

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

Role Summary

This role descriptor builds on the demands and activities outlined at Grade 8. Role holders at this level will be responsible for leading, directing and managing a major Unit. They will have ultimate responsibility for developing and delivering the strategic plans and objectives for their Unit, for setting the overall standards and determining the quality of service to be provided. They will also be accountable for ensuring that the University meets both internal and external requirements in relation to their service and that their Unit plans support and feed into the overall University strategy. They will initiate and lead changes in response to University policy or pressures from the external environment.

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 the University which is highly detailed, technical or specialist in nature e.g. making presentations to mixed interest groups; influencing others' thinking; presenting and promoting change and developments to the Unit/projects they lead and manage; preparing and presenting complex reports and business cases to senior staff/external bodies; writing major policy documents for the Unit and which may have a University wide impact; 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 staff across a major Unit and will be responsible for the long-term direction, strategy and objectives of the overall team.Due to the size and complexity of their Unit, the role holder will typically delegate operational responsibility for significant sections of the Unit to a team of senior managers.Take overall responsibility for staffing policies, recruitment and staff development for the Unit.
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.Will represent the University at local and national level.Will play an active part in University structures and governance (e.g. cross-institutional committees) and/or external networks.May chair internal and/or external committees and networks or subgroups of same.
Service Delivery
<ul style="list-style-type: none">Responsible for the strategic direction of their Unit considering implications for the immediate and long-term futures.Required to set the Unit's standards and objectives and determine the quality of service to be provided.Ensure that there are appropriate quality checking mechanisms and processes in operation to ensure that the service responds to changes in requirements, regulations and legislation.Identify the strengths, threats, weaknesses and opportunities in their Unit.Evaluate existing service provision, keeping abreast of feedback and broader developments in the external market place, to ensure appropriate developments and innovative solutions are proposed and implemented that consistently enhance and maximise service quality, efficiency and continuity.
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. determining the final allocation of resources across their Unit, acting as final arbiter in local disputes.Will be party to strategic decisions at Institutional level.Will provide expert advice and guidance to other professional staff, academic leaders and senior management which may impact upon Institutional policy and practice, the development of business plans etc.
Planning and Organising

- Responsible for the development and implementation of their Unit strategic plan and objectives, ensuring this supports and feeds into the overall University strategy.
- Responsibility for budgetary, resource and staff management for their Unit.
- Lead major projects and initiatives on behalf of their Unit.

Initiative and Problem Solving

- 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 within their Unit.

Analysis and Research

- At a Unit level and on an ongoing basis, required to investigate and analyse complex data/information, draw conclusions and make 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 Senior Management Team/Executive on the basis of the analysis or research in form of briefings, formal reports etc.

Sensory and Physical Demands

- The sensory/physical demands of the role will typically be straightforward, involving the routine use of standard office equipment.

Work Environment

- Overall responsibility for health and safety within their Unit and required to manage the impact of the environment on the work and safety of staff, students and others in the area.

Pastoral Care and Welfare

- Overall responsibility for welfare of staff within their Unit (including complex and serious issues), drawing on specialist advice and support as required.
- Ensure that an appropriate framework is developed and used for pastoral care issues.

Team Development

- Overall responsibility for staff development and capability within their Unit.
- Likely to mentor direct reports.
- Required to conduct performance reviews for direct reports setting appropriate targets for achievement and professional development.
- Ensure that performance reviews for indirect reports are carried out by the appropriate line manager.

Teaching and Learning Support

- May be required to teach or train staff outside own Unit on procedures, systems, activities etc. This may be via presentations, workshops and/or training sessions.

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 teams.
- Requires high level professional judgement, diplomacy and political awareness.
- Experience of managing and controlling budgets/resources/funding.

- 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. 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, and in developing awareness within field of work.
- Knowledge of and adherence to the University's Health and Safety and Equal Opportunities policies/procedures.

Personal Skills/Attributes

- Proven high level communication, interpersonal and presentation skills, capable of providing strategic advice and guidance to senior management.
- Proven high level interpersonal skills including ability to negotiate, motivate, influence and build relationships.
- Highly developed analytical and problem solving skills, able to design and implement innovative solutions to complex/diverse problems and issues.
- Highly developed leadership/management skills, able to create a sense of unity and partnership between teams.
- Highly developed planning and organisational skills - capable of developing and leading on the implementation of strategies and plans.
- Highly developed financial planning skills.
- Strong change management expertise.
- Ability to lead on Unit wide projects and initiatives.
- Capable of contributing to University strategy and policy.