

Role Title

Head of Business Improvement (Exams)

Role Information

Pay Band	Monthly Gross	Location	Duration	Reports to:
PB8	420,000/-	Islamabad, Lahore or Karachi	Indefinite	Country Exam Manager

Role purpose

To ensure increasing effectiveness and efficiency of operational delivery of all exam products in the country operation through identification, implementation, maintenance from business improvement approaches as part of the Global Business improvement strategy.

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.

Geopolitical/SBU/Function 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.

In 2018/19 the Exams business in Pakistan will deliver 440k exams across the whole country. It delivers 50% of Cambridge Assessment's school exams worldwide and is at the forefront of British Council's global contract with Cambridge Assessment International Examinations. It has a growing IELTS business with CD IELTS due to be launched in 18/19 and further development possibilities for the BC Test business linked to the potential for economic growth.

The Business Improvement function sits within Global Delivery and interfaces with Pakistan Exams. The function acts as the driving force for the business improvement within the Exams business ensuring the maximum effectiveness, efficiency and co-ordination of the delivery of the Exams business globally to meet customer expectations. The function comprises three main pillars of work:

- Global processes - This is a relatively new function accountable for the overall design, integration and improvement of standard global processes within Exams in order to maximize effectiveness and efficiency of Global Exams delivery;
- Global Systems – The Systems team owns the emerging and current systems landscape for the SBU ensuring that design, development and systems management are developed and delivered to the standard and levels required by the business. The Systems team works closely with the process team to ensure that processes are automated and improved to meet customer requirements and drive efficiencies.
- Global Implementation – Provides the project management and change leadership capability to support the implementation of new processes & systems across the global Exams business.

Programme / service priorities

In order to realize the organisation's growth ambitions a number of significant change initiatives are in chain. The Business Improvement is at the heart of these changes leading a major piece of work to increase the efficiency and effectiveness of Exams delivery, through the standardization and automation of global processes and the optimization of delivery models.

Main opportunities/challenges for this role:

- Support the ongoing delivery of the current Exams Transformation Programme portfolio ensuring that the supply chain is efficient and effective on the country level
- Implementation of new products and services including support of the transition from paper based to computer-based exams
- Champion for the country to enable the business to respond to future product demands.
- Review and guarantee improvement of exams systems to ensure that they remain fit for purpose and are designed to meet customer and stakeholder needs.
- Act as a funnel for the region to present challenges and to provide continuous support the implementation process from start to finish including evaluation of benefits and capability realized.

Main Accountabilities:

Service delivery

- Identifies and makes recommendations on improvements to ways of working that enhance the effectiveness and efficiency of Exams delivery, as well as the operational effectiveness of their internal customers.
- Provides advice or ideas into the development and implementation of Global Business Improvement, corporate or regional change projects and acts as a key agent of change for the region/ cluster ensuring embedding in the business and benefits realisation.
- Supports the delivery of the strategic transition from a paper-based exams business to the embedding of Computer Based Testing (CBT) processes in all delivery processes

Continuous Improvement

- Support the ongoing exams transformation programme by ensuring maximum effectiveness, efficiency and co-ordination of the delivery of the Exams business
- Draws on areas of business improvement priorities for the country to enable the development of the Business Improvement global function
- Provides communication and documentation support on a range of market and competitor data to improve Exams delivery processes and services, feeding into the global business improvement initiatives
- Supports the planning and delivery of business changes through processes and systems to the implementation in business in a more effective and efficient way

Customers & stakeholders

- Maintains excellent relationships and communication with internal and external stakeholders across the regions and SBU's, to inform and enable improvements in the quality of exams delivery.
- Builds a network of internal sponsors and supporters to help influence decision-making.
- Develops peer/personal networks within and outside the BC to enhance own knowledge and expertise

Risk & compliance

- Support the Regional BI Manager to ensure Exams delivery is compliant with agreed standards and that areas identified for improvement are quickly and fully implemented
- Actively champions and monitors staff compliance with the agreed corporate policies and practices relevant to their area of functional expertise. Investigates reasons for non-compliance and feeds these back into the Business improvement needs of the cluster/ region

Commercial & resource management

- Shows an understanding of value for money/cost effectiveness in the advice, recommendations or service support provided to the business improvement team

Leadership & management

- Plans and prioritises own work activities to ensure effective delivery of diverse responsibilities and deliverables over a quarterly to annual time horizon
- Determines work plans and coordinates input from others (who may be outside the direct management line) to meet specific objectives
- As an experienced professional, contributes ideas to support the development of discipline-wide and customer-specific business plans and priorities

Key Relationships:

Internal

- *Country Exams Manager Pakistan*
- *Pakistan Exams Leadership team*
- *Regional Exams leadership team*
- *Exams Management Teams*
- *Regional Business Improvement Managers*
- *Global Process (BI)*

- *Global Systems Team (BI)*
- *Global Implementations Team (BI)*

- *Country and Regional Operations Teams*
- *Procurement & Finance teams*
- *Customer Services*

External

- *External Suppliers*

Role Requirements:		
Threshold requirements:		Assessment stage
Passport requirements/ Right to work in country		Shortlisting
Direct contact or managing staff working with children?	No The British Council takes the welfare and safety of children very seriously and as such your behaviour is expected to be in line with British Council's Child Protection Policy and Code of Conduct. Irrespective of your individual role, you will have the responsibility for safeguarding and promoting the welfare of children and supporting the implementation of the Policy.	N/a
Notes		
Role Specific Skills, Knowledge & Experience		
<i>Minimum / essential</i>	<i>Desirable</i>	<i>Assessment Stage</i>
<ul style="list-style-type: none"> ▪ Experience of business process improvement including improvement within a global business environment ▪ Experience of supporting projects in response to customer expectations and changing products & services. ▪ Experience of supporting large scale change programmes 	<ul style="list-style-type: none"> ▪ Broad knowledge and understanding of the Exams Delivery end to end supply chain ▪ Knowledge of project management 	Shortlisting
Role Specific Skills (if any)		Assessment Stage
<ul style="list-style-type: none"> ▪ Data analysis skills ▪ Excellent communication and stakeholder management skills 		
British Council Core Skills		Assessment Stage
<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>Communicating and influencing (level 4) Uses influencing techniques Uses formal and informal negotiating and motivation techniques to influence others' behaviour and persuade them to think and act differently, while respecting difference of view and culture.</p> <p>Managing projects (level 3). Leads smaller projects Analyses requirements with the sponsor/stakeholders, defining the specification with awareness of equality and diversity impact, planning, revising, implementing and evaluating on small-to-medium scale and/or low risk projects</p> <p>Planning and organising (level 2). Plans ahead Organises own work over weeks and months, or plans ahead for others, taking account of priorities and the impact on other people.</p>		Shortlisting AND Interview

<p>Managing risk (level 2). Supports a risk management culture Has track record of identifying and highlighting risks and suggesting mitigating actions.</p>	
<p>British Council Behaviours</p>	<p>Assessment Stage</p>
<p><i>Creating shared purpose (most demanding):</i> Inspiring others to want to take a specific role as part of a shared purpose</p> <p><i>Connecting with others (most demanding):</i> Building trust and understanding with people who have very different views</p> <p><i>Working together (most demanding):</i> Creating the environment in which others who have different aims can work together</p> <p><i>Being accountable (most demanding):</i> Showing real dedication to the long-term mission of the British Council or the team</p> <p><i>Making it happen (most demanding):</i> Achieving stretching results when faced by change, uncertainty or major obstacles</p> <p><i>Shaping the future (most demanding):</i> Changing the nature of what we do and the benefits we gain by thinking and planning with creativity</p>	<p><i>Interview</i></p>
<p>Prepared by: Alison Sriparam, Humayun Mir, Imtiaz Razvi , Omar Mirza</p>	<p>Date: January 24 , 2019</p>