



## SCOTTISH AMBULANCE SERVICE

### JOB DESCRIPTION

1. JOB IDENTIFICATION	
<b>JOB TITLE</b>	Business Change Manager
<b>JOB DESCRIPTION REFERENCE</b>	MLPR 501
<b>DEPARTMENT</b>	ICT
<b>NO OF JOB HOLDERS</b>	One
<b>DATE JOB DESCRIPTION AGREED</b>	February 2021

## 2. JOB PURPOSE

To assist the Programme Manager to successfully deliver the Scottish Ambulance Service Enabling Technology Programme and its successor programmes, with a particular focus on the realisation of programme benefits.

Enabling Technology is a multi-disciplinary Programme involving areas including ICT, Operations, Procurement, Fleet, Clinical and Finance. It involves the delivery of solutions to replace and enhance the technical and fleet solutions that support the Service in delivering the aims of the 2020 strategy: Towards 2020: Taking Care to the Patient. The Service is currently reviewing its strategy to 2030, however, it is known that the digital agenda will play a key part in the delivery of that strategy.

The post holder will have current/recent experience of working in frontline operations and will maintain their paramedic/technician registration while working on the programme. They will work with stakeholders to define, track and manage the delivery of the desired outcomes and benefits of the programme. The post holder will be responsible for ensuring that the technology implemented as a result of the programme is embedded into the business and that benefits are maximised.

The post holder will have to establish strong working relationships with senior and frontline staff throughout the Service to ensure that all appropriate staff are fully engaged in the development and implementation of the new solution.

It is essential that the implementation of the new solutions delivered as a result of the Enabling Technology programme are carefully managed in such a way as to enable seamless parallel running alongside the existing solution with no degradation to the operational capability of the Service during the transition phase. The post holder will play a key part in ensuring this.

## 3. DIMENSIONS

The postholder will engage with a wide variety of staff across all levels of the service, providing support for a wide variety of projects.

For the majority of the work undertaken, the post holder will be required to work autonomously using their own initiative.

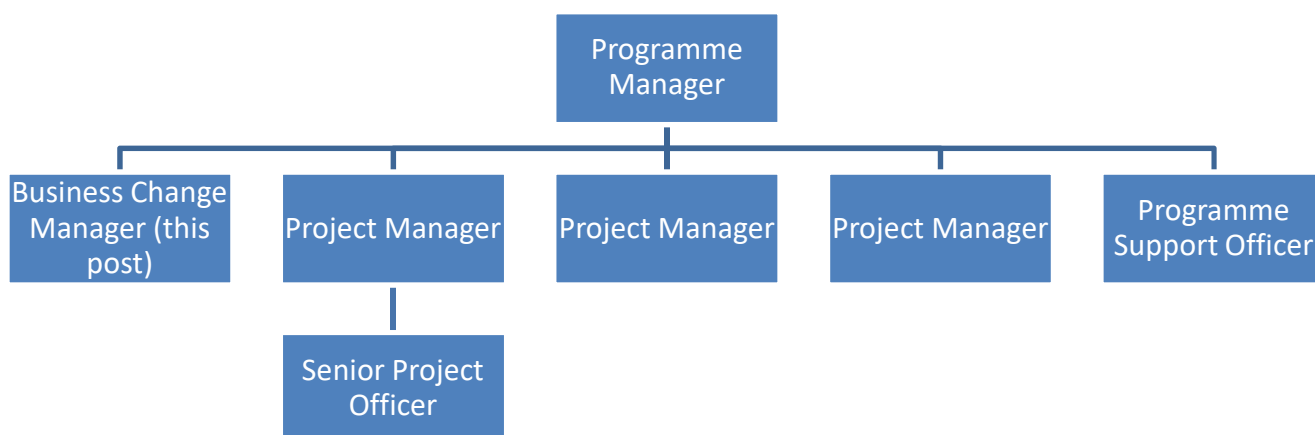
The post holder will be expected to develop and maintain appropriate programme and project documentation e.g. Benefits Management Strategy, Benefits Log, Benefits Realisation Plan etc. in order to ensure delivery against the programme objectives.

The post holder will be expected to contribute to the development of programme and project documentation that others are responsible for producing.

The post holder will be required to attend, and provide reports to various Service Boards detailing progress, risks, issues and exceptions in relation to the work they are undertaking.

#### 4. ORGANISATIONAL POSITION *(organisational charts can be included as an appendix if preferred)*

The postholder does not have any line manager duties. They will report to the Programme Manager.



#### 5. MAIN TASKS, DUTIES AND RESPONSIBILITIES

- In line with Service programme and project management arrangements and in conjunction with the Programme Manager, the post holder will provide business change management for the successful delivery of benefits within the Enabling Technology Programme. This includes meeting quality, time and budget targets
- Defining and producing the programme benefits management strategy in conjunction with the Programme Manager
- Identifying and defining the benefits and outcomes of the Enabling Technology Programme and successor programmes
- Tracking the benefits by analysing and interpreting complex data to assess progress regarding the delivery of the benefits
- Undertaking regular reviews with the Programme and Project Teams to assess and manage the benefits and dis-benefits that arise throughout the course of programme.
- Regular monitoring and reporting of progress to the Programme Board and Service senior management using a variety of media (e.g., documents, spreadsheets, presentations)
- Engaging with stakeholders to capture their insight and views and to understand the potential impact that programme changes may have on the Service
- Working with colleagues to develop new working practices to improve clinical outcomes, deliver wider programme benefits and embed changes within the business effectively
- Ensuring any changes are in line with local and national policy and, if necessary, work to develop and implement new or changed policies

- Preparing the affected business areas for the transition to new ways of working by identifying the changes in processes, procedures and practices that are needed to embed change and deliver the planned benefits
- Ensuring that business stability is maintained during the transition phase, which includes planning a complex and ongoing rollout of technology, while ensuring that changes are effectively integrated into the business
- Responding to and managing unforeseen problems which require a quick resolution
- Identifying and managing interdependencies with other programmes and projects to ensure the Service maximises cross-programme benefits
- Playing a key role in the testing of hardware and software to ensure the solution delivers the required benefits
- Working with the Training Leads to establish and co-ordinate an appropriate training programme for all Service staff that will use, or support, the systems and technology delivered by the Enabling Technology Programme
- To work closely with Communications and Engagement colleagues to ensure effective tools and mechanisms are developed to support effective programme and project engagement with key stakeholders from across the Service and beyond
- Communicating with staff affected by change to maintain morale and support for change
- To explore options for fully exploiting technology to maximise programme benefits
- To work with colleagues to ensure that appropriate Business Continuity plans are developed and tested to fully underpin the operation of the solutions
- Liaising with programme and project managers and attending programme and project board/team meetings as required
- To ensure any programme changes, risks or issues are highlighted in good time to the appropriate people
- To ensure that relevant lessons learned are reviewed with all key stakeholders, recorded and actively shared across the organisation
- Budgetary/financial responsibility as agreed with the Programme Manager
- In addition to the duties listed above, you will be required to utilise your Ambulance Technician/Paramedic skills, for periods when you will be participating in normal operational shift cover

## **6 EQUIPMENT AND MACHINERY**

Some examples of the types of the equipment / systems that the post holder will use on a regular basis are provided below. Training can be provided where necessary. Please note that this list is representative and not definitive.

- PC laptop, PC desktop, printer(s) and projector/conferencing equipment

- Relevant interfaces to the solutions implemented
- Electronic Patient Reporting System (EPRs)
- Ambulance Clinical Equipment
- Video Conferencing
- Mobile Data Systems
- Mobile Communications Systems
- Data Warehouse Systems
- Use of photocopier, document scanner facilities
- Electronic Mail
- Microsoft SharePoint
- Microsoft 365 Software Suite
- Microsoft Visio
- Microsoft Project
- Mobile Telephony equipment

## 7. SYSTEMS

Organisational 'systems' that the post holder will work with, or contribute to, include but are not limited to:

- Internal Audit processes
- 'Standard' Scottish Ambulance Service processes and procedures – e.g. financial management, purchasing, procurement, risk management, business continuity, HR, etc.
- Programme Office Configuration Management Systems
- Personal development and Knowledge and Skills Framework process
- Submitting expenses and overtime using relevant systems

## 8. DECISIONS AND JUDGEMENTS

For the majority of the work undertaken, the post holder will be required to work autonomously using their own initiative with autonomy and responsibility for benefits realisation, anticipating problems and proposing and implementing solutions. They will continually make decisions and exercise judgements, which could have wider organisational impact.

The post holder will be required to use their own initiative and work on a self-directed basis whilst being supported by the Programme Manager.

Decisions affecting the agreed tolerances of the programme and its constituent projects must be taken with guidance from the Programme Board.

The post holder will not be supervised on a day to day basis and will therefore be required to manage their own workload and prioritise conflicting demands effectively to meet challenging timescales.

Typical judgements include:-

- How to influence colleagues to help them through the change process
- Which stakeholders to involve
- How to ensure ongoing engagement of identified stakeholders nationally

## 9. COMMUNICATIONS AND RELATIONSHIPS

The post holder will, during the course of their duties, be expected to work effectively with frontline staff and with representatives from the Service Board, Executive Team, Medical Directorate, Operational Senior Management, Programme Teams, ACC staff, ICT Service Delivery and Projects staff, appropriate internal and external stakeholders and associated commercial system suppliers.

The post holder will communicate via a variety of media including email, presentations, video as well as group and one-to-one meetings.

## 10. PHYSICAL, MENTAL AND EMOTIONAL DEMANDS OF THE JOB

In addition to the demands inherent in maintaining a technician/paramedic registration, the following demands apply to this post:

### Physical Demands Of The Job

The post holder will be desk based and will have to travel throughout the central belt of Scotland on a regular basis with occasional trips further afield as required.

### Mental/Emotional Demands Of The Job

Managing the delivery of key strategic benefits for the Service brings with it considerable expectation from Service Executive Team and the Service Board. Programmes are very significant in terms of scope, scale and complexity and the post holder will be required to balance competing needs and ensure effective co-ordination and alignment of a wide range of issues at all times.

## 11. MOST CHALLENGING/DIFFICULT PARTS OF THE JOB

- Working with the Programme Manager to ensure all outcomes and benefits are delivered
- Working with senior Service staff to translate the Programme's vision into meaningful, realistic ICT solutions aligned with local and national standards / guidelines
- The requirement to effectively manage communications and issues from several stakeholders simultaneously
- Securing appropriate ownership from operational staff with regard to their responsibilities associated with the realisation of programme benefits

- Securing appropriate ownership from operational staff with regard to their responsibilities to maintain the benefits achieved post-implementation
- Communicating, influencing and collaborating with a diverse and complex range of multidisciplinary teams and professionals
- Working flexibly and managing their time carefully
- Negotiating, motivating and working with others to deliver results where there is strong resistance to change
- Achieving and maintaining credibility with managers and other clinical staff and creating confidence within the different teams that the new service model can be delivered to create sustainable improvements
- Building connections across boards/services/divisions to deliver the benefits of the programme
- Promoting service delivery changes and effective utilisation of valuable resources
- Engaging and motivating a wide range of disparate stakeholders
- Maintaining complex stakeholder commitment and relationships which are often hostile or threatened by change
- Managing workload and meeting deadlines
- Analysis and interpretation of complex data to assess progress regarding the delivery of benefits

## 12. KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB

### **Qualifications**

- A degree in a relevant subject, or significant relevant operational experience ideally with some exposure to a project/change management environment
- You will be a fully qualified Ambulance Technician or Paramedic and be fully State Registered. You will be required to maintain this throughout your time on the programme.

### **Experience**

- Demonstrable relevant experience in a change management and/or operational environment with specialist knowledge of working conditions and practices of frontline emergency clinical staff
- A good working knowledge of relevant ICT systems and processes
- Experience of large-scale organisational change
- The following are desirable but not essential:
  - A good working knowledge of the development of business analysis, business rules development and process mapping techniques
  - A practical working knowledge of change management techniques

- Track record of successful change management, achieving identified business benefits

### **Qualities/Skills/Aptitudes**

- Excellent inter-personal and communication skills
- Ability to influence others to gain their support for the change move toward a common vision or goal
- Resilient and tenacious with a propensity to persevere
- Flexible and adaptable; able to work in difficult situations
- Excellent understanding of Service processes and working practices
- Detailed understanding of the impact of change
- Familiar with project management approaches
- The ability to be creative in finding solutions to challenging problems
- Ability to develop and maintain effective, positive relationships with key healthcare partners and partner organisations, key stakeholders and suppliers, providing a positive role model for partnership working within the Scottish Ambulance Service
- Ability to work autonomously and pro-actively in all aspects of the role
- The ability to manage own workload and prioritise conflicting demands

## **13. JOB DESCRIPTION AGREEMENT**

Job Holder's Signature: \_\_\_\_\_ Date \_\_\_\_\_

Head of Department Signature: \_\_\_\_\_ Date \_\_\_\_\_