



Llywodraeth Cymru
Welsh Government

Director
Chief Executive for the National Academy for
Educational Leadership

Welsh Government

Job and Person Specification



A key message for all prospective applicants.

Education reform is essential to Wales' future as a strong, prosperous and socially cohesive society. We may be a small country but our innovative approach, high ambitions and willingness to work and learn with the best in the world is attracting attention. We can be proud that the international community is looking with interest at what is happening in Wales, but there is much more to be done.

Education in Wales, our national mission sets out the key actions with our 5 key objectives for our country up to 2021. Inspiring leaders working collaboratively is one of the 5 objectives.

Leading the National Academy is a critical role in securing this objective. You will work with, and on behalf of, our key education stakeholders. Importantly, the Leadership Academy will work with and not for Welsh Government. The arm's length nature of the Academy will give you the autonomy to build, launch and develop the organisation to meet the needs of leaders of education across Wales.

Purpose of Post

Chief Executive National Academy for Educational Leadership

The appointment of Chief Executive will initially be a Civil Service appointment before moving into the substantive post within the National Academy for Educational Leadership. The appointment is initially for a three year period with the potential to extend

Background

International research demonstrates that school leadership is second only to classroom teaching as an influence on pupil learning. Evidence indicates that Wales needs to build leadership capacity if it is to enable learners to reach their potential. The OECD review (Improving Schools in Wales: An OECD Perspective 2014) suggested that there was a need to further develop leadership capital within Wales and strengthen leadership in schools and across the system to foster student performance.

The OECD went on to identify that the development of leadership capacity at all levels of the system had been weak, under-resourced and seemingly an afterthought to Welsh Government larger reform efforts. In response to this, the Cabinet Secretary for Education refocused attention on the issue of leadership within the Welsh education system.

In July 2016, the Cabinet Secretary announced that a National Academy for Educational Leadership (NAEL) would be established as an arm's length

organisation separate from Welsh Government (WG) and that it would not be a deliverer of learning but would broker and quality assure a range of approved provision for the Welsh education system.

Through a Task and Finish Group led by Ann Keane the early development work including stakeholder engagement, has led to the development of the vision, values and governance structures of the NAEL. This Task and Finish Group is made up of education experts and relevant stakeholders, The Task and Finish group has made a number of recommendations to the Cabinet Secretary, including that the NAEL should take the form of a Company limited by Guarantee.

The NAEL will be responsible for the strategic oversight and direction of leadership provision to meet the needs of the education system within Wales. It will have a key role to ensure equity of access to high-quality leadership development by endorsing a range of leadership-development provision for all levels of educational leadership and commissioning provision where gaps are identified. The NAEL will also be charged with developing system leadership across education, feeding into strategic workforce planning for leadership and acting as a conduit and focus for policy thinking, evidence gathering and research dissemination in regard to educational leadership.

Role of the Chief Executive

The Chief Executive Officer (CEO) will have a key role in taking and forward the vision for the National Academy and will provide a strategic leadership role in establishing the NAEL and in developing an aspirational, inspirational and enabling culture for the Academy itself and among its stakeholders, the current and aspiring leaders of education in Wales.

The CEO will ensure that appropriate governance, leadership, systems and people are put in place to meet the stated aims and objectives of the new organisation.

The CEO will work with the Task and Finish Group, sub groups and subsequently the Chair of NAEL (once appointed) to lead the process of establishing the new body. The post holder will lead the development of a new model of quality assurance for educational leadership provision in Wales. Success will result in making available to leaders and aspiring leaders in Wales the highest quality of leadership provision. This will help to achieve the Welsh Government's aspiration that Wales is regarded – nationally and internationally – as being a great place to be an educational leader.

Person Specification

Essential features/criteria

- A track record of strategic leadership and management which demonstrates the ability to collaborate with others and motivate teams of highly qualified professionals
- Evidence of playing a key role in delivering culture change within an organisation aimed at achieving improvement and efficiency
- Excellent communication and representational skills, including the ability to handle high profile exposure through the media and to represent the organisation nationally and internationally
- Credibility in both Welsh and English-medium sectors
- The ability to work within a political environment and to understand the needs of Wales and its education system.

Also important will be:

- A successful track record of providing informed input and advice on policy and its implementation, and of presenting this to a range of audiences within a complex stakeholder environment
- An appreciation of quality assurance models and experience of designing and delivering leadership provision
- Commitment to ensuring that the principles of equality and diversity are embedded in the work of the organisation
- A solid track record of managing budgets, service delivery and reputational risk
- Experience of working through partnership to achieve outcomes.

Key responsibilities

Specific activities in post will include the following (external-facing):

- Developing and designing strategies to establish and shape the new organisation and its new ways of working in the field of leadership
- Helping to shape the NAEL by making sure that the NAEL is properly and effectively established and staffed in order to perform its functions, and in such a way as to provide value for money
- Working with the Chair, Board members and stakeholders to promote and lead delivery of the aims and objectives of the Academy
- Employing appropriate strategies to ensure that the Academy is representative of those with leadership roles across the education system, by ensuring that the voice of the sector is listened to and given a response, and by encouraging collective support for the Academy from educational leaders in Wales
- Being the public face of the National Academy for Educational Leadership and promoting the organisation by establishing a 'Welsh' approach to ensuring high quality leadership

- Representing the Academy, as an independent body, and securing high-value relationships with key Government Departments, particularly the Education Department
- Advising Welsh Government on all matters to do with educational leadership
- Leading the development and establishment of the NAEL brand and web and social media presence
- Ensuring that the Academy takes a central role in the generation of education research relevant to leadership
- Ensuring that programmes and provision fully integrate with an enquiry model of leadership, leading to establishment of a research-rich profession.

Internal-facing activities will include the following:

- Acting as principal adviser to the Company Board and providing appropriate information, analysis, advice and support to the Company Board in fulfilling its responsibilities
- Providing strong and inspirational leadership, vision and strategic direction to the Academy's staff in order to achieve the highest levels of performance, to ensure a culture of continuous improvement and to make the Academy itself into a learning organisation that models great leadership for the education sector
- Ensuring that robust internal management and financial controls are introduced, maintained and reviewed regularly – including measures to protect against fraud and theft – ensuring that the public funds available to the Academy are used properly, efficiently, effectively and with propriety and regularity in their management and in the day-to-day operations of the organisation
- Taking action as appropriate in accordance with the terms of the Welsh Government's annual grant to the Academy
- Ensuring that appropriate performance management and wider administrative and governance arrangements are in place to ensure the effective implementation of the organisation's Corporate and Business Plans and ensuring that appropriate HR and other policies and procedures are put in place
- Supporting the Board in the formulation and development of strategy, and ensuring that all decisions made by the Board are recorded and implemented within the organisation's Executive
- Working with the Board to uphold the Academy's independence, and to ensure that it operates both rationally and fairly, and can withstand scrutiny
- In partnership with the Chair, ensuring that an effective communications strategy is in place, and to represent the Academy effectively to the media and the public on a national platform
- Championing equal opportunities and diversity in all the Academy's activities.

Welsh Language

Welsh language skills are desirable but not essential for this post. However, we would welcome applications from people who have the ability to communicate orally and in writing through the medium of Welsh.

Competencies

Applicants are also required to demonstrate competency against the full range of leadership and SCS core skills identified for Senior Civil Servants as part of the Civil Service competency framework. Details of these skill areas, together with more information on the professional knowledge and related experience expected of the potential post holder can be seen at Annex A or via the attached link:

- [Civil Service Competencies](#)

All Civil Servants are expected to conduct themselves in accordance with the Civil Service Code, a copy of which can be found at Annex B.

Work Pattern

This is full-time role; however, we welcome applications from people who wish to work on a job-share basis.

Location

The post holder may work from any of the South Wales Welsh Government Offices. However, weekly travel to Cardiff will be essential to liaise with Ministers and Senior Officials.

Remuneration

The salary for this role will be circa £110,000 per annum. The SCS pay system is a simple broad band structure, based on job evaluation score groups. The structure has three core bands, Deputy Director, Director and Director General. This role is at Director level.

Relocation expenses

Assistance towards relocation may be available

Annual leave

The successful candidate will be appointed on the modernised Senior Civil Service terms and conditions.

Retirement

There is no mandatory retirement age for Senior Civil Servants.

Terms and Benefits

- Pension Scheme
- Occupational Health Services, including counselling and eye care provision.
- The Welsh Government has a range of family friendly policies in place and is supportive of people with caring responsibilities. We offer a range of leave provisions including:
 - Carers' Leave
 - Paid and unpaid maternity leave
 - Flexible paid paternity leave
 - Flexible paid adoption leave

Pension scheme

The Welsh Government offers an attractive occupational pension scheme. Details of the current scheme can be found on the Civil Service Pensions website at: <http://www.civilservicepensionscheme.org.uk/>

Conflicts of interest

Candidates must note the requirement to declare any interests they may have that might cause questions to be raised about their approach to the business of the Welsh Government.

They are required to declare any relevant business interests, share holdings, positions of authority, retainers, consultancy arrangements or other connections with commercial, public or voluntary bodies, both for themselves and for their spouses/partners.

The successful candidate will be required to give up any conflicting interests and his/her other business and financial interests may be published.

Official Secrets Act

The post is covered by the Official Secrets Act.

Guaranteed Interview Scheme

The Welsh Government, as an Equal Opportunities Employer and a Disability Confident organisation actively encourages applications from disabled people, and operates a guaranteed interview scheme for disabled people (as defined by the Equality Act 2010).

Candidates who meet the minimum essential experience, skills, ability, knowledge and qualifications criteria for this appointment set out in the person specification will be guaranteed an invitation to an initial interview. If you qualify for this scheme please make this clear in your covering letter.

Please also advise us of any special arrangements for interview you will require, to enable us to make the appropriate arrangements. If you are successful in being appointed, we will work with you to ensure the necessary reasonable workplace adjustments are in place at an early stage.

Diversity and Equality

The Welsh Government is committed to providing services which embrace diversity and which promote equality of opportunity. Our goal is to ensure that these commitments are embedded in our day-to-day working practices with all our customers, colleagues and partners. The Board has an Equality Champion and receives regular updates on equality and diversity. It has a target of women making up 50% of the Senior Civil Service by 2020

The Welsh Government encourages flexible working.

Pre-appointment checks

Before the appointment of the successful candidate can be confirmed, the Welsh Government will undertake background and security checks. As part of this, we will need to confirm your identity, check your employment history over the past five years, nationality and immigration status, Health, and criminal record (unspent convictions only). The successful candidate must hold or be willing to obtain security clearance to counter terrorism check (CTC) before taking up post. The time scales for security clearance can vary however from receipt of completed paper work it can **take between 10 to 12 weeks**.

Selection Process

We welcome applications in Welsh or English. Applications made in Welsh will not be treated less favourably than those made in English.

Completed application form, an up to date CV, together with a personal statement of suitability for the post should be submitted by via the Welsh Government on line system by **23:55pm on 21 January 2018**

The Welsh Government HR team will acknowledge your application and advise you of the outcome of the sift meeting. Applications will be sifted to select those best meeting the essential criteria for the role.

Shortlisted candidates may have the opportunity for informal conversations prior to the final selection panel interview to learn more about the role and the organisation.

Shortlisted candidates may be invited to undertake a leadership assessment and staff engagement exercise.

More details will be provided after the shortlisted meeting.

The selection process will be chaired by June Milligan, a Civil Service Commissioner and the panel will include:

Steve Davies, Director, Education, Welsh Government
Ann Keane, Chair of the National Academy for Educational Leadership Task and Finish Group

Wherever possible feedback will be provided, however this is not always possible where there are a large number of applicants. All shortlisted candidates will be given feedback.

The Civil Service Commissioners

The Welsh Government's recruitment processes are underpinned by the principle of selection for appointment on merit on the basis of fair and open competition as outlined in the Civil Service Commissioners' Recruitment Principles which can be found at:

<http://civilservicecommission.independent.gov.uk/>

If you feel your application has not been treated in accordance with the Recruitment Principles and you wish to make a complaint, you should contact the HR Director Office of the First Minister and Cabinet Office, Welsh Government, Cathays Park, Cardiff CF10 3NQ in the first instance. If you are not satisfied with the response you receive from the Welsh Government you can contact the Office of the Civil Service Commissioners.

Interviews will be held at Welsh Government Offices, Cathays Park, Cardiff on 12 February 2018.

If you would like to discuss this role further, please contact **Tanya Wigfall** on 03000251101.

DIRECTOR

Strategic Cluster – Setting Direction

1. Seeing the Big Picture

Develop an in-depth insight into the dynamics and issues surrounding the Department and Government, including political, economic, social, environmental and technological impacts

Clarify and shape the Department's role and purpose in delivering Civil Service priorities for the public and economic good

Understand where the Department sits within and aligns across the Civil Service

Articulate the Department's business model and help people see their role within it

Create clear long-term strategies focused on adding value to the citizen and making real, lasting change beyond the Civil Service

Fully engage with and utilise Non Executive Directors' wider experience and knowledge to support strategic decision making

2. Changing and Improving

Challenge bureaucratic decision making, resourcing structures and processes across the Department and Civil Service to create a lean, flat and effective organisation

Seek out opportunities for innovation and have the courage to take risks and make step changes to how things are done

Rethink systems and partnership approaches to simplify the Department and Civil Service

Create a culture of flexibility and responsiveness, mobilising the Department to respond swiftly to changing priorities

Challenge the status quo and accepted assumptions at the highest levels across the Civil Service

Consider fully the impact of change on organisation culture, wider

Government

structures and economic growth

3. Making Effective Decisions

Navigate and balance a range of political, national and international pressures to shape the Department's strategy and priorities

Swiftly analyse complex and ambiguous data to provide clarity of thinking to the Department

Involve the right stakeholders and partners in making recommendations or decisions early on and continue to engage them

Identify and evaluate risks and options and develop Department-wide strategies to manage and mitigate

Make unpopular decisions and defend them at the highest level when required

Give unbiased advice to Ministers based on robust analysis, not just what is welcomed

People Cluster - Engaging People

4. Leading and Communicating

Actively develop and protect the reputation of the Department and the Civil Service – create a sense of pride

Shape, promote and exemplify desired Departmental and the Civil Service values and culture

Be highly articulate and credible at the most senior levels across and outside the Civil Service, consistently delivering inspiring, engaging and meaningful messages about the future direction

Engage positively in debate and seek to resolve issues with peers across the Civil Service

Demonstrate insight into the link between the moral and business case for equality and diversity and achieving organisational priorities

Negotiate with and influence external partners, stakeholders and customers successfully at the highest levels

5. Collaborating and Partnering

Build a strong network of collaborative relationships and partnerships across the Civil Service, at the highest levels in Government and beyond (UK, EU and globally) to help Departmental and wider Civil Service objectives

Be a full partner on the Board and act for the wider good of the Civil Service

Drive a diverse and collaborative working culture which encourages transparency and open communication

Confront issues and challenge assumptions at the highest levels with delivery partners, stakeholders and clients in an assertive yet constructive way

Work effectively with Non Executive Directors to bring together political and official leadership to improve governance at board level

6. Building Capability for All

Champion the strategic importance of people, talent management and development issues, building a strong culture of continuous learning and knowledge sharing

Operate with an acute awareness of inclusiveness, equality and diversity and build capability strategies to support careers for all employees

Develop and maintain organisational commitment to problem solving, empowering people to experiment and achieve organisational results together

Be renowned as an effective coach and sounding board for senior people

Take a strategic perspective to identifying the capability needs of the Department and identifying and nurturing future leaders

Role model continuous learning and self development, evaluating own effectiveness and growth and planning next learning steps accordingly

Performance Cluster - Delivering Results

7. Achieving Commercial Outcomes

Role model strong leadership, influence and accountability for the achievement of commercial outcomes relevant to organisational goals

Draw on insights about the current and future dynamics in the economy to seize opportunities to stimulate economic growth

Seek out and facilitate the introduction of innovative business models, systems and approaches to deliver greater commerciality and sustainability

Commission strategic commercial relationships with delivery partners using strong influencing skills

Ensure that all staff have appropriate levels of commercial awareness while creating and embedding an organisational culture that supports this

Ensure that commercial considerations and risks are fully considered in policy and implementation decision making, formation and delivery

8. Delivering Value for Money

Drive and deliver a culture that emphasises continuous improvement, efficiency and value for money

Maintain a clear focus on maximising resource efficiency, continually questioning the value of activities against strategic priorities

Be fluent at interpreting a wide range of financial and performance information and use this to determine policy and strategy delivery

Maintain good financial and budgetary discipline by ensuring accountability for financial controls and systems

Demonstrate transparency both in terms of decisions made around financial choices and money spent

9. Managing a Quality Service

Ensure an in-depth and evolving understanding of the broad range of customer requirements is embedded in the Department

Determine and drive customer service outcomes at a broad strategic level and work across Government to deliver best quality service to customers

Ensure all parts of the delivery chain fully understand the required outcomes for the customer and articulate the impact of poor service on the Department's reputation to all involved

Create a culture of working with and through delivery partners to achieve outcomes, establish and negotiate service levels and deliverables

Define and integrate clear structures, systems and resources required across the Department to promote efficient service delivery

10. Delivering at Pace

Set, maintain and ensure a clear direction for the Department, with highly focused priorities and project outcomes

Retain accountability for achieving strategic priorities and outcomes

Swiftly re-focus the Department on new priorities as changing situations dictate

Drive a performance culture across the Department and achieve results through others, resolutely holding them accountable for outcomes

Encourage, support and coach individuals and teams across the Department to energise delivery

Enable the organisation to remain focussed on core priorities irrespective of external challenges

CIVIL SERVICE CODE

CIVIL SERVICE CODE

Presented to Parliament pursuant to section 5 (5) of the
Constitutional Reform and Governance Act 2010.

Presented to the National Assembly for Wales pursuant to
section 5 (7) of the *Constitutional Reform and Governance Act*
2010.

Civil Service values

1. The statutory basis for the management of the Civil Service is set out in Part 1 of the Constitutional Reform and Governance Act 2010.
2. The Civil Service is an integral and key part of the government of the United Kingdom. It supports the Government of the day in developing and implementing its policies, and in delivering public services. Civil servants are accountable to Ministers¹. They are in turn accountable to the National Assembly for Wales².
3. As a civil servant, you are appointed on merit on the basis of fair and open competition and are expected to carry out your role with dedication and a commitment to the Civil Service and its core values: integrity, honesty, objectivity and impartiality. In this Code:
 - ‘integrity’ is putting the obligations of public service above your own personal interests;
 - ‘honesty’ is being truthful and open;
 - ‘objectivity’ is basing your advice and decisions on rigorous analysis of the evidence; and
 - ‘impartiality’ is acting solely according to the merits of the case and serving equally well Governments of different political persuasions.
4. These core values support good government and ensure the achievement of the highest possible standards in all that the Civil Service does. This in turn helps the Civil Service to gain and retain the respect of Ministers, the National Assembly for Wales, the public and its customers.

¹. In this version of the Code, “Ministers” means the First Minister for Wales, the Welsh Ministers, Deputy Welsh Ministers and the Counsel General to the Welsh Government as referred to in the Government of Wales Act 2006. The Counsel General to the Welsh Government may not be an Assembly Member but he/she may participate in Assembly proceedings. Since May 2016, individual Welsh Ministers have been known as Cabinet Secretaries and individual Deputy Ministers as Ministers. However, this is a presentational change and does not alter the position constitutionally. So, for example, a Cabinet Secretary (which is a term that has no legal basis) will exercise Welsh Minister functions.

² Civil servants advising Ministers should be aware of the constitutional significance of the National Assembly for Wales and of the conventions governing the relationship between the National Assembly and the Welsh Government.

5. This Code³ sets out the standards of behaviour expected of you and other civil servants. These are based on the core values which are set out in legislation. The Welsh Government also has its own mission and values statements based on the core values, including the standards of behaviour expected of you when you deal with your colleagues.

Standards of behaviour

Integrity

6. You must:

- fulfil your duties and obligations responsibly;
- always act in a way that is professional⁴ and that deserves and retains the confidence of all those with whom you have dealings⁵;
- carry out your fiduciary obligations responsibly (that is make sure public money and other resources are used properly and efficiently);
- deal with the public and their affairs fairly, efficiently, promptly, effectively and sensitively, to the best of your ability;
- ensure you have Ministerial authorisation for any contact with the media⁶;
- keep accurate official records and handle information as openly as possible within the legal framework; and
- comply with the law and uphold the administration of justice.

7. You must not:

³ The respective responsibilities placed on the First Minister for Wales, the Welsh Ministers, Deputy Welsh Ministers and the Counsel General to the Welsh Government and special advisers in relation to the Civil Service are set out in their Codes of Conduct: www.wales.gov.uk/civilservicecode. Special advisers are also covered by this Civil Service Code except, in recognition of their specific role, the requirements for objectivity and impartiality (paras 10-15 below).

⁴This includes taking account of ethical standards governing particular professions.

⁵ Including a particular recognition of the importance of cooperation and mutual respect between civil servants working for the Welsh Government, and UK Government and other devolved administrations, and vice-versa.

⁶ The whistleblowing legislation (the Public Interest Disclosure Act 1998) may also apply in some circumstances. The 'Directory of Civil Service guidance' and 'the Civil Service Management Code' give more information.

- misuse your official position, for example by using information acquired in the course of your official duties to further your private interests or those of others;
- accept gifts or hospitality or receive other benefits from anyone which might reasonably be seen to compromise your personal judgement or integrity; or
- disclose official information without authority. This duty continues to apply after you leave the Civil Service.

Honesty

8. You must:

- set out the facts and relevant issues truthfully, and correct any errors as soon as possible; and
- use resources only for the authorised public purposes for which they are provided.

9. You must not:

- deceive or knowingly mislead Ministers, the National Assembly for Wales or others; or
- be influenced by improper pressures from others or the prospect of personal gain.

Objectivity

10. You must:

- provide information and advice, including advice to Ministers, on the basis of the evidence, and accurately present the options and facts;
- take decisions on the merits of the case; and
- take due account of expert and professional advice.

11. You must not:

- ignore inconvenient facts or relevant considerations when providing advice or making decisions; or frustrate the implementation of policies once decisions are taken by declining to take, or abstaining from, action which flows from those decisions.

Impartiality

12. You must:

- carry out your responsibilities in a way that is fair, just and equitable and reflects the Civil Service commitment to equality and diversity.

13. You must not:

- act in a way that unjustifiably favours or discriminates against particular individuals or interests.

Political Impartiality

14. You must:

- serve the Government, whatever its political persuasion, to the best of your ability in a way which maintains political impartiality and is in line with the requirements of this Code, no matter what your own political beliefs are;
- act in a way which deserves and retains the confidence of Ministers while at the same time ensuring that you will be able to establish the same relationship with those whom you may be required to serve in some future Government; and
- comply with any restrictions that have been laid down on your political activities.

15. You must not:

- act in a way that is determined by party political considerations, or use official resources for party political purposes; or
- allow your personal political views to determine any advice you give or your actions.

Rights and responsibilities

16. The Welsh Government has a duty to make you aware of this Code and its values. If you believe that you are being required to act in a way which conflicts with this Code, the Welsh Government will consider your concern, and make sure that you are not penalised for raising it.

17. If you have a concern, you should start by talking to your line manager or someone else in your line management chain. If for any reason you would find this difficult, you should raise the matter with The Welsh Government's nominated officers who have been appointed to advise staff on the Code.

18. If you become aware of actions by others which you believe conflict with this Code you should report this to your line manager or someone else in your line management chain; alternatively you may wish to seek advice from your nominated officers. You should report evidence of criminal or unlawful activity to the police or other appropriate regulatory authorities. This Code does not cover HR management issues.

19. If you have raised a matter covered in paragraphs 16 to 18, in accordance with the relevant procedures⁷, and do not receive what you consider to be a reasonable response, you may report the matter to the Civil Service Commission⁸. The Commission will also consider taking a complaint direct. Its address is:

G/08, 1 Horseguards Road, London SW1A 2HQ.
Tel: 020 7271 0831
email: info@csc.gov.uk

If the matter cannot be resolved using the procedures set out above, and you feel you cannot carry out the instructions you have been given, you will have to resign from the Civil Service.

20. This Code is part of the contractual relationship between you and your employer. It sets out the high standards of behaviour expected of you which follow from your position in public and national life as a civil servant. You can take pride in living up to these values.

January 2017

⁷The whistleblowing legislation (the Public Interest Disclosure Act 1998) may also apply in some circumstances. The Directory of Civil Service Guidance and the Civil Service Management Code give more information: [GOV.UK - Civil Service Management Code](https://www.gov.uk/government/publications/civil-service-management-code)

⁸The Civil Service Commission's Guide to Bringing a Complaint gives more information, available on the Commission's website: www.civilservicecommission.org.uk.