

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

Role Summary

This role descriptor builds on the demands and activities outlined at Grade 9 (Senior Management Team). Role holders at this level have strategically critical roles within the University and are responsible for leading, directing and managing across several functions/group of Units. They will be expected to contribute positively to the development of overall University strategy, and to influence its successful implementation. They will have ultimate responsibility for setting the overall standards and determining the quality of service to be provided in their area. They will also be accountable for ensuring that the University meets both internal and external requirements in relation to their area. They will be expected to engage effectively with opinion formers and influencers to ensure that the benefits which the University brings to Scotland, the UK and society at large are both fully understood and supported.

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 functions/projects they lead and manage; negotiating complex or detailed contracts; engaging with policy formers and influencers on a local, national and international stage; preparing and presenting complex reports and business cases to fellow members of the Executive, University senior staff, external bodies and key stakeholders; 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 staff across a major area of activity within the University and will be responsible for the long-term direction, strategy and objectives of the Units within that area.The role holder will delegate operational responsibility for the service to the Service Directors and members of the Senior Management Team overseeing that function.
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 marketing the Institution, acting as the University's spokesperson, influencing external developments and/or generating benefits for the Institution as a whole.Will take a lead role in University structures and governance (e.g. cross-institutional committees) and external networks, where role holder will provide expert advice and guidance which will influence key internal/external decisions and events.Will lead internal and/or external committees and networks.
Service Delivery
<ul style="list-style-type: none">Responsible for shaping the long term strategic direction of their functional area and the wider University.Required to anticipate future demands upon both the service and the University and identify the strengths, threats, weaknesses and opportunities.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 and high level 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, formulating institution-wide plans and committing resources to their implementation etcWill make strategic decisions at Institutional level including institutional workforce planning.Will provide expert advice and guidance to other members of the Executive/Court/University committees which may impact upon Institutional policy and practice, the development of business plans etc.

<ul style="list-style-type: none"> ▪ Will contribute to decisions on senior appointments within the University. ▪ Will input to decisions which commit the resources of the Institution for a considerable period of time.
Planning and Organising
<ul style="list-style-type: none"> ▪ Responsible for the development and implementation of key aspects of the University's strategic plans and objectives. ▪ Ultimate responsibility for budgetary, resource and staff management within area of operation. ▪ Has ultimate responsibility for major projects and initiatives which have significant resources and strategic impact across the Institution. ▪ Significant input to the overall planning, management and strategy of the University in conjunction with other members of the Executive.
Initiative and Problem Solving
<ul style="list-style-type: none"> ▪ Required to apply their significant knowledge, expertise and 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 the University. ▪ 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. ▪ Responsible for identifying and resolving issues of institutional priority in relation to mission, credibility, funding etc.
Analysis and Research
<ul style="list-style-type: none"> ▪ Required to analyse complex data/information, draw conclusions, make recommendations to the Executive/Court/key University Committees and ensure the same are effectively implemented 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; 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 at institutional level; providing recommendations on the basis of the analysis or research in form of briefings, formal reports etc. ▪ Required to identify and lead on perceived institutional shortcomings.
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.
Team Development
<ul style="list-style-type: none"> ▪ Ensure that the Service Directors within their area have developed an appropriate framework for staff development and capability within their Units. ▪ Required to conduct performance reviews for direct reports setting appropriate targets for achievement and professional development.
Teaching and Learning Support

- 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 diverse teams across a wide and significant area of responsibility.
- Experience as a relationship builder, with the ability to influence key stakeholders both internally and externally.
- Experience of creating, maintaining and effectively exploiting networks within and across sectors.
- 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 the highest level.
- Experience of developing innovative solutions and of implementing strategic change across a wide and significant area of responsibility.
- Role holder will typically have a relevant degree and post graduate/professional qualification plus approximately 10-15 years management and leadership experience at a senior level.
- 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 University.

Personal Skills/Attributes

- Proven high level communication, interpersonal and presentation skills, which recognise the new global and cross-cultural nature of higher education.
- Proven experience of providing strategic advice and guidance at a senior level within a large and complex organisation.
- 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 highly complex/diverse problems and issues.
- Highly developed leadership/management skills with the ability to build and work effectively with strong teams.
- Demonstrable experience locally, nationally and internationally in establishing and operating successful partnerships.
- Advanced planning and organisational skills - capable of developing and leading on the implementation of strategies and plans for a wide range of Units/significant functional area.
- Proven strong business and financial acumen.
- Evidence of a strong entrepreneurial spirit, supported by the drive and energy to implement sustainable positive change.
- Ability to translate and align business strategy into effective processes and which impact across the University.
- Ability to direct major projects and initiatives that have significant resource and strategic implications across the University.
- Capable of determining University strategy and policy in conjunction with other members of the Executive.
- Personal qualities of judgement, integrity, self-confidence and resilience.