



Role Profile



Role Title **Business Change Support**

Job family
group

Business Change

Job
family/ies

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HEO

Status

For internal
use

Role Purpose
(250 words
max)

The role of the HEO Business Change Support is to support delivery of change implementation across a portfolio of work, through proactive, close collaboration with central projects, change leads and regional operational leads to prepare the business for the impact of the changes and safely manage and implement change. They will support the implementation and planning of change activity, using the standard toolkit and frameworks providing a bridge between the project and the business users to ensure that activities are supported and delivered to enable the business to implement the agreed change and realise the business benefits.

Acting as a champion for change, they will support capability building using continuous improvement tools and techniques, alignment to the Government Online Skills Tool (GOST) and role modelling the use of appropriate standard change tools and templates to support the standardisation and consistent implementation and embedding of change and the professionalisation of business change as a service.

The role holder will be part of a flexible resource pool which will be deployed across projects and regions in line with HMCTS priorities and demand.

Reporting directly to the SEO Business Change Manager, ensuring they will work collaboratively across the Integrated Change function and across the organisation to deliver business change.

Key Accountabilities (600 words max)

- Provide support for initiatives that drive the development, standardisation and professionalisation of the End-to-End Integrated change function to establish and embed specialist change roles across the organisation and build change capability.
- Support delivery and embedding of change across the organisation through role modelling and show casing the use of standard change processes, tools, and techniques from the Business Change Playbook to deliver a standardised and consistent change implementation approach.
- Support the implementation of projects and the co-ordination of business management actions and activities cross the portfolio through monitoring the delivery of work streams against plans, chasing and challenging progress as appropriate.
- Responsible for capturing, recording and escalating risks/issues/dependencies where necessary
- Work alongside the Business change community to ensure consistency and standardised use of the Business Readiness Criteria for Projects utilising the Change load heat map, local Change Assessment and implementation Planning to ensure organisational alignment.
- Build and utilise effective trusted relationships and networks with stakeholders across HMCTS including Judiciary and peers to assess and understand the requirements of the organisation and to align business change initiatives with HMCTS priorities.
- Support the Change Community forums to create an established change community. Act a secretariat for the sessions, talking minutes and capturing actions
- Role model and champion the effective use and alignment to GOST to support the development of your own and the organisation's change capability and the development of capability plans for the national and regional business change professionals. Ensure lessons learnt and best practise are captured and shared to deliver the most effective implementation and business change approach to meet the organisation and stakeholder needs.
- Provide support for activities related to benefits validation, to support the realisation of benefits associated to a change.
- Actively encourage contributions, involvement, and feedback from a broad and diverse range of staff who will be affected by the change and maintain an environment that engages, using their feedback and insight to drive changes and or improvements to the future design of the technology and/or business process.
- The post holder is required to work in a flexible and responsive way and undertake any other duties reasonably requested by line management which are commensurate with the grade and level of responsibility of this post.

Knowledge, Skills and Experience (500 words max)

- Knowledge, experience of delivering change into an operational delivery environment and application in Business Change and Implementation in a complex environment.

- A wide understanding of Business change activities to grow and develop the Business Change profession, promoting and using the standardised tools to drive and deliver Business change initiatives.
 - Knowledge and experience of developing and managing project management plans, controls and reporting arrangements
 - Good stakeholder management skills, able to influence stakeholders and communicate messages clearly to a range of audiences at all levels – both verbally and in writing to persuasively bring stakeholder on the change journey.
 - Ability to effectively deal with conflicting priorities and manage conflict/resistance.
 - Experience of building a network of colleagues and contacts to develop capability and deliver progress on HMCTS change priorities.
 - Experience of identifying and managing risks, issues, and dependencies.
 - Ability to use Continuous Improvement tools and techniques to support process improvement.
 - An ability to collaborate with others to achieve a desired outcome.
 - Ability to assess and evaluate information received from project(s) from the range of reporting sources;
 - Assist the Business Change Manager (s) with drafting documentation and reports as required.
 - Provide a secretariat function where required to cross directorate and change community forum.
- Desirable Criteria
 - Awareness of; Requirements management, Solutions development, Planning, Scheduling, Resource Management, Budgeting and Cost management, Risk and Issue Management, Governance, Frameworks and Methodologies, Stakeholder Management, Assurance, Change Control, Business Case development and Benefits Management, Project Delivery Capability Framework (PDCF) and Government online Skills Tool (GOST)
 - Understanding of HMCTS Change Load Heat Map, HMCTS Local Change Assessments, HMCTS Change Playbook, HMCTS Change Community Forums, HMCTS Benefits Management Strategy

The post should hold or be willing to work towards project and change management qualifications and levels such as

- Managing Successful Programmes - Foundation
- APMG Change Management - Foundation
- Managing Successful Programmes - Practitioner
- APMG Change Management - Practitioner
- APM Project Fundamentals
- APM Project Management Qualification

Problem Solving and Decision Making (300 words max)

The role holder will be expected to Problem-solving by assessing the practical details of proposed changes to service delivery. Including identifying potential risks and implications, evaluating available options, and setting criteria for implementing new instructions or approaches. This will require collaboration with change colleagues and Operational staff to address complex, unclear issues, test different options, and develop innovative solutions.

Where the solution is not clear cut, they will need to use sound judgement and interpretive ability. Where required they may need to identify the potential effects of a particular course of action and submit options to more senior grades.

Decision-making at this level involves interpreting requirements, proposing solutions, and offering advice on various issues. A key responsibility is providing specialist, technical advice and recommendations to support informed decision-making. The role holder serves an advisory function, helping guide decisions with expert input.

Management of Resources (250 words max)

The role holder will be expected to manage and co-ordinate business change planning across the integrated change function, working collaboratively and cohesively to support the delivery of change activity.

The role holder is expected to work flexibly across National or regional change initiatives planning and review progress on business change activity but also expected to be responsive if priorities change or support is required across regions

Some direct or matrix management of EOs may be required for this role and the role holder will be required to work collaboratively to support delivery of change activity.

Autonomy (250 words max)

The role holder has a clearly defined area of responsibility for supporting the delivery of business change, for which they are accountable. They will generally work under their own initiative and judgment and have the freedom to act on day-to-day management or operational issues. The expectation is that their work will be carried out independently, with minimal need for direct input or supervision from senior staff. Their work will be supervised by the SEO Business Change Manager and will generally be reviewed over a period rather than at regular intervals.

The role holder will have some freedom to exercise discretion but will refer complex issues to senior leaders.

Key Relationships and Contacts **(300 words max)**

The role holder will be required to build and grow strong, effective relationships and networks with operational colleagues, stakeholders, partners, at regional and local levels, this is likely to include local operational and legal managers, operational colleagues. Utilising these relationships to foster collaborative working with the regional teams and build the Business change profession. Provide clear informed input and lessons learnt to underpin regional and local planning, implementation and embedding of change initiatives. Using effective relationships and an ability to achieve mutual understanding and cooperation to create a team spirit for the implementation and delivery of change.

The role holder will be expected to develop and maintain business relationships with the following key contacts, including guiding, and supporting across:

- The Integrated change team
- HMCTS change community
- HMCTS Delivery Directors and operational Directors
- HMCTS Service teams
- HMCTS Operations HQ (specifically Service Excellence and Delivery and Legal Operations)
- HMCTS HQ Directorates – Finance, Performance and Governance
- Judicial Office