

Annette Buchwald – Senior Business Analyst

Background

I came to the UK as a placement student while on a Public Sector Management and Economics degree in Germany. When I graduated I decided to stay and have progressed through various change project roles at Sheffield Hallam University ever since.

My first project role was assisting in the implementation of a new timetabling system and I have since worked in a wide variety of areas across the University. My most recent projects are implementing Learning Analytics as a new tool for SHU and moving Academic Work Planning to a new system.

What I like about my role and working for Business Change

I like the variety of my role and the opportunity to work with new people and with a different business area every year. I enjoy finding new ways of addressing issues and making processes and systems better for staff and students.

Business Change is a really great team and I appreciate the support, flexibility and trust my managers and colleagues have shown me (especially during lockdowns with young children).



Key experience and qualifications

I didn't have any formal BA qualifications when I started working as a Business Analyst. I have gained an MSc in Organisation Development and Consultancy at SHU while working as a Business Analyst. As part of my professional development I have completed a Prince2 Practitioner qualification and BCS courses in Business Analysis.

The types of skills I use in my role

Stakeholder management and communication are very important, as well as facilitation and project/ task management skills.

A logical and systematic approach to gathering, analysing and presenting information and identifying issues is key. There is a variety of tools and techniques BAs use to process information but it is just as important to really listen to people.

A good understanding of the University's business processes and data management is helpful.

Career Journey

2004
Sheffield Hallam
University
Placement student

2004 – 2005
Sheffield Hallam
University
Administrator in
the Corp. Change
Team

2006-2008
Sheffield Hallam
University
Project Officer

2009- 2010
Sheffield Hallam
University
Programme and
Portfolio Officer

2010-2012
Sheffield Hallam
University
Business Analyst

2013-Present
Sheffield Hallam
University
Senior Business
Analyst

Clinton Nobrega – Senior Business Analyst

Background

I guess you could say my affinity for improving the way things are done started from an early age, when I decided to leave the womb 4 weeks early? I moved to the UK 18 years ago whilst still completing my degree. Worked as a supervisor at a food production factory, then running the despatch office. Moved to Sheffield and worked at Norwich Union/Aviva, starting with basic data entry and moving up to become a Data and Reporting Analyst, before securing a role at SHU as a Business Analyst, and later Senior Business Analyst



What I like about my role and working for Business Change

No two days are the same, and we get to work across the entire breadth of business analysis work, so there's always something to keep you interested and engaged. Also working across such a diverse organisation means you get to meet and work with many different stakeholders.

Plus, the Business Change team is ace!

Key experience and qualifications

Studied to become a Business/Systems Analyst at university. Used these skills initially to streamline production lines and despatch operations in a factory, before using my data skills in data and reporting analysis.

Whilst at SHU, I have completed and attained the BCS International Diploma in Business Analysis. I've also completed my Prince2 foundation qualification, along with various in-house courses around Continuous Improvement and Agile.

The types of skills I use in my role

Lots of communication and stakeholder engagement and management. Enjoy, and do a lot of, training in process mapping and requirements gathering. Gathering requirements takes up most of my time on current projects, followed closely by as-is and to-be process mapping. Recent examples of other skills has involved creating user surveys for feedback both internally and externally to SHU, designing the user experience model for new directorates, creating wireframes for web developments, and working on the university operating model.

Career Journey



Benjy Curzon-Jones – Senior Business Analyst

Background

After completing my PhD in Falls and Ageing Research I decided to focus on the analysis aspect of that work in my future career. My first full time job was a Logistics Analyst for a PVC frames manufacturer. I moved internally to the Business Improvement team and learned about Six Sigma and Lean. When I moved to Sheffield I joined Plusnet and a complete change of industry. I then switched industries again when I joined the SHU team at the start of 2020.



What I like about my role and working for Business Change

I've only worked at SHU for a relatively short time compared to some of the veterans that grace these hallways and zoom rooms, but I have still had the opportunity to work on a wide variety of projects with stakeholders from all over the university. I enjoy this as it keeps the role fresh and I keep learning more with each project.

Key experience and qualifications

I have a BSc in Sport & Exercise Science at university which led me to do a PhD in the Human Movement and Motor Control Lab. That was enough to scare me away from academia, but I enjoyed the analysis side of my studies. During my professional career I have completed my Green Belt Lean Six Sigma qualification.

The types of skills I use in my role

The types of skills I use depends on the project that I'm working on, and the lifecycle stage that the project is in. Some of the key skills I use regularly are Workshop Facilitation, Stakeholder Management, Data Analysis, Requirements gathering, and Process modelling/mapping.

Career Journey

2010 - 2016
University of Birmingham
Doctoral Researcher (PhD)

2016
Greencore
Administrative Assistant

2016
Synseal
Logistics Analyst

2016 - 2018
Synseal
Business Improvement Analyst

2018 - 2020
Plusnet
Business Improvement Transformation Specialist

2020 - present
Sheffield Hallam
Senior Business Analyst

Alison Roy – Senior Project Manager

Background

I started working at Sheffield Hallam in 1995, as a 'temp' clerical assistant on a 3-month basis. I covered more temporary roles until finally securing a permanent role in one of the Schools. I have covered every type of job in the student lifecycle from course approvals, admissions, course administration, as well as marketing and HR, and gradually moved up the ranks to team leader and manager roles. I have also had senior roles in other universities which is great for understanding how the same activities are approached in a different way.

What I like about my role and working for Business Change

The work of Business Change touches almost every area of the University to some extent or another. This means our team get to see/hear lots about what goes on and this helps to understand how our projects can be affected. It's also great for networking as we get to work with a whole range of people at all levels, regardless of their role.



Key experience and qualifications

My early qualifications and experience did not relate in any way to project management; I have RSA Typing and shorthand certificates (who remembers typewriters?!) and for many years I was a secretary/PA in a range of private organisations. A few years after joining Sheffield Hallam, I studied for a 6 year PT degree in Business Information Systems and graduated when my daughter was a year old. I've since done postgraduate study and in 2019 gained an MA in Education. I'm PRINCE2 qualified and now working on the MSP qualification.

Outside of work, I have been a school governor/director of an Academy Trust for over 10 years and have a lot of transferrable skills and knowledge that I share between, and which enhance, each of the roles.

The types of skills I use in my role

I have to utilise many skills in project management, but I'd say the key ones are probably the inter-personal skills such as communication, relationship building, stakeholder management and negotiation. Of course, being able to plan and organise are critical as well as being flexible and adaptable to change as the environment we work in is so fast paced and changeable.

Career Journey



Lisa Micklethwaite – Senior Project Manager

Background

My background is in local government. I started in performance management and then took a job supporting the Council’s Cabinet Members where I took on some project work, and completed PRINCE2 training. From there, I worked in business change, both as a consultant and in local government itself. After a career break, I worked in a completely different role in a digital services company before moving back to project management at Sheffield Hallam.



Key experience and qualifications

I have a PRINCE2 foundation qualification, and have designed and implemented project and programme management approaches based on PRINCE2 and MSP. I also have a post-graduate certificate in leadership. My most recent job prior to coming to Hallam was in an SME in a business development role. As well as developing skills in a completely different industry and role, the company used an Agile project management approach, which gave me experience outside of my background in PRINCE2 and MSP.

What I like about my role and working for Business Change

I am new to both Sheffield Hallam and higher education having started in October 2021. I love project management because no two days are the same! I also enjoy working with so many different people across the organisation. The Business Change team is a really friendly and supportive team to be a part of, and you are working at the heart of some of the most interesting change projects across the organisation.

The types of skills I use in my role

Relationship building and communication are important skills I use in my project management roles. Added to that, is the ability to adapt quickly and take a new approach if things change, as projects rarely ever go completely to plan! I also really enjoy working with different teams to solve problems and think creatively around issues. Planning and organisation skills are key to my role and I apply different project and programme management techniques depending on the project or programme I am working on.



Paul Dewsnap – Senior Project Manager

Background

I have worked in a number of different roles, both in and outside of Sheffield Hallam, which have given me a range of skills and experiences. I'd never thought about working in the world of projects or business change before until a Senior Project Officer role was advertised in a project that I thought I would find interesting. I applied for the role, was successful in getting it and have worked on projects ever since.

Initially I joined as a Senior Project Officer and this gave me a good introduction to business change, leading to me eventually being successfully appointed as a Project Manager.

What I like about my role and working for Business Change

I enjoy the fact that in my role I get to meet and work with lots of different people from different teams across the university. I get to build good working relationships but also get to see how other areas of the university work.

As someone who likes to be organised, I enjoy the planning element of the Project Manager role; working out what needs to happen, by when and who can do it.



Key experience and qualifications

I didn't have any formal qualifications in project work when I first joined the team but I did have skills and experiences that I thought would be useful, such as experience of managing people, delivering training sessions, being organised and being a good communicator.

In role, I developed these skills further and acquired an understanding of how they can be applied to project work.

Whilst working as a Project Manager I qualified as a Prince2 practitioner and am now working towards the MSP (Managing Successful Programmes) qualification.

The types of skills I use in my role

Project management uses a lot of the skills that are required to undertake many other roles, such as stakeholder management, attention to detail, good communication skills, an ability to negotiate and problem solving.

At certain times I may need to use more specific skills, linked to where the project is within its lifecycle. This might include report writing, analysis or a knowledge of processes such as procurement. I've acquired these skills over time and through my experience of working within Business Change.

Career Journey



Matt Jones – Project Manager

Background

I joined Sheffield Hallam University in 2014 working in the placements team in SBS, this was my first exposure to project work as we piloted using existing placement students experiences to raise awareness of placements to current students.

As I experienced different roles at SHU, I was involved in other project work such as the Assessment Journey Programme, Hallam Help as part of PSOM and more recently a review of the Timetabling system – which led to me applying for a permanent role in the Business Change team which I start in January 2022.

What I like about my role and working for Business Change

Whilst I haven't officially started in my role in Business Change yet, I have worked with some people in the team on a number of pieces of work and have always found them to be incredibly helpful and well informed.

Since joining in with some meetings in Business Change I have been really impressed with the way people have made an effort to welcome me into the team – as a 'newbie', it has made joining the team really easy.



Key experience and qualifications

I have a BSc in Business Management, and I am just completing my dissertation on the MA Leadership in Practice apprenticeship. These qualifications and my experience at SHU have helped me gain an understanding of some of the key qualities I believe are required to be an effective project manager – planning, communication and leading.

I don't have Prince2 or MSP qualifications, but I am looking forward to working towards Prince2 Practitioner in the future whilst working as a Project Manager.

The types of skills I use in my role

Despite not having officially started in my role yet, I have had some experience of project management and the key skills I have required have been planning and organisation, communication, stakeholder management and leadership. It has also helped to have a solid understanding of Higher education and the student lifecycle.

In my opinion these are transferable skills that a lot of people will have developed in their working and personal life – even if they have not had formal management of a project.

Career Journey

2011-2014
Carphone
Warehouse
Assistant Manager

2014-15
Sheffield Hallam
University
Senior
Administrator
(Placements)

2015-2019
Sheffield Hallam
University
Student Helpdesk
Team Leader

2019-2022
Sheffield Hallam
University
Registry
Operations
Manager

2022
Sheffield Hallam
University
Project Manager

Helen Walker – Project Manager

Background

Since joining Hallam in 2010 my roles at Hallam have predominantly centred around student recruitment, including working with colleges to develop and deliver a programme of school and college engagement activity to underpin their recruitment objectives.

More recently I was a project manager within South Yorkshire Futures where I was responsible for the delivery of an engagement programme for the Civic University Network.

What I like about my role and working for Business Change

I have only been in the team a few weeks however the team is incredibly supportive. There are so many learning and development opportunities and there is always someone that you can ask for advice or support.

I love that every day is different which creates huge variety in the role, and I enjoy working with a range of people from across the university.



Key experience and qualifications

I have a BA in Business Management but don't currently have any Project Management qualifications. My previous experience of planning, developing and delivering on a variety of different projects with a range of stakeholders has helped me develop the skills needed for the role and I hope to underpin this experience with more formal qualifications over time.

The types of skills I use in my role

There are so many skills and attributes used within project management, some of which can be project dependent. For me, the key ones are the transferrable ones such stakeholder management, communication, and planning and organising. It also really helps to be adaptable, open-minded and have a good sense of humour!



Kate Lever – Principal Business Analyst

Background

My first job after graduating was general administration for a small Sheffield manufacturing company. After going back to university to do a Masters I joined Accenture on their graduate analyst consulting programme in London and worked with a number of large private sector organisations on technology implementation projects. I switched to the public sector in 2014 and worked in the then Foreign & Commonwealth Office setting out a digital skills strategy. In 2016 I joined Sheffield Hallam in a Grade 7 project role in Registry.



What I like about my role and working for Business Change

I like the variety of working on different projects and with different teams across the university, especially when you can help teams do things they haven't been able to before. It's also great to work with people at all different levels from operational teams to senior leaders, and I really like being part of a great, supportive team in Business Change. I have two young children and I now balance work and parent-life by working part-time which the team are really supportive of.

Key experience and qualifications

I did a modern languages degree which doesn't sound very relevant to an analysis career but actually the skills in interpretation and communication are fairly key to analysts. At Accenture I did internal training on business analysis and project management. These have been really helpful in my roles since, but I didn't have any formal qualifications in analysis until joining the Business Change team who are supporting me to study for a BCS Business Analysis qualification.

The types of skills I use in my role

Facilitation and communication skills are probably the main things I use in all of my work in this role. Project management type skills are also useful, and you often have to hit the ground running and quickly develop ways of working with new teams so stakeholder management is also key. Critical thinking is also helpful to challenge things and get to the bottom of issues, and to consider all the different possibilities around a problem.

Career Journey



Kathryn Roughton – Principal Business Analyst

Background

I graduated with a degree in English in 2000, not really knowing what I wanted as a career. Since then, I have had a few different jobs working in a few different industries. I first became interested in analysis after working in process improvement on a quality team in the insurance claims area.

I moved to helping with some systems testing and supported as a business lead on some projects. I realised that I was doing about 70% of the role of a Business Analyst and I have not looked back since.

What I like about my role and working for Business Change

I enjoy the roles within Sheffield Hallam as we are always involved in a variety of different projects and there is always something new to get involved with.

My favourite part of my role is chatting with all of the different teams we work with and understanding what is important to people and what can help them in their different areas.



Key experience and qualifications

I didn't have any formal qualifications in analysis when I started working in process improvement during my time at Capita / Aon. Initially, part of my role involved making improvements within my own area. I gradually became involved in a few bigger projects and found that I really enjoyed the work.

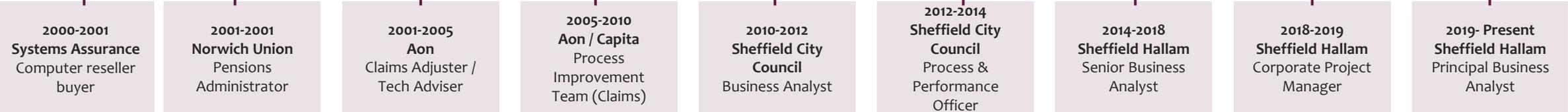
Since then, as part of my professional development, I have a Lean Six Sigma Yellow Belt, have completed the BCS courses in Business Analysis, qualifying with the International Diploma in Business Analysis and have also qualified as a Prince 2 practitioner. More recently, I have continued my formal education with an MBA.

The types of skills I use in my role

The varied nature of my role means that I use a wide variety of skills. Some key skills that transcend the different business change roles include stakeholder management, communication skills (written and verbal), facilitation skills and general project and task management.

Occasionally a project will require more specific skills like financial analysis, data analysis, awareness of marketing tools, but the majority of the time the key skills just include listening to people and acting accordingly.

Career Journey



Adam Wilkinson – Principal Business Analyst

Background

I have worked at Hallam since 2005, entering the organisation as a grade 2. I have had many different roles both in Faculty and in central directorates.

My first experience of analysis was working on an assessment project in a Faculty and enjoyed problem solving and data analysis. In 2016 I got a short-fixed term secondment as a Business Analyst and have worked in the area since.



What I like about my role and working for Business Change

I love that every day is different! Sometimes I'm working with IT experts to implement a new system, other times delivering training to staff, then I can be providing project updates to the VC!! I really like that I get to talk with so many people across the organisation, both staff and students.

Key experience and qualifications

I had zero qualifications in Business Analysis when I joined the team (I didn't even know what one was!). It was part of my development that the team supported me to study formal qualifications in Business Analysis – I've now gained two BCS qualifications.

The key experiences I had was that I had worked on projects, I was always thinking how I could improve processes, and had experience of facilitation and training people. I had background in using SITS and other data systems.

The types of skills I use in my role

I would say communication is the biggest skill I use in my role. There isn't a day I'm not talking to somebody, and often it is about listening to problems and liaising with experts to find the solutions. I also get to be creative! Whether this is facilitating and writing up a workshop or helping to design a new website, having an open, creative mindset helps and is another key skill of a Business Analyst.

Career Journey



Emma Morris – Senior Continuous Improvement Analyst

Background

I left school at 16 and began an apprenticeship doing data entry work. I progressed through several roles, eventually managing funding claims for apprenticeship programmes. I started a new job as a project officer in 2004 and it was here that I started to develop an interest in process improvement (ironically the project work didn't excite me that much!)

In 2014 I joined SHU as a project officer, but I was seconded to the BA team in 2017 to help with CI initiatives – and never left!

What I like about my role and working for Business Change

The variety of work - there's no way of knowing what work is going to come in next, it could be a small team needing a process mapped, through to facilitating an away day for 100 people!

The Business Change Team is full of like-minded people, we all have a slightly different skill-set, but we all share a passion for helping other people and making things better across the university.



Key experience and qualifications

I have PRINCE2 qualifications from my previous project jobs, but when I joined Hallam I had no BA or CI qualifications!

I learned everything I know now from shadowing others in the team, and then developing my skills from there.

I have now done the BCS BA Foundation and some formal Lean Yellow Belt training and these have supplemented the skills I've developed.

The types of skills I use in my role

Workshop preparation & facilitation, process mapping & analysis (SIPOC), and problem identification (root cause) are the main tangible skills I use.

My role also needs a lot of soft skills, such as effective listening & communication, building strong working relationships with stakeholders, coaching & advising people and managing multiple deadlines – often I find these soft skills are more valuable than any tool or technique!

Career Journey



Jon Childs – Head of Project Management

Background

After graduating from Sheffield Hallam, I started my working career at HSBC before moving on to a role as contact centre manager. I took some time out of work to travel with my wife before returning to the UK where I was successful in applying for a 'project officer' role at the local authority. I'd always been interested in change and looking for opportunities to improve things within previous roles so it seemed a good fit and an exciting opportunity. After a few months I realised I really enjoyed the world of change management and things naturally grew from there.

What I like about my role and working for Business Change

I always say it's about the people, I think we've got a fantastic team and we work with such a wide range of stakeholders it's always interesting. The variety is another thing that I love, working in higher education provides such a varied scope of change which I don't think you'd get in other sectors.



Key experience and qualifications

When I started out in my first role as a project officer, I didn't have any formal training or qualifications in change management. I've since completed a range of training and accreditations in analysis, project, programme and portfolio management.

I've been lucky enough to have had a varied and interesting range of projects and programmes over the 13 years I've been a project manager. These have included target operating model implementation, systems implementation, policy implementation, commercial tender and procurement and service re-design. Some have been more challenging than others but all have been interesting and I've learned something new from every one I've completed.

The types of skills I use in my role

I think the main skills I use are the ones that relate to people. I think at the core of good project or change management is the ability to support, manage and direct people effectively. There are of course other skills and tools that help support the delivery of change but people deliver the change so having the skills to work with people I see as centric to our roles.



Katie Wall – Head of Continuous Improvement & Analysis

Background

I was always one of those kids that never really knew what I wanted to be when I grew up. Consequently, I've taken more of a career meander than a career path which has included a wide range of jobs. I've generally sought out roles that I thought looked interesting and would be a good fit for my skills.

I've enjoyed and taken something from all my previous roles, but it wasn't until I found the Business Change team and the world of Continuous Improvement that I really felt like I'd found my people and my true calling!

What I like about my role and working for Business Change

The work: every day is different and we get involved in so many interesting things. I'm really nosy, so looking under the bonnet and finding out the real story of how the University works is a gift.

The people: the team is genuinely one of the best I've ever worked with – supportive, fun, a bit crazy at times, there's never a dull moment. But also, the people we meet out there in the wider University – we are really lucky to have the opportunity to engage and work with so many talented and interesting people.



Key experience and qualifications

I started work on the team in 2015 as a 'trainee' BA / CI Analyst with lots of relevant experience but no qualifications in analysis or CI. I had worked in various project roles during my career which included elements of analysis, project management, project officer type duties and I held a Prince2 qualification. Along with a well developed 'improvement' mindset and team management / service leadership experience, I was able to apply this transferable skill set to the BA role initially, then progressed to leading the CI Service and eventually managing the BA service as well. Since joining the team I have completed several BCS BA qualifications and Lean Six Sigma Yellow Belt training.

The types of skills I use in my role

I think the key skill I use daily is being able to really listen to people and interpret what they're saying – whether this is in a workshop setting, in meetings, with the team, or in 1-2-1 situations. I would say the ability to read a room, quickly inspire trust, listen, understand, interpret and translate is critical to all roles in change.

Being able to think and plan logically and in an action focussed way is also really important, as is being organised. And the confidence to jump into a project or task and tackle situations that you may not be completely in control of comes in really handy too!

Career Journey



Claire Ward – Head of Business Change

Background

I graduated from Sheffield Hallam in 2001 and ended up back here in 2014! After a placement at Cadburys in my final year at university, I then worked there for the first ten years of my career in various roles in supply chain and logistics. After my first maternity leave I returned to work as a Continuous Improvement Manager in logistics – it was then that I found out I really enjoyed understanding and improving processes.

After a second maternity leave and an interim role at Stanley Tools, I switched to the public sector to work at FERA, then came to Sheffield Hallam in 2014 to cover a maternity leave managing the Business Analyst team. I have since carried out several roles at the university and I'm now really lucky to be Head of the Business Change Team within Transformation.

What I like about my role and working for Business Change

I thought supply chain was complicated until I started to work in Higher Education! It's interesting, challenging and I am constantly learning. Every day is different. The work we do as part of the team spans the university which means over the years I've been here I've been involved in so many different change initiatives and worked with hundreds of different people.

The Business Change team is an absolutely brilliant team to be part of – a supportive, fun, positive and talented set of people! One of the most enjoyable parts of my role is coaching and leading people and working with the large and varied staff members across the university.



Key experience and qualifications

When I started in continuous improvement in 2009 I had no idea what it was and no formal qualifications, I just had an eye for logical processes! Having worked as an operational manager in supply chain and on SAP projects for 8 years I had a good foundation in planning, projects, processes and fire fighting and this gave me a strong platform for future roles in CI, business analysis and project and programme management. I've since completed qualifications in six sigma, project management and have actually completed four of the BCS BA modules since being at Hallam.

I have managed teams since 2002 and would say leadership and management experience has been consistent throughout my career.

The types of skills I use in my role

Communication is a huge part of my role - the ability to listen, understand problems and needs quickly and to negotiate, but also to build relationships and trust.

Adaptability is also key in my role and understanding how to effectively make change happen in a way that works for that particular area of the business but also inspires them to adopt change practices ongoing.

Coaching, leading, developing and supporting people are skills I continually use and continually develop and improve every day.

