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## Our role expectations

### Introduction

Ofwat needs to be at the forefront of developing and implementing an economic regulatory regime that uses market mechanisms and regulatory tools to protect customers' interests, drive efficiencies and innovation, enable efficient companies to finance their functions and ensure that the 'promises of privatisation' are delivered. The work that you'll be involved in every day will be about helping us to deliver our strategy and develop sustainable solutions, delivering outcomes that matter to customers.

Our work is high profile and fast moving, within a dynamic and agile environment. Whichever of our 6 resource pools you're part of, you'll work flexibly across a range of longer-term programmes and projects, as well as delivering responsively at short-notice to changing priorities. You'll also contribute proactively to our Business Transformation Programme – our far-reaching programme of culture change and continuous improvement to make the whole of Ofwat the best that we can be.

### Business support

The role of the Business Support Hub is to proactively manage and perform a range of high quality comprehensive and confidential support services across the organisation. We operate in a matrix working culture, and you will therefore need to work across Ofwat's programmes, projects, and teams ensuring they have the information that they need to deliver their work and contribute to the delivery of our strategy and vision.

You will need to fulfil this role in a way that is in-keeping with our values, and displaying a high degree of flexibility, accountability and initiative.

1. Provide proactive dedicated support for programmes, projects and teams in the development of high quality products such as documents, correspondence, slides, reports, spreadsheets, charts/graphs and project plans by researching, organising, editing and proof reading material, and ensuring the teams have the information and support they need.

Analyse information received and apply good judgment to identify emerging

- issues, associated risks and potential solutions, initiate corrective action; monitor ongoing status; and facilitate resolution of issues as they are brought to Head of Business Support/Project Leads attention ensuring programmes/ projects/teams have the information they need to make decisions that are required.
2. Action and monitor responses to emails, correspondence and anticipate other paperwork within appropriate timescales from teams and in accordance with the Business Support Service Level Agreement, to ensure timely responses.
  3. To make travel, meeting (including booking and setting up rooms) and hospitality arrangements ensuring that Ofwat teams time is maximised so that they can be as effective as possible and ensuring Ofwat achieves value for money.
  4. To provide meeting support to include:
    - identification of agenda items and relevant papers;
    - greeting visitors
    - summary action notes, attendance and contribution to discussions at meetings as and when required;
    - identification and progress chasing of follow up action and progress as necessary; and
    - ensuring that teams are briefed and prepared for each meeting, and ensuring that their time is efficiently managed and maximised.
  5. To provide administrative event management support and work closely with Ofwat teams and support them in the development of the strategic content for corporate events. To ensure a high level customer focussed support through the process to ensure everything is delivered professionally and to schedule.
  6. To proactively deal with incoming telephone calls, assessing the nature of telephone calls and referring them to the appropriate person, in a confident and professional manner. Confidentiality and discretion to be maintained at all times. Calls to be dealt with promptly and respectfully within the timescales stated in our Service Level Agreement, ensuring teams have the maximum time available to respond to incoming enquiries.
  7. Proactively contribute to the continuous improvement of Business Support by contributing to the identification and development of new ways of working and efficiencies.
  8. To create, maintain and archive information ensuring all files are accessible, secure and managed to ensure easy retrieval of information when requested by teams.
  9. To participate in the reception cover rota.

## **Associate**

Our associates are generally recruited from an external field at the entry level into a career within Ofwat. As an associate you'll have the opportunity to gain broad exposure in a challenging environment, but with the support and development you

need to excel. We would expect most of our associates to have the potential and the desire to progress.

As an associate you'll have autonomy, responsibility and leadership opportunities in defined areas, and you'll have ample opportunities to develop and consolidate your skill set. You will work on projects in programmes and will have the opportunity to learn about roles in programme and project management and you will use the Ofwat programme and project management tool kit. You'll continue to hone your judgement and your ability to persuasively communicate and engage with stakeholders, both internally and externally. You'll be expected to provide support to colleagues across the office, and equally will be supported by coaching and mentoring.

## **Senior Associate**

Our senior associates are often promoted internally, but equally may come from an external field. As a senior associate you might fulfil the role of strategic resource manager for a group of people, or alternatively play a key role in one or more of our programmes or projects, perhaps leading a workstream or managing a small project. Or you may fulfil both of these roles. In playing a key role in our programmes or projects, you'll ensure that we're delivering on our strategic objectives to time and to budget, and also contribute to the effective identification and management of strategic risk and opportunities.

As a senior associate you'll have autonomy, responsibility and leadership opportunities, and you'll have ample opportunities to develop and consolidate your skill set. You will work on projects in programmes and may well have the opportunity to perform different roles in our programme and project management structure. You will be or will quickly become familiar with the Ofwat programme and project management tool kit and will role model its use. You'll definitely be a self-starter and to that end will require minimal supervision and oversight from senior colleagues. You'll continue to hone your judgement and be expected to exercise it responsibly in line with our strategy and ways of working. You will also be developing and using your ability to persuasively communicate and engage with stakeholders, both internally and externally. You'll be expected to provide support to colleagues across the office, proactively sharing skills and knowledge, and equally will be supported by coaching and mentoring.

## **Principal**

Our principals are often promoted internally, but equally may come from an external field. As principal you will either fulfil the role of strategic resource manager for a

group of people, or alternatively play a key role on one or more of our projects or programmes. Or you may fulfil both of these roles. In your work on our programmes and projects you are likely to be leading a key workstream, or managing a project. In leading our programmes or projects, you'll ensure that we're delivering on our strategic objectives to time and to budget, and in line with our ways of working. You will make an important contribution to understanding and managing strategic risk and opportunities.

Internally, our principals will have a seat at the leadership table, forming part of our wider leadership team, and will take responsibility for cracking our toughest problems to deliver our objectives. You'll have a broad portfolio of issues, and will take ownership of a range of specific policies and procedures, taking responsibility and accountability for their success. You will be expected to have good judgement and to exercise it across complex issues responsibly in line with our strategy and ways of working. You will be a role model for the Ofwat programme and project management tool kit and our ways of working. You'll be expected to provide support to colleagues across the office, proactively sharing skills and knowledge, and equally will be supported by coaching and mentoring.

Effective stakeholder engagement will be an important for your success, as you increase as you nurture existing relationships whilst developing new ones.

## **Director**

Our directors are often, although not exclusively, recruited internally through our Associate Director developmental pathway, or alternatively come from other roles internally or externally. As you become a director, the learning curve may be steep. You'll need to view things from a wider perspective, refine your management and leadership skills, and effectively drive business decisions. You'll need to have a deep understanding of and own Ofwat's strategy, have a board appreciation of the context in which Ofwat operates and an overview of all its programmes. With this, you will play a leading role in identifying and managing strategic risk and opportunities. This will involve you using all the tools in your extensive tool kit, such as programme and project management, stakeholder management, and people skill. In your work on our programmes and projects you are likely to be directing a large workstream or project or directing a programme. In this role, you'll ensure that we're delivering on our strategic objectives to time and to budget, and in line with our ways of working. You will ensure we effectively manage strategic risk and opportunities, with an awareness of issues across the office. You may well also have financial management responsibilities and will need to develop and use your understanding of our financial framework and your judgement in these.

Some of our directors will have specific professional skills, in relation to which you will be seen as a leader across the organisation. You will be able to use your professional skills proactively to contribute across Ofwat's portfolio.

As a director you will either fulfil the role of strategic resource manager for a group of people, or perhaps for a whole resource pool, or alternatively fulfil the role of project manager, leading one or more of our programmes or projects. Or you may fulfil both of these roles. You will be expected to have good judgement and to exercise it across complex issues responsibly in line with our strategy and ways of working. You will be a role model for the Ofwat programme and project management tool kit and our ways of working. You'll be expected to provide support to colleagues across the office, proactively sharing skills and knowledge, and looking for ways to support others in doing this. Equally you will be supported by coaching and mentoring.

Internally, our directors will have a seat at the leadership table, forming part of our wider leadership team, and will play a pivotal role across the office, inspiring people with their strategic vision and proven leadership skills. Your need for effective stakeholder engagement will increase as you nurture existing relationships whilst developing new ones across broader horizons.