



Role Profile

Job title:	Evaluation Manager	Department:	Strategy
Grade:	B	Last Evaluated:	July 2021
Directorate:	Strategy & Policy	LT Area:	Strategy
Location:	Peterborough	Budget responsibility (optional):	Provide input into setting budget(s) for own area and then track and manage spend against budget.

CITB aims to lead the construction sector by example to ensure fairness, inclusion and respect for all. We seek to build a workforce that reflects Britain's diverse population and people from under-represented groups are encouraged to apply for vacancies. Our main objective is to create a culture that helps all of our customers strive towards a workforce that is reflective of today's society.

Role purpose:

To support the Head of Strategy in the set up and delivery of the evaluation function: putting evidence at the heart of what CITB does and also supporting the process for strategic planning at CITB. This role will oversee all evaluation activity, which includes taking responsibility for designing, commissioning and delivering strategic programme evaluations.

As a member of the management team, to provide the leadership contribution necessary for the effective operation of CITB, to externally and internally be an advocate of CITB's purpose, aims and vision, and to work effectively with others across CITB to achieve the synergies that deliver CITB's objectives. To provide management expertise across all areas of team functionality, ensuring internal integration, effective and efficient operation, and clear direction and purpose that in turn, shapes priorities, objectives and outcomes.

Key responsibilities and accountabilities (circa 5-7):

Support impact-focused strategy development and business planning

- Work with the Heads of Strategy and colleagues to develop a vision and work plan that enables impact-focused planning at a strategic level.
- Oversee the maintenance of an evaluative framework for CITB's strategy and identify, assess and feedback cross-cutting themes into strategic planning and business planning cycles.
- Oversee the delivery of evidence to report against CITB's corporate-level performance indicators (at the level of strategic priorities), including by ensuring that evidence produced at service level aligns with, and feeds into higher-level impact frameworks.

- Advise and upskill colleagues in planning for impact, in developing usable theories of change, and on how to embed impact in planning processes.
- Provide quality control in relation to CITB's plans for impact, so that its activities are based on robust theories of change with plans that delineate appropriate and realistic outcomes and impacts.
- Ensure that strategic decision-making and planning is informed by insight and recommendations derived from CITB's evaluation activity and other evaluation evidence.
- Provide understanding and support to the Head of Strategy across the entire strategy and business planning process to ensure this is coherent and effective

Lead an effective monitoring and evaluation team that offers leadership and advice to key staff

- Lead on developing, implementing maintaining the evaluation team's strategy and systems for evaluation and learning. Build a strong evidence base about the utility of different evaluation approaches for construction by assessing existing methods and identifying best practice
- Develop and manage processes that enable the team to prioritise and manage demand from the wider organisation for support and advice.
- Oversee and quality assure the planning, management and delivery of internal evaluations to ensure all plans, processes and tools are proportionate and produce evidence that is needed and useful.
- Deliver good quality line management, supporting and developing team members.

Oversee the management and delivery of all externally commissioned evaluations to enable maximum value for the organisation.

- Identify organisational priorities for evaluation and support the evaluation team to appropriately scope, plan and budget for external evaluations.
- Oversee the management of externally commissioned evaluations, including developing processes for monitoring progress, addressing concerns about progress or quality, assuring the quality and robustness of evaluation processes and outputs.
- Manage relationships with all independent evaluators and sign off of contracted outputs
- Ensure that learning and insights from evaluation are identified, made accessible and shared for the benefit of CITB.
- Manage external evaluation budgets and be responsible for financial planning and reforecasting.

Ensure robust impact reporting and evaluation use

- Work with the communications team to raise the profile of the organisation's impact, maximising opportunities within and outside CITB to tell a stronger story about the organisation's successes and impact.
- Support the communications team in disseminating work and lessons learned in ways that are robust and credible, including by managing and/or quality assuring evaluation and impact reports for key stakeholders, including Directors, Committees and Councils.

- Ensure that evaluation results in useful 'outputs' that different industry stakeholder groups can engage with and that are readily accessible to those who can benefit from them across the organisation.

Build an evaluative, learning culture across CITB

- Provide strategic and thought leadership on impact and evaluation in support of cultural change, innovation and improvement.
- Provide training for staff on the principles and importance of evaluation.
- Lead the development of guidance and tools that will enable staff across CITB to embed monitoring and evaluation as part of their planning and their day-to-day activities.
- Support CITB to better plan desired impact and activities that will achieve impact.
- Work with Industry, Analysis and Forecasting and Performance Hub colleagues to ensure evidence sits at the heart of CITB's planning and decision-making.
- Lead work that explores the potential for collaborating with others on evaluation and impact – particularly in relation to shared measurement, open data initiatives, etc.

This is not an exhaustive list and the postholder may be required to undertake other reasonable duties as requested by the Head of Strategy.

People Leadership / Team Leadership – where the role has direct or matrix reports.

Manage a small team of monitoring and evaluation specialists (currently two).

1. Achieving Performance

Effectively manage the performance of individuals and the team to ensure there is a clear line of sight between individual goals and objectives and the overall objectives of the team and wider organisation. Enable performance engagement and recognition through regular performance feedback and coaching where required.

2. Developing Capability

Promote the importance of individual and team development and actively encourage the use of development tools, processes and conversations for personal and professional development. Take ownership of team succession and have development plans in place to mitigate areas of future risk.

3. Creating Stability

Communicating and upholding key principals and standards to ensure the team functions effectively and performs at its best. Effectively utilising, where appropriate, CITB policies and processes relating to key topics such as performance, behaviours, attendance and disputes to achieve a fair and consistent approach.

4. Role Modelling

Lead by example and represent the CITB values and behaviours in your communications and interaction with others to promote a positive culture that is based on fairness, inclusion and



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respect. Actively seek feedback and use this to enhance your performance and develop your leadership style.

Key contacts and relationships:

Internal:

- Heads of Strategy to ensure that evaluation aligns with the business strategy and delivery portfolio
- Delivery teams for day to day input to monitoring and evaluation
- Finance and Business Planning for forecasting and business planning
- Effectively communicate the vision and direction for the (portfolio), aligned to the aims and objectives of CITB; ensure the portfolio is understood in the context of CITB as a whole.

External:

- Excellent interpersonal skills to ensure effective working relationships with stakeholders that will include CITB Committees (e.g., Executive Team)

Knowledge and Experience

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Essential

- Educated to degree level with relevant professional qualification
- Significant experience of designing impact and evaluation frameworks at a strategic and intervention level with Public and or Charitable organisations, and developing or selecting appropriate data collection methods and tools
- Experience of delivering or facilitating impact-focused planning (eg, using theory of change approaches)
- High-level knowledge, understanding and experience in a range of evaluation methodologies, including realist evaluation and mixed methodologies
- Proven experience quality assuring the rigour of evaluations
- Comprehensive understanding of how own business area integrates with other business areas to achieve the goals of CITB.
- Up-to-date knowledge and understanding of the latest developments and best practices in evaluation.
- Demonstrable experience of managing a team of professionals and/or a virtual cross-functional team.
- Experience in planning, budget management and development of ways of working and delivering a function within a business.

Desirable

- Understanding and or previous knowledge of working in the Construction Industry



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- Experience in public or charitable sectors
- Experience of designing and delivering training and capacity building in evaluation
- Experience of economic assessments

Key Skills

- Excellent evaluation and impact measurement skills based on strong strategic thinking
- Resilient and determined, able to positively pursue long-term projects
- A creative thinker able to think laterally to overcome problems and challenges as they arise
- Strong interpersonal, negotiation and influencing skills with the ability to build positive relationships with a range of stakeholders across the organisation as well as external providers
- Negotiation, influencing and diplomacy skills to be able to achieve the overall right outcome for CITB and to help build and embed an evaluation culture.
- Excellent written skills with the ability to produce engaging evaluation outputs that promote learning and improvement
- Excellent oral communication and presentation skills

Behavioural competencies:

- Works collaboratively (Level 3)
- Drives for results (Level 3)
- Innovation, change and agility (Level 3)
- Communicating with impact (Level 3)
- Customer focus (Level 3)
- Effective Decision-making (Level 3)

Special Conditions/Other Requirements: e.g. travel requirements, working arrangements

Travel as required throughout UK

Version Control:

Version	Date	Author	Change
0.1	12 May 2021	Clare Allen	Adapted from previous Planning & Evaluation Manager to focus on Evaluation. Updated to new template and organisational structures
0.4	24 / 6/ 21	Clare Allen	Input from Traverse and version created for grading and recruitment