

Position overview

Position title	Business Analysis Practice Lead
Business unit	People, Culture, Safety
Remuneration type	Total Rewards
Reports to	Portfolio Delivery Manager
Direct reports (role)	A number of indirect reports
Locations(s) (Unitywater operates on Kabi Kabi, Jinibara and Turrbal country)	Flexibility exists to be based at any of four locations on the Sunshine Coast or Moreton Bay
Success profile	3.3 Technical Operations Role Success Profile
Delegation level	n/a

Position purpose

The Transformation and Change Portfolio Delivery team partners with stakeholders to deliver sustainable outcomes that advance Unitywater towards achieving its strategic ambitions. As a trusted partner, the team provides delivery excellence, enabling the sustained adoption and realisation of benefits from our investments for our customers and the community. They support enterprise initiatives from concept through to adoption, uplift organisational delivery capability and ensure our investments are strategically aligned, purposefully governed and delivering their intended outcomes.

The Business Analysis Practice Lead is a pivotal "hands-on" leadership role responsible for elevating the quality of problem-solving and value creation at Unitywater. You will serve as the *guide and coach* our analysis capability while personally leading the discovery and definition of valuable initiatives.

By "leading by example," you will demonstrate what "good" looks like by moving beyond simple requirements gathering to true strategic analysis, process redesign, solution input and test preparation and support. Through coaching and mentoring of the Business Analysis community you'll foster a culture where analysts are seen not just as scribes, but as thinking partners who ensure Unitywater delivers the *right* solutions to meet Unitywater's Strategic Ambitions.

Position accountabilities

Key functions of the role include:

Practice Leadership & Capability Building

- **Define and Mature the Practice:** Translate the Business Analysis competency framework into reality. Move the team from "Foundational" to "Leading" by establishing consistent standards for

stakeholder engagement and workshop facilitation, requirements engineering, gap analysis, process modelling (BPMN), user story definition and mapping, and test readiness. Shapes how Unitywater approaches delivery and analysis at scale. Improves delivery quality, predictability, and alignment across initiatives and end user business units.

- **Methodology Stewardship:** Shape how Unitywater defines work by embedding a culture of curiosity, collaboration and customer focus into the approach to business analysis. Ensure our practices optimise the flow of value and reduce waste in the delivery lifecycle.
- **Coaching & Mentoring:** Actively coach your direct reports on high-performance behaviours, helping them move from "order taking" to "trusted advisory" and strategic critical thinking.
- **Culture of Collaboration:** Foster a "One Unitywater" culture where analysts actively collaborate with stakeholders, SMEs, developers, testers, change leads and other project team members. Inspire continuous improvement and create a safe space for the team to experiment and seek feedback with new techniques (e.g., Design Thinking, CX mapping) that elevate performance and focus on valuable outcomes.

Analysis and Solution Leadership (Hands-On)

- **Strategic Discovery & Definition:** Personally lead the analysis for ambiguous or complex digital and change initiatives. You will champion a curious and collaborative approach through effectively facilitating workshops and partnering with stakeholders to "co-design" the future state rather than just documenting requests.
- **Value & Problem Solvency:** Partner with business stakeholders to gain a shared understanding of the root cause of problems before jumping to solutions. You will own the integrity of the "business need," ensuring that every requirement and process change we deliver is directly linked to measurable business value and customer outcomes.
- **Solution Viability:** Work collaboratively with Stakeholders and SMEs, Architects, Project Managers, and Delivery Teams to ensure proposed solutions are feasible, viable, and desirable. You will actively manage the trade-offs between scope, value, and technical constraints to clear the path for delivery.
- **Change Adoption Enablement:** Champion enterprise change through leading by example and teaching the community how to integrate change and adoption activities from day one of project establishment.

One Unitywater Contribution

- Support and role model the One Unitywater behaviours, WH&S policies, procedures, and practices of Unitywater
- Participate in Unitywater safety audits and inspections to demonstrate visible safety leadership and participation
- Such other relevant duties as required from time to time which would generally fall within the skill and knowledge requirements for this position

This role may be required to participate in after-hour work and be part of an on-call roster as the need may arise to ensure the continuity of service to Unitywater's customers.

Key relationships

Key working relationships internal and external to Unitywater are:

- Transformation and Change Branch
- Business Analysis community
- Initiative sponsors and stakeholders
- Technology and Digital Solutions Branch
- 3rd party vendors
- Capability team
- People, Culture, Safety Business Unit
- External Business Analysis bodies

Capability requirements

The requirements for the position are:

- Bachelor's degree or higher with minimum 10 years' experience in information systems, business management, process design, or other similar qualifications, or equivalent years of relevant professional experience in delivering complex and transformational projects and programs (business and technology enabled)
- Tertiary level Business Analysis and advanced BPMN and process modelling qualifications
- Proficiency and demonstrated experience in coaching and mentoring business analysts, embedding contemporary analysis practices such as outcome-focused requirements, value and benefits articulation, problem framing, stakeholder facilitation, and adaptive analysis techniques, to build organisational capability and enable informed, value-driven delivery across the portfolio.
- Experience in defining the enterprise framework for requirements, scope management, and process design standards and practices.
- Experience in leading facilitating high-stakes workshops to uncover latent needs and aligns diverse stakeholders on the core problem to be solved
- Experience being an active contributor to cross-functional project teams in the delivery initiatives from initiation through to project completion, incorporating requirements alignment, stakeholder engagement and communication to embedded outcomes
- Experience in creating a "quality culture" where validation is built into the design process, not just executed at the end
- Experience in leading people in their professional development and wellbeing
- Acts as a role-model of the Business Analysis craft across the organisation, driving culture and capability excellence while contributing to leadership development for the BA community
- Experience in applying a customer-focused mindset to anticipate stakeholder needs and influence to resolve complex conflicts. Coaches the team on stakeholder strategy and shapes engagement across programs
- Experience in contributing to change adoption activities with persona understanding, knowledge contact, and training support. Ensures analysis artifacts (e.g., process maps) directly support training and change management to accelerate user uptake
- Experience in working with 3rd party vendors to ensure optimal value for money

- Experience in applying an adaptive mindset through ensuring the team knows how to increment requirements to support iterative delivery and continuous value flow in the operating context.
- High level of experience in driving innovative thinking through the requirements definition to provide business efficiencies and improvements
- Exposure to water industry regulatory environment desirable
- Proven ability to understand the interrelationships between different components within an organisation or system to make better decisions and optimise processes
- C Class Driver's Licence

One Unitywater Behaviours

The One Unitywater Behaviours define how we work together at Unitywater. They guide our everyday interactions, influence how we make decisions, drive us to achieve our strategy and help us to create our One Unitywater culture together.

Create the Future is about seeking to learn through new ideas and innovations, planning strategically, adapting to challenges and steering Unitywater towards a sustainable future.

Care Together is about fostering a culture of safety, collaboration, and customer-focused service. It's about creating a workplace where people feel valued, work inclusively and deliver outstanding outcomes for our customers.

Own It is about taking responsibility for our actions, being transparent and accountable, and striving for excellence in everything we do. It's about demonstrating integrity, welcoming feedback and ensuring we follow through on commitments.