

JOB DESCRIPTION



Office of the
Public Guardian

Job Title: Head of Change Management

Band: A	Division: Strategy & Business Development (S&BD)
Reference:	Team: Change Management Team
Based at: Axis, Birmingham Embankment House, Nottingham	Reporting to: Head of Strategy & Business Development

PURPOSE OF JOB

The role of Head of Change Management is based at the Office of the Public Guardian (OPG). The Public Guardian's responsibilities include registering lasting powers of attorney, supervising the work of attorneys and deputies and protecting people who lack the capacity to make decisions for themselves.

Within this role you will be a visionary leader, accountable for setting the vision and direction to deliver a single view of change across the OPG. Being a credible subject matter expert in transformational change, you will be responsible for leading, planning and the governance of our change portfolio, ensuring that projects are delivered on time, within budget and that the OPG continues to provide excellent services to its customers. You will also lead, develop and inspire our change delivery resource, creating a significant step change in performance to enable 'best in class' change delivery.

Job Requirements

As the Head of Change Management, you will be required to focus on 3 main areas; Continuous Improvement and professional delivery, project and programme delivery and portfolio assurance and governance compliance. Within these areas there is a requirement for creating a compelling vision for the OPG's change and transformation to clarify the direction and smooth the process of change, whilst showcasing best practice change leadership. Risk management plays a role in the change programme and reviewing principle risks and elevating issues will be a key responsibility.

Our 5 strategic goals are at the heart of OPG and this will need to be shown through being a champion of transformational change, creating and using an effective continuous improvement culture.

As part of heading the Change Management Team, you will be responsible and have accountability of the budget and ensuring that the appropriate resourcing is in place to deliver strategic objectives. Once change has been established, this needs to be shared throughout the business and successfully embedded in each division.

This role will be vital in the delivery of the OPG's continued transformation and will be essential in ensuring that the resources and skills within the OPG are directed to those areas with the biggest benefits to our customers in providing an effective and efficient service to its customers.

DUTIES AND RESPONSIBILITIES

DETAILS

Delivery and assurance of OPG

- Identification and management of OPG's portfolio based on Business Plan and strategic objectives and prioritisation techniques.

1. Portfolio and relevant frameworks

- Investment proposal planning and securing of funds against the portfolio to ensure successful business case approvals
- Ensuring the coordination and delivery of change projects and programmes across OPG
- Deploying project management resource to deliver projects in the portfolio and support changes across the business through coaching and guidance
- Prioritisation of portfolio and ensuring reprioritisation when required throughout each business year, gaining stakeholder and organisational buy in to changes
- High level scoping of new or emerging changes with service areas.
- Development and delivery of portfolio management, programme and project frameworks associated
- Reporting to relevant governance boards on key projects across the OPG and providing assurance over delivery of portfolio
- Strategic action planning and business planning - driving planned activity and ensuring continued review of our strategy and development of business plans
- Key understanding of assurance, governance and risk management processes within the OPG and wider MoJ.

2. Delivery of OPG Business Design and Continuous Improvement Strategy

- Understanding of OPG's end to end processes and development of continuous improvement strategy against the overall business design and target operating model
 - Overseeing prioritisation of efficiencies of processes that combine to deliver the strategy
 - Ensuring a culture of continuous improvement within the OPG and helping all areas of the organisation to use CI tools and techniques to improve customer satisfaction, benefits realisation and staff engagement targeting those areas that offer the greatest reward in delivering the strategy
 - Key understanding of MoJ's Transformation programme and anticipating changes that may impact OPG as a result, assessing the risk and ensuring organisational readiness for change
 - Drive the organisation towards greater maturity in continuous improvement and managing the change management team to ensure resource is focussed in those areas requiring most support to achieve the transformational vision
 - Managing the impact of change on culture, people and processes
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3. Management and development of OPG's programme and project management competence	<ul style="list-style-type: none"> Promoting and instilling the use of best practice project methodology e.g. Agile, Prince, scaled blends of other project management techniques to achieve OPG's strategic outcomes. Development of a learning pathway for OPG Change Management to include scalable change and project management learning Responsibility for assessing OPG's competence and tracking the development of the organisation, deploying skilled resource to upskill where necessary
4. Development and management of customer intelligence driven change model	<ul style="list-style-type: none"> Embed a culture of evidence and user based change across the organisation, targeting the Senior Leadership Team (SLT) to encourage a new change cycle Work with the customer intelligence teams to identify intelligence and analysis required to carry this forward into service areas and put robust processes in place for the cycle to be a success Collaborate with OPG SLT to define and champion OPG staff culture around the vulnerable customer/Mental Capacity Act and deliver a vision for a joined up programme of work that demonstrates and measures OPG values through the voice of the customer.
5. Line Management responsibility	<ul style="list-style-type: none"> Direct line management of 2 x Band B Senior Project Manager's/Programme Managers, 1 x Band B Business Analyst, 1 x Band B Portfolio Manager, 1 x Band C Portfolio Office Manager. Countersign responsibility of 1 x Band C Continuous Improvement Manager, 3 x Band C Project Manager's and 1 x Band D Portfolio Office Support Manager.
6. Diversity and equality of opportunity	<ul style="list-style-type: none"> Positively promote and implement diversity and equality of opportunity in all areas of work.
7. Health and Safety	<ul style="list-style-type: none"> Take reasonable care for own health and safety for the safety of others and abide by OPG Health and Safety procedure. Ensure adheres to health and safety policies for direct reports.
8. Other duties	<ul style="list-style-type: none"> Provide a flexible approach to assist across the CMO. Membership of OPG's Senior Leadership Team (SLT) requiring attendance at key SLT meetings, living OPG's values and expected behaviours at all times and supporting the delivery of business plan and strategic objectives through this role. Develop a strong understanding of governance processes, including large/medium budget management and cost management alongside with benefit management and realisation. Occasional travel to other OPG site may be required.

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- Understanding of wider Government change agenda.
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SKILLS

Essential Skills

- Experience in leading a portfolio of change in a similar scale organisation
- Experience with leading a continuous improvement/Lean function
- Experience of leading a team and developing best practice frameworks.
- Professional qualification or membership of a relevant body at practitioner level.
- Accreditation in project/programme/portfolio delivery to practitioner level.
- Strong written and oral communication skills.
- Excellent stakeholder relationship skills.
- Excellent organisational and project management skills.
- Results focused and able to work under pressure.

Highly Desirable

- Experience of developing and using delivery frameworks for portfolio/programme/projects.
- Experience of using project management programmes and software to manage portfolios, programmes and projects including reporting tools.
- Agile experience and accreditation

KEY CONTACTS

Head of Strategy and Business Development

Change Management Team

OPG Senior/ Wider leadership team

OPG Staff

OPG Communications Team

OPG Executive Team

REASON FOR CONTACT

Directly reporting to and working to promote the work of the team and Directorate, and providing assurance to business changes, OPG's Portfolio and ensuring strategic direction is maintained.

Enablers to ensuring delivery of portfolio and change and direct team for the Head of Change Management

Regular liaison on understanding and promoting changes, processes, business drivers, engagement and awareness building

Development of ideas for changes into practical application, understanding current constraints and remedy actions, user needs, engagement to portfolio

To promote the portfolio and engage with the business and key stakeholders

Regular liaison to prioritise and re-prioritise the portfolio of change against the business plan and wider MoJ/Government transformational

Change Committee/governance boards	impacts on OPG Providing assurance and through reporting and working with the relevant members to ensure delivery is achieved and risks, benefits, budget management, key delivery points adhered to
OPG Corporate Governance	Providing assurance and updates, along with working alongside to ensure compliance with Governance processes.

You will be required to provide evidence of the following competencies:

Seeing the Big Picture

- Anticipate economic, social, political, environmental and technological developments to keep activity relevant and targeted
- Identify implications of Departmental and political priorities and strategy on own area to ensure plans and activities reflect these
- Create policies, plans and service provision to meet citizens' diverse needs based on an up-to-date knowledge of needs, issues and relevant good practice
- Ensures relevant issues relating to their activity/policy area are effectively fed into strategy and big picture considerations

Changing and improving

- Encourage a culture of innovation focused on adding value – give people space to think creatively
- Spot warning signs of things going wrong and provide a decisive response to significant delivery challenges
- Provide constructive challenge to senior management on change proposals which will affect own business area
- Consider the cumulative impact on own business area of implementing change (culture, structure, service and morale)

Making Effective Decisions

- Push decision making to the right level within their teams, not allow unnecessary bureaucracy and structure to suppress innovation and delivery
- Analyse and evaluate pros and cons and identify risks in order to make decisions that take account of the wider context, including diversity and sustainability
- Identify the main issues in complex problems, clarify understanding or stakeholder expectations, to seek best option
- Make difficult decisions by pragmatically weighing the complexities involved against the need to act

Leading and Communicating

- Be visible to staff and stakeholders and regularly undertake activities to engage and build trust with people involved in area of work
- Clarify strategies and plans, giving clear sense of direction and purpose for self and team
- Confidently engage with stakeholders and colleagues at all levels to generate commitment to goals
- Lead by example, role modelling ethics, integrity, impartiality and the elimination of bias by building diverse teams and promoting a working environment that supports the Civil Service values and code

Delivering at pace

- Clarify business priorities, roles and responsibilities and secure individual and team ownership
- Act as a role model in supporting and energising teams to build confidence in their ability to deliver outcomes
- Maintain effective performance in difficult and challenging circumstances, encouraging others to do the same
- Review, challenge and adjust performance levels to ensure quality outcomes are delivered on time, rewarding success

If a large amount of applications are received, applications will be sifted on the lead competency of 'Changing and Improving'.

Candidates will be required to provide a 10 minute presentation on 'The critical path you have followed in delivering effective change management in your organisation.'