

OUR REWARD PRACTICES/ JOB DESCRIPTION: Director of Operations – [name]

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Generic role title:	Divisional Director of Operations
Job family:	Administration, Professional & Managerial
Reference number:	O4S19009
Grade:	Grade 10
Salary Scale:	HR to complete
Contract:	Ongoing Full time
Division/Directorate:	Enter Division/Directorate
Location:	University of Kent, Multi-campus
Line manager:	Director of Division Dotted line to the Chief Operating Officer
Immediate line reports:	Divisional professional services and technical staff, through functional heads of divisional teams

Context

This role presents an outstanding opportunity to join the leadership team of one of the University's academic divisions; working with the Director of Division and other members of the divisional leadership team to foster a cohesive culture and an environment which encourages and supports excellent academic performance across both education and research.

The Director of Operations acts as the divisional chief operating officer, and as such acts as an enabler to the division; providing operational management, advice and support, helping the division set, manage and achieve its strategic aims. With overall accountability for the administrative and resource management (including HR and finance) functions of the division, you will be responsible for the implementation of the divisional strategy through the delivery of outstanding operational support for academic staff and students.

Working in close collaboration with the Director of Division, the divisional leadership team and central professional service directorates, the divisional Director of Operations will be a driven, results-focused individual with exceptional interpersonal and communication skills, who is able to motivate and lead staff and has a passion for providing accessible, high quality and inclusive higher education. As such, divisional Directors of Operations will have



tenacity, resilience and emotional intelligence, with the ability to interpret strategic priorities into operational practice.

Job purpose

The divisional Director of Operations leads, shapes, develops and manages the operational, administrative and financial service for the division, ensuring that the priorities, objectives, plans and strategies for the divisions’ operations responds to, and aligns with, divisional strategies.

Working in partnership with a small but agile divisional leadership team, and with central professional service directorates, the role holder will develop and implement robust plans to achieve divisional objectives through the provision of an excellent, high-performing and motivated professional and technical services team.

The role holder will provide inspirational, innovative, credible and effective leadership to guide and support a team of staff to deliver the professional services functions of the division.

Key accountabilities

This section details the main accountabilities (or responsibilities) of the job, together with a selection of indicative duties. Other duties, commensurate with the grading of the post, may also be assigned from time to time.

1.	Accountable for the oversight and successful delivery of the division’s professional, administrative and technical operations; ensuring the division has effective and efficient operational procedures in place to enable it achieve its strategic objectives, liaising with central professional service directorates to ensure compliance with central policies and an integrated approach to the provision of services.
Example duties:	
1.1	Provide strategic operations, financial and management direction for the division by way of appropriate administrative support for education, research, engagement, partnership and related activities.
1.2	Within overarching University frameworks, develop local policy, practices and procedures; collaborating with other divisional Directors of Operations, professional service heads and the Chief Operating Officer, as required, to ensure consistency of approach across divisions and an integrated student journey.
1.3	In accordance with University policy, oversee the management of relevant operational processes including (for example) those relating to human resources, health and safety, quality assurance and financial management; advising other senior divisional staff on their interpretation and application as required.
1.4	Oversee the management of divisional finances; providing advice and guidance for budget holders within the division, ensuring the accurate and timely provision of relevant management information, and monitoring compliance with university and local policies. Managing and actively participating in planning processes.
1.5	Lead on the specification of divisional operational requirements, working collaboratively with relevant central heads of profession to co-ordinate administrative and technical efforts in pursuit of the division’s overall priorities.

2.	Lead and manage the divisional professional and technical services teams to maximise their contribution to the achievement of divisional objectives; monitoring the staff resource base to ensure it meets the current and future needs of the division.
Example duties:	
2.1	Appraise direct reports in line with University policy; ensuring learning and development opportunities are identified to facilitate talent management and succession planning (in conjunction with the relevant professional service directorate head of profession).
2.2	Take overall responsibility for the effective induction of all new staff within the division and make them aware of how their roles interface and contribute to the success of the division and the wider university.
2.3	Set standards and create a positive team environment within which divisional administrative, professional and technical staff understand their contribution to divisional objectives and work collaboratively with each other and academic colleagues.
2.4	In conjunction with the Director of Division, manage the workload allocation model and study leave planning.
2.5	Lead on the specification of divisional service requirements, communicating and negotiating with relevant professional services directorate heads of profession to identify appropriate levels of resource (staffing, budgetary, estates) to support the achievement of divisional objectives.
3.	Play an active role in the divisional leadership team; engaging with and supporting the Director of Division in setting the strategic direction and policy frameworks for the division and managing the internal planning process, to enable it to continue to be financially stable and to identify and pursue new opportunities.
Example duties:	
3.1	Ensure that divisional operational resources are efficiently and effectively allocated and deployed, and that individual talents are maximised to the benefit of the division as a whole.
3.2	In conjunction with the Director of Division, develop resource plans that support divisional activity, advising the University Executive Group on resource allocation as it affects the division.
3.3	Plan, propose and (if agreed) manage any relevant changes within the division, including within its academic portfolio and school/departmental structure.
3.4	Oversee and act as a key contributor to the division's planning process, through the provision of accurate and meaningful intelligence (including financial data and people-related metrics) via relevant professional services staff within the division, as well as the central planning unit, to enable informed planning.
4.	To set by personal example the priority attached to leadership and its development within the University.
Example duties:	
4.1	Provide operational leadership that promotes a culture of continuous improvement and breaks down silo-working.

4.2	Act as a champion for and on behalf of the division and University, attending open day events and representing the division at recruitment and other key events.
4.3	Provide support for cross-University projects and/or areas of activity, working collaboratively with Directors of professional services, other divisional Directors of Operations, and the Chief Operating Officer as required, to deliver devolved professional services across divisions that raise quality, reduce duplication, enable process re-design to achieve efficiencies, and add value for our students.
4.4	Ensure the division is fully engaged with, and represented on, relevant University-wide strategic (administrative and operational) groups; ensuring that outcomes are prioritised, assigned and implemented.
4.5	Responsible for developing and implementing a communications plan to ensure regular and effective communications within the division. Ensuring the cascade of key University messages to ensure high levels of awareness of key priorities and plans. Ensuring mechanisms are in place for two-way communication, allowing staff to feed back ideas and suggestions for improvement.
5.	Accountable for the provision of effective and efficient support services for students studying within the division, interacting positively and proactively with central professional service directorates to enable the provision of an integrated student journey and excellent and consistent student experience.
Example duties:	
5.1	Act as the interface between the division and professional service directorates to ensure the sharing of information, knowledge and ideas that seek to enhance the student experience and ensure a consistent student experience.
5.2	Proactively review processes, systems and procedures in conjunction with academic colleagues and relevant professional service directorates, to ensure that the student journey is as seamless as possible and to provide an excellent 'user experience' for students.

Internal & external relationships

This section indicates with whom the job holder comes into contact and liaises/communicates with on a regular basis, and for what purpose.

Internal: Wider divisional leadership team, Professional Service Directors, heads of sections in professional services areas, Students Union, other divisional Directors of Operations, relevant University committees, boards and groups, divisional staff, students.

External: Potential students, parents, alumni, professional and accrediting bodies, networks/groups of similar-level colleagues within other universities, professional organisations (such as the AUA) for own development and information-gathering, active participation in relevant events and conferences to network and represent the University.

Health, safety & wellbeing considerations

This job involves undertaking duties which include the following health, safety and wellbeing considerations:

- Repetitive limb movements
- Regular use of Screen Display Equipment
- Conflict resolution

Person specification

The person specification details the necessary skills, qualifications, experience or other attributes needed to carry out the job. Applications will be measured against the criteria published below.

Selection panels will be looking for clear evidence and examples in an application, or cover letter (where applicable), which back-up any assertions made in relation to each criterion.

Qualifications / training	Essential	Desirable	Assessed via*
Educated to degree level, or equivalent qualification or experience	✓		
Post-graduate qualification in management or relevant professional qualification; or equivalent experience in a relevant profession at a managerial level	✓		

Knowledge, skills and experience	Essential	Desirable	Assessed via*
Significant experience of managing the successful delivery of finance, operational and professional services in a complex organisation	✓		
Detailed knowledge of the Higher Education environment, its policy context and the funding, finance and operation of Higher Education Institutions	✓		
A successful track record of developing and translating strategic plans and decisions into operational practice	✓		
Experience of successfully managing staff	✓		
Significant experience of financial and budgetary analysis and planning	✓		
Ability to make autonomous judgements on changing priorities and complex situations	✓		
Well-developed leadership skills and a clear passion for developing motivated staff and strong teams	✓		
Excellent and effective negotiation, influencing and communication skills, particularly the ability to persuade and inspire professional services colleagues to work collaboratively to ensure strategic and divisional priorities are met	✓		
Experience of strategic business support, planning and resource management in an HE context		✓	
Experience of working with multi-disciplinary teams across a department and an institution/company		✓	

Additional attributes	Essential	Desirable	Assessed via*
Firm commitment to achieving the University's vision; supporting the University in implementing its Strategic Plan	✓		
Commitment to inspire and motivate colleagues to deliver operational excellence	✓		
Commitment to deliver and promote equality, diversity and inclusivity in the day to day work of the role	✓		
Resilience and emotional awareness	✓		
Adaptable and able to manage conflicting requirements whilst focusing on key priorities in a complex and changing environment	✓		
Ability to accept personal responsibility, proactively identifying the need for, and managing, change	✓		
Ability to establish and build new relationships effectively for the benefit of all parties and in support of divisional and wider University aims	✓		
Ability to work in a collegial environment whilst identifying and achieving desired outcomes for students, staff and the University	✓		

*Criterion to be assessed via:
 A = application form or CV/cover letter
 I = interview questions
 T = test or presentation at interview

JOB DESCRIPTION/ PART II

Facts and figures

Division	Budget (est)	Students (est)
SAC, Economics, Pol IR, Psychology	£36,767,861	3320
CCP, CHSS, Journalism, KLS, SSPSSR	£37,090,002	3066
KBS	£23,984,242	2084
KSAP, Arts, CMAT, English	£23,230,997	2053
SECL, History	£21,496,877	1974
Biosciences, SPS, SSES, (Pharmacy & KMMS)	£36,544,277	2389
Computing, EDA, SMSAS	£29,048,119	2313

Role holders will have accountability for the administrative, technical and professional resources (staff, systems, processes) within the division. Role holders will report to the Director of Division and will directly line manage relevant specialists and administrative teams within the divisional operations unit.

Organisation chart

To be defined

Key challenges and decisions

1. The role holder will be expected to work with high levels of independence, drawing on knowledge and expertise gained from past experience, to advise the Director of Division and their senior leadership team. The role holder will rely upon their professional and technical services staff for the provision of key specialist information in order to inform understanding of those decisions (ie financial accountant, HR specialist, student support specialist), but will require enough expertise in these areas to ensure the advice is sound and appropriate.
2. The role holder will work alongside the Director of Division and wider divisional leadership team, but will take lead responsibility for strategic operational/business planning across the Division. This will require them to understand the complexities and challenges facing their Division, as well as internally and within the relevant operation/professional/technical service areas. As such, the role holder will have to balance these (often conflicting) challenges and priorities in order to provide efficient, effective and robust operational services to support divisional objectives.

3. Short term: the role holder will need to support start-up activity for the division; working collaboratively with the newly formed leadership team to innovate, set standards, identify priorities and create a cohesive and inclusive culture for the division, whilst recognising that this will involve bringing together and integrating a number of different pre-existing teams, systems and processes.
4. The Director of Operations will be the fulcrum between the provision of professional services at University level and within the division. They will have understanding of the wider picture and how policies and procedures need to align and interact efficiently and effectively – and help ensure they do so.