Job description

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| Post Details | Please insert the post details |
| Job title: | Business Change Manager |
| Department / Location: | Group IT / Abellio UK HQ |
| **Reports to:** | Programme Manager |
| **Main purpose job:** | The Business Change Manager role is to ensure that a consistent and structured approach is taken to Business Change within Abellio UK IT Projects and that they coordinate Train Operating Companies in order to protect and be responsible for the Business Case and realisation, maximise success through applying business change principles and sharing good practice, whilst ensuring the project key KPIs of quality, scope and cost are met.  |

1. Dimensions of role

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| Post dimensions | Insert dimension of role |
| Financial/budget accountabilities: | Agreed allocated spend on Business Change within Project Budgets  |
| Staff responsibilities: | None  |
| Any other statistical data: | None |

1. Key accountabilities/responsibilities

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| Number | Insert description for each of the general and role specific accountabilities and responsibilities required to be undertaken by the role, list any specific tasks/activities required to be undertaken. |
| **1** | **Planning & Delivery*** Create and maintain the PROST and COITs UK wide Business Change model and principles in order to effectively coordinate business change activities through to end delivery (including resource plans) and ensure they are agreed with the Train Operating Company Business Change Managers, Project Sponsor and Programme Manager.
* Develop an integrated business change plan for the deployment of all modules which have business cases in each TOC, ensuring that the supplier resource and resource plans for TOCs are aligned and show integrity, negotiate effectively to ensure shared resource is best optimised for each deployment.
* Create Business change delivery strategies to manage key areas around business benefits and map, realisation techniques, stakeholder maps, as is process and to be process model construction and transition plans.
* Develop and maintain the high level communications plan for the Projects, and ensure fully constructed communications plan and activities toolkit is available for the TOCs to use.
* Ensure business change plans are aligned to project plans and any conflicts are escalated to the relevant TOC and Programme management teams with an assessment of impact for business change items.
* Ensure that there is a smooth and seamless transition of the Project’s outputs into the Business as Usual environment using transition and operational readiness plans and techniques. Ensure that transition plan and operational readiness plan toolkits and model are constructed and ready for TOCs to use. Monitor at the detail level that business change activities and support are being implemented in Train Companies and report back to the programme manager.
* Support the review of benefits realisation following deployment ensuring lessons are captured for sharing in the next deployment and validating what benefits have been realised against business case in partnership with the TOC business change manager.
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| **2** | **Monitoring & Control*** Control and manage delivery of quality of business change through chairing of the Abellio UK Business Change Sub Board, ensuring that the best toolkits and processes are shared and implemented in the TOCs individual deployments of PROST and COITS.
* Develop and maintain the appropriate Business Change control mechanisms including Risks, Assumptions, Issues and Dependencies which exist across all deployments and ensure common approaches are taken to control and minimise impacts.
* Take accountability for capturing good practice and ensuring it is embedded in the lessons learned literature and subsequent deployments of modules include good practice processes.
* Fully utilise the agreed Abellio Workflow Tool for managing the Abellio UK wide Business Change Plan and its interdependencies and critical path items.
* Escalate to Programme Board any risks or issues which are apparent in modular deployments which may have a significant impact on delivery
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| **3** | **Controlling Change*** Take accountability for controlling change to the business change model and requirements relating to business change, ensuring that scope creep is prevented, business change activities in Train Operating Companies stay in line with plans and that any deviations are forecasted and mitigated as a group through Sub Board
* Escalate, as appropriate, barriers to successful delivery of business change or necessary changes, to the appropriate Abellio governance level including: Programme Board or Train Operating Companies Project Board, ensuring Project Sponsor, Head of the IT PMO, UK IT Leadership team, IT PDG and IT ESC are fully informed.
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| **4** | **Communication & People Management*** Identify, engage and manage key Project stakeholders using Stakeholder management techniques, business change toolkits and personal engagement and support
* Accountable for the Supplier interface for Business Change across the whole programme, manage the interface so that Abellio’s interests are represented and protected. Ensure that there is a spirit of collaborative working whilst ensuring that Suppliers deliver their commitments
* Inspire and lead the approach to business change, provide clear roles and responsibilities included as part of a Project RACI chart.
* Provide regular highlight reports ensuring that key information is expressed clearly to Project stakeholders in a language they understand. Ensure that the information flows from and to Delivery, Management and Directing groups is effective and appropriate
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| **5** | **Negotiating & Influencing*** Exceptionally skilled in negotiating and balancing business change requirements against project constraints & conflicts so that all parties feel as they have a positive outcome and ensuring an optimised balance is struck.
* Influence Stakeholder perceptions positively, selling and promoting the positive outputs of the Project
* Influence stakeholders at all levels of the organisation using an appropriate style and approach to the identified audience
* Use problem solving skills and techniques to provide appropriate solutions to Project challenges, taking the lead on business change issues at Train Operating Companies and Abellio UK.
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1. Contact with others

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| Post Details |  |
| Purpose, nature: | Train Operating Company Business Change Managers, Train Operating Companies Project Managers, Stakeholders involved in PROST and COITs governance, including Sponsors, Suppliers (Business Change Lead) and internally within TOCs and Abellio UK at various levels * A wide range of interactions with all levels of role, including Train Operating Companies Directors and Abellio UK Directors, Senior Managers in TOCs and Abellio UK and Frontline Staff in TOCs
* Able to present effect business change principles and plans to Programme Boards and Director Level Audiences to gain effective buyin/decision making on business change
* Able to interact with frontline teams and supporting the Train Operating Companies Business Change Manager to build an effective ‘as is’ picture, and building the ‘to be’ model in collaboration and achieving sign off with the frontline teams
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| Frequency: | Directors/Programme Boards – 4 weekly and adhoc sessions on decision making Sponsor/Programme Manager – Daily Basis Train Operating Companies Project/Business Change Managers – Daily Basis Tracsis (Supplier) and COITs (supplier) – Daily Basis Frontline Staff within TOCs – Weekly and ad hoc, especially when in delivery  |
| Means of contact: | Phone, video conference, face to face, written content and updates. Will include travel on a regular basis to Glasgow, Leeds, Liverpool, Birmingham and Stratford (London) and other outbased Train Operating Companies locations  |

1. Key behavioural indicators

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| Abellio common behaviours |  |
| Genuine: | Interactions with all Abellio Group staff, as well as BUs and TOCs, characterised by a personable, open, supportive and challenging style.  |
| Professional: | Takes ownership of allocated project objectives and relishes personal accountability. Demonstrates a high degree of professionalism, delivering against allocated project objectives and encourages others to hold the same standards of professionalism.  |
| Proactive: | Demonstrates role model leadership aligned to Abellio values and behaviours. Considers all aspects of the initiative including people, culture, and processes, commercial and technical aspects. Creates a positive image of the project and the project team with a reputation for effective delivery |
| Inclusive: | Has the strongest skills in effective stakeholder management and engagement practices. Ensures project stakeholders are fully engaged into the business change plans and that stakeholders understand and buy into the importance of business change.  |

Person specification

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| **Person Specification** | **Essential** | **Desirable** |
| **Attainments:** education, qualifications & training requirements | * Detailed knowledge of business change process and principles, basic qualification in business change
* Expertise in Project Delivery particularly in railway environments
 | * MSP Experienced or Practitioner
* Qualified in either: PRINCE2, APMP or PMIBOK
* Graduate in an IT or Project Management related discipline
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| **Abilities:** skills & aptitudes required | * **Communication:** Communicating with business colleagues in a language style they are comfortable with, engaging at all levels to achieve the right outcomes. Adaptable style to the audience’s needs.
* **Influencing:** Influence Project stakeholders and Frontline Team Members to encourage active support and mitigate resistance to Project objectives
* **Collaboration:** Work closely with Train Operating Companies, Business Change Managers to ensure that overarching business change model and principles are achieved and that risks are mitigated collectively.
* **Negotiation:** Collaborate with Frontline teams and Heads of Department and Train Operating Companies, Project Teams to ensure the themes of business change, good practice and deliverables are given the right level of support and integration into plans.
* **Project Finance:** Basic understanding of Project Finance and manage their own small budget well relating to business change.
* **Conflict Management:** Manage conflicts between stakeholders, project delivery representatives ensuring that Project objectives are protected whilst fostering a positive and non-adversial working environment
* **Supplier Partnership:** Take the lead accountability with the suppliers for PROST and COITs for business change, set expectations, deliverables, goals and framework of operation with the supplier’s business change resources.
* **Leadership:** Promote project objectives, encourage positive relationships, support effective team work, raise morale and empower and inspire Train Operating Companies Project Team Members and Stakeholders
* Fluency in English
* Excellent written, verbal and presentation skills as well as being able to communicate at all levels within a large complex environment
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| **General intelligence:** experience & knowledge capabilities | * Project Management experience
* Proven experience of delivering change in a complex business environment
 | * **Domain Knowledge/Subject Matter Expertise**: Business Change Experience and/or Business Change Project Management
* **Business Analysis**: demonstrable experience of benefit realisation techniques
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| **Personal circumstances/wellbeing requirements:** e.g. travel, flexibility, health | * Strong service orientation, with a flexible can-do approach
* Significant UK travel
* A self-starter, with the ability to operate within a lean HQ environment, with the ability to switch between strategic and operational activities, while able to direct and influence colleagues in OpCos
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| **Job Holders Comments** | **Line Managers Comments** |
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|  **Job holder’s signature and date:**  | **Line manager’s signature and date:**  |