



## DEVELOPMENT TRAINER / CONSULTANT

Salary: £60,000+ for the right candidate/s. Location: Hybrid between home and Mitcham, south London

### **Part time / job share available**

M3 & HATC are looking for a qualified and experienced development practitioner to deliver training courses and procedures. It's a big role and could easily be split between 2 or 3 people. Interested?

You will need at least 10 years' experience of affordable housing development, including substantial experience of land-led projects at all stages from inception to completion. You must have a hunger to learn and an ability and enthusiasm to explain things clearly to people of all ages and levels of experience.

This is a new post, created as HATC Ltd prepares to join the M3 group of companies. HATC has provided industry standard training courses and procedures for developing RPs for over 25 years, including the DevProMM suite of procedures. During probation you will be taught how to use HATC training material, and mentored by Andrew Drury, a highly respected industry professional. You will also be given full training on M3's Pamwin suite of development appraisal and project management software.

The role will be expected to deliver at least 60 days' training in the first year, via public courses and sessions for individual clients. This is expected to grow. You will be taught how to train. the training is mostly online, but some in-person sessions are likely – either in a central location or at a client's offices.

During non-training time in the first year you will have the opportunity to be paid to learn, broadening and deepening your knowledge of property development and project management. You will also be maintaining the DevProMM procedures, implementing them for new clients and supporting them for existing clients. <sup>7</sup> There will be occasional research projects to undertake, with the opportunity to publish. A

For the right candidate/s - and depending on part time or job share arrangements - we will introduce a variety of interim management or consultancy roles with different organisations, covering and / or troubleshooting. You will see how a wide variety of people do things, rapidly broadening your experience.

This is a rare opportunity to be paid to learn and will be very attractive to those who would enjoy sharing that knowledge with others.

For an informal chat about the role call Paul Flowers on 07969 666261 or Andrew Drury on 07949 536574. For more information and to apply see

<https://www.m3h.co.uk/company/careers/application>

## Information Pack

### Selection process and timetable

Selection is in five parts:

- Application form – closes midnight Friday 7<sup>th</sup> July
- First interviews and presentations – 1 hour - Wednesday 21<sup>st</sup> & 22<sup>nd</sup> July
- Competency tests – 3 hours - Thursday 29<sup>th</sup>, Friday 30<sup>th</sup> July and Monday 2<sup>nd</sup> August
- Submission of short written article – by midnight Friday 6<sup>th</sup> August
- Final interviews – 1.5 hours - Monday 9<sup>th</sup> August

We will contact the successful candidate/s on 10<sup>th</sup> August.

### Application form

We ask all candidates to fill in an application form rather than submit CVs.

### First interviews and presentations

All interviews will be on Zoom. The first interview will last for an hour, and, if invited, you should prepare a twenty-minute presentation, in any format. The topic is:

*Teach us how to do something, based on any subject of your choosing.*

We will also ask you general interview questions, as well as how your stated preference for full time/part time or job share might work.

### Competency tests

Candidates who get through the first interview will be invited to sit competency tests. These tests are in two parts, which need not be back-to-back:

- Development process knowledge – 2 hours. This interview will use the HATC competency matrix to drill down into your development knowledge.
- IT skills – 1 hour – you will be tested on your ability to use IT in general

### Short written article

Candidates passing the competency tests will be invited to final interview, but also asked to show their ability to write clearly by submitting a short article on the following subject (approx. 500 words). :

*My worst development project problem.*

1. What is the worst (most serious) individual development project problem you ever had to try and resolve? What went wrong and....
2. Why did the problem arise?

3. What steps did you take to resolve the problem?
4. Did it work, and why? ....and
5. If not, why not?
6. What would you do differently next time?

At least 2/3 of the article should address points 3 – 6.

#### **Final interview**

We will discuss your article during the final interview, alongside general interview questions. If applying for job share, we will ask you about which aspects of the role you feel most likely to succeed in.

#### **Person Specification**

##### *Essential*

1. Able to demonstrate knowledge and understanding of the activities of the project team needed to deliver housing schemes
2. 10+ years' experience of working in each / all parts of the land-led development process from inception to completion, of which at least half for a developing RP
3. Knowledge of the overall structure and responsibilities of other teams within an RP
4. a desire to understand how processes work in detail
5. able to set issues in context and identify what is of substance and what is peripheral
6. able to explain apparently complex issues simply and clearly
7. sufficiently confident in their own knowledge and abilities that they will happily admit to ignorance
8. enjoys helping others do better
9. have training experience, or be willing to learn how to train
10. Honours degree or equivalent
11. sociable and cheerful, with a good sense of humour
12. IT competency, especially MS Office
13. able to communicate well; both verbally and in writing, in person and virtually

##### *Desirable*

14. holds the APM's PMQ or higher qualification
15. holds postgraduate academic qualification in property development or related subjects
16. knowledge and understanding of the Capital Funding Guide
17. experience of working in other teams within an RP, e.g. asset management, housing, finance
18. Knowledge of MS Project

## 19. Understanding of development appraisals

### Detail of the role

This information is for the full role. If we recruit job share candidates we will discuss how the role divides between them.

The two main elements of the role - training and procedure creation - are interrelated. The training courses needs to be undertaken by an experienced practitioner to maximise their usefulness and attractiveness to the sector. Working with procedures for external organisations accelerates exposure to different organisations' ways of working and therefore the post-holder's experience, feeding back positively into the training courses.

This is why, as well as training, the job includes maintaining **DevProMM**, the Development Procedures, and assisting clients when using them. It also includes undertaking occasional training needs analysis/competency assessments of Development staff using the HATC Competency Matrix.

### *Training*

The role will be expected to deliver at least 60 days' training per annum, both as open courses and for individual clients. The training courses are normally short-courses lasting 1 or 2 days, and may be delivered virtually or in a classroom / meeting room. They should be highly interactive, and so delegate numbers are normally capped at 16 to encourage contributions and dialogue. Delegates should be provided with a handout as reference material to use after the course. Delegates are also usually provided with an Attendance Certificate. Attendance Certificates are not necessary for courses that are examined (APM courses).

1. deliver the training courses in the Open Course Programme and in-house on demand;
2. deliver the courses in a way that is seen by the delegates as relevant to their work, clearly explained, authoritative and engaging in order to encourage further/repeat bookings;
3. maintain training course content to reflect evolving trends and professional good practice
4. periodically review and improve training course content in the light of constructive feedback from delegates
5. ensure course administration runs smoothly and in a timely manner both before and after course delivery to make the delegates' experience as positive as possible. (you will be given administrative support for booking and joining).

#### *DevProMM & DevProMM Lite*

**DevProMM** consists of a series of layered flowchart process maps with accompanying procedural requirements, template documents and advice / training notes. Each clients instance of DevProMM is in the Cloud, hosted by HATC. **DevProMM Lite** is a Word-based shorter version of the product.

1. Maintain the content of both the full and Lite versions, reflecting changes in professional good practice, funders compliance obligations, and property development/procurement trends;
2. periodically review and improve the content of both the full and Lite versions in the light of good ideas from Users;
3. organise and host periodic User Group sessions to build the brand and identify ideas for improvement;
4. assist in project promotion as required.

#### *Training Needs Analysis/Competency Assessments*

You will use the HATC Competency Matrix which is used to help client Development Directors (usually) identify the level of knowledge and experience that they want their staff to have, and is then used to assess the actual knowledge and experience of staff members by interview. The resulting gap-analysis report identifies where further training or other support is needed. There is usually an obvious link between any such gaps and HATC training courses.

1. Maintain (annually or biennially) the content of the Matrix, reflecting changes in professional good practice, updated standards and guidance, property development/procurement trends etc;
2. Formulate and submit proposals, and negotiate the appointment for undertaking the assessment.
3. Advise and support client Director/senior managers in establishing what competencies should be included in the assessment, and the Expected level for each competency (this is usually done for each job role or individual in the team)
4. Undertake the assessment of each individual by interview / discussion
5. Prepare and submit the report to client.

#### *Authoring & Research*

HATC and M3 have authored a number of publications for individual organisations or bodies such as Homes England, National Housing Federation and others. Examples from HATC include Design Briefs for individual clients, professional books for bodies such as Homes England (*Achieving Building for Life*) and the National Housing Federation (*Developing Affordable Housing* and others), as well as research/reports for Shelter, GLA, CIPFA and individual RPs. M3 wrote *Understanding Development Appraisal* for the NHF, writes benchmarking reports for clients and has contributed substantially to industry best practice on maintenance

1. Prepare and submit proposals for authoring reports or publications for clients;
2. Undertake any necessary research or investigations needed to prepare the relevant material
3. Draft, discuss and finalise report or publication, in accordance with the terms of the appointment to the client's satisfaction;
4. Assist with promotion of the report or publication as required in both the client's interest and M3's.

#### *General Consultancy*

You may be required to undertake general consultancy activities for clients, such as pre-compliance audit checks, assisting developing internal policies, advising private sector development clients on affordable housing matters, undertaking internal reviews or investigations to identify solutions to problems.

1. Assess requests for consultancy support and respond positively where the work is within your competence, obtaining approval from your manager;
2. prepare and submit proposals to the client, and negotiate the appointment;
3. undertake the consultancy work in accordance with the appointment to the client's satisfaction.

#### *Interim Management*

Interim management roles normally run for between 3 months and 9 months. They are usually part-time (2 or 3 days a week) but can occasionally be full-time. They are usually focused on delivering projects and programmes and may or may not have staff management responsibilities.

1. work temporarily within a client's Development team with responsibility for delivering projects and/or running a programme, in accordance with the client's brief;
2. work in accordance with the clients' internal procedures, delegated authorities and other control systems;
3. provide advice and make recommendations to the client on project and programme delivery in accordance with best practice and what is in the client's interest;
4. demonstrate integrity and high standards of probity at all times;
5. report periodically (as agreed on a case-by-case basis) to your manager about how the relationship with the client is going;
6. request and obtain support from your manager as necessary;
7. maintain the reputations of M3 and HATC as being highly professional and competent.