

RESERVE FORCES' AND CADETS' ASSOCIATION
FOR THE NORTH OF ENGLAND
JOB DESCRIPTION

Appointment Details

- a. Job Title: Head of Engagement
- b. Job Grade: C1
- c. Department: Engagement
- d. Reports to: Chief Executive
- e. General description of the Appointment: Responsible to the Chief Executive (CE) for the leadership, operational direction and management of the delivery of the internal and external engagement and oversight of the communications activities of the Reserve Forces' and Cadets' Association for the North of England (NE RFCA). Responsibilities include: Community Engagement, Employer Engagement (EE), Employer Support (ES), Support to Recruiting, Public Relations (PR) and all aspects of Communications. The role requires close coordination with the CE regarding the activities of RFCA membership networks, and with the Deputy Chief Executive (DCE) for issues related to cadet and youth activity. The Head of Engagement (HoE) is a member of the RFCA Senior Leadership Team.

Overview

- 01. NE RFCA is one of 13 RFCAs which provide support for Reserve Forces and Cadet Units throughout the UK. NE RFCA has a volunteer membership of 130 and is served by a small, full time, salaried executive and a Professional Support Staff (PSS) who provide logistic and administrative support to the Army Cadet Force (ACF).
- 02. The RFCAs are represented nationally by the Council of RFCAs (CRFCA). The Chair of each RFCA is a member of the Council, which employs an executive, who through the CRFCA Executive Board, direct and coordinate the activities of the RFCAs. CRFCA is the single point of contact for all Ministry of Defence (MOD), Defence Infrastructure Organisation (DIO) and single Service stakeholders from whom the RFCAs are funded.
- 03. The main roles of RFCAs are:
 - a. Assistance and advice to the Defence Council.

- b. Representation and advocacy of the Armed Forces (specifically the Reserves and Cadets).
- c. Welfare and administration of the Reserves and Cadets.
- d. Hard and soft facilities management for the Volunteer Estate.
- e. Personnel and financial management.
- f. Indirect support to recruiting for the Army and the Army Reserves (and other Services as requested).
- g. Marketing and publicity for the Reserves and the Cadets.
- h. Employer Engagement and Employer Support.
- i. Community Engagement.

04. The staffs of the RFCAs maintain close liaison with the relevant Royal Naval, Royal Marine, Army and Royal Air Force Headquarters and DIO to ensure effective coordination of supporting activities for the Reserve Forces and MOD sponsored Cadet organisations.

Primary duties

General

05. The HoE is responsible for the delivery of all outputs, as required by the Association's various customers, of the NE RFCA Engagement pillar including the direct line management of staff within it. HoE prioritises and directs the activities of the Engagement Team in accordance with the CE's delegation and MOD Policy & Direction.

Engagement. The HoE is required to:

06. Draft the Engagement Strategy (as directed by the CE), and maintain and deliver the NE RFCA Engagement Plan (as directed by the CE) to focus on those areas across the region where NE RFCA seeks to exert influence; ensuring compliance with MOD policy and direction. The post holder is responsible for the development of best practice for Engagement within NE RFCA and for facilitating organisational learning from other RFCAs.

07. Ensure that the Regional Employer Engagement Directors (REEDs) act as the focal point for Defence Relationship Management (DRM), translating national level strategic intent and initiatives into nuanced activities that are fit for purpose and supporting DRM objectives, including delivery to the MOD Service Level Agreement (SLA).

08. Work with the Army's regional Joint Military Command North (JMC North) and other single Service regional representatives to coordinate engagement with Local Authorities including on Cadet, Reserve, Regular forces and Armed Forces' Covenant issues.
09. Support the Chair and CE in engaging effectively with selected regional and local government institutions, youth organisations, veteran and ex-service organisations and the NE RFCA Membership.
10. Support the DCE in engaging effectively with selected Youth Organisations and to support Cadet Expansion.
11. Facilitate engagement between Cadet, Reserve and Regular units.
12. Provide strategic management of the Association's website and social media activity and ensure brand compliance.
13. Build and manage effective relationships with individuals and organisations that are discrete from those undertaken by the REEDs, coordinating and de-conflicting as necessary.

Communications

14. Draft the NE RFCA Corporate Engagement and Information/ Influence Plan (as directed by the CE) ensuring continuity with all elements of the CRFCA Communications Plan.
15. Oversee the delivery of all aspects of external and internal communications. Supervise the continued development of the NE RFCA Engagement Database.
16. Manage, in conjunction with the DCE where appropriate, communications with regional and local government institutions, youth organisations, veterans and ex-service organisations and the association membership. Lead for the Defence Regional Agenda and act as the Point of Contact (POC) for key persons of influence.
17. Identify and develop, with the Communications Manager (CM), opportunities for positive intervention to enhance the reputation of NE RFCA and the two constituent elements of Cadets and Reserves.
18. Manage the endorsement of Public Relations and Marketing Advertising, and scrutiny of any presentations from agencies.

Recruiting Support

19. Direct the use of social media, press releases and other communications media, working with JMC North to set the conditions for successful Army Reserve (AR) recruiting.

20. Assist the recruiting efforts of the other single Services as agreed.

21. Assist the DCE to recruit Cadet Force Adult Volunteers.

Public Relations

22. In close cooperation with JMC North and other single Service Media Operations staff, manage the provision of local and regional PR for Reserves and Cadets.

23. Oversee the management of contracts with any PR and/ or marketing agency employed by NE RFCA.

Event Management

24. Manage the delivery of support to Service Engagement Teams and at other Defence-led events.

25. Oversee delivery of Lord Lieutenant Presentations/ Awards events within the NE RFCA Region.

26. Coordinate NE RFCA engagement event programmes.

Developing and sustaining the RFCA Membership

27. Manage the NE RFCA Membership on behalf of the CE and identify opportunities to develop the membership in line with the Schemes of Association. Members are to be drawn from as wide a base as possible as part of a continuous effort to achieve progressively greater diversity of Association membership and to achieve broad representation of the regional community, as per [RFCA Schemes of Association para 5\(1\)](#).

28. Work within the NE RFCA Membership to develop the “network of networks” that will facilitate the Defence regional agenda: and within that maintain a dialogue with NE RFCA Volunteer Members to ensure their currency in key defence issues and messaging.

Other Requirements

29. Manage the Engagement budget, in accordance with the formal letter of delegation from the CE, adhering to relevant Joint Service Publications and other Financial directives, and in line with the guidance of:

a. The DRM Business Plan.

b. The NE RFCA Strategic Framework and Management Plan and supporting Engagement Plans.

- c. The JMC North Engagement Plan and any single Service Regional Engagement Plans that may be produced.
- 30. Be prepared to delegate the budget formally to the REEDs.
- 31. Contribute to the development of the NE RFCA Strategic Framework and Management Plan by drafting the Engagement Plan and Objectives.
- 32. When required, support the Estates Department to increase Wider Marketing Initiatives revenue year on year and seek to implement best practice from other RFCAs.

Secondary duties

- 33. Any other duties as directed by the CE which they can reasonably be expected to undertake.

Training

- 34. The post-holder is required to participate in all aspects of training and development mandated by the CRFCA People Operations Manual and as identified in discussions with the CE, to make use of all relevant opportunities for training that may improve the effectiveness and efficiency of their appointment and of the Engagement Team.

Reporting

- 35. The CE has Line Manager responsibilities for the Head of Engagement. The Countersigning Officer is the Chair NE RFCA.
- 36. The Head of Engagement has Line Manager responsibilities to the following:
 - a. REED North.
 - b. REED South.
 - c. REED Administration Officer (AO).

Person Specification ([see also table below](#))

- 37. [Civil Service Behaviours required \(Success Profile\)](#)
 - a. Seeing the Big Picture- Level 3
 - b. Changing and Improving- Level 3
 - c. Making Effective Decisions- Level 3

- d. Leadership- Level 3
- e. Communicating and Influencing- Level 3
- f. Working Together- Level 3
- g. Developing Self and Others- Level 3
- h. Managing a Quality Service- Level 3
- i. Delivering at Pace- Level 3

38. Required skills/ experience:

- a. Qualification - Educated to degree level or equivalent.
- b. Experience - At least 2 years' experience working in a senior Marketing, Communications, or Sales position.
- c. Experience of working with minimum supervision.
- d. Experience of setting up own project, business or organisation (a start-up programme).
- e. Evidence of dealing with other diverse organisations.
- f. Good oral and written communication skills.
- g. Ability to produce comprehensive strategy and planning documents.
- h. Knowledge of influence networking.
- i. Knowledge of publicity and marketing methods.
- j. Computer literate (possessing a good working knowledge of current MS Office applications) with demonstrable experience using management information systems. Comfortable utilising internet research tools including the retrieval of statistics for further analysis and presentation.
- k. A full driving licence is required.
- l. This post-holder will be required to hold an Enhanced clearance from the Disclosure and Barring Service (DBS) and to be SC Cleared through National Security Vetting.

39. Desired skills/ experience:

- a. Higher education achievement in Marketing, Communications, or related subject.
- b. Hold a Project Management qualification.
- c. Experience of the Public Sector.
- d. Experience of leading a team of specialists.
- e. Experience of working with and knowledge of diverse ethnic communities.
- f. Experience of working with volunteers.
- g. Understanding of the MOD's need to engage with the Nation.
- h. Knowledge of the Armed Forces and their Reserves.
- i. Knowledge of the Cadet Forces.
- j. Capable of articulating clearly the benefits of engaging with Reserves & Cadets to potential participants.

40. Personal qualities & behaviours:

- k. Proactive, self-motivated and able to work on own initiative.
- l. Excellent interpersonal skills and the ability to interact productively with colleagues and all relevant stakeholders.
- m. Confident and astute communication skills, with a high level of emotional intelligence and the ability to engage with individuals at all levels.
- n. Keen to advance individual skills and personal development.
- o. Ability to prioritise tasks and time manage effectively, recognising where influence and authority lies and its impact on account activity.
- p. A self-starter with a high degree of flexibility and adaptability. Excellent team-working ability.
- q. An inquiring mind with an organised approach to engagement and information management and good attention to detail.

Other requirements

41. Whilst the role is based in Durham, a high degree of travel across the Region, is expected.

42. The successful individual will need to comply at all times with NE RFCA health and safety policies and procedures, and data protection/ freedom of information requirements.

43. The post will involve some evening and weekend working for which time off in lieu will be given.

Other Features

44. This job description should be discussed/ read with the CE at the time of receiving the Annual Personal Development Report.

45. The Job Description may be reviewed in the light of changes during the period of the appointment and on change of incumbent.

Person Specification	Essential	Desirable	Proposed Selection Method
Qualifications and Training			
Educated to degree level or equivalent.	✓		A
Higher education achievement in Marketing, Communications, or related subject.		✓	A/I
Hold a Project Management qualification.		✓	A
Experience			
At least 2 years' experience working in a senior Marketing, Communications, or Sales position.	✓		A/I/ R
Evidence of working with minimum supervision.	✓		A/I/ R
Experience of setting up own project, business or organisation (a start-up programme).	✓		A/I
Experience of the public sector.		✓	A/I
Evidence of dealing with other diverse organisations.	✓		A/I
Experience of leading a team of specialists.		✓	A/I
Experience of working with and knowledge of diverse ethnic communities.		✓	A/I
Experience of working with volunteers.		✓	A/I
Knowledge, Skills and Abilities			
Understanding of the MOD's need to engage with the Nation.		✓	A/I

Knowledge of the Armed Forces and their Reserves.		✓	A/I
Knowledge of the Cadet Forces.		✓	A/I
Self-motivated and able to work on own initiative.	✓		I
Good oral and written communications and IT skills.	✓		A/I
Ability to produce comprehensive strategy and planning documents.	✓		A/I
Knowledge of influence networking.	✓		A/I
Knowledge of publicity and marketing methods.	✓		A
Excellent interpersonal skills and the ability to interact productively with colleagues and all relevant stakeholders.	✓		A/I
Capable of articulating clearly the benefits of engaging with Reserves & Cadets to potential participants.		✓	A/I
Work related circumstances			
Willingness to work flexible hours including evening and very occasional weekends.	✓		I
Full driving licence (Group B)	✓		A
Equal opportunities			
Commitment to pursue Equal Opportunity and Non-Discriminatory practice.	✓		A

A = Application Form I = Interview R = Reference