



Job description

Job title:	Head of Exams Operations
Grade:	5b
Department:	Exams
Responsible for:	Surgical Exams Delivery and Candidate Support functions (12 roles)
Accountable to:	Director of Exams

Job summary

This role is responsible for shaping the operational activity of the Exams Directorate at a time of ongoing change and opportunity. The role holder will oversee the strategic development of UK and international activity, ensuring that the College's exams are subject to growth in terms of both UK market share and global footprint. In doing so, the role holder will oversee engagement with key stakeholder groups such as candidates and examiners, helping to shape a pathway for new members of the organisation and ensuring a positive and inclusive experience for all who participate in the College's exams

Specific duties and responsibilities

1 Strategy and business planning

- Implementing the strategic direction for operational exams activity, revenue generation opportunities, the College's strategic priorities and the exams strategy.
- Leading the implementation of the annual plan for exams operations, securing and allocating resources, agreeing and overseeing the annual budget, identifying and managing any risks to the delivery
- Actively contributing to governance meetings, including, writing papers and reports for the Learning and Assessment Committee, Dental and Surgical Examinations Committee, Council, other committees and working parties.

2 Business development and opportunities

- Generating opportunities for new business and revenue growth
- Using market intelligence to identify and proactively respond to changes in demand for exams over time, changes in qualification currency in international contexts, new markets and new partners.
- Ensuring capacity to take on new areas of work and the expansion of existing activities and products. Turning growth into sustainable business as usual activity.
- Using different modes of exams delivery as appropriate to ensure that the College's assessment offer remains accessible and resilient.



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3 Leading Exams Operations

- Leading the exams operations function to ensure it meets the agreed business plan objectives, KPIs and budget
- Effectively allocating, deploying and managing all resources (financial, human and physical) in order to deliver value for money and respond effectively to business needs (revenue generating and membership) and priorities.
- Acting as Lead User on the intercollegiate Heads of Exams operational group following changes in approach for the MRCS initiated by ICBSE
- Overseeing contracts with partners, ensuring key requirements are being met and that they continue to provide value for money.
- Overseeing and embedding high customer service standards and expectations across key stakeholder groups, working implementing changes to raise customer experiences, working with other College departments as necessary to increase engagement.
- Proactively identifying and managing risks in delivery activity.

4 Financial planning and management

- Setting the annual exams operations budget (>£5 million revenue) in conjunction with the Head of Assessment, in accordance with the College and exams annual plan and financial targets
- Ensuring new opportunities are developed with practical and sustainable business models, working closely with Head of Assessment and other key business contacts
- Establishing the feasibility of redevelopment costs and future business models
- Managing operational costs in line with business plan and meeting financial targets.
- Identifying opportunities and delivering improved operational efficiencies – e.g. through technology, processes, people, to maximise revenue and minimise costs

5 Continuous improvement

- Advocating continuous improvement including setting consistently high standards of candidate experience and leading the team to deliver these
- Driving initiatives that deliver operational excellence
- Working with the Head of Assessment to ensure that assessment development or research activity output is implemented effectively.
- Ensuring good practice is shared and quality improvement measures are implemented and monitored.

6 Leadership and Management

- Leadership and direction of team; including change, planning and setting priorities
- Creating a high-performance team and encouraging continuous improvement
- Setting and monitoring team KPIs and targets to meet business plan and College priorities; managing performance against targets
- Recruiting and selecting team members in line with College business needs
- Coaching and mentoring the team; developing and supporting team members through change
- Actively participating as a member of the Senior Leadership Team in Exams and as a member of the Learning and Quality senior team
- Deputising for the Director of Exams as required



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7 Developing self and others

- Identifying own development needs and setting personal development objectives in discussion with reviewer
- Updating own knowledge and skills
- Developing, retaining and nurturing talent to support succession planning and enabling others to develop and apply their knowledge and skills

General

- The post-holder is expected to represent the College in a professional manner in relation to his or her responsibilities and in ensuring their own continuing professional development.
- Undertake such duties appropriate to the grade, as required by the Director.

This job description will be subject to review in the light of changing circumstances and may include other duties and responsibilities as may be determined. It is not intended to be rigid or inflexible but should be regarded as providing guidelines within which the individual works.

May 2023



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Person specification

	Essential	Desirable
Qualifications	<ul style="list-style-type: none">• Postgraduate qualification in management or business administration or proven sustained and successful track record as outlined in experience and skills below	<ul style="list-style-type: none">• Qualification in education or assessment
Experience and skills	<ul style="list-style-type: none">• Strong service delivery orientation including managing operations/services across multiple sites within the exams or events industry• Proven experience of effective operational management, to include developing business plans, operational roadmaps• Proven track record of commercial awareness and meeting or exceeding financial targets• Proven experience of financial management, including budgetary planning, monitoring and control within tight financial constraints.• Experience in successfully leading teams and managing and developing people• Experience of leading and delivering change, which has delivered clear value for money, operational and service improvement and efficiency savings.	<ul style="list-style-type: none">• Experience of working in the healthcare or higher education sectors
Technical competencies	<ul style="list-style-type: none">• A high level of numeracy and computer literacy, with the ability to analyse large data sets and present findings• Strong business acumen with the ability to think strategically and present ideas in business cases• Ability to grasp both complex and contentious issues swiftly and respond appropriately with potential solutions	<ul style="list-style-type: none">•



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People and interpersonal skills	<ul style="list-style-type: none">• Excellent interpersonal skills, including the ability to influence and persuade individuals at all levels• Evidence of excellent negotiating and influencing skills to achieve a satisfactory outcome, adapting personal style to meet different situations	<ul style="list-style-type: none">•
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The post holder will also need to demonstrate the following values:

Collaboration	We embrace our collective responsibilities working collaboratively and as one college.
	<ul style="list-style-type: none">• We work together, using our collective expertise and experience to effect positive change• We are open, honest and transparent, straightforward in our language and actions, acting with sincerity and delivering on our commitments• We take our responsibilities to each other, to patient care and to the environment seriously and we act with this in mind across our work
Respect	We value every person we come into contact with at the College as an individual, respect their aspirations and commitments in life, and seek to understand and meet their physical and wellbeing needs.
	<ul style="list-style-type: none">• We treat everyone we meet with kindness and integrity and we seek to promote these behaviours in others• We actively seek a range of views and experiences across our work, and we listen to, and make everyone feel, a valued part of the team
Excellence	We aspire to excellence and success. We share learning from our experiences, apply feedback into practice, and commit to continual improvement.
	<ul style="list-style-type: none">• We work hard to be the best at what we do, recognising and celebrating effort and achievement, and reflecting on our work, so we can learn and improve• We value and invest in research, education and training to drive excellence and put improvements in surgical practice, dentistry and patient care at the heart of our work• We always seek to learn and discover more, valuing knowledge and scientific evidence, basing our decisions on insights, fact and experience

The Royal College of Surgeons of England is an Equal Opportunities Employer. We are open to all talent and we actively ensure that all qualified applicants will receive equal consideration for employment without regards to age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.



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