

Position Description



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| Title: | Head of Projects & Integration |
| Business Unit: | Projects & Integration Performance & Integration division |
| Location: | TBC: either Melbourne CBD or East Melbourne |
| Employment type: | Full Time Ongoing |
| Reports to: | Executive General Manager Performance & Integration |

About Uniting

Uniting works alongside people of all ages in local communities in Victoria and Tasmania. Our services reach to Albury-Wodonga in the north, Mallacoota in East Gippsland, the Wimmera region in the west, and across Tasmania.

Uniting is the community services organisation of the Uniting Church. We've been supporting people and families for over 100 years. We are 7000 skilled, passionate and creative people providing over 770 programs and services.

We empower children, young people and families to learn and thrive. We're there for people experiencing homelessness, drug and alcohol addiction or mental illness. We support people with disability to live the life they choose. We assist older people to maintain their independence and enjoy life. We provide opportunities to access training and meaningful employment. We're proud to welcome and support asylum seekers to our community. We work to empower people with the information, skills and tools they need to live a healthy, happy life.

As an organisation, we celebrate our diversity and welcome all people regardless of ethnicity, faith, age, disability, culture, language, gender identity or sexual orientation. We acknowledge Aboriginal and Torres Strait Islanders as Australia's First Peoples and as the traditional owners and custodians of the land on which we work. We welcome lesbian, gay, trans, gender diverse and intersex (LGBTIQ) people at our services. We pledge to provide inclusive and non-discriminatory services.

Our purpose: To inspire people, enliven communities and confront injustice
Our values: We are imaginative, respectful, compassionate and bold

Position purpose

As a new role, the Head of Projects & Integration will play a key role in the execution of the organisation's strategy. The role is empowered to define and deliver project management and business intelligence across Uniting ensuring the provision of tools, applications, information and leadership that enhances business decision making capabilities and ensures all programs and projects are aligned to the required outcomes of the strategic change and integration program.

The Head of Projects & Integration will lead a customer-focused team responsible for the support and/or execution of major change initiatives across the organisation including the Project Management Office (PMO) providing skilled experts in project management and business analysis to assist the organisation to realise value from organisational investments. The role will also establish business intelligence capability with regards to the collection, review and deployment of data crucial to process improvement and business decision making.

Reporting to the Executive General Manager Performance & Integration and working closely with Uniting's executive leadership team, the Head of Projects & Integration is required to provide ongoing change management and risk assessment advice on the health of each project across the entire portfolio, from the strategic planning to the business benefits realisation stages. The Head of Projects & Integration may also project manage strategic flagship projects for Uniting.

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| Approved by: EGM Performance & Integration | Page 1 of 5 | Division: Performance & Integration |
| Date Approved: June 2019 | Printed copies of this document are not controlled. | Next Review Date: June 2020 |

Position description

Head of Projects & Integration

This is a key leadership role within the Performance & Integration division and will make a significant contribution to the establishment of the division, the demonstration of value to Uniting and the provision of exemplary customer service.

Scope

The Project and Integration team deliver project portfolio management inclusive of performance, risks/issues, sequencing, benefits, tracking/reporting and change management; and business intelligence through data analysis and reporting.

Budget: TBC

People: TBC

Relationships

- Internal:**
- Performance & Integration leadership team
 - Executive Leadership team, Board of Directors
 - Project & Integration team
 - Executive Officers and other business unit managers
- External:**
- Vendors
 - 'Like' agency representatives

Key responsibility areas

Strategy and leadership

- Define the PMO strategy and lead the design and implementation of an enterprise-wide project management methodology, standards and tools to drive and facilitate the successful delivery of projects
- Influence and lead the execution of a PMO governance, reporting and review framework to provide a holistic view of all organisational project activity and single sources of truth
- Manage interdependencies and coordination across projects to ensure that information relating to project deliverables, risks and issues are effectively communicated between stakeholders and the sequencing of project minimise impact on operational divisions
- Monitor key performance indicators
- Identify and define the major strategic issues for the organisation and integrate diverse stakeholder interests with Uniting's broader agenda to inform the development and prioritisation of project initiatives and to proactively understand and mitigate risks
- Define business strategies and organisational policies to enable the strategic coordination of multiple major projects and initiatives to improve efficiency and effectiveness of projects
- Foster collaborative and mutually supportive relationships with project leaders and senior stakeholders, assess cross-functional project team capability, provide coaching, training and support to enhance Uniting's project/program management capability, and improve collaborative development and project results
- Partner with Business leaders to develop, refine and execute on a Business Intelligence roadmap that delivers maximum value for all stakeholders
- Drive organisational focus on the most important metrics to determine business success
- Actively participate as a member of the Performance & Integration leadership team in determining "whole of division" approaches to supporting the organisation in achieving strategy and goals.
- Develop and drive key strategic initiatives that support Uniting's ability to deliver against its Strategic and Operational Plan(s) in relation to the PMO and business intelligence

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- Develop and monitor the business unit operating budget to ensure resources are efficiently and effectively applied in achieving the key objectives
- Work closely with the Executive General Manager Performance & Integration to provide high-level advice to the CEO and Executive on projects, programs and performance.
- Build strong relationships with business groups and their leaders across Uniting, and develop a detailed understanding of their issues, challenges and opportunities and where the unit can support/enhance service provision through sound solutions

Other

- Develop policies and procedures for the collection and analysis of data that enhances business making decision capabilities
- Create synergies and consistency of reporting among different business units, driving consolidation, standardisation and consolidation of reporting and analytics
- In collaboration with business leaders, implement new data collection and data analysis methodologies
- Oversight the monitoring of analytics and metrics results to ensure reporting that supports the business to make data-driven decisions
- Design and consolidate dashboards to maximize real-time reporting performance
- Benchmark Uniting's performance against other agencies
- Provide business intelligence reporting for various teams across Uniting

Change management and continuous improvement

- Develop a change management methodology that is applied across Uniting's projects to minimise impact on employees, volunteers and the provision of service to consumers
- Work with stakeholders in People & Culture and Communications to define and design communication and engagement programs that adequately prepare the business for change
- Ensure project initiations are well defined, and that post implementation reviews provide a platform for ongoing learning and optimisation within the PMO and the rest of the business
- Provide reporting to the Change Advisory Forum to inform decision making

People and teams

- As a member of the Performance & Integration leadership team make a positive contribution to the division's culture, performance and delivery of service to internal customers
- Establish, lead, coach and inspire an engaged and productive team
- Lead the team in leading practices and effective process governance
- Provide support, guidance, coaching, leadership and empowerment to the team including feedback through performance reviews and regular supervision.
- Undertake regular supervision and performance review with line manager, providing feedback to promote collaborative working relationships
- Promote and maintain a positive, respectful and enthusiastic work environment
- Provide authentic team leadership and the highest level of professional conduct in alignment with Uniting's values
- Develop and maintain a plan that provides for succession and continuity in the most critical leadership positions.

Legal requirements and risk management

- Ensure all legal, funder and statutory requirements pertaining to the position are met including serious incidents, reportable conduct and mandatory reporting (child safety)
- Foster a culture where risks are identified and appropriately managed
- Report areas of serious risk to next level supervisor and work together to mitigate those risks

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Personal accountability

- Compliance with Uniting’s values, code of conduct, policies and procedures and relevant government legislation and standards where relevant.
- Cooperate with strategies to actively ensure the safety, protection and well-being of children who come into association with us.
- Ensure appropriate use of resources.
- Work collaboratively with Uniting (Victoria Tasmania) employees and external stakeholders in accordance with Uniting’s values and professional standards of behaviour.
- Actively participate in initiatives to maintain, build upon and promote a positive and collaborative workplace.
- Identify opportunities to integrate and work collaboratively across teams.
- Take reasonable care for your own health and safety, and health and safety of others (to the extent required).
- Promote a positive safety culture by contributing to health and safety consultation and communication.
- Promptly respond to and report health and safety hazards, incidents and near misses to line management
- Attend mandatory training sessions (i.e. equal employment opportunity, health and safety) and mandatory training specific to position.

Performance indicators

- To be developed between the Executive General Manager and the incumbent within the first 3 months of commencement in the position through the performance review and development process

Person specification

Qualifications and experience

- Relevant tertiary qualification in business (or equivalent) and post-graduate qualification in management/leadership (highly desirable)
- Project management qualifications – MSP, PMBOK, Prince 2 practitioner & Scrum (Agile) - or direct equivalent
- Significant experience in senior PMO roles, business intelligence or equivalent; with previous experience working for a not for profit organisation highly regarded.
- Demonstrated ability to develop, lead and implement a broad range of enterprise-wide contemporary PMO and business intelligence strategies, programs, policies and operational practices to successfully support the strategic objectives of the business.
- Proven experience in a large multi-faceted complex organisational context, with an emphasis on quality service delivery and results and a focus on exemplary customer service

Knowledge and skills

- Strong organisational and project management skills and sound business acumen
- Proven track record in building and maintaining effective working relationships with a broad range of stakeholders
- Highly developed verbal and written communication skills
- Exceptional interpersonal skills with the ability to work with a broad range of people from a variety of backgrounds and experience
- Strong technical project management and continuous improvement skills to analyse process flows and to use improvements such as technology to reduce costs and increase customer value
- Demonstrated skills in creating a culture of continuous improvement including finding more efficient ways to deliver value

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- Experience in establishing a project management framework, implementing standards, systems and processes across an organisation
- Advanced reporting and analysis skills and experience
- Demonstrated significant experience with business Change Management techniques
- Strong stakeholder engagement and relationship management and influencing skills
- Able to confidently advise executive and leadership teams on broad-ranging project and integration related issues

Core selection criteria

- **Values alignment:** You have the ability to demonstrate and authentically promote Uniting's values
- **Strategic thinking:** You work in a manner that shapes and supports the strategic direction and priorities of Uniting
- **Achieves Results:** You are solutions-focussed and able to demonstrate an ability to generate ideas. You have senior management experience in developing and delivering significant policy and project initiatives in a timely fashion and have achieved the desired outcomes
- **Cultivates Productive Working Relationships:** You have experience in creating, leading and being a part of multi-disciplinary/skill teams. You know how to engage key stakeholders and clients for positive benefit
- **Exemplifies Personal Drive and Integrity:** You demonstrate Uniting's values (in addition to drive, professionalism and integrity) in your everyday action and have strong demonstrated performance in previous roles.
- **Communicates with Influence:** You are expected to promote the role of projects and integration, and your place in its management, effectively, proactively and positively. You have demonstrated a commitment to previous organisations in which you have worked. You are able to manage upwards, outwards and with your colleagues.
- **Change Management:** You hold strong knowledge of contemporary change management models and demonstrated experience in leading successful change programs at scale.
- **Stakeholder Relationships:** You demonstrate strong negotiation and influencing skills to engage, build strong relationships and develop mutually beneficial alliances and partnerships with stakeholders, supported by a track record of being able to form relationships and establish credibility with the workforce.

We are a child safe organisation

Uniting is a child safe organisation and is committed in everyday practice to ensure the safety and wellbeing of all children, at all times. As a child safe organisation, employment with Uniting is subject to a satisfactory national (and international where relevant) police check and Working With Children Check (in Victoria) and/or Working With Vulnerable People Check (in Tasmania) **prior** to commencement of any paid or unpaid work and/or participation in any service or undertaking.

This position description is subject to review and may change in accordance with Uniting's operational, service and consumer requirements.

Employee

Manager

Name:

Signature:

Date: