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| Role Title: Group Operations Resourcing Change Manager | Date: April 2025  |  |
| Role Code: Grade D | Business Unit: Group Operations Forecasting & Planning |  |
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| **Role** | **Need to Do** | **Need To Know** | **Need to Be** |
| **Function Purpose**:Working within the Group Operations team, the role holder will be accountable for solely focusing on ensuring the successful delivery of the F&P Resourcing Change Plan both within the function and across the operation, delivering year-on-year improvements in our cost-to-serve, employee engagement and customer experience metrics.The role holder will work alongside the Director of Forecasting & Planning and F&P management team and colleagues, the Group Ops Transformation team and wider group ops teams to define and plan our near-term and multi-year transformation roadmap. Key contribution is to ensure the delivery plans are operationally executable, supported by robust change management plans and will deliver the outcomes expected, leading resourcing change strategies, maximising employee adoption and minimising resistance to change. To build strong relationships and confidently manage relevant stakeholders across the Group Ops SLT up to and including COO level, and where required, deputise for the Director of Forecasting and Planning in meetings relating to the transformation agenda or, where requested in running the operation.To ensure all requisite training, briefings, system testing, regulatory and compliance requirements, process tracking have all been completed prior to any change go-live. Act as Resourcing representative in any change governance board and approve such changes acting as delegate of Director of Forecasting & Planning. To work with Group Ops Transformation to demonstrate, quantify and track benefits realisation as agreed with the Director of Forecasting & Planning in line with budget expectations.To take accountability for ensuring all programmes & projects of work are executed compliantly and in a manner that enables the principles mandated by the Financial Conduct Authority (FCA) or other relevant regulatory body.**Role Dimension (Financial/Non financial):****Financial**Shared ownership with Group Ops Transformation of selected budgets including managing internal cross charges.Forecasting and estimating Project/Programme costs Work with Finance Business Partner **Non financial**Support the overall Group Ops team to deliver the budget and RAC 5 year strategic ambitions.Work closely with Ops SLT, Project Managers, Business Analysts, Finance Business Partner, Solution Architects, PMO, Test team, relevant business areas, IT and/or Business suppliers, Corporate Customers, IT Ops and Transformation & Change SLTTeam Management **Reports to:** Director of Forecasting & Planning**Relationships:*** Peer Group
* Group Ops SLT / Exec member
* IT and/or Business third party suppliers
* Business Analysts
* MD/Business Leads and colleagues of Consumer Roadside, Business Roadside, HR
* Colleagues in Digital/IT including Project Managers, Developers & BA’s
* Finance, Training, Quality Assurance
* Risk & Regulatory & Corporate Legal
* Service Delivery, Customer Care & Corporate Partnership teams
 | **Role holder will:*** Attend steering groups and project boards etc for resourcing changes (Roadside Hours Flexibility Initiatives and Contact Centre Strategy) championing the interests of the operation.
* Supporting the identification and engagement of key stakeholders to ensure their support and involvement through the change cycles
* Create and deliver effective comms plans to ensure stakeholders are fully informed on changes, benefits and impacts
* As part of any change ensuring that automation of processes are systemised and automated in particularly across the resourcing function with the overall objective of creating capacity / longer term FTE changes
* Design and facilitate any training to ensuring colleagues have the necessary skills and knowledge to adapt ensuring all processes are centrally documented
* Ensure risk management identifying potential risks and developing mitigation strategies
* Escalate project decisions, risks and issues to Director of Forecasting & Planning as required.
* Work with other parts of Group Ops to define transformation roadmaps and change programmes.
* Contribute / own inputs (and delivery thereof) to weekly and monthly trading processes.
* Produce necessary briefing packs for proactively managing stakeholders at a senior level including Project Sponsor, Project SMEs, Finance Business Partner, Corporate customers, Compliance, 3rd parties, Consumer SLT and Group level Exec.
* Be the “on-the-ground” leader and champion of the change, alongside the wider F& P senior management team.
* Work proactively to overcome challenges and barriers to the effective execution of the Resourcing strategic and tactical change plans
* Provide coaching, mentoring and support to develop the wider team.

**Committees/Forum Membership:*** Project Steering Groups
* Project Approval Boards
* Operations Reviews
 | **Skills/Knowledge/Experience*** Deep expertise of Resourcing & Scheduling environments gained either through direct operational leadership or change leadership.
* Proven expertise working on operating model change in a service operation
* Demonstrable ability to manage multiple Transformation & Change programmes/projects.
* Working knowledge of Change Management methodologies (e.g. ADKAR, AIM, Lean, 6 Sigma)
* Experience / expertise handling and interpreting large complex data sets or business statistics to reach sound decisions.
* Working knowledge of Project Management principles with external accreditation (e.g. PRINCE2, APM, Agile) a plus.
* Proven experience of managing programme finances / benefits / spend.
* Excellent planning, communication, and presentation skills.
* Strong relationship management skills and an engaging capability for working in collaboration with internal and external teams up to Exec level.

**Personal Attributes:** - Able to look at “the bigger picture” and balance multi-year strategic vision with tactical “here and now” trading requirements.- Able to effectively customise communication style to Exec level audience through to front line agents.- Ability to “number crunch” large data sets and conclude succinct actionable insights.- Ability to manage high levels of ambiguity.- Good team player.- Self-driven, ability to manage relatively unsupervised.- Positive ‘can do’ attitude & resilience in a highly complex, fast paced environment.- Ability to manage multiple projects & programmes concurrently.- Experience leading a matrixed team.- Enthusiastic, dedicated & driven to succeed.- Pragmatic.- Results orientated and outcome driven.- Willingness to take appropriate risks to experiment with new ways of working. | **Capabilities/Strengths:****Core competencies:**Achievement Drive 4Building Relationships 4Developing Self & Others 4Interpersonal and influencing skills 4Judgment & Decision Making 4Leadership 4 Leading Change 4Team working 4Need to exhibit behaviours consistent with RAC core values:Handling it together Exceptional Service Raise the bar Own it **Technical skills** * Resourcing Technical knowledge
* RAC processes (ideal)
* Ability to manage large, complex, highChang -profile Transformation & Change projects or programmes which have a significant level of colleague impact
* Ability to manage budget, benefits and project costs
* Financially literate
* Strong data modelling / Excel skills
* Ability to manage third party suppliers as required
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