



JOB DESCRIPTION

JOB TITLE: CHIEF EXECUTIVE AND REGISTRAR

REPORTS TO: CONVENER OF COUNCIL

DEPARTMENT: CHIEF EXECUTIVE

GRADE: 5b

DATE: OCTOBER 2020

1. JOB PURPOSE

- To provide leadership both internally and externally to the charitable body GTC Scotland, with a significant and important outward facing role with the public and key stakeholders.
- To be accountable for the delivery and the quality of all GTC Scotland's activities as directed by the overall strategy and plans approved by Council Members who have the role of trustees of a charitable body.
- To maintain effective communication with Council Members and with GTC Scotland's wide range of stakeholders, including Scottish Ministers, Scottish Government, local authorities, Teaching Unions; Scotland's Colleges; Education Scotland; Regional Improvement collaboratives; schools and colleges; and other key bodies.
- professional associations, parents/public and other national bodies.
- To represent the organisation and the teaching profession with authority and credibility at local, national and international levels.
- To be responsible for ensuring the effectiveness, efficiency and integrity of the organisation, and of its development as an independent body.

2. DIMENSIONS

The General Teaching Council for Scotland is the independent professional statutory regulatory body which promotes and regulates the teaching profession in Scotland.

In its Vision, GTC Scotland aspires to:

- maintain the confidence of the public through effective governance and by always working in the public interest;
- be a world leader in professional education issues;
- maintain and enhance standards of learning and teaching; and
- actively promote teacher professionalism.

The role of the Chief Executive is to ensure the high quality delivery of GTC Scotland's general functions, viz:

- to keep the Register (of all registrants);
- to establish and review the standards of education and training appropriate to schoolteachers;
- to establish and review the standards of conduct and professional competence expected of a registered teacher;
- to investigate the fitness to teach of individuals who are, or are seeking to be, registered;
- to keep itself informed of the education and training of individuals undertaking courses for the education and training of teachers;

- to consider, and to make recommendations to the Scottish Ministers about matters relating to teachers' education, training, career development and fitness to teach and the supply of teachers; and
- to keep such Registers of other individuals working in educational settings as it thinks fit.

FINANCIAL: The Chief Executive role is key to delivering the strategic and operational objectives of the organisation and providing leadership for approx. 70 (65 FTE) employees. The Chief Executive has overall responsibility for the organisation's budget of approximately £6 million, much of which is then devolved, for operational purposes, to Directors and a small number of other budget holders. Staff and related staff costs amount to approximately £3.5 million and forms the largest part of GTC Scotland's expenditure.

STAFF: Currently, three full-time Directors report directly to Chief Executive, and along with the Chief Executive, form GTC Scotland's Corporate Management Team (CMT). The Chief Executive has performance management responsibilities for these roles.

In addition to the members of the CMT, the Chief Executive has overall management responsibility for the Chief Executive Office which comprises a further 10 staff (8.6 FTE).

OTHERS: The Chief Executive has overall responsibility for all GTC Scotland employees.

3a. PRINCIPAL ACCOUNTABILITIES

The Chief Executive role can be divided into the following four key areas, with the expected end results set out below each of them.

Leadership

Through personal, high profile leadership and direct engagement:

- Promote GTC Scotland to the Scottish teaching profession, Scottish Government, employers, educational and related bodies, professional associations, the media, international bodies and the Scottish public, including parents and children;
- Promote the public profile of GTC Scotland as an independent professional and regulatory body and enhance awareness amongst the public, the teaching profession and others of the role of GTC Scotland in securing and maintaining high standards;
- Articulate and embed a shared vision for the organisation which will ensure the understanding and commitment of Council Members and employees;
- Develop a progressive leadership team and a supportive management ethos; and
- Promote an inclusive, collegiate and participative organisational culture.

Strategy

- Formulate and propose to Council for approval, strategies which will ensure the successful delivery of GTC Scotland's vision;
- Develop and implement operating plans and budgets that will deliver the agreed strategies and which will reflect the priorities and longer-term aims of Council; and
- Communicate the agreed vision and supporting strategies and delivery plans to stakeholders.

Operation and Control

- Be accountable for the overall performance of GTC Scotland's functions;
- Develop and promote a structure that will facilitate flexible and responsive working;
- Ensure appropriate risk identification, mitigation, management, monitoring and reporting systems are in place through a well-maintained and comprehensive Risk Register;
- Provide employees with the opportunity to maximise their potential in pursuit of GTC Scotland objectives;
- Ensure compliance with all applicable statutory and regulatory requirements; and
- best practice and the pursuit of best value in all areas of GTC Scotland's operations.

Communication

- Work closely and liaise regularly with the Convener of Council and Committee Conveners;
- Develop positive relationships with all Council Members; and
- Ensure that appropriate Communications Plans are developed to provide effective engagement with:
 - the teaching profession;

- management and employees;
- the Scottish public;
- the Scottish Government;
- employers;
- the media; and
- other stakeholders.

3b. PRINCIPAL ACCOUNTABILITIES - ALL EMPLOYEES

All GTC Scotland employees are required to:

- Adhere to model of best practice and behaviour and demonstrate commitment to ensuring the highest standards of behaviour and professionalism are respected and applied at GTC Scotland.
- Adhere to and demonstrate the agreed GTC Scotland values of Fairness, Integrity, Trust and Respect, Professionalism, and Sustainability.
- Participate fully in the shared ethos of GTC Scotland to be a sustainable, forward looking, and idea-generating organisation in order to create a positive and enjoyable working environment.
- Adhere to the agreed GTC Scotland Code of Practice.
- Respect and commit to decisions taken by the organisation and commit to furthering and enhancing the reputation of GTC Scotland.
- Co-operate with other GTC Scotland employees as required in a positive, helpful and friendly manner, taking care to ensure that the most effective and efficient use of GTC Scotland's time and resources is made in resolving the needs of GTC Scotland and its employees.
- Work with a flexible attitude and an integrated, supportive and proactive approach within teams and across all functions.
- Act responsibly ensuring the principles of confidentiality are respected and that GTC Scotland Confidentiality and Data Protection policies and procedures are adhered to.
- Participate fully in the Staff Development process as an employee and, where required as line manager, in order to provide employees the opportunity to develop their skills and knowledge thereby ensuring GTC Scotland has a skilled and effective workforce able to meet its objectives and commitments.
- Attend such training courses and seminars as are considered necessary to attain and maintain the skills necessary to fulfil the requirements of the role.
- Comply with the requirement of all current legislation including:
 - Health and Safety at Work
 - Data Protection
 - Freedom of Information
 - Equal Opportunities and Discrimination

As far as these apply to employed persons at work.

- Travel as required on GTC Scotland business.

4. Context

GTC Scotland is one of the main national bodies involved in the Scottish education system and is the only professional registration body for teachers in Scotland. All teachers in state schools are required as a condition of employment to be registered with GTC Scotland. Registrants are

mostly practising teachers but it also includes Directors of Education, other senior officers in local authorities, some university staff, college Principals and senior managers in colleges, and supply teachers. The Scottish Government is extending registration to all teachers in private schools and grant-aided special schools from June 2021. Work is also underway to extend registration of college lecturers beginning in April 2021.

Registration against professional standards, and regulation against a Code of Professionalism and Conduct (COPAC), are seen in Scotland to be appropriate ways in which to ensure a continuing high-quality teaching force and also for the Chief Executive to provide Ministers, stakeholders and the wider public with reassurance and confidence on this matter.

A final context within which the Chief Executive must ensure the organisation operates is that provided by the GTC Scotland Council itself. The four Committees that service the Council regularly approve policies and actions that need to be developed and implemented. Recent examples include the transformational change programme, the revision to the Professional Standards for Teachers and COPAC, the registration of college lecturers and the introduction of a customer relationship management (CRM) system to improve integration and quality of service to registrants. It is the responsibility of the Chief Executive to ensure that all such consequential actions arising from Committees and Councils are taken forward and delivered to a high quality and within the timescales set.

a) Operating Environment:

Physical/ Working Environment

- Principally office based (although under review following Covid experience of staff working from home) with E-Systems and facilities involving operation of normal IT office equipment which require normal keyboard dexterity for production of paperwork and reports.
- The role involves regular attendance at events and meetings outwith working hours and at weekends.
- The role involves regular travel at national and international level.

Mental

- Frequent and intense concentration for prolonged periods at a time e.g. attending meetings, analysing highly complex data to inform decisions and judgements, reviewing, checking and amending documentation.
- Frequent and constant interruptions on widely varying issues which can result in immediate re-prioritisation of present workload.
- Intense concentration for long periods when preparing reports.
- High-level decision making with major impact on GTC Scotland performance and reputation.

Emotional

- Dealing with the wider educational environment and political sector, requiring professional relationships with key public people and organisations.
- Promoting a positive organisational culture that supports collaboration, enhances job satisfaction and commits to transformational change.
- The ability to maintain professionalism when dealing with conflicting views.
- The ability to deal with complex registrant, stakeholder and employee needs.

b) Framework & Boundaries:

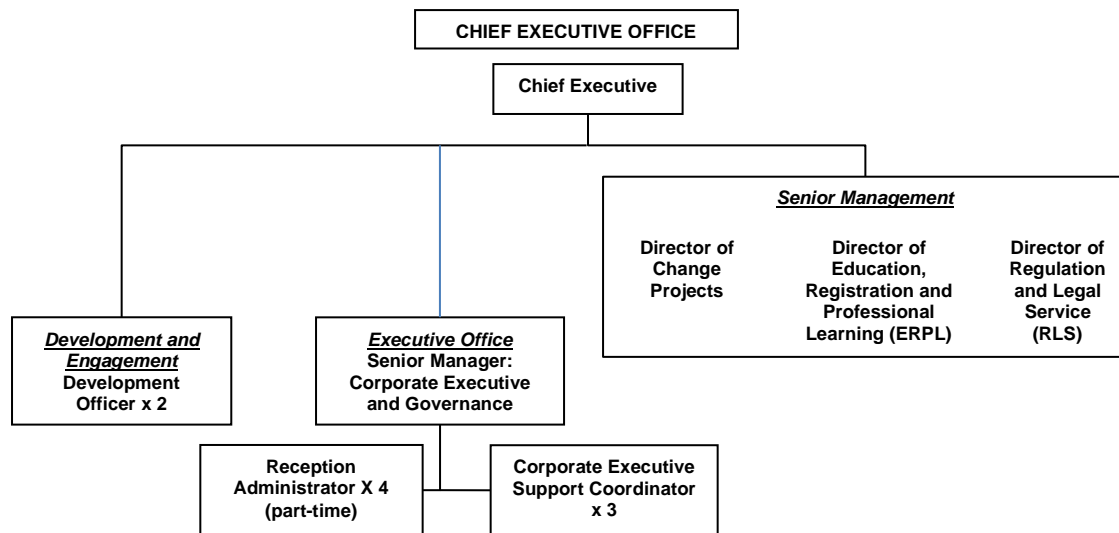
As the regulatory body for the entire teaching profession in Scotland, GTC Scotland works within the regulation and procedures set out by the Professional Standards Authority (PSA). Although the PSA is focused on the regulation of health care services, it has a robust and well-established framework for regulation which GTC Scotland has adopted for education regulatory purposes. In addition, GTC Scotland adheres to the practices set out in the UK and Scottish Government's Professional Framework on Good Governance for Public Bodies. The Chief Executive role is also referred to as "Registrar" which denotes the significance of this function in Scottish education, with the Registrar being held accountable for the professional standing of all teachers who are entered on the Register and ensuring all are appropriately fit to teach in Scottish schools. In this regard, it is the role of the Registrar to investigate and, where appropriate, take action against any registrant found to be in breach of the Professionalism Code (formerly Code of Professionalism and Conduct).

GTC Scotland also operates within the context of The Public Services Reform (General Teaching Council for Scotland) Order 2011. This sets out, amongst other things, GTC Scotland's Principal Aims and General Functions.

The Chief Executive is bound by the procedures and policies set out (above) in relation to GTC Scotland's key functions as a regulatory, registration and professional learning organisation. The Chief Executive must also be aware of current regulatory and education legislation, policies and developments, as well as those forthcoming, to be able to fulfil the role of adviser to Scottish Government.

c) Organisation: *(for employees with management responsibilities)*

Organisational structure is subject to review as part of an ongoing transformational change programme. The following shows the employees who currently report directly to the Chief Executive.



5. RELATIONSHIPS

a) DIRECT REPORTS: See section 2 and 4 above

Regular, daily liaison with the Directors in relation to progress with business objectives and any issues arising. Daily liaison with the Senior Manager: Corporate Executive and Governance in relation to operational activities of the Chief Executive office and Council matters. Regular liaison with the Development Officers in relation to development activities with stakeholders.

Formal weekly meetings and additional ad hoc meetings, when required, of the Corporate Management Team (CMT) chaired by the Chief Executive to discuss strategy and standardised items such as risk management, HR and employee-related matters

Work tasks are dictated by the planned actions within agreed projects and programmes which contain those actions for which each Director is responsible. At specific points in the year, the Chief Executive leads discussion in CMT on forward planning items such as strategic budgeting (Nov); business management planning (Dec/Jan); and impact assessment (Feb/March).

b) MANAGER(S):

Regular liaison with the Convener of Council, Council Committee Conveners and other Members of Council to discuss pertinent matters.

c) OTHER CONTACTS:

(i) Within the Organisation:

Internal strategic and operational communication using a variety of methods (face-to-face meetings; e-mail; staff newsletter; the Hub, take place daily with the Directors, Senior Managers, Project Leaders and all employees.

Regular contact with employees and line managers to motivate, support and discuss pertinent matters.

(ii) Outside the Organisation

The Chief Executive communicates daily using a variety of methods with key external stakeholders and partners, including schools and colleges; Scottish Government, local authorities, Teaching Unions; Scotland's Colleges; Education Scotland; Regional Improvement collaboratives; and other key bodies. The Chief Executive provides a list at each quarterly Council meeting to all Council Members on their engagements with key stakeholders in furthering the Council's work. These contacts are at a strategic and operational level relating to the scope of the engagement and topic/issues being discussed.

A variety of communication methods are used (chiefly e-mail but also phone) by the Chief Executive to keep in regular contact with various Committee and Council Members.

6. KNOWLEDGE AND EXPERIENCE:

- **Qualifications**

- Degree or equivalent qualification (SCQF level 9)
- Registration or eligibility for registration with GTC Scotland
- Advanced professional qualification in education or other relevant field
- Evidence of ongoing personal and professional development.

- **Essential Criteria**

- Strong leadership skills, including representing and providing direction to an organisation at the highest level and proven track record of success at senior management level
- Experience of delivering results and building positive relationships with a wide range of stakeholders at the highest levels
- Excellent written and oral communication skills and well-developed IT, negotiating and influencing skills
- Compelling vision for the future of GTC Scotland aligned to significant experience delivering and successfully driving continuous improvement in quality, efficiency and best value
- Experience of developing corporate strategy through sound understanding of governance, financial processes, risk and project management
- Demonstrable personal resilience, highly developed interpersonal skills and proven ability to motivate and inspire colleagues

- **Desirable Criteria**

- Clear understanding of the wider national and international sectors within which GTC Scotland operates
- Demonstrable experience of using and analysing a diverse range of information to present complex and challenging materials in a clear and concise manner
- Evidence of developing capabilities of individuals and organisation to support change and improvement
- Commitment to supporting the aims of the National Gaelic Language Plan and GTC Scotland's Gaelic Plan

7. ASSIGNMENT AND REVIEW OF WORK:

The Chief Executive works with the Convener and GTC Scotland Council to determine the key priorities for the organisation.

The Chief Executive agrees personal objectives relating to the delivery of GTC Scotland's Strategic plan with the Convener of the Council on an annual basis. Performance in respect of these objectives is reviewed through monthly formal update meetings and annually at a formal end-of-year meeting.

Review of work will be in accordance with existing performance management arrangements, in the form of Performance Development and Review.

8. JOB CHALLENGE(S):

- Providing strategic leadership in complex, multi-faceted and fast changing regulation and education environments to ensure the delivery of the GTC Scotland's strategic aims.
- Ensuring financial sustainability in a constantly changing and increasingly challenging economic environment.
- Providing leadership, motivating employees and ensuring the continuing success of GTC Scotland through a transformational change programme designed to ensure GTC Scotland enhances its role as a well-integrated, forward-facing and world-class organisation.
- Influencing existing and potential registrants and key external stakeholders as to the role and benefit of GTC Scotland and how it supports the wider aims for Scottish education.
- Working with the GTC Scotland Council to contribute to the long-term, sustainable economic future for Scotland.

9. ADDITIONAL INFORMATION:

GTC Scotland supports the efforts of Bòrd na Gàidhlig and the Scottish Government to ensure the Gaelic language has a sustainable future. GTC Scotland supports the promotion of the Gaelic Language through its GTC Scotland Gaelic Language Plan. A knowledge of Gaelic is therefore a desirable characteristic for employees at GTC Scotland.

GTC Scotland 's Strategic Plan 2020-2023 sets out the organsiation's 3 Strategic Objectives. These are:

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| Strategic Objective 1 | Upholding public trust and confidence in teaching professionals. |
| Strategic Objective 2 | Inspiring and influencing the ongoing transformation in the leadership and professional learning of teaching professionals. |
| Strategic Objective 3 | Delivering innovative, data-informed and high-quality accessible services to registrants and other stakeholders. |