

# JOB DESCRIPTION

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| <b>Vacancy reference:</b> | SRF43767   |
| <b>Post Title:</b>        | Deputy Head of Reactive Maintenance (Commercial)   |
| <b>Grade:</b>             | 7  |
| <b>School/Department:</b> | Estates – Maintenance Services   |
| <b>Reports to:</b>        | Head of Reactive Maintenance   |
| <b>Responsible for:</b>   | Management and leadership of the University's Direct Labour organisation which will comprise of 2 managers, several senior tradesman and teams of tradesmen covering building, electrical, mechanical and plumbing roles, in addition to trade apprentices |

## Purpose

The Estates team at the University of Reading is responsible for the day-to-day maintenance and operation of the 186 buildings within the Academic Estate (situated primarily on one of the three main campuses at Whiteknights, London Road and Greenlands, Henley). The Estates team also supports the maintenance and management of approximately 200 other buildings within the university's commercial, strategic and residential portfolios. The Reactive Maintenance team processes approximately 15,000 reactive maintenance tasks per year, along with a schedule of approximately 6000 planned preventative maintenance tasks across the Academic portfolio, and there is an opportunity to extend this service to the commercial portfolio. With a strong focus on our customers, the team's out of hours and on-call services form the first line of defence in relation to incidents and emergencies.

## Role Summary

The Deputy Head of Reactive Maintenance – Commercial will be responsible for the day-to-day operation of the reactive workload within the Maintenance Services Department for the commercial portfolio of the University, currently outsourced. This will initially include extensive stakeholder engagement to improve understanding of the business needs in this area, in order to feed into the development of this service and its implementation. Once in place this role will include leadership of the DLO teams and managers, reactive repairs and requests for maintenance as raised via the Estates Helpdesk, and for the allocation and progression of items of Planned Preventative Maintenance which would be carried out by the DLO.

The post holder will be responsible for delivering a reliable, professional, customer focused and value for money service. The role will involve supervision of the in-house team and liaison with a wide range of internal and external stakeholders including, but not limited to, specialist contractors and consultants, other members of the Estates team, and departmental support, teaching and research staff.

The post-holder will require detailed knowledge and experiencing of using a CAFM system, its workflow and reporting functions, as well as its capability for development

The post-holder will be responsible for reviewing and revising key performance indicators and service level agreements for all aspects of reactive maintenance work, and for ensuring that the team meets these agreed standards.

The role will also be responsible for ensuring that appropriate health and safety arrangements are in place and the DLO team works in a safe manner that complies fully with our safe working practices, the University Health & Safety Services policies, and current legislation.

The post-holder will work closely with the Deputy Head of Reactive Maintenance covering the Academic portfolio and cover as necessary.

The post-holder will also work closely with the Head of Operational Risk & Compliance to identify areas where working practices or procedures require amendment, or updating, and will contribute to the development of relevant policies and procedures to address these.

The post-holder will be expected to be able to operate and communicate well with all levels of the University structure and must be able to stay calm and find workable solutions to problems which arise.

## **Main duties and responsibilities**

### **Staff-related**

1. Line management responsibility for the DLO Reactive Maintenance Managers (Commercial) and their teams of tradesman, maintenance assistants and apprentices, including recruitment, induction, staff development and training, conducting PDR's, performance management where necessary and clarity on the priorities and objectives for the Maintenance Service and the wider Estates function. Undertake recruitment and induction training as required.
2. To ensure that the Reactive Maintenance Team is effectively co-ordinated and that handovers of tasks and information between the Reactive and Programme Maintenance Teams is efficient and effective.
3. To work with the Head of Reactive Maintenance to develop and implement strategies to enhance the delivery of a good quality, professional, customer-focussed maintenance service to our customers within the commercial portfolio, including future skills or resourcing needs,
4. To be an active role model for equality, diversity and inclusion, fostering a culture where the Reactive Maintenance Team lives the Estates and wider University values in all aspects of the day-to-day work.
5. Use technical expertise to ensure that the training needs of staff in the Reactive Maintenance Team are clearly identified on a training matrix, which should be regularly reviewed and updated, and that staff are trained to consistent and appropriate standards, with training records being maintained for all staff members.
6. Manage the vehicle tracker system, liaising with staff if necessary and ensuring driver validation occurs annually as per university policy.

## Budget related

7. To ensure that any works undertaken for customers or portfolios outside of the Estates budget are correctly recorded, and recharged, to the relevant responsible budget holder, and that all recharged items are paid to Estates within the correct financial year.
8. To manage and monitor any external contractors procured to assist with items of reactive maintenance, and to ensure that all such transactions are undertaken in accordance with the relevant procurement rules. To make full use of agreed frameworks and contracts to deliver reactive maintenance items, and to ensure that any invoices for such work are received and processed in a timely fashion and within the correct financial year.
9. To authorise overtime and undertake weekly review of timesheets and overtime & expenses claims. Investigating an anomalies and escalating to the Head of Reactive Maintenance if necessary.
10. Manage and process all fuel cards and receipts including reviewing cost against vehicle mileage and approval of purchase card payments.

## Managerial

11. Deputise for the Head of Reactive Maintenance including at meetings, committees and user forums etc. as required, and reporting to the Director of Maintenance Services.
12. Enhance and develop the DLO team in conjunction with the Head of Reactive Maintenance, improving technical capability and resilience within the team. Planning change, managing and leading teams, developing strategies to ensure high standards of maintenance are maintained and to seek improvements as necessary, ensuring sustainable outcomes. Developing and maintaining clear escalation procedures for major defects.
13. Work in conjunction with the Head of Reactive Maintenance in the development and review of the maintenance strategy, addressing growth and changes in the Industry and Estates forward maintenance plan.
14. Provide leadership and guidance to the DLO managers, work with the Deputy Head of Reactive Maintenance (Academic) to identify, plan and coordinate the allocation of work to individual members of the workforce.
15. Take the lead in driving a culture of continuous improvement within the trade teams, setting targets and reporting on deliverables. Chair regular staff briefings.

16. Analyse statistical data from Wren (or replacement CAFM system) and other sources to evaluate performance and to identify patterns and trends. Produce reports as requested and propose solutions.
17. Carry out benchmarking exercises with similar organisations, attend relevant conferences and trade fairs as appropriate and create a network to share best practices.

## **Service Delivery**

18. Assist the Head of Reactive Maintenance in the day-to-day leadership and operation of the Reactive Maintenance Team, including its strategic leadership, processes and procedures, and the allocation and progression of items of Reactive or Planned Preventative Maintenance work across the DLO teams. Develop and sustain a culture of outstanding performance and continuous service improvements through engaging leadership and management style which ensures a positive customer experience.
19. To ensure that the Reactive Maintenance service is delivered strictly in accordance with the standards described in any relevant Service Level Agreement. To coordinate maintenance works, as far as practicable, to minimise disruption to building users, working closely with the Estates project teams where an overlap of responsibility.
20. To ensure that the in-house staff, specialist suppliers, consultants and contractors involved in delivering the maintenance programme are effectively briefed, managed and co-ordinated. Chair contractor meetings with regular contractors.
21. To lead the DLO Managers in the fair allocation of all Reactive & Planned Maintenance tasks within their teams, and to ensure that tasks are processed in a timely and effective fashion.
22. To support the DLO Managers in the implementation of changes to working practices and procedures, and continuous improvement of the Reactive Maintenance service.
23. Deal with direct enquiries (i.e., on phone, TEAMS, email etc) and provide technical advice on contractors and service delivery within university buildings to Maintenance staff, other University staff and/or external project managers, consultants and contractors. Deal with complaints or technical issues affecting all stakeholders in a timely manner; finding workable solutions to problems which arise.
24. Maintain regular contact with customers within the University including Campus Commerce and Property Services to ensure that the services provided meet their needs & expectations.

## Health & Safety related

25. To be proactive in maintaining, supporting & promoting a secure and safe working environment for all customers, staff and visitors. Carry out audits of staff and contractors and generate near miss reporting if any concerns. Provide further training or inductions as necessary.
26. To keep up to date with new legislation and industry good practice, and to make recommendations to the Head of Reactive Maintenance on actions required to comply with new legislation or areas for improvement. To advise the Head of Reactive Maintenance of any breaches of compliance. Work closely with the Head of Operational Risk & Compliance.
27. To continuously review and update the risk assessments and safety arrangements for maintenance activities and report any concerns promptly to the Head of Reactive Maintenance. Liaison with Estates Health and Safety Advisor as appropriate.
28. To organise or deliver relevant training, including tool-box talks and similar, so that all Team Members are aware of their own responsibilities in relation to matters of Health and Safety
29. To ensure that maintenance/specialist/framework contractors comply with University safety policy and procedures. Including written risk assessments, issuing permits to work, safe systems of work, manual handling, asbestos register, COSHH assessments, incident/accident reporting and all other current University policies. Check risk assessments for all contractors working on your behalf and issue permits / provide inductions as necessary.
30. To report any health and safety concerns, near misses or breaches of procedure to the Head of Reactive Maintenance. Champion the use of the online Accident, Incident and Near Miss system managed by the Health & Safety Services Team with the DLO team.
31. Ensure that all machinery, equipment, and plant, used by the DLO team is maintained in a safe condition and meets statutory legislation e.g., LOLER/PUWER where necessary. Maintain robust equipment maintenance record systems to demonstrate compliance.
32. Ensure that the DLO team have access to and use appropriate Personal Protective Equipment (PPE) and safety equipment in accordance with Maintenance Services procedures.
33. Ensure the DLO team are subjected to all necessary medical screening (regular Occupational Health Surveillance) and that records are maintained of test results, to comply with University retention procedures.
34. To manage the Maintenance Services vehicle fleet, to ensure that it is safe and fit for purpose. To ensure record keeping systems are robust and allow audit when necessary.
35. Ensure that all Maintenance Services waste is disposed of in a safe manner which complies with current legislation and COSHH Risk assessments.

36. Assist the Head of Reactive Maintenance, or other Maintenance Services managers with the investigation of accidents and incidents.
37. Maintain and wear appropriate Personal Protective Equipment (PPE) as required

## **Values and Behaviours**

To model and consistently champion, the University's key values and behaviours.

38. Achieving results by meeting objectives and agreed deadlines, planning, prioritising and organising own and team workload within resource constraints. Engaging in meaningful discussions with line manager and any reporting staff. Engaging with the University and Estates Strategy to inform deadlines and priorities.
39. Demonstrating Excellence by providing the best quality of service to students, staff and others, building relationships with key contacts, Benchmarking against good practice in your field and engaging in learning and continuing professional development.
40. Working innovatively to analyse problems and develop workable solutions, sharing ideas with others and seeking to improve working practices and processes.
41. Embracing and enabling change by being receptive to new ideas, taking opportunities to challenge the way things are done and engaging in the preparation and implementation of new ideas and strategies where appropriate.
42. Developing self and others by supporting and encouraging continual learning and development. Actively participating in team meetings and engaging with the wider University community.
43. Working together by helping others to achieve their objectives, respecting and valuing diversity and making efforts to connect with others across the University and in relevant professional networks,

## **Supervision received**

The post-holder will be expected to work with autonomy to deliver agreed work streams. The post-holder will report to the Head of Reactive Maintenance, who will provide support, general advice and undertake regular and annual reviews of progress. The post-holder will have to work closely with Head of Compliance and Head of Programme Maintenance as well as a range of internal and external stakeholders.

## **Supervision given**

The post holder will directly supervise the DLO Managers and contractors and assist the Head in overall strategic responsibility for the wider DLO team. The level of supervision required will vary according to task, ranging from detailed direct supervision in terms of the apprenticeship training programme or incidents to minimal management in the day-to-day provision of planned maintenance tasks for example.

## **Main Internal Contacts**

The post holder will have day to day contact with members of the wider Maintenance Services team, staff in other Estates teams and with operational and support staff from other teams or functions across other University departments (for example Health & Safety Services, Technical Services) and portfolios (such as Property Services, Campus Commerce and UPP), and with a range of external consultants, suppliers and contractors. There will also be occasional contact with representatives from the statutory authorities, Home Office etc.

## **Terms and conditions**

### **Location of the Role**

The Reactive Maintenance Team are based on the Reading Whiteknights Campus, with some travel to sites at London Road Campus and Greenlands in Henley required from time to time. The post holder must be willing and able to travel between campuses when required.

### **Working Hours**

This is a full-time post, subject to the normal requirement for managerial grades. The post holder will be expected to work an average of 35 hours per week, Monday-Friday, but some flexibility may be needed during peak periods. Some weekend working may be necessary in the event of a major incident/emergency or planned repairs. For these periods, time off in lieu will be given.

The post holder will be offered the opportunity to join the formal on-call duty rota, covering one weekend in every 4/5, for which there is an additional allowance of c£3,800 per annum available. There may also be an opportunity to take on responsibility for a key service area as a University Duty Holder for which there is an additional allowance of c£2,360 pa.

### **Flexible Working**

Initially, the post-holder will be expected to be on site for a large proportion of the working week to familiarise themselves with the University Campuses, the maintenance team and other key contacts. However, once that initial period of familiarisation is complete then a degree of remote working may be possible in this role. The role may also be suitable for a degree of flexible working, such as compressed hours, but is unlikely to be suitable for part time working. Job share may be possible.

This document outlines the duties required for the time being of the post to indicate the level of responsibility. It is not a comprehensive or exhaustive list, and the line manager may vary duties from time to time which do not change the general character of the job or the level of responsibility entailed.

**Date assessed: January 2023**



# PERSON SPECIFICATION

| Job Title  | School/Department              |
|--|--------------------------------|
| Deputy Head of Reactive Maintenance (Commercial) | Estates - Maintenance Services |

| Criteria   | Essential  | Desirable   |
|--|--|---|
| <b>Skills Required &amp; Personal Qualities Required</b> | <ul style="list-style-type: none"> <li>• Significant management experience and proven ability to lead and motivate a team.</li> <li>• Excellent analytical skills including the ability to interrogate data and identify key trends/challenges/opportunities for improved service delivery</li> <li>• Excellent communication skills, with the ability to communicate clearly with individuals from all levels of the organisation, and to manage effective liaison with a variety of different customers and stakeholders</li> <li>• Good time management skills, and the ability to prioritise own and team workload effectively. Able to work under pressure with minimal supervision.</li> <li>• Ability to manage emergency situations calmly and professionally</li> <li>• A problem-solving approach to work, with the ability to think outside the box and look for deliverable, effective solutions to problems as they arise</li> <li>• Proactive and self-motivated</li> <li>• Strong inter-personal skills. Good communicator, with the ability to deal with staff, contractors, consultants and customers at all levels</li> <li>• Flexible, well organised, pragmatic,</li> <li>• Demonstrable customer service skills and the understanding of what is required from a customer facing team.</li> </ul> | <ul style="list-style-type: none"> <li>• Excellent budgetary management skills</li> </ul> |
| <b>Attainment</b>  | <ul style="list-style-type: none"> <li>• Degree or equivalent experience in maintenance.</li> </ul>  | <ul style="list-style-type: none"> <li>• NVQ level 4 in a trade discipline</li> </ul>     |

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|-----------------------------------|---|---|
|                                   | <ul style="list-style-type: none"> <li>• A relevant qualification in a trade discipline (minimum requirement equivalent to NVQ level 3)</li> </ul>  | <ul style="list-style-type: none"> <li>• IOSH Managing Safely, CITB SMSTS or other equivalent H&amp;S qualification</li> </ul>  |
| <b>Knowledge &amp; Experience</b> | <ul style="list-style-type: none"> <li>• A time served apprenticeship or equivalent</li> <li>• Experience in all aspects of planned, preventative and day to day reactive maintenance issues.</li> <li>• Knowledge/experience of the supervision of appointed specialist/framework contractors.</li> <li>• Experience of managing trades operatives "on the tools"</li> <li>• Excellent working knowledge of Health &amp; Safety matters relating to construction, buildings maintenance and contractor management</li> <li>• Experience of managing and organising Health &amp; Safety for a workforce.</li> <li>• Demonstrable experience of service delivery in the context of a high-volume, customer focussed service area</li> <li>• Broad technical knowledge building construction and electrical and mechanical services</li> <li>• I.T. literate with experience of MS Word &amp; Excel</li> <li>• Experience of working with dedicated software packages for the delivery of hard/soft FM</li> </ul> | <ul style="list-style-type: none"> <li>• Up-to-date record of continuing professional development.</li> <li>• Relevant experience in a similar environment.</li> <li>• Experience of reviewing service delivery, team structure and of implementing change management,</li> </ul> |
| <b>Other</b>                      | <ul style="list-style-type: none"> <li>• Must be prepared to undergo all necessary training</li> <li>• Must be prepared to work unsocial hours when required</li> <li>• Must be prepared to work in all types of spaces as and when required, including within confined spaces or at</li> </ul>   | <ul style="list-style-type: none"> <li>• Prepared to act as part of the On Call Duty Engineer rota</li> <li>• Prepared to act as an University Duty Holder</li> </ul>   |

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|  | <p>heights (suitable training will be provided)</p> <ul style="list-style-type: none"> <li>• Current UK driving license</li> </ul> |  |
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| Completed by: Karen Brading | Date: January 2023 |
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