

Metropolitan Police Service

Job Description Form

1. Job Details

Job Title	Business Change Specialist Lead
Grade	Band B
Team Name	Corporate Services / Transformation Directorate
Team Operating Hours	Standard office hours

2. Training

Knowledge

Please see skills listed below

Skills

Master: Highest level of skill, operating as MPS lead in this area

- Business Change

Advanced: Highly competent in this skill and could train others

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|---------------------------------------|-----------------------------------|---|---|
| • Stakeholder Management | • Culture Strategy and Planning | • Training Assessment and Evaluation | • Training Facilitation & Logistics |
| • Capability Gap Analysis | • People Risk & Impact Management | • Training Delivery | • Training Needs Assessment |
| • Communication Strategy and Planning | • Skills & Capability Assessment | • Training Design | • Training Strategy |
| • Culture change monitoring | • Change Impact Assessment | • Change Readiness Assessment | • Monitoring and evaluating how change is being adopted |
| | • Change Strategy and Planning | • Change resource planning and management | |

Intermediate: Executes the skill competently with minimal supervision

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|--|--|------------------------|---|
| • Analysing options to support Decision-Makers | • Financial management and forecasting | • Microsoft PowerPoint | • Presentation and verbal communications skills, including storytelling |
| • Business writing | • Interviewing | • Microsoft SharePoint | • Resource planning |
| • Collecting and analysing quantitative & qualitative data | • Management and Status Reporting | • Microsoft Visio | • Workshop design |
| • Creative thinking | • Microsoft Excel (MS Excel) | • Microsoft Word | |

Foundation: Can execute the skill with support

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|-----------------------|------------|-------------------|
| • Benefits management | • Planning | • Risk management |
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Qualifications

- Professional qualification in relevant field (e.g. APMG Practitioner or PROSCI) is desirable and / or
- Professional and / or graduate qualifications in business management or similar field, MSP or PRINCE 2 qualification is desirable

Experience

- Experience of senior management within a complex change portfolio
- Experience of leading Business Change activities within complex projects / programmes
- Experience of influencing, negotiating with, and providing challenge to director-level stakeholders
- Experience of resolving and escalating risks, issues and conflicts as necessary within a complex change portfolio
- Experience of managing suppliers and contractors, assuring quality and ensuring value for money
- Experience of managing a team, setting a collaborative culture, building capability and creating an environment of continuous learning
- Experience of providing deep technical expertise in Business Change
- Experience of setting standards in Business Change
- Experience of developing organisational capability in Business Change

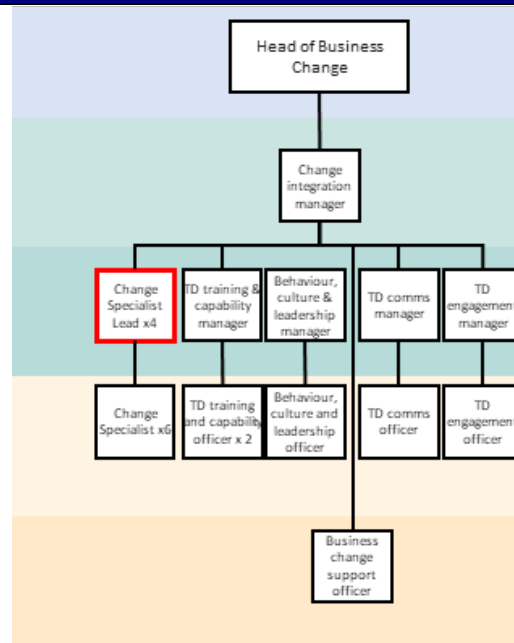
Behaviours

In addition to what is outlined in the MPS competency framework, please see below for the specific transformational behaviours required.

People Leadership		Relationship Leadership		Business Leadership		Entrepreneurial Leadership	
Inspirational Leadership Getting people to follow you	Execution Achieving results through others	Influence Persuading and influencing stakeholders	Collaboration Creating synergies through working with others	Strategic Direction Providing vision and direction	Business Judgement Showing commercial acumen	Competitive Edge Driving change and innovation	Building Talent Building capability for competitive advantage
Demonstrating leadership versatility Motivating and inspiring people from different functions to embrace change	Stretching performance Keeping groups with a range of capabilities focused on delivering change	Cross matrix influencing Using a range of interpersonal approaches to win backing for change from people with diverse interests	Collaborating across the Met Building reciprocal relationships to embed change	Coordinating teams across the Met Creating a shared sense of purpose and keeping diverse teams focused on the change	Maximising return Making judgements about the most effective use of budgets to deliver change	Driving innovation Initiating and encouraging new ways of working to support change	Developing talent Stretching and developing leaders in the change team



3. Organisation Chart



Business Change

Work with programmes, projects and local teams to build the capability and capacity of the Met to deliver transformational change in a way that minimises disruption to operational delivery, maximises benefits, and focuses on building an agile, innovative, collaborative and empowered culture across the Met

4. Job Purpose

Develop and deliver Business Change strategies and plans for transformation projects and programmes. Ensure successful implementation and embedding of change in the business and delivery of benefits whilst managing the impact on operational performance.

This will be achieved by working collaboratively with officers and staff across the transformation portfolio and within the business.

Work with other change specialists to ensure integration of Business Change activities across the portfolio.

Provide leadership across the Change Specialist community including line management and capability building and developmental support for individuals within the team.

5. Key responsibilities

Key responsibilities

- Working within a specific project or programme to champion and implement Business Change activities, driving the vision to attain a world-class transformation function
 - Oversee and lead the scoping and delivery of Business Change activity including quality assurance of the tasks delivered by the Business Change function and change resources embedded in projects and programmes
 - Monitor progress against Business Change plans, adapting as needed and ensuring that activities in the plans are completed on time and to a high standard
 - Measure and evaluate the effectiveness, impact and reach of Business Change activities
- Provide overall direction and expertise for Business Change
 - Be part of a centre of expertise in Business Change within the Met, upskilling officers and staff and providing guidance, sign-posting and good practice support to others
 - Share learning across programmes and support other members of the Core Change Team, Business Change resources within programmes and the wider change community to build their skills and experience
 - Lead the continuous improvement of the Met's change approach, providing insights and innovative suggestions to the TD SLT on how to improve Business Change success across the portfolio

Work with Business Change Managers within the programmes to ensure professional change practices are adopted to a consistent standard and that benefits are delivered
- Ensure delivery of Business Change outputs and deliverables in projects and programmes and ensure integration and consistency of approach across the portfolio
 - Provide dedicated Business Change expertise and support to nominated projects and programmes, leading the delivery of required Business Change activities following the agreed Transformation Directorate Business Change approach, tools and templates
 - Manage high level change, community and equality impact, readiness assessments and "heat map" of organisational impacts
 - Report on Business Change progress against the defined plan
 - Proactively identify, and where possible resolve, Business Change risks or issues for specific programmes reports
 - Actively ensure strategic HR are aware of any potential changes to organisation structures, roles and responsibilities, early departure / selection processes and union consultations take place prior to and during the business case stage
 - Ensure integration and maintain a single view of all Business Change activity across the required projects and programmes, aligning plans where necessary
 - Work closely with other change specialists to identify themes and resolve issues across the portfolio to ensure benefits are realised and operation performance is maintained

6. Communications and Working Relationships

Develop and maintain strategic relationships with:

- Leaders in the Transformation Directorate and within Business Change to provide concise information and deliver results relating to Business Change activities
- The Programme/ Project Manager and Business Change Manager and team to work collaboratively to deliver Business Change and to support the development of capability
- Members of the Integrated Design and Delivery Team and Programme/Project Managers
- Relevant subject matter experts to the project / programme and enabling functions such as Communications, HR, L&D etc
- Head of Business Change and the change specialist community to support them in building the capability and capacity of the specialism and its credibility in the wider MPS
- Peers within the Business Change team, in programmes, and in operations (including the Local Change Network) to ensure collaborative working and problem solving

Lead and manage:

- The people working within Business Change, in particular other Change Specialists to provide quality outputs that enable programmes and the portfolio to achieve their outcomes
- Ensure that those people develop their expertise to a world-class standard and develop their own capability and experience to enable career progression
- Contractors within their area to meet changing resource requirements across the programmes and portfolio, ensuring quality of output and value for money