

UNISON SCOTLAND REGION

Job Brief: Regional Manager

Introduction

1. UNISON is Britain's leading public services trade union, with over 1.3 million members working in the public services, private, voluntary and community sectors and in the energy services. We employ 1200 staff, approximately 370 at our national centre in Euston, central London and the remainder in our twelve regions across the UK, including Northern Ireland.

Scotland Region has working membership of over 163k people, 92 members of staff, 72 branches and over 1500 lay activists.

Strategic Development

2. The Regional Manager is a senior manager of the region, is a member of the Regional Management Team (RMT) and manages a team (or teams) of staff. The RMT is led by the Regional Secretary who is a member of UNISON's Senior Management Group and is responsible for the overall strategic and operational management of the region. The Regional Manager is the key manager of regional organisers and:
 - supports the Regional Secretary in the development of regional strategy and planning to achieve UNISON's internal objectives and priorities. He/she supports the development of the region's strategic and operational plan, and undertakes the operational management of its implementation
 - managing, supporting and mentoring Regional Organisers in their leadership role.
 - co-ordinates functions and activities across the UNISON region to ensure effective campaigning, integrated working and efficient delivery of key services to branches and members.
 - develops strategies for building local organisation, including improving membership recruitment and retention, building member and branch officer and steward organisation
 - works in close partnership with senior lay activists to build UNISON's public profile and external influence, and to develop strategies for building local organisation and regional structures
 - prepares budgets and provides financial management
 - provides overall strategic management of casework and collective bargaining
 - communicates the work and achievements of the union to members and staff and ensures regular communications with staff and between managers and staff.

- develops effective mechanisms for developing staff and involving them in decision making, shares good management practice
 - manages organising teams and other staff groups and develops performance standards and mechanisms for monitoring and evaluation.
3. UNISON structures its work programme to provide for the systematic implementation of policies adopted by its democratic lay member structures. Senior managers are responsible for contributing to the prioritisation of work plans and programmes arising out of the four key objectives determined by the National Executive Council:
- Recruiting, organising and representing members.
 - Negotiating and bargaining on behalf of members and promoting equality.
 - Campaigning and promoting UNISON on behalf of members.
 - Developing an efficient and effective union.
4. The Regional Manager with his/her colleagues in the Regional Management Team is a key contributor to the development, in partnership with senior lay officials, of the strategic and operational plan for the region, to ensure that the resources of the region are directed towards the achievement of the NEC's objectives and priorities. The regional plan identifies priorities and establishes progress or performance indicators to enable effective monitoring and evaluation of all work and achievements.
5. The key aims of the union as detailed in our Rule Book seek to:
- i) Extend and promote our influence in the workplace and in the Community.
 - ii) Promote, safeguard and facilitate participation by all members in the union's democracy, with special regard to women, members of all grades, black members, disabled members, lesbian, gay, bisexual and transgender members.
 - iii) Provide effective standards of service in the areas of representation and advice, information to members on the work of the union, the provision of financial benefits and the maintenance of educational facilities for members.
6. To further these aims, Regional Managers make a significant contribution to the political development of the region and implementation of national campaigning objectives. They support the development of the region's media and communications strategy and have considerable expertise in handling the media. They have excellent presentation and public speaking skills. They have a strategic understanding and commitment to partnership

working within an organisation, and a strong commitment to the public service ethos.

7. Regional Managers also have a thorough knowledge of industrial relations environments, and wide experience of representing collective or individual issues. They are highly competent advocates, possess strong interpersonal skills and an ability to get on with people at all levels. These include regional, local and national politicians, civil servants, public and private sector managers, and a diverse range of occupational groups and other trade unionists.

Managerial

8. It is essential that the Regional Manager demonstrates an enthusiastic style of management and leadership that encourages and motivates a wide range of staff and lay member activists. The Regional Manager provides leadership for team(s) to ensure the efficient and effective deployment of the region's resources in the implementation of national policy objectives and priorities.
9. UNISON regions are currently undergoing a period of major change to meet the union's developing recruitment, organisation and campaigning agenda. Post holders play a vital role in leading and managing change and of selecting, motivating, developing and managing staff to improve their performance.
10. While the Regional Manager post is a demanding position, requiring occasional attendance at meetings outside of the conventional working day, UNISON is a strong supporter of the work/life balance ethos. Post holders will therefore prioritise their working arrangements in such a way as to demonstrate by example their personal commitment to these aims in partnership with senior regional lay officials.
11. The role of the Regional Manager is generic and the allocation of their areas of work is the responsibility of the Regional Secretary. Areas of work are interchangeable and are annually reviewed in discussion with the Regional Manager to meet the needs of the organisation and service to branches and members.

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**UNISON
SCOTLAND REGION
REGIONAL MANAGER
REF: R7/4 and R7/6**

JOB DESCRIPTION

Grade: 2

Location: Regionally based

Reports to: Regional Secretary

Responsible for: Regional Organisers

OVERALL SUMMARY

This post is a member of the Regional Management team (RMT) and reports directly to the Regional Secretary. The RMT has responsibility for the overall strategic and operational management of the Region under the leadership of the Regional Secretary and in partnership with senior lay members. The role of Regional Manager is generic and the work package is drawn from the list of key responsibilities set out below. Areas of work are interchangeable based on the needs of the Union and at the discretion of the Regional Secretary.

Key Responsibilities

- Supports the Regional Secretary with the development of Regional strategy and planning to achieve UNISON's national priorities and develop the Region's strategic and operational plan. Has lead responsibility for implementation of aspects of the plan.
- Manages staff (including the direct line management of Regional Organisers), resources, functions and activities within the Region to ensure effective campaigning, integrated working and the delivery of key services to Branches and members.
- Works to build UNISON's public profile and external influence and develop capacity in UNISON's lay organisation at local, branch and regional level to achieve identified national objectives
- Responsible for ensuring communication of the Union's achievements and priorities to staff and between managers and staff.
- Carries lead strategic managerial responsibility for specialist area(s) within the Union's 4 objectives including formulating effective strategies to develop the Union's performance in those areas of designated

responsibility and manage their implementation.

- Ensures effective mechanisms to develop staff and involve them in decision making are formulated and implemented.
- Ensures that good management practice including change management and leadership strategies is shared across Regional organising and other teams.
- Ensures the development of performance standards and mechanisms for monitoring and evaluation.
- Undertakes other duties as required by the grade descriptor and/or job profile of this post.

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Regional Manager Person Specification and Selection Criteria

UNISON is an equal opportunities employer, committed to providing equal opportunities regardless of race or ethnic origin, gender identity, family situation, sexual orientation, disability, religion or age. This person specification is designed to help members of Interviewing Panels judge the qualities of interviewees in a systematic and consistent way and in accordance with UNISON's equal opportunities policy. It is given to all job applicants for information.

Assessment code

A – application form

PI – panel interview

Heading	Selection criteria	Assessment
1. Thinking skills	1.1 Experience of complex problem solving including: <ul style="list-style-type: none"> • Analysis of complex information including statistics and financial information • Development of strategic plans • Development and implementation of performance standards including monitoring & evaluation 	A & PI
	1.2 Experience of operating and influencing effectively in a political environment	A & PI
	1.3 Commitment to personal and staff development that supports the achievement of Regional objectives	A & PI
2. Inter-personal & Communication skills	2.1 Very highly developed interpersonal skills including <ul style="list-style-type: none"> • Leadership • Mentoring and coaching skills • Motivation • Handling complaints • Handling complex relationships 	A & PI
	2.2 Experience of influencing people at all levels, internally and externally	A & PI

	<p>including</p> <ul style="list-style-type: none"> • Strong presentation skills and the ability to influence and respond to Regional and National media • Ability to produce coherent reports on complex issues <p>2.3 A track record of negotiating at a high level</p> <p>2.4 Experience of advocacy in complex and difficult situations</p> <p>2.5 A track record of effective team working in a corporate management structure</p> <p>2.6 Ability to work in partnership with lay membership</p>	<p>A & PI</p> <p>A & PI</p> <p>A & PI</p> <p>A & PI</p> <p>A & PI</p>
3. Initiative and independence	3.1 A track record of using initiative and independence over a broad area of activity where decision making and discretion is required	A & PI
4. Staff management	<p>4.1 A track record of managing staff and resources effectively including:</p> <ul style="list-style-type: none"> • motivation & encouraging innovation • Managing performance & other complex staffing issues • Team building • Managing change • Effective Delegation 	A & PI
5. Resource Management	<p>5.1 Experience of managing projects</p> <p>5.2 Evidence of Time Management skills</p> <p>5.3 Evidence of managing Budgets including preparation, monitoring progress and resource control</p>	<p>A & PI</p> <p>A & PI</p> <p>A & PI</p>
6. Physical Skills (<i>with reasonable adjustments where necessary</i>)	<p>6.1 Key board skills</p> <p>6.2 Driving</p>	<p>A</p> <p>A</p>
7. General Knowledge	7.1 Understanding of and commitment to UNISON'S aims and objectives	A & PI

	including the principles of equality and democracy	
	7.2 A detailed knowledge of the key areas of employment law including developing case law	A & PI
	7.3 In depth understanding of the role of trade unions and the national and local social and political environment in which the union operates	A & PI
	7.4 Knowledge of ICT packages including Microsoft Office suite	A & PI