

## Appointment of Head of Human Resources & CPD (2476)

### Ballymena Guide for Applicants



## Foreword

Dear Candidate,

Thank you for your interest in working with Northern Regional College.

This is an unprecedented time of development and change in the history of the College, presenting exceptional opportunities to contribute to its future success. We recognise that our employees are crucial to our success as the College is committed to improving the quality of our curriculum, learning environment, and business processes.

This Guide for Applicants contains the information required to help you complete your application. Please read all of the contents thoroughly so that you are fully aware of the requirements of the Post, and the College policies and protocols relation to Recruitment and Selection, Equality, Vetting, and Appointment.

Further information about the College can be found on our website: [www.nrc.ac.uk](http://www.nrc.ac.uk)

Yours sincerely,

Signature

A handwritten signature in black ink, appearing to read 'Terri Scott', with a stylized flourish at the end.

Terri Scott  
Principal and Chief Executive

## 1. Northern Regional College Profile

Northern Regional College was established in 2007 following the merger of the Causeway, East Antrim and North East Institutes of Further and Higher Education. We are the main provider of Further Education across four of new council areas, serving 25% of Northern Ireland's population. The College employs over 800 staff and had more than 20,000 enrolments during 2016/17 in over 1800 further education and higher education programmes and training contracts. The full-time provision is delivered at our main campuses in Ballymena, Ballymoney, Coleraine, Magherafelt and Newtownabbey with part-time and community based provision offered at more than 30 other locations.

Further information on the College may be found at: [www.nrc.ac.uk](http://www.nrc.ac.uk)

## 2. Vision, Mission, and Values

Our agreed Vision, Mission and Values are set out below:

### Vision

*“NRC will be an outstanding provider of training and further and higher education, focused on the needs of the modern economy.”*

### Mission

*“NRC will provide learners with a life-changing, supportive and innovative experience, which will equip them with the skills to compete successfully in the global employment market and meet the needs of local industry and employers.”*

### Values

<b>Student Focused</b>	Putting the student first in all we do.
<b>Innovation</b>	Challenging ourselves to be innovative and drive continuous improvement.
<b>Collaboration</b>	Engaging proactively with internal and external partners to achieve joint goals.
<b>Inclusiveness</b>	Promoting equality, diversity, transparency and opportunity.
<b>Sustainability</b>	Focusing on the long-term future of our College.
<b>Development</b>	Committing to ongoing development of our staff.

## 3. Management Competency Framework

The College has developed a competency framework for management posts at all levels of the organisation. The competencies required for Head of Human Resources & CPD may be found at Annex A to this document.

## 4. Job Description

**Job title:** Head of HR & CPD

**Reporting to:** Vice-Principal Organisational Development

### **Job purpose:**

The Head of HR & CPD will be responsible for leading an effective and efficient human resources management support service across the College as well as leading the management and implementation of College policy and practice with regard to Human Resources Management and Continuous Staff Development.

### **Main duties and responsibilities**

#### ***Corporate and Strategic Management***

In conjunction with the Vice-Principal Organisational Development:

- Developing, implementing and reviewing strategic planning and policies relating to Human Resources and Staff Development and ensuring that these align to the College strategy and offer equality of opportunity.
- Managing the implementation of actions in order to meet College KPIs, and as identified in the Quality Improvement Plan.
- Playing a central role in forward planning and strategy development in all areas of employee development.
- Providing strategic direction and leadership on the creation and delivery of continuous professional development (CPD) to all staff groups across the College.
- Designing, developing and improving the systems and processes that create and deliver HR & CPD services.
- Advising the senior staff on legislative requirements.
- Participating as a member of the HR Working Group, providing advice and guidance to the Principals' Group with regard to all sector HR matters.
- Advising and assisting in support of the functions and responsibilities of the Governing Body and its sub-committees in all matters relating to resignation, dismissal, redundancy and retirement.

#### ***Departmental Leadership***

- Leading and managing the HR & CPD team to enable them to deliver a comprehensive HR and staff development service to the College. Proactively advising of best practice HR.
- Ensuring that the Department is stakeholder-focused and responds to activities in a timely manner and within agreed service level agreements.
- Supporting the people management functions that underpin the College culture. These broad areas include: resourcing and workforce planning; CPD; performance and reward; employee engagement, and employee relations.

- Managing the design and implementation of an effective reward and recognition strategy and programme.
- Supporting, contributing to and taking personal responsibility for implementing the College's commitment to diversity and equality of opportunity.
- Supporting and participating in initiatives to ensure a safe and healthy environment for all College users.
- Providing line management and mentoring to the HR & CPD Managers.

### ***Resource Management and Financial Accountability***

- Responsibility for the HR & CPD budget and complying with College financial regulations whilst ensuring that direct reports effectively manage financial resources.
- Managing and coordinating effective deployment of expenditure in order to promote financial sustainability while delivering a quality HR & CPD service.
- Ensuring that all departmental purchases conform to College procurement practices.
- Contributing to the annual budget setting process and ensuring the management of budgets and resources within projections.

### ***HR Leadership***

- Providing dynamic leadership that contributes to the creation of a culture that encourages student-focus, accountability, enterprise, innovation and fosters inclusiveness and productive team working.
- Leading, managing and developing the HR team to provide a comprehensive HR service (recruitment, employee relations, absence management, training & development, legal, statutory compliance etc), advice and guidance to the Governing Body, Senior Leadership Team, Senior Management Team, managers and staff on a range of HR issues.
- Developing and implementing improved HR policies, procedures and processes across a range of areas including recruitment and selection, performance management, employee relations, learning and development, equality, etc.
- Ensuring the development and correct applications of terms and conditions of service for all staff in the College and arranging for the issue and retention of appropriate contractual documentation.
- Maintaining appropriate systems for the retention of accurate personnel records.
- Ensuring that appropriate documentation in relation to recruitment, promotion and termination of staff is recorded and processed and records are maintained for required periods of time.
- Reviewing and updating recruitment and selection policies and procedures ensuring that they meet all current statutory conditions, including equality legislation.
- Implementing relevant job evaluation schemes and establishing appropriate salary and other conditions of service arrangements.
- Leading consultations and negotiations with recognised trade unions.

- Advising and guiding management colleagues on performance, disciplinary, grievance and dignity at work issues.
- Acting as the College's primary contact on legal matters regarding employment law.
- Developing and implementing an effective means of engagement with the business to facilitate delivery of the KPIs. This will involve leading support to the business in identifying, assessing and prioritising people solutions.

### ***CPD Leadership***

- Developing, implementing and managing a structured, targeted approach to the continuous professional development of academic and support staff.
- Ensuring that all academic staff fulfil their contractual CPD hours with relevant, targeted training.
- Creating and managing a structured approach to the development of new academic and support staff.
- Ensuring that the most effective delivery mechanism for all aspects of staff development is employed and delivered in an appropriate, efficient and targeted manner.
- Ensuring effective assessment and delivery of the training/professional development needs of staff.

### ***Equality Leadership***

- Responsible for College compliance with all section 75 statutory duty.
- Responsible for the management of the equality processes across the College including the implementation of the College equality scheme.
- Providing advice and support to the Governing Body and senior staff on all matters relating to equality.

NB: This is not a complete statement of all duties and responsibilities for this post. The post-holder may be required to carry out other duties in keeping with the nature of the post as directed by and agreed with, the Principal and the Governing Body.

**All staff have an obligation to comply with the statutory duties relating to Section 75 of the Northern Ireland Act 1998 and will be required to contribute to the implementation of the College's Equality Scheme drawn up in accordance with this legislation.**

## 5. Personnel Specification

<b>Personnel Specification</b>		
<b>Criteria</b>	<b>Essential/ Desirable</b>	<b>How Assessed</b>
<b>Qualifications</b>		
Hold at least an undergraduate degree or equivalent.	E	Application form Certificates CPD log
Currently a Member of CIPD or hold a Level 7 qualification in a specific HR-related subject	E	
Evidence of continuous personal development relevant to the role.	E	
Postgraduate or management qualification.	D	
<b>Experience</b>		
At least three years' experience across the full remit of the HR profession at management level.	E	Application form
Hands-on experience of effective management of employee relations issues.	E	
Substantial experience of providing effective HR advice, including contributing to and assessing options for achieving business objectives on the basis of judgement and sound risk management.	E	
Evidence of effective management of resources.	E	
Effective preparation and communication of management information	E	
<b>Knowledge</b>		
Demonstrate clear knowledge and understanding of HR legislation, policy and good practice, employee relations and their role and impact on the organisation.	E	Application form
In depth understanding of the FE sector and the challenges facing the sector.	D	
<b>Other Requirements</b>		
Willingness to travel away from College, including international travel if and when required.	E	Selection process and interview
Ability to travel between sites and to external events.	E	

## 6. Competencies

Criteria	Essential/ Desirable	How Assessed
<b>Key Competencies</b>		
<p><b>Leading through People</b></p> <p>Develops, empowers and sustains individuals and teams to fulfil the vision, mission and strategic priorities of the College. Willing to hold others to account, but is supportive to ensure continuous improvement. Works across College boundaries and functions in order to encourage mutual trust and cooperation.</p>	E	Assessment Process
<p><b>Delivering Results</b></p> <p>Ensures that day-to-day work is being delivered effectively, and that the appropriate plans, processes and systems are in place to facilitate this. Recognises the need to be effective, efficient and economic while maintaining quality. Strategically leads and monitors financial requirements and optimises the use of technology to enable the College to meet its objectives.</p>	E	
<p><b>Identifying and Optimising Opportunities</b></p> <p>Takes an entrepreneurial focus in order to optimise the commercial and income generation opportunities available to the College. Develops and maintains cooperative, collaborative and mutually beneficial external relationships that promote the College and the success of all students.</p>	E	
<p><b>Thinking and Acting Strategically</b></p> <p>Demonstrates the ability to develop or translate a vision, then to follow through by leading others to meet the vision. Sees beyond the short-term targets to ensure the longer-term sustainability of the College. Constantly looking to improve, and to work in partnership with others to deliver.</p>	E	
<p><b>Performing to Succeed</b></p> <p>Draws on personal qualities and skills to meet successfully the demands of the job and the College. Uses data-driven evidence to make decisions and understands the culture of the College and the needs of different stakeholders to appreciate what can and cannot be done. Understands the needs of different audiences and manages the message accordingly,</p>	E	

building rapport and working positively with others.		Assessment Process
<b>Driving Transformational Change</b> Embraces opportunities for change, and engages with others to make change happen and evaluate its effectiveness. Understands and manages the political, bureaucratic and resource barriers to change. Creates a climate in which people want to do their best and commit to required changes.	E	

Applicants must meet the eligibility criteria and essential criteria by the closing date for applications but are only required to demonstrate how they meet the eligibility criteria on the application form.

Applications will also be considered from applicants with relevant formal qualifications **considered by the selection panel to be of an equivalent or higher standard to those stated** above. If putting forward an equivalent qualification, please state the type of qualification and the date awarded. The date awarded is the date on which you were informed of the result by the official awarding body. If you believe your qualification is equivalent to the one required, the onus is on you to provide the panel with the details of modules studies etc so that a well-informed decision can be made.

## 7. Terms of Appointment

- This is a temporary post until June 2020 with the possibility for further extension.
- The salary scale for this post is £58,583 - £61,354.
- The successful applicant will normally be placed at the bottom point of the salary scale on appointment.
- Whilst the post-holder will initially be assigned to a designated base, there will be a requirement to travel to other campuses and beyond according to the needs of the post.
- The College reserves the right to change the designated base to meet with operational needs in the future.

## **8. Recruitment and Selection Process**

### **How to apply**

To apply in the first instance please email completed application form to [jobs@nrc.ac.uk](mailto:jobs@nrc.ac.uk)

Hard copy applications can be sent to:

Human Resources  
Northern Regional College  
Farm Lodge  
Ballymena  
BT43 7DF

The closing date for applications is **22 September 2017 at 1.00pm**. Please note the onus is on the applicant to ensure applications are received by HR by the specified date and time.

Application is by completion of application form - CVs will not be accepted.

Applicants with a disability who require assistance will be facilitated upon request.

Applicants who wish to receive an information pack in accessible formats are requested to advise Human Resources of their requirements as promptly as possible, allowing for the fact that the closing date for receipt remains the same for all applicants as noted above.

### **Equal Opportunities Monitoring**

The Northern Regional College monitors applications for employment in terms of community background, sex, marital status, political opinion, racial group, disability, sexual orientation and family status.

You should note that this information is regarded as part of your application and failure to complete fully and return this part of your application may result in disqualification. The use and confidentiality of community background information is protected by the Fair Employment and Treatment (Northern Ireland) order 1998. It will be used only for monitoring, investigations or proceedings under the requirements of the above legislation.

### **Application Form**

Applicants must clearly and fully demonstrate on their application form how they meet the essential and desirable criteria. The Northern Regional College may decide to interview only those applicants who appear, from the information they have provided on their application form, to be most suitable in terms of relevant experience and ability. It is essential therefore, that applicants fully describe on the application form how they meet each of the criteria for the role.

In the event of an excessive number of applicants the College reserves the right to move to desirable criteria.

## **Shortlist**

After the closing date, the first stage in the selection process will be to conduct a shortlisting exercise. Applicants who have not fully demonstrated on their application form how they meet each of the criteria will not be progressed to the next stage of the process.

The Northern Regional College will shortlist solely on the information provided by the applicant on the application form. Members of the shortlisting panel will not make assumptions or take into consideration information known to them personally about any applicant.

## **Selection and Interview**

Following the shortlisting exercise, a selection panel will form the next stage of the selection process. This will consist of a competency based against the essential criteria for the role. It is intended that the interviews will take place during October 2017.

Interviews will not be rescheduled to accommodate applicants who are unable to attend on the agreed date due to reasons such as holidays, as selection processes are normally completed on the day of interview.

If an applicant fails to present himself or herself for interview, it will be deemed that they have withdrawn from the selection process.

Applicants will be asked at interview to sign application forms which have been submitted via email.

Applicants attending interview are required to bring with them photographic identification. After the selection process, this documentation will only be retained for the successful applicant.

## **Notification of Successful Applicants**

Selection panels **recommend** applicants for appointment. Applicants are advised that a **recommendation for appointment** is not an offer of employment and it must not be treated as such.

## **Offer of Employment: Appointment Verification**

An applicant is deemed to have been offered the post only upon receipt of a formal written offer of employment from Human Resources Department, Northern Regional College.

A **formal written offer of employment** from the College, confirming a start date, will only be issued once the following have been received:

- The successful applicant's formal acceptance of the selection panel recommendation for appointment
- A satisfactory outcome to all elements of the College's vetting process, including Access NI Enhanced Disclosure Certificate.

Please note that successful candidates are required to pay the administration fee for the completion of the Access NI Enhanced Disclosure Certificate (which is currently £33).

The College vetting policy may be found on our website at [www.nrc.ac.uk](http://www.nrc.ac.uk)

Further information on Enhanced Disclosure Certificates may be found at:  
<http://www.nidirect.gov.uk>

### **Keeping of Records**

All applicant records are kept in accordance with the Data Protection Act. Records are kept to fulfil our statutory obligation to submit an annual monitoring review under fair employment legislation.

Equality monitoring forms are separated from the application form, and retained on file for one year. The equality monitoring form does not hold information that could reveal identity. All other documents relating to applicants who were not appointed are destroyed securely.

Should you be appointed to this post, your applicant records (with the exception of the equality monitoring form) will be transferred to your Employee Personnel file.

### **Equality and Diversity**

The College is designated as a public authority for the purposes of the Northern Ireland Act. This Act makes it incumbent upon us as an organisation to comply with the Act and in particular with section 75 of the Act.

Section 75(1) of the Northern Ireland Act (1998) states that it is now the statutory duty of public authorities to have:

*'due regard to the need to promote equality of opportunity between persons of different religious belief, political opinion, racial group, age, marital status or sexual orientation, between men and women generally, and between persons with dependants and persons without.'*

As part of our commitment to section 75 the Northern Regional College promotes equality of opportunity in all of its activities. All staff are required to comply with the principles of the Equality Scheme and provide a supportive, fair, inclusive and welcoming environment free from any form of discrimination or harassment.

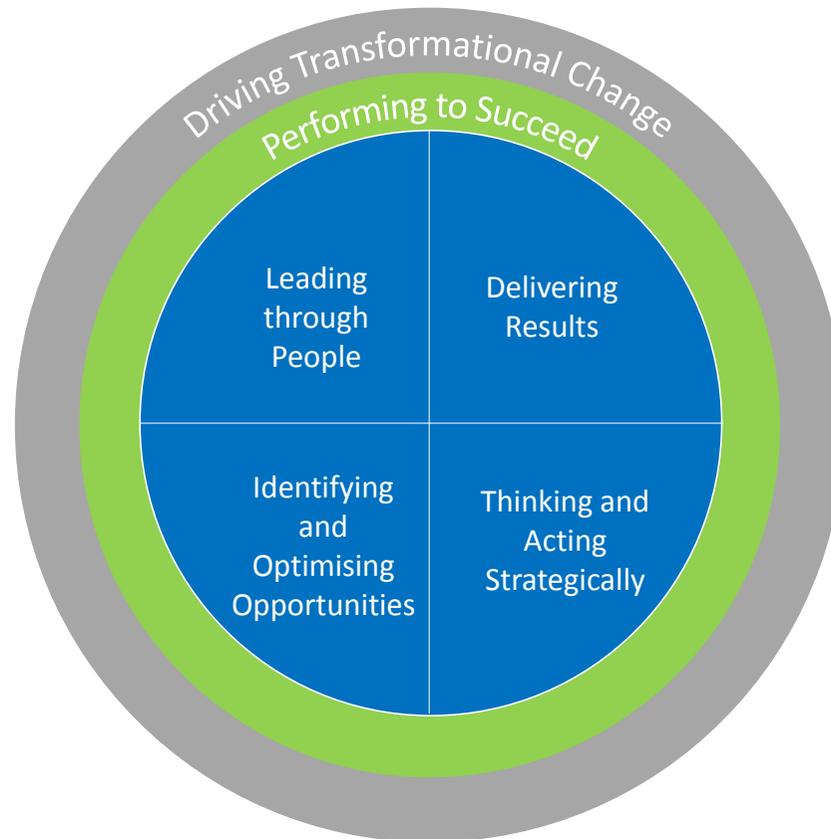
As part of our duty under section 75, all staff will receive awareness training on section 75 and follow-up training. As part of its implementation of this statutory duty, the College deems it mandatory for all College staff to participate in the awareness training and in subsequent training sessions.

### **Further Information**

Should you have any further queries about this selection process, please contact Jackie Taylor on 02825 664257.



## College Management Competency Framework



**Detailed Competency Definitions and Indicators for Head of Department Roles**

Leading through people		
<p><b>Managing performance</b> <i>Setting clear targets and standards and holding others to account; creating a climate of support and accountability; recognising contributions and accomplishments of staff; promoting a culture of continuous performance improvement.</i></p> <hr/> <ul style="list-style-type: none"> <li>• Sets and communicates clear goals and objectives in a 'no blame' environment.</li> <li>• Reviews performance, agrees clear expectations and gives honest feedback to individuals and teams both within performance management processes and on an on-going basis.</li> <li>• Instils accountability in all staff.</li> <li>• Recognises good performance and celebrates achievement and success.</li> <li>• Conducts effective and timely performance reviews.</li> <li>• Removes obstacles and barriers to team/department success.</li> <li>• Acts as a good role model taking responsibility for actions/targets, while being professional and honest and following College values.</li> </ul>	<p><b>Managing staff development</b> <i>Measuring and reviewing organisational learning and development; promoting an environment where learning is valued and willingness and efforts to learn are recognised; providing challenging tasks and assignments.</i></p> <hr/> <ul style="list-style-type: none"> <li>• Prioritises learning needs of staff, taking account of organisational needs, priorities and personal and career development needs.</li> <li>• Understands the local, national and international learning and development opportunities available to staff.</li> <li>• Co-ordinates different types of learning activity for staff.</li> <li>• Applies current and emerging requirements for the development and maintenance of knowledge, skills, understanding and professional development for staff.</li> <li>• Encourages an ethos that stimulates self-reflection and aids personal development and improved team performance.</li> <li>• Provides effective coaching within the immediate team and across the College</li> <li>• Actively promotes continuous development and improvement.</li> <li>• Shares good practice across the College.</li> </ul>	<p><b>Building, developing and leading teams</b> <i>Strategically leading and developing multi-professional teams; understanding the dynamics and role cultures operating within and across teams; encouraging mutual trust and cooperation among members of the team; broadly sharing responsibility and accountability, whilst ensuring that goals are met.</i></p> <hr/> <ul style="list-style-type: none"> <li>• Uses prompt and constructive feedback to teams and individuals to improve College performance.</li> <li>• Leads multi-professional teams across the College.</li> <li>• Understands the dynamics and role cultures operating within and across teams.</li> <li>• Uses staff skills flexibly and innovatively to maximise their benefit to the College.</li> <li>• Considers human resources effectively involving the right staff in a task or project dependent on their individual/group skills.</li> </ul>

## Delivering results

### Managing resources effectively

*Strategically leading and monitoring financial requirements; ensuring budgets are set, managed and monitored to ensure effectiveness, efficiency and economy; understands proportionate risk management and encourages staff to be confident in taking acceptable risks; managing priorities, expectations and risks associated with future technologies.*

- Manages resources via appropriate systems, adjusting plans in line with constraints and available resources.
- Sets and keeps within agreed budgets.
- Avoids waste and looks for more cost effective ways of operating e.g. sharing of resources.
- Identifies strategies to increase available funds.
- Anticipates future resources based on realistic analysis of trends, enrolments and developments.
- Uses effective procurement processes to ensure value for money.
- Has a full understanding of cost and knows how to act to pursue savings without compromising quality.

### Planning and organising

*Putting in place structures, plans and processes that keep people focused on priorities; establishing and using follow-up and review processes and mechanisms for dealing with unexpected events, balancing the integrity of the plans and processes with flexibility in the face of potential threats.*

- Plans and reviews projects involving other people.
- Understands and plans for the potential impact upon other individuals and areas of the College.
- Incorporates contingencies while planning.
- Balances short-term requests with long-term priorities.
- Can keep track of and manage several activities simultaneously.
- Makes sensible decisions about time, resource and effective delegation.

<b>Thinking and acting strategically</b>		
<p><b>Strategic agility</b> <i>Seeing ahead clearly, anticipating future consequences and trends accurately; future oriented with a broad perspective; recognises the changes that are needed.</i></p>	<p><b>Providing direction</b> <i>Leading others and bringing stakeholders on board by articulating a compelling vision and uniting them around shared goals and objectives; catalysing involvement and commitment of students, staff and external stakeholders for the common good of the College.</i></p>	<p><b>Focusing on improvement</b> <i>Creating the conditions for the College and its staff to succeed through times of change and transformation; continuously thinking of how the College can improve and how this improvement needs to be delivered.</i></p>
<ul style="list-style-type: none"> <li>• Drives strategy and champions a student focused environment.</li> <li>• Assesses the wider context and proactively looks for and acts on opportunities that will benefit the College and its students and stakeholders in the longer term.</li> <li>• Identifies overlaps in activity in the College and develops effective organisational strategies to address these.</li> <li>• Produces innovative responses to complex problems that are not apparent to others.</li> </ul>	<ul style="list-style-type: none"> <li>• Consistently speaks and acts positively to maintain morale.</li> <li>• Inspires confidence in others to achieve potential.</li> <li>• Acknowledges achievement and contribution and understands what motivates team members.</li> <li>• Committed to and applies the values of the College in a productive way.</li> <li>• Is aware of own leadership style and adapts it to get the best out of others.</li> <li>• Empowers people within the department to develop their own ways of working within agreed boundaries.</li> <li>• Inspires trust and cooperation among team members and appropriately shares information.</li> </ul>	<ul style="list-style-type: none"> <li>• Seeks opportunity for change to improve services/efficiency and the impact of this.</li> <li>• Sets high expectations of own and others contributions to achieve both personal and College excellence.</li> <li>• Strives to strengthen competitive advantage and attraction of the College.</li> <li>• Identifies better ways of doing things (e.g. makes changes to systems or processes to improve quality, customer satisfaction, morale, revenues).</li> <li>• Meets, and where possible exceeds, professional and service standards.</li> <li>• Demonstrates the need for constant improvements and encourages innovative new ideas and approaches.</li> <li>• Effectively creates an environment where people want to do their best, where good performance is rewarded.</li> </ul>

<b>Identifying and optimising opportunities</b>		
<p><b>Creativity</b> <i>Willing to generate new ideas; easily makes connections among previously unrelated issues; embeds a culture of innovation and continuous improvement.</i></p>	<p><b>Demonstrating commercial acumen</b> <i>Taking an entrepreneurial focus in sourcing alternative funding sources; predicts how new events or situations will affect individuals or groups within the community.</i></p>	<p><b>Collaborative working</b> <i>Acting as College advocate and ambassador; creating the conditions for successful partnership working, understanding and being sensitive to diverse viewpoints; builds collaborative learning cultures and develops professional communities by investigating best practice in the sector.</i></p>
<ul style="list-style-type: none"> <li>• Uses information to champion innovative and ground-breaking initiatives.</li> <li>• Embraces a culture that encourages, recognises and rewards creativity and initiative among team members.</li> <li>• Creates a supportive environment where all ideas and views are considered respectfully.</li> <li>• Encourages staff to be innovative and take considered risks and praises effort and success.</li> <li>• Listens to ideas for doing things differently and translates these into practical solutions.</li> <li>• Has the foresight to create new opportunities and innovative solutions by bring together different people, perspectives and experiences to achieve the College objectives.</li> </ul>	<ul style="list-style-type: none"> <li>• Thinks through the impact of FE and environment trends and patterns on the student and other stakeholders.</li> <li>• Goes to some length to gather critical sector information.</li> <li>• Displays financial responsibility and demonstrates an understanding of commercial issues and risk management.</li> <li>• Seeks opportunities to achieve value for money and increase commercial return.</li> <li>• Understands market forces and how external factors impact on our range of provision.</li> <li>• Reinforces the commercial benefits of excellent customer service.</li> </ul>	<ul style="list-style-type: none"> <li>• Makes people aware of other group's needs.</li> <li>• Builds partnerships and productive working relationships with key stakeholders.</li> <li>• Works effectively in cross functional and multi-agency teams to optimise delivery.</li> <li>• Works together as a College community to achieve our shared aspirations.</li> <li>• Encourages others both internally and externally to participate in activities.</li> <li>• Praises, values and uses the expertise of others and gives constructive feedback where appropriate.</li> <li>• Identifies and engages with key stakeholders to build strategic alliances.</li> <li>• Seeks opportunities to raise the profile of the College through the community and local partnerships.</li> </ul>

Performing to succeed		
<p><b>Problem solving and decision quality</b> <i>Using data-driven evidence and rigorous logic to solve difficult problems with effective solutions; makes good decisions based upon a mixture of analysis, wisdom, experience and judgement.</i></p> <hr/> <ul style="list-style-type: none"> <li>• Is risk aware evaluating the outcome of actions and impact on own and other areas.</li> <li>• Will make a decision even when it may be unpopular in some quarters.</li> <li>• Uses the 'big picture' as a yardstick when evaluating options and making decisions.</li> <li>• Makes important decisions, which will impact across divisions or our external customers.</li> <li>• Analyses complex problems and takes tough decisions.</li> <li>• Checks assumptions and evaluates risks.</li> <li>• Reflects on the pros and cons of a number of options and decides on the most appropriate, using agreed criteria.</li> </ul>	<p><b>Communicating effectively</b> <i>Understanding the needs of different audiences when deciding how and when to communicate; gets messages across that have the desired effect.</i></p> <hr/> <ul style="list-style-type: none"> <li>• Focuses on the key benefits, including the basics, to get the message across.</li> <li>• Adapts the content, style, message and tone of a meeting, presentation or discussion to the level/perspective of the audience.</li> <li>• Acts and communicates professionally in a range of situations.</li> <li>• Builds trust through open and honest dialogue.</li> <li>• Creates high impact communication adapted to the audience, content, situation, especially in communicating the direction of the College.</li> <li>• Translates strategy into effective operational messages.</li> <li>• Motivates others and generates enthusiasm and commitment through the style of communication.</li> <li>• Is persuasive; convinces individuals/groups to adopt a particular course of action.</li> <li>• Uses language when writing and speaking to have a positive and influential impact on others.</li> </ul>	<p><b>Interpersonal effectiveness</b> <i>Understanding why people do what they do and act accordingly; relating well to all kinds of people internally and externally; building rapport and constructive working relationships.</i></p> <hr/> <ul style="list-style-type: none"> <li>• Willingly works co-operatively cross functionally towards the achievement of shared goals and objectives.</li> <li>• Promotes direct communication across College and is visible and approachable.</li> <li>• Builds an open culture, manages the Team by example and promotes and maintains a co-operative team.</li> <li>• Commits resource from own area to support wider projects and initiatives.</li> <li>• Is flexible when working with colleagues, hearing what they say and taking this on board to determine a course of action.</li> <li>• Gives credit for the work of others, when applicable.</li> </ul>

Driving transformational change		
<p><b>Planning, leading and implementing change</b> <i>Innovating and supporting change management across the College; recognising the barriers to change and understands what needs to be delivered to overcome resistance.</i></p>	<p><b>Building capacity for organisational change</b> <i>Understands how to support and manage people through organisational change; understands the importance of effective communication and engagement.</i></p>	<p><b>Creating a change culture</b> <i>Embedding the ethos of continuous change and improvement, as well as the motivation to effect transformational change; encouraging innovation in others to put forward proposals for changes in ways of work and organisational processes and systems.</i></p>
<ul style="list-style-type: none"> <li>• Leads and drives organisational change through people.</li> <li>• Articulates and promotes the case for change effectively and engages others by illustrating the benefits of change for the college.</li> <li>• Embraces change and encourages 'buy-in' from others.</li> <li>• Contextualises change for the team and communicates effectively throughout the change process.</li> <li>• Maintains focus and persistence even under adversity, in leading others through changes.</li> <li>• Sets and prioritises objectives for the change.</li> <li>• Adjusts strategies to take account of changing circumstances.</li> <li>• Adopts new ways of working where necessary and motivates staff to adapt to change.</li> <li>• Understands impact of changes on people and takes it on board when embarking on new projects.</li> <li>• Implements changes that will bring long term benefit even if initially unpopular.</li> </ul>		