

# APPOINTMENT OF PROGRAMME MANAGER

## English (Language and Literacy) and Communication



CANDIDATE  
INFORMATION PACK

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# FOREWORD FROM JUSTIN EDWARDS

Dear Candidate

Thank you for your interest in the post of Programme Manager at CCEA.

At CCEA, we place learners at the centre of everything we do. Through our work, we aim to enable the full potential of all learners to be recognised. Over the past three years, we have continued to meet the needs of our sponsoring department, the Department of Education (Northern Ireland), key stakeholders and our customers.

Our work is far-reaching and critical to societal and economic success. It requires the highest degree of integrity and precision, but is also extremely rewarding as it provides opportunity for a positive impact on our society.

We are a high performing business, with a growing international reputation. We have a highly committed and professional workforce who are keen to develop the next generation of curriculum, assessment and examinations. We are also a key source of policy advice and information for government and agencies on education matters.

CCEA is also a key link between the world of work and education. We have progressively worked with industry to develop education solutions that address the skills shortfalls of today and tomorrow. This approach has led us to develop unique and innovative approaches to curriculum and assessment.

CCEA is currently reshaping our curriculum, examination and assessment work, to encourage more integrated approaches to our support for curriculum, assessment and qualifications across all phases of education. The post in which you have shown an interest is an opportunity to help us to shape the future of our education provision.

**Justin Edwards**  
Chief Executive, CCEA

# ABOUT US

CCEA brings together the three areas of curriculum, examinations and assessment.

We put every learner at the heart of what we do, from advising government on what should be taught in schools and how it should be assessed, to the diverse range of qualifications we offer. The work we do is driven by a commitment to ensure that learning opportunities are available to all.

Our mission is:

***'to enable the full potential of all learners to be achieved and recognised'***

CCEA's vision is one where education provision reflects the needs of individual learners, the community and the Northern Ireland economy.

We are a non-departmental public body reporting to the Department of Education (DE) in Northern Ireland, with a core remit to:

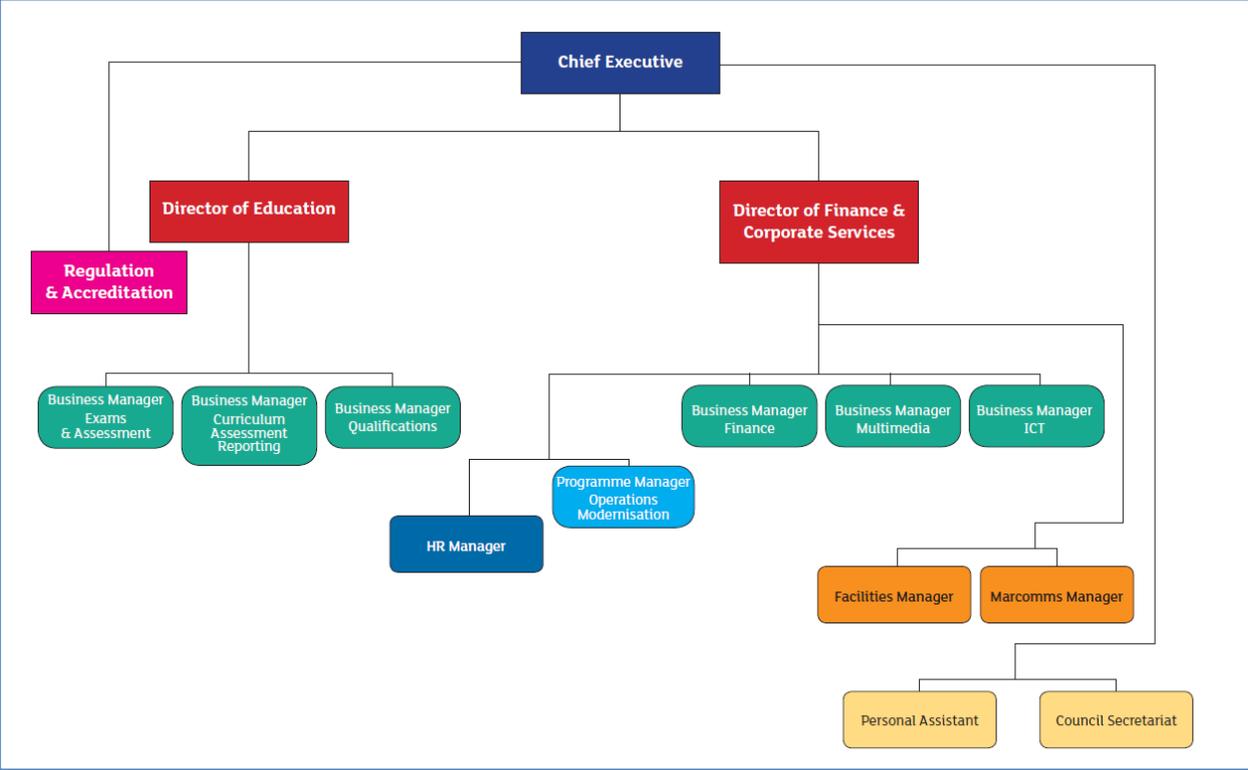
- keep under review all aspects of the curriculum, examinations and assessment for grant aided schools and colleges of further education and to undertake statutory consultation on proposals relating to legislation;
- advise the Department of Education and Department for the Economy on matters concerned with the curriculum, assessment, examinations and external qualifications and accredit and approve qualifications;
- conduct and moderate examinations and assessments, ensuring that standards are recognised as equivalent to standards of examinations and assessments conducted by other bodies or authorities exercising similar functions in the United Kingdom;
- publish and disseminate information relating to the curriculum, assessment and examinations;
- develop and produce teaching support materials for use in schools; and
- carry out research and development.

CCEA also has a remit to develop educational technology and the production of multimedia resources and is considered a leader in this field.

CCEA qualifications meet the changing needs of a wide range of learners of all ages in schools, colleges and other educational settings, creating opportunities for personal fulfilment, social inclusion and cohesion, and economic prosperity.

We operate from 3 sites: our headquarters and secondary office at Clarendon Dock, Belfast and our distribution centre at Mallusk. We employ 310 core staff with a range of expertise, from educationalists to ICT programmers, from administrators to researchers, from project managers to finance and HR specialists.

# Organisational Chart



# THE EDUCATION DIRECTORATE & PROGRAMME MANAGER ROLE

## Overview

CCEA's vision for Northern Ireland is one where its most important resource, its people, are equipped functionally and emotionally to be able to exploit the opportunities presented locally and globally and in a changing world. It is a vision where its people embrace and face with confidence the challenges of the 21st Century, whatever they are now and turn out to be. It is a vision where they are active citizens who continue to challenge and to clarify their own ideas and values.

To achieve this means developing transferable knowledge, understanding and skills. It means encouraging personal behaviours which lead to the development and maintenance of stable home and workplace relationships based on trust and respect. It means finding ways through education that will contribute to societal cohesion and a respect for individual and group diversity within that cohesion.

CCEA's vision for education is one where education supports intellectual, social, moral and spiritual development and fosters a love for learning in young people and adults alike. CCEA's vision is one where education provision reflects the needs of individual learners, the community and the Northern Ireland economy. CCEA's vision is one where access to learning opportunities is available to all. It is one where structural arrangements are determined by educational needs.

This post is within the Education Directorate. This Directorate is organised under three Business Units: Examinations and Assessment; Qualifications; and Curriculum, Assessment and Reporting.

CCEA is currently working to align more closely the work carried out within its Qualifications and Curriculum, Assessment and Reporting Units, bringing them together to ensure an integrated approach across all phases of education.

The qualifications unit comprises a range of education professionals, specification support officers and contract for services personnel who work collaboratively to:

- develop qualifications (A level, GCSE, Entry Level and Vocational);
- develop assessments, examinations and mark schemes;
- ensure all examination papers are marked appropriately;
- complete the moderation of internally assessed units;
- review the quality of assistant examiners' marking and award grades; and
- support centres in their delivery of CCEA qualifications.

All work completed by the Qualifications team is governed by Regulatory General Conditions of Recognition. The Qualifications team works closely with Regulators, JCQ and other Awarding Organisations to deliver its technical functions.

The Curriculum, Assessment and Reporting Unit provides guidance, support and resources for

teachers in Northern Ireland in relation to the implementation of the Curriculum and its Assessment and Reporting arrangements. The Unit's development work contributes to advice provided to the Department of Education in relation to its Curriculum, Assessment and Reporting policy development. The unit's work includes specific support for the Irish Medium (IM) and Special Educational Needs (SEN) sectors.

### **Appointment of Education Programme Managers**

This post is one of three posts currently being offered at Programme Manager level within the Education Directorate:

- Primary
- English (Language and Literacy) and Communication
- Mathematics, Numeracy and Using Mathematics

### **Programme Manager Role**

Successful applicants will be part of a team of nine programme managers, reporting to the business managers for Qualifications and for Curriculum, Assessment and Reporting.

Programme managers are expected to be leaders of innovation, collaboration and the development of good practice within their areas of responsibility. They will take the lead in shaping more integrated approaches to our support for curriculum, assessment and qualifications across all phases of education.

Programme Managers are responsible for the line management of a number of Education Managers at Senior Professional Grade. They may also manage other administrative and support teams, according to responsibilities.

The purpose of this role is to provide high quality development, delivery and support for statutory curriculum and assessment requirements and for qualifications in the designated area of responsibility.

The role will include providing leadership on issues relating to development and delivery of statutory curriculum and assessment, including oversight of statutory assessment delivery. It will also include provision of high quality delivery and development of associated CCEA GCE AS/A2, GCE Applied, GCSE, GCSE Applied, Vocational and Entry Level qualifications for the relevant sector, including responsibility for the operational delivery of a qualification(s) in the sector for which they are responsible.

This post is a key management role and the post holder will be required to contribute to work within the wider Education Directorate at a strategic level. This will require vision and strong leadership ability as CCEA transforms the support provided to schools in line with the Department of Education's Learning Leaders Strategy.

# JOB DESCRIPTION

|                    |   |
|--------------------|---|
| <b>Post:</b>       | <b>Programme Manager: English (Language and Literacy) and Communication</b> |
| <b>Department:</b> | <b>Education Directorate</b>  |
| <b>Grade:</b>      | <b>Programme Manager</b>  |
| <b>Reports to:</b> | <b>Business Manager: Curriculum, Assessment and Reporting</b>               |

CCEA is a unique educational body in the UK, bringing together the three areas of curriculum, examinations and assessment.

CCEA has responsibility for:

- keeping under review all aspects of the curriculum, examinations and assessment;
- advising DE on matters concerned with the curriculum and assessment;
- conducting and moderating examinations and assessments;
- publishing and disseminating information relating to the curriculum, assessment and examinations;
- developing and producing teaching support materials for use in schools; and
- carrying out research and development.

## **1 Scope**

- 1.1 The purpose of the post is to provide high quality development, delivery and support for statutory curriculum and assessment requirements and qualifications in the areas of English, Language and Literacy, and Communication.
- 1.2 The post will include providing leadership on issues relating to development and delivery of statutory curriculum and assessment in the curricular area of Language and Literacy (English) and the cross-curricular skill of Communication, including oversight of statutory assessment delivery.
- 1.3 It will also include provision of high quality delivery and development of associated CCEA GCE AS/A2, GCE Applied, GCSE, GCSE Applied, Vocational and Entry Level qualifications for this sector, including responsibility for the operational delivery of a qualification(s) in the sector for which they are responsible.
- 1.4 This post is a key management role and the post holder will also be required to contribute to work within the wider Education Directorate at a strategic level. This will require vision and strong leadership ability as CCEA transforms the support provided to schools in line with the Department of Education's Learning Leaders Strategy.
- 1.5 The Programme Manager supports the Business Manager in progressing the strategic direction of the business unit, ensuring the delivery of high quality operations through meticulous risk planning, customer service and an ongoing programme of operational

modernisation.

- 1.6 The post will be subject to some leave restrictions at critical periods to enable delivery of operational commitments.

## **2 Key Corporate Responsibilities**

- 2.1 To contribute fully, at the appropriate level, to the operations of the relevant Business Unit in order to achieve the objectives of CCEA's Corporate and Operational Plans.
- 2.2 To contribute fully, at the appropriate level, within the relevant Business Unit to CCEA's:
  - (i) accountability and performance management framework;
  - (ii) risk management framework;
  - (iii) quality management framework; and
  - (iv) communications management framework.

The post holder will ensure the compliance of self and, where appropriate, others with these frameworks such that they support the achievement of CCEA's Corporate and Operational objectives.

- 2.3 To assist the relevant line management, Business Unit Manager, Director and Executive Team in supporting the functions and responsibilities of CCEA and all of its committees.
- 2.4 To ensure, as appropriate to the level of the post, that CCEA secures value for money from the resources available to it.
- 2.5 To ensure, as appropriate to the level of the post, that CCEA operates an effective and transparent system of decision-making which includes a robust challenge function at all levels.
- 2.6 To contribute fully, as appropriate to the level of the post, to the full range of the Business Unit's work in relation to business improvement models including ISO, liP and Customer Excellence, taking ownership, where applicable, for formal documentation, policies, practices, procedures, records, reports and statistical information. The post holder will be required to identify measures and targets to develop meaningful approaches to benchmarking consistent with a culture of continuous improvement
- 2.7 To be responsible for maintaining CCEA records in accordance with the ISO Overview Procedure and to become familiar with records management practices and the implication of the Freedom of Information (FoI), General Data Protection Regulation (GDPR) and Data Protection (DP) Acts.
- 2.8 To contribute to the effective discharge of the Section 75 duties in line with CCEA's Equality Scheme.
- 2.9 To carry out any other duties, as appropriate to the level of the post, to support the achievement of CCEA's objectives as directed by line management, Business Unit Managers and Executive Team.

### 3 Key Accountabilities

#### Key Curriculum and Assessment Accountabilities

The post holder will be responsible for the curricular area of Language and Literacy (English) and the cross-curricular skill of Communication.

The post holder will work within the Education Directorate and across CCEA teams to:

- 3.1 provide leadership on issues relating to statutory curriculum and assessment across all key stages and ensure that current systems and practice, and any future adaptations, are robust and risk-free, research-informed and based on best practice in this area;
- 3.2 manage the operational activities for the cross-curricular assessment conduct for Communication at Key Stages 1, 2 and 3, either directly or through managing the work of Education Managers; and
- 3.3 contribute to the research work on assessment and initiate further consultation on assessment models when required, including consideration of wider assessment issues which are impacting on CCEA. This may include:
  - using technology to assess skills and competencies consistent with the principles of the NI curriculum;
  - contributing to the development of systems that allow teachers/schools/the system to analyse learners' performance in a variety of domains and for a range of purposes;
  - using technology to help teachers derive maximum benefit from assessment data; and
  - developing solutions to predict future performance in support of target setting/setting and maintaining standards.

#### Key Qualifications Sector Accountabilities

The post holder will be responsible for managing a sector within CCEA's Education Directorate and will be responsible for overseeing and managing the sector's overall work related to:

- Qualifications Standards (Technical);
- Business Development (market share, qualification profitability);
- Qualifications Accreditation (spec revisions, specification quality);
- Qualifications Support (support quality, volume, timeliness, innovation);
- Qualifications Business Improvement (risk management, budgetary management, business improvements).

This will entail:

- 3.4 ensuring the accurate and timely delivery of outcomes of key technical processes including the development, monitoring and review of processes leading to the accurate and timely delivery of question papers, moderation, standardising and awarding within the sector;
- 3.5 assisting with awarding duties as specified and where necessary additional technical duties are effectively carried out;
- 3.6 implementing measures and training staff /part-time staff to ensure high levels of

- accuracy in the technical areas of marking, moderation, Question paper production and awarding;
- 3.7 training and implementing measures to ensure quality outcomes from both internal and external audit, monitoring and scrutiny;
  - 3.8 providing advice and guidance on appropriate aspects of CCEA's role in the regulation of qualifications;
  - 3.9 representing Examinations and Assessment at a strategic level on a number of JCO forums as required;
  - 3.10 liaising with Regulatory and Awarding body personnel, Education Authority colleagues and other partners in all aspects of work;
  - 3.11 developing appropriate criteria and modes of assessment to allow for innovative and relevant qualifications; and
  - 3.12 managing research and pilot projects and the appropriate and timely reporting against same.

### **General Responsibilities**

These will entail:

- 3.13 managing, in partnership with all relevant stakeholders, the production of inputs to the corporate and operational plans and the subsequent delivery of all Business Unit specific goals and objectives associated with the implementation and delivery of these plans;
- 3.14 developing monitoring and reviewing the annual operational plan, individual appraisal objectives, and appropriate project plans and risk registers;
- 3.15 working/consulting with colleagues and management, supporting others, and maintaining close collaboration across business units
- 3.16 developing appropriate channels of communication both internally and externally to facilitate delivery, quality, continuous improvement and optimum use of technology across all areas of work;
- 3.17 collaborating with representatives of Education partners, industry, employers and other relevant organisations as necessary to support the work being undertaken by CCEA;
- 3.18 managing CCEA associates and/or working groups as required, organising and leading meetings and ensuring the quality and appropriateness of all outcomes;
- 3.19 contributing to the development and implementation of relevant areas of the CCEA website;
- 3.20 preparing and providing statistical information and reports as required by CCEA management and external agencies and, where necessary, giving advice and making recommendations as appropriate on any actions required; and

- 3.21 representing the Unit at all Meetings, Boards and Committees including deputising as and when required.

#### **4 Key People Management Responsibilities**

The post holder will have overall responsibility for directing, leading and monitoring the work of a team of senior education professionals within the sector.

The post holder will:

- 4.1 develop, manage and optimise the performance of a professional team of designated Managers in Education and Support Officers, ensuring appropriate sound, effective leadership and direction;
- 4.2 manage the practical aspects of the working interrelationships between the Business Unit and other units in order that Unit objectives are met;
- 4.3 communicate clearly Corporate and Operational plans, objectives and performance measures to the staff within the sector and manage performance in line with the strategic plan;
- 4.4 develop, monitor and review team staffing, budgeting and resources to achieve business efficiencies;
- 4.5 review and assess the performance and personal development needs of the team in line with CCEA's people management policies, practices and procedures and ensure that all line managers and teams apply these policies, practices and procedures;
- 4.6 provide comprehensive performance and progress reports on the examinations functions and service provision to the Business Manager and Director of Education as required;
- 4.7 have due regard at all times for the health and safety of self and others within any relevant section, team, Business Unit and the organisation in general.

#### **5 Key Financial Management Responsibilities**

The post holder will:

- 5.1 support and be accountable to the Business Manager and Director of Education for all aspects of budgetary control in relation to the scope of this role. The post holder will monitor and report on all aspects of budgetary control in relation to the scope of this role. He/she will be accountable for a share of budget of approximately £14 Million.
- 5.2 ensure compliance with all corporate procurement policy and procedures.

# PERSON SPECIFICATION

**Post:** Programme Manager, English (Language and Literacy) and Communication

| Factor                         | Essential   |
|--------------------------------|---|
| <b>Education</b>               | A Bachelor’s Degree (UK Qualification and Credit Framework Level 6) in a related discipline, and a relevant teaching qualification.   |
| <b>Experience</b>              | <p>At least 5 years’ experience within the education sector at senior level, managing people, processes and budgets, across multiple complex programmes of work; and</p> <p>Experience of teaching or acting in an educational support capacity in the area of English, Language and Literacy, and Communication;</p> <p>Demonstrate experience within an educational context of:</p> <ul style="list-style-type: none"> <li>• managing educational projects and professionals, to translate organisation strategy and vision into operational objectives;</li> <li>• producing and managing well-structured, strategic and detailed educational change programmes involving people, processes and/or systems;</li> <li>• providing strong and credible leadership with the ability to mobilise people together across systems and motivate them to deliver common aims and targets;</li> <li>• personal impact in managing and mitigating organisational risks;</li> <li>• analysing and preparing detailed reports for senior management;</li> <li>• influencing and persuading at a senior level.</li> </ul> |
| <b>Knowledge</b>               | Detailed knowledge of current policy issues and trends across the relevant key stages in curriculum, assessment and qualifications relating to English, Language and Literacy, and Communication.   |
| <b>Skills and Capabilities</b> | <ul style="list-style-type: none"> <li>• Excellent interpersonal and communication skills</li> <li>• Decision making, problem solving and analytical skills</li> <li>• Results orientated</li> <li>• Resilience</li> </ul>  |
| <b>Other</b>                   | Access to a form of transport that allows the post-holder to undertake the duties of the role.  |

**CCEA reserves the right to enhance these criteria for the purposes of short listing. Any enhancements to the criteria will be applied equally to all candidates.**

# TERMS AND CONDITIONS

## **Salary**

The salary for the post is £52,685 - £56,375 per annum.

Performance related pay will be dependent upon the achievement of pre-agreed performance objectives.

## **Pension**

CCEA operates two pension schemes: the Local Government Pension Scheme for NI (NILGOSC) or, if you are joining from a teaching background, Northern Ireland Teachers Pension Scheme.

## **Annual Leave**

The annual leave entitlement for the post is 27 days per annum increasing to 33 days after 5 years of continuous service. In addition there are 12 public holidays per year.

## **Length of contract**

This role is offered on a permanent basis.

## **Time commitment**

This is a full time role.

## **Location**

The role will be based at CCEA's Headquarters at 29 Clarendon Road, Belfast.

## **Contract**

A contract of employment containing full Terms and Conditions will be issued to the appointed candidate.

All appointments are subject to two satisfactory references, a satisfactory pre-employment medical and satisfactory assessment of any criminal conviction disclosures. Prior to starting duties, appointed candidates must supply proof of eligibility to work in the UK and evidence of educational qualifications.

# THE SELECTION PROCESS AND HOW TO APPLY

## 1. Application Form

Applicants will be required to complete an application form for the post of Programme Manager.

This application form will require applicants to demonstrate how they meet the essential criteria for qualifications and experience, as set out on page 11 of this document. Applicants will be assessed on the basis of the information which they have provided on the application form and those deemed to have met the essential criteria will be short-listed to attend for interview.

In the event of an excessive number of applicants, CCEA reserves the right to enhance the criteria. Any enhancements will be applied equally to all candidates.

## 2. Presentation and Interview

For short-listed candidates, this stage of the appointment process will be designed to assess elements of the Experience, Knowledge, Skills and Capabilities, as set out as Essential Criteria for the Programme Manager posts. It will take the form of an **unseen presentation** and a **structured interview**.

### **Unseen Presentation:**

On arrival for interview, candidates will be provided with a topic relating broadly to the role for which they are applying, in response to which they will be asked to prepare a 10 minute presentation. Candidates will be given 40 minutes in which to prepare their presentation and will be provided with a laptop, paper and pen. Candidates should not bring any documentation into the preparation room which might assist them in preparing the presentation.

The first part of the interview will consist of the 10 minute presentation to the appointment panel. The panel will have the opportunity to ask the candidates a series of follow-up questions, pertaining to the content of their presentation. Candidates will be assessed on their presentation and communication skills, their knowledge and their experience, as reflected in the content of the presentation and their responses to questions about the content of the presentation.

### **Structured Interview:**

Candidates will take part in a structured interview. The questions will be designed to assess elements of the Experience, Knowledge, Skills and Capabilities which are set out as Essential Criteria for the Programme Manager posts. In responding to these questions, candidates will be expected to provide examples which demonstrate how their past experience and their knowledge, skills and personal qualities equip them to undertake the responsibilities of a Programme Manager.



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