

Role and person profile

Post title:	Head of Exams Integrity	Location:	Manchester / Guildford
Division:	Research and Regulation	Department:	Exams Integrity and Inspection
Reports to:	Head of Exams Integrity and Inspection	Responsible for:	Exams Integrity Manager; Exams Integrity Lead (x3)
Scale:	SCP 37	Permanent/FTC/Temp:	Permanent
Post no:			

Section 1 – Accountabilities

Main role purpose:

To support the Head of Exams Integrity and Inspection, by leading a team to develop high levels of performance, by modelling best practice in AQA's leadership habits and by modelling and championing AQA's values and behaviours.

To manage work to investigate and resolve issues arising from possible examination irregularities, including issues arising from security breaches and allegations of malpractice, appeals and disputes arising from special consideration and access arrangements decisions, teacher malpractice cases and other queries relating to examination assessment outcomes in accordance with AQA policies and the regulator's conditions of recognition.

To manage monitoring and reporting for malpractice cases across the Exams Integrity team, including annual regulator returns.

The postholder will support the team of investigators to make recommendations and decisions in complex and sensitive situations. This will require specialist knowledge of approaches to investigation and resolution of irregularities.

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

Key result areas:	Outcomes:
Customer (external or internal) Being trusted and reliable in assessment design and delivery	Working with colleagues from across the business, and external stakeholders as appropriate, lead a team manage investigations and resolve issues affecting the integrity of AQA's examinations and assessments determining fair outcomes with appropriate sanctions or providing evidence and recommendations to relevant committees or individuals as appropriate.
	Develop and maintain collaborative working practices that feed into organisational objectives and facilitate effective transfer of information between business functions impacted by any investigation.

	<p>Provide expertise in relation to the provision of exams integrity services and contribute to the evaluation and monitoring of the requirements for exams integrity services in the organisation, including annual review of processes to identify improvements and ensure compliance with changing regulatory requirements.</p>
	<p>Produce regular reports on work in progress and completed for AQA staff, JCQ, Ofqual and other regulators, and respond to information requests from Ofqual or other sources.</p>
	<p>Builds exceptional relationships with external stakeholders to create confidence in delivery of Malpractice and Appeals.</p>
	<p>Prepare materials for and facilitate training for external stakeholders involved in decision-making processes.</p>
<p>Cash (finances) Ensuring sound financial management and a robust asset base</p>	<p>Ensure that across the team, investigations are undertaken within agreed processes, with flexibility and responsiveness to the needs of the business as appropriate, and to agreed time, cost and quality criteria, meeting regulatory requirements.</p>
	<p>Demonstrate commercial flexibility by undertaking other responsibilities which are of a commensurate level as business needs change.</p>
<p>Product and internal processes Delivering quality products and outcomes – as recognised by the customer</p>	<p>Take decisions on cases or provide the necessary evidence and recommendations to the relevant decision-maker or group to facilitate the achievement of a fair and reliable outcome that ensures appropriate and consistent decisions and sanctions. Support direct reports and other team members to take decisions as appropriate.</p>
	<p>Present AQA's case at irregularities, malpractice or other Stage 2/Stage 3 appeals hearings (enquiries about results, special consideration/access arrangements and malpractice appeals). Support direct reports and other team members in their preparation for and delivery of AQA's case at appeal.</p>
	<p>Act as a senior member of AQA's safeguarding team, managing student and examiner referrals, including taking responsibility for actions arising from out of hours referrals during the examination series, and providing advice to other members of AQA staff about safeguarding matters.</p>
	<p>Work with colleagues within the team and other business areas to ensure that exams integrity activity delivers outcomes that comply with all appropriate internal and external policies and requirements.</p>
	<p>Communicate decisions to centres and internal stakeholders within agreed time frames.</p>
	<p>Continuously develop knowledge of approaches to exams integrity investigations and their resolution, ensuring that work uses state of the art methods, reviewing the impact of and approaches to investigations taken by similar organisations, including those in other sectors.</p>
	<p>Contribute to the ongoing development of the team's practice on the investigation and resolution of issues affecting exams integrity.</p>

	Ensure AQA is safe and legally compliant by applying AQA’s policies and other legislative requirements including but not limited to HSE, Equal Opportunities and ISMS.
People and culture Ensuring we have great people achieving their potential	Recruit, train, lead and manage a team of Exams Integrity professionals, providing advice and direction and oversee decision-making, ensuring that processes are adhered to and plans are delivered to consistent high quality, responsive to business needs and regulatory requirements.
	Model appropriate leadership behaviours with confidence to get the very best from direct reports and other team members, including temporary staff, by providing clarity, feedback, coaching and development, while continuously seeking to enhance delivery in line with business objectives.
	Engender high levels of performance by modelling AQA’s values and leadership behaviours, and by both listening, and providing direction, in line with business objectives.
	Model and encourage a motivated and positive team culture, focussed on service delivery and continuous improvement.
	Champion and foster a culture of accountability.
Technology Delivering demonstrably secure, reliable, agile and cost-effective systems	Ensure that AQA makes good use of appropriate and innovative technological solutions to investigation and case recording and monitoring in support of the achievement of strategic objectives.
Government and external Providing timely, valued insight and evidence that inform policy	Consider the implications of investigation outcomes for the wider work of AQA and provide advice and recommendations to relevant colleagues and groups as appropriate.
	Where appropriate, represent AQA on industry-wide groups, sharing expertise to inform and influence decision-making.

Section 2 – Key relationships and performance

Key internal relationships:

- Team members, other investigators, other departments within AQA especially Qualifications and Markets and Operations.
- Subject specialist associates for advice on enquiries about results and malpractice evidence.

Key external relationships:

- Heads of centre, Chairs of Governors, other awarding bodies’ malpractice teams, CIS inspection team

Key performance indicators:

Under the supervision of senior staff in Exams Integrity and Inspection, delivery of exams integrity services in line with cost, quality and time KPIs and regulatory requirements.

Section 3 – Person profile

Knowledge	Assessment
In-depth knowledge of frameworks and procedures to ensure the integrity of systems and public confidence in them.	A/I/P
Knowledge of the purpose of regulatory systems and the applicability of different approaches to ensuring system integrity.	A/I/P
Understanding of the political, educational and business context within which AQA works.	A/I/P
Qualification	
Degree or equivalent professional qualification or demonstrable experience for the required role.	A
Skills	
The ability to investigate, gather and review evidence and take decisions, think analytically, understand and synthesise complex, diverse and incomplete information and present reasoned arguments in writing and/or verbally to represent AQA's case fairly and convincingly in a variety of contexts including formal appeals.	A/I/P
The ability to assess risks and recommend actions, taking responsibility for own and others' decision-making.	A/I/P
Proven ability to think creatively and solve complex problems.	A/I/P
Self-motivated and able to successfully manage, motivate and develop individuals and teams, leading by example.	A/I/P
Understand and synthesise complex, diverse, incomplete and potentially contradictory information to support sound decisions and priorities.	A/I/P
Strong interpersonal and communication skills, be able to influence and build a rapport with a range of internal and external stakeholders, and be a role model for a partnership based matrix style of working.	A/I/P
Flexible and responsive to changing demands, and willing to challenge the thinking of others and to champion new ways of working.	A/I/P
Behaviours	
We treat everyone well and with empathy.	A/I/P
We achieve amazing things by working together.	A/I/P
We are open and honest.	A/I/P
We do what we say we are going to do.	A/I/P
We continuously learn and improve.	A/I/P
We act in the best interests of AQA.	A/I/P
We are optimistic and determined.	A/I/P
We value everyone's expertise.	A/I/P
Leadership Habits	
Leading with Integrity and Authenticity	A/I/P
Enabling Performance, Learning and Growth	A/I/P

Enabling Operational Excellence	A/I/P
Setting Vision Direction and Providing Clarity	A/I/P
Experience	
Experience of managing the work of a team of investigators in a high stakes regulated environment.	I/P
Experience of leading a team in contexts involving tight deadlines, and high levels of scrutiny.	I/P
Track record of ability to work under pressure and in a fast-moving environment, fostering a sense of calm and resilience within teams.	I/P
Experience of ensuring the consistent application of a regulatory framework.	I/P
Experience of communicating with senior internal and external stakeholders in sensitive and difficult contexts.	I/P
Assessment key (criteria to be assessed at the selection stage) A – application (it is essential to provide evidence on application for shortlisting purposes) I - interview T – test (or work sample) P – probation	

Additional

As post holders will or may be visiting customers and centres, there is a requirement for them to complete a Child Safeguarding Declaration in line with the AQA Child Protection Policy.

As well as the requirement to visit customers and centres, this role provides leadership to a team that is split across sites, and candidates should be prepared for a significant level of travel.

Candidates should ideally hold a full valid driving licence, have access to a car and be insured to travel for business purposes, or be prepared to use public transport to provide an equivalent degree of flexibility in travel.