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| **Post Details** | **Last Updated:** 08/01/2024 |
| **Faculty/Administrative/Service Department** | Research, Innovation & Impact (RII) |
| **Job Title** | Head of Operations (RII) |
| **Job Family** | Professional Services | **Job Level** | 6 |
| **Responsible to** | Director RII |
| **Responsible for (Staff)** | Systems Manager (1xL5), Systems Officer (1 x L3), Senior Project Officers (2xL4), Operations Support Officer (1xL3), Senior Legal Contracts Manager (1 xL5) Legal Contracts Managers (3 x L5), Senior Contracts Officer (1 x L4), |
| **Job Purpose Statement**The Head of Operations (RII) is a strategic leadership role that provides oversight of the University’s research, innovation services, research legal contracts, operations, and infrastructure – working collaboratively with the Faculty Research and Innovation Offices (FRIOs). The Head of Operations will ensure that processes, systems, infrastructure are in place to support the research and innovation ambitions of the University and ensuring consistency and quality of service across RII.The post holder will have direct responsibility for pan-university functions including research legal contracts, RII systems and projects.Key to the reputation and success of the function is the ability of the post holder to deliver a highly efficient service, based on best practice operational processes and University-wide levels of risk and governance.The post holder will use their professional expertise to develop the operations function, drive operational priorities, further improve the support infrastructure, management information and systems development across RII.The post holder will be expected to identify new opportunities to add value across the function, ensure delivery of RII KPIs and drive a high performing, researcher-centric culture.The role will be responsible for operational procedures, processes across RII often indirectly delivered through the FRIOs. Managing strong relationships with senior staff in the FRIO and faculty will be critical to the role.This role has a strong emphasis on continuous improvement and looking beyond the current state, they will therefore also direct the work of two Senior Project Officers – who have varied projects instigated by the PVCRI, Faculties or Director of RII. |
| **Key Responsibilities** |
| 1. To develop and lead the operations function to ensure that operational delivery of research administration is effectively supported, enhanced and responsive to stakeholder needs
2. Lead the development, delivery and oversight of operational processes, policies and systems. continuously assess operational performance, ensuring efficient and effective management of processes, seeking opportunities for improvements from a wide range of stakeholders, and working closely with the FRIMs.
3. Oversee the review, development and implementation of internal procedures and guidance, consulting key stakeholders where appropriate. Assess the impact of any changes and ensure effective communication on changes to practices and procedures, actively seeking out feedback.
4. Be responsible for research and innovation related management information, business intelligence and related data governance. Ensure the highest standards of research management data quality and that internal and external RII reporting requirements are met. Transitioning RII from local bespoke reporting to resilient and accessible business intelligence support.
5. Take lead responsibility for development, delivery and support for RII systems including Worktribe, EthicsRM, PivotRP, Inteum and any pan-university digital tools. Oversee the system support, planning and implementation of system upgrades, maintenance and enhancements.
6. Lead or act as a Senior RII representative on RII or University-wide projects. Be responsible for supporting the prioritisation and work-load management of the Senior Project Officers.
7. Play a key role in developing and maintaining understanding of research administration processes, systems – remaining aware of external changes as well as internal ones. Ensure RII staff have opportunity to receive training,
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| have mechanisms to share best practice and have access to up-to-date support materials/guidance (websites included) and forums for sharing best practice.1. To be a key member of the RII Senior Management team, providing reports suitable for internal and external audiences where applicable and delivery against KPIs.
2. Responsible for the operational oversight of research and innovation contracts and other legal agreements, currently c600 active contracts valued at approximately £50m.
3. Maintaining oversight with an escalation process for any devolved responsibility in delivery of operations activity, including contract management activity outside of the contracts team such as consultancy, and Knowledge Transfer Partnership Agreements.

**N.B. The above list is not exhaustive.** |
| **All staff are expected to:*** Positively support equality of opportunity and equity of treatment to colleagues and students in accordance with the University of Surrey Equal Opportunities Policy.
* Work to achieve the aims of our Environmental Policy and promote awareness to colleagues and students.
* Follow University/departmental policies and working practices in ensuring that no breaches of information security result from their actions.
* Ensure they are aware of and abide by all relevant University Regulations and Policies relevant to the role.
* Undertake such other duties within the scope of the post as may be requested by your Manager.
* Work supportively with colleagues, operating in a collegiate manner at all times.

**Help maintain a safe working environment by:*** Attending training in Health and Safety requirements as necessary, both on appointment and as changes in duties and techniques demand.
* Following local codes of safe working practices and the University of Surrey Health and Safety Policy.
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| **Elements of the Role** |
| **Planning and Organising*** To set the strategic direction of the Operations team.
* To provide regular planning and dashboard reporting across the team to the Director RII and participate in the internal planning processes.
* The post holder will lead on setting strategy, underpinned by a programme of initiatives to enhance the research environment whilst ensuring external regulations and internal policies are met. The programme will include projects for the post holder to deliver directly, projects that will be delegated to staff within the Operations team, or where appropriate negotiated with other teams across the University. In all cases the post holder will be responsible for ensuring project outcomes are delivered. The post holder must work effectively under pressure, managing and shifting priorities and progressing numerous work priorities at any one time.
* The post holder will have overall responsibility in planning and organising the workload of the team, ensuring work is managed and prioritised in accordance with Faculty and RII agreed Strategic priorities
* The post holder will work with foresight and an independent manner, organising and prioritising their work and that of their team. They will lead by example to ensure that deadlines are met by their team in a timely way.
* The work will, by necessity, be driven by a number of internal and external drivers, and therefore, the post holder will be adept at changing plans to adapt to these changing circumstances.
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| **Problem Solving and Decision Making*** The framework for the role is provided by the University’s suite of research policies and regulatory statute
* The post holder is required to deal with complex problems, which require the post holder to exercise reasonable personal initiative and judgement and to provide solutions. The post holder will be required to apply analytical, interpretative and constructive thinking, as well as a high degree of evaluation in order to make decisions.
* The post holder will be expected to resolve the majority of issues presented to them, only escalating issues/problems where there is a significant risk to the University or where guidance is sought on a subject outside of the post holder’s experience.
* The post holder will act as the escalation point for the function in cases where particularly unusual or complex issues or problems are faced with an escalation to Head of Assurance for contentious matters or complex, high-risk contract negotiations. Head of Assurance will refer to the University’s Legal Counsel as applicable.
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| **Continuous Improvement** |

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| * The post holder is responsible for ensuring that RII operations (direct and indirect) reacts to the changing external and internal research requirements, and that improvements are made on a continual basis.
* The post holder will identify new ways to enhance the research environment and implement them in liaison with the Director of RII and the Associate Deans (Research and Innovation).
* The post holder will lead the RII operations strategy at the University ensuring this is supported by projects, initiatives and developments, taking ownership for effective delivery of project objectives where appropriate.
* The post holder is expected to adapt to the increasing volume and complexity of contracts and will need to use their initiative to continuously develop the contract management process and find ways of improving efficiencies in order to maintain the expected standards of service.
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| **Accountability*** Manage the RII Operations function ensuring the systems, process and services are enabling excellent customer support.
* The post holder will exercise a substantial degree of independent professional responsibility and discretion.
* Working within the University’s risk appetite and escalating where appropriate. The post holder will need to ensure a keen balance is maintained between the University’s position on risk and the desire to progress matters at pace.
* Decisions taken will impact upon external compliance with regulatory bodies as well as actions taken by senior management and academic staff.
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| **Dimensions of the role*** The role will be delivering a University-wide service and will have impact across the University.
* The role reports to the Director of RII and will play an important role as part of the senior management team
* The post holder must demonstrate a highly developed level of communication and collegiality as they are required to provide advice and work with individuals internally and externally.
* They will work closely with the Head of Assurance in developing escalation protocols and shared development of the team capabilities. Working closely with the Head of Assurance the role-holder will be expected to be aware and responsive to significant sector changes that will impact the contracts operations.
* The role will have direct management of an Operations & Contracts team, but a key aspect of the role will be in setting out the systems, process, infrastructure and procedures being delivered indirectly through the FRIOs. Developing and maintaining strong relationships with the FRIMs will be key to the role.
* The Head of Assurance may provide escalation regarding complex, high-risk contract negotiations where applicable.
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| **Supplementary Information** |
| **Person Specification** |
| **Qualifications and Professional Memberships** |  |
| Professionally qualified with a relevant degree/postgraduate qualification, plus significant relevant experience, including managerial and leadership experience, or substantial experience and proven success in a strategically important specialist area.ORExtensive vocational and strategic management and leadership experience, demonstrating professional development through involvement in a series of progressively more demanding and influential work/roles, supported by evidence of significant development of appropriate specialist knowledge. | E |
| Evidence of extensive knowledge and operational experience of research administrative procedures and practice | E |
| **Technical Competencies (Experience and Knowledge)** | **Essential/ Desirable** | **Level 1-3** |
| Knowledge of contract/commercial law and associated administrative processes with extensive experience. | **E** | **3** |

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| Knowledge and understanding of research management policies, administration in the HE sector, and external requirements i.e Full Economic Costing. | E | 3 |
| Evidence of managing change and delivering process improvements | E | 3 |
| Ability to work as a Senior team member, working collaboratively with other senior colleagues. | E | 3 |
| Demonstrable experience of delivering professional customer service in a research environment | E | 3 |
| Proven leadership experience and ability to recruit, develop and guide staff to become highly motivated, high performing teams | E | 3 |
| Knowledge of research and innovation management IT systems required to support research grant and contract activities. | E | 2 |
| Experience of managing a research service, function within a research institution or higher education setting | D |  |
| **Core Competencies** This section contains the level of competency required to carry out this role. (Please refer to the competency framework for clarification where needed). n/a (not applicable) should be placed, where the competency is not a requirement of the grade. | **Level 1-3** |
| Communication Adaptability / FlexibilityCustomer/Client service and support Planning and OrganisingContinuous ImprovementProblem Solving and Decision Making Skills Managing and Developing Performance Creative and Analytical ThinkingInfluencing, Persuasion and Negotiation SkillsStrategic Thinking & Leadership | 3333333333 |
| This Job Purpose reflects the core activities of the post. As the Department/Faculty and the post holder develop, there will inevitably be some changes to the duties for which the post is responsible, and possibly to the emphasis of the post itself. The University expects that the post holder will recognise this and will adopt a flexible approach to work. This could include undertaking relevant training where necessary.Should significant changes to the Job Purpose become necessary, the post holder will be consulted and the changes reflected in a revised Job Purpose. |
| **Organisational/Departmental Information & Key Relationships** |
| **Background Information**The RII division supports the research and innovation activity across the University. Support teams are based in faculties and as part of an RII Office. The focus of the RII division is on excellence, assurance and operations. Teams support the lifecycle of research and innovation, supporting funder visits, finding opportunities, bidding and award through to demonstrating outcomes and impact (working closely with colleagues across other professional services, including Strategic Planning, Research Finance, Library and Learning Support Service and the Surrey Innovation District). |
| Department Structure Chart |
| Relationships Internal* Director RII and senior leadership team (Head of Assurance, Head of Innovation and Impact and FRIO Managers)
* PVCR&I senior management team
* Associate Deans (Research and Innovation)
* Academics across the faculties
* Central administrative departments (including: Legal, IT Services, Information Compliance)

External* ARMA
* Other Heads of Operations
* System providers
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