

## ROLE PROFILE

<b>Role:</b>	<b>Strategic Delivery Lead – Competence, Transferability and Workforce retention</b>  <i>(External title: Head of Competence and Workforce Skills)</i>
<b>Reports To:</b>	Head of Strategy
Role Profile dated	January 2025
Signed as approved and correct by line director	

***This role profile consists of two sections:***

1. The **Job Specification** sets out the purpose, business outcomes and key responsibilities.
2. The **Person Specification** sets out the qualifications, experience and behaviour expectations.

### **Job Specification**

**Role Purpose:**

The Strategic Delivery Lead – Competence, Transferability and Workforce Retention is responsible for developing and implementing strategies and programmes that enhance the competence of the engineering construction industry workforce. The postholder will devise and oversee the delivery of strategic initiatives that support industry to assess and enhance workforce competence, upskill and reskill the workforce and enhance skills transferability between sectors, all with the purpose of enhancing productivity through enhanced skills utilisation and supporting greater workforce retention. This is a pivotal role that is central to the ECITB’s mission to lead industry learning, improve workforce competence and help employers address current and future skills shortages.

**Business Outcomes:**

To be successful in this role the Strategic Delivery Lead - Competence, Transferability and Workforce Retention must:

1. Devise and deliver effective strategies to enhance the competence of the engineering construction workforce, targeting action on areas of most need and to achieve maximum impact.
2. Ensure that the ECITB is perceived by industry and government as an organisation that is positively influencing workforce competence, retention and productivity.
3. Ensure training provision and programmes lead to enhanced skills acquisition and enable a workforce that is transferable, breaking down the barriers to deployment between ECI sectors.
4. Build successful relationships with external and internal stakeholders that will be key to

driving successful business outcomes.

## **Key Responsibilities:**

### **Strategic Planning and Delivery**

1. Develop and implement strategic roadmaps and plans to enhance workforce competence, transferability and retention that align with ECITB's corporate strategy.
2. Lead the design, delivery and rollout of a broad portfolio of projects and programmes designed to upskill and reskill the workforce, based on robust business cases and ongoing assessment of value for money and impact.
3. Working with a wide range of internal and external partners, ensure that competence frameworks are developed in conjunction with industry and are commonly recognised. Identify the optimal role for ECITB, secure buy in and oversee delivery.
4. Lead the design, delivery and rollout of projects and programmes to enhance workforce competence, again based on robust business cases and ongoing assessment of value for money and impact. This includes acting as strategic sponsor for existing programmes, including Connected Competence, ACE and emerging skills passporting initiatives.
5. Work closely with the Learning and Assurance Directorate, including the PM for Connected Competence, to ensure that competence and assessment products are fit for purpose and address industry's needs.
6. Work closely with the Head of Regions and regional teams to drive delivery and uptake of training that drives up the competence of the workforce, supports greater skills utilisation and workforce productivity.
7. Work closely with the Strategic delivery lead – New Entrants, Training Pathways and FE strategy to ensure training pathways delivered on behalf of industry reflect the competence requirements of industry, both current and future.
8. Work closely with the Product Delivery, Provider Compliance and Awarding Organisation teams to ensure the ECITB's competence and retention strategy aligns with operational delivery plans.
9. Contribute closely to the development of the ECITB strategy and business plan, as well as drive the delivery of those areas relevant to your portfolio.

### **Stakeholder Engagement and Advocacy**

10. Cultivate and manage relationships with a wide range of stakeholders, including employers and industry representatives, government departments and agencies, local authorities, trade associations, trade unions, FE colleges and other educational institutions.
11. Act as ECITB sponsor to ongoing industry initiatives, including the Construction Leadership Council competence group and the Energy Skills Passport.

12. Represent ECITB in stakeholder networks, external forums and advisory groups - building alliances, advocating for policies and initiatives to boost workforce competence and retention, and effectively communicating the value and impact of ECITB initiatives.

## **Research and Policy Development**

13. Working closely with the Research, Insights and Evaluation team, draw on a wide range of labour market data, workforce trends, and industry insights to identify barriers and opportunities to improving workforce competence, transferability and productivity. Leverage this data to inform and adjust strategic priorities, programme goals, and initiatives.
14. Conduct and commission research on workforce competence, productivity and retention, producing actionable insights to inform ECITB's work and influence stakeholders.
15. Devise clear and robust problem statements alongside accompanying business cases for ECITB intervention.
16. Develop evidence-based recommendations to enhance the competence, transferability and retention of the engineering construction workforce.

## **Programme Management and Development**

17. Oversee a portfolio of projects and initiatives to enhance and assure workforce competence, including Connected Competence, as well as reskilling/upskilling/skills transfer initiatives that derive productivity gains for the industry, ensuring alignment with industry needs, ECITB strategic objectives and best practice.
18. Lead working groups to drive delivery of ECITB's missions to boost workforce competence and transferability.
19. Oversee procurement activities related to competence/upskilling/reskilling programmes from tendering through to contract execution.
20. Manage the budget for ECITB led competence and retention programmes.
21. Ensure all projects, programmes and strategic initiatives are effectively monitored and evaluated, with clear performance metrics and reporting frameworks as well as longitudinal data to ascertain medium to longer term impact.

## **Communications**

22. Work closely with ECITB's Communications team to design and deliver targeted campaigns that highlight the ECITB's work in the area of competence, transferability and retention.
23. Produce high-quality reports, briefings, and case studies showcasing programme impact and best practice.

## **People and Resource Management**

24. Work closely with a wide range of internal stakeholders and departmental leads to drive delivery of programme initiatives and strategic outcomes, as well as external consultants and industry participants in working groups.
25. Mentor junior team members and contribute to their professional development.
26. Prepare and manage budgets, ensuring efficient and effective allocation of resources to maximise impact.

### **Continuous Improvement and innovation**

27. Identify and lead opportunities for continuous improvement within ECITB, driving initiatives that enhance organisational efficiency and impact as they relate to your areas of responsibility.
28. Advise the SLT on risks and opportunities as they relate to your portfolio.
29. Stay informed on best practices in skills policy and industry developments, adopting new methodologies to strengthen ECITB's approach.

### **Role Parameters:**

- The role is likely to require attendance at events outside of normal working hours and regular travel within the UK for onsite meetings.

### **Person Specification**

#### **Experience & Qualifications**

- Prior substantive experience working in engineering, further education, workforce planning or policy development roles. Understanding of/experience in Training Needs Analysis would also be beneficial.
- A strategic thinker, capable of developing and implementing long-term strategies that support ECITB's mission and industry needs.
- Demonstrable experience in strategic planning and delivery within a complex, multi-stakeholder environment. Experience in developing and delivering training programmes targeting early-career professionals within an industrial setting is advantageous.
- Good knowledge of engineering disciplines, competence assurance and qualifications.
- Strong leadership skills, with the ability to inspire others and drive collaborative action – including across departmental boundaries – on achieving positive business outcomes.
- Proven track record in driving high-impact project execution and innovation to achieve impact.

- Strong Project Management Skills, with a proven ability to lead projects/programmes, ensuring they are delivered on time, within scope, and to a high standard.
- Experience of setting and managing budgets and procuring third-party suppliers.
- Adept at building and maintaining relationships with diverse stakeholders, with experience representing organisations in public forums and policy settings.
- Able to interpret and analyse data and evidence and translate research findings into actionable strategies. Familiarity with academic literature and policy on skills, competence assurance and workforce retention strategies, both in the UK and internationally, is an advantage.
- Understanding of the engineering construction industry, labour market trends, and the broader skills landscape in the UK / a strong desire to obtain it.
- Excellent communication skills, with the ability to produce impactful reports, presentations and other materials tailored for different audiences (expert and non-expert) and age groups.
- First rate engagement and influencing skills, with the ability to interact confidently with senior leaders and coalesce stakeholders around your vision and strategic goals.
- Ability to prioritise competing demands and identify and pursue value adding relationships within a large portfolio of potential stakeholders.

## **Core Competences**

*These competences apply to everyone working for the ECITB. They represent the behaviours that promote individual and corporate success and high achievement. They should be read in the context of each individual job and take account of the job's scope and level of responsibility and complexity.*

### **1. Business Acumen**

Understands general business and financial concepts. Understands the ECITB and the ECI business, and uses both general and specific knowledge to make appropriate judgements in decision making and dealing with employers and other stakeholders.

### **2. Delivering quality results**

Maintains a high level of commitment to personally getting things done. Delivers results and takes personal responsibility for achieving outcomes. Works effectively with little direction, and is dependable and responsible. Strives for high quality and effective outcomes. Finishes what is started and demonstrates persistence.

### **3. Customer Focus**

Understands that customers are internal and external. Understands customer business needs and provides appropriate solutions. Anticipates, listens to and values customers' needs, suggestions and feedback. Ensures own work output is aligned with customer (internal or external) and stakeholder needs and anticipates future requirements.

#### **4. Planning & Organising**

Demonstrates effective organising and planning skills according to organisational and role needs by defining objectives and anticipating needs and priorities. Sets and achieves realistic goals and effectively anticipates deadlines and delivers required results. Where required, liaises with colleagues to use available resources effectively to simultaneously handle several projects. Demonstrates good time management and prioritising skills to handle multiple tasks and deadlines, and develops contingency plans in anticipation of possible obstacles. Constructs realistic time frames for completion and monitors progress. Is able to effectively manage own time and where required, the time of others.

#### **5. Teamwork and Collaboration**

Works effectively and collaborates with others toward a common goal. Able to build and maintain cooperative work relationships with others, and values others' input. Completes own tasks for group projects in a timely and responsible manner and directly contributes to reaching the group goal. Assists others to support the group goals.

#### **6. Problem Solving**

Demonstrates sound ability to analyse and solve problems within scope of role, through careful rational evaluation of information, and consideration of possible alternatives and consequences. Capable of generating or contributing to effective solutions to problems. Avoids making snap decisions with little or no sound rationale. Able to apply analytical and creative skills depending on the nature of the problem, and persistence to work at the problem until it is resolved.

#### **7. Leadership, taking responsibility**

This is both leading others and self-leadership. Regardless of the personal level of seniority, is an active member of the team, taking responsibility, communicating and respecting others' opinions, recognising opportunities to help out, and offering to take initiative to get things done. Setting a good standard for others to follow. Understanding the organisation's culture and people so that taking initiative is effective i.e. without stepping on toes. . Where leading others, setting clear vision and purpose, establishing realistic and measurable results expectations, building rapport and sense of team, holding self and others accountable, motivating others, and removing barriers.

#### **8. Communication Skills**

Communicates effectively, both verbally and in writing, to a wide range of different audiences in formal and informal settings so that the audience understands the message and a degree of influencing is achieved (as appropriate to the requirements of the role). Messages are clear and unambiguous, use of English is accurate, a professional business tone is adopted.

#### **9. Professional behaviour**

Conducts self in a responsible manner and treats others with respect. Responds to work-related problems, pressures, and obstacles in a rational and positive manner. Upholds ECITB's values, shows respect for diversity, and demonstrates a high level of integrity so that the ECITB 'brand' and reputation is enhanced. Demonstrates tenacity and resilience, supports colleagues, and is work-focused and reliable in working hours.

#### **10. Delivering continuous improvement / adapting to change**

Seeks opportunities to improve current processes, procedures, systems and methods to promote reliability, quality, and efficient output. Dedicated to the improvement of current work processes. Having a disciplined and detail orientation to own work and constantly looking for ways to improve or willing to alter current practice. Encourages others to apply similar discipline to achieve continuous improvement. Looks for new and innovative ways to deal with changing demands and achieve objectives

## **Role Specific Competences:**

### **1. Strategic vision**

Ability to articulate a clear, long-term vision for ECITB's role in the engineering construction sector and align departmental goals accordingly. Recognises and understands strategic needs through effective analysis of the long-term industry requirements and assimilates this with the ECITB strategic objectives to deliver effective strategies and plans. Is able to communicate that strategy to stakeholders to align and influence as required. Shows good judgement when coming to conclusions. Listens to and values senior stakeholders' views and feedback.

### **2. Relationship Management and Stakeholder & Customer Engagement**

Takes a systematic approach to both stakeholder and customer engagement. Establishes wide-ranging and diverse external and internal contact networks to provide rapid access to information important to the ECITB business. Builds and maintains partnerships and appropriate relationships with stakeholder and customer organisations at various levels that facilitate productive engagement with ECITB, and which support ECITB business goals. Recognises and understands the social and political dynamics within stakeholder and customer organisations, and uses this to support ECITB's business objectives and the customer's objectives where applicable.

### **3. Analytical insight and policy understanding**

Expertise in interpreting complex data and research to inform strategic decisions and policy recommendations. Understands the current wider political agenda as it applies to the remit of own role. Can place it in context with the industry and the ECITB strategic objectives through effective analysis and make sound judgements based on that analysis. Able to assimilate central policy and understand implementation in the context of own role. Expertise in interpreting complex data and research to inform strategic decisions and policy recommendations.

### **4. Influencing and Persuading**

Convincing others to adopt a course of action, particularly if it is the longer-term benefit of the industry or sector over short term benefit to an individual stakeholder. Able to understand the audience and modify the method of persuasion; accordingly, backed up with a sound business case.