

JOB DESCRIPTION

Vacancy reference:	SRF30373
Post Title:	Change and Continuous Improvement Manager
Grade:	Grade 7
School/Department:	Planning & Strategy Office
Reports to:	Director of Planning & Strategy
Responsible for:	Change & Continuous Improvement Officer

Purpose

To establish and maintain a proactive, strategic and well-managed approach to change management and continuous improvement across the University, in close collaboration with leaders and colleagues in the professional services and academic schools. The postholder will play a major role in developing the culture of the organisation by embedding a positive approach to change and improving the management and implementation of change across the organisation, thereby supporting operational efficiency, staff wellbeing and student satisfaction.

Main duties and responsibilities

Change management

To champion and support effective change management across the institution, ensuring that approaches to change have the maximum chance of realising anticipated benefits, contributing to the strategic ambitions of the University, and that negative impacts on staff and students are minimised. This will include:

- Developing and embedding an institutional approach to change management, in close partnership with colleagues in HR, PSO, IT and other professional areas;
- Advising on, and where appropriate leading on, change management within major institutional initiatives, including working with the University Executive Board and other senior managers to mitigate any risk to the success of the change;
- Providing specialist advice and support on change management aspects of significant project and programme activity being led by colleagues across the University, for example in Estates, IT, Planning & Strategy, and other Professional Services or Academic Schools. Such aspects could include stakeholder engagement, communications, leadership, and measurement of success;

Change governance

To support the objectives of the Change & Planning Board and to enable the effective operation of the Board, working collaboratively with the Strategic Planning Manager and the Director of Planning & Strategy (in PSO), and the Chair of the Change & Planning Board. This will include:

- Monitoring and reporting on the institutional portfolio of strategic programmes and change initiatives, and contributing to the provision of expert advice and guidance to the Board regarding the implications and resolution of gaps, synergies and interdependencies within the institutional portfolio;

- Managing and reviewing the process through which new initiatives are proposed and evaluated, working in close collaboration with colleagues in PSO and other areas (e.g. IT, Estates) to guide the provision of specialist advice to those developing proposals where appropriate;
- Developing a proportionate and accessible approach to assessing the demands that proposed change initiatives and the implementation of changes will place on different parts of the organisation, in order to support colleagues in the development of their business cases, mitigate the risk of adverse impacts on staff and students, and enable informed decision making and resource planning by the Board;

Team leadership and management

To establish and lead a small Change & Continuous Improvement unit within the Planning & Strategy Office (PSO), working collaboratively with colleagues in PSO, HR and beyond. This will include:

- Defining the unit's service and its interrelation with other parts of the organisation that are involved in or have a professional interest in change and continuous improvement;
- Making the unit's services and resources visible, understandable and attractive to colleagues across the University;
- Managing the Change and Continuous Improvement Officer, delegating tasks and responsibilities, and supervising related operational work;

Continuous Improvement

To champion and support effective continuous improvement across the institution, with demonstrable benefits to organisational effectiveness and efficiency. This will include:

- Developing and embedding a coherent and strategic approach to continuous improvement across the institution through facilitation;
- Encouraging a culture of regular review and development of our processes and services.

Post-project review and benefit realisation

To ensure that change initiatives are systematically reviewed for learning and benefits realisation, and that lessons learned are embedded in the University's approach to change management and governance. This will include:

- Overseeing the implementation of post-project reviews, ensuring that these are timely and consistent, enabling benefits realisation to be monitored, and capturing and sharing lessons learned;
- Undertaking post-project review activity for high-level institutional change initiatives;
- Embedding the learning and stakeholder feedback from post-project reviews into institutional processes for initiating, implementing and governing change by proposing appropriate improvements.

Communication and stakeholder engagement

To champion and support effective communication and stakeholder engagement around change and change initiatives, in close collaboration with colleagues in Human Resources and Marketing, Communication and Engagement. This will include:

- Working closely with colleagues in HR, establishing appropriate mechanisms to engage with stakeholders across the University to facilitate sharing of effective practices, to collectively develop and embed consistent approaches to change management and continuous improvements, and to channel feedback about the impacts of cross-organisation change initiatives. Such mechanisms could include, for example, establishing and managing a change management community (or communities) of practice, and facilitated discussions with key stakeholder groups.

- In collaboration with People Development, ensuring that all colleagues in the institution have access via the University learning management system UoRLearn to self-guided materials and training on leading and coping with planned and reactive change, and on continuous improvement, and that these resources are clearly signposted and continually developed in response to user feedback and best practice.
- Ensuring the overall portfolio of institutional change and process improvement activity, and the resulting impacts, implications and benefits, are made visible and communicated to the University community;
- Monitoring and reporting on levels of stakeholder satisfaction with the University's approach to managing change and continuous improvement, and proposing any necessary improvements in order to ensure that approaches remain fit for purpose;
- Monitoring and communicating related developments in and around the HE sector, including through engagement with sector networks, to ensure that the University continues to learn from and evolve its practices in change management and continuous improvement.

Supervision received

The Director of Planning & Strategy will line manage the post and will provide general advice and guidance. Specialist advice and guidance will also be provided by senior colleagues in other professional services, including Human Resources and Marketing, Communication and Engagement.

Supervision given

The post is responsible for line managing and supervising the work of a Change and Continuous Improvement Officer. In addition, considerable influence over project activity and teams will be required outside of direct reporting lines. The post holder will also regularly be required to influence and critique the work of very senior colleagues.

Contact

The post-holder will work very closely with senior members of the Planning & Strategy Office, including the Director, the Strategic Projects Managers, and the Strategic Planning Manager, and with key colleagues in HR, IT, Estates, and Marketing, Communication and Engagement. The role will also require the post-holder to establish close working relationships with members of the University Executive Board and the Vice-Chancellor's Office. The post-holder will work in close partnership with, and provide expert advice and guidance to, senior academic and professional services colleagues, including Heads of Schools, Deans, and Heads of Function. The post holder will be expected to draw upon and further extend their external network of professional contacts for the purposes of understanding and sharing best practice and external intelligence gathering, this will include considerable liaison with, and formal presentations to, peers and senior contacts across the higher education sector.

Terms and conditions

This is a full-time, permanent post. Flexible arrangements, such as part-time, job sharing or secondments, may be considered.

This document outlines the duties required for the time being of the post to indicate the level of responsibility. It is not a comprehensive or exhaustive list and the line manager may vary duties from time to time which do not change the general character of the job or the level of responsibility entailed.

Date assessed: July 2019

PERSON SPECIFICATION

Job Title	School/Department
Change & Continuous Improvement Manager	Planning & Strategy Office

Criteria	Essential	Desirable
Skills Required	<ul style="list-style-type: none"> • Adept at bringing order to complex situations and maintain focus on the objectives of change; • Highly developed skills of consultation, collaboration, negotiation and influence; • High levels of oral and written expression, able to present and defend complex concepts with confidence to colleagues at all levels • Able to confidently challenge institutional proposals at the highest levels 	
Attainment	<ul style="list-style-type: none"> • Good first degree or equivalent; • At least one of the following: <ul style="list-style-type: none"> ○ Higher degree; ○ Business-related qualification; ○ Formal change management qualification; ○ Equivalent professional experience. 	<ul style="list-style-type: none"> • Higher degree
Knowledge	<ul style="list-style-type: none"> • Thorough understanding of change management and continuous improvement principles and practice • Thorough knowledge of the changes, challenges and opportunities facing the HE sector and their implications 	

Relevant Experience	<ul style="list-style-type: none"> • Proven experience in a change management role • Proven experience in motivating a team and senior colleagues, and of working effectively as part of cross-institutional team • Experience of working in a higher education institution or similar non-commercial organisation 	<ul style="list-style-type: none"> • Change management in a higher education organisation
Disposition	<ul style="list-style-type: none"> • Highly collaborative and able to work very effectively in partnership with other professional colleagues; • Highly self-motivated, with an enquiring mind; • Sound judgment with the confidence to take initiative when required, and to take responsibility for decisions where appropriate; • High personal work standards and ethic, with excellent attention to detail; • Personable and approachable, able to work effectively with a wide range of colleagues and accommodate their differing views, approaches and styles; • Adaptable, flexible and resilient; • Pragmatic, logical, proactive problem-solver; • Attuned to the HE environment 	

Completed by: Rachel Stewart	Date: July 2019
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