

## **AMNESTY INTERNATIONAL UK**

### **The Roles & Responsibilities of AIUK Senior Management Team and Management Group (SMT) & Management Group**

#### **1. Membership**

- 1.1 Members of the Senior Management Team of AIUK are the Departmental Directors and Director. SMT meets weekly and also regularly with Management Group and AIUK's Board.
- 1.2 Members of the Management Group of AIUK are the Heads of Functions across all four departments. It meets regularly.

#### **2. Accountability**

- 2.1 The Senior Management Team is accountable to AIUK's Director who is in turn accountable to AIUK's Board via the Chair.
- 2.2 Management Group members are accountable to their respective departmental director

#### **3. Agenda Setting & Meeting Process**

- 3.1 The Senior Management agenda is planned by SMT to address Board requirements, internal and external organisational issues.
- 3.2 SMT Meetings are chaired by the Director
- 3.3 Management Group sets its agenda in conjunction with SMT. A group of 4 members of Management Group, representing each of the departments will liaise with colleagues via departmental team meetings to request agenda items.
- 3.4 Management Group Meetings are chaired by the Director
- 3.5 Management Group Meetings are inclusive of SMT and Management Group Members
- 3.6 On occasions Management Group may set up task groups that do not need to include SMT members.
- 3.7 All meetings will be minuted. Minutes will be available via the intranet – if necessary for reasons of confidentiality – some agenda items may be designated closed sessions.

## **4. Values**

- 4.1 All members of the Senior Management Team and Management Group are responsible for promoting the vision of Amnesty International - of a world where all the rights in the Universal Declaration are enjoyed by all human beings – both in and outside of the organisation.
- 4.1.1 This means that they must embody the achievement and experience of human rights in their management objectives and practice, and ensure they are central to the work, vision and experience of their teams.
- 4.1.2 SMT and Management Group are expected to model behaviour that demonstrates a commitment to these values and provide role models of expected professional behaviour for the organisation.

## **5 Roles**

5.1 All members of the Senior Management Team are individually responsible for:

- Ensuring corporate responsibility and working as a corporate team
- Contributing to the International Movement Growth and Influence
- Providing strategic direction and leadership of their teams, consistent with the vision of Amnesty International and the policies, expectations and requirements of AIUK
- Providing specialist advice to SMT colleagues and AIUK's Board, and ensuring the highest professional standards in their teams.
- Managing the relationship with AIUK Governance structures
- Directing the activities of their teams consistent with AIUK policies and priorities.
- Allocation through corporate decision making processes of resources to team budgets and accountable for the resource management of team budgets.
- Being ambassadors of AIUK at external events
- Legal accountability

5.2 All members of the Management Group are individually responsible for:

- Ensuring corporate responsibility and working as a corporate team
  - The leadership and management of their teams, consistent with the vision of Amnesty International and the policies, expectations and requirements of SMT
  - Providing functional and specialist advice to SMT and ensuring the highest professional standards in their teams
  - Planning and managing the activities of their teams consistent with AIUK policies and priorities and those of SMT
  - Ensuring team budgets are managed within agreed limits and allocated to planned priorities.
  - Being ambassadors of AIUK at external events

## **6 Responsibilities of the Senior Management Group**

6.1 In addition to individual and generic responsibilities the Senior Management Team will also, as a Group:

- Work with AIUK's Board to develop and provide clarity of Amnesty Vision
- In collaboration with the Management Group devise and communicate AIUK's Strategic and Operational Plans, ensuring that they are aligned to the International Strategic Plan. Approval of the plan is AIUK's Board's responsibility.
- Be accountable to the Board for all AIUK's budgets and assets consistent with the priorities of the Strategic and Operational Plans
- Identify issues which are strategic or of vital importance for AIUK or the international movement
- Develop corporate policy for staff & volunteers in consultation with AIUK's union representative when appropriate
- Be accountable for the implementation of key policies across the UK Section
- The Director following advice from SMT colleagues will be the final arbiter of conflicts within the organisation
- Facilitate effective internal communications

## **7 Responsibilities of the Management Group**

7.1 In addition to individual and generic responsibilities, Management Group will also, as a Group:

- Contribute to the construction and continual interpretation of the Amnesty Vision
- Contribute to the development and construction of the Section's Strategic and Operational Plans, in conjunction with SMT, and consistent with the aspirations of SMT, the Board and the wider movement
- Develop and construct the Section revenue and capital budgets consistent with the priorities of the Strategic and Operational Plans and those of SMT
- Consider issues which are strategic or of vital importance for AIUK or the international movement at the request of SMT or under its own initiative
- Contribute to policy making and consider early drafts of key new policies
- Supervise and be accountable for the implementation of key policies across the UK Section
- Resolve conflicts within the organisation, remaining aware of the option of escalating conflicts, where appropriate, to SMT
- Deliver effective internal communications between teams