

CITY OF HAMILTON

CITY MANAGER'S OFFICE

CITY MANAGER'S OFFICE – LOCATION – 71 MAIN STREET WEST

DIRECTOR, CONTINUOUS IMPROVEMENT & CUSTOMER EXPERIENCE

SUMMARY OF DUTIES

Reporting to the Director Enterprise Portfolio Management, the Director, Continuous Improvement & Customer Experience, is a visionary and strategic leader responsible for leading a team of staff, to identify and leverage opportunities to recover, rebuild and transform the organization with the aim of achieving an organization that is superior to that before the cybersecurity incident and overall enhancing the customer service experience. Chair of the Transformation Team, this role will lead the strategic "Think Tank" of change agents and problem solvers who will work to provide recommendations to Senior Leadership to ensure a consistent organizational approach for business sustainability, cost efficiencies, quality view and an enhanced customer experience while rebuilding and recovering stronger and better from the cybersecurity incident.

GENERAL DUTIES

Customer Experience:

- Drive the execution and delivery of an enterprise customer service experience strategy.
- Incorporate an internal and external quality focused customer-centric approach into decision-making processes, emphasizing the significance of aligning efforts with customer needs and satisfaction to drive efficient and effective solutions.
- Develop and implement strategies to enhance the overall customer experience, ensuring services are responsive and user-friendly.
- Conduct research and gather feedback to understand community needs and expectations.

Continuous Improvement:

- Lead the development, implementation, and management of a city-wide continuous improvement program by identifying, recommending, and coordinating shared cross-departmental solutions to operational issues and challenges.
- Prioritize cross-departmental system recovery.
- Encourage, identify, and track opportunities for rebuilding, quality and continuous improvement both vertically and horizontally across the organization to maintain continuity of service for customers and staff, add efficiencies, and enhance the customer experience.
- Gather information from business units and make recommendations to SLT on the enhancement of existing applications, acquisition of new applications, development of altered or new processes and enterprise solutions.
- Provide leadership and facilitate staff development in the utilization of problem solving and priority setting tools for the execution of breakthrough projects.
- Establish justification for Continuous Improvement efforts and link to objectives, Business Plan objectives, and the City's Strategic Plan.
- Participate in medium to large-sized strategic projects. Analyze, re-engineer and implement streamlined business processes to optimize workflows.

Think Tank Leadership:

- Facilitate brainstorming sessions and workshops to generate innovative ideas for improving municipal services.
- Collaborate with cross-functional teams to identify and evaluate opportunities for continuous improvement.
- Foster organizational collaboration by securing the input of subject matter experts and the Transformation team, to ensure a consistent organizational approach, business sustainability, cost efficiencies and an

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enhanced customer experience, as it relates to the rebuilding and transformation of city's system infrastructure while improving customer experience.

Project Development and Implementation:

- Oversee the pipeline of projects, ensuring alignment with strategic goals and community needs.
- Lead the design, planning, and execution of projects that enhance service delivery and operational efficiency.
- Consider operational recovery efforts that maintain continuity of service for customers and staff while minimizing service impacts.
- Utilize a project management approach to secure approvals and the assignment of resources to initiatives.
- Coordinate and manage projects effectively and ensures they are delivered on time, on budget, and to agreed quality standards.

Performance Metrics and Evaluation:

- Establish key performance indicators (KPIs) to measure the impact of initiatives and projects.
- Regularly assess and report on project outcomes, making recommendations for future improvements.
- Use statistical analysis to identify performance trends and make recommendations for project opportunities/enhanced services based on verified data testing.

Collaboration and Stakeholder Engagement:

- Build strong relationships with internal departments, community organizations, and stakeholders to foster a collaborative environment.
- Engage with community members to gather insights and promote transparency in the project development process.
- Ensure coordinated, timely and consistent messaging on recovery, rebuild and transformation efforts to staff, public and City of Hamilton stakeholders.
- Prepare and present reports on efficiency and effectiveness activities and plans to Council and senior levels of staff.

Innovation Culture:

- Promote a culture of innovation and continuous improvement within the municipality.
- Encourage staff participation in idea generation and implementation of best practices.

Attend all EOC Management/Senior Leadership Team meetings to make recommendations and receive decisions.

Demonstrated knowledge of the Health and Safety Act and applicable regulations as it relates to the position.

Ensures that employees are provided with and use the appropriate equipment, material and/or procedures required to perform the assigned duties. Ensures that all employees perform work in accordance with applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures. Ensures that appropriate action is recommended for those employees who do not work in compliance with legislation, policies and procedures.

Works in accordance with the provisions of applicable Health and Safety legislation and all City of Hamilton corporate and departmental policies and procedures related to Occupational Health and Safety.

QUALIFICATIONS

1. Extensive experience related to the duties above, normally accompanied by a University Degree in Business, Commerce, Planning or a related field with related progressive experience at a senior level preferably in the municipal or government sector.
2. Proven ability to function as a member of a leadership team and build consensus amongst diverse cross-boundary teams. Strong conflict resolution, negotiation, mediation and facilitation skills.

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3. Demonstrated strategic insight, innovation and critical/analytical decision-making skills with an advanced ability to build evidence-based proposals and link strategies and planning to business objectives, and strategy development. Highly developed analytical and business planning skills with a proven track record for long-term visioning, big picture thinking, and strategic planning.
4. Highly effective leadership, communication (verbal and written) and organizational skills. Well-developed presentation skills with the ability to articulate messages clearly and effectively to a variety of audiences.
5. Demonstrated skills in managing change initiatives, and in facilitating efforts across departments and with the community.
6. Ability to coordinate multiple enterprise-wide projects and manage multiple priorities. Demonstrated knowledge and experience with quality and continuous improvement.
7. Demonstrated knowledge and experience with high quality customer service delivery, principles and practices.
8. Ability to be flexible and to change priorities to meet constantly changing demands and ambitious deadlines.
9. Must possess excellent interpersonal skills, with proven experience in providing strategic advice to senior leadership.
10. Demonstrated ability to deal effectively with elected officials, representatives of other levels of government, management, peers, staff and the general public.