Strategy, Risk and Performance team supports the Ombudsman to provide strategic direction and govern the VO to effectively manage its risks and achieve its objectives. It accomplishes this through: developing and maintaining effective management systems; leading and strategically partnering across VO; providing assurance, insights, and expert advice; enabling and supporting our leaders and people; and promoting continuous improvement.

This role is responsible for strategic and annual planning, supporting strategy implementation and governance and driving business improvement. This includes: maintaining and implementing VO's planning and project management frameworks; strategic partnering; monitoring internal and external operating environments; supporting planning processes; translating strategy into operational plans; tracking and reporting on strategy and plan execution; facilitating the identification of business improvement opportunities; strategic problem-solving and development of sustainable, innovative solutions; providing strategic insights, advice and guidance to VO leaders and committees; leading and/or championing strategic initiatives and continuous improvement projects; and driving organisational change to ensure smooth adoption of new business models or processes.

Key Accountabilities

- **Strategy and planning:** Partnering with stakeholders to develop and deliver strategic, annual business and divisional plans to ensure key activities and resources are appropriately directed towards achieving the VO's strategic objectives and priorities.
 - o **Planning framework:** Maintaining and improving the VO's planning policy.
 - o **Strategic assessment:** Leading environmental scanning to identify and analyse the VO's internal strengths and weaknesses and external opportunities and threats.
 - o **Strategy and plan design:** Facilitating strategic direction setting, plan development, design of objective success measures, establishing ownership and governance to drive execution.
 - o **Plan implementation:** Supporting successful strategy and initiative execution by maintaining the VO's project management framework, ensuring strategic alignment, and analysing data to report support effective, timely, on-budget delivery.
 - o **Monitoring and reporting:** Facilitating the monitoring and reporting of strategic and annual plan actions status, including 'back to green' remedial action for at risk or off-track actions.
 - o **Evaluation:** Facilitating evaluation of the annual planning process with key stakeholders for continuous improvement. Ensuring strategic initiatives defined as projects under the Project Management Policy are reviewed in accordance with that policy. As required, formally evaluating implementation of the strategic plan to determine if objectives were achieved and/or to inform future strategy development.
 - o **Strategy adaptation:** Recommending adjustments to strategic direction by anticipating change, managing uncertainty, contingency planning, addressing strategic and operational risk and responding rapidly to significant external changes.
- **Business improvement:** Partnering with stakeholders to identify areas for improvement and proposing data-backed solutions to improve efficiency, reduce costs and demonstrate VO's impact.
 - o **Process mapping and data analysis:** Visually documenting current workflows and analysing operational data and key performance indicators to uncover hidden inefficiencies and measure the success of implemented changes.
 - o **Problem solving and business improvement:** Applying analysis methodologies or models to identify solutions to reduce waste/errors, eliminate bottlenecks and streamline operations.
 - o **Insights and recommendations:** Translating raw data and complex analytical findings into non-technical actionable insights to guide decision-making and improve performance.
- **Change management:** Utilising change management methodologies to minimise disruption, reduce employee resistance, and maximise user adoption to support strategic and business improvement initiatives and meet their objectives.
- **Policy management:** Maintaining and providing advice on the VO's policy management framework and policy register, and monitoring and reporting the status of policy documents in the register.
- **Project management and assurance:** Maintaining and providing advice on the VO's project management framework. Leading the delivery of strategic and business improvement initiatives as required. Monitoring project delivery and reporting status to committees. Facilitating project evaluation and benefits realisation tracking.
- **Governance:** Providing Audit and Risk Committee meeting administration, including work plans, meeting logistics, agenda facilitation, meeting pack preparation and distribution, minutes, actions, records management, member onboarding, charter maintenance and performance reviews.
- **Stakeholder engagement:** Initiating and maintaining constructive relationships and partnerships with key stakeholders to align expectations with strategic and business improvement objectives, including clearly defining goals, anticipating needs, and securing support for a one-VO approach.
- Other duties as required.

Key Selection Criteria

1. **Technical skills:** Demonstrated and extensive knowledge of strategic planning, execution and business improvement, with experience doing so in a public sector environment desirable:
 - **Strategic planning and implementation:** High-level mastery of classic strategy and business models (e.g., SWOT Analysis, PESTLE). Ability to monitor and analyse organisational internal and external environments to evaluate current positioning, identify opportunities and risks, map uncertainties, forecast future trends, and help formulate evidence-based, long-term strategies. Demonstrated skill in leading and supporting organisation-wide planning, delivering strategic initiatives and recommending adjustment of strategic paths based on shifting macroeconomic or technological trends.
 - **Stakeholder engagement, influence and communication:** Exceptional ability to build consensus and influence senior executives and committee members. Excellent written and verbal communication skills, with the ability to lead planning and business improvement at all levels and translate high-level strategic and technical business improvement concepts for non-technical audiences.
 - **Business improvement:**
 - **Data analysis & problem solving:** Skilled in analysing complex data, mapping current states, and designing actionable, data-driven solutions.
 - **Process mapping/modelling:** Ability to visualise and document workflows using tools like Microsoft Visio, Lucidchart, or Miro.
 - **Business improvement methodologies:** Proficiency in frameworks like Lean, Six Sigma or value chain management, to reduce waste and eliminate bottlenecks.
 - **Project Management:** Demonstrated understanding of project management methodologies (e.g. Agile/Scrum, PMBOK, PRINCE2) and applying them to define scope, set timelines, and managing resources.
 - **Change management:** Understanding of, and ability to apply change management methodologies (e.g., Prosci, ADKAR, McKinsey 7-S Framework) and monitor organisational change.
2. **Experience:** Demonstrated experience in:
 - **Organisational planning:** 3+ years of experience leading or supporting organisational planning and implementation, with experience in a public sector environment desirable.
 - **Business improvement:** Demonstrated experience in applying methodologies like Lean, Six Sigma, or Agile to optimise workflows and reduce operational waste.
 - **Project management:** Proven ability to lead strategic initiatives and projects from conception to execution, managing timelines, budgets, and cross-functional resources.
 - **Change management:** Experience guiding organisational change, minimising resistance, and supporting staff adoption of new processes and ways of working.
3. **Education:** Essential: Tertiary qualifications or professional certification in Business Administration, Commerce, Management, or a related field. Desirable: Specialised training in Business Analysis, Business Analytics, Lean Six Sigma, Agile/Scrum or Design Thinking.

Capabilities

Knowledge and Skills	Capability Description
Strategic Planning	Coaches others and engages key stakeholders in strategic planning process. Thinks at the whole of system level and undertakes internal and external scanning, considering wide ranging possibilities in developing a vision for the future; Translates strategic direction into team and individual plans and daily activities for self and others
Partnering and Co-creation	Builds and maintains partnerships to achieve objectives; Coaches others on the co-creation process and builds team commitment to co-creation by demonstrating personal commitment; Builds trust in partnerships through timely and quality delivery of outcomes; Facilitates discussion and navigates differences of opinion to reach decisions.
Innovation and Continuous Improvement	Seeks opportunities for continuous improvement and ways to innovate; Offers suggestions and ideas, encourages others to do the same; Leverage on existing continuous improvement systems and procedures to improve outcomes, quality, and efficiency of work; Creates space for learning and innovation by seeking for input and feedback from others
Systems Thinking	Understands and can identify how own work is part of a system that connects to and interacts with other processes, people, and structures; Understands systems thinking concepts and the role that systems thinking can play in solving complex problems and apply in own area of work.
Critical Thinking and Problem Solving	Takes into account wider business context within business unit when considering options to resolve issues. Identifies recurring problems and prevents future recurrence by integrating solutions into work process. Delivers tangible business outcomes as a result of critically evaluating problems from multiple perspectives and delivering effective solutions.
Project Delivery	Translates strategies into programs or projects that enables achievement of outcomes require; Defines governance e.g., success measures, roles and responsibilities, progress monitoring) required to manage risks and maximise probability of success
Influence and Persuasion	Develops long-term and multi-phased plans to influence others; Implements complex strategies to build buy-in from key internal and external clients/stakeholders; Effectively negotiates with clients/ stakeholders to achieve desired outcomes
Lead and Navigate Change	Implement structured change management initiatives at an organisational level; Clarify purpose and benefits of change to staff and provide leadership in times of uncertainty.
Stakeholder Management	Identifies and responds to stakeholder needs; Uses understanding of the stakeholder's organisational context to ensure outcomes are achieved.
Customer Focus	Monitors customer satisfaction to gain critical insights; Looks for continuous improvement opportunities and ways to innovate
Personal Qualities	Capability Description
Self-awareness	Has conscious understanding of the impacts of own behaviours, emotions, and thought processes; takes action to improve personal effectiveness

Outcomes Thinking	Think and work in different ways to create better public value for Victorians; Establish ways to clearly and effectively measure the impact of government activity
Resilience	Maintain a positive attitude and consistently deliver quality work in the face of challenging situations
Flexibility and adaptability	Adjust approach in line with changing priorities, is open to acquiring and developing skills and knowledge, adapt to new ways of working or organise work to deliver results
Working collaboratively	Builds trust and rapport with others; Sets common goals through a high degree of empathy; Display willingness to share control and responsibility with peers the service, external partners, and community) in the delivery of work and outcomes
Promote Inclusion	Embrace diversity, draw on insights into the community's beliefs, needs, and values to inform required actions

Responsibilities:

Environmental: VO is committed to lead by example, through environmentally sustainable practices in our workplace and activities.

OHS: Under section 25 of the *Occupational Health and Safety Act 2004* employees must take reasonable care of their own health and safety and that of others and cooperate with their employer in the workplace.

Recordkeeping Responsibilities: As an employee of the officer in charge of a public office, full and accurate records of the business of the office must be kept in accordance with Section 13(a) of the *Public Records Act 1973*.

Other relevant information:

All appointments to Victorian Ombudsman are subject to reference checks, pre-employment misconduct screening, Working with Children and criminal record checks.

Mandatory checks include:

- Applicants must be an Australian Citizen, Permanent Resident or hold a valid work permit or visa.
- The successful applicant will be employed pursuant to the Victorian Public Service Enterprise Agreement 2024 and VO's relevant policies.
- Appointments will be subject to a National Police Check and Working with Children Check
- Completion of a conflict of interest and declarable associations form.
- Satisfactorily complete (as per legislation) a:
 - Statutory Declaration for recruitment purposes
 - Confidentiality Declaration
- All new employees are required to take an oath or affirmation on commencement.
- All new employees will refrain from engaging in any other remunerative employment without the explicit prior consent of the Ombudsman.

VO Values: Our values support our work towards a constructive culture. They act as a compass for how we work together and with others.

Fairness

- We pursue fairness in our work.

- We keep people at the centre of decision making and seek to address inequity.
- We treat each other and everyone with dignity, respect and compassion.

Impact

- We make intentional choices to bring about meaningful and enduring change.
- We work with those we oversight to develop innovative solutions to improve the lives of Victorians.
- We bring creativity and curiosity to our work.

Trust

- We build trust with the community and government by listening and acting with independence and integrity.
- We strive to be a valued voice in improving public administration.
- We work in a spirit of openness and collaboration to support a constructive workplace culture.

All VO employees comply with the Victorian Public Sector Employees of Special Bodies values. These values require that public officials demonstrate responsiveness, integrity, impartiality, accountability, respect, leadership, and that they respect and promote human rights.