

Role and person profile

Post title:	Head of Operational Projects	Location:	Manchester
Group:	Operations	Department:	Operations
Reports to:	Head of Governance (Operations)	Responsible for:	Project Manager x 3
Scale:	SM1	Permanent/FTC/Temp:	Permanent
Post no:	4035		

Section 1 – Accountabilities

Main role purpose:

To lead a team of project managers in the inception, planning and delivery of key business and technological projects, that will directly improve the core delivery of the Operations Group. These projects will include: technical and process changes, to ensure AQA Operations is compliant with new and changing requirements from regulatory bodies, the operationalisation of any new products from the Reform and International programmes, and continuous improvement initiatives to drive operational excellence within core series delivery.

The Head of Operational Projects will engage with key stakeholders and mobilise team members as required, from across AQA business areas, up to and including the respective Leadership Teams, together with third party suppliers, to deliver the business change required.

See strategy if required <http://thehub.aqa.org.uk/About/2020-strategy>

Key result areas:	Outcomes:
Customer (external or internal) Being trusted and reliable in assessment design and delivery	Leads on and delivers high profile and high stakes projects that drive a clear improvement to series delivery, ensure compliance with regulatory change requirements, or operationalise new products.
	Effectively influences and builds relationships with a range of senior internal and external stakeholders, up to and including Chief Executive, ensuring engagement and support across all aspects of project delivery.
	Represents Operations on the OxfordAQA management Board (“SL Team”).
	Demonstrates commercial flexibility by undertaking other responsibilities which are of a commensurate level, as business needs change.
	Supports the Head of Governance in the maintenance of an aggregated log of regulatory change requirements and in the inception/mobilisation of change projects/workstreams to deliver them.
Cash (finances) Ensuring sound financial	Aligns work with the Operations LT and key senior stakeholders elsewhere in AQA to ensure that project plans are in line with wider capacity plans and

management and a robust asset base	resources are available to meet needs.
Internal processes	Guides direct reports in ensuring that project outputs and outcomes are clearly articulated and that progress to their achievement is effectively planned, managed and reported against – with approved clear migration paths from project to AQA BAU.
	Ensures core project components are produced, as appropriate to the size of the project, such as business cases, plans, PIDs etc, in a way that facilitates understanding and decision making, and develop supporting products as required.
	Defines, applies and maintains proportionate application of project methodology to ensure high quality project outcomes.
	Identifies risks and issues as early as possible to take corrective action. When necessary escalates early, with recommended mitigation activity. Feeds risks into the Exec Board risk logs when appropriate.
	Drives the team’s progress through effectively allocating/re-allocating workload and successfully dealing with blockers and conflicting interdependencies/requirements.
	Leads the Operations teams and stakeholders in process review and continuous improvement activities.
	Ensures AQA is safe and legally compliant by applying AQA’s policies and other legislative requirements including but not limited to HSE, Equal Opportunities and ISMS.
People and culture Ensuring we have great people achieving their potential	Champion and role model the behaviours, values and leadership approach we wish operations to be famous for. Guide and inspire the teams through consistently exemplifying these values and behaviours internally and externally, supporting our commitment to making AQA a great place to work.
	Create and embed an operational excellence culture where teams are clear about what they are doing, how they are doing it and are supported by goals and measures that drive improvement.
	Produce high levels of performance from direct reports and teams by modelling leadership behaviours with confidence and providing clarity, challenge, feedback, coaching and development in line with business objectives.
	Champion learning and growth at a team and individual level, ensuring all members of the teams meet the standards we set ourselves and have the opportunity and support to reach their potential.

Complexity/decision making:

High degree of complexity due to the innate complexity of certain AQA processes. High degree of decision making around the prioritisation of options and the assessment of recommendations.

Section 2 – Key relationships and performance

Key internal relationships:

- Operations Leadership Team
- Q&M Senior Leadership Team
- BSG key operational contacts
- CERP Senior Leadership Team

Key external relationships:

- Senior Examiners as required
- OxfordAQA CEO and International SLT members from OUP
- Senior stakeholders within DRS and RM

Section 3 – Person profile

Knowledge	Assessment
Broad understanding of the political, educational and business context within which AQA works	I
An excellent understanding of project methodologies.	A/I/P
A strong knowledge of process improvement methodologies.	A/I/P
Qualification	
Educated to degree level or extensive experience in a similar role	A
Prince2 accredited or similar relevant professional qualification is required	A
LEAN/Six Sigma or similar change management qualification is desirable	A
Skills	
Demonstrate effective use of different project management methodologies	A/I
Exceptional ability to resolve problems and adapt to change.	A/I/P
Strong communication, influencing and collaboration skills	I/P
Ability to work effectively across all levels of the organisation	I/P
Analytical skills at different levels of abstraction, problem solving	A/I/P
Excellent customer focus – able to focus own and team's work to the best outcome from the customer perspective.	A/I/P
Numerate with the ability to develop sound business cases and benefit plans	I/P
Experience	
Experience of delivering successful change projects/programmes and continuous improvement initiatives.	I/P
Significant experience in both leading teams directly and delivering through matrix management	A/I
Proven experience of working effectively with a broad range of stakeholders to drive change	I/P
Behaviours	
Ability to translate a vision into achievable goals and provide clear direction to achieve	I/P

organisational objectives	
Inspire and motivate team members and other colleagues	I/P
Enables performance, learning and growth through coaching and developing the team, to increase confidence and capability.	I/P
Consistently displays courage and calmness under pressure and creates a safe and encouraging environment for issues to be discussed openly and honestly.	I/P
<p>Assessment key (criteria to be assessed at the selection stage)</p> <p>A – application (it is essential to provide evidence on application for shortlisting purposes)</p> <p>I - interview T – test (or work sample) P – probation</p>	