



**Assistant Director
Facilities Management
Candidate Information Pack**



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1. Background and Context

The Education Authority (EA) wants every child to have an outstanding education. EA was established under the Education Act (Northern Ireland) 2014 and became operational on 1 April 2015. It is a non-departmental public body sponsored by the Department of Education and the Department for the Economy.

EA is responsible for ensuring that high quality primary and secondary education services are available to meet the needs of children and young people, and for support for the provision of efficient and effective youth services. These services were previously delivered by five Education and Library Boards (ELBs). The organisation employs over 39,000 people across Northern Ireland in a wide variety of roles including teachers in controlled schools, school-based support staff and staff in administrative headquarters. The organisation is responsible for a budget of approximately £1.5 billion recurrent, £300 million capital, £100 million Annually Managed Expenditure (AME) and for services to over 1000 schools. The EA will also have responsibility for the funding of the Voluntary Grammar School and Grant-Maintained Integrated (VGS GMI) sector and is expected to takeover operations responsibility for this from April 2017. This would add around a further £300million to the funding which the EA manages, and just under 100 schools.

The work we do impacts the lives of tens of thousands of children, young people and their families every day. The services we provide are essential in supporting, encouraging and facilitating learning within our communities to develop generations of young people who are equipped to succeed in life and work in the modern world. As a public sector organisation, we must continue to deliver these vital services in a challenging environment of increasing financial pressure and under intense public scrutiny.

Future Challenges and Opportunities

Recent focus has been on transition from the former ELBs to a single authority. Looking forward, this focus moves from transition to transformation. Emerging from the five ELBs our aim is to build a new organisation which is focused on meeting the needs of all our young people equally, removing barriers to learning and ensuring equality of access to excellent education services so that every child can develop to his or her full potential.

Work is underway to develop a Strategic Plan for the period 2017 – 2027. This will provide a framework for the authority's activities and will guide the organisation through its transformation journey.

The next number of years will be challenging as the 2016-17 education resource budget has been reduced by £72.1m in cash terms with other pressures such as pay and price having to be funded from EA resources. In addition expectations are that recurrent budgets will

continue to decline over the incoming spending review period. This financial situation creates substantial challenges for the EA as demand for our services continues to grow and as it undertakes its major transformation we can no longer continue to provide all of the same services in the same ways. As a result, difficult decisions will have to be made about which services are provided and how these are delivered but our focus, as always, will be on the young people whose lives are directly or indirectly affected by the services we provide.

The EA in all its activities will endeavour to support the Programme for Government to improve educational outcomes; reduce educational inequality; improve the quality of education and the skills profile of the population. The EA also recognises the fundamental role it has in other NI Executive priorities such as the economy and the wider success of Northern Ireland.

These are exciting and challenging times for the EA as we continue the process of transformation and seek fundamentally to transform education administration for the benefit of future generations of children and young people.

Appointment of Assistant Directors

Since its establishment, the EA has delivered change at an incredible pace. As part of this change process a new senior management team has been appointed comprising five newly appointed Directors. The process to appoint a substantive Chief Executive is underway.

It is within this context that the EA now seeks to complete its leadership team through the appointment of Assistant Directors. There will be 19 Assistant Director appointments across the five Directorates and Chief Executive's Office. These are challenging and exciting new posts requiring exceptional leadership and operational management capability reflecting the EA's position as the largest local authority body and employer in Northern Ireland.

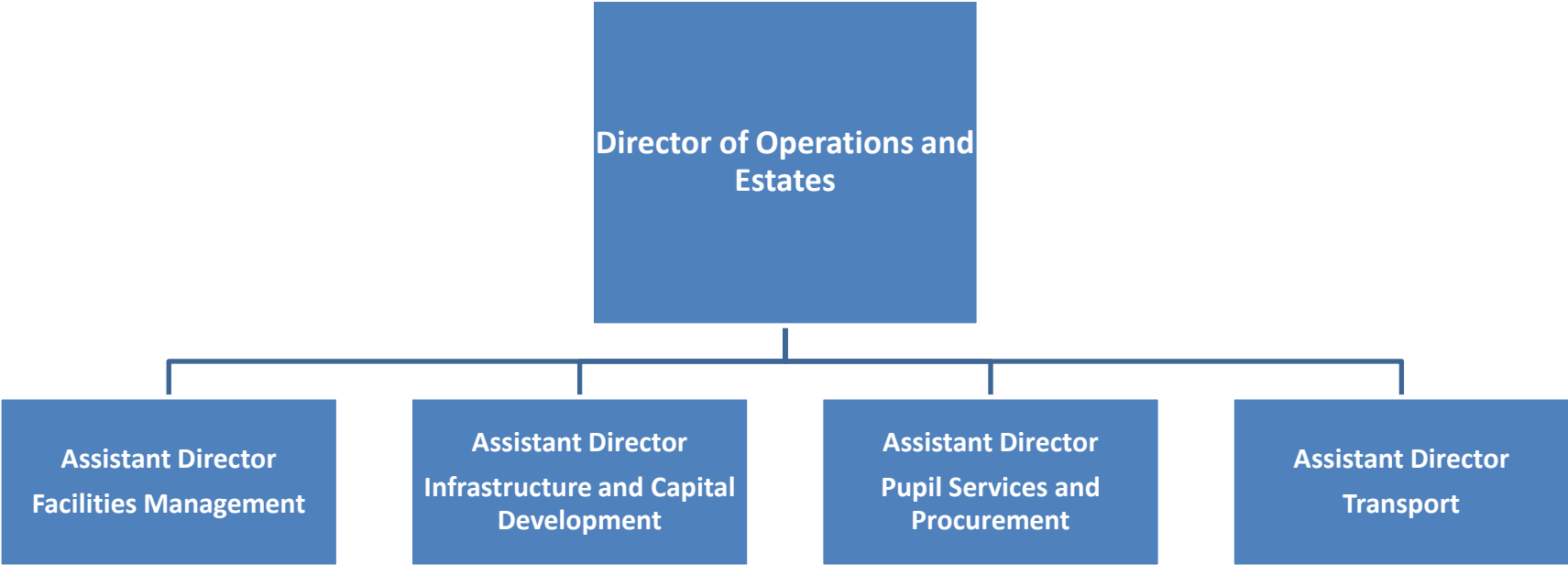
Each Assistant Director (AD) has a vital role in shaping the strategy of their Directorate and of their own service portfolio. ADs will provide vital leadership to ensure the successful delivery of strategic and operational objectives arising from the strategic plan. The roles come with significant responsibility, autonomy and decision-making authority, and a critical role in transformation.

2. The Operations and Estates Directorate

This is a complex multi-disciplinary Directorate with two distinct areas; Operations and Estates. The Directorate provides leadership of all core business support services including transport, capital and goods and services procurement, estate and facilities management, school admissions and student finance, all of which are critical to the smooth day to day running of schools and the wider education service. The Directorate also leads the planning and effective management of the significant Major Capital Investment Programme, School Enhancement Programme and Minor Capital Works Programme, with significant input right across the full education sector.

These are high risk, high profile, front line services with significant operational challenges which require major reorganisation and modernisation. A significant change programme is required to develop and implement a regional strategy and service delivery model for each of these vital services. This will need to be balanced with ensuring the continued operation of the services during a period of major change. Many Directorate services are public facing and subject to frequent public scrutiny. The effective delivery of the services within it depend on effective partnership and stakeholder engagement across all the Directorates within the EA and with the wider education sector, the public and political stakeholders.

Operations and Estates Leadership Team



3. Job Description

Post:	Assistant Director
Service area:	Facilities Management
Responsible to:	Director of Operations and Estates
Responsible for:	Direct line management responsibility for approximately 3-4 staff and overall responsibility for approximately 7000 staff within the facilities management function. Responsibility for an annual budget in the region of £90 million.

Job Purpose:

The overall purpose of the role is to lead, manage and develop the portfolio of services outlined below. As part of the EA's leadership team, the AD is accountable for ensuring that service delivery is focused on meeting the needs of children and young people through provision of equal access to excellent services. The AD will provide leadership of transformational change and implementation of new structures, strategy, policy and processes for these services.

The Assistant Director of Facilities Management will be responsible for leading and developing all aspects of facilities management across the EA. This includes the management of the catering, cleaning, care taking and security services as well as maintenance of the estate for schools, youth settings and EA delivered services including buildings, mechanical and electrical (M&E) and grounds maintenance, the management of environmental risk, energy and environmental management and efficiency, asset management and emergency responsiveness. This will include assuring safety, quality and suitability as well as ensuring compliance with all relevant statutory obligations and for providing advice to the Director of Operations and Estates, SMT and the EA Board on these issues.

The Assistant Director will be responsible for:

- Providing strong leadership and direction to ensure the significant change and harmonisation process across facilities management services is successfully implemented.
- Carrying lead responsibility for the development of operational and business plans, savings proposals and service development proposals and business cases as required for the service.

- Acting as an integral member of the Operations and Estates Senior Team and ensuring full contribution on all facilities management related issues to the corporate plan, business plan and risk register and ensuring that the Directorate operational plans support the overall strategic direction and achievement of the EA objectives.

Leadership responsibilities:

The Assistant Director has the following leadership responsibilities for this portfolio of services:

Setting Vision and Strategy

- In partnership with the Directorate leadership team, establish, maintain and communicate a clear and compelling strategic direction for the Service.
- Contribute to the development of a strategic plan for the Directorate and lead on the development of the service-specific strategic plan.
- Lead the regionalisation and transformation of structures, processes and procedures relating to the Service.
- Contribute to the strategic and corporate management of the EA as a member of the leadership team, attending executive team and board meetings as required by the Director.
- Challenge conventional approaches, harness new approaches and technology and drive out efficiencies.

Managing the Organisation to Deliver

- Hold accountability for ensuring that the Service achieves the highest possible standards of performance and focus on meeting the needs of children and young people.
- Agree service performance targets with the Director and provide regular progress reports.
- Develop and implement a robust annual operational plan for the Service.
- Regularly monitor and review plans and adjust as required.
- Manage and continuously improve services to ensure delivery of corporate and service performance targets and so that best value for money is achieved.
- Ensure that the Director receives high quality advice.
- Apply resources effectively to maximise the delivery of front-line services.
- Contribute to the successful achievement of the savings delivery plan.
- Ensure compliance with legal, regulatory and statutory performance requirements.
- Manage the budget in accordance with financial policy and procedures.
- Be accountable for the financial position of the Service and for delivery of the Service within budget taking immediate corrective action as required.

- Contribute effectively to corporate governance, quality and performance management systems and ensure that the Service is being managed as per the requirements of these systems.
- Develop performance management templates in partnership with the Business Effectiveness and Performance Improvement Division and ensure that these are maintained and fit for purpose.
- Ensure that Service teams have clear structure, roles and responsibilities and work in an integrated way.
- Focus on addressing key workforce issues including recruitment, employee engagement, retention and training and development.
- Investigate all complaints and adverse incidents where outcomes are below expected standards.

Leadership

- Provide the Service with leadership and direction ensuring that corporate, directorate and service performance standards are achieved.
- Promote the ethos and values of the EA and ensure that the Service is focused on meeting the needs of children and young people.
- Build a culture that supports achievement of the EA's strategic plan by role modelling core values and leadership behaviours to staff in the Service.
- Lead and communicate change and improvement initiatives within the Service.
- Lead, manage and develop staff within the Service.
- Encourage staff involvement and engagement in the strategic development and operational delivery of the Service.
- Create a climate which encourages teamwork, self-development and maximises individuals' potential, stimulates innovation and connection at all levels with front line services.
- Promote a culture of performance management within the Service through individual and team accountability, commitment to regular and effective appraisals and fostering a culture of constructive feedback and learning.

Building Relationships and Working with Others

- Build and maintain effective, professional and respectful stakeholder relationships.
- Ensure efficient and effective internal communication with staff in the Service.
- Work closely with partner organisations, the senior management team and colleagues to benchmark services and lead and monitor change.
- Develop and maintain clear lines of communication with relevant external stakeholders and service user groups.

- Lead on engagement with staff and the public on major changes which may affect them, in particular those delivered through transformation plans or involving potentially contentious changes.
- Work with external agencies e.g. education sector partner organisations, Health Trusts and others to plan, develop and provide joint services to maximise service effectiveness and efficiency.

Service-specific responsibilities

- Lead the delivery of a safe, efficient and effective facilities management service including catering, cleaning, care taking and security services as well as maintenance of the estate for schools, youth settings and EA delivered services including buildings, mechanical and electrical (M&E) and grounds maintenance, the management of environmental risk, energy and environmental management and efficiency, asset management and emergency responsiveness.
- To work with the Director in the development of a coherent facilities management strategy ensuring the estate is effectively, safely and resourcefully utilised, managed and maintained in accordance with EA's area plans and strategic investment plans.
- To provide assurance on the safety, quality and suitability of FM services as well as ensuring compliance with all relevant statutory obligations.
- To be responsible for the maintenance of all estates assets and forward planning of developments including all maintenance works (cyclical, statutory, reactive and planned preventative), fire plans and health and safety works.
- To be responsible for the delivery and on-going project and contract management for all facilities management related projects meeting time, cost and quality objectives.
- To ensure that regular surveys of estates assets are undertaken and recorded with appropriate risk assessments to inform risk management and investment decisions.
- To develop a regional asset management plan for the sector, working in collaboration with the Assistant Director of Infrastructure and Capital Development.
- To develop and implement regional asset management policies, procedures and processes for the acquisition, survey, maintenance and disposal of assets, working in collaboration with the Assistant Director of Infrastructure and Capital Development.
- To manage environmental risks and hazards across the education estate to ensure that conditions are safe for pupils, visitors and staff.
- Lead the continuous improvement and modernisation of services and ensure appropriate systems and processes are in place to do so.
- Lead the development and management of service level agreements across FM services.
- Work closely with procurement colleagues to lead effective and efficient procurement processes.
- Meet with and respond to enquiries and complaints from parents, principals, MLA's,

MPs, board members and other public representatives on all issues relating to FM.

- Develop high standards of Governance for FM including the assessment and management of risk and compliance.
- Ensure robust benchmarking of FM services to identify best practice.
- Develop robust information management for the service that is timely and accurate and informs the assessment of service performance as well as future service delivery.
- Report to the Director, senior management team, DE and other Departmental bodies as required on all issues relating to the FM service.
- Work collaboratively with Finance staff in the development and monitoring of financial plans and budgets for FM services.
- Effectively manage the facilities management budget and ensure the meeting of all financial targets, including savings proposals.
- Contribute fully as a member of the Operations and Estates Senior Team to ensure achievement of Directorate and corporate objectives.
- Develop and maintain effective working relationships across all Directorates to ensure achievement of overall corporate objectives.
- Provide clear and strategic leadership to staff to ensure the service has a highly skilled flexible and motivated workplace.
- Ensure management structures and practices support a culture of effective team working, continuous improvement and innovation.
- Ensure sound information governance practices are followed at all times.

This job description is intended to provide a broad outline of responsibilities, and reflects an initial assessment of the needs of the Directorate. As such, it is not intended to be exhaustive, and may be subject to on-going review and refinement to ensure the Directorate's ability to meet the evolving needs of the business. Other reasonable duties may be assigned by the Director in consultation with the Assistant Director.

In accordance with Section 75 of the Northern Ireland Act (1998), the Assistant Director is expected to promote good relations, equality of opportunity and pay due regard for equality legislation at all times.

4. Person Specification

Applicants must, by the closing date for applications, meet the following criteria:

Professional and Technical Knowledge and Experience

1. A Bachelor's Degree (UK Qualification and Credit Framework Level 6) or an equivalent or higher qualification.
2. A minimum of 3 years' experience of the successful leadership and management of a complex operational service with evidence of knowledge and experience of:
 - a. Financial management;
 - b. HR management;
 - c. Analysis and interpretation of information; and
 - d. Governance.
3. Demonstrable experience of successfully modernising an operational service to maximise efficiency and with regard to people and service delivery.
4. Demonstrable experience of regularly and directly supporting an Executive Director (or equivalent) in complex operational situations.
5. Proven ability to achieve challenging targets and objectives through the engagement of teams.
6. Evidence of leading sound and effective business planning processes.
7. Demonstrable knowledge of the current and anticipated challenges facing the Facilities Management Service.
8. Demonstrable commitment to continuous personal and professional development.

Other

9. Access to a form of transport to meet the requirements of the post.

Leadership Behaviours

Setting Vision and Strategy
<ul style="list-style-type: none"> • Develops and maintains clear vision and strategic direction. • Thinks strategically with a broad/regional perspective. • Focuses on the future. • Orientates to challenge, innovate and drive change. • Anticipates future issues and consequences. • Makes effective decisions based upon analysis, experience and judgement. • Considers and understands multiple and conflicting perspectives and delivers appropriate solutions. • Thinks laterally and makes connections between previously unrelated issues.
Managing the Organisation to Deliver
<ul style="list-style-type: none"> • Acts with customers in mind, dedicated to meeting customer requirements. • Continuously reviews, improves and innovates services. • Manages complexity and ambiguity positively. • Effectively analyses complex information. • Focuses on the delivery of results on time, within budget and to a very high standard. • Clearly and comfortably delegates both routine and important tasks and decisions whilst ensuring that goals are met. • Plans and manages work maintaining clear focus on the achievement of results. • Manages people equitably, promotes good relations and human rights for all. • Manages resources effectively understanding the requirement for value for money and tight fiscal management. • Demonstrates a positive and resilient approach to solving difficult problems.
Leadership
<ul style="list-style-type: none"> • Communicates a compelling and inspired vision for change. • Manages performance positively setting clear targets, holding others to account and creating a climate of support and accountability. • Motivates, engages and works positively to get the best out of people. • Positively demonstrates the organisations' culture and values. • Acts as a role model and inspires and motivates others. • Demonstrates resilience and confidence in working in a visible role which is subject to scrutiny. • Demonstrates integrity and respect. • Empowers and develops others. • Builds capacity and resilience within teams. • Leads positively and with resilience through challenging change processes and financial pressures and delivers results.
Building Relationships and Working with Others
<ul style="list-style-type: none"> • Develops effective, respectful and honest working relationships. • Negotiates in complex and difficult situations, across conflicting agendas, bringing about solutions and securing agreement without damaging relationships. • Successfully influences those over whom they have no formal authority. • Confident, visible and approachable with highly developed communication skills. • Promotes collaborative working and demonstrates sensitivity and understanding of diverse viewpoints. • Politically astute understanding what can and cannot be done in the environment.

Commitment to our Ethos and Values

Through the selection process we will also seek evidence that the personal values of candidates align with those of the EA. This will include evidence of commitment to equality and excellence in service delivery. These reflect our aim which is to meet the needs of all our children and young people equally, removing barriers to learning and ensuring equality of access to excellent education services so that every child can develop to his or her full potential.

5. Key Terms and Conditions of Appointment

Length of Contract

This is a permanent appointment. The first 26 weeks of appointment are probationary, at the end of which, subject to a satisfactory performance report the appointment will be confirmed. Where the successful candidate is a serving EA employee, a 26 week probationary period will also apply, following which EA will confirm the appointment where performance has been satisfactory, or consider alternative options with the employee as appropriate.

Salary Range

£70,000 to £79,000

Salary on Commencement

Upon appointment each AD will enter the salary range at the minimum point on the scale, with the following exception. If the salary of an appointee's substantive post is higher than the minimum point, entrance will be at current salary plus 1% up to the maximum of the pay scale.

Progression

Progression through the salary range will be dependent upon satisfactory performance and linked to a performance management framework. All elements of the annual pay award will be agreed annually in line with public sector pay policy.

Hours

This is a full-time role. The normal hours of work are 36 per week however the post-holder will be required to work the necessary hours to successfully carry out the duties of the job.

Annual Leave

The annual leave entitlement for the post is 27 days per annum increasing to 33 days after 5 years' service. In addition, there are normally 12 public and extra statutory holidays in any leave year.

Pension Scheme

Membership of the Local Government Pension Scheme for Northern Ireland is available. The EA will enrol you in the Scheme on a contractual basis and contributions from the Scheme will be deducted from your pay. Further information is available on the NILGOSC website at www.nilgosc.org.uk

Location

A base location may be discussed and agreed with the Director.

As the role carries regional responsibility, travel across Northern Ireland (and on occasion further afield) will be required in order to attend meetings and fulfil the full range of duties and responsibilities.

Pre-Appointment Checks

Appointment is subject to the completion of satisfactory pre-appointment checks which include:

- Confirmation of eligibility to work in the UK.
- Access NI screening (if required for the post).
- Completion of satisfactory pre-employment health screening.
- Receipt of two satisfactory references – references will only be taken up for the preferred candidate following final interview.
- Provision of documentary evidence of qualifications as listed in the person specification.
- Confirmation of current salary (for any candidate offered above the minimum of the pay range).

Contract

A contract of employment containing full terms and conditions will be issued to the appointed candidate.

6. Recruitment and Selection Process

Enquiries

Please email or call the Chief Executive's Recruitment Unit on (028) 9041 3174.

Submission of Completed Applications

Please note that one composite application form is being used for this and the AD Pupil Services and Procurement role. Any candidate wishing to apply for either or both of these roles is only required to submit one completed composite form. On the application form you will be asked to indicate if you wish to be considered for one or both of the roles.

Should you be successful at shortlisting stage you will only be required to attend the assessment centre once even if you are applying for multiple roles.

Completed application forms must be submitted by 2pm on Tuesday 6 June 2017.

Completed applications can be emailed to **recruitmentunit@eani.org.uk**

Applications can also be submitted by post or hand delivery to the Chief Executive's Recruitment Unit, 40 Academy Street, Belfast, BT1 2NQ.

It is the applicant's responsibility to ensure that the form is received by the closing date. Late applications will not be accepted unless there are extenuating circumstances. Applications must bear the correct amount of postage as any shortfall may lead to a delay in delivery and the closing date may be missed.

Candidates are reminded that the application form must be fully completed. Incomplete application forms will not be considered. Faxed applications will not be accepted. CVs, letters or any other supplementary material will not be accepted in place of, or in addition to, completed application forms. Additional information received after the closing date will not be considered. It is therefore essential that applicants indicate on their application form how and to what extent their qualifications, skills and experience are relevant to the selection criteria outlined in the person specification.

Any candidate experiencing difficulties completing their application form because of a disability should contact the recruitment team via email (recruitmentunit@eani.org.uk) or by telephone on 028 9041 3174.

Applications will normally be acknowledged by email. If you do not receive an acknowledgement within three working days of submission please contact the recruitment team.

Provision of Organisation Chart

In addition to providing the information requested in Section B of the application form, applicants must also provide an organisation chart setting out their position/reporting line in their organisation structure. This will be provided to the selection panel as part of the evidence for essential criterion 2 and should be submitted as a separate attachment when returning your completed application form.

Guidance for Applicants

It is imperative that applicants demonstrate on their application form how and to what extent they meet the selection criteria outlined in the person specification. If you do not provide sufficient satisfactory evidence, including any appropriate dates needed to meet the requirements, your application will not be shortlisted. Only those whose responses meet the high standard expected for this role will be shortlisted.

- Do not use acronyms or complex technical detail. Write for the reader who may not know your job, service or function.
- Write down clearly your personal involvement in any experience you quote. Write “I” statements e.g. I planned meetings, I managed a budget, I prepared a presentation. It is how you actually carried out a piece of work that the panel are interested in.
- Identify examples which showcase your achievements, for example where you have responded to challenging circumstances or delivered business impact. Provide tangible evidence where possible.
- The examples you provide should be concise and relevant to the criteria. It is your *unique* role the panel are interested in, not that of your team or division.
- Only the employment history and selection criteria sections of the application form and the organisation chart will be made available to the selection panel.
- In preparing your application form you may wish to think about having a clear structure for each of your examples, such as ‘STAR’:

Situation – briefly outline the situation;

Task – what was your objective, what were you trying to achieve;

Action – what did you actually do, what was your unique contribution; and

Result – what happened, what was the outcome, what did you learn.

- Remember that the panel will be most interested in what you actually did and what happened.
- The selection panel reserves the right to shortlist for assessment and interview only those candidates that it believes best meet the selection criteria.

Selection Process

1. Initial Screening

All applications received by the closing date will initially be screened by the Recruitment Unit to check they have been properly completed. Any applications which have not been properly completed will be deemed invalid.

2. Shortlisting

The selection panel will meet to review the completed application forms in relation to the 'Professional and Technical Knowledge and Experience' criteria. The information you provide in relation to these criteria will be assessed to determine to what extent you meet these requirements. Only those applicants whose responses meet the high standards expected for this role will be invited to the next stage.

3. Assessment

The assessment process will comprise a number of exercises designed to assess the leadership behaviours which apply to all AD posts:

- Setting vision and strategy
- Managing the organisation to deliver
- Leadership
- Building relationships and working with others

Candidates who are successful at shortlisting stage will be provided with further information in relation to the structure and content of the assessment process in their invitation to attend. You will only be required to attend the assessment centre once even if you are applying for multiple AD roles.

4. Final Interview and Presentation

Candidates successful in the assessment process will be invited to the final stage. This will involve an interview structured around the full range of selection criteria for the role and a presentation specifically related to the role.

Anticipated Timings

The intention is to have completed the shortlisting activity by late June 2017 and to hold assessments in late June/early July.

These timings are indicative, however, you will be given as much advance notice as possible at each stage of the process.

Please note that it may not be possible to re-organise any stage of the selection process because of unavailability of applicants.

7. Equal Opportunities

The Education Authority as an employer is fully committed to the promotion of equality of opportunity in employment to all, irrespective of sex, marital status, pregnancy or maternity leave, civil partnership status, sexual orientation, gender reassignment, religious belief, political opinion, race, disability, age and trade union membership or non-membership.