



# job description

<b>Version:</b>	V1 July 2019
<b>Role:</b>	Assistant Director of Operations
<b>Reports to:</b>	Operations Director
<b>Span of Control:</b>	2 Heads of Operations & Head of Quality
<b>Job Purpose:</b>	<p>The role is to support the Operations Director in the strategic leadership and management of operational delivery; driving change and continuous improvement to raise standards, achieve goals and targets. Responding to and meeting the needs of employers and Students to positively enhance qualification achievement rates (QAR) and increase customer satisfaction rates.</p> <p>Working together with the Senior Management Team to deliver strategy objectives outlined by the Executive through effective leadership and team work.</p>
<b>Based:</b>	Home based with national travel

## Key Performance Indicators:

- KPI.1 – Leadership & Management
- KPI.2 – Achievement Rates
- KPI.3 – Operational Excellence
- KPI.4 – Quality & Compliance
- KPI.5 – Operating Profit

### KPI.1 – Leadership & Management

Provide strategic leadership and management of operational delivery; driving change and continuous improvement to raise standards, achieve goals and targets.

#### 1.1 Strategic Management

- 1.1.1 Lead Heads of Operations and Head of Quality to raise and maintain performance standards through clear and realistic strategies for planning, developing and improving learning programme outcomes
- 1.1.2 Work with the Operations Director to design and implement risk management strategies and contingency plans
- 1.1.3 Operate as a role model and ambassador for Qube, embedding our values, leading by example and influencing individuals and teams on appropriate behaviour and conduct

#### 1.2 Strategic Alliances

- 1.2.1 Develop relationships with external partners and industry networks such as:
  - Scania
  - Swarm
- 1.2.2 Support strategies led by the Business Development Team (BDT) to attract employer contributions and commercial revenue and strengthen interdepartmental relationships
- 1.2.3 Working together with the Partner Provider Manager, source partner provision for co-operative delivery models



### 1.3 Internal Communication

#### 1.3.1 Produce monthly operations reports for the Operations Director

- Achievers, Exits and Breaks in Learning
- Performance Forecast
- 1:1 Summary

#### 1.3.2 Working with the Operations Director, lead and support communication improvement initiatives across the business

#### 1.3.3 Promote and support the Student & Employer award strategy

#### 1.3.4 Ensure all internal communications whether electronic or verbal are of a high quality, in line with the communications policy (QP008) and foster strong working relationships

### 1.4 Performance Management

#### 1.4.1 Effective performance management of Heads of Department that supports team targets, performance improvement and company objectives, in line with Qube policies and procedures

#### 1.4.2 Carry out Quarterly 1:1s and team meetings with Heads of Department

#### 1.4.3 Take a proactive approach to management development and performance management as part of business improvement and succession planning

#### 1.4.4 Ensure Head of Operations and Head of Quality plan staff inductions and probationary periods effectively to ensure maximum productivity and engagement

#### 1.4.5 Ensure through Heads of Department that 1:1s are effectively used to identify underperformance, overperformance, colleague welfare issues and vulnerable students

### 1.5 Employee Engagement

#### 1.5.1 Take a leading role, working with the HR Director on the Grapevine Survey and Exchange Forum, driving positive change across the organisation

#### 1.5.2 Work with the Heads of Departments and HR Director to maximise employee engagement through good performance management and being an advocate of Qube's organisational culture and values and minimise staff turnover

#### 1.5.3 Work with Heads of Departments to identify issues and drive and a collaborative approach to solving problems and implementing improvements

### 1.6 Business Planning and Leadership

#### 1.6.1 Plan and manage resource deployment and develop succession plans

#### 1.6.2 Take an active role in the decision-making process regarding new and existing sectors

#### 1.6.3 Work collaboratively with the Operations Director to communicate and implement cross functional strategies

### 1.7 Colleague Development

#### 1.7.1 Support the Operations Director/ HR Director and work with the Head of Quality to lead the development and delivery of internal training

#### 1.7.2 Support the Operations Director/ HR Director in designing and delivering training at Qube conferences and events

#### 1.7.3 Ensure the Head of Quality manages the QAMs/QACs to deliver training to Tutors on all existing and new SOWs

#### 1.7.4 Work with Heads of Operations to identify training needs on sector specific initiatives and support implementation of training plans



## **KPI.2 – Operational Excellence**

Lead the Operations Team to ensure Student achievement is in line with Education & Skills Funding Agency (ESFA) and Ofsted levels for outstanding levels of performance.

- 2.1 Ensure qualification Rates are at a minimum of 70% by QAR measurements
- 2.2 Student volume past their planned end dates to be below 5%
- 2.3 Work with BDT to ensure non-starter rates are within the 5% tolerance
- 2.4 Ensure students are being monitored that are behind target, ensuring these are kept within the 20% tolerance
- 2.5 Manage the Heads of Operations to ensure students not visited within 8 weeks of previous visit is kept within the 2% tolerance
- 2.6 Provide the Operations Director with achievement, exit, non-start, break in learning and return from break in learning forecasts, challenging figures where necessary to ensure accuracy of data information
- 2.7 Support the Heads of Operations to manage performance against budget and targets
- 2.8 To ensure compliance measures are in place within the department and in line with the current version of the ESFA funding rules such as but not exhaustive
  - OTJ recording
  - Correct use of APL/RPL
  - OPP documentation
  - Clear evidencing of LSF support
- 2.9 Monitor and drive progressive learning and assessment visit performance via Heads of Operations ensuring all are completed according to learning plans and delivery models for Students
- 2.10 Oversee Heads of Operations to ensure they are managing Student enrolments and the follow up visit within two weeks so that quality and compliance standards are being met at all times
- 2.11 Review with the Heads of Operations the Operations Manager, planning and delivery of field support visits with ST's to monitor the quality and progression, ensuring all visits are engaging and inspiring whilst stretching and challenging the Student to reach their full potential
- 2.12 Work with BDT and the Heads of Operations to monitor levels of employer engagement, ensuring involvement in Students ongoing programme of learning
- 2.13 Monitor and carryout analysis of non-starter, non-achieving exits and breaks in learning (BIL), identifying trends and making recommendations for improvement to the Operations Director

## **KPI.3 – Student Engagement**

### **3.1 Student Recruitment**

- 3.1.1 Ensure collaboration between Operations and BDT, so that recruitment targets are met to replenish and maintain caseload levels (35-40 Students per ST) with close attention and challenging where necessary where decisions are made for sign ups to not go ahead
- 3.1.2 Oversee the Supply & Demand meetings and through the Heads of Operations ensuring sufficient enrolment capacity exists to meet demand and caseload capacity is reviewed objectively
- 3.1.3 Monitor achievements to ensure opportunities are maximised to progress Students from Apprenticeship programmes onto a further suitable Advanced Apprenticeship and Advanced to Higher Level Apprenticeships (L4 / L5) by identifying appropriate funding mechanisms including:
  - Learner Loans
  - Levy payments



➤ Commercial contribution

- 3.1.4 Agree plans and manage resource deployment and the allocation and pre-allocation of Students via Heads of Operations
- 3.1.5 Support the Business Development Team (BDT) POD structure and monthly / quarterly team targets and present appropriate employee recruitment business cases for growth
- 3.1.6 Oversee enrolments activities to ensure that APL/RPL is correctly recognised and funding is appropriately used in line with Ofsted and ESFA guidelines.

#### **KPI.4 – Quality & Compliance**

All activity with Students is compliant with ESFA funding rules and meet the Awarding Organisation requirements as well as internal rules and guidelines.

##### 4.1 Learning Support

- 4.1.1 Manage Heads of Operations and Head of Quality to ensure that Learning Support for maths, English, learning difficulty/disability is evidenced in line with the Learning Support Strategy and that learner support plan in every case where required
- 4.1.2 Manage Heads of Operations to ensure Learning Support Specialists are appropriately trained and qualified in areas of IAG, maths and English support

##### 4.2 Teaching, Learning & Assessment

- 4.2.1 Manage all sectors to ensure a minimum of 90% achievement within observations of teaching, learning & assessment (grade 2 -Good)
- 4.2.2 Monitor the Heads of Operations to ensure that all learning programmes contain appropriate attention to the Students personal development, behaviour & welfare, improving Students' English, maths Functional Skills and ensuring the development of Students' employability skills

##### 4.3 Student & Employer Surveys

Ensure Head of Quality monitors and maintains all mandatory internal and external surveys including and not exhaustive

- FE Choices Learner views
- FE Choices Employer Views
- Ofsted Surveys

##### 4.4 Assessment and teaching/training practices meet all internal and external requirements

- 4.4.1 Monitor and manage the Heads of Operations and Head of Quality to complete actions arising from IQA visits in line with the policy/process and timescales specified

##### 4.5 Awarding organisation

- 4.5.1 Manage the Head of Quality as required in the preparation of EQA visits
- 4.5.2 Ensure the Head of Quality is monitoring all Operations Managers that the counter signing policy is effectively implemented for all trainee ST's
- 4.5.3 Oversee the Head of Quality to maintain direct claims status for all schemes

##### 4.6 Compliance

- 4.6.1 Manage through the Heads of Operations that all Student documentation is completed to meet internal and external requirements
- 4.6.2 Ensure the Heads of Operations and Operations Managers take accountability for compliance in their relevant sectors to meet requirements
- 4.6.3 Ensure that any requests that are in respect of ESFA or external body audits are given full priority by Operations Teams



## 4.7 Safeguarding

- 4.7.1 Management of all sectors to ensure that all teams are aware of the process to be followed in any safeguarding issue and who to contact
- 4.7.2 Ensure that the Heads of Operations within all sectors enforce that Tutors are not attending visits unsupervised until their DBS check has been completed
- 4.7.3 Through management of the Heads of Operations ensure that e-VR documentation shows clear evidence that knowledge on Safeguarding, Prevent and British Values are being embedded during visits
- 4.7.4 Ensure that aspects of Safeguarding and the headings that sit under this such as Prevent & Fundamental British Values are considered and built into strategic plans, the impact of plans is monitored and follow-up action is taken to tackle areas for improvement via the Quality Improvement Plan (QIP)
- 4.7.5 Monitor, manage and maintain the safeguarding and wellbeing of students including all mandatory generic elements
  - Prevent
  - Fundamental British Values
  - Health and Safety
  - Equality and Diversity
  - Online safety
  - Mental Health

## 4.8 Health & Safety

- 4.8.1 Ensure all contractual requirements for Health & Safety are met and appropriately documented
- 4.8.2 Contribute to the Health and Safety Working Group
- 4.8.3 Ensure through the Heads of Departments that any actions from the Health & Safety Working Group are carried out
- 4.8.4 Work with the Heads of Departments to ensure that Health and Safety policy is adhered to at all times and report any concerns to the HR Director
- 4.8.5 Ensure that all aspects of Health & Safety are considered and built into strategic plans, the impact of plans is monitored and follow-up action is taken to tackle areas for improvement via the Quality Improvement Plan (QIP)

## 4.9 Equality & Diversity

- 4.9.1 Ensure that all aspects of Equality & Diversity are considered and built into strategic plans, the impact of plans is monitored and follow-up action is taken to tackle areas for improvement via the Quality Improvement Plan (QIP)
- 4.9.2 Through management of the Heads of Operations ensure that e-VR documentation shows clear evidence that knowledge on Equality & Diversity is being embedded during visits

## 4.10 Self-Assessment Report (SAR) and Quality Improvement Plan (QIP)

- 4.10.1 Oversee the self-assessment process across all provisions
- 4.10.2 Work collaboratively with the Operations Director and the Head of Quality to produce the annual SAR and QIP
- 4.10.3 Oversee the Head of Quality to ensure quarterly reviews of teams progress against the QIP are carried out



#### 4.11 Programme Design

- 4.11.1 Ensure the Head of Quality works effectively with the business development team in identifying employer requirements for programme content
- 4.11.2 Work with the Head of Quality overseeing the Programme Design functions and the design and development of bespoke programmes ensuring that they meet employers' specific requirements and incorporate their own training as appropriate
- 4.11.3 Manage the Head of Quality to ensure the that Schemes of Work (SOWs) are complete, fit for purpose, current, are aligned to relevant toolkits, standards and meet employers and student requirements
- 4.11.4 Oversee the production of training materials and work with the Head of Digital Projects to ensure training, communication and user guides for Tutors are available.

#### **KPI.5 – Operating Profit**

Lead all the sectors to budgeted levels of net operating profit as agreed with Operations Director

#### 5.1 Revenue

- 5.1.1 Maintain high levels of performance across all the sectors to secure funding and maximise all revenue streams
- 5.1.2 Work with the Operations Director and Business Development Director to identify new funding streams
- 5.1.3 Oversee the Supply and Demand meetings to ensure Caseload capacity is maximised (see 3.1.2)

#### 5.2 Cost Control

- 5.2.1 Implement effective budget controls to manage direct and indirect cost spend within all sectors including all personal costs in line with the Expenses Policy (QP006)
- 5.2.2 Implement strategies to reduce waste and demonstrate cost efficiency savings within all sectors in line with Qube's Environmental Sustainability Policy (QP025)

#### 5.3 Financial management

- 5.3.1 Actively contribute to the budget planning process and agree annual budgets including; revenue, costs, internal and external proportions and profit margin
- 5.3.2 Understand and control all financial aspects of your department including:
  - Achievers
  - Exits
  - BILs
  - Excessive visits
  - OPPs
  - Staff retention