



West Dunbartonshire
Health & Social Care Partnership



WEST DUNBARTONSHIRE HEALTH AND SOCIAL CARE PARTNERSHIP

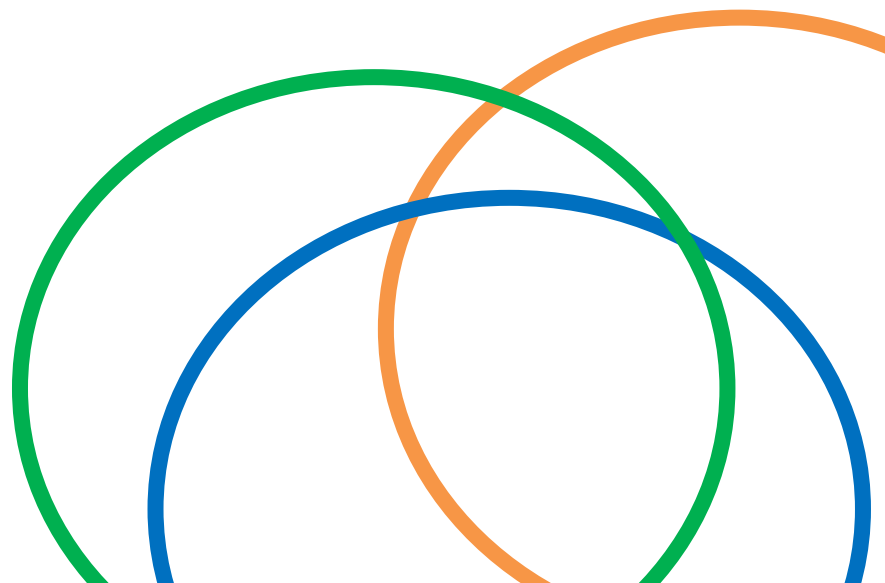
CANDIDATE INFORMATION PACK

HEAD OF HUMAN RESOURCES

Location: WEST DUNBARTONSHIRE
Job Reference: 120173
Closing Date: 12 Noon, Sunday 23rd October 2022

Delivering better health

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We trust this information pack contains all the details you will require to apply for the post of **Head of Human Resources, West Dunbartonshire Health and Social Care Partnership**.

Candidate applications for this post are being invited via the NHS Scotland Recruitment system called Jobtrain.

For further details on how to apply and to complete the NHS Scotland Online application form: www.apply.jobs.scot.nhs.uk **Select Region > Greater Glasgow and Clyde > Job Type Senior Manager > Job Reference No. 120173.**

If you need any assistance accessing Jobtrain or require this pack in a different format, please E- mail: susan.chisholm@ggc.scot.nhs.uk or telephone 07866 795409





Welcome

Thank you for expressing an interest in the post of **Head of Human Resources, West Dunbartonshire Health and Social Care Partnership** which is an extremely critical and high profile role for our organisation. We hope the candidate information pack will help you decide whether you are the right person to meet the key challenges for this opportunity.

Candidates should note that the recruitment process will include for shortlisted candidates a pre-interview assessment stage prior to formal interview.

The following is included in this candidate information pack to help you with your application:

- Recruitment Advertisement
- Job Description and Person Specification
- Summary of NHS Greater Glasgow and Clyde Core Leadership Competencies
- Summary of West Dunbartonshire Council
- Terms and Conditions of Appointment - NHS Greater Glasgow and Clyde and West Dunbartonshire Council
- Recruitment Process and Timetable
- How to Apply

If you have a disability or long-term health problem, we are committed to offering reasonable adjustments throughout the recruitment process and employment. If you require further information or support, please contact NHS Greater Glasgow and Clyde Recruitment Service.

We very much look forward to receiving your application.

Recruitment Services



Things are Changing in West Dunbartonshire

- Post:** Head of Human Resources
- Salary:** NHS Agenda for Change Band 8C: £73,506 - £79,221 per annum
West Dunbartonshire Council – Grade 12 £63,050.30 to £68,908.22 (pay award pending)
- Hours:** NHS Greater Glasgow and Clyde – 37.5 hours
West Dunbartonshire Council – 35 hours
- Tenure:** Permanent
- Location:** West Dunbartonshire Health and Social Care Partnership, Council Offices, Church Street, Dumbarton

Delivery of effective and lasting transformation of health and social care services is central to the vision of West Dunbartonshire Health and Social Care Partnership (HSCP). Transformation is not just changing how services are structured it is also about making significant changes to how services are planned and delivered in partnership with people who use them and above all demonstrates a clear commitment to the West Dunbartonshire HSCP values.

As part of the shared commitment between NHS Greater Glasgow and Clyde and West Dunbartonshire Council, West Dunbartonshire HSCP has been established to provide joint and integrated health and social care services to our local population.

The HSCP has over 2000 staff providing local primary care, community health and social care services to our population of over 89,000 people to ensure highly effective services that contribute to improving health, care and well-being and to narrow the inequalities gap. At its heart, Integration is about ensuring that those who use health and social care services get the right care and support whatever their needs, at the right time and in the right setting at any point in their care journey.

We are now seeking to appoint a new Head of Human Resources to lead the performance and direction for the provision of all aspects of the Human Resources agenda and who will have a key role at an exciting time of change and transformation for the HSCP. Operating through Human Resources shared service model, the post commissions work in order that the HSCP can create an employment framework which will support the delivery of the highest standards of care.

The successfully appointed candidate will be the most senior professional advisor in relation to all Human Resources matters and will lead on all corporate workforce matters in relation to Human Resources, Workforce Planning, Organisational Development, Learning and Education, Service Redesign and Reform and Safety for the Health and Social Care Partnership.

This pivotal role has a professional accountability to the Director/Deputy Director of Human Resources for NHS Greater Glasgow and Clyde and Chief Officer, People and Technology for West Dunbartonshire Council.

The post holder will work closely with the Joint Board and Chief Officer to ensure the implementation of staff governance standards and people management performance within West Dunbartonshire HSCP. At the same time supporting the transformational change programmes which ensure the continued development of a competent and valued workforce.

The role demands a significant track record of success working at a senior management level in a Human Resources leadership role in an organisation of similar scale and complexity, whether within NHS, Local Government or wider public and private sectors.

A proven ability to engage effectively with a broad range of clinical and non-clinical stakeholders, including trade unions, will be essential; as will a demonstrable track record of extensive knowledge and expertise in Human Resources management, strategy and policy development including service improvement and sustainability, financial and capacity planning along with a proven record of implementation of organisation redesign and change. A Masters level qualification or equivalent and Chartered Membership of the CIPD is essential.

If you believe you can meet the challenges that this high-profile role brings then we would welcome your application.

For an informal discussion contact in confidence:-

Beth Culshaw, Chief Officer, West Dunbartonshire Health and Social Care Partnership

Email: beth.culshaw@ggc.scot.nhs.uk

Alternatively for more information about the recruitment process or to request a Candidate Information Pack contact: Susan Chisholm, Recruitment Lead, NHS Greater Glasgow and Clyde by Email: susan.chisholm@ggc.scot.nhs.uk or Telephone: 07866 795409 quoting job reference no: 120173.

The offer process for the successful candidate will include a discussion on whether the candidate may opt to be employed under NHS terms and conditions or under Council terms and conditions depending on current/previous employment taking into account factors such as continuous service etc.

Closing date for applications: Sunday 23rd October 2022

Interviews are scheduled to take place mid/late November 2022.

Find out more about West Dunbartonshire Health and Social Care Partnership at www.wdhscp.org.uk.



By signing the Armed Forces Covenant, NHS Greater Glasgow and Clyde has pledged its commitment to being a Forces Friendly Employer. We support applications from across the Armed Forces Community, recognising military skills, experience and qualifications during the recruitment and selection process.

Additional Information

Regardless of nationality the recruitment process for all candidates includes a Right to Work in the UK check.

EU Settlement Scheme: As part of the recruitment process, you will be required to produce proof of your EU Settlement status from 1st July 2021 to demonstrate your Right to Work in the United Kingdom. Further information: <https://www.gov.uk/settled-status-eu-citizens-families>.

Job Description

Job Details	
Job Title:	Head of Human Resources
Accountable to:	Chief Officer, West Dunbartonshire Health and Social Care Partnership
Directorate/Department:	Human Resources, West Dunbartonshire HSCP
Location:	West Dunbartonshire HSCP, Floor 1, Council Offices, Church Street, Dumbarton

Job Purpose
<p>Working closely with the Joint Board and Chief Officer the Head of HR for West Dunbartonshire Health and Social Care Partnership (HSCP) leads the performance and direction for the provision of all aspects of the Human Resources agenda for the HSCP. With a professional accountability to the Strategic Lead for People and Technology West Dunbartonshire Council (WDC) and Director/Deputy Director of Human Resources for NHS Greater Glasgow and Clyde (NHSGGC), this fully integrated post will be expected to:</p> <ul style="list-style-type: none"> • To provide the Chief Officer and Senior Management teams with authoritative advice on specialist HR issues which address strategic and organisational priorities. • Act as strategic change agent, in conjunction with OF and Service Improvement, supporting forward planning, modernisation, engagement and performance of the workforce, anticipating and shaping and implementing HR Strategy for the HSCP. • Work collaboratively with Chief Finance Officer and executive team to ensure workforce costs are managed and where reductions or changes are necessary, advice on appropriate workforce strategies. • Linking with the relevant professional lead, ensure all HR systems and policies are in place to comply with employment law, governance and legislative requirements. • Investigates and advises on complex employment and organisational development issues. • Provide strategic leadership on integrated workforce planning and development within the Partnership, maintaining a strong link with national developments in this area. • Provide authoritative advice and leadership with respect to employee relations and partnership/joint working issues. • To co-ordinate resourcing, organisational development and training working closely with the other members of the Senior HR team in the wider functions across NHS Greater Glasgow & Clyde (NHSGGC) and West Dunbartonshire Council (WDC). • To lead on development and implementation of HR policy and Joint Practice Frameworks within West Dunbartonshire HSCP which support integrated working. • Ensure consistency in application of HR policies and procedures, and the development and maintenance of the Staff Governance & Practice Governance Framework and Health and Safety arrangements for the HSCP. • Create a healthy and dynamic working environment in which staff well-being and staff engagement is promoted.

This post will also share responsibilities with the rest of the senior management structure for ensuring the HSCP contributes to the cultural and organisational transformation of the services and functions within the HSCP in accordance with the HSCP Strategic Plan and Scottish Government policy and targets.

Dimensions and Scope of Job (including budgetary and staffing responsibilities)

Staffing Direct:

Responsible for the Line Management of the HR Manager and Senior OD Advisor.

Staffing Indirect:

This key role has leadership role and responsibility on behalf of the HSCP for commissioning services across a range of service areas from NHS Greater Glasgow and Clyde and West Dunbartonshire Council. The role will have a key part to play influencing budgets in relation to contributing towards service redesign and savings plans. They will also contribute to the cultural and organisational transformation of the services and functions within the an integrated partnership organisation to enable it to bridge across its services and be outwardly focusing and engaging

HSCP Budget: Circa : £162 million
HSCP Staffing: 2364
Population: 89,000

Scope

The HSCP provides a range of services to:

- Social Work Assessment and Care Management teams;
- Residential and Respite Nursing Care;
- Care and support at home;
- Occupational Therapy and Rehabilitation Sensory Impairment Services; - Supported living;
- Carers Services;
- Community Based Respite and Short Break;
- Day Care Provision;
- Health visitors and school nursing district nurses and specialist nurses;
- Relationships with primary care contractors;
- Older people, physical and learning disability services;
- Health improvement and planning ;
- Chronic disease management programmes and staff;
- Allied health professionals;
- Palliative care;
- adult mental health and older people's services;
- NHSGGC and sexual health services;
- CAMHS services;
- Community paediatric services

In addition to local services provided for and with the residents of West Dunbartonshire, the HSCP has formal responsibilities for a number of wider geographic functions which it hosts on behalf of NHS Greater Glasgow and Clyde.

- NHSGGC Community Eye Care Service.
- NHSGGC Musculoskeletal Physiotherapy Service.

**Organisational Chart
(shows levels directly above and below this post and includes grades of posts)**

Please see Appendix 1

Role of the Directorate/Section

The purpose of the HSCP is to deliver the following on behalf of West Dunbartonshire Council and NHS Greater Glasgow and Clyde:

Role of Directorate

- Improve the health of the population.
- Contribute to addressing the inequalities gaps.
- Promote Social Welfare for the population of West Dunbartonshire.
- Share governance and accountability between NHSGGC and WDC.
- Have substantial responsibility and influence in the deployment of NHS and Council resources.
- Manage local NHS and social care service.
- Play a major role in Community Planning.
- Achieve better specialist care for its population.
- Achieve strong local accountability through the formal roles for lead councillors' and the engagement and involvement of its community.
- Drive NHS and Local Authority planning processes.
- Protect and support vulnerable children and adults in the community.
- Deliver services that are of good quality and value for money.
- Make access to services easier.
- Promote an understanding of Social Work within the wider community.
- Have a competent, confident and valued work force.

Role of Section

The HR service provides a pivotal role in supporting the transformation and change agenda for the HSCP and ensuring any workforce strategies are aligned to Strategic and Financial Plans. The HR function provides a range of services to support the delivery of organisational strategies which have a workforce impact; whilst ensuring they are implemented in accordance with legislation and policy requirements.

This post works across organisational boundaries and is responsible for ensuring provision of a comprehensive HR service consistent with the application of policy and procedures; whilst driving forward integrated systems and processes on behalf of West Dunbartonshire Council (WDC) and NHS Greater Glasgow and Clyde (NHSGGC)

Operating through a shared HR service model, the post commissions work in order that the HSCP can create an employment framework which will support the delivery of highest standards of care.

Key Activities, Responsibilities and Outcomes

1. As a key member of the HSCP Senior Management Team contribute towards WDC and NHSGGC Corporate Strategy and Policy such as Moving Forward Together; whilst driving forward integrated systems and processes on behalf of WDC and NHSGGC.

2. Lead the development and implementation of the Workforce Strategy across West Dunbartonshire HSCP which takes into account legislation, national and local policy drivers.
3. Ability to interpret employment legislation, policies and case law, provide authoritative advice on specialist HR and OD issues, particularly when dealing with very complex issues which span two organisations.
4. Lead on effective workforce planning processes which are fully integrated with strategic and financial planning frameworks and ensure a cohesive approach to planning organisational capacity and skills in support of organisational objectives.
5. Ensure frameworks are in place to support leadership, management and staff development which is aligned to the needs of the HSCP which support the culture, values, competencies and behaviours required for working in an integrated partnership.
6. Responsible for HR Policy implementation and development for the HSCP, the post holder will be expected to work jointly with other organisations to create a consistent approach; implements and contributes towards national and local HR policies and strategies for NHSGGC and West Dunbartonshire Council.
7. Work collaboratively with Chief Finance Officer and executive team to ensure workforce costs are managed and where reductions or changes are necessary, advice on appropriate workforce strategies.
8. Provide leadership and manage services within policy and performance frameworks established by NHSGGC and West Dunbartonshire Council.
9. Develop and maintain a culture of effective staff engagement and partnership working with staff, their representatives and a range of internal and external stakeholders at all levels across the organisations, in relation to informing planning and service improvements.
10. Ensure that the Staff Governance Standard and Practice Framework is updated implemented across West Dunbartonshire HSCP, and ensure the maintenance of systems to demonstrate continuous improvement using data collected from, iMatter, Pulse Surveys, Healthy Working Lives and any other appropriate information.
11. Chair HSCP Health and Safety group and lead on associated processes associated with Health and Safety, performance management processes for staff to ensure they are implemented effectively.
12. Lead the development and implementation of an OD and LE strategy for the HSCP and arrange specialist training courses/ provide presentations, which cover complex employment practices relating to working in an integrated working partnership
13. Provide Reports/Briefings and present or attend Integrated Joint Board, Audit and Performance Committee, Organisational Performance Review and other governance meetings as required.
14. Where appropriate deputise for Chief Officer within departmental and corporate governance structures.
15. There will be a requirement to attend meetings across bases in NHSGGC and WDC and across Scotland on behalf of the HSCP.

Problem Solving - Analytical and Judgement Skills

The majority of the job holder's workload will consist of highly complex facts or employment situations that require careful analysis and consideration of the full range of options before judgment can be made.

There will be scenarios which are made up of several components where no established precedents exist or opinion differs/information is not available so there is the potential for conflict to occur. Decisions must be taken on the way forward. During this process, consideration will have to be given to conflicting options that require a number of factors to be taken into account and given the complexity of the integrated arrangements these can be unique and do not have an obvious solution.

The Head of HR is required to perform analysis of a range of data, policy information, resolve problems that require to be investigated and deal with interruptions that demand an immediate response. The majority of the post holder's work will involve leading and negotiating highly complex organisational change in relation to strengthening integrated arrangements over the totality of the HSCP services on behalf of WDC and NHSGGC.

The job holder will also deal with complex operational and highly sensitive welfare issues which can be on occasion highly distressing/ emotional circumstances i.e. redeployment, grievance, bullying & harassment, attendance management and tribunal/court proceedings. They can be subject to attendance at hostile meetings if imparting unwanted news.

Planning and Organisational Skills

As a key member of the HSCP Senior Management Team contribute towards Corporate Strategy and Policy on behalf of WDC and NHSGGC. The post will lead the development and implementation of the HR, Workforce and the range of business management strategies across West Dunbartonshire HSCP which takes into account legislation, national and local policy drivers for the parent organisations.

They will be expected to:

- Contribute to long term strategic Service and Corporate Improvement Plans to meet business objectives clearly identifying links to national and local priorities and policy objectives.
- Accountable for short, medium and long term business objectives achieving quality outcomes.
- Responsible for linking people, resource and strategy to organisational strategy.
- Identifies integrated workforce and succession plans and strategies to meet current and future needs whilst ensuring these are aligned to service and financial plans.

Responsible for HR Policy implementation and development for the HSCP. The post holder will be expected to work jointly with other organisations to create a consistent approach; implements and contributes towards national and local HR policies and strategies for both (WDC and NHSGGC).

Assignment and Review of Work

The post reports directly to the Chief Officer, whose work is driven by the Chief Executives for WDC and NHSGGC. The post holder is the most Senior HR Professional within the HSCP and work will be informed by the strategic aims and organisational policy drivers. The post holder will have to use their initiative to solve problems which have not previously been experienced and often have no established precedent

The post holder participates in the Performance Management System for senior managers, setting and agreeing annual objectives and targets with the Chief Officer. Performance is subject to informal and formal appraisal through performance cycle but within a broad remit the post holder for planning the delivery of objectives and targets.

Much of the work is self-directed and requires a high level of initiative and drive. The job description will be reviewed to ensure that the post holder supports key service objectives.

Communications and Working Relationships

Internal communications and working relationships:

In addition to the Chair of Integrated Joint Board (IJB) and the senior officers of the NHS Board and Local Authority, communication at all levels throughout the HSCP, particularly with other members of the IJB and Audit and Performance Committee, Elected Members,

key managers, clinicians and staff; the local community, and other stakeholders both internal and external. .

The Head of HR for West Dunbartonshire HSCP will be responsible for communicating major service redesigns and very complex/sensitive information which will require the post holder to overcome barriers to acceptance when delivering presentations and engaging with a range of stakeholder's e.g. redeployment issues, service closures/changes. These may be conducted in a hostile and sometimes emotive environment where a high level of communication skills will be required.

Highly effective team working is integral to taking forward the HSCP agenda and building successful relationships with a range of stakeholders is key feature of this post.

External communications and working relationships:

External relationships with the other WDC/NHSGGC senior teams, Community Planning Partners, independent contractors within primary care, elected members, MSPs and MPs, Ministers and senior civil servants, Chairs, Chief Executives and senior staff of Boards and health systems throughout Scotland, Local Authority colleagues, trade unions and staff representatives, COSLA, Care Inspectorate, regulatory bodies/professional organisations, Central Legal Office, ACAS, universities and colleges, and representative organisations of public, patients, carers and the media, may all be required from time to time.

The majority of the post holder's work will involve leading and negotiating highly complex organisational change in relation to strengthening integrated arrangements over the totality of the HSCP.

Professional communications and working relationships

Director/Depute of Human Resources and Organisational Development, NHSGGC, Strategic Lead People and Technology and other colleagues in the HR, Learning and Education and across NHSGGC & WDC, as well as senior networks in both public and private sector as appropriate e.g. SPDS and HPMA.

Decision Making

The majority of the post holder's work will involve leading and negotiating highly complex organisational change in relation to strengthening integrated arrangements over the totality of the HSCP on behalf of WDC and NHSGGC.

The job holder will be informed by the strategic aims and policy drivers of and must be able to provide a range of solutions and interventions to achieve this for the HSCP.

There is a need to be creative in finding solutions whilst meeting the policy and legislation requirements of NHSGGC and WDC, which supports a model of integrated working.

The post holder is guided in the main by broad organisational/occupational policies but in most situations will need to establish the way they are interpreted.

Most Challenging Part of the Job

The majority of the post holder's work will involve leading and negotiating highly complex organisational change in relation to strengthening integrated arrangements over the totality of the HSCP services on behalf of WDC and NHSGGC.

Ensure in a rapidly changing and resource constrained environment the development and implementation of human resources and workforce development strategies that make a perceptible and significant improvement to services in the HSCP. These will require careful application of a range of change management methodologies and negotiations with service managers to embed the new arrangements. This post holder will be able to demonstrate the

ability to influence decision making at the highest level and implement complex change whilst actively challenging existing practice.

The post holder requires a high level of negotiation skills and the ability to overcome barriers to resistance to change where these exist in order to deliver the range of organisational and strategic objectives. They will be expected to maintain good relationships with a wide range of internal and external stakeholders with conflicting agendas and priorities.

The post holder is guided in the main by broad organisational/occupational policies but in most situations will need to establish the way they are interpreted.

The remit and role requires constant assessment and re-assessment of priorities while managing a wide range of activities that present considerable demands on time management, problem solving and decision making skills.

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General

The duties and responsibilities contained within this Job Profile should be regarded as neither exclusive nor exhaustive as the job holder may be required to undertake other reasonably determined duties commensurate with the level and grade of the post without changing the general character and nature of the post.

The job Profile may be subject to revision, depending on the future needs of the post and the organisation, following appropriate consultation.

Disclosure: This post requires PVG clearance

Politically Restricted Post:

This post is politically restricted in accordance with the Local Government and Housing Act 1989. Accordingly, in accepting this appointment, you will be disqualified from becoming or remaining a member of a local authority, the Scottish Parliament, the European Parliament or from undertaking certain political activities as defined in regulations introduced from time to time by the Secretary of State for Scotland. A copy of the Council's Policy on Politically Restricted Posts will be made available to the post holder.



Person Specification
Head of Human Resources

Qualifications/Professional Membership

Essential:	<ul style="list-style-type: none">• Educated to Masters' level in a related discipline or equivalent relevant experience.• Chartered MCIPD status and/membership of appropriate professional organisation.• Professional development.
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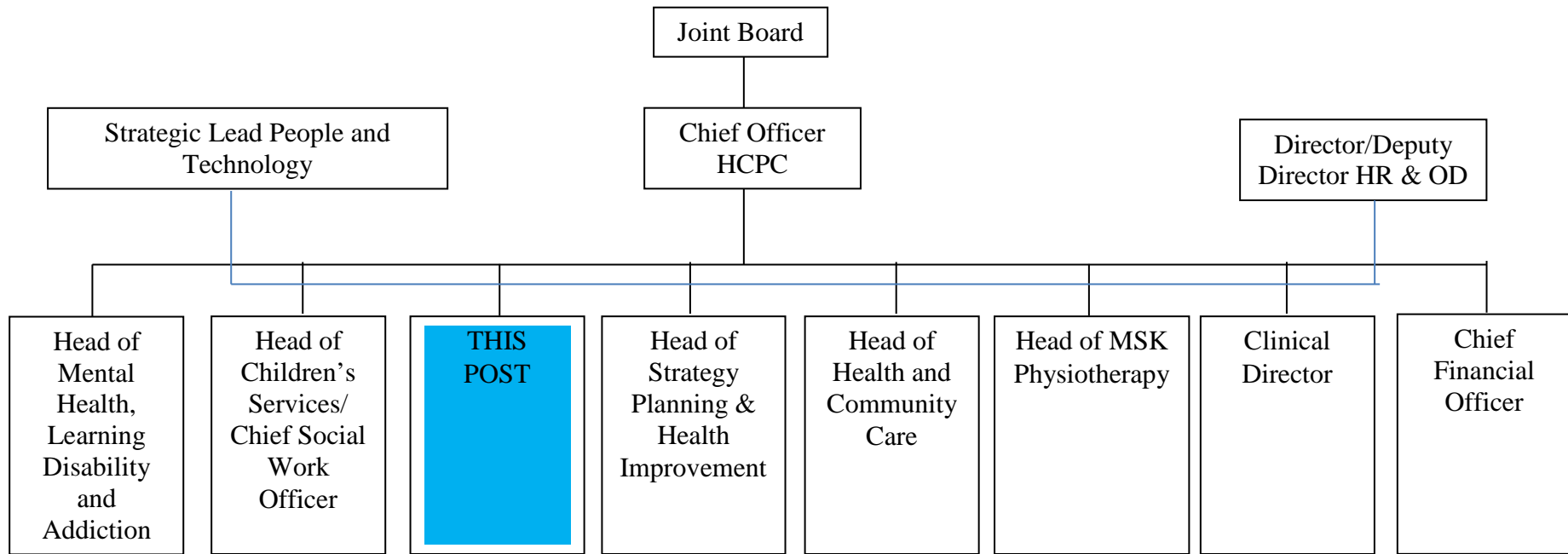
Desirable:	<ul style="list-style-type: none"> • Fellowship of CIPD • SPDS Member
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Experience

Essential:	<ul style="list-style-type: none"> • Relevant experience at a senior level in public sector or another complex multi-professional/discipline public or private sector organisation, within a unionised environment. • Ability to demonstrate integrity and effective leadership and management skills, plus a proven track record of achievement in strategy and policy development and implementation. • Experience of managing staff and financial resources with an appreciation of aspects relation to value for money, probity and accountability. • Managerial competencies including excellent team-working, negotiation and communication skills, written as well as verbal, organisational skills, commercial awareness, customer focus; ability to present to and engage a high level managerial or clinical/ multi professional audience. • The ability to develop and maintain effective, positive relationships with key partner organisations providing a positive role model for partnership, relationship and conflict management. • Evidence of highly developed specialist knowledge and skill which is underpinned by theoretical knowledge and practical experience
Desirable:	<ul style="list-style-type: none"> • Experience of integrated working between Health and Social Care.

Skills, Competency and Disposition

Essential:	<ul style="list-style-type: none"> • Ability to provide effective credible communication in an exposed environment and an ability to operate effectively under pressure. • A high level of skills in analysis, conceptual thinking, integration of ideas, abstract thinking and creativity, which allows for exploration, evaluation and interpretation of information and opinions. • Understanding of WDC and NHS policy and service agenda. • Evidence of developing and implementing HR strategies and championing change. • Strong decision making skills with the ability to make decisions and recommendations based on the analysis of options. • Ability to make recommendations based on sound risk management principles and contingency planning, within financial legal and ethical frameworks. • Strong persuasive and influencing skills with the ability to present ideas and proposals and produce complex reports effectively at a senior level. • Demonstrate commitment to and achievement of equality and diversity issues. • IT skills and ability to use main IT packages such as Word, PowerPoint, and Outlook. There will be a requirement to use of information systems for both WDC and NHS associated with the post.
Desirable	<ul style="list-style-type: none"> • Experience of developing effective and productive links with Elected Members and working successfully in a political environment



Key ————— Professional Accountability

NHS Greater Glasgow and Clyde Core Leadership Competencies

As a senior manager within NHS Greater Glasgow you will be expected to demonstrate behaviours in line with our ten core leadership competencies:

1. Strategic focus
2. Collaborative/partnership working
3. Achieving results and making decisions
4. Influencing and persuading
5. Managing change
6. In-depth problem solving and analysis
7. Quality improvement
8. Managing self, others and resources
9. Leadership insight and impact
10. Relationship management

You are encouraged to access and review the NHS Greater Glasgow and Clyde core leadership competency framework to support your application and any subsequent assessment activities.

To request a copy of the full NHS Greater Glasgow and Clyde Core Leadership Competencies please contact:- Susan Chisholm, Recruitment Lead, Recruitment Service, NHS Greater Glasgow and Clyde at : susan.chisholm@ggc.scot.nhs.uk



West Dunbartonshire Council Leadership Model

INTRODUCTION

Effective leadership is fundamental to deliver the Council's strategic plan, facilitate high quality customer focused services within our communities, and achieve exceptional performance through our employees. Understanding what is meant by effective leadership is not only important for those who undertake these roles but also for our employees, customers, and partners.

The Council's Leadership Model aims to:

- describe the leadership capability, style, and behaviours required to influence delivery of our organisational strategy;
- act as a tool that clarifies what our current leaders need to excel at as well as understand the kind of leadership talent we need to develop in the future; and
- create a positive culture that enables change to happen rather than hinders it.

To be most effective in the way we work and lead, we need to have a shared understanding of what leadership 'looks like' and what we regard as effective leadership within the organisation and in our responsibilities towards employees.

This framework sets out those expectations – in broad terms under three core - themes, and by describing specific qualities, attributes, and values we expect of leaders at all levels. It is designed to be clear about what capabilities are expected, particularly at a more senior level, and to act as a development guide for emerging leaders and to inspire future talent.

Who is it for?

The leadership model is built on the concept that leadership is not restricted to the 'top team' or a few designated senior managers. Roles across the Council are wide ranging and acts of leadership can come from anyone in the organisation.

However senior managers need to be role models and set an example to the wider organisation of the leadership style and behaviours required. For this reason the model is directly aimed at senior manager levels with an expectation that they will cascade how best to expand and develop the leadership qualities to differing roles across the organisation.

Indirectly this may apply wider to roles which involve any or all of the following (either at a local or national level):

- Working with external partners
- Working with Elected Members
- Working with Trade Union representatives
- Managing or supervising staff
- Managing departments and services
- Leading programmes and projects
- Leading improvement initiatives

The leadership model aims to provide a commonly applicable description of the Council's core leadership qualities but is designed with flexibility to integrate and complement existing leadership development frameworks applicable to specific professions, roles, or groups.

THE LEADERSHIP MODEL

Leaders at West Dunbartonshire Council are entrusted to lead and manage the organisation effectively, and in particular, commit to delivering the Council's strategic priorities and provide strategic leadership through involving their teams in future planning.

The leadership model (Appendix A) is guided by three leadership ideals and describes a combination of core leadership behaviours and activities:

- **Leading Self:** the focus is on encouraging self-awareness and reflection; self-development; and finding ways to demonstrate the desired leadership style.
- **Leading People:** the focus is on leadership of the immediate and wider team and developing the organisational culture.
- **Leading the Organisation:** the emphasis is on leading change, delivering the strategy, bringing the Council's vision and strategy to life, and working as one team across the organisation.



Application

Leadership behaviours need to be tangible within the organisation – in other words, the framework and expectations it expresses need to be fully and consistently applied through displaying a common set of behaviours by all leaders. The descriptors aim to recognise that performance is not simply about getting things done regardless, but is a balance of ‘what’ gets done and ‘how’ it gets done.

The model provides a basis to support development across the following areas:

- Help with individual performance planning, development, and assessment
- Highlight individual strengths and development areas through self-assessment and structured feedback
- Support personal development and career planning
- Assist with the design of role and person specifications to recruit and select leadership roles
- Support the design recruitment, assessment, and selection processes
- Facilitate the structure of competency based interviews
- Development of talent management and succession planning
- Help with the design of leadership development initiatives and programmes (formal and informal)

Evaluation

Evaluating the impact of any leadership model is not easy as there are too many variables to take into account. Nonetheless it is important to try and gain feedback and measure the impact of leadership at an individual, team, and organisational level.

Evaluation of leadership behaviours will be undertaken through:

- 1-2-1 performance reviews and feedback meetings
- Pilot of leadership feedback processes (e.g 360° feedback instruments)
- Team reflection
- Employee survey feedback and improvement measurements
- Departmental and service feedback methods (e.g service plan presentations)
- External feedback
- Leadership development evaluation

LEADING SELF: the focus is on encouraging self-awareness and reflection; self-development; and finding ways to demonstrate the desired leadership style

PERSONAL IMPACT

- Be authentic – act with integrity, instilling the trust and support of peers and staff.
- Have confidence and tenacity and encourage others to stretch beyond ‘comfort zones’.
- Respect others and be easy to approach
- Act with consistency and fairness, demonstrating clear professional values which complement the organisation’s values
- Understand and manage the impact of own behaviour and emotions – ‘lead by example’ and encourage the right behaviours from everyone
- Be self-motivated and enthuse others to get the job done.
- Be reliable in meeting responsibilities and commitments to consistently high standards.
- Seek and value personal feedback - acts on it to improve own performance.
- Identify own strengths and limitations – show willingness to learn and recognise when support is needed.
- Champion self-development and continuous learning opportunities – be knowledgeable in own area of expertise.
- Be recognised as an effective coach and sounding board for others.
- Value the diversity of people, experience, and opinions – be open to other angles which help inform decision making

CUSTOMER FOCUSED	WORKING IN PARTNERSHIP
<ul style="list-style-type: none"> • Continuously promote the customer perspective to underpin service delivery excellence - support staff to provide the best quality service to customers • Encourage staff to ‘look up and out’ at what is best for the customer • Create regular opportunities to engage and communicate with customers to gain feedback, show visible involvement, and explain action being undertaken. • Use customer feedback and insight to drive quality improvement, value for money, and efficiency • Constantly challenge and review accepted ways of working to maximise efficiency and effectiveness in order to meet customer requirements. 	<ul style="list-style-type: none"> • Work in partnership across all sectors to develop a shared vision for the community and deliver high quality outcomes. • Engage with a wide range of people on the future requirements, demands, and options for service delivery models and provision • Identify opportunities where working in collaboration with others and across networks can bring added benefits and improved outcomes • Invest time in networking, partnerships, and collaborative projects to generate a common focus and maximise benefits to the Council. • Continually scan the external environment to understand and consider national, local, and regional context, trends, and development. • Work effectively to bring together political and officer leadership to improve governance and strategic leadership.

LEADING PEOPLE: the focus is on leadership of the immediate and wider team and developing a positive organisational culture

LEAD AND DEVELOP HIGH PERFORMING TEAMS

- Lead from the front - be approachable, accessible, and visible to the whole service.
- Confidently engage with staff at all levels - communicate in a succinct and engaging way to generate commitment, motivation, and create a sense of a shared purpose.
- Value everyone as an individual and as part of the wider team – encourage a team spirit where everyone wants to succeed.
- Drive a performance culture, achieving results through others, and giving credit where credit is due.
- Challenge performance issues effectively and provide support to enable improvement.
- Provide direction, guidance, and support, deploying the skills and expertise of the team to make the best use of resources.
- Support team members to develop their role and responsibilities – recognise future capabilities and develop talent potential.
- Recognise and celebrate the contribution, achievement, and success of individuals and teams.

LEAD IMPROVEMENT THROUGH PEOPLE

- Communicate a clear direction, the need for change, and its impact on services and people
- Inspire collaboration, participation, and ownership to accomplish change and continuous improvement.
- Direct pace, energy, and resources towards making change happen
- Manage communication between senior management and staff when implementing change and new ways of working.
- Challenge the status quo and resistance and identify how to help others move forward.
- Seize opportunities and challenges as ways for new learning, continuous improvement, and nurturing talent.
- Create effective plans to manage the people side of change – build trust through high visibility, empathy, and support.
- Model the change required – ‘walk the talk’.

DEVELOP AN EMPOWERED CULTURE

- Champion a culture that emphasises continuous improvement, learning, and empowering people to achieve their best.
- Challenge the status quo and increase confidence in others to change how things are normally done
- Encourage people to work together across boundaries to facilitate problem solving, innovative thinking, and the best use of resources.
- Value the involvement and input of staff – actively listen and respond to ideas.
- Seek and encourage imaginative and creative thinking – take measured risks to deliver better approaches, work smarter, and be more responsive to customers.
- Demonstrate a positive ‘can do’ attitude towards opportunities, set-backs, and challenges.
- Enable others to learn from mistakes rather than an opportunity to blame
- Motivate and inspire others - coach and nurture strengths.
- Actively develop, strengthen, and promote the reputation of the Council – create a sense of pride and celebrate success and achievement.

**WEST DUNBARTONSHIRE HEALTH AND SOCIAL
CARE PARTNERSHIP**

TERMS AND CONDITIONS

The following section outlines the terms and condition applicable to both NHS Greater Glasgow and Clyde and West Dunbartonshire Council. The offer process for the successful candidate will include a discussion on whether the candidate may opt to be employed under NHS terms and conditions or under Council terms and conditions depending on current/previous employment taking into account factors such as continuous service etc.

**NHS GREATER GLASGOW AND CLYDE
SUMMARY OF TERMS AND CONDITIONS**

The terms and conditions of service are those approved and amended from time to time by the National Agenda for Change Terms and Conditions Agreement.

Posts:	Head of Human Resources
Job reference number	120173
Closing date	Sunday, 23 rd October 2022
Vacancy enquiries to	If you would like to find out more about this role before applying, please contact: Beth Culshaw, Chief Officer, West Dunbartonshire Health and Social Care Partnership Email: beth.culshaw@ggc.scot.nhs.uk
Agenda for Change band:	Band 8C
Salary	£73,506 - £79,221 per annum (pro rata)
Hours	37.5 hours per week
Base	Council Offices, Church Street, Dumbarton
Contract type	Permanent
Annual leave	The basic annual leave entitlement in a full year commencing 1st April to 31st March is 27 Days on appointment, rising to 29 days after five years and 33 days after 10 years. Leave entitlement is pro rata where applicable.
Superannuation	All employees are automatically enrolled in the Scottish Public Pensions Agency .
Healthcare Support Workers	All NHS Scotland post holders that are not governed by a regulatory or professional body are considered to be healthcare support workers. On appointment, you will be expected to comply with the NHS Scotland Mandatory Induction Standards and Code of Conduct for Healthcare Support Workers .

	<p>Healthcare Support Workers are expected at all times to practice competencies that demonstrate insight, understanding and mutual respect of patients, their families, carers and work colleagues.</p> <p>Whether in a clinical or non-clinical role the post holder is expected at all times to be an exemplar of person centred care, embracing their Code of Conduct to a high standard as part of an integrated health professional team.</p>
Smokefree policy	NHS Greater Glasgow and Clyde operates a smokefree policy on all premises and grounds.
Equal Opportunities	NHS Greater Glasgow and Clyde is as an equal opportunities employer .

**SUMMARY OF TERMS AND CONDITIONS OF
EMPLOYMENT**



Conditions of Service

The terms and conditions of employment are in accordance with:

- a) The collective agreements negotiated from time to time by the Scottish Joint Negotiating Committee for Local Government Employees as adopted and amended by West Dunbartonshire Council;
- b) Supplemented by any local collective agreements made by the Council.

Hours of Work

The normal hours of work will be 35 hours per week however as the Head of Human Resources you will be required to complete the hours needed to fulfil the requirements of the post.

Salary

Placement will be on a salary range of: Grade 12 £63,050.30 to £68,908.22 (pay award pending)

Employment Status

This is a permanent appointment.

Notice Requirements

Employment may be terminated by a minimum of 12 weeks' notice in writing by either party.

Sickness Allowance

In accordance with the Conditions of Service for Chief Officials the entitlement to sickness allowance currently starts at 5 weeks at full pay and 5 weeks at half pay, rising after 5 years to 26 weeks at full pay and 26 weeks at half pay in a 12 month period.

Annual Leave and Public Holidays

The annual leave year is 1st April to 31st March and the annual leave entitlement for this post is based on full years' continuous service and accrues incrementally from 24 to 34 days.

In addition, the Council recognises 8 fixed Public Holidays per year, these are:

- *Good Friday*
- *Easter Monday*
- *First Monday in May*
- *Last Monday in September*
- *Christmas Day (or next working day)*
- *Boxing Day (or next working day)*
- *New Year's Day (or next working day)*
- *2nd of January (or next working day)*

Local Government Pension Scheme

The Council is a member of the Strathclyde Pension Fund which operates in accordance with the Local Government Pension Scheme Regulations (Scotland) 1988. New employees are automatically included in the scheme unless they decide to opt out. This pension is based on final pensionable pay which increases each year in line with price inflation.

Further information on the scheme can be found at www.spfo.org.uk

Car Allowance

Employees authorised by the Council to use their own vehicle for official business use will be paid mileage rates in line with Inland Revenue rates (currently 45p for business mileage up to 10,000 and 25p for business mileage over 10,000).

Political Restriction

This post is politically restricted in accordance with the Local Government and Housing Act 1989. Accordingly the post holder would be disqualified from becoming or remaining a member of a local authority, the Scottish Parliament, the House of Commons, the European Parliament or from undertaking certain political activities as defined in regulations introduced from time to time, by the Secretary of State for Scotland.

The full terms and conditions applicable to this post can be found on the Council's website:

<http://intranet.west-dunbarton.gov.uk/transformation/people-technology/hr-online/core-employment-policies/terms-and-conditions/>



Guidance to Candidates Recruitment Process, Timetable and How to Apply

The closing date for applications for this post is Sunday 23rd October 2022

NHS Greater Glasgow and Clyde's Recruitment team will coordinate candidate communications including application confirmation and the scheduling of each stage of the recruitment and selection activity. Outlined below are key note timescales within this recruitment campaign. All candidate applications will be acknowledged and treated in the strictest of confidence.

The Job Description and Person Specification is designed to inform potential applicants on the essential and desirable experience and personal attributes which are sought in the appointment of the Head of Human Resources, West Dunbartonshire Health and Social Care Partnership.

The selection process for shortlisted candidates will include a Preliminary Assessment Stage. Candidates will be asked to take part in several assessments which will include psychometric assessments and a written assessment exercise. These assessments are designed to support the interview panel's decision making and highlight areas for the panel to explore further at interview.

Shortlisted candidates will be asked to attend a Value Based Competency Interview designed to assess knowledge, skills, experience, professional competence and leadership behaviours. The interview will include a presentation.

Full details of the assessment process will be discussed with shortlisted candidates.

The results of all stages of the recruitment process will be kept confidential and restricted to only those who have direct responsibility for the decision making in the recruitment to this post.

Candidates may wish to note that it may not always be possible to offer alternative dates for preliminary stage assessments or interviews. Please note the dates below. Please note that these dates may be subject to change.

Recruitment Stage	Expected Date
Recruitment Advertising Campaign opens	Monday, 10 th October 2022
Advert Closing date for return of applications	Sunday 23 rd October 2022
Preliminary Assessment Stage	Early/mid November 2022
Panel Interview.	Mid/late November 2022

HOW TO APPLY

Please note the Closing Date for returning applications: **Sunday 23rd October 2022**

Candidates will be unable to submit applications after the closing date.

If you would like to find out more about this role before applying, please contact for a confidential discussion:-

Beth Culshaw, Chief Officer, West Dunbartonshire Health and Social Care Partnership Email: beth.culshaw@ggc.scot.nhs.uk

Please refer to the Job Description and Person Specification for details of this role.

To apply for the post of: **Head of Human Resources**

Please complete the following:-

- All applications are invited via the NHS Scotland Recruitment system – Jobtrain and

therefore will need to be completed and submitted online via Jobtrain. You will be able to access the Jobtrain system, and complete your application, via devices with an internet connection. The application will include a supporting statement describing how your skills, knowledge and experience meet the Person Specification.

- You can use the following link that will take you to the Recruitment advert on JobTrain: www.apply.jobs.scot.nhs.uk look under Region > Greater Glasgow and Clyde then Job Type > Senior Manager level and then in Keyword section insert > job reference **120173** to access and complete the online application form.
- On clicking “Apply for Job” button you will be prompted to register for a new Jobtrain user account if you haven’t already done so before, and you just need to then follow the instructions.
- Your application is the key document that will determine whether you will be shortlisted. You must, therefore, be able to demonstrate within your application how you meet the essential requirements being tested at this stage. You should provide clear and succinct information about yourself and how you meet the criteria that are being tested at this application stage.
- It is important you complete the online application form in full. This is to ensure the selection panel can easily find the information they require, and can review the responses from all candidates equally and transparently.

For this reason, applications from candidates who have not completed the online application form will not be considered, unless there are reasonable adjustments required. CVs or linking to websites for information (such as LinkedIn) are not accepted.

Please note you will be asked to complete a Supporting Statement which is in the form of 3 Assessment Questions.

- The interview panel will not make assumptions about your evidence so it is important that you take the time to ensure that you are comfortable with the information you are providing in your application.
- Be clear and succinct in your answers as there are word limits for each section, The Personal Information and Equalities Monitoring Information sections of the application form are never seen by the interview panel and are not used to assess your suitability for appointment.
- Please include details of 2 Referees, one of which must be your current or most recent employer. Referees will not be approached without obtaining your prior consent.
- All offers of employment will be subject to completion of pre-employment compliance checks.
- If you have any questions or require any support regarding the application process, details of any unavailability over November 2022 or any other information in support of your application, please contact **Susan Chisholm, Recruitment Lead, Recruitment Service, NHS Greater Glasgow and Clyde on 07866 795409 or email: susan.chisholm@ggc.scot.nhs.uk quoting reference number 120173.**
- Candidates are also requested to complete the Equal Opportunities Monitoring Section of the Application Form. This section of your application will not be made available to anyone responsible for shortlisting and interviewing for the post.

All applications will be acknowledged and treated in the strictest of confidence.

Special Requirements for the Recruitment and Selection process

To ensure prospective candidates are not disadvantaged in the recruitment and selection process we are fully supportive in making reasonable adjustments in order to support disabled job applicants or applicants with other health conditions. Reasonable adjustments for example may include allowing extra time during assessment exercises or ensuring information is provided in an alternative format such as audio, Braille or large font. If you require any special arrangements to be made in regards your participation in the recruitment selection process, please indicate this by contacting separately Susan Chisholm, as detailed above.

Data Protection Legislation

The information supplied by your application will only be processed by those authorised personnel involved in relevant stages of the recruitment process.

Applications submitted via the NHS Scotland Recruitment system Jobtrain will be retained by NHS Greater Glasgow and Clyde and will be used for the purpose of processing your application and for statistical and audit purposes.

NHS Greater Glasgow and Clyde will process the information for the stated purposes in regards your application for employment. If your application is unsuccessful your information will be retained securely for 12 months from the completion of the recruitment process and then confidentially destroyed.