January 2015

Dear Applicant

National Union of Teachers – Director of Business Services

Thank you for your interest in this position. Enclosed is the information you will require to assist you in completing your application.

To apply please can you:

- Complete the combined NUT application and equal opportunities monitoring form (a copy of your CV may accompany it but a completed form is essential);
- Indicate in the application form if you cannot attend any of the interview dates.

Please note that applications can only be considered if the application form is completed.

However, it is not mandatory to complete the equalities section within the declaration form. The information requested is for monitoring purposes in line with our commitment to equality and diversity, and will not affect the outcome of your application.

Once complete, please send your application, preferably in MS Word format, by email to NUT@campbelltickell.com or by post to:

Campbell Tickell Recruitment, Olympic Office Centre, 8 Fulton Road, Wembley, HA9 0NU.

Due to postal unreliability we recommend you e-mail your application to us wherever possible to avoid missing the deadline.

Applications must be received by Friday 30th January 2015 at 12 noon.

It is your responsibility to ensure that we have received your application. If you do not receive confirmation of receipt of your application from us within 24 hours of sending, please call 020 3434 0990 to ensure it has arrived. You should also ensure that you use a secure email address from which to send your application, as our system will filter out emails if it believes them to have been sent from unsecured sites that are often used to send spam emails. In order to avoid last-minute IT issues, we also ask that you allow yourself ample time to submit your application in advance of the deadline.
Details of the selection process can be found on page 17.

Please do contact us if you wish to have an informal discussion about the role or if you have any questions on 020 3434 0990.

We look forward to hearing from you.

Kind regards,

Greg Campbell
Director

Mary Hope
Senior Associate Consultant
# Contents

<table>
<thead>
<tr>
<th>Welcome letter from the General Secretary</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>About the Nation Union of Teachers</td>
<td>6</td>
</tr>
<tr>
<td>Profiles of the General Secretary &amp; Deputy General Secretary</td>
<td>8</td>
</tr>
<tr>
<td>Job description and person specification</td>
<td>9</td>
</tr>
<tr>
<td>Organisation structure charts</td>
<td>13</td>
</tr>
<tr>
<td>Principal terms and conditions of service</td>
<td>15</td>
</tr>
<tr>
<td>Key dates and the selection process</td>
<td>17</td>
</tr>
<tr>
<td>The advertisement</td>
<td>18</td>
</tr>
</tbody>
</table>

To find out more please also visit the NUT website: [www.teachers.org.uk](http://www.teachers.org.uk)
Welcome letter

Dear Applicant,

At the NUT we are very proud of our long heritage of service to the teaching profession and education. We look forward to continuing that work into the future. We are an organisation that is run by our members and on behalf of our members, and the leadership team that you will be joining are absolutely clear about our priorities and our mission. We are the largest Teacher’s Union in Europe and we are growing. We provide a broad range of services to our members; representing them individually and collectively, we negotiate discounts with organisations for them, we run training and development. We play an active role in campaigning on educational issues and we engage with all political parties to help them understand teachers’ perspectives. We play our part in the TUC and in the international fora of teachers’ organisations.

As the policy environment changes and the lives of our members are impacted upon in different ways, we are constantly alive to our need to develop our polices and our strategies to respond to those changes. That means we have to change some of the ways that we carry out our activities. We’ve recruited more organisers and a cadre of Division Support Officers to support, as the name suggests, divisions and reduced the number of people working from our HQ. We have a fantastic body of staff who work tirelessly in pursuit of our aims.

Our front line staff are supported by the Business Support Division and it is this team that you will lead. They rely on their leadership to create a culture and ethos of support for the work of the Union, to inspire them to deliver their very best performance and to make sure that the systems and processes are truly effective and efficient.

We are looking for such a leader, who can support their staff with clarity and empathy whilst never losing sight of the end goal; to support the services that the Union provides. To work in our organisation you will need to have sympathy with our goals and our strategies to achieve them but you don’t need to have worked in a Union. You do need to have led such teams before and you do need to understand both project management and procurement. You will have all the skills to make our support services fit for purpose and be a true facilitator of our activities.

This is a really exciting opportunity to professionalise the leadership of this division and to transform the way it supports our work. If you enjoy change, working for an organisation that really seeks to support our Teachers to improve education for children at policy level, a job that has huge variety and operates in a very dynamic and fluid environment, then this role will satisfy your needs. We look forward to hearing from you.

Christine Blower

NUT General Secretary
About the NUT

Who we are and what we do.

In our long history since 1870, the NUT has been a key player in the education field both as a trade union and as a professional association. Our central purpose is to promote teaching as an attractive well regarded and remunerated profession and to promote education as a human right and a public good.

The Union is committed to ensuring that there is a good local school for every child and that all publicly funded schools operate on a fair and democratically accountable basis. The NUT continues to be well placed to pursue these objectives, being the largest teacher union in the UK and in fact in Europe. We are the 5th largest union in the TUC.

The Union takes into membership teachers from all phases of education, except Higher Education, and from all types of schools and settings, provided that they are qualified teachers, in England and Wales.

As the largest and best known teachers’ union, we are a forward looking and very busy organisation. The NUT plays a leading role in influencing education and employment policies at national and local levels. The Union is represented on major national educational bodies. At local level NUT representatives participate in the various policy-making, negotiating and consultative bodies. The Union makes representations to central government on all matters affecting the contracts of teachers and schools. Through its Parliamentary consultants the Union seeks to influence education legislation. We are not politically affiliated but politically active in pursuit of our campaigns.

Our 8 regional offices and Wales compliment the work of the Headquarters teams and focus on direct support to our members as well as organising activities, training and being the face of the Union in their region. From our Wales office we conduct our relationship with the WAG as well as the activities carried out in the English regions.

The NUT is a “lay led “union with policy made at our Annual Conference, held at Easter. Development and implementation of policy rests with the National Executive which meets 11 times a year.
The Union employs just over 300 people. The staffing is located in our central London Headquarters, home to our Policy, Organising and Membership and Business Services departments and in the Regions and Wales. Approximately half of the staff work at NUT HQ. We aim to be a good employer and are committed to equal opportunities in employment. We offer competitive salaries, together with an excellent package of conditions of service including a final salary pension scheme.

We have a total income of c£41m of which £35m comes from subscriptions. We have a separate political fund.

**Our corporate priorities are currently:**

i. Recruit and retain members, especially newly qualified and build membership density, whilst campaigning for professional unity;

ii. Recruit, train and retain activists as effective local officers and school representatives who are representative of the diversity of the membership;

iii. Support and develop local lay structures to nurture representatives and activity and to continue to develop support for members;

iv. Engage all members in understanding, deciding, promoting and campaigning for the Union’s educational, equalities and international policies so that the Union is the authentic voice of teachers;

v. Engage all members in effective campaigns to defend and extend pay and conditions at school, local and national levels;

vi. Ensure effective negotiations with employers and effective individual and collective representation at all levels;

vii. Develop further effective political and media strategies, including engagement with political parties and the development of alliances to respond to the external political environment; and

viii. Develop further the Union’s financial, membership, IT and other support systems, including the website and hearth, and services to assist in meeting key objectives.

Our “back office” systems are critical to ensuring that our member facing and public facing work can proceed smoothly. Our Business Services division includes: finance, facilities, despatch, HR and training, conference organisation and IT.

We are an equal opportunities employer.

To access further information including our detailed history, structure, rules and to view formal publications, please visit the Members Centre section of our website: https://www.teachers.org.uk/node/739
The General Secretary and Deputy General Secretary

Christine Blower – NUT General Secretary

Christine Blower was elected as Deputy General Secretary of the National Union of Teachers in January 2005. On 5 April 2008 she became Acting General Secretary and in May 2009 she became General Secretary. Christine was re-elected as General Secretary in June 2014.

In 2013, Christine was elected as President of the ETUCE (European Trade Union Committee for Education).

Christine was President of the NUT in 1997. She joined the Union as a student and has been a career-long NUT member. She has held the post of President and Secretary of the NUT in Hammersmith and Fulham.

Christine was born and educated in Kingston-upon-Thames and started teaching in 1973 at Holland Park School, then part of the Inner London Education Authority. She became Head of Modern Languages at St Edmunds Secondary School in Fulham in 1980, and moved to Quintin Kynaston School in Westminster in 1983.

Christine changed the direction of her career in 1990 and began working with children at risk of care or custody. She worked as a member of Hammersmith and Fulham’s Primary Behaviour Support team working with children with challenging and unsettled behaviour.

In total, Christine taught for 33 years up to her election as Deputy General Secretary.

Kevin Courtney – NUT Deputy General Secretary

Kevin Courtney was elected as Deputy General Secretary of the National Union of Teachers on 28 January 2010. He has been active in the Union for the past 26 years, first as a school rep and for the last 20 years as the NUT Secretary for Camden. He was elected onto the National Executive for Inner London in 2006.

Kevin was born and educated in Pontypridd, Wales where he attended Trefforest Primary and Coedy-Lan Comprehensive. He went on to study physics at Imperial College, London and began his teaching career in the physics department at Camden school for Girls in 1983, where he taught until becoming the NUT branch secretary in 1990.

Kevin has led significant campaigns in Camden and London over maternity pay, overseas teachers, recruitment and retention payments, London and Fringe allowances, LGBT history month and anti-racism. He was elected in 2005 to the executive committee of SERTUC (Southern and Eastern Regional TUC) becoming one of its vice presidents at the same time.

Kevin has been the trade union liaison officer for the Anti Academies Alliance, a campaigning organisation which brings the classroom teacher and support staff unions together with parents in campaigning for a good local school for all children.

He was the founding secretary of School Teachers Opposed to Performance Pay, which organised a significant demonstration against the introduction of PRP in 1999.
**Job description – Director of Business Services**

<table>
<thead>
<tr>
<th>Title</th>
<th>Director of Business Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grade</td>
<td>Band 1</td>
</tr>
<tr>
<td>Department</td>
<td>Business Services</td>
</tr>
<tr>
<td>Location</td>
<td>Hamilton House</td>
</tr>
<tr>
<td>Responsible to</td>
<td>General Secretary</td>
</tr>
<tr>
<td>Direct Reports</td>
<td>7 (see organisation chart below)</td>
</tr>
</tbody>
</table>

**Role of Department**

The Director of Business Services is accountable for the management of the main administrative functions of the Union. The Department has a current staffing of 42. It is the lead department for the financial management of the Union and the other main administrative functions of HR, IT, and Facilities, Buildings and Despatch. The department is also responsible for the organisation and smooth running of annual conference, which is one of the most significant events in the Union’s calendar.

**General Duties**

The Director of Business Services is responsible for the overall management and leadership of the Finance, IT, HR and Building/Facilities functions of the Union, under one overall Business Services Department. The Director of Business Services will be part of the Union’s Senior Leadership Team and will work collaboratively with that team, bringing expertise in the Business Services disciplines. The Director of Business Services will work closely with the General Secretary and appropriate members of the Union’s executive to make sure the Union is run as efficiently and effectively as possible, whilst providing the right services to members.

**Principal Responsibilities**

1. To support the General Secretary in the achievement of the Union’s goals including the development and production of strategic and business plans, which successfully take forward the Union’s agreed key objectives.
2. To work with the senior leadership team to identify specific change requirements and to provide support, advice and resources to meet their needs.
3. To develop, foster and maintain excellent relationships with all relevant external stakeholders and organisations.
4. To directly line manage and oversee the development, management and control of the Union’s Finance, HR, IT and Facilities and Buildings functions.
5. To line manage and work with the Union’s accountant, who is also secretary to the Staff Superannuation Scheme, to ensure timely production of financial information, prudent financial management, appropriate levels of control, diligent management of the finance functions and effective administration of the Union’s Staff Superannuation Scheme.

6. To line manage and oversee the HR section, including Union elections and managing negotiations with the staff group, to ensure the best use of resources, the application of appropriate policies and procedures and staff training and management development, to ensure the Union is run as productively and efficiently as possible from a people and staffing perspective.

7. To line manage and work with the Head of IT to ensure the development, resourcing and implementation of a cost effective IT strategy to support the organisation and its diverse needs and change objectives, ensuring integrated working and systems across the organisation.

8. To line manage and oversee the Facilities and Buildings section to ensure the best use of resources, appropriate controls, levels of service and the Union’s property assets are properly managed and deliver the maximum levels of revenue and income to the Union.

9. To take the lead in matters relating to annual conference.
Person specification - Director of Business Services

Skills, Knowledge and Abilities

Essential Criteria
(a) Highly articulate with outstanding interpersonal and oral and written communication skills and negotiating skills.
(b) Proven ability to think strategically with strong analytical, judgement and decision-making skills.
(c) A proven collaborative and facilitative approach to leadership, with the capacity to support and develop the senior team and all levels within the organisation.
(d) A team worker, able to build effective partnerships and productive relationships with internal and external people and organisations.
(e) Excellent project management skills.
(f) Knowledge and commitment to diversity and ability to apply awareness of diversity issues to all areas of work.
(g) Understanding of individual and organisational behaviour and the impact it has on performance.
(h) Good knowledge of best practice in HR management, policies and procedures, obtained through previous experience of working in or managing an HR function.
(i) Good knowledge of best practice in IT management, including enterprise architecture, helpdesk and applications management, obtained through previous experience of working in or managing an IT function.
(j) Good knowledge of best practice in financial management, including budgeting, cash flow, management and statutory accounting, obtained through previous experience of working in or managing a Finance function.
(k) A working knowledge of facilities and buildings management.

Desirable Criteria
(a) Knowledge of the trade union movement and the Education sector.

Qualifications/Education

Essential Criteria
(a) Relevant management qualification, at graduate or post graduate level, including professional qualifications, plus evidence of continuous professional development.
## Desirable Criteria

None.

## Experience

### Essential Criteria

- **(a)** A minimum of five years’ experience at a senior level in a medium/large organisation that has undergone significant change.
- **(b)** Strong interest and background in managing resources.
- **(c)** Experience in developing, procuring and managing ICT systems, including project management.
- **(d)** Experience of organisational design, succession planning and other people related functions and delivering those programmes.
- **(e)** Experience of strong financial management, including budgeting, forecasting, robust procedures and provisions of timely management information.
- **(f)** Understanding of managing buildings, facilities and property portfolios and the financial modelling and opportunities that go along with them.

### Desirable Criteria

- **(a)** Experience of working at a senior level in a membership, or other subscription-based, organisation or not for profit/charity organisation.
- **(b)** Experience of working successfully at a senior level with elected officers and committees.

## Special Conditions

### Essential Criteria

- **(a)** A commitment to the trade union movement.
- **(b)** A firm commitment to providing high quality Union services to members.
- **(c)** A track record of continuous professional development.
- **(d)** Ability to stay away overnight and travel.
- **(e)** An understanding of and commitment to the NUT’s objectives to promote equality and oppose unfair treatment.

### Desirable Criteria

None.
Our Resource Management structure
Principal terms and conditions
(For information purposes only)

1. Position

Director of Business Services

2. Salary and benefits

Salary will be on our Band 1 scale as below:

Band 1 - Basic Scale (including London Allowance):

- £65,769
- £67,245
- £68,766
- £70,323

In addition employees also receive a non-superannuable Luncheon Allowance, currently £888 per annum.

3. Holiday entitlement

- The post attracts a basic annual leave allowance of 31½ days rising with service.
- An additional 3 days after five years service and a total of 5 days after ten years service.
- In addition, the Union offers generous concessionary leave at Christmas (including closure between Christmas and New Year) and following some Bank Holidays.

4. Working hours

The Union’s Headquarters’ Office opening hours are 9.00am to 5.15pm. However, at the level of Band 1 employees the Conditions of Service state that employees are in the full-time service of the Union. Whilst the post holder will generally be expected to be in the office within the range of normal office hours, this is not fixed as due to the nature of the work the role holder will need to work flexibly and to be available for occasional meetings at unsocial hours during evenings or weekends. In particular the role holder will be required to attend the Union’s annual conference and which is held over the Easter Weekend (from Thursday to Tuesday following bank holiday Monday), for which compensatory leave is granted.
5. **Location**

The post of Director of Business Services will be located at NUT Headquarters, Hamilton House, Mabledon Place, London WC1H 9BD.

6. **Pension**

The Union operates its own contributory, final salary pension scheme – further details available on request.

7. **Healthy Living Allowance**

Employees of the Union are able to claim a contribution of up to £15 per month towards approved health living activities, such as regular gym membership, exercise classes, etc.

8. **Childcare Vouchers**

After one year’s qualifying service, employees are able to claim assistance towards childcare costs for one child under the age of five years old. The Union also operates a child care salary sacrifice scheme.

9. **Equal Opportunities Employment Policy Statement**

The Union is fully committed to equal opportunities in all its policies and practices, as set out in the EOEPs. All employees are expected to have an understanding of and commitment to the NUT’s objectives to promote equality and oppose unfair treatment.
### Key dates and the selection process

<table>
<thead>
<tr>
<th>Event</th>
<th>Date and Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closing date:</td>
<td><strong>Friday 30(^{\text{th}}) January 2015, at 12 noon.</strong></td>
</tr>
<tr>
<td>First interviews plus an informal meeting with members of the Senior Leadership team:</td>
<td><strong>Tuesday 10(^{\text{th}}) February 2015 (NUT HQ London).</strong></td>
</tr>
<tr>
<td>Final interviews plus written assessment and presentation:</td>
<td><strong>Tuesday 24(^{\text{th}}) February 2015 (NUT HQ London).</strong></td>
</tr>
</tbody>
</table>
The media advertisement

National Union of Teachers
Director of Business Services
£66.5k rising to over £70k incrementally
Final salary pension scheme and excellent benefits
Central London

As the largest teachers’ organisation in Europe, we have over 330,000 members and growing. We are proud of our long history but are changing to meet the new demands of our external environment.

Having shifted resources to the front-line, we are seeking to develop support services to enable those front line staff to fulfil our mission. Leading teams of professionals – Finance, IT, HR, Building/Facilities – your remit will be to transform our back-office.

You will be an inspirational leader with a strong track record in managing finance and central services in a complex, energetic and changing environment. You will possess business acumen, be able to lead on major projects and be committed to the values and aims of the Union.

For an informal discussion, please contact Mary Hope on 020 3434 0990. You can download the job pack from campbelltickell.com/jobs or email NUT@campbelltickell.com.

Closing date: 30 January, 12 noon.
First interviews: 10 February. Second interviews: 24 February.