



ROLE PROFILE

Job title	Head of Communities
Reporting to	Head of Member Sectors

Role family	Management responsibility:	
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Name of role family e.g.
Technical Specialist, Finance,
Legal, Case Management,
Customer services

Does this role have management
responsibility for others? **Yes**

Manager

Overall purpose of role

To manage our member communities platform, overseeing the growth and digital transformation of our existing communities whilst maintaining a balance between member benefit and commercial viability.

Main responsibilities of role

This role will have overall responsibility for our member communities, designing and implementing a digital strategy to ensure that all communities have an established online offering by 2018, whilst also ensuring that all commercial and engagement targets are met. Leading a multi-disciplinary team, the Head of Communities will:

- establish online communities for each existing group, using a scalable model which can be used as a platform for further communities
- ensure that there is a clear strategy for each community, setting out what our commercial and public policy aims are for the community together with measurable KPIs for each of these
- ensure the day-to-day operational running of the communities, with a continual focus on operational efficiency and work with the Events and Publishing teams to ensure a high standard of content for each community
- work with the community committees to connect different communities on areas of mutual interest
- work with Finance and Data Planning to establish regular membership and income reporting for each community and create regular reporting and analysis of member activity for each, identifying opportunities to improve interaction and member benefit
- use member preference and profiling data to identify new communities and to separate existing ones where further segregation would be advantageous
- ensure that there is balanced representation from across the membership in the steering group/committee for each group

Specific duties will vary from time to time in line with the business needs.

BEHAVIOURAL COMPETENCIES

The behavioural indicators listed under each competency are indicative of the types and levels of behavioural competence expected for the role. This is not an exhaustive list however, to be in line with these expectations staff should demonstrate a broad range of these behaviours, with no serious omissions.

ACT RESPONSIBLY

Level 2

- Ensure that processes are in place to meet agreed service standards.
- Be proactive in understanding stakeholder needs and identifying solutions to non-standard tasks/queries.
- Challenge poor service focus in others.

Level 3

- Develop and implement a strategy for meeting the needs of the full range of stakeholders.
- Work actively to increase the overall value of our brand.
- Build partnerships with key stakeholders that maximise mutual value and benefit.
- Actively collaborate with other areas of ICAEW to ensure the delivery of the full spectrum of capabilities to stakeholders.
- Raise awareness and shape the views and opinions of industry experts.

BEHAVE WITH INTEGRITY

Level 2

- Set and communicate high standards of behaviour and lead by example.
- Monitor the behaviour of others to ensure high standards are maintained and rewarded.
- Explain complex/technical issues in a way that your audience can understand.

Level 3

- Establish strong credibility based on honesty and consistency.
- Demonstrate a style of leadership that is based on influencing skills rather than being directive.
- Demonstrate ICAEW's values
- Anticipate and diffuse conflict to reach agreement.
- Demonstrate a style of leadership that is based on influencing skills rather than being directive.

CREATE EFFECTIVE PARTNERSHIPS

Level 2

- Promote team working through actively encouraging involvement and discussion in decision making.
- Delegate responsibility and decision making to ensure the best use of resources and the development of skills.

- Share information, knowledge or resources to support the achievement of other teams' objectives.

Level 3

- Demonstrate cooperation, collaboration and partnership behaviours.
- Bring teams together to work for the overall benefit of ICAEW.
- Create and sustain a culture where individual and team achievement and behaviour are encouraged, recognised and rewarded.
- Successfully manage a wide portfolio of responsibilities to achieve successful outcomes.
- Develop and lead high performing teams to deliver our strategic objectives.

DELIVER THE HIGHEST STANDARDS

Level 2

- Set appropriate quality standards and continuously monitors the team/area's work to ensure quality standards are being met.
- Demonstrate the ability to work on complex and/or multiple projects alongside 'business as usual' tasks.
- Understand external trends and developments in own and related professional areas and make recommendations on how these could be applied in practice.
- Take responsibility for identifying and ensuring that the team's learning and development needs are met.

Level 3

- Lead by example in demonstrating a commitment to delivering the highest professional, technical and ethical standards.
- Address poor performance or inappropriate behaviour, when appropriate.
- Nurture a culture where people are motivated to achieve premium quality and continuously improve what they do.
- Recognise and develop the knowledge and skills required to make ICAEW successful in the longer term.

ROLE SPECIFIC TECHNICAL COMPETENCIES

- A successful track record of having led multi-disciplinary teams
- A high degree of digital and analytical skills
- Customer focussed
- An ability to build strong working relationships
- Quality conscious with attention to detail and a willingness to take ownership for deliverables
- Ability to understand and manage budgets
- Ability to operate in a political environment
- Ability to work under pressure and to deadlines
- Good command of written and spoken English
- A good standard of education
- A good understanding of structure and workings of professional membership bodies preferably in the business or accountancy world.