

**PUBLIC HEALTH SCOTLAND**

**JOB DESCRIPTION**

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| 1. **JOB DETAILS** |
| Job Title: Learning and Development Manager |
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| Immediate Senior  Officer Organisational Lead |
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| Department: Governance and Resources  Directorate: Strategy, Governance and Performance  Location: Edinburgh or Glasgow |
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| Job Reference |

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| 1. **JOB PURPOSE** |
| This role is responsible for leading, developing and managing and evaluating a learning and workforce development portfolio of work that develops and strengthens the capability and capacity of a workforce for public health in Scotland.  Responsible for leading, providing and/or supporting the workforce (core and wider) the role will add value and develop practice, ensuring a cohesive and coordinated approach to learning and workforce development which ultimately impacts on reducing health inequalities and improving population health outcomes.  As part of a workforce development service, they will be responsible for leading, managing and supporting staff, across a range of project areas of work that impacts on the public health system.  As part of Governance and Resources the postholder will be expected to display the Public Health Scotland values of collaboration, integrity, respect, innovation and excellence in delivering all aspects of the role. |
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| 1. **DIMENSIONS** |
| PHS is an NHS Board with dual accountability to the Scottish Government and the Convention of Scottish Local Authorities (COSLA). As Scotland’s national public health body, PHS leads and supports work across Scotland to prevent disease, prolong health life and promote health and wellbeing.  The postholder will work in partnership with national and local stakeholders in the public sector – Scottish Government, the NHS and local government, and with voluntary, community and other public / private sectors.  Play a key role key in collaborating with strategic partners and stakeholders to provide leadership and strengthen the local and national public health workforce infrastructure in Scotland.  Lead on a range of learning and practice improvement programmes including digital developments to increase capacity and capability of the workforce to reduce inequalities across the public health system in Scotland  Provide support to specific deliverables within the Public Health Scotland workforce plan and Digital Learning Service inc Virtual Learning Environment  Strengthen collaborations with partners to co-produce learning and development working across national and local, and sectoral and disciplinary boundaries.  Share and learn from best practice across Scotland through appropriate mechanisms (e.g., national groups and networks; appropriate web/IT systems; comms).  The post holder is responsible for the management and development of staff within a workforce development service.  The post holder will be responsible for monitoring resources and delegated budgets (up to £25,000) for the projects that they are leading. |

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| 1. **ORGANISATION CHART** |
| Head of Service  Organisational Lead  Learning and Development Manager  Learning and Development Team of Staff |

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| 1. **ROLE OF ORGANISATION AND TEAM**   Public Health Scotland is responsible for leading and enabling the drive to improve health and wellbeing and reduce health inequalities across Scotland.  We deliver:   * strong public health leadership across the whole public health system in Scotland * high quality, effective and supportive health improvement, health protection and healthcare public health functions.   We:   * are intelligence, data and evidence led. * have a key role in enabling and supporting delivery at local level.   We deliver leadership roles in relation to:   * public health research. * innovation to improve population health and wellbeing. * supporting the broad public health workforce across Scotland.   **PHS is a value driven organisation, and we expect all our staff to role model our values in everything they do.**  **Diagram  Description automatically generated**  The role of the **Strategy, Governance and Performance Directorate** (SGP) is to provide critical internal and external functions for Public Health Scotland with responsibility for strategic planning, performance, marketing, communications and resources (people, finance and infrastructure) and drives the organisation to deliver, with impact, an ambitious transformation. |  |
| Located within **SGP Governance & Resources Service**, the Workforce Development Service provides leadership for public health workforce; delivers a range of targeted learning and practice improvement programmes and offers a high-quality digital learning service providing flexible learning and development opportunities to delivery our strategic approach to delivering public health outcomes and to increase capacity and capability of the workforce.  The service provides knowledge, skills and experience to strengthen and support workforce development and keys groups/ sectors to play their role and contribution to reducing inequalities.  Working in partnership inc. local government, the NHS, Community Planning Partnerships, Health and Social Care Partnerships and wider community and Third sectors the workforce development service will design and develop learning and development approaches for effective learning into practice; translate public health evidence, data and intelligence to co-produce and design learning; will help the understanding of learning needs through needs assessment and skills audit; support the development and implementation of workforce strategy and planning to improve health and tackle inequalities; and share and learn from best practice across Scotland / UK. |  |

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| **6.KEY RESULT AREAS**   1. Lead the development and quality assurance of the work plan of the team, ensuring that all team members have an effective work plan that is aligned to organisational outcomes and actively manage and monitor the delivery of the team’s work plan, ensuring resources are effectively allocated and projects and service planned and prioritised. 2. Lead on the development of the learning and workforce development aspects of PHS portfolios through identifying needs and opportunities for education, learning and development and practice improvement in PHS core programmes, in order to support the delivery of long term strategy to reduce inequalities in health, identifying opportunities to strategically influence policy and practice, workforce development plans, digital learning and development provision and content at national and local levels. 3. Lead the team in effectively undertaking the development, production and evaluation of learning resources and delivery mechanisms including digital to defined quality standards designed to promote effective learning into practice. Provide consultancy support to Place and Wellbeing / Localised Working Programme in the workforce development needed to support reducing health inequalities and improving health outcomes 4. Develop and maintain effective working relationships with key national organisations, educational institutions, professional bodies, training providers and agencies with a role in health inequalities and health improvement such as health and social care partnerships. Use influencing and relationship skills in order to develop an effective public sector infrastructure for learning and workforce development and practice improvement in line with public health reform, learning from the Covid pandemic, providing knowledge and guidance on learning methodologies, improvement methodologies and using collaborative approaches.      1. Develop and maintain effective systems to collect, monitor and evaluate key performance indicators relating to learning and development to support the strategic planning, performance management and reporting across the organisation. Directly input to a range of corporate strategic documents and impact reports. 2. Critically review and analyse complex data and evidence from a variety of sources to inform and support the development and implementation of areas of portfolio work. Translate and communicate complex information in an understandable format to large groups of staff. Using Knowledge into Action principles, ensure that information and data is assessable for a range of audiences with a view to influencing policy and practice 3. Work with Head of Service (Governance and Resources), Organisational Leads, Workforce Development and People Development teams to continuously improve quality and implement best practice ensuring an integrated, high quality and consistent approach to learning, workforce development and practice improvement across the organisation. 4. Lead, line manage, and motivate staff in the team in order to ensure that all staff are enabled to make an effective contribution to directorate and corporate objectives and that a strong ethos of continuous improvement and customer focus within the team is built and maintained, with all staff understanding and enacting the values of PHS, Strategic Plan and objectives and understand their role in promoting those values and achieving our shared outcomes. 5. Follow all required financial, project planning and reporting organisational processes, ensuring the effective management of resources by self and of the team within defined limits, and taking action or alerting manager as required, where corrective action is required |
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| 1. **ASSIGNMENT AND REVIEW OF WORK** |
| Within the context of agreed objectives and functional goals, the post holder is expected to act with autonomy and initiative.  There is regular one to one review meetings with their line manager and more frequent informal contact as required. |
| There are regular meetings with the team and with colleagues elsewhere in the directorate to plan and monitor objectives, priorities and work plans, with additional or ad hoc updates as necessary.  Annual objectives and personal development plans are agreed with line manager as part of appraisal and ongoing development review. |

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| 1. **DECISIONS AND JUDGEMENTS** |
| Expected to make operational and autonomous decisions in all aspects of the role e.g., if projects are slipping, will make independent judgements about actions required to bring back on track.  Manage the development and delivery of programmes of work on identified priorities to improve health and tackle inequalities, including the monitoring of progress against key performance indicators and evaluation of outcomes.  Operational judgements to manage conflicting views and reconcile differences of opinions, across both internal and external stakeholders, to ensure successful delivery of events and other stakeholder engagement activity.  Assess budget and staff implications of team’s work, with appropriate remedial action, including the reallocation of resources across programmes of work within the team.  Responsible for the performance of line managed staff and for their effective management.  Deliver support and advice to staff across the organisation from a range of disciplines and at all levels of seniority in order to influence planning and practice and evaluation across the work of teams. This is likely to require the need to challenge practice and assumptions about long-standing approaches and expectations.  The postholder is expected to anticipate problems and risks (e.g., failure to meet legislative requirements, potential for poor external relations) and identify and act on broader and longer-term issues to ensure effective and appropriate resolution and ongoing improvement in service delivery.  Provide specialist advice into the learning and workforce development aspects of other programme teams in their development and delivery of their work plans. |

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| 1. **MOST CHALLENGING PART OF THE JOB** |
| Driving forward the culture of learning and development and practice improvement for health inequalities and improving population health in a diverse society where resources are scarce. Whilst reviewing existing approaches to learning and development to increase the impact on the reduction of health inequalities and promoting human rights  Establishing and maintaining collaborative relationships with partner organisations is an essential and complex activity which requires resilience and creativity. Demonstrating impact of contribution to partnership working and interventions to tackle multidimensional, complex public health issues that focus on prevention, a multiagency response and effective prioritisation of competing demands. |

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| 1. **COMMUNICATIONS AND WORKING RELATIONSHIPS**   Daily contact with the Organisational Lead to ensure join up of approaches and work plan  Regular contact with staff across the Health Equity Directorate via one to one and team meetings  Working autonomously, the post holder is required to develop strong working relationships and high credibility with staff, managers, heads of service and directors. This will involve highly developed interpersonal, written, presentation and consultancy skills  Work will involve highly developed communication skills to probe issues with individuals and groups, and will involve facing and overcoming barriers to the implementation and development of organisational strategy  Networking with relevant senior officers in national and local, NHS, local authority, third and private sector organisations to learn from others and identify and share best practice  Significant and regular collaborative work with a wide range of staff from across the organisation to help implement change  The postholder will be required to communicate on a range of highly complex topics and in sensitive situations, implementing appropriate approaches to deal with conflict and resistance to change  Expected to forge own working relationships proactively across the organisation and beyond in order to negotiate directly with senior staff for action or joint working that will lead to the delivery of agreed project outcomes |

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| 1. **EQUIPMENT AND MACHINERY** |
| Telephone, mobile phone, PC, laptop (including remote working software), photocopier, printers, conference room equipment, videoconferencing.  Standard keyboard skills. |

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| 1. **SYSTEMS** |
| * Computer software packages:   MS Teams – collaborative meetings, communications and file sharing  MS Word – documents, reports etc.  MS Excel – statistics and spreadsheets  MS PowerPoint – presentations  MS Outlook  Virtual Learning Environment (VLE)  Knowledge Network  Social Media Tools   * Web-based search engines – information search * Internal administrative systems e.g., timesheets, travel requests, training requests for self and in line manager role * Internal HR systems e.g., annual leave, personal development plans, TURAS – line management and personal development * Internal business planning tool- programme planning, performance management and reporting * Finance systems – budget management * Risk management systems - risk recording |

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| 1. **PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB**   **Physical**   * Inputting at keyboard in order to respond to e-mails, write reports, prepare presentations and enter data (can be for extended periods of time, and on a daily basis). * Travel between locations for meetings, events etc   **Mental effort**   * Frequent concentration for varying periods of time will be required. * Managing the impact of resistance to change, responding to unpredictable demands; dealing with frequent interruptions; meeting tight deadlines; being alert for long periods; frequently changing from one activity to another; managing complex workloads; dealing with rapidly emerging priorities, problem solving on behalf of self and others. * Liaise indirectly with national leaders and Ministers and support teams by contributing to policy advice and briefings on programme-related matters, frequency of requests and contacts is unpredictable. * Chair or present at meetings with external organisations, contractors and partners, and sit on internal and external working groups (meetings frequently include complex information and ideas and often last for a whole or half day). * Developing and delivering presentations where required, being aware of the level of knowledge of the audience, tailoring the contents according to their needs and being able to react to feedback received.   **Emotional effort**   * Motivating people within the organisation and within external organisations to embrace and respond to a challenging agenda and to deal on a regular basis with a wide range of responses to the issues, ranging from positive acceptance, through to apathy through to explicit rejection of the validity of the work. * Imparting news to stakeholders, for example when managing and promoting transformational change processes; contributing to decisions about prioritisation of resources. * Responsible for recruitment and performance management of staff, following staff governance guidelines and policies.   **Working Conditions**   * Regular use of monitor for on-line meetings, preparing written reports and responding to a series of detailed e-mails. * Office sites tend to be open plan, which can require the post holder to concentrate at times of noise or interruption. * Lone and/or home working for part of week. * Frequent movement between the organisation’s sites and to locations of external meetings with partners, necessitating use of road, rail and occasionally air transportation (depending on location of meeting) and involving reliance on remote access. | | | | |
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| **15. 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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