

# Role and person profile

Post title:	<b>Director of Regulation</b>	Location:	<b>Manchester</b>
Business Area:	<b>Research and Compliance</b>	Department:	<b>Compliance</b>
Reports to:	<b>Director of Research and Compliance</b>	Responsible for:	<b>Teams overseeing malpractice, appeals, inspection and regulation</b>
Scale:	<b>SM3</b>	Permanent/FTC/Temp:	<b>Permanent</b>
Post no:	<b>4204</b>		

## Section 1 – Accountabilities

### Main role purpose:

To provide leadership across AQA's Regulation and Compliance work, with a particular focus on the strategic success of our activities to ensure the integrity of our products and processes and to meet regulatory requirements. Leading teams through a period of change, the role holder will oversee the development and implementation of a strategy for regulatory activities, ensuring fit with organisational strategy and priorities by proactive engagement with the business and the building of effective relationships with internal and external stakeholders. The role will oversee appropriate mechanisms to ensure impact of regulation, integrity and inspection activities and promote effective and efficient ways of working that meet business needs by delivering services on time and to the quality the business requires. The role will support AQA's Responsible Officer and will represent AQA externally with regulators, JCQ and member organisations, and policy-makers. In addition, the role will provide leadership to the senior management support function for Research and Compliance.

See strategy if required <http://thehub.aqa.org.uk/About/2020-strategy>

<b>Key result areas:</b>	<b>Outcomes:</b>
<b>Customer (external or internal)</b>  <b>Being trusted and reliable in assessment design and delivery</b>	Ensure teams work collaboratively across the business to support delivery of the corporate and R&C strategy, working to service level agreements.
	Develop and maintain collaborative working practices that feed into strategic and aligned performance delivery objectives to ensure that AQA meets its regulatory requirements and ensures AQA is positioned favourably.
	Effectively influence and build relationships with relevant senior stakeholders across the organisation, including the Executive Team, to achieve objectives.
	Undertake other responsibilities which are of a commensurate level as business needs change to demonstrate flexibility.
<b>Cash (finances)</b>  <b>Ensuring sound financial management and a robust</b>	Oversee the development and deployment of the Compliance budget, including regular forecasting updates, in order to deliver the functional programme which reflects changing investment and business needs.

<b>asset base</b>	<p>Ensure a Regulation strategy is in place that supports the commercial success of AQA, positions AQA favourably with regulators and policy-makers and supports delivery of the corporate strategy.</p>
	<p>As part of the business planning cycle, manage resourcing requirements to coordinate team processes, taking in to account volume and time of year fluctuations in work.</p>
<b>Product and internal processes</b> <b>Delivering quality products and outcomes – as recognised by the customer</b>	<p>Ensure annual plans are in place that represent effective use of resource within Regulation to deliver the strategy. Proactively manage the process for aligning the strategy and plans with corporate strategy and ensuring that business needs are met.</p>
	<p>Oversee team processes to ensure that they operate as required and deliver high quality outcomes, whilst balancing cost and quality drivers and managing reputational risk.</p>
	<p>Work across the team and with other parts of the business to systematically improve and review processes to minimise risk and improve quality and efficiency.</p>
	<p>Lead and implement improvements to the operation of all team processes. Manage the roll out of new ways of working and new technology related to the processes, as required.</p>
	<p>Identify and follow through on opportunities across the organisation to use insights from our regulatory, exams integrity and inspection activities to inform AQA’s operational and strategic activity, ensuring that insight is based on sound evidence.</p>
	<p>Oversee the commissioning of strategic, future-focused projects within Regulation to ensure they represent an efficient and effective use of resource and that the outputs support improvement of the organisation.</p>
	<p>Ensure AQA is safe and legally compliant by applying AQA’s policies and other legislative requirements including but not limited to HSE, GDPR, Equal Opportunities and ISMS.</p>
<b>People and culture</b> <b>Ensuring we have great people achieving their potential</b>	<p>As a member of the R&amp;C Senior Leadership Team, provide proactive leadership across Regulation and Research to ensure collective success of the team, providing direction, coaching and support, as appropriate.</p>
	<p>Provide leadership to the Compliance teams to support individual and team growth to establish a strong high performance team culture.</p>
	<p>Ensure appropriate progress and performance monitoring against plans and objectives are in place and lead appropriately. Commission the management information required to inform decision making and tracking of progress. Ensure the Senior Leadership Team has appropriate sight of risks and are supported in determining their further escalation as part of the governance process.</p>
	<p>Release and realise potential in team members leading to high levels of performance from direct reports and teams by modelling leadership behaviours with confidence to provide clarity, challenge, feedback, coaching and development in line with business objectives.</p>

	Support and promote the development and embedding of cultural change across the organisation in line with the principles established through the Culture and Values programme.
<b>Government and Technology</b> Providing timely, valued insight and evidence that inform policy and Delivering demonstrably secure, reliable, agile and cost-effective systems	Support AQA's Responsible Officer in the fulfilment of our regulatory obligations by ensuring that activity within R & C and across the organisation is appropriately delivered within regulatory expectations and that intelligence is available to develop our regulatory position in a way that positions AQA favourably.
	Provide advice and support to the Responsible Officer and including deputising for the Responsible Officer where appropriate.
	Act as AQA lead on key issues with JCQ, the Department for Education and regulators, as relevant.

## Section 2 – Key relationships and performance

### Key internal relationships:

- Colleagues
- Departmental managers
- R&C Senior Leadership Team
- Compliance teams
- AQA's Responsible Officer
- Chief Executive's Office
- AQA Executive Team
- Strategic HR Business Partner
- Media and communications teams

### Key external relationships:

- Regulators
- JCQ and member organisations
- Policy stakeholders
- Suppliers
- Contractors

## Section 3 – Person profile

Knowledge	Assessment
Comprehensive knowledge and experience of successful creation and delivery of regulatory strategies and operating models in a regulated service industry context.	<b>I</b>
Understanding of approaches to performance management and measurement in a customer and product environment.	<b>A/I</b>
In depth understanding of regulatory environments including awareness of the regulatory environment within which AQA operates.	<b>A/I</b>
Proven strategic planning and operational delivery expertise.	<b>A/I</b>

<b>Qualification</b>	
Education – to degree level or equivalent professional experience.	<b>A</b>
<b>Skills</b>	
Ability to manage service delivery activities, leading on a collaborative approach and drawing on cross functional input.	<b>I/P</b>
Numerate with the ability to analyse and interpret customer data and process performance	<b>A/I</b>
Proven ability to think strategically and to provide clear, balanced and challenging input across a range of issues.	<b>I/P</b>
Demonstrable ability to analyse complex information, situations and issues and deploy highly developed and innovative customer insight skills.	<b>A/I/T</b>
Ability to make high impact decisions based on a range of data, input and insight.	<b>P</b>
Organisational and performance management skills with the ability to prioritise, develop long-term plans and deliver to deadlines with and through teams.	<b>I/P</b>
Strong interpersonal and communication skills, able to influence and build rapport with a diverse range of stakeholders internally and externally and to be a role model for a partnership based matrix style of working	<b>I/P</b>
Ability to champion and clearly communicate the corporate vision, values and objectives, and inspire people to achieve optimum performance in pursuit of the common goal.	<b>I/P</b>
Ability to link the company's vision and strategy to people development needs in order to build capability for the future requirements of the business.	<b>I/P</b>
<b>Experience</b>	
Proven track record of leading, developing and motivating individuals and teams to deliver.	<b>I/P</b>
Significant experience at a senior level of resource management (people, finance, physical resources) and risk management.	<b>A/I</b>
Resilient and able to work under pressure and in a fast changing environment.	<b>I/P</b>
Willing to improve, challenging the current ways of doing things and look constantly at identifying and driving areas for improvement.	
Proactive, identifying future needs and taking responsibility for responding in advance of business requests.	
A high level of personal and professional integrity with the ability to understand impact of behaviour on others and to learn from experience.	<b>P</b>
Ability to translate the bigger picture to set business priorities and objectives; allocating responsibility for the key deliverables and holding people to account for delivery on time, in scope and in budget.	<b>I/P</b>
Ability to proactively identify and lead transformational change opportunities across the organisation to achieve sustainable competitive advantage or thought leadership.	<b>I/P</b>
Ability to create an environment for success, with appropriate structure and discipline, that promotes two-way communication within and outside own area of responsibility.	<b>I/P</b>

Ability to progress business plans through winning over the hearts and minds of employees and other key stakeholders.	<b>I/P</b>
Ability to set the agenda for the business through recognising optimum long term opportunities and defining how the future success of the business is measured.	<b>I/P</b>
<p>Assessment key (criteria to be assessed at the selection stage)</p> <p><b>A</b> – application (it is <b>essential</b> to provide evidence on application for shortlisting purposes)</p> <p><b>I</b> - interview                      <b>T</b> – test (or work sample)                      <b>P</b> – probation</p>	