

Management, Specialist and Administrative Job Family - GRADE 9 (Senior Management Team)

Role Summary

This role descriptor builds on the demands and activities outlined at Grade 9 (Service Director). Role holders at this level will be responsible for leading, directing and managing a major functional area (eg Finance, IT) or a group of Units within the University. They will undertake the proactive development, alignment and implementation of a range of strategies, policies and processes central to the strategic business needs, challenges and plans of the University. They will have ultimate responsibility for setting the overall standards and determining the quality of service to be provided in their area/Units. They will also be accountable for ensuring that the University meets both internal and external requirements in relation to their service/function. They will initiate and, through appropriate consultations and negotiation with the Executive, establish policy changes to tackle new challenges, issues and situations.

HERA Elements

Communication
<ul style="list-style-type: none">Will regularly communicate (verbally and in writing) conceptual ideas or complex information to a wide range of people across and outside the University which is highly detailed, technical or specialist in nature e.g. conveying new legal requirements/Government initiatives – explaining how these will impact on policy and practice; making presentations to mixed interest groups; influencing others' thinking; presenting and promoting change and developments to the teams/functions/projects they lead and manage; negotiating a complex or detailed contract; negotiating with internal or external suppliers/agencies; preparing and presenting complex reports and business cases to other senior staff/the Executive; writing major policy documents; writing explanations of complex systems, regulations etc; delivering briefings within area of expertise.
Teamwork and Motivation
<ul style="list-style-type: none">Will lead, direct and manage a team of experienced managers across an area of strategic importance to the University and will be responsible for the long-term direction, strategy and objectives of the teams within their area.Due to the size and complexity of the function, the role holder will delegate operational responsibility for the service(s) to the Service Director(s) and their team of senior managers.
Liaison and Networking
<ul style="list-style-type: none">Regularly required to liaise at senior levels with internal/external contacts in order to influence decisions and events and to build positive, collaborative relationships. Purpose of liaison is also likely to include raising awareness of the their specific area, influencing external developments and/or generating benefits for the Institution as a whole.Will play an active part in University structures and governance (e.g. cross-institutional committees) and external networks, where role holder will provide expert advice and guidance which will in turn influence key internal/external decisions and events.Likely to chair internal and/or external committees and networks.
Service Delivery
<ul style="list-style-type: none">Responsible for the strategic direction of their functional area, required to set the overall standards and objectives and determine the quality of service to be provided.Required to anticipate future demands upon the service and identify the strengths, threats, weaknesses and opportunities in their area of responsibility.With the Service Directors, continually explore ways of improving efficiency and effectiveness of the service.Act as a strategic change agent to drive through the changes necessary to align the service with the University's business operating models and plans.
Decision Making
<ul style="list-style-type: none">Required to make independent decisions on complex matters which will have a far reaching and long lasting impact e.g. development of a new service within area of activity acting as final arbiter in serious disputes.Will collaborate in strategic decisions at Institutional level.Will provide expert advice and guidance to the Executive/University committees which may impact upon

Institutional policy and practice, the development of business plans etc.
Planning and Organising
<ul style="list-style-type: none"> ▪ Responsible for the development and implementation of the Units'/service's strategic plans and objectives, ensuring these support and feed into the overall University strategy. ▪ Ultimate responsibility for budgetary, resource and staff management within area of operation. ▪ Direct major projects and initiatives which have significant resources and strategic impact across the Institution. ▪ Contribute to the overall management and strategy of the University.
Initiative and Problem Solving
<ul style="list-style-type: none"> ▪ Required to apply their significant knowledge, expertise and considerable professional autonomy to address multi-faceted problems or unresolved issues, to develop innovative solutions and to encourage the application of new ideas, techniques and methods across their area of operation. ▪ Also required to manage situations/problems relevant to their function/service where there is a lack of precedent and which may have broader implications for the Institution.
Analysis and Research
<ul style="list-style-type: none"> ▪ On an ongoing basis, required to investigate and analyse complex data/information, draw conclusions, make and implement recommendations e.g. analysing and interpreting complex statistics from diverse sources; identifying and highlighting patterns and trends/opportunities and threats; conducting enquiries/research into complex complaints/issues; sourcing additional related information which will assist the investigation; monitoring/management of large amounts of data and information used, for example, in official government returns; investigating the development of new, more effective methods/ways of working; providing recommendations to the Executive on the basis of the analysis or research in form of briefings, formal reports etc. ▪ Required to identify and lead on perceived gaps or weakness in service between disciplinary areas.
Sensory and Physical Demands
<ul style="list-style-type: none"> ▪ The sensory/physical demands of the role will typically be straightforward, involving the routine use of standard office equipment.
Work Environment
<ul style="list-style-type: none"> ▪ Generally not a requirement of the role as responsibility for health and safety of staff within their Units/function is delegated to the appropriate Service Director.
Pastoral Care and Welfare
<ul style="list-style-type: none"> ▪ Generally not a requirement of the role as responsibility for the welfare of staff within their Units/function is delegated to the appropriate Service Director. However, they will have responsibility for the pastoral care of direct reports, drawing on specialist advice and support as required. ▪ Ensure that the Service Director(s) within their area have developed an appropriate framework for pastoral care issues.
Team Development
<ul style="list-style-type: none"> ▪ Ensure that the Service Director(s) within their area have developed an appropriate framework for staff development and capability within their Unit(s). ▪ Required to conduct performance reviews for direct reports, setting appropriate targets for achievement and professional development.
Teaching and Learning Support
<ul style="list-style-type: none"> ▪ Generally not a requirement of the role but may undertake presentations or workshops externally as an expert

in the field.

Knowledge and Experience

- Requires extensive, in-depth and up-to-date expertise in the profession/specialism, together with significant and detailed knowledge of the University structures and processes, and the wider national/international higher education and professional environments.
- Experience of leading large and diverse teams.
- Experience as a relationship builder, with the ability to influence key stakeholders.
- Requires high level professional judgement, diplomacy and political awareness.
- Experience of managing and controlling substantial budgets/resources/funding.
- Experience of leading evidence-based planning at a high level.
- Experience of developing innovative solutions and of implementing strategic change.
- Role holder will typically have a relevant degree and post graduate/professional qualification plus approximately 10 years management and leadership experience at an increasingly senior level. Where no qualification is held, extensive vocational and strategic management/leadership experience (15 years+) is typically required demonstrating professional development through involvement in a series of progressively more demanding and influential roles.
- Proactive in updating their knowledge of relevant specialist issues, legal and regulatory requirements in developing awareness within field of work and using this knowledge to inform development of the service/area of operation.
- Ensure that all staff for whom they are responsible, maintain professional standards in accordance with University policies/procedures such as Health and Safety and Equal Opportunities.

Personal Skills/Attributes

- Proven high level communication, interpersonal and presentation skills, capable of providing strategic advice and guidance at a senior level.
- Proven high level interpersonal skills including ability to negotiate, motivate, influence and build relationships at a senior level within and outwith the University.
- Advanced analytical and problem solving skills, able to develop and implement innovative solutions to complex/diverse problems and issues.
- Highly developed leadership/management skills, able to create a sense of unity and partnership across a major service/functional area.
- Advanced planning and organisational skills - capable of developing and leading on the implementation of strategies and plans for a range of Units/functional area.
- Proven strong business and financial acumen.
- Ability to translate and align business strategy into effective processes.
- Proven success in driving and supporting business change.
- Ability to lead on major projects and initiatives that have significant resource and strategic implications.
- Capable of significantly contributing to University strategy and policy.
- Breadth of vision gained from extensive experience in field of expertise.