

JOB DESCRIPTION

Vacancy reference:	SRF30374
Post Title:	Change and Continuous Improvement Officer
Grade:	Grade 6
School/Department:	Planning & Strategy Office
Reports to:	Change and Continuous Improvement Manager
Responsible for:	N/A

Purpose

To support the design and ongoing delivery of a proactive, strategic and well-managed approach to change management and continuous improvement across the University, in close collaboration with colleagues in the professional services and academic schools. The postholder will play a key role in improving the management and implementation of change across the organisation, thereby supporting operational efficiency, staff wellbeing and student satisfaction.

Main duties and responsibilities

Continuous Improvement

To champion and actively support effective continuous improvement across the institution, and to contribute to organisational effectiveness and efficiency by:

- Developing and implementing an approach for taking a strategic, proactive view of priority processes for review, and initiating and leading such reviews;
- Ensuring that staff and students are easily able to report concerns about processes and identify priority areas for attention, and that such reports are responded to as appropriate;
- Working with colleagues in related roles (e.g. Business Analysts in IT) to develop and embed consistent, robust and appropriate business analysis processes, frameworks and documentation;
- Undertaking business process analysis to support process owners, managers and participants in analysing existing processes, designing new ones and ensuring that any resulting policy changes are signed-off;
- Convening and leading stakeholder workshops to review and redesign processes collectively and capturing the outputs in a consistent and comprehensible format;
- Establishing a process repository and ensuring that key processes are uploaded, maintained, visible and accessible;
- Establishing and running an internal network of colleagues trained to support continuous improvement activity;
- Identifying, managing and implementing ways of monitoring improvements achieved through process improvements, including levels of service and stakeholder satisfaction, as well as efficiencies and savings that demonstrate return on investment;
- Managing the continual review and refinement of the University's approach to continuous improvement to ensure that its resources are used to best effect;

- Ensuring that the University benefits from experience and best practice elsewhere in the sector through active involvement in relevant networks and instigating enhancements to practices at Reading.

Change management

To support the Change & Continuous Improvement Manager in developing and embedding an institutional approach to change management, in close partnership with colleagues in HR, PSO, IT and other professional areas. This will include:

- Providing advice and support on change management aspects of 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;
- Devising and implementing a proportionate methodology for assessing the impact of proposed change initiatives on cross-functional processes and on policies, so that those impacts can be managed; making information on the methodology accessible to all colleagues, and directly supporting colleagues in their use of the methodology, as appropriate.
- Monitoring activity and developments in the University's approaches to change management and continuous improvement and ensuring these remain complementary.
- Maintaining knowledge of best practice through active engagement with relevant HE networks and making recommendations for enhancements at Reading.

Change governance

To support colleagues in their effective engagement with the change governance processes, and to enable the effective operation of the Change Sub-Group of the Change and Planning Board (CPB), working collaboratively with the Change and Continuous Improvement Manager, the Strategic Planning Manager and the Director of Planning & Strategy (in PSO), colleagues in other professional services, and the Chair of the Sub-Group. This will include:

- Ensuring that all colleagues in the University have access to information, advice and guidance on the change governance process and its requirements;
- Managing the administration of 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)
- Providing guidance and assistance to colleagues completing proposals and business cases for change initiatives, or directing them to other sources of professional support or information, as appropriate;
- Working with the Change & Continuous Improvement Manager to develop and implement 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;
- Gathering and presenting information on change initiatives, as required by the CPB, and working with the Change & Continuous Improvement Manager to identify gaps, synergies and interdependencies within the institutional portfolio;
- Identifying potential refinements to the information requested and to its presentation to the Board, working with the Change & Continuous Improvement Manager and the Strategic Planning Manager.
- Acting as secretary to the Change Sub-Group of the Change and Planning Board, including preparing agendas, minutes and related documentation, managing meeting arrangements,

and undertaking associated tasks at the request of the Chair or other members of the Sub-Group.

Post-project review and benefits realisation

To ensure that change initiatives are 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:

- Undertaking post-project reviews to enable benefits realisation to be monitored and lessons learned to be captured and shared;
- Proposing appropriate improvements to institutional processes for initiating, implementing and governing change on the basis of the learning and stakeholder feedback from post-project reviews.

Communication and stakeholder engagement

To support the Change & Continuous Improvement Manager and other professional services colleagues in establishing mechanisms to facilitate sharing of effective practices, to collectively develop and embed consistent approaches to change management and continuous improvement, and to channel feedback about the impacts of cross-organisation change initiatives. This will include:

- Supporting communities of practice or facilitating discussions with key stakeholder groups;
- Working with People Development and the Change & Continuous Improvement Manager to ensure that all colleagues in the institution have access 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;
- Assisting the Change & Continuous Improvement Manager in ensuring that 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 Change & Continuous Improvement Manager will line manage the post and provide advice and guidance, under the general direction of the Director of Planning & Strategy.

Supervision given

The post is not envisaged to have any direct line management responsibilities. However, considerable supervision of activity will be required outside of direct reporting lines, including influencing and critiquing 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 good working relationships with colleagues across the University, and 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 Functions, Deans, Heads of Schools and members of the University Executive Board. The post holder will be expected to establish and draw upon a network of professional contacts in 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: August 2019

PERSON SPECIFICATION

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

Criteria	Essential	Desirable
Skills Required	<ul style="list-style-type: none"> Well-developed skills of consultation, collaboration, negotiation and influence; Adept at bringing order to complex information and situations and maintaining focus on objectives; High levels of oral and written expression, able to present and defend complex or unfamiliar 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 	<ul style="list-style-type: none"> One of the following: <ul style="list-style-type: none"> Business process analysis qualification Business-related qualification; Formal change management qualification; Equivalent professional experience.
Knowledge	<ul style="list-style-type: none"> Good understanding of change management and continuous improvement principles and practice Good knowledge of business analysis principles and practice Good 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, continuous improvement or business analysis role • Proven experience in motivating colleagues, and of working effectively as part of a cross-institutional team • Experience of working in a higher education institution or similar non-commercial organisation 	<ul style="list-style-type: none"> • Change management, continuous improvement or business analysis in a higher education organisation
Disposition	<ul style="list-style-type: none"> • Highly collaborative and able to work very effectively in partnership with other colleagues at all levels; • Personable and approachable, able to work effectively with a wide range of colleagues and accommodate their differing views, approaches and styles; • Systematic and well-organised • Pragmatic, logical, proactive problem-solver; • Sound judgment with the confidence to take initiative when required, and to take responsibility for decisions where appropriate; • Highly self-motivated, with an enquiring mind; • High personal work standards and ethic, with excellent attention to detail; • Adaptable, flexible and resilient; • Attuned to the HE environment 	

Completed by: Rachel Stewart	Date: August 2019
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