

**JOB TITLE: Estates Divisional Manager Operations (4 Posts) RVH
BCH
MATER&NW
MPH,FG&SE**

JOB STATEMENT: (up to 4 key elements)

1. Responsible through the senior estates Operations manager for ensuring that the built estate reflects an environment that is conducive to the provision of patient and client care of the highest quality
2. Will have delegated professional responsibility for the safe and effective operational management of the Belfast Trust estate in their area of responsibility

Factor	Relevant Job Information		Job Level	JE Score
1. Communication & Relationship Skills	Provides highly complex information to all levels of staff, relevant external organisations in relation to estates management issues and work collaboratively with staff side representatives requires persuasive, reassurance and negotiating skills.		5a	45
2. Knowledge, Training & Experience	MSc in a relevant engineering or building discipline or be a corporate member of an engineering institute/institution relevant to engineering services or building together with registration as a chartered engineer with the Engineering Council or equivalent membership of one of the following would be particularly appropriate: The Institute of Healthcare Engineering and Estates Management The Institution of Mechanical Engineers The Institution of Electrical Engineers The Chartered Institution of Building Service Engineers Corporate member of the Royal Institution of Chartered Surveyors (Building or Quantity Surveying Division) Registered Architect Corporate member of the Chartered Institute of Building or Degree in a relevant engineering or building discipline plus 3 years relevant experience in a senior estates role (EO4/equivalent or above) AND delivered improvements in relation to the performance of a complex estate within the last 3 years. within the last 3 years, have worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes. successfully demonstrated high level people management, governance, leadership and organisational skills within the last 3 years. experience of project management and budgetary control in a major complex organisation		7	196
3. Analytical & Judgemental Skills	Analytical and Judgemental skills required across a wide range of estates management issues taking into account legislation/regulations, health and safety, conflicting demands and budget restraints		5	60
4. Planning & Organisational Skills	Supports the Senior Estates Operations manager with the implementation and delivery of Trusts estates strategy and estates control plan Develops innovative operational strategies and working priorities for the safe, efficient		5	60

	and effective management of the estate <u>Within division of responsibility postholder</u> -Ensures the development, implementation and delivery of planned maintenance programmes and any additional maintenance or modification to enable the Trust to comply with the latest legislation -To be responsible for the contingency planning, major incident planning and emergency response plans as it applies to built environment of the trust. To ensure that the estates business continuity and contingency plans are regularly reviewed and satisfactorily inform the overall trust major incident/Business continuity plan <u>Shared responsibility with other divisional managers or responsible within own division</u> To develop and sustain a Trust-wide programme of planned and prioritized expenditure in respect of back log maintenance and replacement of major items of plant and equipment To develop and implement a collaborative comprehensive risk management plan for the management of the Trust estate which accurately reflects clinical risk, business continuity, patient well being, engineering and economic considerations				
5. Physical Skills	Use of fine tools and equipment (as per profile)		3b		27
6. Responsibility for Patient/Client Care	Incidental contact with patients/clients		1		4
7. Responsibility for Policy/Service Development	Develops innovative strategies and consequent policies for a wide range of operational estates services across the Trust . <u>Either shared responsibility or responsible in own division</u> Responsible for the development and implementation of operational estates strategies and policies, in support of the development of trust services		4		32
8. Responsibility for Financial & Physical Resources	To develop budget management tools for the control and management of estates operations budget across the Trust.(shared responsibility) Manage the financial resources for estates operations ensuring that budgets are fully utilised in own division To be responsible for the financial management of estates operational budgets in own division		4		32
9. Responsibility for Human Resources	Manages a team of estates management staff		4		32
10. Responsibility for Information Resources	Develops implements and evaluates estates management software and information systems in collaboration with the estates senior management team for use by estates management staff To utilise all available information with the estates management group		3		16

11. Responsibility for Research & Development	Undertakes research and testing of new engineering systems and processes within academic standards and protocols		2		12
12. Freedom to Act	Delegated professional responsibility for the safe and effective operational management of Belfast trust estate. Provides expert advice on all legislative and engineering and operational matters pertaining to the estates of the Trust.		4		32
13. Physical Effort	As per profile		2		7
14. Mental Effort	Concentration for report writing, analysis, Respond to ad hoc queries and staffing issues		3		12
15. Emotional Effort	Deals with staffing issues e.g. disciplinary and grievance issues		2a		11
16. Working Conditions	As per profile		3		12
		Band	8b		590

DATE: 20 may 2008

Following discussions with Head of Estates, I reviewed the following levels and also considered the information contained in the profile estates manager higher level 8a/b, despite the fact that the job statement for this profile indicates that the post holder is responsible for the *operational management of buildings and engineering services for the organisation*, when Divisional managers can only be responsible for their division and also have some shared responsibility for the whole of the organisation.

Factor 4 (Planning and organisation) and agree that there is sufficient evidence to increase level to 5

Factor 5, (Physical skills) unable to determine from job description therefore the level 3 was taken from Estates manager profile and confirmation from management

Factor 7, (Policy and service) remains at level 4, unable to increase this to level 5

Level 5 requires the post holder to be responsible for a directorate or equivalent,

There are 4 divisional managers, reporting to senior divisional managers each sharing Trust wide responsibility and responsibility for their own division

Factor 8, (Financial & Physical) Level 4 requires the post holder to hold a budget for a department, the profile states '*budget holder for estates operations budget*' this has to be taken in the context of profile job statement ie. manager responsible for the operational management for organisations estate(not a division)

It is also my understanding that at 5th tier are unable to authorise expenditure etc.

They are managing a delegated budget from an area of estates

Factor 13 (Physical effort) unable to determine from job description therefore the level 3 was taken from Estates manager profile and confirmation from management

Factor 16 (Working Conditions) unable to determine from job description therefore the level 3 was taken from Estates manager profile and confirmation from management

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Factor	Relevant Job Information		Job Level	JE Score
1. Communication & Relationship Skills	Provides highly complex information to all levels of staff, relevant external organisations in relation to estates management issues and work collaboratively with staff side representatives requires persuasive, reassurance and negotiating skills.		5a	45
2. Knowledge, Training & Experience	MSc in a relevant engineering or building discipline or be a corporate member of an engineering institute/institution relevant to engineering services or building together with registration as a chartered engineer with the Engineering Council or equivalent membership of one of the following would be particularly appropriate: The Institute of Healthcare Engineering and Estates Management The Institution of Mechanical Engineers The Institution of Electrical Engineers The Chartered Institution of Building Service Engineers Corporate member of the Royal Institution of Chartered Surveyors (Building or Quantity Surveying Division) Registered Architect Corporate member of the Chartered Institute of Building or Degree in a relevant engineering or building discipline plus 3 years relevant experience in a senior estates role (EO4/equivalent or above) AND delivered improvements in relation to the performance of a complex estate within the last 3 years. within the last 3 years, have worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes. successfully demonstrated high level people management, governance, leadership and organisational skills within the last 3 years. experience of project management and budgetary control in a major complex organisation		7	196
3. Analytical & Judgemental Skills	Analytical and Judgemental skills required across a wide range of estates management issues taking into account legislation/regulations, health and safety, conflicting demands and budget restraints		5	60
4. Planning & Organisational Skills	Supports the Senior Estates Operations manager with the implementation and delivery of Trusts estates strategy and estates control plan Develops innovative operational strategies and working priorities for the safe, efficient		5	60

	and effective management of the estate <u>Within division of responsibility postholder</u> -Ensures the development, implementation and delivery of planned maintenance programmes and any additional maintenance or modification to enable the Trust to comply with the latest legislation -To be responsible for the contingency planning, major incident planning and emergency response plans as it applies to built environment of the trust. To ensure that the estates business continuity and contingency plans are regularly reviewed and satisfactorily inform the overall trust major incident/Business continuity plan <u>Shared responsibility with other divisional managers or responsible within own division</u> To develop and sustain a Trust-wide programme of planned and prioritized expenditure in respect of back log maintenance and replacement of major items of plant and equipment To develop and implement a collaborative comprehensive risk management plan for the management of the Trust estate which accurately reflects clinical risk, business continuity, patient well being, engineering and economic considerations				
5. Physical Skills	Use of fine tools and equipment (as per profile)		3b		27
6. Responsibility for Patient/Client Care	Incidental contact with patients/clients		1		4
7. Responsibility for Policy/Service Development	Develops innovative strategies and consequent policies for a wide range of operational estates services across the Trust . <u>Either shared responsibility or responsible in own division</u> Responsible for the development and implementation of operational estates strategies and policies, in support of the development of trust services		4		32
8. Responsibility for Financial & Physical Resources	To develop budget management tools for the control and management of estates operations budget across the Trust.(shared responsibility) Manage the financial resources for estates operations ensuring that budgets are fully utilised in own division To be responsible for the financial management of estates operational budgets in own division		3		21
9. Responsibility for Human Resources	Manages a team of estates management staff		4		32
10. Responsibility for Information Resources	Develops implements and evaluates estates management software and information systems in collaboration with the estates senior management team for use by estates management staff To utilise all available information with the estates management group		3		16

11. Responsibility for Research & Development	Undertakes research and testing of new engineering systems and processes within academic standards and protocols		2		12
12. Freedom to Act	Delegated professional responsibility for the safe and effective operational management of Belfast trust estate. Provides expert advice on all legislative and engineering and operational matters pertaining to the estates of the Trust.		4		32
13. Physical Effort	As per profile		2		7
14. Mental Effort	Concentration for report writing, analysis, Respond to ad hoc queries and staffing issues		3		12
15. Emotional Effort	Deals with staffing issues e.g. disciplinary and grievance issues		2a		11
16. Working Conditions	As per profile		3		12
		Band	8a		579

DATE: 28 April 2008

Following discussions with Head of Estates, I reviewed the following levels and also considered the information contained in the profile estates manager higher level 8a/b, despite the fact that the job statement for this profile indicates that the post holder is responsible for the *operational management of buildings and engineering services for the organisation*, when Divisional managers can only be responsible for their division and also have some shared responsibility for the whole of the organisation. It must be acknowledged however that the size of the divisions are equal to the size of the organisation prior to RPA.

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2. Will have delegated professional responsibility for the safe and effective operational management of the Belfast trust estate

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3. Analytical & Judgemental Skills	Analytical and Judgemental skills required across a wide range of estates management issues taking into account legislation/regulations, health and safety, conflicting demands and budget restraints	5	60
4. Planning & Organisational Skills	Supports the Senior Estates Operations manager with the implementation and delivery of Trusts estates strategy and estates control plan Develops innovative operational strategies and working priorities for the safe, efficient and effective management of the estate	4	42

5. Physical Skills	Light physical effort Driving? <i>get rid use of variety of Equipment</i>	2 3b		15
6. Responsibility for Patient/Client Care	Incidental contact with patients/clients	1		4
7. Responsibility for Policy/Service Development	Develops innovative strategies and consequent policies for a wide range of operational estates services across the Trust.	4		32
8. Responsibility for Financial & Physical Resources	To develop budget management tools for the control and management of estates operations budget across the Trust. Manage the financial resources for estates operations ensuring that budgets are fully utilised. To be responsible for the financial management of estates operational budgets	3		21
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12. Freedom to Act	Delegated professional responsibility for the safe and effective operational management of Belfast trust estate. Provides expert advice on all legislative and engineering and operational matters pertaining to the estates of the Trust.	4		32
13. Physical Effort	Light physical effort	1		3
14. Mental Effort	Concentration for report writing, analysis, Respond to ad hoc queries and staffing issues	3		12
15. Emotional Effort	Deals with staffing issues e.g. disciplinary and grievance issues	2a		11
16. Working Conditions	Occasional exposure to unpleasant working conditions e.g. site visits	2		7
Band		8a		540

DATE: 28 April 2008