

## JOB DESCRIPTION

# Manager Process Improvement

<b>ROLE TITLE</b>	Manager Process Improvement
<b>SECTION/DIVISION:</b>	Transformation and Improvement Office, Operations Division
<b>REPORTS TO:</b>	Senior Manager Continuous Improvement
<b>DIRECT REPORTS (FTE):</b>	Up to 6FTE
<b>INDIRECT REPORTS (FTE):</b>	Nil
<b>PRIMARY PURPOSE OF THE ROLE:</b>	<p>In collaboration with the Manager Process Automation lead the successful delivery of critical programmes of work, identify opportunities to connect, improve, determine and optimise ways of delivering business processes to achieve better outcomes for users.</p> <p>Design, implement and provide support for the improvement of business processes using a range of solutions, including robotic process automation, low-code workflow tools and improvement methodologies.</p> <p>Deliver solutions to problems and opportunities which improve customer experience and provide tangible "time back to the business" benefits to the University through the appropriate selection of opportunities, tools and techniques.</p>
<b>ACCOUNTABILITIES:</b>	<p>Lead discovery initiatives to identify process improvement opportunities, quantify the benefits of proposed solutions, and design solutions that are efficient, scalable and maintainable.</p> <p>Support the development of an automation operating model to continually improve a rapid, standardised and repeatable delivery model.</p> <p>Proactively engage with business units within the University to identify and prioritise improvement opportunities. Through collaboration with service leaders and stakeholders, undertake quantitative and qualitative analysis to prioritise and then design solutions.</p> <p>Lead process improvement discussions and sessions with diverse groups of people harnessing their ideas to create efficient process designs and models.</p> <p>Support the delivery of a process improvement programme to equip and enable business units to drive their own process improvement and foster a culture of continuous improvement.</p> <p>Provide robust support for end-users and citizen-developers using the automation product suite, including (where appropriate) training, documentation and support.</p> <p>Utilise knowledge of improvement methodologies (including Lean Six Sigma) to gather baseline measures, implement improvements/automation, and quantify outcomes of initiatives.</p>

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Keep abreast of current and emerging trends, latest developments / movements on process improvement, including sharing knowledge and ideas with colleagues.

Maintain an inventory of automated systems, including hardware and software components.

Perform Departmental Health & Safety Officer (DHSO), first aid and/or fire warden duties (if required); and ensure reasonably practicable steps are taken to create a safe and healthy work environment.

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**KEY RELATIONSHIPS:**

Internal

Members of the Transformation and Improvement Office  
Senior executives, Business Unit Leaders, and staff  
ITS Infrastructure, Information Systems, IT Assurance & Cyber Security, IT Enterprise Architecture

External

Tertiary institutions  
Vendors, Service Providers, Contractors and Consultants

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**QUALIFICATIONS & EXPERIENCE:**

Essential

Tertiary level qualification or recognised qualification(s) appropriate to the role.  
Significant experience with project management and process improvement methodologies  
Significant experience mapping existing and designing new processes  
Proven experience in research, planning and development of process improvement initiatives.  
Proven experience in supervising and directing a team.  
Experience working with, and influencing a diverse group of stakeholders

Preferred

Recognised project management qualification (e.g. PMI or Prince2)  
Recognised process improvement qualification (e.g. Lean Six Sigma)  
Proven experience managing and/or supporting IT systems.  
Experience with change management methodologies and/or a recognised change management qualification.

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**TECHNICAL SKILLS AND KNOWLEDGE:**

Essential

Knowledge and considerable experience of formal/structured analysis tools, techniques and methodologies.  
Strong communication skills with ability to articulate the value of an automation solution choice to clients/ users.  
Excellent business acumen and reporting skills.  
Excellent analytical and problem-solving abilities.  
Knowledge of cost benefit modelling techniques and methods.  
High degree of computer literacy and numerical data analysis skills.  
Relationship management skills with confidence in dealing with a wide range of people.  
Knowledge of, and experience with forms and workflow tools (such as Power Automate or Flowingly)  
Knowledge of, and experience with process mapping tools (such as Visio or Promapp)

Preferred

Knowledge of, and experience with Robotic Process Automation tools (such as UIPath or BluePrism).  
 Demonstrated experience in working with Project Management systems.

**SPECIAL REQUIREMENTS:**

Nil

**DIRECT BUDGET ACCOUNTABILITY:**

Nil

**MĀORI STRATEGIC FRAMEWORK:**

Act in a manner consistent with the principles and implications, as well as the University's commitment to the Treaty as articulated in the Māori Strategic Framework.

**HEALTH AND SAFETY:**

Act and work in a manner compliant with current health and safety at work legislation and University procedures, frameworks and guidelines. Role model safe behaviour and practices, share the responsibility to prevent harm and contribute to a safe campus and work environment, including raising workplace health and safety concerns for self, students, visitors and other staff.

**SUSTAINABILITY:**

Act in a manner consistent with the University's sustainability commitments; role-modelling sustainable practices, with a particular emphasis on minimising the environmental impact of day-to-day activities.

**CAPABILITY FRAMEWORK:**

Capability Group	Capability Name	Level
<b>ENGAGE</b>	Communicate Effectively	Advanced
	Commit to Customer Service	Advanced
	Work Collaboratively	Advanced
	Influence and Negotiate	Advanced
<b>ENABLE</b>	Deliver Results	Advanced
	Plan and Prioritise	Advanced
	Think and Solve Problems	Advanced
	Demonstrate Accountability	Adept
<b>PERSONAL ATTRIBUTES</b>	Display Resilience and Courage	Adept
	Act with Integrity	Adept
	Manage Self	Adept
	Value Diversity	Adept
<b>PEOPLE MANAGEMENT</b>	Manage and Develop Capability	Intermediate
	Inspire Direction and Purpose	Intermediate
	Optimise Work Outcomes	Intermediate
	Change and Innovation	Adept
<b>LANGUAGE AND CULTURE</b>	Te Reo	Intermediate
	Tikanga Māori	Intermediate

## CAPABILITY FRAMEWORK DESCRIPTORS

### Manager Process Improvement



Communicate Effectively	Commit to Customer Service	Work Collaboratively	Influence and Negotiate
<i>Communicate clearly, actively listen to others and respond with respect</i>	<i>Provide customer centric services in-line with the University's and organisational objectives</i>	<i>Collaborate with others and value their contribution</i>	<i>Gain consensus and commitment from others and resolve issues and conflicts</i>
ADVANCED	ADVANCED	ADVANCED	ADVANCED
<p>Present with credibility, engage varied audiences and test levels of understanding. Adjust style and approach to optimise outcomes</p> <p>Translate technical and complex information concisely for diverse audiences</p> <p>Actively listen and create opportunities for others to contribute to discussion and debate</p> <p>Write fluently and persuasively in a range of styles and formats</p>	<p>Promote a culture of customer service excellence in the organisation</p> <p>Initiate and develop partnerships with customers to define and evaluate service performance outcomes</p> <p>Actively seek customer feedback and promote and manage service relationships both within the organisation and with external parties</p> <p>Liaise with senior stakeholders on key issues and provide expert and influential advice</p> <p>Identify and incorporate the interests and needs of customers in operational process design</p>	<p>Build a culture of respect and understanding across the organisation</p> <p>Recognise outcomes which resulted from effective collaboration between teams</p> <p>Build co-operation and overcome barriers to information sharing, communication and collaboration across the organisation</p> <p>Facilitate opportunities to engage and collaborate with external stakeholders to develop joint solutions</p>	<p>Influence others with a fair and considered approach and present persuasive counter-arguments</p> <p>Work towards mutually beneficial win/win outcomes</p> <p>Show sensitivity and understanding in resolving acute and complex conflicts</p> <p>Manage challenging relations with internal and external stakeholders. Represent the organisation as required in negotiations.</p> <p>Establish a clear negotiation position based on research, a firm grasp of key issues, likely arguments, points of difference and areas for compromise</p>

Deliver Results	Plan and Prioritise	Think and Solve Problems	Demonstrate Accountability
<i>Achieve results through efficient use of resources and a commitment to quality outcomes</i>	<i>Plan to achieve priority outcomes and respond flexibly to changing circumstances</i>	<i>Think, analyse and consider the broader context to develop practical solutions</i>	<i>Be responsible for own actions, adhere to legislation and policy and proactively address risk</i>
ADVANCED	ADVANCED	ADVANCED	ADEPT
<p>Be accountable for outcomes and drive a culture of achievement and acknowledge input of others. Seek and apply the expertise of key individuals to achieve organisational outcomes</p> <p>Investigate and create opportunities to enhance the achievement of organisational objectives</p> <p>Ensure others understand that on-time and on-budget results are required and how overall success is defined. Progress organisational priorities and ensure effective acquisition and use of resources</p> <p>Control output of work unit(s) to ensure organisational outcomes are achieved within budget outcomes</p>	<p>Undertake strategic planning to ensure work unit(s) activity is aligned with University strategy. Monitor and evaluate progress and outcomes to inform future planning</p> <p>Ensure work unit(s) plans and goals are clear and appropriate including contingency provisions. Monitor progress of initiatives and make necessary adjustments</p> <p>Anticipate and assess the impact of changes to work unit(s) plans and initiatives, such as changing University, tertiary sector/economic conditions, and respond appropriately</p> <p>Consider the implications of a wide range of complex issues, and adjust work unit(s) priorities when necessary</p>	<p>Undertake objective, critical analysis to draw accurate conclusions that recognise and manage contextual issues</p> <p>Engage in critical analysis of complex issues, weigh up alternatives and identify the most effective solutions, taking into account the wider organisational context</p> <p>Explore a range of possibilities and creative alternatives to contribute to systems, process and business improvements</p> <p>Implement systems and processes that underpin high quality data gathering and analysis</p>	<p>Design and develop systems to establish and measure accountabilities and outcomes</p> <p>Incorporate sound risk management principles and strategies into planning. Ensure accountabilities are exercised in line with operational goals</p> <p>Monitor and maintain operational area knowledge of and compliance with legislative and regulatory frameworks</p> <p>Model the highest standards of financial probity, demonstrating respect for University monies and other resources</p>



## PERSONAL ATTRIBUTES

Display Resilience and Courage	Act with Integrity	Manage Self	Value Diversity
<i>Be open and honest, prepared to express your views, and willing to accept and commit to change</i>	<i>Be ethical and professional and act in keeping with the University's values</i>	<i>Show drive and motivation, a measured approach and a commitment to learning</i>	<i>Show respect for diverse backgrounds, experience and perspectives</i>
ADEPT	ADEPT	ADEPT	ADEPT
<p>Be flexible, show initiative and respond quickly when situations change</p> <p>Give constructive and honest feedback and advice using appropriate manner and tone</p> <p>Listen when ideas are challenged, seek to understand the nature of the challenge and respond constructively</p> <p>Raise and work through challenging issues and seek alternatives</p> <p>Keep control of own emotions and stay calm under pressure and in challenging situations</p>	<p>Represent the organisation in an honest, ethical and professional way and support a culture of integrity and professionalism within the team/work unit</p> <p>Set an example for others to follow and identify and explain ethical issues pertaining to work activity. Ensure others clearly understand the legislation and policy framework within which they operate</p> <p>Act to prevent and report misconduct and inappropriate behaviour</p>	<p>Look for and take advantage of opportunities to learn new skills and develop strengths</p> <p>Show commitment to achieving challenging goals</p> <p>Examine and reflect on own performance and areas for improvement. Encourage feedback from colleagues and stakeholders</p> <p>Demonstrate a high level of personal motivation and maintain own motivation when tasks become difficult</p>	<p>Seek to promote the value of diversity for the organisation</p> <p>Recognise and adapt to individual differences and working styles</p> <p>Support initiatives that create an environment in which diversity is valued</p>



## PEOPLE MANAGEMENT

Manage and Develop Capability	Inspire Direction and Purpose	Optimise Work Outcomes	Change and Innovation
<i>Engage and motivate staff and develop capability and potential in others</i>	<i>Communicate goals, priorities and vision and recognise achievements</i>	<i>Manage resources effectively and apply sound workforce planning principles</i>	<i>Support, promote and champion change, and assist others to engage with change</i>
INTERMEDIATE	INTERMEDIATE	INTERMEDIATE	ADEPT
<p>Ensure that roles and responsibilities are clearly communicated</p> <p>Develop team capability and recognise and develop potential in people</p> <p>Be constructive and build on strengths when giving feedback</p> <p>Identify and act on opportunities to provide coaching and mentoring</p> <p>Recognise performance issues that need to be addressed and work towards resolution of issues</p>	<p>Assist team to understand organisational direction and explain the reasons behind decisions</p> <p>Ensure the team/work unit objectives lead to the achievement of outcomes that align with organisational strategy, policies and services</p> <p>Collaborate on the establishment of clear performance standards and deadlines in line with established performance development frameworks</p> <p>Recognise and acknowledge individual and team performance</p>	<p>Develop team/work unit plans that take into account team capability and strengths</p> <p>Plan and monitor resource allocation effectively to achieve team/work unit objectives</p> <p>Ensure team members work with a good understanding of work principles as they apply to the work area</p> <p>Participate in wider work unit workforce planning to ensure the availability of capable resources</p>	<p>Actively promote change processes to staff and participate in the communication of change initiatives across the work unit(s). Seek and foster new ways of doing things</p> <p>Provide guidance, coaching and direction to individuals and others managing uncertainty and change</p> <p>Identify cultural barriers to change and implement strategies to address these</p>



## LANGUAGE & CULTURE

Te Reo	Tikanga Māori
<i>Develop understanding and use of te reo Māori (Māori language)</i>	<i>Create knowledge and use of tikanga Māori (Māori cultural practices) in the work place</i>
INTERMEDIATE	INTERMEDIATE
<p>Demonstrate use of te reo Māori words and phrases in appropriate work place settings</p> <p>Has prepared and can communicate accurately own mihi if required in the work place context</p> <p>Take part in opportunities to practice and extend own language capability</p>	<p>Understand the University's Māori Strategic Framework and incorporate its principles appropriately in work place activities</p> <p>Demonstrate an appropriate workplace understanding and awareness of tikanga Māori</p> <p>Has knowledge of the Articles and Principles of Te Tiriti o Waitangi</p> <p>Take part in opportunities to extend own understanding and awareness of tikanga Māori and Te Tiriti o Waitangi</p>