# JOB PROFILE FORM

## 1. JOB DETAILS

WAP (Admin ONLY):

Position Title: Head of Technology Business Management

Team: Technology Business Management Office

Division: Technology Strategy and Portfolio

Group: Service Futures

Reports to (Role Title): Divisional Manager, Technology Strategy and Portfolio

Number of Direct Reports: 5

Budget Mgt Accountability (Opex & Capex Amounts):

## 2. WHAT DOES THIS JOB DO?

Job Purpose:

The Head of Technology Business Management leads the **commercial, financial, procurement and portfolio management functions** for the Technology Group and represents the Technology Group at an Enterprise level. The role is accountable for setting the direction, standards and operating rhythm of the Business Management functions, evolving these functions from traditional, process-heavy models to **modern, agile, value-driven practices** that enable strategic outcomes, strong partnerships and high confidence delivery.

This role plays a critical leadership role in shaping culture, influencing enterprise decision-making and embedding a disciplined focus on continuous improvement, transparency and value creation as well as **agile and adaptive governance** aligned **with the business** and ensuring group investments deliver measurable benefits for our organisation and our customers.

Responsibilities (20 dot points or less):

**People Leadership & Capability Transformation**

- Lead, inspire and develop a high-performing, multidisciplinary Business Management team spanning **PMO, procurement, commercial and financial management**, building capability aligned to agile, outcome-focused ways of working.
- Establish and continuously refine the Business Management operating model, embedding a clear **purpose and, success measures** that emphasise value delivery, collaboration and continuous improvement.
- Build Group capability across PMO, procurement, commercial and financial management, aligned to agile, product-oriented and outcome-focused ways of working.
- Drive a culture shift from compliance-led governance to empowered trust-based **enablement,** while ensuring appropriate controls, transparency and risk management are consistently applied.

# JOB PROFILE FORM

**Portfolio, PMO & Agile Governance**

- Own and evolve the **Enterprise Delivery Framework**, improving governance to ensure it is **fit for purpose, proportionate to risk**, and supportive of agile and hybrid delivery models.
- Lead the transformation of PMO practices from traditional waterfall controls to **adaptive, agile governance**, including lighter assurance for low-risk initiatives and stronger focus on benefits and outcomes.
- Lead the PMO function across the Technology portfolio, ensuring visibility of priorities, dependencies, risks, benefits and delivery confidence.
- Partner closely with the **Delivery Practice** to continuously improve frameworks, templates, tooling and reporting, enabling consistency, simplicity and usability across teams.
- Lead the evolution of resource management practices to move beyond utilisation tracking to inform workforce planning, capability development, sequencing of work and dependency management across the Technology portfolio.
- Lead the strengthening of portfolio and project reporting frameworks ensuring clarity, consistency and alignment to strategic priorities, key value drivers, and decision-making requirements.
- Oversee and/or support responses to audit, governance and ad hoc organisational requests ensuring a proactive and improvement-oriented approach to findings and recommendations.

**Commercial, Procurement & Partnering**

- Provide strategic leadership in transforming **procurement and commercial practices** to enable:
  - Agile and adaptive ways of working
  - Co-creation with delivery partners
  - Social procurement and local industry participation
  - Outcome-based contracting where appropriate
- Establish the team as the centre of expertise for **commercial strategy, procurement, contract management and supplier governance** across Technology.
- Support major technology tenders and negotiations, ensuring value for money, appropriate risk management and alignment to strategic outcomes.
- Develop and maintain strategic partnerships with key suppliers, focused on **social procurement outcomes, value creation, innovation, and long-term capability**, not just cost.
- Drive the development and execution of a **forward contract plan** and **contract management improvement plan** to enable the organisation to plan early and negotiate from a position of strength and ensure we are achieving value consistently across our key suppliers and platforms.
- Embed continuous improvement in supplier performance management, including regular review cycles, benchmarking and optimisation of commercial arrangements.

**Financial Management & Value Realisation**

- Provide leadership and accountability for Technology **financial management**, including CAPEX and OPEX budgets, forecasting, investment planning and benefits management.
- Set the standard for investment discipline through rigorous, insight-driven review of business cases, ensuring alignment to strategy, affordability, benefits and delivery capacity.
- Lead the evolution of benefits realisation practices, shifting the focus from approval-time estimates to **ongoing value tracking and accountability for outcomes**.
- Take a leadership role in identifying opportunities to optimise third-party expenditure, rationalise the supplier base, and reinvest savings into strategic priorities.

# JOB PROFILE FORM

- Support **month end activities** where required to ensure accurate, timely financial insight that supports decision making and investment governance

**Strategic Influence & Business Partnership**

- Act as a trusted and influential leader building effective partnerships with senior leaders across Technology, Finance, Risk, Procurement and the broader business.
- Collaborate with business leaders to **co-design investment plans and delivery approaches**, to position the team as a proactive, value-adding partner rather than operating as a downstream approval function.
- Represent the team at key governance forums, using **clear insights and storytelling** to support decision-making and drive change.

**Industry Engagement & Continuous Learning**

- Championing a culture of continuous improvement and enterprise thinking, driving alignment, simplification and better outcomes across organisational boundaries.
- Actively engage and collaborate with the **water industry and broader public sector**, attending industry forums and events to bring back insights, lessons learned and emerging practices.
- Benchmark commercial, portfolio governance, procurement and delivery practices against peers and leading organisations, continuously evolving the Business Management operating model.

**What Success Looks Like**

- A Business Management office that is seen as a trusted and **strategic enabler**, not a bottleneck
- Agile, proportionate governance that balances **speed, risk and value**
- Procurement and commercial models that enable **innovation, partnerships and social outcomes**
- Clear visibility of portfolio health, benefits and investment outcomes
- Strong alignment between strategy, funding and delivery

## 3. WHAT ATTRIBUTES ARE REQUIRED TO UNDERTAKE THIS JOB?

### 3A. WHAT KEY SKILLS OR EXPERIENCES ARE REQUIRED TO COMPLETE THIS JOB?

| **Skill/ Experience** | **Level of Skill/ Experience** i.e. Basic / intermediate/ Advanced | **Years of Experience** |
|---|---|---|
| Leading a **commercial, PMO, portfolio, procurement or delivery enablement function** in a complex organisation (utility, government, infrastructure, regulated environment preferred). | | |
| Demonstrated experience **transforming PMO and governance models** from traditional/waterfall approaches to **agile, hybrid or adaptive governance**. | | |
| Ownership of **portfolio-level financial management**, including CAPEX/OPEX, forecasting, benefits realisation and investment planning. | | |

# JOB PROFILE FORM

| | | |
|---|---|---|
| Leading **technology procurement and commercial strategy,** including major tenders, contract negotiations and vendor performance management. | | |
| Establishing or maturing **contract management and vendor supplier strategies** aligned to value, outcomes and long-term partnerships. | | |
| Partnering with senior executives to **co-create investment and delivery plans**, not just govern them. | | |
| Operating effectively in environments with **strong compliance, audit and regulatory obligations**, while still enabling pace and innovation. | | |
| Exposure to **industry engagement,** benchmarking and cross-organisation collaboration. | | |
| Strong ability to link **strategy, investment, delivery and outcomes**. | | |
| Financial literacy across **business cases, budgeting, forecasting, benefits and total cost of ownership**. | | |
| Design and operation of **fit-for-purpose governance frameworks,** including agile and risk-based controls. | | |
| Ability to support both **experimental (fast) and strategic (foundational)** delivery streams. | | |
| Understanding of **agile, hybrid and traditional delivery models,** and when to apply each. | | |
| Ability to **translate complex commercial and delivery concepts** into clear, executive-level narratives. | | |
| Strong facilitation skills for co-creation workshops, investment planning and prioritisation discussions. | | |
| Confident presenter at executive and governance forums, using **data and insight to drive decisions**. | | |
| Establishing and managing **vendor performance frameworks** and building long term **partnerships**, not transactional relationships. | | |
| | | |

## 3B. WHAT DEVELOPMENT BUILDS THE CAPABILITY FOR THIS ROLE?

PEEPS will capture training or certifications that a person requires to undertake their job activities. When completing this section, do not only consider performance effectiveness, but also consider auditing and safety compliance requirements. When a person is associated with a job, but does not have the required skills, the manager and person will be notified.

# JOB PROFILE FORM

| Qualifications / Certificates | Mandatory/ Highly Desirable/ Suggested? | Method of Training (e.g. certificate, ticket, observation, on-the-job etc....) | Renewal Required (Y/N/Unsure) | Renewal Frequency (e.g. Never, 1 year, 5 years etc....) |
|---|---|---|---|---|
| Tertiary qualifications in Business, Finance, Procurement, Project Management or Leadership | Desirable | | | |
| Agile, SAFe, PRINCE2, or similar certifications | Desirable | | | |
| Familiarity with social procurement frameworks | Desirable | | | |
| | | | | |

## 3C. WHAT ARE THE CRITICAL PERSONAL ATTRIBUTES REQUIRED FOR THIS JOB?

| | |
|---|---|
| Personal Attributes<br>*i.e., such as resilience, emotional intelligence* | Trusted advisor mindset who seeks to enable outcomes<br>• Transformation oriented and confident in challenging legacy practices and leading teams through ambiguity.<br>• Highly collaborative and partnership driven – works with the business and suppliers, not in silos.<br>• Pragmatic and outcomes-focused applying sound judgment and proportionate approaches<br>• High integrity and accountability<br>• Commercially and strategically curious with strong external awareness<br>• Resilient and composed under pressure<br>• Skilled coach and people leader committed to developing team capability and mentoring individuals<br>• Highly effective communicator both written and verbal<br>• Strong analytical and problem-solving capability |

## 3D. WHAT ARE THE KEY PHYSICAL, PSYCHOLOGICAL OR ENVIRONMENTAL REQUIREMENTS OF THE ROLE?

| | |
|---|---|
| Key requirements<br>*i.e. required to lift heavy boxes, repetitive work, dealing with irate customers*<br>*Note: some field-based roles will need to complete additional requirements for the role* | Hybrid working - meeting stakeholders, leaders and impacted teams at the Mitcham office and at other sites as directed (e.g. treatment plants) to build a strong understanding of the YVW "business" and to develop effective relationships with stakeholders.<br>This role may require out of business hours responses due to the nature of the role and the operational requirements. |

## 5. WHAT CAREER PATH IS POSSIBLE IN THIS ROLE

# JOB PROFILE FORM

PEEPS will hold career path information for jobs within the organisation. This will feed into the PEEPS career and succession planning functionalities. For this job, consider what jobs within the organisation precede and proceed this from a career pathways perspective. Feel free to enter more than one job.

| | |
|---|---|
| **Role before**<br>(Name, Team, Division) | |
| **Role after**<br>(Name, Team, Division) | Head of Delivery, Divisional Manager – EPMO, Divisional Manager – TS&P |

## 6. CHECKPOINT

| | |
|---|---|
| **Is this a *Critical Worker* role requiring an AusCheck** | ☒ No ☐ Yes |
| **Does this role require** | ☒ Police check<br>☐ Working with children<br>☐ Victorian Drivers License |
| **Comments** | |