4.2 Office Operations Manager

1. Function-information

Function Title	:	Office Operations Manager
Reports to	:	Director
Place in Function Matrix	:	Management - Level 9
Work- and Thinking level	:	HBO (Bachelor)/WO (10+)
Salary scale	:	Scale 13

2. Contribution to the organization

The Office Operations Manager is responsible for advising the Director on policy decisions and overseeing the daily operations of the various departments within the Bureau.

3. Core responsibilities

- Advises the Director on strategic policy decisions and maintains contacts with relevant stakeholders.
- Manages petty cash and oversees the financial administration, including budgets and management reports.
- Supervises and coaches employees in the administrative-, CIPA-, financial-, and legal departments.
- Manages files, provides information on specific topics, and ensures periodic clean-up.
- Actively monitors and analyzes relevant legal-, social-, and political developments in the field of intellectual property.
- Prepares (draft) letters, advice notes, and other documents, reviews standard agreements prepared by third parties, and develops internal guidelines/procedures.
- Prepares reports, summaries, evaluations, administrative procedures, explanations, and forecasts, and provides advice.
- Monitors and advises on the activities of the CIPA department and the content of press releases.
- Advises annually on the content of the CIPA plan and provides guidance to employees in its preparation.
- Prepares financial plans for projects and implementations and develops the budget for them.
- Promotes coherence between different activities to increase efficiency, effectiveness, and quality improvement.
- Monitors the progress and quality of work and prioritizes goal-oriented, result-oriented, and client-oriented work.

4. Problem solving capability

Solves complex, abstract issues (in-depth or multi-disciplinary) for which helicopter view and context thinking are necessary. Develops and integrates concepts/models.

5. Planning horizon

1-3 years

6. Continuous improvement
Continuously develops, improves/innovates and implements processes, methods, best practices and/or systems.

7. Autonomy
Operates independently, in line with objectives, processes, procedures, policies and budget. Results are reviewed from time to time. Coordinates with the Director as needed.

8. Communication skills
Knows how and when to influence. Takes into account the sensitivities and acceptance.

9. Management skills
Involves employees in planning and decision making. Explains organizational decisions clearly, including their impact on the team/department. Creates conditions and a good working atmosphere so that the team/department can function optimally. Delegates tasks and responsibilities, matching the level of the employee. Is clear about the expectations (result and behavior). Gives constructive feedback and coaching on performance and personal development. Takes action if necessary.

10. Competency Profile

Managing
The ability to manage and take charge of employees to enhance their performance; define targets and provide appropriate means; controlling progress and correcting employees.
- Makes clear what results are expected
- Provides adequate support and guidance to achieve set goals
- Encourages employees to look beyond their own department in order to enhance the organization's development

Accountability
Being accountable and passing on accountability for one's own actions and those of colleagues and the organization.
- Adheres to deadlines and appointments
- Is transparent when he anticipates problems or errors
- Supports colleagues in an appropriate manner when he delegates tasks
- Is a role model for others in terms of reliability and integrity

Controlling Progress
The ability to control the progress of employees' processes, tasks, or activities and of one's own work and responsibilities.
- Monitors actual progress in outline without overlooking relevant details
- Channels and directs information about progress from various sources (ensures management receives accurate information)
- Is alert to signals from the organization regarding the work's progress and discusses them with key staff involved

Organization Sensitivity

Showing awareness of the consequences of one's choices, decisions and actions for parts of or the entire organization.

- Understands the relationship between their own work and that of colleagues and takes this relationship into account
- Understands relationships and dynamics within the team
- Knows how to pass on information that is relevant to the organization to the right contacts

Persuasiveness

The ambition to win over other people for one's views and ideas and to generate support.

- Uses argumentation that appeals to the audience
- Anticipates arguments and formulates adequate counterarguments
- Makes other people see the possibilities and advantages of a proposal

Result-Orientedness

The ability to take direct action to attain or exceed objectives.

- Regularly evaluates what the situation is regarding their objectives
- Takes directive action when objectives are in danger of not being attained
- Looks for alternatives when certain actions haven't led to the desired result
- Looks actively for the best way to achieve goals, considers their options carefully

Social Awareness

Being aware of relevant social, political and professional developments and trends and uses this information for the organization's benefit.

- Translates relevant developments into actions and proposals to the enhance their work
- Regularly goes to expert or function-related meetings
- Offers proposals in team meetings based on their knowledge of developments and trends that are relevant to the organization
- Actively follows social developments that are relevant to the organization and its field of work