

 **NHS NATIONAL SERVICES SCOTLAND**

# JOB DESCRIPTION

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| **1. JOB DETAILS** |
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| Job Title | **Specialist Business Process Lead** |
| Immediate Senior Officer | Workforce Systems and Business Process Team Manager |
| SBU | Human Resource |
| Location | Gyle Square, Edinburgh |
| CAJE Reference | NPHRS319 |
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| **2. JOB PURPOSE**To support the development of HR business processes, systems and Continuous Improvement initiatives and work with Strategic and Support Business Units (SBUs) to ensure that the development of new ways of working across the HR function are embedded.The focus of the role will be working with HR colleagues to identify opportunities for process improvement to ensure HR is able to deliver effective, quality and customer focussed services.  |
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| **3. DIMENSIONS** |
| NSS provides a diverse range of support functions for NHSScotland and employs 3,600 clinical and non-clinical staff located in 24 sites across Scotland.The postholder will be required to support and lead a range of end to end business processes and improvement activities, which will require the co-ordination of actions and deliverables.The postholder will be responsible for recommending and implementing a range of cost improvement initiatives across the function through the application of the lean approach. |
| ***4. ORGANISATION CHART*** |
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| **5. ROLE OF THE DEPARTMENT** |
| The core purpose of the HR function is to provide a range of services which will enable NHS National Services Scotland to achieve its strategic objectives and which increase the success of the organisation by improving the processes and decisions that depend on or impact people and the sustainable future of NSS. The main activities of the HR function include the following:* The provision of core people processes, transactional and administrative HR services.
* Delivering people information, systems and the management of HR data.
* Developing tailored solutions, guidance and support to managers around people, culture and performance.
* Developing solutions and expert workforce planning advice and information focused on best practice methodologies, tools and techniques.
* Providing resourcing and recruitment services, including the management of the NSS Workforce Resource Team and redeployment.
* An employee relations service which encourages, supports and develops partnership working arrangements and the full involvement and engagement of staff, the trade unions, and professional bodies across the organisation.
* Act as the Staff Governance Champion for NSS. Develop and implement a Staff Governance Action Plan; through the consistent and robust implementation of the standard and developing and implementing Staff Survey Action Plans.
* HR and Organisational Development consultancy, interventions and programmes focused on achieving a more agile, efficient and effective organisation
* Organisational learning and development programmes focused on the delivery of the organisations strategic objectives.
* Co-ordinating the implementation of all national pay frameworks and ensuring that these are implemented fairly and consistently across the organisation.
* Providing expert advice on all pay, and grading issues along with job design, terms and conditions and employee benefits.
* HR Policies that are developed and implemented in partnership, that are fit for purpose and meet the needs of the organisation.
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| **6. KEY RESULT AREAS** |
| * To develop and implement creative and innovative business process solutions, ensuring that the benefits of end to end business processes are realised and delivered to the staff, SBUs and stakeholders
* Proactively engage with members of the HR function and customers within the SBUs to develop a good understanding of HR and associated business and workflow processes.
* Identify opportunities for improvement, which will provide HR with a more effective, consistent and efficient service.
* Ensure that all process improvement initiatives evidence where waste has been reduced, efficiency and financial savings have been made, time saved or productivity increased and that those benefits are collated, communicated and shared.
* Working with HR colleagues and the IT SBU to ensure that process improvement, systemisation and digitisation are core to the development of new ideas and HR service offerings and support NSS in the Digitilisation Transformation Agenda.

 * Take the lead, and apply an agile project management approach to all project assignments with work clearly scoped out to include the clear identification of actions, owners, stakeholders, the management of risks and issues and the development of communications plans.
* Apply process management techniques to define, continuously improve and develop service delivery in conjunction with relevant information governance and data protection standards.
* Provide support, training and specialist advice to HR colleagues in developing process improvement techniques and in leading process mapping workshops, which link in with business priorities and objectives
* Lead the HR Process Improvement Working Group and be an active member of the National HR Connect Working Group (HR Portal) by supporting with development, chairing, agenda setting and the monitoring of group actions.
* To take responsibility for ensuring thorough testing and full change management methodology is applied to all work, and that any changes which impact delivery are identified and communicated to the Workforce Systems and Process Manager, customers and stakeholders proactively, with a responsive action plan.
* Maintain the HR process log and library ensuring all processes have formal change and version control and are subject to regular audit, review and revision.
* To be responsible for planning, organising and undertaking HR business process audits and lessons learned investigations which will identify process non conformances and opportunities for improvement, and put in place corrective action and improvement plans for the function.
* Support HR enhanced customer service by assessing effectiveness of existing processes in support of HR plans and service improvement initiatives
* To develop and implement professional guidance documents and processes for operational procedures and projects in collaboration with HR colleagues and business users, which anticipate the end-user requirements and are fully engaging and effective for use across NSS and future NHS Shared Services.
* In conjunction with Workforce Information and Systems Team colleagues take responsibility for responding to and managing customer enquiries, signposting them to further information, educating on best practice and identifying areas for future process improvement.
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| **7. ASSIGNMENT AND REVIEW OF WORK** |
| * The postholder’s manager will review performance through regular meetings and formally through the performance management system. Objectives & performance appraisal process will be carried out by the Workforce Systems & Business Process Team Manager.
* The postholder will need to ensure that they scope the activities they are responsible for and decide the best approach, to ensure delivering to deadlines. The postholder makes decisions based on the agreed priorities.
* The postholder is required to exercise initiative, judgement and knowledge in deciding the appropriate action/s to be taken, taking account of a range of complexities (i.e. political, financial, resourcing, culture, change and balancing competing demands) and communicate these decisions to all levels of staff within the organisation. They will act on their own initiative and use a developed sense of judgement when making decisions.
* The postholder will work in partnership on any projects which have significant organisational impact requiring the ability to champion new approaches and influence others to their merits in liaison with the Workforce Systems and Business Process Manager.
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| **8. COMMUNICATIONS AND WORKING RELATIONSHIPS**Skills* Provides specialist advice and clarity on process and procedures and explains these in terms that can be understood.
* Provide, receive and understand complex and often sensitive HR process data
1. Influence and persuade individuals and groups of staff through the application of process improvement expertise
2. Communicates information at all levels, at the right time, using tact and diplomacy at all times
3. Good interpersonal skills, with the ability to be a good negotiator and influencer, whilst also being empathetic to change initiatives
4. Ability to work collaboratively and in partnership with Trade Union colleagues.
5. Deals with situations with tact, discretion and diplomacy.

Relationships**Internal**1. HR Director, Senior Management Team, Operational Management Team and colleagues across HR
2. National HR Connect Working Group
3. HR Process Improvement Working Group
4. SBU Line Managers and Staff

Post holder will regularly participate in or – on an ad hoc basis attend and report to - Working groups and Committees at local, SBU and NSS level.External1. HR staff from other Boards and from other Public/Private Sector organisations
2. Third Party system providers

Liaise and network with managers and staff from other Boards and organisations in support of HR objectives.  |
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| **9. MOST CHALLENGING PART OF THE JOB** To quickly gain an understanding of the HR business and service delivery model.Managing delivery of multiple process improvement initiatives simultaneously, ensuring effective prioritisation and timely delivery.The development and implementation of creative and innovative business process solutions Ensuring process improvement is core in the development of new ideas, ways of working and system developments. |
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| **10. Systems** |
| In order to design and present business processes and undertake administrative responsibilities the position requires advance use and knowledge of the MS office suite of software, including Visio and Project and other business process related tools. Along with Outlook, Microsoft Office – for communications via e-mail, drafting regular reports, associated papers, correspondence, compiling spreadsheets, drafting PowerPoint presentations, accessing internet.The postholder will have access to a variety of Workforce systems for the purposes of process improvement, e.g. Electronic Employee Support System (eESS and for collating, analysing and manipulating data in order to develop and create reports. |
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| **11. WORKING ENVIRONMENT AND EFFORT** |
| **Physical Effort** |
| The post holder may sit in a restricted position at a keyboard for long periods – up to 3 hours at a time. There is also the requirement to carry equipment to and from meetings (e.g. laptop, projector).Frequent travel required to meetings by bus, car and train. |
| Mental EffortThere is a frequent requirement to concentrate for long periods of time (2-3 hours at a time) to create and review complex reports, papers for meetings, briefings, communications and operating procedures.Frequent requirement to problem solve, juggle competing demands and negotiate and influence stakeholders. The post holder is required to react to shifting priorities often at short notice and to deal with frequent unscheduled interruptions.Frequently required to work to tight deadlines.  |
| **Emotional Effort** |
| Provide advice and support to staff and colleagues to maintain emotional stability through times of change and conflict. Making decisions in challenging circumstances, which may be met with resistance by members of the team (e.g. changes in working practices).In dealing with competing demands and priorities the post holder is required to maintain composure and emotional resilience to ensure efficient and effective deployment of resources. |
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| **12. ENVIRONMENTAL / WORKING CONDITIONS & MACHINERY AND EQUIPMENT** |
| The post holder works in an open plan office. There a requirement to use VDU equipment daily and standard office equipment e.g. telephone, computer, photocopier, printer and projector. |
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| **13. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST** |
| * Educated to degree level or equivalent, with relevant post graduate qualifications, e.g. business administration or equivalent experience.
* Able to demonstrate a sound specialist knowledge of developing end to end business processes typically within a public sector environment.
* Project management with demonstrable experience of applying agile methodology.
* Excellent interpersonal, communication and influencing skills and should be able to show tact, diplomacy and negotiating expertise in dealing with a wide range of customers, suppliers and user groups.
* Effective time management skills and analytical skills are essential.
* Ability to deliver to demanding deadlines and set/prioritise/evaluate own workload.
* Experience of forging effective relationships with internal and external customers and stakeholders.
* The post holder must maintain a thorough knowledge of policy, strategy and practice at NHS Scotland, NSS and SBU levels.

**Behaviours**The post holder is expected to lead by example at all times, demonstrate the highest standards of personal and professional conduct that support the NSS Values and Behaviours and respect the diversity that makes up a complex multi-disciplinary workforce. |
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| **14. JOB DESCRIPTION AGREEMENT** |
| A separate job description will need to be signed off by each postholder to whom the job description applies. |
| Postholder Signature: |  | Date: |  |  |
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| Postholder Print: |  |  |  |  |
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| Manager Signature: |  | Date: |  |  |
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| Manager Print: |  |  |
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| Manager Title: |  |  |
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| HR Stamp: |  |  |
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