

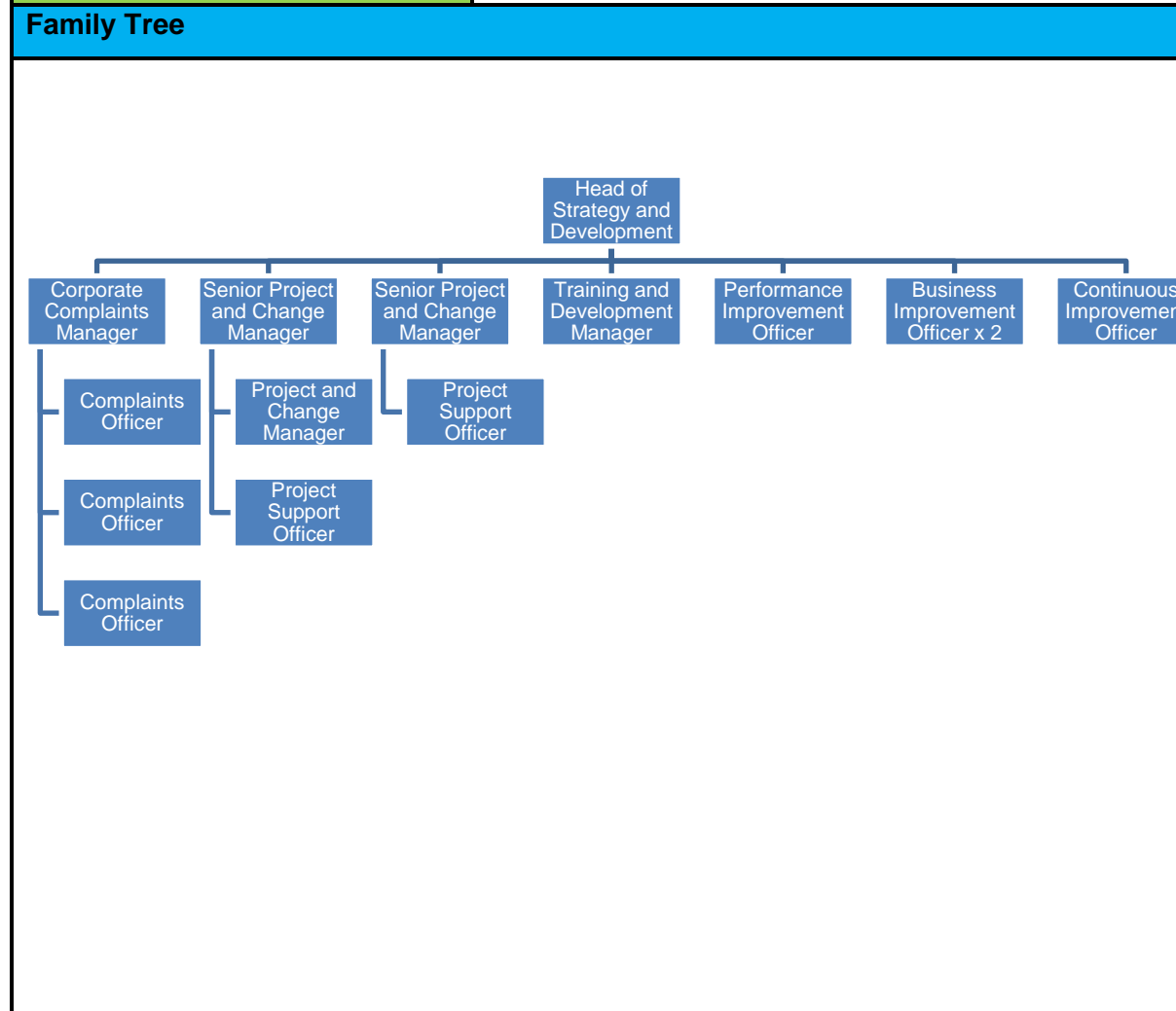
# RECRUITMENT AND SELECTION PACK

## JOB DESCRIPTION TEMPLATE

### JOB DESCRIPTION

<b>Job Title</b>	Continuous Improvement Officer
<b>Position Number(s)</b>	
<b>Department</b>	Resources and Assets
<b>Section or Service</b>	Customer Delivery, Strategy and Development Team
<b>Grade</b>	HMgn161, £38,800 to £52,600.

<b>Responsible to:</b>	Head of Strategy and Development
<b>Employees directly supervised</b> <i>(if applicable):</i>	



## **DESIGNATION:**

### **1. JOB PURPOSE:**

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The post holder will support the Head of Strategy and Development to drive forward service improvement and transformation within the Customer Delivery division. The focus will be ensuring our processes and systems work efficiently for our residents.

To provide high quality advice and support throughout the department, helping teams on issues such as applying different service improvement methods, service delivery options, change and process improvement that will facilitate their drive for continuous improvement and increased effectiveness.

To champion service improvement throughout the council, embedding change in the organisation, upskilling staff and promoting the perspective of the customer.

### **2. DESCRIPTION OF DUTIES:**

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1. Champion continuous improvement throughout the department, helping teams to apply different methods and approaches to service improvement, including but not limited to Lean, Systems Thinking, Service Design, Six Sigma, etc.
2. Develop positive working relationships internally with other departments, and externally with partner organisations to ensure continuous improvement and joined up services.
3. Facilitate or lead service improvement reviews in collaboration with managers, teams and colleagues throughout the council.
4. Lead on activities such as data discovery, demand analysis, process mapping and improvement, root cause analysis, with a range of services and teams.
5. Carry out research and analysis to help define best practice, and use this to assist departments to review current practices and develop new service delivery options.
6. Develop and implement corporate frameworks, materials and approaches to support the council's improvement and transformation programmes.
7. Proactively provide good quality advice to officers and service managers, supporting and challenging them to enable their effective engagement with the council's improvement and transformation programmes.
8. Manage improvement and transformational projects, ensuring they are delivered within time and budget and ensuring that tangible benefits are identified and realised.
9. Work closely with the other members of the Strategy and Development department to provide analysis and delivery assurance on the council's improvement and transformation programmes and projects.
10. Provide key stakeholders with monitoring reports and information, including analysis and advice.
11. Maintain an up-to-date awareness of the relevant legislative and regulatory changes which affect the work of the council.
12. To represent the Head of Service and Director at internal and external meetings.
13. To undertake such other duties of a comparable nature elsewhere in the organisation as may be required to facilitate management development and service flexibility, and any other duties as requested by the Head of Service or Director.

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**I agree to the above job description**

**Post Holder.....**  
**Date.....**

**Head of Service.....**  
**Date.....**

## PERSON SPECIFICATION

<b>Job Title:</b>	Continuous Improvement Officer
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### Conditions to Note:

#### Candidates:

When completing your application form, please address your answers directly to each of the selection criteria below. This enables the panel to assess your ability to meet each criterion. It is essential that you give at least one example of your ability to meet each of the four Values and Behaviours: Putting Communities First, Respect, Integrity and Working Together.

#### Recruiting Managers:

The following values and behaviours are essential criteria in each post and must be addressed directly by candidates. The Guidance Notes on values and behaviours for managers give example questions to probe candidates in the interview and application stages of the recruitment process.

#### Values & Behaviours

The Royal Borough of Kensington and Chelsea has identified four key behaviours and values that should be demonstrated by all council employees. Successful candidates will show the ability to meet these behaviours. Candidates applying for managerial/leadership roles should also demonstrate two additional leadership behaviours.

<b>A</b>	<p><b>Equal Opportunities</b> Demonstrate an understanding of and commitment to Council policies in relation to Equal Opportunity, Customer Care and service delivery, and the ability to implement these policies in the workplace.</p>
<b>B</b>	<p><b>Qualifications</b> <b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Educated to degree level or equivalent experience</li> <li>• Experience of using at least one recognised service improvement method within a complex organisation, for example (but not exclusively) Lean, Systems Thinking, Service Design, Six Sigma, etc.</li> </ul> <p><b>Desirable:</b></p> <ul style="list-style-type: none"> <li>• Change management qualification</li> </ul>
<b>C</b>	<p><b>Skills; Experience and Attitude</b> <b>Essential:</b></p> <ul style="list-style-type: none"> <li>• Experience of hands-on management of projects or programmes focused on service improvement.</li> <li>• Experience of reviewing services and advising on options to improve performance and effectiveness</li> <li>• Experience of advising, writing and presenting strategic reports on complex issues to senior managers and Members</li> <li>• Experience of designing and delivering training and of facilitating group sessions and workshops</li> <li>• Experience of business analysis tools and techniques, including requirements gathering, analysis and documentation</li> <li>• Experience of process mapping, process reengineering and process improvement.</li> </ul>

- Experience of leading temporary change, project, or improvement teams, and embedding change
- Expert knowledge of at least one recognised service improvement method and the ability to apply them in practice
- Ability to adapt approaches to improvement effectively, depending on the type of service being reviewed
- Ability to identify problems and their root causes, and develop innovative solutions to them.
- Ability to take a holistic approach to service improvement taking into consideration people, organisation, processes, information and technology.
- Knowledge of the range of front-line services delivered by local government and understanding of the current issues that impact on delivery of these services
- Good understanding of and ability to use a range of tools and techniques to review services and improve performance and effectiveness
- Understanding of project and programme methodologies and the ability to apply these to multi-disciplinary projects
- Ability to champion the council's improvement and change agenda with officers, Members and partners
- Strong leadership skills, acting as a credible role model for cultural change, and the ability to challenge, persuade and influence
- Ability to understand financial statements and analyse budgets and accounts
- Advanced Microsoft Office and Visio skills, including modelling ability in Excel.
- Ability to develop and maintain positive working relationships with colleagues, teams, Members, external partner organisations, and other stakeholders.
- Ability to challenge effectively, and help others to see how a service is really performing from the perspective of the customer.
- Excellent communication skills, both orally and in writing
- Excellent numeracy skills
- Understanding of the role of internal support services in a complex organisation
- Understanding of the principles of value for money
- Clear understanding of ways in which the council's policy of equality in employment and service provision can be reflected in all aspects of work of the team
- Understanding of the council's vision and wider strategic aims as set out in the Council Plan, and how they relate to the work of the team

## Our Values & Behaviours

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### PUTTING COMMUNITIES FIRST

- We put local people at the heart of decision making in everything we do.
- We seek to include and involve: all voices matter.
- We provide quality services that are responsive, effective and efficient.

The following examples are indicators of effective behaviour:

- I actively involve and include the communities that I serve in my work.
- I shall reflect the views of the communities in my daily work.
- I shall improve the service I provide through seeking feedback from others.

Our residents will feel that:

- I have been included
- I can see how my views have been taken into account
- I can see improvements and developments based on my input

<p><b>E</b></p>	<div data-bbox="256 210 826 293" style="background-color: #008000; color: white; text-align: center; padding: 5px; border-radius: 10px; border: 1px solid #000;"><b>RESPECT</b></div> <ul style="list-style-type: none"> <li>• We listen to everyone and value the personal experiences of people in our communities and of each other.</li> <li>• We adopt a fair, and involving approach regardless of any way in which an individual is different to us.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I adapt my approach to take account of all differences and cultures in the community and with colleagues.</li> <li>• I ensure I am equitable and fair by including those who are quiet or may not be able to represent themselves.</li> <li>• I communicate in a way that is respectful, encourages involvement and meets people's needs.</li> </ul> <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>• I feel my culture and background are respected.</li> <li>• I have confidence that action is being taken.</li> <li>• I feel I am being treated fairly.</li> </ul>
<p><b>F</b></p>	<div data-bbox="256 965 831 1048" style="background-color: #00aaff; color: white; text-align: center; padding: 5px; border-radius: 10px; border: 1px solid #000;"><b>INTEGRITY</b></div> <ul style="list-style-type: none"> <li>• We act with openness, honesty, compassion, responsibility and humility.</li> <li>• We let people know what we are doing and communicate why and how decisions have been made.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I demonstrate empathy in my interactions with others.</li> <li>• I am honest and transparent about the decisions I take.</li> <li>• I follow through on the actions I say I will take and take ownership for communicating the outcome.</li> </ul> <p>Our residents will feel that:</p> <ul style="list-style-type: none"> <li>• I am told when something is not possible, and the reasons why are explained to me.</li> <li>• I feel my perspective is listened to and understood.</li> <li>• I feel my views are valued</li> </ul>
<p><b>G</b></p>	<div data-bbox="256 1637 783 1720" style="background-color: #008000; color: white; text-align: center; padding: 5px; border-radius: 10px; border: 1px solid #000;"><b>WORKING TOGETHER</b></div> <ul style="list-style-type: none"> <li>• We work together and in partnership with everyone that has an impact on the lives of our residents.</li> <li>• We want to understand, learn from each other and continually adapt.</li> </ul> <p>The following examples are indicators of effective behaviour:</p> <ul style="list-style-type: none"> <li>• I work with others to provide an effective service for residents, local communities and other</li> </ul>

departments within the Council.

- I seek ways to work with other departments to deliver a seamless service and find opportunities to improve.
- I seek out opportunities to learn from my colleagues and build on good practice.

Our residents will feel that:

- I can get my issue resolved without being passed around departments.
- I find it easy to access the services that I need.
- I feel the Council is open to new ideas.