

Role Title	Head of Associate Management
Reports to	Director of Operations
No. of direct reports	Team 20+
Full / Part Time	Full Time
Grade	HOF
Location	London
Created/Updated by	Beth Black and Zoe Kirk
Created/Updated on	October 2023

Our values

Our values **Inspire**, **Improve**, **Achieve** and **Trust** are core to everything we do, and makes us who we are. They underpin the way we work, from how we treat our people right through to how we design our products. Living these values in everything you do at City & Guilds will not only make this a great place to work, but ensure you thrive and are successful in your role.

Job Summary

As part of the Awarding Organisations senior leadership team, you will have full ownership of the associate workforce that supports the end-to-end delivery of the awarding organisation. Our associates play a pivotal role in our delivery, providing vital subject matter expertise across a range of activities and right across our whole qualification portfolio. Many are the face of our organisation to our centres, learners and customers. This role will bring together under one single point of ownership the planning, resourcing, quality assurance, contracting, onboarding, training and deployment frameworks for our contingent workforce so that our associates have positive, professionally enriching experiences which translate into improving the quality of our qualifications and the experience of learners.

Your role will be to set and deliver the strategy for our associate workforce and drive the changes and improvements highlighted within our AO Transformation programme and review our organisational structures, processes and governance around how we manage our associates.

What you'll be doing

Leading the Associate Management Function

- To set and own the team strategy for associate management to deliver the Awarding Organisation's strategic aims.
- Build a high-performing team of staff and associates that have management and central ownership of all associates within the awarding organisation.
- Developing key management information, data and reporting tools for supporting strategic and operational decisions

Strategic and forecast planning

- Lead, develop and implement the strategy, processes and procedures for resource planning, effective monitoring, development and continuous improvement across all Associate roles.
- Ensure that risks and issues are identified and work with key stakeholders to ensure appropriate mitigation is in place.
- Be responsible for ensuring there is a timely supply of skilled associates to support all Awarding Organisation activities across the end-to-end design and delivery of qualifications.

Change Management and Transformation

- To identify, plan and implement programmes of change e.g. technology programmes, that will bring ongoing improvement to the associate management activity and drive increased quality and efficiency.

Regulation and Compliance

- To ensure that all the activities in the function and matrixed teams are undertaken in accordance with industry and regulatory requirements.
- To provide leadership and specialist expertise to ensure City&Guilds associates provide the highest standards of service and delivery efficiently and effectively to City&Guilds customers and are fully compliant with UK and international rules.
- Contribute to CGLI's ongoing development and maintenance of its own quality standards and their alignment with regulatory requirements.

Financial Management and Analysis of data trends

- To set and manage the associate recruitment, training and performance management budget – aligning with department strategy and ensuring effective budget management processes are in place.
- Analysis of business and sector data, trends and reporting to ensure associate management activity evolves appropriately.

Leadership and Culture

- Manage and develop staff to ensure optimum team performance and maintain a culture of excellence, continual Business improvement and creating a diverse, equitable and inclusive workforce.
- Actively drive and influence people's behavior and actions to ensure they are aligned with the company values, vision and mission
- To empower team members to think for themselves, grow and develop within and beyond their roles. Create a culture that supports excellent associate experience. Ensure talent management and appropriate succession planning is in place.
- Ensure consistent delivery of initiatives, communication, best working practice, shared learnings and vision on a global basis.
- Create an environment for our teams to succeed.
- Builds and maintains a strong delivery focussed team, provides leadership and direction to a large multi-disciplinary team.
- Builds strong relationships across the Group to understand the operational challenges and growth opportunities.
- Interfaces with senior stakeholders, identifies their interests and ensures they are addressed to secure necessary commitment to progress.

Collaborative working & influence

- To develop influential relationships with key internal and external stakeholders to manage and contribute to corporate Group and cross-functional activities to support the wider business aims of City & Guilds
- Promote communication between colleagues for the benefit of information flow and to resolve any problems that arise.

What we're looking for

We can't live without...

- Substantial relevant experience in an education, contingent workforce environment
- Experience of managing large scale staff and contingent workers, expert in resource planning and management and deployment to deliver key business outcomes.
- Have managed teams responsible for hiring, onboarding and managing performance of contingent workforces.
- A strategic thinker who amongst other things can comment and plan for regulation and government education policy changes in vocational and technical education.
- Demonstrates expert knowledge, understanding and experience of the UK and international regulatory landscape.
- Highly developed leadership skills, including negotiation skills, experience of improving culture, managing and motivating teams and driving staff development and retention.
- The ability to represent the organisation with gravitas and credibility at the highest level with key stakeholders and to have challenging conversations where necessary.
- Customer-focussed thinking that considers the real impact decisions could have in a delivery environment.
- Experience of driving and promotion Diverse, equitable and inclusive strategics, creating an environment where diversity thrives.

We would love you to have...

- Experience of working within an Awarding Organisation
- Experience: A good understanding of the regulatory environment in which Awarding Organisations operate. Experience of high-level administration for the development, delivery and awarding of qualifications, and / or qualification and assessment development.
- Working knowledge of the policy and regulatory landscape of C&G's qualifications and assessments.