



HM Prison & Probation Service

HQ Job Description (JD)

Band 11

Directorate: Strategy, Planning & Performance

Job Description – Head of Change

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Job Description

Job Title	Head of Change
Directorate	Strategy, Planning & Performance
Band	11

Overview of the job	<p>The job holder will provide accountability and leadership for the whole of the HMPPS change function, including the prison reform portfolio, the flexible resourcing pool and the assurance teams for all Change activity. The post holder will be expected to lead in raising the maturity of the project and portfolio management and lead in best practice across the whole of HMPPS.</p> <p>This is a critical role as it is key to the successful implementation of all change activities within the organisation.</p> <p>The post holder will need to lead a large, geographically spread team and will be responsible for the development and delivery of strategies to support the operational business to deliver all change activities, whilst also holding the delivery programmes to account.</p> <p>The post holder reports to the Deputy Director of SPP Directorate, and will manage a large team.</p> <p>This post is non-operational.</p>
Summary	<p>The post holder will need to be an exciting and inspirational leader who will be responsible for shaping and leading all change activity and strategies in a way that maximises business understanding and employee engagement, which accelerates the delivery of benefits from the change programmes.</p> <p>The post holder will provide portfolio governance to all change programmes in HMPPS, including assurance, reporting directly into the Change Portfolio Board.</p> <p>The post holder will be a specialist in programme management, and will be able to provide strategic advice and direction across HMPPS relating to complex organizational change. They will be managing a large team including direct and matrix managed resource and engage with senior stakeholders.</p> <p>The post holder will make decisions on behalf of HMPPS to ensure individual change projects are effectively delivered and apply judgement to balance the interdependencies between programmes, making sure they are in line with HMPPS strategic priorities. This includes mapping change projects in the functional leadership space, and working with leaders in those areas to gain an understanding of the impact of their projects.</p> <p>The post holder will assimilate complex and highly sensitive information to assess the change management capacity across HMPPS, and will provide advice to senior officials on the timing and speed of any change delivery proposals.</p> <p>The post holder will manage a large team including direct and matrix managed resource and engage with senior stakeholders.</p>

Responsibilities, Activities and Duties	<p>The job holder will be required to carry out the following responsibilities, activities and duties:</p> <ul style="list-style-type: none"> • To lead this function, driving high performance and delivering to a high standard and increasing agency capacity. • Managing within the delegated budget, for both staff and non-staff costs, making effective decisions to support delivery. • Lead, shape and enhance the HMPPS approach to organizational change, to maximise engagement and ownership of delivery. • Build overall knowledge and capability of programme management throughout HMPPS. • Provide advice and support to programme directors and SROs to effectively deliver their programmes. • Create and develop a gateway system, working with functional leads and the agency board to enable change programmes to be correctly assured before being implemented. • Overall responsibility for resource management for the portfolio, including management of a flexible resourcing pool which supports the delivery of programmes. This includes ensuring any business cases demonstrate both investment and benefits, and are approved at the appropriate levels. This includes financial approvals and ensuring this is managed within a delegated budget. • Take a leading role with stakeholder management which supports organizational change, assessing levels of engagement in key stakeholders and actively managing the relationships. • Establish robust governance to ensure the Director led change board is effective in managing change and holding programmes to account. Defining the separation between policy creation and change management and working with colleagues to police that line. • Develop a process for evaluating change, understanding if benefits have been realized and learning lessons from the implementation of the change. Lead on feeding this back through the agency board to the whole of HMPPS. • Chairing team meetings, and attending board meetings, including agency board meetings, to ensure visibility and engagement with the agency senior team on the development and implementation of change. <p>The duties/responsibilities listed above describe the post as it is at present and is not intended to be exhaustive. The job holder is expected to accept reasonable alterations and additional tasks of a similar level that may be necessary. Significant adjustments may require re-examination under the Job Evaluation Scheme and shall be discussed in the first instance with the job holder.</p>
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Behaviours	<ul style="list-style-type: none"> • Seeing the Big Picture • Making Effective Decisions • Delivering at Pace • Leadership • Communicating and Influencing • Working Together • Developing Self and Others
Strengths	<p>NB: The below are for guidance only. It is advised strengths are chosen locally, recommended 4-8.</p>
Ability	<ul style="list-style-type: none"> • Good written and oral communication skills.

Experience	<ul style="list-style-type: none"> • Excellent leadership and experience of leading a team coupled with an ability to think strategically and to work with others to implement plans. • Understand the management structures and culture of the relevant areas. • Able to broker relationships with stakeholders within and outside the project or programme. • Able to negotiate and influence stakeholders within and outside the project or programme. • Experience of liaising and working with a diverse set of stakeholders, including senior members of staff. • Experience of applying project management disciplines. • Experience of leading a programme function. • Senior level experience of facilitating and embedding organisational change.
Technical	Project Delivery Profession Skills and Competencies: <ul style="list-style-type: none"> • Managing project lifecycles • Governance and assurance

Minimum Eligibility	<p><i>Please do not alter this box</i></p> <ul style="list-style-type: none"> • All candidates are subject to security and identity checks prior to taking up post. • All external candidates are subject to 6 months' probation. Internal candidates are subject to probation if they have not already served a probationary period within HMPPS. • All staff are required to declare whether they are a member of a group or organisation which HMPPS consider to be racist.
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Hours of Work (Unsocial Hours) Allowances	<p><i>Leave Blank</i></p> <p>To be used by the JES Team only</p>
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Success Profile

Behaviours	Strengths It is advised strengths are chosen locally, recommended 4-8	Ability	Experience	Technical
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Seeing the Big Picture		Good written and oral communication skills.	Excellent leadership and experience of leading a team coupled with an ability to think strategically and to work with others to implement plans.	Project Delivery Profession Skills and Competencies: <ul style="list-style-type: none"> Managing project lifecycles Governance and assurance
Making Effective Decisions			Understand the management structures and culture of the relevant areas.	
Delivering at Pace			Able to broker relationships with stakeholders within and outside the project or programme.	
Leadership			Able to negotiate and influence stakeholders within and outside the project or programme.	
Communicating and Influencing			Experience of liaising and working with a diverse set of stakeholders, including senior members of staff.	
Working Together			Experience of applying project management disciplines.	
Developing Self and Others			Experience of leading a programme function.	
Choose an item.			Senior level experience of facilitating and embedding organisational change.	