

Delivering for Excellence

Personnel and Members' Security Manager, Grade 5

The Scottish Parliament is a values-led organisation which means our values (Stewardship, Excellence, Inclusiveness, and Respect) are at the centre of everything we do. These values are embedded in this role.

Stewardship

Focusing on the longer term to ensure we are leaving things better than we found them and putting our shared interests ahead of any individual or team.

Your main responsibilities will involve:

- Working with the Head of Security, designing and developing personnel security plans for a range of threat scenarios, including insider threat and espionage. Leading the implementation of these plans across SPS offices and with Members and their staff
- Working alongside the Head of Security, driving the implementation of the personnel security strategy, managing approved projects through effective stakeholder engagement and attention to detail. Serving as the main point of contact, ensuring all policies and/or procedures are embedded and the projects delivered successfully.
- Developing the longer-term security service offered to Members and their staff, based on analysis of trends in abuse and threat, thereby ensuring that the service is aligned to risks faced by Members and their staff.
- Using your professional knowledge and understanding of personnel security best practice to balance openness and accessibility with safety and security in an ever-evolving threat landscape.

And in delivering these you will have:

- Experience of writing and/or designing processes or policies that impact organisation-wide and which take account of a range of stakeholder requirements.
- A proven track record in successful delivery of projects or embedding new processes and procedures.
- Experience of, or the ability to, evaluate trends to make informed decisions. Strong influencing skills to encourage others in understanding personnel security threats.
- A good awareness of physical and protective security, or a commitment to further develop your knowledge and skills in this area to support organisational resilience.

Excellence

Taking care to enhance our reputation in everything we do. Using our skills and resources efficiently and effectively to deliver high-quality sustainable results.

Your main responsibilities will involve:

- Managing the personnel security and Members' safety teams against agreed organisational performance and attendance standards and office KPIs.
- Working with internal and external stakeholders, seeking and evaluating feedback to ensure services are aligned to customer needs.
- Using personnel security expertise to manage the key contracts for vetting and Members' safety, ensuring they deliver as expected in mitigating security risks, and that Members and their staff are confident in using any security assets installed.
- Using a range of evaluation techniques, actively seek feedback from Members and their staff to measure the success and impact of existing security support offered to them when away from the parliamentary estate. Analysing the data to determine how the Members' service can be enhanced to address future areas of risk.

And in delivering these you will have:

- Excellent performance management skills and experience, including coaching, setting clear goals and objectives for staff to deliver against.
- Strong evaluation and communication skills with a proven track record in using feedback to define, develop or adapt processes, procedures, policies or performance standards.

- Experience in analysing management data to improve contract performance to deliver the personnel security strategy and contribute to overall organisational resilience.
- Excellent analytical skills with experience of gathering and evaluating information from a range of sources.

Respect

Appreciating difference, building cohesive teams and fostering the values and experiences of diversity.

Your main responsibilities will involve:

- Building a strong network of professional contacts to ensure the personnel security strategy can be delivered.
- Exploring opportunities for working across the personnel security and Members' safety teams, coaching and empowering team members to promote career development and create a talent pipeline.
- Engaging regularly with Members and their staff to discuss security matters, in order to build security awareness and to develop appropriate training interventions and support measures.
- Ensuring that you use the full knowledge and experience of your team, actively engaging with team members to discuss service levels so they can contribute to the direction of personnel security matters.

And in delivering these you will have:

- Experience in seeking opportunities to network, with the ability to adapt what you have learnt to the Parliament environment.
- A coaching style of leadership, and strong interpersonal skills, with the ability to build expertise and resilience in a small but diverse team.
- Experience of, or a commitment to, building knowledge and skills in others, motivating the team to sustain high-performing results. The ability to work well with others to identify training opportunities to ensure each team member's development aligns with business needs.
- A commitment to demonstrating respect for colleagues' expertise, skills, experience and knowledge, valuing their strengths and contributions.

Inclusiveness

Understanding the big picture and seeking out alternative perspectives. Every colleague feels they can make a valued contribution and deliver their best work.

Your main responsibilities will involve:

- Building relationships and actively seeking feedback from colleagues across the Parliament on the performance of you and your team so as to enhance service delivery.
- Taking responsibility for creating a strong team culture in which you actively engage with your team members to seek their views on your performance, using their feedback to adapt your management style to best meet their needs.
- Coaching colleagues who directly report to you to help them achieve their full potential.
- Actively building a caring and supportive working environment to ensure workloads are manageable and sustainable.

And in delivering these you will have:

- Ability to work at a senior level to see things from an organisational perspective. Holding an open and learning mindset, evidenced by acting on feedback to personally develop, or improve on a process or service.
- A track record of working collaboratively, with a supportive management style, where respectful feedback is genuinely welcomed, valued and acted upon as necessary.
- A coaching management style which empowers colleagues to deliver high performance results that directly benefits service delivery.
- Evidence of promoting a culture where colleagues look out for each other and build in time for their personal development and wellbeing.

