

Role Title

Head of Exams Operations Colombia Cluster

Role Information

Role Type	Pay Band	Location	Duration	Reports to:
Business Delivery	Pay band F	Bogota	Indefinite	Regional Operations Manager

Role purpose

The purpose of this role is to ensure effective, efficient delivery of the end to end operational cycle in Exams from capacity planning to post-test services across a cluster of countries.

This role is accountable for implementing, tracking and managing operations strategy to ensure high quality, cost effective delivery of a broad exams' portfolio across multiple geographies within a cluster structure, and is ultimately responsible for customer experience, capacity, contingency, cost, consistency, operational compliance and delivery.

The role is also responsible for leading and embedding operational change that generates business improvement aligned with Global/Regional strategy.

This role involves leading on delivery of large-scale computer-based tests for the British Council through different delivery models.

About us

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust. We work with over 100 countries across the world in the fields of arts and culture, English language, education and civil society. Each year we reach over 20 million people face-to-face and more than 500 million people online, via broadcasts and publications. Founded in 1934, we are a UK charity governed by Royal Charter and a UK public body.

SBU overview:

The English and Examinations Strategic Business Unit (E&E) is one of three strategic business units in the British Council (the others being Arts and Education & Society) all of which have the remit to build trust for the people of the UK by building relationships through aspects of our language and culture. E&E achieves this by enabling people across the world to access the life-changing education and work opportunities that are created by learning English or gaining valuable UK qualifications. Promoting the English language also provides a medium for communication, helping break down barriers of misunderstanding or mistrust between cultures. The British Council's 2020 vision for English & Examinations is to be the world authority in high quality English language teaching, learning and assessment, as well as the International distributor of choice for UK professional and school qualifications.

The Examinations business makes a significant contribution to British Council financial sustainability, and as such, it is essential that the business evolves in order to maintain its position in a fast-changing operating context. There is a need to standardise and automate activities across the globe to deliver efficiencies, and there is also a requirement to develop new digital products and services to meet changing customer demands and competitive pressures. In a cost and resource-constrained environment, balancing the on-

going requirements and allocation of funds will be critical, as will the integration and planning of the implementation of the different changes across a global network of 110+ countries charged with the on-going delivery of impact and income whilst changing key elements of the supporting operational platform.

Main opportunities/challenges for this role:

- Managing operations and change under a new operating model across a cluster of countries (Colombia, Chile, Peru and Venezuela), implementing more efficient ways of working, and coaching and developing teams.
- Achieving economies of scale in exams operations.
- Driving standardization, best practice and compliance
- Ensuring cost-effective delivery to the highest possible standards in an increasingly competitive marketplace.

Main Accountabilities:

Product Service Delivery

- Develops a 1-3-year operations plan to ensure compliance with and continual improvement of global standards, effective integration of new products, services, delivery methods, and delivery and reporting systems, as well as incorporating commercial strategy into operations and logistics planning.
- Implements a range of standardised, operational procedures and systems within an established timeframe, to achieve specified, clearly measurable targets (surplus, coverage, impact, time, cost).
- End to end oversight of operational planning, logistics, service delivery performance, compliance and capacity management.
- Makes recommendations, defines requirements and approves Service Level Agreements, and oversees performance management of external suppliers.
- Identifies and shares examples of best practice within the cluster and the region.
- Prioritises work and resolves day-to-day operational issues for the cluster, to ensure high quality, consistent and efficient services are delivered.

Customers & stakeholders

- Achieves customer experience standards and performance by using regular feedback reports to drive improvement.
- Translates customer service and client management strategies into appropriate local operational policies and procedures.
- Monitors and reports on the achievement of customer satisfaction performance targets.

Risk & compliance

- Contingency planning and risk management of supply.
- Sets standards and performance targets for exam security and compliance including highlighting any issues of non-compliance.
- Serves as point of escalation for significant issues.
- Uses standardised processes to monitor compliance within agreed corporate risk management procedures relevant to service delivery (e.g. child protection, security policies, financial protocols, anti-fraud measures).

Analysis & reporting

- Uses data analytics and reporting tools to validate strategies and operational planning across the cluster.

Commercial & resource management

- Maintains a close relationship with business development colleagues to ensure effective demand planning, and feasible, cost effective delivery models.
- Delivers on operations budget targets, cost management and operational efficiency by working closely with colleagues in finance and procurement.

- Embeds changes and delivers cost savings consistent with global/regional programmes for change.
- Oversees the implementation of new platforms to achieve economies of scale and deliver improved agility.
- Plans capacity and cost profile in line with global/regional strategies and targets.
- Defines venue strategy and technical needs in line with demand projections from commercial team, including new methods of delivery.

Leadership & management

- Identifies and develops skills and behaviours in the cluster exams teams, leads on career coaching, contributes to succession planning, and ensures knowledge/skills exchange within the cluster.
- Actively manages performance and feedback to maximise staff productivity and motivation in a high-pressure delivery environment.
- Designs and oversees delivery of work-plan and facilitates a constructive and comprehensive communications within and outside the team.
- Ensures that the operations team works as a cohesive whole within a positive working environment across the cluster, in close consultation with business development teams.
- Shares ideas to optimize and improve operational plans.

Key Relationships:

Internal

- *Regional Operations Manager*
- *Regional Commercial Development Manager*
- *Head of Business Development*
- *Account Managers*
- *Customer Services, Procurement, Global Information Services, HR, Finance*
- *Global operations team and marking hub*

External

- *Suppliers*
- *Exam partners and agents; Exam Boards; Receiving Organisations*

Role Requirements:

Threshold requirements:		Assessment stage
Passport requirements/ Right to work in country		Shortlisting
Direct contact or managing staff working with children?	IF YES. Appropriate police check	Upon receiving offer
Notes		
Person Specification: <ul style="list-style-type: none"> ▪ Ability to operate in Spanish (both written and spoken) at B2 (according to CEFR) ▪ Ability to operate in English at B2 (according to CEFR) ▪ University degree 		Assessment stage Shortlisting and Interview
Qualifications		
<i>Minimum / essential</i>	<i>Desirable</i>	<i>Assessment Stage</i>
<ul style="list-style-type: none"> ▪ University Degree or relevant qualification 		Shortlisting
Role Specific Knowledge & Experience		
<i>Minimum / essential</i>	<i>Desirable</i>	<i>Assessment Stage</i>

<ul style="list-style-type: none"> ▪ 2 years' experience managing a team ▪ 2 years' hands-on experience managing operations/logistics and incorporating commercial strategy into operations and logistics planning ▪ Demonstrates the ability to sustain and/or grow operations delivering a product/service in line with strategic priorities ▪ Experience in delivering change across a business 	<ul style="list-style-type: none"> ▪ Experience managing a geographically diverse and multicultural team ▪ Experience managing operations across multiple countries 	Shortlisting
Role Specific Skills (if any)		Assessment Stage
<ul style="list-style-type: none"> ▪ N/A 		Shortlisting AND Interview
British Council Core Skills		Assessment Stage
<p>Communicating and influencing (level 3). Is creative and adaptable in communications Able to use a range of non-standard and creative approaches to inform, and persuade others, extending beyond logical argument to influence decisions and actions in a way which is inclusive and engaging.</p> <p>Managing people (level 3). Manages a team Provides full line management to a team where all members are working in a similar area of expertise or business. Scope includes planning, setting objectives, role modeling an inclusive culture, recruitment, development and performance management.</p> <p>Finance and resource management (level 3) Supports budget management Monitors and controls an agreed budget within a defined area, producing reports and analyses and contributing to planning.</p> <p>Managing risk (level 2). Supports a risk management culture Has track record of identifying and highlighting risks and suggesting mitigating actions.</p> <p>Planning and Organising (level 3). Develops annual plans Develops and reviews the implementation of annual plans for a work group or function, taking account of business and customer requirements and reconciling competing demands.</p>		<i>Shortlisting AND Interview</i>
British Council Behaviours		Assessment Stage
<p>Creating shared purpose (more demanding): Creating energy and clarity so that people want to work purposefully together</p> <p>Connecting with others (more demanding): Actively appreciating the needs and concerns of myself and others</p> <p>Being accountable (more demanding): Putting the needs of the team or British Council ahead of my own</p> <p>Making it happen (more demanding): Challenging myself and others to deliver and measure better results</p>		<i>Interview</i>
Prepared by:		Date:
Nick Perkins, Regional Transformation and Operations Manager, Americas		November 2018