



# Guide for Applicants

Operational Management Programme





“ To be your  
first choice for travel  
in Northern Ireland

OUR VISION

## Foreword from Director of Service Operations

Thank you for your interest in the Translink Operational Management Programme. This is an exciting time to join a dynamic and growing company with significant opportunity to fast track your career within one of Northern Ireland's largest organisations.

Translink provides award-winning bus, coach and rail services and is recognized as an Industry leader who has continued to deliver strong performance despite challenging economic times. At present, we have over 4200 employees and are responsible for approximately 84 million customer journeys every year.

2020 looks set to be another memorable year for Translink with work having recently commenced on our landmark Belfast Transport Hub. This multi-million pound project will transform public transport, delivering a modern, high quality, integrated transport hub for bus and train services across Northern Ireland and beyond. Furthermore, we have new trains and buses in production which alongside future procurement plans will play a major part in providing additional, attractive public transport that will reduce Northern Ireland's carbon footprint and improve air quality.

The Translink Operational Management Programme has been a highly successful initiative with past participants currently working in a variety of senior roles across the company. This first class opportunity enables you to engage with all areas of our business allowing you to spend time in Bus and Rail Operations, Commercial and our other Divisional functions.

If you consider yourself to be an ambitious, hardworking, results focused Graduate with exceptional communication skills and a passion for continuous improvement then this could be an excellent path for you. The Translink Operational Management Programme will last approximately two years. Throughout that time you will be exposed to all areas of the business helping you build contacts as well as gaining hands on and managerial experience which will ultimately enable you to develop the skills to become an Operational Manager.

May I take this opportunity to wish you all the best with your application.



**Ian Campbell**  
Director of Service Operations





# Section One

## COMPANY INFORMATION

“ We are one of the  
largest employers in  
Northern Ireland

## History of Translink

The Northern Ireland Transport Holding Company (NITHC) is a public corporation established under the Transport Act (NI) 1967 to oversee the provision of public transport in Northern Ireland.

In 1973 Citybus (now Metro) was incorporated to take over the bus services of the Belfast Corporation Transport Department. Translink is a brand name which incorporates Citybus (branded Metro), NI Railways, and Ulsterbus, which operate scheduled bus and rail services and effectively communicates the co-ordinated nature of these services in Northern Ireland, including cross-border and cross-channel links.

The Board of the Northern Ireland Transport Holding Company is responsible to the Department for Infrastructure for the operation of its subsidiary companies, Metro, NI Railways and Ulsterbus, which deliver public transport services. The Board is responsible for the strategic direction of the Group in accordance with the strategy set by the Department for Infrastructure. It is responsible for good corporate governance throughout the Group.





# Translink Network



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## Our Vision

“To be Your First Choice for Travel in Northern Ireland.”

## Our Mission

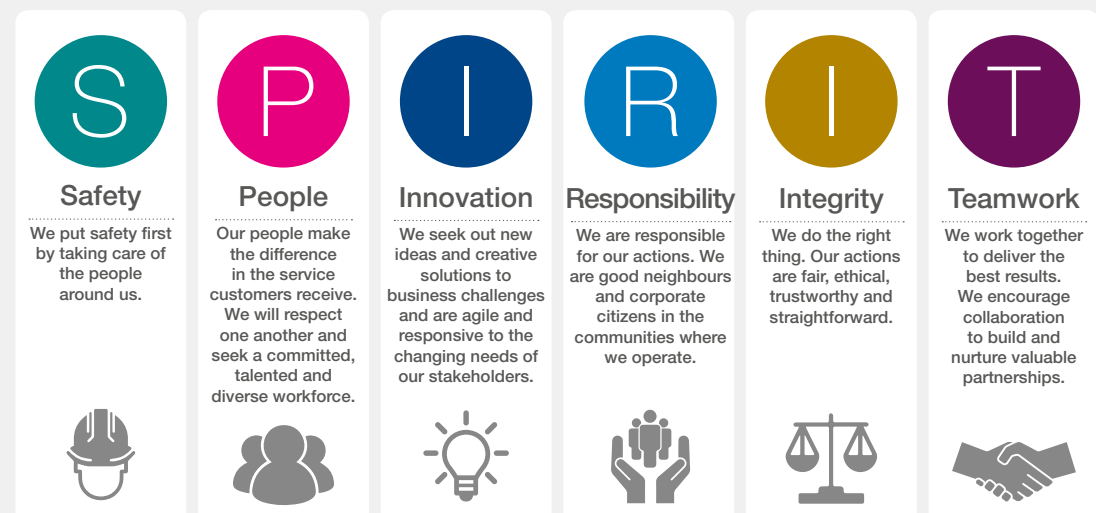
“To deliver a transformation in public transport, providing integrated services which connect people, enhance the economy and improve the environment, enabling a thriving Northern Ireland.”

## Translink's Strategy Wheel



## Our Values

The 'Translink SPIRIT' is a set of guiding principles that are a fundamental part of everything we do. These core values are embedded in the culture of our organisation and enable us to lead, inspire and succeed in delivering our goals for Translink.





# Key Achievements 2018 - 2019

Translink has delivered a strong business performance during the first half of this strategy.



## GLIDER SUCCESS

New Eco hybrid vehicles -

# 45k

additional passenger journeys every week



## RECORD PASSENGER NUMBERS

Growth of

# 3.4m

passenger journeys - now carrying

# 84.5m

 p.a.

around **200k** car journeys removed



## ENVIRONMENTAL

### Top Platinum Award

achieved for NI Environmental benchmarking survey



## PERFORMANCE

**>90% punctuality**  
**and >99.5% reliability,**  
with continuous improvement programmes in place



## SAFETY MANAGEMENT

An integrated Safety Management System across our network to maintain **high levels of safety** and **positive safety culture**



## BUS FLEET

# 150+

new Eco Buses for Metro and Ulsterbus maintaining quality, comfort, and enhancing capacity. New Urby commuter services introduced and showing strong growth



## CUSTOMER SATISFACTION

Independent research shows

# 9 out of 10

customers satisfied



## TRACK

Significant track works completed on the **Belfast to Derry-Londonderry** and **Belfast to Portadown** lines



## RAIL FLEET

Record rail growth  
**21 new carriages**  
ordered  
**>1,400**  
more seats





# CORPORATE RESPONSIBILITY (KEY HIGHLIGHTS) 2018/19

go  safe

**52**

SAFETY TOURS  
12 ABOVE TARGET



**39%**

REDUCTION  
IN MAJOR INJURIES



**90%**

SMS ASSURANCE



**82%**

SPIRIT FACILITY AWARDS



**30+**

DEDICATED  
SAFETY CAMPAIGNS



go  together

**+£30k**

CANCER FOCUS



**67%**

EMPLOYEE  
ENGAGEMENT



**60+**

COMMUNITY  
INITIATIVES



**20+**

PUBLIC CAMPAIGNS  
TO REDUCE INCIDENTS  
AND INJURIES



**40**

LEADERSHIP  
FRAMEWORK  
SEMINARS



go  eco

**95%**

WASTE DIVERTED  
FROM LANDFILL  
+85% IN LAST 10 YEARS



**Platinum**

BUSINESS &  
BIODIVERSITY CHARTER



**Platinum**

NI ENVIRONMENTAL  
BENCHMARKING SURVEY



OVER  
**578**

ATTENDANCE  
ON ECO DRIVING COURSES



go  healthy

**25**

GO HEALTHY  
CHAMPIONS



**119**

HEALTH  
INITIATIVES



**55%**

PARTICIPATION  
IN HEALTH INITIATIVES



**12**

MENTAL HEALTH  
FIRST AIDERS



let's go together  
[translink.co.uk](http://translink.co.uk)





## Section Two

ABOUT THE OPERATIONAL  
MANAGEMENT PROGRAMME

“ We work together  
to deliver the  
best results.

### What is the Operational Management Programme?

We have invested heavily in developing an innovative development programme designed to challenge and motivate you. The programme is demanding and will require you to develop your leadership capability and to gain an understanding of all parts of the business.

Our aim is to provide you with the opportunity to fulfill your potential and achieve your future career aspirations as a Leader within our organisation. For example, this might be as a Service Delivery Manager running one of our busy bus depots.

On a daily basis you will find yourself right at the heart of the action, either in direct contact with employees or the public or preparing valuable data by which we can take the business forward. You must be prepared to work hard however in return we will support you with award winning Leadership and Management development incorporating “best in class” theoretical principles with practical experience gained on the job. Throughout your time on the programme, you will be mentored by a Senior Business Leader and will be encouraged to report regularly on your developing experience.





## Structure of the Operational Management Programme

This is an exciting time within Translink with the commencement of a number of projects including our landmark Belfast Transport Hub. The Operational Management Programme will last approximately two years. Throughout that time you will be exposed to all areas of the business helping you build contacts as well as gaining hands on experience.

At the end of the Operational Management Programme we expect you to be ready for a permanent management role.

Below is an overview of what you will undertake in each year of the programme.

### Year 1

#### ***Onboarding and Induction***

During the onboarding period you will meet with our Senior Managers and get an overview of the business including

- Company strategy
- Vision
- Values

At this stage you will develop your own Personal Development Plan

#### ***Work Placements:***

Within your first year you will undertake placements within the various Translink business areas; e.g. Bus Services, Rail Services, Commercial Operations, Infrastructure, Projects, Safety, Health & Environment, Finance and Human Resources.

#### ***Training:***

You will undertake a wide range of management training including your PCV licence enabling you to drive a bus.

### Year 2

You will undertake placements, that will present you with the opportunity to apply the knowledge and experience you have gained in your first year. Placements will consist of;

- Leading projects within Bus or Rail Operations
- Managing core functions within Service Operations





## A personal insight into the Operational Management Programme:

*Michael Chisholm, Traction Manager for Northern Ireland Railways, was one of our past Management Trainees below he gives an overview of his experience on the programme.*

“You will not know what  
you are capable of until you try

MICHAEL CHISHOLM, TRACTION MANAGER, NI RAILWAYS



### My Journey within Translink:

I started on the Management Programme in September 2014. I began training in numerous aspects of the company and attended several management training courses within the first 6 months of the programme. The first month was spent on Bus Placement and then I rotated through the various divisions and departments of the Translink business. This gave me valuable insight into each department's role and how they linked together to help deliver the business needs and the services the customers see on a daily basis. It was also a valuable networking time and I am still using contacts that I met during these visits every week. During the rotations I spent time in Railway Operations and really enjoyed my time there learning all the aspects of how a rail network is organised and run.

### Background Information

Completed a BSc Hons Health and Leisure Studies/Management and have a varied work background having worked in Finance, Retail, Education and Public Service

### What did the Programme involve:

The programme is two years long with the first year dedicated to learning and developing skills and knowledge across all business areas and building a strong network of contacts which I have found invaluable. Then in the second year you benefit from hands on work experience through placements within a specific business area.

### Support/Mentoring:

Honestly I couldn't have asked for more support and mentoring than I received on the programme and that I am still receiving to date. Everyone is more than willing to help and I have never been turned away by another member of staff or manager if I was unsure of something. I found being assigned a coach a very useful way of navigating business challenges that I faced and my coach did an excellent job of guiding me in the right direction!

### Opportunities:

There are lots of opportunities to learn and develop within the programme and while on placements. There are numerous courses and training packages included within the programme. You will also be taught to drive a bus and attain your category D driving licence; this will be bolstered by attaining your Certificate of Professional Competence (CPC) for OCR Level 3 Certificate of Professional Competence in Transport Management – Passenger Transport.

### What I enjoyed most about the programme:

I enjoyed getting to see each part of the Translink organisation and being able to see how it all links together. Prior to joining the company I was under the impression that buses and trains just existed and that you got on and off them as you needed, without any thought of the intricacies that go on behind the scenes to make that possible. It has definitely been a steep learning curve over the two years but an enjoyable one. I really enjoyed the time spent learning to drive a bus, it was really good fun.

### Achievements as a result from undertaking the programme:

As a graduate intake group we were tasked with taking part in the Prince's Trust Million Makers campaign. This was a UK wide competition for businesses to compete against each other to see who could raise the most money for the charity by using innovative fund raising techniques/ideas. Team Translink, as we were known, won the regional heat for Northern Ireland to qualify for the national finals. We finished 9th overall and took runner up in the innovation award, we were the first Public sector company to enter the competition.

### What advice do you have for those considering applying this time?

Go for it. You will not know what you are capable of until you try. It is a challenging job but a very rewarding one at the same time.







# Job Description & Core Capabilities Specification

<i>Job Title:</i>	<b>Operational Management Programme</b>
<i>Job Category (Grade):</i>	<b>Management/Professional</b>
<i>Hours:</i>	<b>37 hours per week</b>
<i>Location:</i>	<b>Flexible</b>
<i>Position Type:</i>	<b>Permanent Full Time</b>
<i>Salary Band:</i>	<b>£25,395</b>
<i>Reports to:</i>	<b>Senior Manager</b>

## Job Purpose

As an Operational Management Trainee you will get the opportunity to join a highly successful public transport organisation which supports the growth, social inclusion and welfare of local communities.

As a part of this successful programme you will make a valuable contribution to our Mission ‘to deliver a transformation in public transport, providing integrated services which connect people, enhance the economy and improve the environment, enabling a thriving Northern Ireland’.

This programme will provide you with the all-round skills you will need to be a future Operational Manager in Translink.

# Section Three

JOB PROFILE  
OPERATIONAL MANAGEMENT PROGRAMME

“ The opportunity to join a highly successful public transport organisation.



# Core Capabilities

**The core capabilities required for the role include:**

## *Personal Impact*

- Excellent interpersonal skills

## *Relevant Experience*

- Possess or expect to obtain at least a 2.2 degree in any discipline by June 2020
- Minimum of 1 years' experience of working in industry, commerce or retail.
- Experience in using Microsoft Office packages

## *Customer Focus*

- Excellent customer service and people skills

## *Organisational Ability*

- Ability to work on own initiative and as part of a wider team
- Ability to plan/organise to meet deadlines

## *Leadership/Management*

- High level of interpersonal skills including strong influencing skills
- Strong problem solving skills and the ability to think creatively

## *Medical Requirements*

- Standard Pre-Employment Medical
- Safety Critical Medical

## *Additional Requirements*

- Possess current driving licence and have access to a car

# Our Benefits Package

We can provide an excellent reward and benefits package. You will receive **25 days' annual leave plus 9 days' public holidays**, have the option to join an excellent NILGOSC pension scheme as well as concessionary bus and rail travel throughout Northern Ireland. As a Translink employee you will be eligible to avail of our employee benefits scheme which is provided by an external provider and offers a range of discounts on shopping, holidays, restaurants, gym membership as well as reductions on attractions nationwide.

In addition to these benefits you will also be paid **an annual salary of £25,395** whilst you are on the Operational Management Programme.

## *Development Opportunities include:*

- Benefit from having a Coach who has previously undertaken the Operational Graduate Programme
- Gain experience in Operations, Engineering and all the Corporate functions
- Undertake training including Health & Safety, Front Line operations and Company systems
- Gain your PCV license enabling you to drive a bus!!

## *Wellbeing initiatives:*

- Family friendly policies
- Complimentary access to Inspire who offer all employees counselling services, financial advice and legal advice
- Wellbeing strategy comprising themed monthly initiatives
- Cycle to work scheme

## *Clubs & Societies:*

- Translink Choir
- Metro Golf Society
- Translink Hiking Club

## *Volunteering & Charity Initiatives:*

- Joint bus & rail employee-based charity scheme; employees contribute to the charity scheme through donations, which are tax free and deducted from gross pay.
- We run initiatives over the 2 year period to help fundraise for our chosen charity.







# Section Four

## THE APPLICATION PROCESS

“ Your opportunity to demonstrate your experiences...”

## How to Apply

Please visit our website: [www.translink.co.uk/workwithus](http://www.translink.co.uk/workwithus) and complete the online application form today!

## Guidance on completing the application form

The application form plays a crucial part in the selection process. All information that you supply will be used in the shortlisting process, the assessment process and at the interview itself. It is vital that you complete this form as fully and as accurately as possible. The following advice is designed to help you, particularly if you do not have experience of filling in application forms.

### *Education, Additional Qualifications & Training*

Make sure that you give all the information needed, including any awards or qualifications, either expected or obtained and dates taken. Include any training that you have received which you consider relevant to the position for which you have applied. If you have membership of any professional bodies you should mention these here.

### *Employment Record*

Write the names and addresses of your present and past employers and the dates you were employed by them as well as details on the roles that you held. This section should include any part-time, temporary or voluntary work whilst in full time education.

### *Essential Criteria and Competency Questions:*

This is your opportunity to demonstrate your experiences through evidence of your ability to work within set criteria. Please note that this element of the application form is particularly relevant to whether or not you will be shortlisted and/or selected for assessment.



# What to expect next

## *Assessment:*

If you are shortlisted following submission of your application you will be invited to take part in an online assessment. This Graduate Dilemmas assessment measures an individual's judgement and decision-making skills in relation to typical situations that a Graduate might face in a job.

Those who successfully complete this stage will progress to a half day Assessment Centre including a first stage interview.

The final stage will be an interview with a panel consisting of Translink Managers from across the business.

\*Please note that it may be difficult to provide alternative dates for assessment centres.

## *Assessment Dates:*

It is anticipated that the following timescales will apply:

### **Stage 1 – Assessment Centre**

February/Early March 2020

### **Stage 2 – Interviews & Presentation**

March/April 2020

### **Stage 3 - Offer**

April 2020

*Translink is fully committed to Equality of Opportunity. We are driven, through the analysis of our diversity information and industry standards, to deliver initiatives to support diversity and inclusion in the workplace and for our customers. In this instance applications from women would be particularly welcome. We want to provide an environment to attract, retain and motivate the best. Our Equality Scheme, Disability Action Plan and Annual Progress Report can be found here*

[www.translink.co.uk/corporate/publicationsanddocuments/nithcreports](http://www.translink.co.uk/corporate/publicationsanddocuments/nithcreports)







### Further Information

Further information about Translink  
can be gained by visiting [www.translink.co.uk](http://www.translink.co.uk)

Should you have any further queries about the  
recruitment and selection process then call