

## Matched Job Report

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| <b>Job Title</b>  | Estates Divisional Manager Operations (Assistant to Head of Estates) |
| <b>Job ID</b>     | Belfast HSC Trust/BTCJ/Estates/021                                   |
| <b>Score</b>      | 663                                                                  |
| <b>Band</b>       | 8C                                                                   |
| <b>Status</b>     | Band Matched                                                         |
| <b>Matched To</b> | Head of Estates/Assistant Head of Estates                            |

## Job Statement

The post holder will be 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.

The post holder will have delegated professional responsibility for the safe and effective operational management of the Belfast Trust Estate and its patient environment.

The post holder shall be the senior professionally qualified engineer within the division of the estate and shall hold the duty of senior Authorised person for all HTM regulated engineering systems within the division. They shall have both technical and professional management responsibilities for all engineers within their line management structures and shall set strategic direction among all staff in their structure for the division following interpretation of statutory and organisational policies and priorities. They will be responsible for the development and implementation of Operational Estates strategies and policies, in support of the development of Trust services and clinical & client delivery outcomes

| 1. Communication & Relationship Skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                |           |
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| <b>National Profile</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>5a</b>      | <b>Profile</b> | <b>5</b>  |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Matched</b> | <b>Score</b>   | <b>45</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                |           |
| Providing expert advice parties inside and outside the organisation.<br>To meet with, present to and communicate with a wide range of senior clinical and non-clinical staff in the Trust and with senior staff of external organisations.<br>To articulate and communicate the vision and strategy for estates operational management throughout the Trust.<br>For any modifications to the estate, liaise with clinical colleagues making the necessary specialist commentary and communicating the associated residual risk after all standard and non-standard control measures have been deployed. |                |                |           |

## 2. Knowledge, Training & Experience

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| <b>National Profile</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | <b>8a</b>      | <b>Profile</b> | <b>8</b>   |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | <b>Matched</b> | <b>Score</b>   | <b>240</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                |                |            |
| <ul style="list-style-type: none"><li>• Masters level qualification in a relevant electrical or mechanical engineering discipline and 3years experience in a senior management role in a major complex organisation (equivalent to Agenda for Change Band 8A or above)</li><li>• or</li><li>• 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 discipline and 3 years' experience in a senior management role in a major complex organisation (equivalent to Agenda for Change Band 8A or above).</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                |            |
| Membership of one of the following would be particularly appropriate:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                |                |            |
| <ul style="list-style-type: none"><li>- The Institute of Healthcare Engineering and Estates Management</li><li>- The Institution of Mechanical Engineers</li><li>- The Institution of Electrical Engineers</li><li>- The Chartered Institution of Building Service Engineers</li><li>• or</li><li>• Degree in a relevant electrical or mechanical engineering discipline plus 5years relevant experience in a senior management role in a major complex organisation (equivalent to AFC Band 8A or above)</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                |            |
| AND                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                |                |            |
| <ul style="list-style-type: none"><li>• Delivered against challenging performance management programmes for a minimum of 2 years meeting a full range of key targets and making significant improvements</li><li>• Worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes for a minimum of 2 years.</li><li>• successfully demonstrated high level people management, governance, leadership and organisational skills for a minimum of 2 years</li><li>• experience of estates management and budgetary control in a major complex organisation</li><li>• Have good communication skills (written, oral, presentational and interpersonal) with the ability to communicate effectively with all levels of staff</li><li>• demonstrate experience, knowledge and understanding in the generation, safe operation and operational management of complex HV and LV systems including the status of Authorised Person or evidence of demonstrable experience in such systems for a minimum of 2 years</li><li>• evidence of experience, knowledge and understanding in the operation and management of ventilation systems for a minimum of 2 years</li><li>• demonstrate experience, knowledge, understanding and management of safe systems of work applicable to estates disciplines that operate in a major complex organisation</li><li>• Demonstrate experience, knowledge and understanding in the operation and management of steam systems.</li></ul> |                |                |            |
| <ul style="list-style-type: none"><li>• Demonstrable experience, knowledge, understanding and management in authorised HTM services, for example Medical Gas Pipeline Systems, High Voltage, Low Voltage, Decontamination etc.</li><li>• Demonstrable experience in the management of estates related operational issues</li><li>• Demonstrable experience in the management of estates operational staff.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                |                |            |

- Demonstrable experience in the development and implementation of maintenance strategies.

| 3. Analytical & Judgemental Skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |         |    |
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| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 5       | Profile | 5  |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Matched | Score   | 60 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |         |         |    |
| <p>To interpret, review and adopt statutory regulations alongside national sectorial and industrial best practice documents including HTMs and deliver upon them via specific their own bespoke Divisional Implementation plans.</p> <p>To develop and sustain the optimum operational management of the Trust estate through the efficient use of staff, service agents and external contractors, providing expert technical knowledge to support them and give detailed oversight on their work to ensure Trust assurance is delivered.</p> <p>Act as subject matter expert for all engineering systems within the division and provide professional and technical guidance and oversight for subordinates.</p> <p>To assess all existing and new components, systems and developments and determine the impact on the clinical environment.</p> <p>To provide a full range of high quality professional and expert advice on all legislative and engineering and operational matters pertaining to the estate of the Trust.</p> |         |         |    |

| 4. Planning & Organisational Skills                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |  |         |         |    |
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| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  | 5       | Profile | 5  |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  | Matched | Score   | 60 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |         |         |    |
| <p>To be responsible for 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.</p> <p>To manage works schemes as directed including the production of business cases, appointing and monitoring project managers, professional and technical consultants and contractors.</p> <p>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 wellbeing, engineering and economic considerations.</p> <p>To work in collaboration with the Director, Co-Directors and other Senior Managers in the Planning and Redevelopment Corporate Group to improve the quality of all infrastructure development by providing expert technical guidance as the lead professionally qualified engineer.</p> |  |         |         |    |

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| 5. Physical Skills                                                                                                                                                                                                                                                        |  |         |           |
| National Profile                                                                                                                                                                                                                                                          |  | 3b      | Profile 3 |
| Factor Status                                                                                                                                                                                                                                                             |  | Matched | Score 27  |
| Relevant Job Information                                                                                                                                                                                                                                                  |  |         |           |
| Using wide range of fine tools and electronic diagnostic equipment for complex fault-finding and emergency repairing/switching/isolation on critical systems such as High Voltage (HV), Low Voltage (LV), Ventilation, Medical Gases, Decontamination systems and others. |  |         |           |

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| 6. Patient/ Client Care                                                                                                                  |  |         |         |   |
| National Profile                                                                                                                         |  | 1       | Profile | 1 |
| Factor Status                                                                                                                            |  | Matched | Score   | 4 |
| Relevant Job Information                                                                                                                 |  |         |         |   |
| To work to achieve the highest possible standards in relation to the safety, comfort and well being of all patients, visitors and staff. |  |         |         |   |

| 7. Policy & Service                                                                                                                                                                                                   |  |         |           |
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| National Profile                                                                                                                                                                                                      |  | 4-5     | Profile 5 |
| Factor Status                                                                                                                                                                                                         |  | Matched | Score 45  |
| Relevant Job Information                                                                                                                                                                                              |  |         |           |
| To develop, implement and be responsible for innovative operational strategies and working priorities for the safe, efficient and effective management of the Estate.                                                 |  |         |           |
| To be responsible for the comprehensive maintenance of asset registers for the Trust's land, buildings and plant within the remit of the post holder.                                                                 |  |         |           |
| Develop, expand and manage an Estates Operations asset management system for all engineering services, equipment and components within the division to support statutory, regulatory and corporate policy compliance. |  |         |           |
| To provide expert advice and interpretation of all aspects of current and proposed legislation, guidance, standards and industrial good practice for the full range of diverse estates services including:            |  |         |           |
| building maintenance, to include water hygiene, indoor air hygiene, asbestos management and fire safety                                                                                                               |  |         |           |
| engineering maintenance                                                                                                                                                                                               |  |         |           |
| pressure systems including LPHW and steam                                                                                                                                                                             |  |         |           |
| LOLER high and low voltage networks                                                                                                                                                                                   |  |         |           |
| electro-medical equipment                                                                                                                                                                                             |  |         |           |
| decontamination of equipment                                                                                                                                                                                          |  |         |           |
| medical gases                                                                                                                                                                                                         |  |         |           |
| Health and safety                                                                                                                                                                                                     |  |         |           |

Policy and procedure

HV/LV

Emergency planning

Nurse call systems

Decontamination

Pest Control

Security systems

To agree with Estates Senior Managers a number of key performance indicators/benchmarks for the estates functions and to provide regular information and reports on the Trust's progress against these indicators.

To develop innovative strategies and consequent policies for a wide range of services across the Trust including:

- estates specialist service procurement
  - management of plant and equipment
  - contingency planning and business continuity
  - 'whole-risk' analysis
  - Fire safety
  - Electrical safety
  - Water hygiene
  - Indoor air hygiene
  - Medical gas pipeline systems
  - Asbestos management
  - Operational information and systems management
  - Building management and control systems
  - Medical Engineering Services
  - Decontamination & Testing Services
  - General Health and Safety including safe systems of work
- and other areas in the emerging services of operational estates management.

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|------------------------------------|-------------|----------------|----------|
| <b>8. Financial &amp; Physical</b> |             |                |          |
| <b>National Profile</b>            | <b>Sc-6</b> | <b>Profile</b> | <b>4</b> |

| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Variance | Score | 32 |
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| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |          |       |    |
| <p>The post holder will be responsible for the provision of all maintenance and operational services appropriate to the management of the Trust's estate. The post holder will ensure that the Trust meets its relevant legislative and statutory requirements. They will ensure that the estates services are cost effective and provided within fully delegated agreed financial targets by developing a strategic prioritisation and divisional management plan.</p> <p>The post holder will work as part of the senior estates team to ensure that the needs of patients, clients and carers are at the core of the way the Trust delivers services and that capital and financial resources are effectively deployed to meet these needs.</p> <p>To be responsible for the optimum use of energy and utilities by the Trust Estate. To set programmes for energy conservation in accordance with local, national and other NHS targets and in collaboration with the Estates Senior Management Team.</p> <p>To utilise all available information to progress the efficiency of the estates management group and to ensure maximum value for money and accountability.</p> <p>Finance and Resource Management.</p> |          |       |    |

| 9. Human Resources                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |         |         |    |
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| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 4a-5a   | Profile | 4  |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Matched | Score   | 32 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |         |    |
| <p>To delegate appropriate responsibility and authority to the level of staff within his/her control, consistent with effective decision making, whilst retaining responsibility and accountability for results.</p> <p>To participate in the Trust's Performance Review Scheme. To review the performance of direct reports on a regular basis, and to provide direction on personal development requirements and appropriate action.</p> <p>To maintain good staff relationships and morale amongst the staff reporting to him/her, through effective feedback, recognition, appraisal and development.</p> <p>To participate, as required, in the selection and appointment of staff, in accordance with procedures laid down by the Trust.</p> <p>To take such action as may be necessary in disciplinary matters, in accordance with procedures laid down by the Trust.</p> <p>To lead and empower a team of estates management staff, providing expert advice to the Trust as required.</p> |         |         |    |

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| <b>10. Information Resources</b> |                 |                |           |
| <b>National Profile</b>          | <b>2b-3b-4b</b> | <b>Profile</b> | <b>4</b>  |
| <b>Factor Status</b>             | <b>Matched</b>  | <b>Score</b>   | <b>24</b> |
| <b>Relevant Job Information</b>  |                 |                |           |

To develop, implement and sustain innovative systems of information management with regard to operational issues throughout the Trust in collaboration with users, contractors and statutory bodies. To develop, implement and evaluate estates management software and information systems in collaboration with the Estates Senior Management Team.

To do this, the staff must use detailed drawings and technical information balanced with clinical and service continuity factors being communicated from other teams within the Trust. Daily management of staff in terms of Human Resource issues.

Develop, expand and manage an Estates Operations asset management system for all engineering services, equipment and components within the division to support statutory, regulatory and corporate policy compliance.

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| 11. Research & Development                                                                                                                                                                                                                                                                              |  |         |         |    |
| National Profile                                                                                                                                                                                                                                                                                        |  | 2       | Profile | 2  |
| Factor Status                                                                                                                                                                                                                                                                                           |  | Matched | Score   | 12 |
| Relevant Job Information                                                                                                                                                                                                                                                                                |  |         |         |    |
| To undertake research and testing of new engineering systems and processes within academic standards and protocols and to promote innovation and adoption of new and emerging technologies to improve delivery, efficiency and quality.                                                                 |  |         |         |    |
| To lead the sharing of knowledge and expertise within the division, undertaking continual engagement with industry and high level academia and have oversight of the continued professional development of the engineers and technical staff for whom they have professional management responsibility. |  |         |         |    |

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| 12. Freedom To Act                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |         |         |    |
| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  | 4-5     | Profile | 5  |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  | Matched | Score   | 45 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |         |         |    |
| <p>To be responsible for the provision of high quality, efficient estates services, which are flexible and responsive to user needs and demands.</p> <p>To be the lead operational engineer providing specialist advice and guidance on strategic planning and Investments matters and capital development schemes including representing estates on Project Boards as required.</p> <p>To manage, as senior Authorised Person, the decision-making processes for implementation of HTM and industrial best practice standards alongside full compliance with corporate policy and direction.</p> <p>To act as the technical lead and estates representative on assurance committees and user safety groups such as the Ventilation Safety Group, the Electrical Safety Group, Medical Gases Steering Committee, the Emergency Planning Committee, the Infection, Prevention &amp; Control Committee etc.</p> <p>Take lead responsibility for the technical approval of all new systems being connected to the live estate environment. This shall include final professional sign-off of documentation submitted for approval.</p> <p>To lead management partnership engagement with staff-side colleagues to identify improved, safe and flexible approaches to the delivery of estates services, workforce planning, staff development.</p> |  |         |         |    |

recruitment and retention.

To represent Belfast Trust at regional and central government meetings and groups relating to engineering and estates services and civil contingency matters.

To interpret, review and adopt statutory regulations alongside national sectorial and industrial best practice documents including HTMs and deliver upon them via specific their own bespoke Divisional Implementation plans.

| 13. Physical Effort                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |          |         |   |
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| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | 1        | Profile | 2 |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Variance | Score   | 7 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |          |         |   |
| <p>When attending call-out as Senior AP or as part of in-hours role of technical lead, staff can frequently be involved in carrying, erecting and climbing stepladder and platforms for working at heights. Using mechanical aids to assist supervised staff to move/lift heavy plant/equipment into position while repairing/replacing full range of electrical and mechanical systems during emergency or complex scheduled works.</p> <p>Required to access equipment when carrying out AP duties which can be installed at high and low level and within small plant spaces, for example when racking a breaker into or out of switchboard as part of an electrical isolation.</p> <p>Climbing ladders to access isolation valves within ceiling voids or in risers on medical gas or hydraulic services in response to an emergency situation during on-call or tracing services to allow an isolation to be planned and reviewed.</p> <p>Many of services which senior AP role would have to access during either planned or reactive work are contained within confined plant spaces, switchrooms, or building risers at ground level or above head height.</p> <p>Use of ladders can be required to confirm service routes when planning isolations, or when carrying out isolations to access valves, switches, dampers etc.</p> <p>Sitting for long period at a desk working at a PC or attending virtual meetings.</p> <p>Due to multisite working coupled with the large size of the sites for which the post holder has responsibility for, as well as on-call duties across the trust, substantial walking is required on a daily basis to visit staff, attend meetings, review work/projects etc.</p> <p>Typing on keyboards</p> <p>In response to an emergency situation or business continuity event, the post holder as on-call senior AP will be expected to attend urgently to restore service or deal with live events.</p> <p>Carefully moving ladders through plantrooms or occupied areas. Removal and movement of electrical air or vacuum circuit breakers when carrying out isolations.</p> <p>Lifting of ladders, podium steps and access equipment.</p> <p>Postholders may have to travel overseas 2-3 times per year to attend conferences or carry out testing at manufacturing facilities to give assurance on new systems and equipment. Travelling can take many hours and will usually involve overnight stays. The physical effort of air-travel and commuting in un-familiar surroundings causes fatigue and there is physical effort required carrying luggage and equipment through airports and on public transport etc.</p> |          |         |   |

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| 14. Mental Effort                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |         |         |    |
| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  | 3a      | Profile | 3  |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  | Matched | Score   | 12 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |         |         |    |
| <p>Divisional Managers are at all times acutely aware of the critical role of the estate in terms of providing meeting corporate priorities, an understanding demonstrated by the fact that each of them carries their phone 24/7 to support their staff even when they are not on-call. Within each Manager's area of delegated authority, relatively minor incidents or events can have major repercussions for the Trust. This requires the Managers to continually review and critically interrogate the information supplied by their staff to ensure risk is managed. During major incidents/critical events, they are responsible for monitoring and managing response of all operational staff across site/division coordinating the efforts and input of other Estate departments and liaising with senior estates management. The post holders will also be required to directly brief senior service managers, co-directors and directors on the technical estates response. Detailed information must be collated in real-time and passed through to senior Trust managers or corporate communications on dissemination to the public in certain circumstances. As senior authorised person within the division at all times, will frequently be required to concentrate for extended periods on reviewing safety programmes and switching plans for key systems which require authorising counter-signature. Needing to concentrate and be focused when on-call as the most senior engineer across the entire Trust. Must be able to dynamically analyse multiple streams of information from across the Trust at any time of the day or night and instantly provide technical commentary and support to site staff. The role requires post holders to continually balance between technical/engineering priorities and service continuity challenges, while at all times maintaining staff and client safety. During emergency or service critical periods (such as winter pressures), data and scenarios must be analysed quickly, risks evaluated, recommendations made and action taken all within a very short period of time, but with decision making processes documented and communicated to all levels clearly. Coordination and external contractors attending site. Preparation of H&amp;S Risk Assessments and Method Statements. Review and approving counter-signature of safety documentation. Review and ownership of Divisional Estate risk register. Inspection, review and approval of maintenance works on critical life safety systems which has been carried out by both Trust staff and outside contractors. Responsibility of accepting new building or systems into the Estate based on thorough technical and professional review. Challenges faced between the need to provide validation and assurance for the organisation and the pressures that can arise to deliver new or additional services. As the most senior professionally qualified engineer within the division, significant stress can arise but must be managed objectively at all times. Review and approve overtime working and management of annual leave to support key business delivery. Review and approval of all work orders raised with in the division. Management of budget and sign-off of all orders to process and approve payments. Significant levels of concentration are required when carrying out financial management responsibilities in budgetary environments of tens of millions of pounds. The staff must remain focused through audits, reconciliation or approval tasks and meetings, following the buildup of information accurately and methodically, ensuring no mistakes are made. The pressure of not being able to easily "start-over" when working on large and complex pieces of financial information is ever-present. Adherence to policies and procedures of different service groups and departments when organising work within specialist areas (ICU, Imaging, Neonatal etc.), while reviewing estates policies and procedures for compatibility. Provide expert technical opinion and assurance in complex, urgent, or rapidly developing clinical situations; for example providing guidance to theatre staff on how air pressures</p> |  |         |         |    |

can be modified within the ventilation systems to provide safe working in a given clinical situation, or providing guidance to departments on what gas flows could be used at any given time while an expected emergency has developed. As well as providing input into regional and national working groups on the development of standards and best practice guidance, the lead engineer role requires the post-holder to provide the Trust with considered and specialist interpretation of a wide variety of national standards and guidance documents. The post-holder must use their knowledge of the complex systems found within the Trust to inform how national standards and guidance can be implemented within the Trust to achieve assurance and compliance with those standards and also alignment with Trust Corporate policies and objectives. Regularly acting as the lead engineer of various multi-disciplinary safety and project groups where many different strands of information need to be processed quickly during meetings and a considered and informed position for the entire estate or Trust must then be put forward.

There can be regular interruptions to work by having to respond to emergency calls at other locations on trust site/s. It can be difficult to balance competing needs of staff, management, and clients/user groups on a daily basis and significant effort is required to prioritise and risk assess requests for work and resources.

Challenges associated with having to balance needs of scheduled work and planned daily activities with the managerial response required in the event of breakdowns/emergency responses which are regular and unplanned in nature requiring immediate redeployment of resources. Emergency or unplanned events can be caused by a failure of equipment, a weather event, a clinical event, a failure of a utility supply, an unexpected impact on service caused by a client or contractor i.e. vandalism or accidental damage etc.

The divisional manager will often take unexpected calls from service managers or their own senior management team asking them to immediately attend a meeting or provide information to inform a discussion. As the most senior engineer in the division, they are often interrupted by staff asking for technical guidance or support, or assistance with staffing/HR matters.

When any of these interruptions happen, the post holder must immediately triage the workload, potentially pause what they have been working on, reallocate resources, or simply halt their work, attend to the issue and then start again on their scheduled activities.

| 15. Emotional Effort                                                                                                                                                                                                                                                                                                      |  |         |         |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------|---------|----|
| National Profile                                                                                                                                                                                                                                                                                                          |  | 2a      | Profile | 2  |
| Factor Status                                                                                                                                                                                                                                                                                                             |  | Matched | Score   | 11 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                  |  |         |         |    |
| Carrying out Authorised Persons duties in all areas of the hospital from wards, theatre's, ICU/barrier nursing areas whilst wearing PPE. Mental health units, medium secure, adolescence units under the escort of trained staff. Being in the proximity of patient/relatives receiving distressful news on job location. |  |         |         |    |
| As senior manager to a significant number of staff, often times the post holder will have to deliver feedback on poor performance or manage disciplinary issues and outcomes.                                                                                                                                             |  |         |         |    |
| Liaising with staff and their trade union representatives to resolve difficult situations or complaints arising from poor performance, poor working relationships or misconduct. Commissioner or lead investigator on variety of issues as required.                                                                      |  |         |         |    |

As lead engineer, will be faced with being the only technically qualified person at key decision points during major incidents or projects. Must be able to articulate position calmly and clearly in an efficient manner regardless of the pressures being exerted from other stakeholders who will have differing priorities.

Providing emotional support to staff who have been involved in working in stressful situations, following diagnosis of health personal conditions or because of interpersonal conflicts in the team.

Managing serious disciplinary issues or terminations on the basis of ill-health has a significant and life changing impact on the staff involved.

Having to respond to emergency events in areas such as Emergency Department or Mental Health Units or Children's homes can put the post holder into contact with people with challenging behaviours and this must be managed carefully.

Where staff or contractors have been injured, the post holder will usually be one of the people to immediately attend and ensure that people are being cared for and that the environment is secured and safe while appropriate investigations are commenced.

Leading the estates response within the division to serious adverse incidents, service failures, poor clinical outcomes or litigation matters. Attending court, tribunal or inquiry to provide information and accountability. The critical impact that the estate has on a wide variety of clinical matters is acutely understood in such situations and the stress of such events must be carefully managed for all staff. The Divisional Manager will be the primary point of contact for all incidents like this and they are therefore exposed to details which can be harrowing as is the emotional impact of dealing with the complaints of service users or their families.

During emergency incidents, on-call events or planned working away from home during periods of factory testing and validation, a strain can arise due to the impact of the absence on other family members, particularly partners and dependents. This creates an emotional impact on the staff member as they often feel guilty for the additional burden their absence is having at home.

|                                                                                                                                                                                                                                                                                       |  |                |                |          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------|----------------|----------|
| <b>16. Working Conditions</b>                                                                                                                                                                                                                                                         |  |                |                |          |
| <b>National Profile</b>                                                                                                                                                                                                                                                               |  | <b>2a</b>      | <b>Profile</b> | <b>2</b> |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                  |  | <b>Matched</b> | <b>Score</b>   | <b>7</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                       |  |                |                |          |
| VDU - Use of a Computer regularly throughout the day is an essential aspect to the job role. This is to respond to e-mails, compile reports, write and review procedures among other tasks. It also involves the use of a mobile phone for e-mails and calls when away from the desk. |  |                |                |          |



BELFAST HEALTH AND SOCIAL CARE TRUST

OUTCOME OF MATCHING PANEL

Post: Estates Divisional Manager Operations

Job Ref: BTCJ/ESTATES/021

Outcome Referred Back To Panel Yes/No ☒

Issues for reconsideration: \_\_\_\_\_

F2 Add full personal spec, <sup>1</sup> desirable is now  
essential. Full Evidence supports level 8.

F8 Evidence supports level 4.

F10 - Please add <sup>All</sup> Pr43 on JD, Evidence supports  
level 4.

F12 - Please see Setting Direction Pr3, evidence  
suggests level 5.

JE Leads: \_\_\_\_\_ Date: \_\_\_\_\_

9/10/25.

Original Banding: \_\_\_\_\_

Outcome accepted: Yes/No

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Band Outcome: \_\_\_\_\_

Signed By JE Leads: \_\_\_\_\_

\_\_\_\_\_  
Date: \_\_\_\_\_



### Matched Job Report

|                   |                                                                      |
|-------------------|----------------------------------------------------------------------|
| <b>Job Title</b>  | Estates Divisional Manager Operations (Assistant to Head of Estates) |
| <b>Job ID</b>     | Belfast HSC Trust/BTCJ/Estates/021                                   |
| <b>Score</b>      | 663                                                                  |
| <b>Band</b>       | 8C                                                                   |
| <b>Status</b>     | Band Matched                                                         |
| <b>Matched To</b> | Head of Estates/Assistant Head of Estates                            |

### Job Statement

The post holder will be 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.

The post holder will have delegated professional responsibility for the safe and effective operational management of the Belfast Trust Estate and its patient environment.

The post holder shall be the senior professionally qualified engineer within the division of the estate and shall hold the duty of senior Authorised person for all HTM regulated engineering systems within the division. They shall have both technical and professional management responsibilities for all engineers within their line management structures and shall set strategic direction among all staff in their structure for the division following interpretation of statutory and organisational policies and priorities. They will be responsible for the development and implementation of Operational Estates strategies and policies, in support of the development of Trust services and clinical & client delivery outcomes

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                |           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-----------|
| <b>1. Communication &amp; Relationship Skills</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                |           |
| <b>National Profile</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>5a</b>      | <b>Profile</b> | <b>5</b>  |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>Matched</b> | <b>Score</b>   | <b>45</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                |                |           |
| Providing expert advice parties inside and outside the organisation.<br>To meet with, present to and communicate with a wide range of senior clinical and non-clinical staff in the Trust and with senior staff of external organisations.<br>To articulate and communicate the vision and strategy for estates operational management throughout the Trust.<br>For any modifications to the estate, liaise with clinical colleagues making the necessary specialist commentary and communicating the associated residual risk after all standard and non-standard control measures have been deployed. |                |                |           |

### 2. Knowledge, Training & Experience

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |                |            |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|------------|
| <b>National Profile</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>8a</b>      | <b>Profile</b> | <b>8</b>   |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>Matched</b> | <b>Score</b>   | <b>240</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                |                |            |
| <ul style="list-style-type: none"> <li>Masters level qualification in a relevant electrical or mechanical engineering discipline and 3 years experience in a senior management role in a major complex organisation (equivalent to Agenda for Change Band 8A or above)</li> <li>or</li> <li>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 discipline and 3 years' experience in a senior management role in a major complex organisation (equivalent to Agenda for Change Band 8A or above).</li> </ul> <p>Membership of one of the following would be particularly appropriate:</p> <ul style="list-style-type: none"> <li>The Institute of Healthcare Engineering and Estates Management</li> <li>The Institution of Mechanical Engineers</li> <li>The Institution of Electrical Engineers</li> <li>The Chartered Institution of Building Service Engineers</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                |                |            |
| <ul style="list-style-type: none"> <li>or</li> <li>Degree in a relevant electrical or mechanical engineering discipline plus 5 years relevant experience in a senior management role in a major complex organisation (equivalent to AFC Band 8A or above)</li> </ul> <p>AND</p> <ul style="list-style-type: none"> <li>Delivered against challenging performance management programmes for a minimum of 2 years meeting a full range of key targets and making significant improvements</li> <li>Worked with a diverse range of stakeholders, both internal and external to the organisation, to achieve successful outcomes for a minimum of 2 years.</li> <li>successfully demonstrated high level people management, governance, leadership and organisational skills for a minimum of 2 years</li> <li>experience of estates management and budgetary control in a major complex organisation</li> <li>Have good communication skills (written, oral, presentational and interpersonal) with the ability to communicate effectively with all levels of staff</li> <li>demonstrate experience, knowledge and understanding in the generation, safe operation and operational management of complex HV and LV systems including the status of Authorised Person or evidence of demonstrable experience in such systems for a minimum of 2 years</li> <li>evidence of experience, knowledge and understanding in the operation and management of ventilation systems for a minimum of 2 years</li> <li>demonstrate experience, knowledge, understanding and management of safe systems of work applicable to estates disciplines that operate in a major complex organisation</li> </ul> |                |                |            |

|                                               |                |                |           |
|-----------------------------------------------|----------------|----------------|-----------|
| <b>3. Analytical &amp; Judgemental Skills</b> |                |                |           |
| <b>National Profile</b>                       | <b>5</b>       | <b>Profile</b> | <b>5</b>  |
| <b>Factor Status</b>                          | <b>Matched</b> | <b>Score</b>   | <b>60</b> |

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| <p>To interpret, review and adopt statutory regulations alongside national sectorial and industrial best practice documents including HTMs and deliver upon them via specific their own bespoke Divisional Implementation plans.</p> <p>To develop and sustain the optimum operational management of the Trust estate through the efficient use of staff, service agents and external contractors, providing expert technical knowledge to support them and give detailed oversight on their work to ensure Trust assurance is delivered.</p> <p>Act as subject matter expert for all engineering systems within the division and provide professional and technical guidance and oversight for subordinates.</p> <p>To assess all existing and new components, systems and developments and determine the impact on the clinical environment.</p> <p>To provide a full range of high quality professional and expert advice on all legislative and engineering and operational matters pertaining to the estate of the Trust.</p> |  |

| 4. Planning & Organisational Skills                                                                                                                                                                                                                                                                                                |  |         |         |    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------|---------|----|
| National Profile                                                                                                                                                                                                                                                                                                                   |  | 5       | Profile | 5  |
| Factor Status                                                                                                                                                                                                                                                                                                                      |  | Matched | Score   | 60 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                           |  |         |         |    |
| To be responsible for 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. |  |         |         |    |
| To manage works schemes as directed including the production of business cases, appointing and monitoring project managers, professional and technical consultants and contractors.                                                                                                                                                |  |         |         |    |
| 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 wellbeing, engineering and economic considerations.                                                                                       |  |         |         |    |
| To work in collaboration with the Director, Co-Directors and other Senior Managers in the Planning and Redevelopment Corporate Group to improve the quality of all infrastructure development by providing expert technical guidance as the lead professionally qualified engineer.                                                |  |         |         |    |

|                                                                                                                                                                                                                                                                           |                |                |           |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-----------|
| <b>5. Physical Skills</b>                                                                                                                                                                                                                                                 |                |                |           |
| <b>National Profile</b>                                                                                                                                                                                                                                                   | <b>3b</b>      | <b>Profile</b> | <b>3</b>  |
| <b>Factor Status</b>                                                                                                                                                                                                                                                      | <b>Matched</b> | <b>Score</b>   | <b>27</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                           |                |                |           |
| Using wide range of fine tools and electronic diagnostic equipment for complex fault-finding and emergency repairing/switching/isolation on critical systems such as High Voltage (HV), Low Voltage (LV), Ventilation, Medical Gases, Decontamination systems and others. |                |                |           |

|                                                                                                                                          |  |         |         |   |
|------------------------------------------------------------------------------------------------------------------------------------------|--|---------|---------|---|
| 6. Patient/ Client Care                                                                                                                  |  |         |         |   |
| National Profile                                                                                                                         |  | 1       | Profile | 1 |
| Factor Status                                                                                                                            |  | Matched | Score   | 4 |
| Relevant Job Information                                                                                                                 |  |         |         |   |
| To work to achieve the highest possible standards in relation to the safety, comfort and well being of all patients, visitors and staff. |  |         |         |   |

| 7. Policy & Service                                                                                                                                                                                                   |  |         |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------|-----------|
| National Profile                                                                                                                                                                                                      |  | 4-5     | Profile 5 |
| Factor Status                                                                                                                                                                                                         |  | Matched | Score 45  |
| Relevant Job Information                                                                                                                                                                                              |  |         |           |
| To develop, implement and be responsible for innovative operational strategies and working priorities for the safe, efficient and effective management of the Estate.                                                 |  |         |           |
| To be responsible for the comprehensive maintenance of asset registers for the Trust's land, buildings and plant within the remit of the post holder.                                                                 |  |         |           |
| Develop, expand and manage an Estates Operations asset management system for all engineering services, equipment and components within the division to support statutory, regulatory and corporate policy compliance. |  |         |           |
| To provide expert advice and interpretation of all aspects of current and proposed legislation, guidance, standards and industrial good practice for the full range of diverse estates services including:            |  |         |           |
| <input checked="" type="checkbox"/> building maintenance, to include water hygiene, indoor air hygiene, asbestos management and fire safety                                                                           |  |         |           |
| <input checked="" type="checkbox"/> engineering maintenance                                                                                                                                                           |  |         |           |
| <input checked="" type="checkbox"/> pressure systems including LPHW and steam                                                                                                                                         |  |         |           |
| <input checked="" type="checkbox"/> LOLER                                                                                                                                                                             |  |         |           |
| <input checked="" type="checkbox"/> high and low voltage networks                                                                                                                                                     |  |         |           |
| <input checked="" type="checkbox"/> electro-medical equipment                                                                                                                                                         |  |         |           |
| <input checked="" type="checkbox"/> decontamination of equipment                                                                                                                                                      |  |         |           |
| <input checked="" type="checkbox"/> medical gases                                                                                                                                                                     |  |         |           |
| <input checked="" type="checkbox"/> Health and safety                                                                                                                                                                 |  |         |           |
| <input checked="" type="checkbox"/> Policy and procedure                                                                                                                                                              |  |         |           |
| <input checked="" type="checkbox"/> HV/LV                                                                                                                                                                             |  |         |           |
| <input checked="" type="checkbox"/> Emergency planning                                                                                                                                                                |  |         |           |
| <input checked="" type="checkbox"/> Nurse call systems                                                                                                                                                                |  |         |           |
| <input checked="" type="checkbox"/> Decontamination                                                                                                                                                                   |  |         |           |
| <input checked="" type="checkbox"/> Pest Control                                                                                                                                                                      |  |         |           |
| <input checked="" type="checkbox"/> Security systems                                                                                                                                                                  |  |         |           |
| To agree with Estates Senior Managers a number of key performance indicators/benchmarks for the estates functions and to provide regular information and reports on the Trust's progress against these                |  |         |           |

indicators.

To develop innovative strategies and consequent policies for a wide range of services across the Trust including:

- estates specialist service procurement
  - management of plant and equipment
  - contingency planning and business continuity
  - 'whole-risk' analysis
  - Fire safety
  - Electrical safety
  - Water hygiene
  - Indoor air hygiene
  - Medical gas pipeline systems
  - Asbestos management
  - Operational information and systems management
  - Building management and control systems
  - Medical Engineering Services
  - Decontamination & Testing Services
  - General Health and Safety including safe systems of work
- and other areas in the emerging services of operational estates management.

| <b>8. Financial &amp; Physical</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                |                |           |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-----------|
| <b>National Profile</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>5c-6</b>    | <b>Profile</b> | <b>5</b>  |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>Matched</b> | <b>Score</b>   | <b>45</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                |                |           |
| <p>The post holder will be responsible for the provision of all maintenance and operational services appropriate to the management of the Trust's estate. The post holder will ensure that the Trust meets its relevant legislative and statutory requirements. They will ensure that the estates services are cost effective and provided within fully delegated agreed financial targets by developing a strategic prioritisation and divisional management plan.</p> <p>The post holder will work as part of the senior estates team to ensure that the needs of patients, clients and carers are at the core of the way the Trust delivers services and that capital and financial resources are effectively deployed to meet these needs.</p> <p>To be responsible for the optimum use of energy and utilities by the Trust Estate. To set programmes for energy conservation in accordance with local, national and other NHS targets and in collaboration with the Estates Senior Management Team.</p> <p>To utilise all available information to progress the efficiency of the estates management group and to ensure maximum value for money and accountability.</p> <p>Finance and Resource Management.</p> |                |                |           |

| <b>9. Human Resources</b> |              |                |          |
|---------------------------|--------------|----------------|----------|
| <b>National Profile</b>   | <b>4a-5a</b> | <b>Profile</b> | <b>4</b> |

| Factor Status                                                                                                                                                                                                  | Matched | Score | 32 |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|-------|----|
| Relevant Job Information                                                                                                                                                                                       |         |       |    |
| To delegate appropriate responsibility and authority to the level of staff within his/her control, consistent with effective decision making, whilst retaining responsibility and accountability for results.  |         |       |    |
| To participate in the Trust's Performance Review Scheme. To review the performance of direct reports on a regular basis, and to provide direction on personal development requirements and appropriate action. |         |       |    |
| To maintain good staff relationships and morale amongst the staff reporting to him/her, through effective feedback, recognition, appraisal and development.                                                    |         |       |    |
| To participate, as required, in the selection and appointment of staff, in accordance with procedures laid down by the Trust.                                                                                  |         |       |    |
| To take such action as may be necessary in disciplinary matters, in accordance with procedures laid down by the Trust.                                                                                         |         |       |    |
| To lead and empower a team of estates management staff, providing expert advice to the Trust as required.                                                                                                      |         |       |    |

| 10. Information Resources                                                                                                                                                                                                                           |          |         |    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|---------|----|
| National Profile                                                                                                                                                                                                                                    | 2b-3b-4b | Profile | 4  |
| Factor Status                                                                                                                                                                                                                                       | Matched  | Score   | 24 |
| Relevant Job Information                                                                                                                                                                                                                            |          |         |    |
| To develop, implement and sustain innovative systems of information management with regard to operational issues throughout the Trust in collaboration with users, contractors and statutory bodies.                                                |          |         |    |
| To develop, implement and evaluate estates management software and information systems in collaboration with the Estates Senior Management Team.                                                                                                    |          |         |    |
| To do this, the staff must use detailed drawings and technical information balanced with clinical and service continuity factors being communicated from other teams within the Trust. Daily management of staff in terms of Human Resource issues. |          |         |    |

|                                                                                                                                                                                                                                                                                         |  |                |                |           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------|----------------|-----------|
| <b>11. Research &amp; Development</b>                                                                                                                                                                                                                                                   |  |                |                |           |
| <b>National Profile</b>                                                                                                                                                                                                                                                                 |  | <b>2</b>       | <b>Profile</b> | <b>2</b>  |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                    |  | <b>Matched</b> | <b>Score</b>   | <b>12</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                         |  |                |                |           |
| To undertake research and testing of new engineering systems and processes within academic standards and protocols and to promote innovation and adoption of new and emerging technologies to improve delivery, efficiency and quality.                                                 |  |                |                |           |
| To lead the sharing of knowledge and expertise within the division, undertaking continual engagement with industry and high level academia and have oversight of the continued professional development of the engineers and technical staff for whom they have professional management |  |                |                |           |

responsibility.

| 12. Freedom To Act                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |         |         |    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|---------|---------|----|
| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  | 4-5     | Profile | 4  |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  | Matched | Score   | 32 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |         |         |    |
| <p>To be responsible for the provision of high quality, efficient estates services, which are flexible and responsive to user needs and demands.</p> <p>To be the lead operational engineer providing specialist advice and guidance on strategic planning and investments matters and capital development schemes including representing estates on Project Boards as required.</p> <p>To manage, as senior Authorised Person, the decision-making processes for implementation of HTM and industrial best practice standards alongside full compliance with corporate policy and direction.</p> <p>To act as the technical lead and estates representative on assurance committees and user safety groups such as the Ventilation Safety Group, the Electrical Safety Group, Medical Gases Steering Committee, the Emergency Planning Committee, the Infection, Prevention &amp; Control Committee etc.</p> <p>Take lead responsibility for the technical approval of all new systems being connected to the live estate environment. This shall include final professional sign-off of documentation submitted for approval.</p> <p>To lead management partnership engagement with staff-side colleagues to identify improved, safe and flexible approaches to the delivery of estates services, workforce planning, staff development, recruitment and retention.</p> <p>To represent Belfast Trust at regional and central government meetings and groups relating to engineering and estates services and civil contingency matters.</p> |  |         |         |    |

| 13. Physical Effort                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |          |         |   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------|---------|---|
| National Profile                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  | 1        | Profile | 2 |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |  | Variance | Score   | 7 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |          |         |   |
| <p>When attending call-out as Senior AP or as part of in-hours role of technical lead, staff can frequently be involved in carrying, erecting and climbing stepladder and platforms for working at heights. Using mechanical aids to assist supervised staff to move/lift heavy plant/equipment into position while repairing/replacing full range of electrical and mechanical systems during emergency or complex scheduled works.</p> <p>Required to access equipment when carrying out AP duties which can be installed at high and low level and within small plant spaces, for example when racking a breaker into or out of switchboard as part of an electrical isolation.</p> <p>Climbing ladders to access isolation valves within ceiling voids or in risers on medical gas or hydraulic services in response to an emergency situation during on-call or tracing services to allow an isolation to be planned and reviewed.</p> <p>Many of services which senior AP role would have to access during either planned or reactive work</p> |  |          |         |   |

are contained within confined plant spaces, switchrooms, or building risers at ground level or above head height.

Use of ladders can be required to confirm service routes when planning isolations, or when carrying out isolations to access valves, switches, dampers etc.

Sitting for long period at a desk working at a PC or attending virtual meetings.

Due to multisite working coupled with the large size of the sites for which the post holder has responsibility for, as well as on-call duties across the trust, substantial walking is required on a daily basis to visit staff, attend meetings, review work/projects etc.

Typing on keyboards

In response to an emergency situation or business continuity event, the post holder as on-call senior AP will be expected to attend urgently to restore service or deal with live events.

Carefully moving ladders through plantrooms or occupied areas. Removal and movement of electrical air or vacuum circuit breakers when carrying out isolations.

Lifting of ladders, podium steps and access equipment.

Postholders may have to travel overseas 2-3 times per year to attend conferences or carry out testing at manufacturing facilities to give assurance on new systems and equipment. Travelling can take many hours and will usually involve overnight stays. The physical effort of air-travel and commuting in un-familiar surroundings causes fatigue and there is physical effort required carrying luggage and equipment through airports and on public transport etc.

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| <b>14. Mental Effort</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                |                |           |
| <b>National Profile</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>3a</b>      | <b>Profile</b> | <b>3</b>  |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Matched</b> | <b>Score</b>   | <b>12</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                |                |           |
| <p>Divisional Managers are at all times acutely aware of the critical role of the estate in terms of providing meeting corporate priorities, an understanding demonstrated by the fact that each of them carries their phone 24/7 to support their staff even when they are not on-call. Within each Manager's area of delegated authority, relatively minor incidents or events can have major repercussions for the Trust. This requires the Managers to continually review and critically interrogate the information supplied by their staff to ensure risk is managed. During major incidents/critical events, they are responsible for monitoring and managing response of all operational staff across site/division coordinating the efforts and input of other Estate departments and liaising with senior estates management. The post holders will also be required to directly brief senior service managers, co-directors and directors on the technical estates response. Detailed information must be collated in real-time and passed through to senior Trust managers or corporate communications on dissemination to the public in certain circumstances. As senior authorised person within the division at all times, will frequently be required to concentrate for extended periods on reviewing safety programmes and switching plans for key systems which require authorising counter-signature. Needing to concentrate and be focused when on-call as the most senior engineer across the entire Trust. Must be able to dynamically analyse multiple streams of information from across the Trust at any time of the day or night and instantly provide technical commentary and support to site staff. The role requires post holders to continually balance between technical/engineering priorities and service continuity challenges, while at all times maintaining staff and client safety. During emergency or service critical periods (such as winter pressures), data and scenarios must be analysed quickly, risks</p> |                |                |           |

evaluated, recommendations made and action taken all within a very short period of time, but with decision making processes documented and communicated to all levels clearly. Coordination and external contractors attending site. Preparation of H&S Risk Assessments and Method Statements. Review and approving counter-signature of safety documentation. Review and ownership of Divisional Estate risk register. Inspection, review and approval of maintenance works on critical life safety systems which has been carried out by both Trust staff and outside contractors. Responsibility of accepting new building or systems into the Estate based on thorough technical and professional review. Challenges faced between the need to provide validation and assurance for the organisation and the pressures that can arise to deliver new or additional services. As the most senior professionally qualified engineer within the division, significant stress can arise but must be managed objectively at all times. Review and approve overtime working and management of annual leave to support key business delivery. Review and approval of all work orders raised within the division. Management of budget and sign-off of all orders to process and approve payments. Significant levels of concentration are required when carrying out financial management responsibilities in budgetary environments of tens of millions of pounds. The staff must remain focused through audits, reconciliation or approval tasks and meetings, following the buildup of information accurately and methodically, ensuring no mistakes are made. The pressure of not being able to easily "start-over" when working on large and complex pieces of financial information is ever-present. Adherence to policies and procedures of different service groups and departments when organising work within specialist areas (ICU, Imaging, Neonatal etc.), while reviewing estates policies and procedures for compatibility. Provide expert technical opinion and assurance in complex, urgent, or rapidly developing clinical situations; for example providing guidance to theatre staff on how air pressures can be modified within the ventilation systems to provide safe working in a given clinical situation, or providing guidance to departments on what gas flows could be used at any given time while an expected emergency has developed. As well as providing input into regional and national working groups on the development of standards and best practice guidance, the lead engineer role requires the post-holder to provide the Trust with considered and specialist interpretation of a wide variety of national standards and guidance documents. The post-holder must use their knowledge of the complex systems found within the Trust to inform how national standards and guidance can be implemented within the Trust to achieve assurance and compliance with those standards and also alignment with Trust Corporate policies and objectives. Regularly acting as the lead engineer of various multi-disciplinary safety and project groups where many different strands of information need to be processed quickly during meetings and a considered and informed position for the entire estate or Trust must then be put forward.

There can be regular interruptions to work by having to respond to emergency calls at other locations on trust site/s. It can be difficult to balance competing needs of staff, management, and clients/user groups on a daily basis and significant effort is required to prioritise and risk assess requests for work and resources.

Challenges associated with having to balance needs of scheduled work and planned daily activities with the managerial response required in the event of breakdowns/emergency responses which are regular and unplanned in nature requiring immediate redeployment of resources. Emergency or unplanned events can be caused by a failure of equipment, a weather event, a clinical event, a failure of a utility supply, an unexpected impact on service caused by a client or contractor i.e. vandalism or accidental damage etc.

The divisional manager will often take unexpected calls from service managers or their own senior management team asking them to immediately attend a meeting or provide information to inform a discussion. As the most senior engineer in the division, they are often interrupted by staff asking for technical guidance or support, or assistance with staffing/HR matters.

When any of these interruptions happen, the post holder must immediately triage the workload, potentially pause what they have been working on, reallocate resources, or simply halt their work, attend to the issue and then start again on their scheduled activities.

#### 15. Emotional Effort

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|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---------|----|
| National Profile                                                                                                                                                                                                                                                                                                                                                                                                             | 2a      | Profile | 2  |
| Factor Status                                                                                                                                                                                                                                                                                                                                                                                                                | Matched | Score   | 11 |
| Relevant Job Information                                                                                                                                                                                                                                                                                                                                                                                                     |         |         |    |
| Carrying out Authorised Persons duties in all areas of the hospital from wards, theatre's, ICU/barrier nursing areas whilst wearing PPE. Mental health units, medium secure, adolescence units under the escort of trained staff. Being in the proximity of patient/relatives receiving distressful news on job location.                                                                                                    |         |         |    |
| As senior manager to a significant number of staff, often times the post holder will have to deliver feedback on poor performance or manage disciplinary issues and outcomes.                                                                                                                                                                                                                                                |         |         |    |
| Liaising with staff and their trade union representatives to resolve difficult situations or complaints arising from poor performance, poor working relationships or misconduct. Commissioner or lead investigator on variety of issues as required.                                                                                                                                                                         |         |         |    |
| As lead engineer, will be faced with being the only technically qualified person at key decision points during major incidents or projects. Must be able to articulate position calmly and clearly in an efficient manner regardless of the pressures being exerted from other stakeholders who will have differing priorities.                                                                                              |         |         |    |
| Providing emotional support to staff who have been involved in working in stressful situations, following diagnosis of health personal conditions or because of interpersonal conflicts in the team.                                                                                                                                                                                                                         |         |         |    |
| Managing serious disciplinary issues or terminations on the basis of ill-health has a significant and life changing impact on the staff involved.                                                                                                                                                                                                                                                                            |         |         |    |
| Having to respond to emergency events in areas such as Emergency Department or Mental Health Units or Children's homes can put the post holder into contact with people with challenging behaviours and this must be managed carefully.                                                                                                                                                                                      |         |         |    |
| Where staff or contractors have been injured, the post holder will usually be one of the people to immediately attend and ensure that people are being cared for and that the environment is secured and safe while appropriate investigations are commenced.                                                                                                                                                                |         |         |    |
| Leading the estates response within the division to serious adverse incidents, service failures, poor clinical outcomes or litigation matters. Attending court, tribunal or inquiry to provide information and accountability. The critical impact that the estate has on a wide variety of clinical matters is acutely understood in such situations and the stress of such events must be carefully managed for all staff. |         |         |    |
| The Divisional Manager will be the primary point of contact for all incidents like this and they are therefore exposed to details which can be harrowing as is the emotional impact of dealing with the complaints of service users or their families.                                                                                                                                                                       |         |         |    |
| During emergency incidents, on-call events or planned working away from home during periods of factory testing and validation, a strain can arise due to the impact of the absence on other family members, particularly partners and dependents. This creates an emotional impact on the staff member as they often feel guilty for the additional burden their absence is having at home.                                  |         |         |    |

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| <b>16. Working Conditions</b>                                                                                                                                                                                                                                                         |                |                |          |
| <b>National Profile</b>                                                                                                                                                                                                                                                               | <b>2a</b>      | <b>Profile</b> | <b>2</b> |
| <b>Factor Status</b>                                                                                                                                                                                                                                                                  | <b>Matched</b> | <b>Score</b>   | <b>7</b> |
| <b>Relevant Job Information</b>                                                                                                                                                                                                                                                       |                |                |          |
| VDU - Use of a Computer regularly throughout the day is an essential aspect to the job role. This is to respond to e-mails, compile reports, write and review procedures among other tasks. It also involves the use of a mobile phone for e-mails and calls when away from the desk. |                |                |          |

