# Job Description

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| 1. **JOB IDENTIFICATION** | Job Title | Workforce Planning Programme Manager | |
| Department(s)/Location | P&K HSCP  2 High Street, Perth | |
| Number of Job Holders | 1 | |
| CAJE | SC06-5823N | |
| JOB PURPOSE The main purpose of the Programme Manager is to lead and facilitate the implementation of the Perth & Kinross HSCP 3 Year Workforce Plan. The role will also implement recommendations from the national workforce strategy for health and social care. Working across the Health and Social Care Partnership and with senior officers and managers employed by NHS Tayside and Perth & Kinross Council the postholder will ensure strong and effective partnership and integrated working as well as connectivity with respective workforce plans.  The programme will be highly complex and challenging with regard to its scope and complexity given the demographics, geography and economic challenges presented by the Perth and Kinross context and the need to ensure joint working and partnership relationships across a large number of stakeholders and communities.  The post holder will develop and maintain links with NHS Tayside, Perth and Kinross Council and three partnerships within Tayside as well as other Health Board areas and partnerships regionally and nationally, facilitate communication and share learning. The programme manager will provide leadership to support significant organisational and cultural change within PKHSCP  The programme manager will be responsible for ensuring local activities remain closely aligned with the overarching workforce plans and priorities of NHS Tayside, Perth and Kinross Council and the Scottish Government and report to and seek direction from the Perth and Kinross Integrated Joint Board.  The programme manager will provide programme management/ development for specific workforce projects as agreed across PKHSCP Services and across all relevant health and social care sectors including the statutory, third and independent sector and ensure that innovation and new models of care are supported via a workforce strategy.  The programme manager will lead and support consultation and engagement on new workforce approaches with other relevant officers within the health and social care partnership including implementation of Health & Care (Staffing) ( Scotland) Act 2019, programmes of work to support implementation of the National Care Service and establishment of mechanisms to improve overall staffing establishment management. | | | |
| ORGANISATIONAL POSITION Chief Officer Perth & Kinross HSCP  Head of Service    HR Leads PKC and NHST  Perth and Kinross Workforce Planning Group /Executive Management Team/ IJB  This post  Service Managers, Service Teams | | | |
| SCOPE AND RANGE Working with the Health and Social Care Partnership in Perth & Kinross and NHS Tayside and collaborating with partners across NHS Tayside and Perth & Kinross to lead and facilitate the transformation in relation to Workforce Planning for Perth & Kinross, connecting and working in collaboration with Tayside services. To help facilitate the provision of sustainable services to address the health and well-being needs of individuals, carers, relatives and staff. Sustaining best practice and developing new and innovative models and methods of quality improvement.  The post holder will work in partnership with HR/Workforce Planning Leads in NHS Tayside and Perth & Kinross Council, workforce planning leads in Dundee, Angus and Perth & Kinross Health & Social Care Partnerships, Locality Managers, Service Managers, Professional Leads, service teams , service users, public and other key stakeholders to implement policies and strategies reflective of best practice, promoting a culture of continuous quality improvement in relation to workforce planning and workforce sustainability.  The postholder is accountable to the Head of Service and Workforce Planning Steering Group.  The post holder will report on progress and seek strategic direction from the Perth and Kinross Integrated Joint Board. | | | |
| 1. **MAIN DUTIES/RESPONSIBILITIES**  The programme manager’s prime responsibility is to provide support, facilitation, advice and guidance to managers across the partnership in relation to implementation and ongoing review and development of the PKHSCP 3-year Workforce Plan. Programme Management Lead the design, facilitation and planning of major and complex change initiatives at a local level, to facilitate integration of transformational work across the HSCP including implementation of the Health & Care ( Staffing) ( Scotland) Act 2019.  * Lead the ongoing development and monitoring of the PKHSCP Workforce Action Plan and support the development of implementation plans ensuring synergies with the NHS Tayside and Perth & Kinross workforce planning activities. * Preparing and maintaining the Partnership Wide Action Plan and any subsequent exception plans as required ensuring the day to day management of project specific tasks, planning and prioritising work streams, planning for and managing peaks in project workloads, and monitoring progress to ensure project deadlines are met. * Development and implementation of project specific procedures and methodologies, to control and measure costs, time and quality and the establishment of a robust change mechanism to record, track, cost and evaluate all project changes no matter their source. * Development and ongoing maintenance of the Project Risk Log, set up to record, track and evaluate project progress and risks as they are identified, reporting on a monthly basis to the Project Board, including the implementation and progress of identified mitigating actions and risk status. * Provide direction to identify and develop approaches to prioritise workforce planning activities which will make the most impact . * All day to day decisions on the allocation of project resources to meet project deadlines and requirements, including forward planning to identify and meet future resource requirements. * Responsible for overseeing and leading the work of the stakeholders to achieve the fundamental changes in approach required across the health and social care partnership. * Responsible for planning and maintaining work systems, procedures, and policies that enable and encourage the optimum performance ensuring that information systems can capture the capture and store the statutory information required. * Prepare and deliver regular reports, briefings and papers (including detailed analysis of variances with planned expectations) for the PKHSCP Workforce Planning Group, Executive Management Team and IJB, developing recommendations and options for review as required. * Implement measures and maintain quality programme management processes and standards to satisfy stakeholder expectations. * Have oversight, manage and report on the utilisation of the specific programme budget for workforce planning. * Identify priority improvements from both quantitative and qualitative analytical information, using that information about the impact of improvement activity to inform future interventions and approaches. * Based on professional judgement anticipate project specific issues and take appropriate steps to address, resolve or mitigate them. * Work effectively with health and social care staff, clinicians and the wider community, the public and other partners to develop workforce solutions which support Health and Social Care Partnerships Strategic plans. * Communicate with an extensive range of internal and external project stakeholders at strategic and operational levels and on a one to one basis to ensure that the strategic vision of the programme is communicated with all stakeholders and that the requirements of stakeholders are understood and communicated. * Negotiate with and influence clinical and non-clinical staff at all levels, professional advisors, representatives of statutory bodies and others and where necessary, challenge assumptions and “norms” to ensure that the eventual workforce redesign meets clinical and non-clinical service requirements. * Implement measures to support Heads of Service in improved establishment management across services. * Co-ordinate and support workforce analysis required from HSCP to support the establishment of the National Care Service as requested by Scottish Government. * To support NHS Tayside values of quality, teamwork, care and compassion, dignity and respect, and openness, honesty and responsibility through the application of appropriate behaviors and attitudes.   Your performance must comply with the national Mandatory Induction Standards for Healthcare Support Workers 2009” and with the Code of Conduct for Healthcare Support Workers | | | |
| 1. **COMMUNICATIONS AND RELATIONSHIPS**   The role requires excellent communication skills both verbal and written and the post holder will be responsible for providing written reports and briefing papers and delivering presentations at Programme Board level.  The post holder must also demonstrate excellent negotiation and persuasion skills.  Overall continuing responsibility for establishing effective systems and standards of communication and for providing and receiving routine, highly complex, sensitive or contentious information and dealing with potentially stressful matters with a wide range of health care partners, Local Authority, Third Sector, individuals, families, members of the public and other relevant departments and agencies. Utilises a wide range of media such as telephone, verbal and written communications to overcome any difficulties in communication with people involved identifying and negotiating appropriate actions to reach agreed outcomes.  Establish and maintain relationships based on mutual respect communicating on a regular basis with the patient/relatives/multidisciplinary team and external agencies involved in the provision of care. | | | |
| 1. **KNOWLEDGE, TRAINING AND EXPERIENCE REQUIRED TO DO THE JOB**  * Educated at masters level or portfolio of evidence demonstrating equivalent experience at that level with evidence of ongoing professional development. * Experience in workforce planning and/or general planning. * Ability to lead and manage service improvement and redesign. * Evidence of managing/leading staff. * Experience and knowledge of research, audit, quality improvement / facilitating learning in practice and effecting change. * Demonstrate previous success in the development of service delivery. * High level of understanding of Scottish Government Health& Social Care Policy with proven ability to interpret and apply. * Budgetary management experience. * Excellent interpersonal, influencing and presentation skills. * Excellent verbal and written communication skills. * Evidence of ability to network and work effectively across multi-professional/multi-agency boundaries. * Ability to analyse/critically appraise research, improvement data to continually drive improvements in practice. | | | |
| 1. **SYSTEMS AND EQUIPMENT**   The post holder is required to operate a desktop computer on a daily basis for the production of reports, presentations and complex papers utilising the Microsoft Office Suite.  The post holder is also required to deliver presentations to a variety of stakeholders using a laptop computer and LCD projector.  The telephone will also be used on a regular basis as well as teleconferencing and video conferencing equipment.  Microsoft Office Suite for the analysis of information; the generation of complex reports and manipulation of spreadsheet date.  Email for communication and intranet for access to local policies and strategies and for research purposes.  Electronic and manual filing systems for storage and retrieval of information.  Objective Setting, Performance Appraisal and Personal Development planning systems to direct the efforts of the post holder in line with the requirements of the Project and overarching objectives of the Prescribing Review Programme and to determine the areas of training and development required.  Use of specialist databases and other software to deliver the programme.  **Responsibility for Records Management**  All records created in the course of the business of NHS Tayside are corporate records and are public records under the terms of the Public Records (Scotland) Act 2011. This includes email messages and other electronic records. It is your responsibility to ensure that you keep appropriate records of your work in NHS Tayside and manage those records in keeping with the NHS Tayside Records Management Policy and with any guidance produced by NHS Tayside specific to your employment. | | | |
| 1. **PHYSICAL DEMANDS OF THE JOB**   **Physical Skills: several times per day**   * Key board skills * Ability to travel * Notes of meetings * Report writing   **Physical Demands: several times per day**   * Working mainly within in office/meeting room environments. * Combination of sitting, standing, walking for short period to attend meetings including travel to various sites.   **Mental Demands: several times per day**   * Dealing with frequent interruptions from a range of professionals & other staff. * Intense concentration required frequently to facilitate and participate in debate and consensus decision making relating to service. * Complex decision making in relation to prioritisation of own and other peoples work ensuring appropriate assessment of risk and the management of risk within unpredictable situations. * Balancing an ethos of continuous quality improvement within a finite resource. * Transforming group work material and general discussion into policy/action plans and strategy. * Managing verbal and nonverbal behaviour in self and others responding in a professional manner at all times. * Writing reports, proposals and influencing/persuading others to support implementation. * Challenging the values/beliefs/decisions of multi professional teams and taking appropriate action. * Maintain high level and consistent professional behaviour in unpredictable and stressful situations. * Keep abreast of national policy directives and evidence-based practice, interpreting applicably and advising local strategy and action plans. * Continually motivate, enthuse and maintain the moral of senior staff within an ever-changing environment. * Preparation for meetings and workshops with staff.   **Emotional Demands:**   * Difficulties encountered when explaining improvement concepts to individuals and groups who are not convinced of the merits. * Recognising signs of stress in self and others. Leading and motivating staff, anticipating reaction of staff and encouraging staff to change or adopt new organisational priorities, goals, duties or behaviours. * Flexibility in working patterns to meet the needs of the service while maintaining an appropriate work-life balance.   **Environmental:**   * Occasional exposure to verbal aggression when communicating sensitive issues to a range of staff/patients. | | | |
| 1. **DECISIONS AND JUDGEMENTS**   The post holder will be managerially responsible to the Head of Services for management, work review and formal appraisal of performance.  The post holder has continuing responsibility to work in partnership with all Managers across the Health and Social Care Partnerships.    The post-holder will be largely self-directed within the overall parameters set by the PKHSCP 3 Year Workforce Plan and the PKHSCP Executive Management Team and Workforce Group and the Project Plan.  Interpret health service policy and strategy, establishing measurable and achievable service goals and work plans.  The post holder has responsibility within defined projects to prioritise and devise/ implement and evaluate service initiatives.  Accountable and responsible for decisions relating to quality improvement/ service development initiatives.  Work is generated through a variety of sources: much of the work will be self-generated through close working relationships across Health and Social Care Partnership and good working knowledge of the local, national health agenda and NHS Tayside/PKC Workforce Plans. | | | |
| 1. **MOST CHALLENGING/DIFFICULT PARTS OF THE JOB**   Effective management and prioritisation of competing demands within and across the organisation at IJB and NHS Tayside level.  Balancing the demands of all stakeholders to provide an efficient, safe and effective service  Influencing, persuading and negotiating at all levels within the organisation to reach corporate targets and objectives. | | | |
| 1. **JOB DESCRIPTION AGREEMENT**   A separate job description will need to be signed off by each postholder to whom the job description applies. | | | |
| **Job Holder’s Signature:** | | | **Date:** |
| **Head of Department’s Signature:** | | | **Date:** |