

Appendix 2

PERSON SPECIFICATION	
Job Title	Strategic Education and Skills Director
Department	Community and Children's Services
Grade & Level	Grade I Level: 5
Location	Guildhall
Responsible to	Director of Community and Children's Services
Responsible for	Education Unit

Please find below the key skills, experience and core behaviours required to undertake this post.

Technical Skills / Professional Qualifications / Relevant Education & Training

- Extensive and demonstrable management ability at a strategic level in the Education sector
- A deep and thorough understanding of educational issues across all sectors, including a comprehensive knowledge of any relevant legislation, policy direction and advisory guidance, and regulatory and performance management frameworks, and the ability to provide proactive and clear information and advice on any of these to top-level management, elected Members, and external partners and colleagues
- An extensive knowledge of approaches to leadership and management in schools, adult learning and apprenticeships, including the ability to implement and instil a high-performance culture and to set targets in accordance with organisational goals and any prevailing external guidance or requirements, and to strategically direct the meeting of such targets and the prevention and tackling of underperformance in different educational contexts and at all levels
- Proven strengths as an excellent advocate and relationship-builder, able to

develop and maintain a range of effective partnership arrangements with providers and stakeholders both internal and external to the organisation (including other local authorities, DfE and other government agencies) across a very wide spectrum of educational programmes and requirements in different sectors

- A very high level of political awareness and sensitivity, with the ability to develop and drive complex policy in a multifaceted organisation, and to translate this to strategic delivery of an ambitious and diverse programme for education, apprenticeships and related services for children and young people
- Excellent interpersonal, presentation and communication skills with the presence and credibility to inspire confidence and engage with a wide range of audiences
- Excellent organisational skills and expertise that would enable high-quality management of a diverse education programme involving multi-disciplinary stakeholders/groups, incorporating expert understanding of primary, secondary and adult education in areas of social deprivation
- Very good understanding of the unique role of the City of London Corporation in its educational offer, particularly in relation to its independent schools and London Academies

Experience Required

- Experience of proactively working in a large and complex organisation in partnership with external stakeholders, providing expert educational advice to Senior Officers and external partners and overseeing the successful delivery of corporate strategy
- A broad base of successful experience across a range of educational establishments and sectors, including senior leadership at a school, local authority or academy trust
- Significant experience of working effectively with Headteachers and Principals to provide support and challenge, and to encourage collaboration and school-to-school support
- Experience of identifying needs for, strategically directing and leading cultural and organisational change to deliver educational improvement in challenging circumstances in a complex environment
- Experience of controlling and managing significant budgetary and other resources and successfully delivering educational excellence within these

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Other Relevant Information eg. working hours or desirables (only if applicable)

- Qualified Teacher Status is desirable.
- Direct senior management experience in one or more of the services relevant to the Children and Young People's Service is desirable.

Core Behaviours

Thinking

Planning and Organising... Managing time, competing priorities and resources in a structured way.

Takes collective ownership for challenging and shaping clear and innovative strategies for CoL.

Ensures vision, strategies and change initiatives are cascaded to all staff.

Takes an active role in contributing to long-term financial and business planning Processes.

Establishes clear internal and external success criteria for education plans and initiatives, and reviews progress against these rigorously – addressing issues as required.

Analysis and Problem Solving... Analysing information logically, drawing on one's knowledge and experience base and calling on other references and resources as necessary to generate appropriate and/or creative solutions.

Plans both strategic and tactical approaches to minimise organisational obstacles and resistance when implementing change.

Encourages autonomy, and creates a culture where staff have the freedom and space to think differently.

Fosters cooperative problem solving approaches across the department and beyond.

Organisational Understanding... Continually building one's understanding of CoL's structures, priorities and processes. Being sensitive to the work environment and personalities and understanding the impact of our own decisions and activities on other parts of the organisation.

Astute political acumen and awareness gained in complex organisations either within the public or private sector with diverse stakeholders.

Recognises unspoken organisational and departmental limitations at CoL - what change is and is not possible at certain times.

Uses understanding of organisational subcultures to break down silos and 'them and us' mentalities and promote corporate understanding and working.

Accurately reads key power relationships with key stakeholders, members and partners

Understands the reasons for ongoing ineffective organisational behaviour; recognises and articulates potential issues or problems and implements specific changes in functions, or structure to address them.

Building Relationships

Communication and Influence... Presenting information and arguments verbally or in writing to improve understanding, influence outcomes and foster engagement and support.

A firm commitment to consultation and communication both internally and externally supported by an inspirational personality and excellent communication skills.

Ability to establish positive relationships and fruitful partnerships between elected Members, senior managers, key players in the City of London and in London local government.

Works effectively with members and key stakeholders and influences behind the scenes to reach desired outcomes.

Presents in a highly skilled, engaging and confident way; commanding respect
Able to present complex information prepared by others, and handles queries and challenges with confidence.

Encourages open appropriate and transparent communication through establishing and participating in top-down, bottom-up and cross-organisational frameworks, forums and networks.

Team Working... Using appropriate interpersonal skills and working cooperatively to contribute to the development and management of positive and cohesive teams and partnerships within CoL and beyond.

Promotes greater cross-departmental working, building links with key players across departments – fostering a ‘one department’ approach.

Identifies potential strategic partners cross borough, commercially, nationally and where appropriate internationally.

Works to ensure partnerships are collegial and mutually beneficial, addressing performance or communication issues swiftly.

Confronts and resolves organisational conflict, entrenched positions and major relationship breakdowns.

Self-Managing

Accountability... Being responsible for one’s own actions, seeing things through, doing what we say we will.

Sets the tone for department through role-modelling ethical behaviour, and personal accountability for delivering on promises made to members, customers, stakeholders, partners and staff.

Takes active steps to develop a culture where individuals at all levels take responsibility for their own actions and for seeing things through.

Puts systems in place to ensure self and colleagues are answerable to all key stakeholders when introducing policy initiatives or major organisational change.

Takes collective accountability (with senior colleagues) for sponsoring, supporting and driving change and corporate initiatives.

Learning Focus... Continually learning and improving own knowledge and understanding. The ability to assimilate and apply new information and the lessons of experience.

Establishes systems and processes to facilitate the sharing of knowledge, information and expertise across the department and beyond.

Links benchmarking and ideas from other sectors with learning and continuous organisational improvement.

Ensures organisational systems are in place to evaluate learning/performance improvement/value-for-money from major initiatives, organisational change, past successes and failures.

Acknowledges own areas for improvement and those of members – encouraging organisational performance improvement through continual learning ‘at the top’.

Change Orientation... Being open to new ways of doing things; adapting behaviour and work methods in response to new information, changing conditions, or unexpected obstacles.

Drives far-reaching, long-term and multi-faceted organisational change initiatives, engaging and empowering key players to share ownership and accountability.

Sets the tone for organisational change, is positive, upbeat and optimistic.

Personally communicates the reasons for complex or major organisational change at all Levels.

Ensures organisational support structures and coping mechanisms are in place to support staff through change.

Achieving

Customer Focus... Understanding and responding to customer needs (either internal or external customers), demonstrating a passion for high quality customer service and placing the customer at the very heart of what we do at CoL.

Places the City’s diverse customer needs at the heart of business strategy ensuring real returns are derived.

Works tirelessly to engage with the user community in order to understand needs, issues and requirements – adjusting plans accordingly.

Actively creates a customer-focused culture across the organisation, challenging poor or out-dated practices.

Fosters a climate of transparency, trust, and respect across the department and beyond.

Drive and Perseverance... Maintaining a high degree of motivation and commitment to producing work of the highest possible standard at CoL, finishing what we start even in the face of challenging obstacles.

Isolates key organisational and departmental challenges channelling energy, time and resources appropriately.

Sets the highest possible organisational standards for work quality and adherence to deadlines, standards, agreements and promises.

Maintains (and demands) a relentless sense of purpose and focus on delivering outcomes for key stakeholders.

Benchmarks CoL's performance against a wide range of international, cross-sector standards of excellence.

Leading

Leading and Empowering... Creating a compelling future for colleagues; motivating and encouraging commitment and involvement through delegation, support and coaching.

An experienced, energetic and inspirational leader who has been an instigator and champion of change able to gain the commitment of others to the organisation's vision and strategic objectives and maintain an excellent team spirit.

Is a visible presence conveying with passion a compelling vision and clarity of purpose for all staff, commanding respect.

Astute political acumen and awareness gained in complex organisations and with diverse stakeholders.

Through both words and actions is able to create, manage and inspire change across the department and CoL.

Empowers key players and talented staff from across the department to take on a greater role in driving performance improvement.

A firm commitment to consultation and communication both internally and externally supported by excellent communication skills. Able to promote the organisation effectively.

Developing and Recognising Others... Nurturing the skills, behaviours, talent and potential of individuals and teams through training, development, coaching and feedback – acknowledging and valuing the contribution they make.

Looks ahead to understand how strategic challenges impact upon the skills and behaviours required across CoL.

Puts talent management as a departmental and organisational priority.

Develops clear reward and recognition strategies, and takes time to recognise staff at all levels and in all CoL locations for the contribution they make.

Managing Business Performance... Setting and managing clear and stretching

performance expectations for individuals, teams and partners – accepting accountability for own results and those of the team.

A strong champion of performance management and the crucial role of a high calibre, committed, motivated and diverse workforce for the delivery of excellence.

A strong track record of performance improvement in a large complex organisation delivering excellence in customer service. A keen business mind able to provide vision and strategic direction.

Sets ambitious targets to drive performance, organisational pace and efficiency over the medium to long term.

Changes organisational strategies and structures to improve performance and provide greater focus and alignment with organisational goals.

Develops organisational contingencies and forecasts once potential problems have been identified.

Ensures sufficient financial flexibility is retained within budgets to meet changing organisational needs.

Recruitment – Note to Applicants

These key skills and core behaviours will be used in the decision making process for recruitment. Please give examples of how you have exhibited these behaviours in your previous role(s). It is essential you address each of these on the application form on the section for supporting information.

Be as specific as possible, we cannot guess or make assumptions, but will assess your application solely on the information provided. Try to provide evidence, by examples, where possible, of skills, knowledge and experience contained in this person specification.