

## Team Manager (Directorate Operations)

Reference No:	A4771		
Service:	Education		
Job Family:	Business Management and Improvement	Grade:	FC10

## Purpose

To hold the strategic and operational lead on defined areas of responsibility i.e. People, Projects & Change; Compliance and Risk; or Infrastructure and Systems. To manage, develop, implement, and monitor the range of services, supporting the Primary, Special, Secondary, Early Years and Central Support sectors of the Education Directorate.

To lead, manage and implement the business change arising from major programmes, identifying and managing benefits from the delivery of the new capabilities.

To identify, plan and assess progress of a set of related business changes and to manage their interdependencies in support of specific business strategies. To maintain a strategic view over the changes, taking primary responsibility for realising of benefits and achieving measured improvements.

To integrate and manage the transition of changes with mainstream business activities and monitor performance. The post holder(s) will provide the lead in gaining the acceptance for change in practice or delivery across the Directorate, with key agencies in Fife and other corporate Council Services.

## Role Profile

<b>Task or Responsibility</b> - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	<b>Person Specification: Skills, Knowledge, Qualifications or Experience</b> - Criteria can apply to more than one task or responsibility	<b>E</b>	<b>D</b>
<p>Developing strategy; supporting systems; policies; procedures and processes consistent with legislative requirements and the needs of the organisation and supporting their implementation and consistent application across all education establishments, teams and services.</p> <p>Developing and cultivating relationships with relevant stakeholders within the Council including partner agencies and external providers in order to identify requirements, synergies, potential efficiencies and solutions.</p>	<p>Educated to SCQF level 9, which includes a degree or equivalent</p> <p>Member of the national groups linked to their portfolio group</p> <p>Postgraduate qualification</p> <p>Experience of: -</p> <ul style="list-style-type: none"> <li>Operational delivery within public sector</li> <li>Successful business change</li> <li>Resource management</li> <li>Performance management</li> <li>Quality management</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p>
<p>Providing professional leadership and support to the Directorate Operations Team through personal and team development. Coaching; managing attendance, performance and conduct; project work and fostering knowledge sharing within and across teams.</p> <p>Leading and managing a designated team. Setting strategies and priorities, service levels, customer satisfaction and work plans delivered to agreed priorities.</p> <p>Developing and maintaining good employee relations in partnership with employees, external stakeholders and relevant Trade Unions</p>	<p>Leadership skills</p> <p>Interpersonal skills</p> <p>Ability to manage people effectively</p> <p>Communication skills</p> <p>Conflict handling skills</p> <p>Management skills</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>

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<p>through informal and formal processes of communication, consultation, and involvement.</p> <p>Ability to deal effectively and respond professionally with sensitive matters.</p> <p>Contribute effectively to a variety of different teams at varying levels across the organisation.</p>	<p>Team working skills</p> <p>Leadership skills</p> <p>Experience of trade union involvement</p>	<p>✓</p> <p>✓</p> <p>✓</p>	
<p>Leading a co-ordinated, business-focussed approach to service provision while delivering and maximising the efficient and effective use of physical, financial and staff resources available.</p> <p>Identifying, defining, and tracking of benefits and outcomes required.</p> <p>Implementing the mechanisms by which benefits can be realised and measured.</p> <p>Monitoring business stability and capability to cope with the level of change and assessing the ability to continue to deliver while the change is embedded.</p> <p>Preparing services for the transition to new ways of working and implementing new business processes.</p> <p>Providing support and guidance on change management processes, procedures, tools and techniques to managers and their teams.</p> <p>Ensuring maximum efficiency in the allocation of resources and skill across the change areas within the programme.</p> <p>Developing and managing communication with stakeholders, initiating communications between them and acting as a single point of contact for defined groups.</p>	<p>Project Management skills</p> <p>Negotiation skills</p> <p>Planning skills</p> <p>Evidence of positive support for significant change programmes or projects</p> <p>Experience of driving, managing and supporting organisational change and service improvement</p> <p>Experience of working under pressure</p> <p>Business Transformation/Change Management Skills/experience</p> <p>Experience of managing conflict</p> <p>Financial management skills</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	

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	Organisational skills  Experience of developing and leading communication to a wide range of internal and external stakeholders  Verbal and written communication skills	✓  ✓  ✓	
Contributing to the achievement of key priorities and milestones set out in the Council Plan, the Children's Services Plan, Service and School Improvement Plans, as well as other relevant local and national strategies.	Performance Management skills		✓
Identifying, monitoring, and achieving relevant quality standards; representing the Directorate at agreed internal/external meetings; producing reports and delivering presentations.	Initiative taking skills	✓	
Working with elected members to respond to queries.	Customer skills		✓
Ensuring compliance with statutory, regulatory and governance requirements; reporting to strategic and other relevant Committees, as part of the council's governance framework.	Knowledge of necessary resilience related statutory and regulatory legislation	✓	
Conducting and facilitating briefings, debriefings and presentations as necessary.	Presentation skills	✓	
Managing change with senior managers, employees and external partners as required. Reporting to different strategic/management groups as necessary.  Developing, implementing and managing a range of significant projects and policies/procedures in line with briefs, Committee Reports or	Report writing skills	✓	

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submissions to the Scottish Government, which may include leading on changes affecting staff groups or school buildings.			
Developing and cultivating relationships with relevant stakeholders within the Council including partner agencies and external providers in order to identify requirements, synergies, potential efficiencies and solutions.	Consultancy, facilitation and influencing skills  Organisational awareness and political acumen  Ability to demonstrate emotional intelligence in the development of relationships and dealings with colleagues, customers and partners  Consistently modelling positive behaviours in dealings with others  Ability to engage with senior managers  Ability to initiate and manage continuous improvement	✓  ✓  ✓  ✓  ✓	

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<p>Promoting, developing and maintaining a culture of continuous improvement and outcome focus through service redesign, performance management and best practice, to achieve the aims and objectives set out in the Team Plan.</p> <p>Representing the Directorate at Council Committees, Sub-Committees, Negotiation and Consultation for a; chairing/representing the Service in cross-service working groups and project teams as required.</p> <p>Establishing policies and procedures to meet statutory, audit and Council requirements and monitoring the quality of service provision, seeking ongoing service improvements and efficiencies.</p>	<p>Management of a multi skilled team or group of employees</p> <p>IT skills</p> <p>Ability to undertake research/benchmarking</p>	<p>✓</p> <p>✓</p>	<p>✓</p>
<p>Providing expert advice and guidance. Researching, leading, recommending and implementing learning and development, organisational development and performance improvement strategies and approaches to support the implementation of corporate change initiatives and the directorate service plans based on the available evidence base and specific context. Advising on options, solutions and associated resourcing/policy implications.</p> <p>Planning, anticipating and identifying customer, directorate and corporate performance improvement requirements and priorities. Ensuring the commissioning or direct delivery of performance improvement interventions that provide the best and most efficient means by which these might be addressed.</p>	<p>Ability to analyse complex issues and determine creative and practical solutions</p> <p>Ability to reconcile competing priorities and deal with ambiguity and complexity</p> <p>Experience of collaborative working and developing and maintaining effective and positive working relationships</p> <p>Ability to respond to customer needs aligned with strong organisational and business awareness and provide constructive challenge where appropriate</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	

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	<p>Ability to lead and work autonomously on a range of concurrent, complex issues and conflicting priorities</p> <p>Ability to provide an efficient and effective service</p> <p>Substantial experience of delivering organisational development projects to specification within defined deadlines</p>	<p>✓</p> <p>✓</p> <p>✓</p>	
<p>Managing and ensuring that all work carried out by allocated team members is completed in line with council policy, procedure and guidelines and meets required standards and relevant project timelines. Setting priorities and team work plans, delivering customer expectations. Managing team development and performance. Providing the team with professional leadership, direction and support.</p> <p>Responding to urgent/emergency changes in team priorities and dealing with unplanned peaks and troughs in the team's overall priorities.</p>	<p>Ability to motivate and develop staff to deliver results and strategic outcomes within a challenging environment</p> <p>Project and performance management skills</p> <p>Consistently modelling positive behaviours in dealings with others</p> <p>Ability to travel throughout Fife</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p>
<p>Implementing all new, relevant, legislative arrangements timeously and in a comprehensive manner. Developing, through liaison with others, strategies for improvement. Working in close co-operation with the Business Partners and the Team Managers to ensure a corporate approach.</p>	<p>Experience in the development and delivery of policies, procedures and processes</p> <p>Experience of delivering results through the engagement and liaison with other Council Directorates</p> <p>Knowledge and awareness of national developments</p>	<p>✓</p> <p>✓</p> <p>✓</p>	

<b>Additional tasks or responsibilities</b> – this is a generic role, however this particular job may also require you to undertake the following:			
<b>Task or Responsibility</b> - For this role, there is an expectation that all, or a combination, of the following will be undertaken:	<b>Person Specification: Skills, Knowledge, Qualifications or Experience</b> - Criteria can apply to more than one task or responsibility	<b>E</b>	<b>D</b>
<b>Compliance &amp; Risk</b>			
Managing a team of specialist officers that is responsible for the delivery of Compliance, Risk and Health and Safety at Work, quality management, and data management activities within Education.	NEBOSH General Certificate in Health and Safety NEBOSH Diploma in Health & Safety	✓	✓
Identifying, and analysing the impact of, developments in legislation, codes of practice and industry best practise in relation to health and safety at work and initiating the development of new or amended Education strategies, policies, procedures, training programmes and actions as necessary.	Considerable experience in the strategic development and delivery of policies, procedures, and processes Considerable experience in the management and reporting of data	✓ ✓	
Advising, and persuading senior managers, Headteachers and all school and operational staff of the need to take actions in relation to risk and health and safety in the best interests of the organisation, its employee, pupils and stakeholders.  Responsible for development, implementation and approval of Educational Excursions, for primary and secondary, for UK and overseas trips.	Consultancy, facilitation and influencing skills  Conflict handling skills  Ability to initiate and manage continuous improvement	✓  ✓  ✓	
Monitoring service quality and performance in relation to risk, compliance, health and safety, and data management, ensuring compliance to relevant legislation, standards and specifications, and Fife Council and Educations Service policies	Considerable experience in the development and delivery of policies, procedures and processes in relation to risk, health and safety and compliance	✓	



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<p>Liaising with external regulatory agencies including the Health and Safety Executive, Public Health, sharing best practise and ensuring compliance with relevant legislation.</p>	<p>Experience of developing and leading communication to a wide range of internal and external stakeholders</p> <p>Ability to undertake research/benchmarking</p> <p>Knowledge of necessary resilience related statutory and regulatory legislation</p>	<p>✓</p> <p>✓</p> <p>✓</p>	
<p>Financial Management (In line with the Directorate Scheme of Delegation and Empowerment and the consistent application of the Councils Finance policies, practices and regulations). Ensure appropriate audit control and procedures are implemented.</p>	<p>Financial management skills</p>	<p>✓</p>	
<h3>Infrastructure and Systems</h3>			
<p>Managing a team of specialist officers that is responsible for the delivery of Estates (including new build projects, school closures, catchments reviews and elections), Systems (including IT systems such as Early Years NAMS, Pupil online enrolment and SharePoint), communication activities within Education.</p>	<p>Educated to SCQF level 9, which includes a Degree, or equivalent in Business Administration or an equivalent relevant professional qualification</p>	<p>✓</p>	
<p>Identifying, and analysing the impact of, developments in legislation, codes of practice and Scottish Government guidance in relation to statutory consultations, school closures, new school buildings, local and national elections and placing requests and initiating the development of new or amended Education strategies, policies, procedures, training programmes and actions as necessary.</p>	<p>Considerable experience in the strategic development and delivery of policies.</p> <p>Considerable experience in the management and reporting of data</p>	<p>✓</p> <p>✓</p>	
<p>Review and develop a strategy for the more effective use of schools and school grounds (including accommodation schedules) working with Council partners and external agencies to ensure a consistent and effective use of our resources.</p>	<p>Ability to respond to customer needs aligned with strong organisational and business awareness and provide constructive challenge where appropriate</p>	<p>✓</p>	
<p>Develop a strategy and implementation plan for the reduction in carbon emissions including energy, waste and fleet across the Directorate and in line with corporate standards and targets. Engaging with</p>	<p>Ability to analyse complex issues and determine creative and practical solutions</p>	<p>✓</p>	

## Role Profile

stakeholders (internal and external) within a range of contexts to achieve this outcome.			
Negotiating, monitoring and evaluating agreements with staff in a corporate context to achieve best value and the continuity of facilities and support service provision.	Organisational awareness and political acumen	✓	
Liaise with the wider Directorate regarding the sustainable school estate, statutory consultations, ensuring that legislation is applied appropriately.	Experience of developing and leading communication to a wide range of internal and external stakeholders	✓	
Establishing, maintaining, and developing management information systems to support financial, staff and resource management.	Considerable experience in the strategic development and delivery of policies, procedures, and processes	✓	
Responsibility for the system for approval of Educational Excursions, for primary and secondary, for UK and overseas trips.	Considerable experience in the management and reporting of data	✓	
Responsibility for managing the Refugee Resettlement Programme related to the delivery of Education, in partnership with Housing Service.	IT skills	✓	
Responsible for the management of use of council educational establishments for elections and all other purposes and ensuring that alternatives venues are considered as and when appropriate			
<b>People, Projects &amp; Change</b>			
To take a lead role in supporting policy development, planning, and performance management along with assuming strategic responsibility for workforce development.	Educated to SCQF level 9, which includes a Degree or equivalent in Business Administration or equivalent relevant professional qualification	✓	
To lead and manage the development and implementation of a range of large or important projects within the directorate, including Human Resource and Employee Development activities, policies and initiatives, in support of both Service and Corporate actions and goals to ensure the delivery of consistent, high quality and customer focussed services.	Consistently modelling positive behaviours in dealings with others	✓	
	Ability to initiate and manage continuous improvement	✓	

## Role Profile

<p>Management, development, implementation and monitoring of a range of people services, covering either the Primary, Special, Secondary, Early Years or Central Support Sectors of the Education Service.</p> <p>Support Managers in the application of Fife Council policies.</p>	<p>Ability to engage with senior managers</p> <p>Experience of HR matters (recruitment, conduct, attendance management etc.)</p>	<p>✓</p> <p>✓</p>	
<p>Develop good working relationships with senior and frontline staff of the Council, partners, and other local authorities to facilitate joint working across boundaries.</p> <p>Link with members of project teams in mapping and providing activities at three levels: policy and strategy, establishment and individual. Although not always solely responsible for managing all the staff involved, the postholder will assess staffing needs or staff input for projects to meet project delivery plans.</p>	<p>Consultancy, facilitation and influencing skills</p> <p>Ability to demonstrate emotional intelligence in the development of relationships and dealings with colleagues, customers and partners</p> <p>Organisational awareness and political acumen</p>	<p>✓</p> <p>✓</p> <p>✓</p>	

### Type of Protection of Vulnerable Groups Scheme (PVG Scheme) or Disclosure Check required

**Before confirming appointment:** You may be required to obtain PVG scheme membership or a Disclosure check. Please refer to the job advert for clarification of the specific requirement.

#### Additional Information – the following information is available:

- Skills Framework (if applicable)
- **How** we work matters

#### Expected Behaviours

Every council employee is expected to lead the way by making decisions and behaving in ways that uphold our community commitments and values.

Please refer to How We Work Matters Guidance to learn more.