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| Approach: **Creating The Right Conditions** |
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| I work in a team with 3 other members of staff, two of which report directly to me.  Our work involves assuring the quality and standards of academic provision at our collaborative partners in the UK and overseas.  I have overall oversight of the overseas and UK work and predominantly attend the overseas isits; the other team members provide overarching support but mainly attend activity in Europe and the UK..  The structure of our work requires my staff to operate with a great deal of personal autonomy and responsibility. For this to work effectively I have to have a high degree of trust in their abilities to make decisions. I foster an environment where they are confident to do this in the knowledge that there is a high level support from both myself and their peers.  We meet every two weeks to look at work plans and discuss concerns and I encourage open and honest communication. They are assured that they can contact me if they have any concerns, which is of particular importance as we often work at a distance from each other.  I also encourage them to come up with ideas and new ways of working, ***if a process isn't working they are empowered to find an alternative solution*** and then following a discussion with myself and wider team where appropriate, implement it.  For example, the process for getting materials to a panel including an External Reviewer needed to be streamlined. The team came up with the idea of using a Business Dropbox which allowed large volumes of information to be sent and allowed secure access both internally and externally. This also enabled access to documents offline, which is vital when working overseas or in locations without access to wifi This is one example of encouraging innovation and thinking about the broader issues.  As a general way of operating I like to give my staff areas of work that they take on from beginning to end and where they are empowered to take decisions as required. They are confident that there is support available should they need it and they are encouraged to share concerns and not keep them to themselves.  For example, as a team we manage the "Collaborative Periodic Review" of our collaborative partnership which, potentially, involves a range of stakeholders. Team members are allocated individual reviews to manage and bring back any issues to our work planning meetings if required.  We operate in a regularly changing environment which contains a high level of potential risk. This could result in a range of potential implications including reputational damage to the University.  I recognise that this can be daunting so I have worked hard to allay fears by discussing ways of mitigating risk and ensuring everyone understands the relevant frameworks, policies and processes. In addition, understanding the parameters to work within and where flexibility can be applied, which sometimes requires a decision to be taken based upon a judgement call.  Risk mitigation would include the advice we provide to Panels for all processes on areas that they should question and potential risks around a particular partnership or area of work.  Overall, the amount of support and willingness to engage with each other is fantastic and has led to the creation of a really productive and cohesive team. |