
NHS PROPERTY SERVICES LTD**Job Description**

Job title:	Business Process Improvement Manager
Level:	4
Type of role:	Permanent
Base:	London
Travel requirements:	As and when required
Responsible to:	Head of Business Insight & Effectiveness
Directorate:	Technology Services
Job reference:	TSBE02

Established in 2013, NHS Property Services is a property owner, service provider and advisor, helping to shape the estate of the NHS for the future. We have one goal: to ensure the NHS makes the right property choices that enable excellent patient care.

Our portfolio is one of the largest in the UK, comprising more than 3,000 properties with 7,000 tenants across England. At a total value of more than £3bn, this represents about 10% of the total NHS estate.

Our properties range from listed buildings through to award-winning, state-of-the-art integrated health campuses.

Main purpose / scope of the role

This role is responsible for designing and setting the standards and framework for all business processes activities and managing the pipeline and resource allocation for all business process activity.

The Business Process Improvement Team Manager ensures that business process outcomes are in harmony with NHS PS' strategic goals, working collaboratively across all departments of the organisation to help improve and streamline business operations through supporting the implementation of effective business processes.

Key Responsibilities

The role will focus on the delivery of documented end-to-end business processes and introducing process improvements, making them lean and efficient. The role is responsible for understanding

the workings of organisation-wide processes to improve and maintain them, with the aim of assisting the organisation to meet its business objectives and goals.

The role is also responsible for leading and line-managing the team of Business Process Analysts through setting the governance framework under which the Business Process Analysts will operate. This includes the design and implementation of a set of tools and templates which will be used by the wider team.

The line management duties include providing guidance where required, monitoring of performance to ensure that the team's output conforms to the high quality expected, and setting objectives and undertaking mid-/end-of-year reviews.

In addition, this will also be a hands-on role supporting the team with documenting processes, reviewing processes and at times, facilitating/leading process design and review workshops.

Process Demand Pipeline Management

- Work with the Project Centre of Excellence, Head of Technology Delivery and Project Managers in resource planning and allocation for the projects in flight and in the pipeline.
- Assist with the hiring of interim Business Process Analysts through interviews and assessments, and then with on-boarding to ensure interim resources follow and adhere to the company process architecture and governance framework
- Create and manage company-wide Business Process Architecture and craft the team's workbook and plan to document business processes to Level 4 and where applicable, any Standard Operating Procedures (Level 5). This is to be prioritised based on business impacts, known areas of inefficiency/high volume of manual error. This is a core activity within the Business Process Improvement function, but will need to be balanced with supporting the process demand from prioritised/in-flight projects

Deliverables, Governance & Quality Assurance

- Understand current workflow and business processes, context in wider function, upstream and downstream dependencies
- Utilise the Process Analysts to drive root cause analysis on business process issues and to identify and document improvements and efficiency gains
- Ensure that the pooled Business Analyst resources are following the Process Framework and Governance, where they are tasked with producing business processes as part of their deliverables
- Ensure all process outputs from any individual tasked with documenting business processes, conforms to the standards, follows the framework and importantly, processes are logical
- Take responsibility for process management governance and drive business change throughout the organisation
- Facilitate stakeholder groups to consensus regarding new business process designs

Change management and Improvements

- Own the change management process for business processes and be an intermediary/liaison between the stakeholders
- Support business owners in managing all process change
- Drive continuous improvement within the Business Process Improvement function and across the wider business, and communicate the benefits, impacts and risks of any process changes to stakeholders
- Examine processes holistically to understand the impact of changing them on people, strategy, systems, and general business operations
- Proactively work with business unit/directorate/functional leads and perform gap analysis to identify continuous improvement opportunities across company
- Analyse as-is process models, then compare them to to-be designs and determine necessary changes for arriving at improved state, then communicate these effectively to relevant stakeholders (e.g. BRMs), building case for change where deemed necessary
- Document suggested changes to the design and implementation of existing solutions and new solutions and help stakeholders plan for process changes
 - Prepare deliver informative, well-organised presentations and contribute to business cases where required
 - Provide ad-hoc support to prepare timely and informative briefings and options papers with recommendations to address process issues when required

Person Specification

	Essential	Desirable
Qualifications	<p>Educated to Bachelors or Masters level in Computer Science, MIS, Information Management, Business Process Management, or equivalent level of experience of working at a senior level in relevant specialised area/analytical subject</p> <p>One or more of the following:</p> <ul style="list-style-type: none"> • Lean/Six Sigma Certification • BPM Certification • BA Certification 	<ul style="list-style-type: none"> • MBA in Business Process Management • Certified Business Process Professional from the ABPMP
Knowledge	<ul style="list-style-type: none"> • Full working knowledge of BPMN and process modelling techniques • Operating model design, governance design and change management • Business process architecture frameworks • Working knowledge of MS Visio • Demonstrable knowledge of Business Process Improvement (BPI) techniques to a) reduce processing time, b) improve output quality and c) cut-out wastage 	<ul style="list-style-type: none"> • Property Management / Managing Agent end-to-end business operations • Facilities Management service provider end-to-end operations • Corporate Services end-to-end operations e.g. Finance, HR • Customer Journey Mapping and Customer Experiences • Process Management tools/software
Experience	<ul style="list-style-type: none"> • Experience of Business Process Management and Improvement including leading a team of Process Analysts with varying levels of experience • Leadership, motivation, training, coaching, and mentoring of more junior team members • Highly-experienced in performing QA reviews and editing documented processes and recommending improvements 	
Skills	<ul style="list-style-type: none"> • Developed skills in priority setting and alignment of project priorities with functional, directorate, and organisational strategy 	

	<ul style="list-style-type: none"> • Skills at performance management, recognising and rewarding performance and identifying development needs • Effectiveness in building trust, respect, and cooperation among teams • Excellent time management • Strong written and verbal communication on all levels • High IT literacy levels including proficiency in Word, Excel, Visio, and PowerPoint • Analytical, logical, structured, creative, and innovative approach to solving problems • Ability to understand wide-ranging impacts of changes to ways of working and behaviours, e.g. impacts of process change to people, strategy, systems and business operations • Ability to prioritise own and team's work load and manage expectations under pressure 	
Personal qualities/abilities	<ul style="list-style-type: none"> • Highest personal and professional integrity and strong work ethic • Willingness to take charge and provide direction • Results-orientated, willingness to commit to a direction and drive to completion • Highly analytical • Self-controlled, appropriate level of assertiveness, reliability, and openness • Entrepreneurial spirit • Leadership, collaboration, facilitation, and negotiation skills • Emotional intelligence - self-awareness, confidence, ability to manage conflict, empathise • Positive, people-oriented, and energetic attitude • Customer-focused, anticipates client/customer (internal and external) needs before they arise and presents solutions to address these 	