

**NHS PUBLIC HEALTH SCOTLAND**

**JOB DESCRIPTION**

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| **1. JOB DETAILS** |
| Job Title | Operations Manager |
| Immediate Senior Officer/ Line Manager | Service Manager |
| Department | Vaccination and immunisation service |
| Directorate | Clinical and Protecting Health |
| Location | Glasgow/Edinburgh |
| CAJE Reference | NPPHSG017 |
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| **2. JOB PURPOSE** |
| The post holder manages and controls resources, budget and workforce of the Vaccination and immunisation Service team to ensure the effective development and delivery of Vaccination and immunisation service(s) in accordance with PHS strategic objectives.The post holder is responsible for developing the elements of strategy that relate to the PHS vaccination and immunisation service response and for formulating anddelivering the business plan, ensuring that this is aligned to PHS strategic objectives. The post holder leads on the development and implementation of improvement initiatives that extend and improve the vaccination and immunisation service area/department. |
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| **3. DIMENSIONS** |
| The post holder is accountable for the delivery of business objectives and the management of performance and quality of deliverables in the vaccination and immunisation service area.The post holder directs and manages the performance all staff across the vaccination programme co-ordination and service delivery area/department and any other that might be assigned. The post holder has direct line management responsibility for staff allocated within the team. The post holder is responsible for associated budgets covering staff, equipment, supplies and expenses. This budget will be determined by the wider ICP219 vaccination and immunisation service.  |
| **4. ORGANISATION CHART** |
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| **5. ROLE OF THE DEPARTMENT** |
| 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 Scotlandhigh 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 values 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 Clinical and Protecting Health Directorate** is to protect the people of Scotland from infectious and environmental hazards; enable high-quality clinical and public health knowledge, research and innovation; and change clinical and public health practice by using audits at a national and local level.The role of the team is to provide vaccination and immunisation programme leadership, management and co-ordination to support all health boards in Scotland. |
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| **6. KEY RESULT AREAS** |
| 1. Lead the service delivery and co-ordination of the vaccination and immunisation service functions assigned ensuring that it is aligned to Scottish Government strategy and business plan and operates effectively within the agreed performance, quality and governance frameworks.
2. Support the Service Manager by developing the Scottish Vaccination and Immunisation service area/department’s contribution to the Scottish Government strategy and formulating and implement the business plan.
3. Lead the development and standardisation of processes and systems across the service. Initiate, develop and implement appropriate policies and associated standard operating procedures to ensure adoption of best practice and consistency of approach and monitor compliance.
4. Manage performance across the service/department, ensuring that appropriate mechanisms are in place for monitoring activities and performance indicators, reporting progress against targets and identifying and addressing issues/gaps.
5. Promote, facilitate and enable adoption of a range of quality and continuous improvement initiatives for the service area/department to improve efficiency and enhance service delivery; this will include analysing and redesigning business processes, as required, to make best use of the people involved and enabling this with new technology as appropriate.
6. Embed all improvements into operational processes effectively through excellent design and delivery, ensuring knowledge and skills transfer to business users to allow sustained benefits realisation.
7. Lead and direct staff/teams across the service/department ensuring that all staff have the skills and competencies required to deliver high quality services and are adaptable to the significant technological and cultural changes taking place within PHS, setting and monitoring their objectives and providing appropriate learning and development support to maximise team and individual performance.
8. Ensure that staff are guided, supported and mentored through processes of change, such as new ways of working, ensuring effective engagement in partnership to successfully embed change.
9. Lead specific projects for vaccination and immunisation service area/department including, monitoring and managing progress against timescales, identifying issues and managing risks and adjusting plans as required to avoid problems that may adversely impact project delivery.
10. Establish, and maintain deep and effective partnerships with customers and stakeholders (e.g., senior policy makers, clinicians, other health professionals, NHS managers, other senior managers in PHS) to ensure that the functions of the service area/department are recognised and that stakeholders are playing a key role in evolving and improving services.
11. Prepare and obtain agreement for a budget in line with the vaccination and immunisation service area’s/department’s business plan and monitor and control ongoing expenditure, taking corrective action to ensure that spend remains within agreed levels and business objectives are met.
12. Develop and embed an organisational culture that promotes effective behaviours and demonstrates a clear commitment to PHS values.
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| **7. ASSIGNMENT AND REVIEW OF WORK** |
| Work for the post-holder is generated from a broad framework determined in conjunction with the PHS Head of Service for vaccination and immunisation and the Service Manager in terms of delivering the strategic objectives in the business plan and also in response to stakeholder and customer demands.Within this framework the post-holder has autonomy to determine strategy, allocate resources and methods for achieving business objectives. The post holder ensures appropriate governance is in place for aspects of their business plans, including stakeholder engagement, performance and risk management. The post holder is expected to set his/her own priorities, ways of approaching work, resolving issues, managing risks and using judgement appropriately.  |
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| **8. DECISIONS AND JUDGEMENTS** |
| The post holder will resolve all problems/queries encountered by deciding and devising solutions and implementing these by using extensive specialist knowledge and experience of the appropriate subjects on a daily basis. The post holder will also anticipate problems that may jeopardise the service or project deadlines and devise and implement corrective action on a daily basis to rectify any situations.Examples of decisions and judgements typically required of the post holder include: * Negotiating with senior managers and stakeholders about service priorities and resources to achieve outcomes which balance stakeholder demands with the overall service requirements
* Making judgements about deployment of staff and other resources to meet identified business requirements, foreseeing risks/issues and taking appropriate corrective action
* Interpreting and resolving complex operational problems and determining the most suitable solution from the options available, that will avoid or mitigate risk of a recurrence.
* Analysing and interpreting complex performance data – on activity, workforce etc., identifying issues and trends from the data, deciding on appropriate actions/interventions and then determining how that information will be delivered in a way that will encourage understanding, agreement and co-operation.
* Identifying issues and risks that impact on own or wider budgets and manage/escalate them as appropriate.
* Generating, planning and implementing ideas and initiatives designed to improve services, reduce costs and increase productivity.
* Managing contentious or sensitive staffing issues, taking guidance where required (e.g. HR advice) making decisions that are compliant with HR policy whilst also taking into account the particular circumstances of the case.
* Determining the appropriate approach(s) to develop, motivate, and monitor staff within the PHS vaccination and immunisation service area/department to ensure individual and collective objectives are achieved.
* Undertaking investigations of complaints and determining appropriate recommendations for resolution.

When managing projects/initiatives, a level of workforce flexibility will be required and it is expected that staff will work jointly in short life teams, as necessary. The post-holder must manage the conflicting demands that this entails, negotiating and influencing customers in terms of the timescales and deadlines. They must ensure staff are appropriately trained and have the skills to support these demands. The post holder will agree their objectives and personal development plan with the Service Manager and will participate in a mid-year and annual performance review meeting in line with the PHS Performance and Review/Appraisal Process. |
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| **9. MOST CHALLENGING PART OF THE JOB** |
| * Maintaining and improving the high quality of service delivery standards expected within an environment of decreasing resources, revenue budgets, changing organisational culture and new technology
* Building and maintaining effective engagement across a wide diverse range of stakeholders all with different expectations and demands, some of which it will not be possible to meet
* Balancing priorities and activities within the service area/department to ensure timely delivery of the services
* Ensuring the service is sufficiently robust and effective to deliver consistent quality to end users and customers
* Training, coaching, mentoring and managing staff to maximise potential and increase efficiency and effectiveness
* Developing new/innovative solutions to meet the requirements of the service, reducing bureaucracy and overcoming resistance to change in the new environment
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| **10. COMMUNICATIONS AND WORKING RELATIONSHIPS**  |
| The post holder is required to develop and promote strong working relationships with a range of both internal and external stakeholders. The post-holder must demonstrate excellent communication skills using a variety of techniques including daily written/electronic correspondence, weekly face to face meetings, and monthly delivery of presentations and briefings to staff and stakeholders covering all aspects of the work of vaccination and immunisation service area/department. Excellent written and oral communication skills are required since the post holder will present proposals, interact and influence key stakeholders at senior levels internal and external PHS at a detailed technical and also non-technical level.The purpose of such communication includes: presenting proposals relating to service improvement, advising and updating on operational and staffing matters, influencing and negotiating changes in service delivery particularly when overcoming resistance to change, developing plans and agreeing priorities, promoting and influencing decisions in partnership, dealing with customer complaints and stakeholders who may be aggrieved about decisions in relation to the service provided.The role will require the post holder to regularly provide written and verbal briefings and presentations to various stakeholders/groups such as PHS governance groups, senior management teams, Scottish Government policy colleagues, Directors of Public Health, MSP’s, MP’s and Department for Health and Social Care colleagues.The post holder must be able to persuade and influence others, in particular senior managers and professionals, over whom the post holder has no line management authority. Influencing and negotiation skills are required when, for example, trying to address resource issues within tight financial and time constraints. Communications can be of a complex and sometimes highly complex nature, often involving very sensitive issues regarding members of staff and Scottish citizens, which may include receiving highly sensitive information regarding vaccination and immunisation. Reassurance, empathic and diplomacy skills are required when discussing sensitive issues with staff such as conduct or performance or when dealing with a complex complaint which requires communicating with an upset or angry member of the public.Internal* Line Manager, Senior Managers and direct reports to ensure smooth operational delivery of PHS vaccination and immunisation service
* Liaison with Service Manager to report on operational and staffing matters/progress on project work/progress, any systems enhancements and developments etc.
* Delivering presentations and road shows to explain services, systems and associated technology to customer groups/interested parties.
* Staff across the PHS vaccination and immunisation area/department for the purposes of communicating information, managing performance, dealing with individual queries, resolving operational matters
* HR Advisors for advice and support in managing staffing issues – both formal and informal; for guidance and support in developing and delivering aspects of training programmes, as required.
* Trade union representatives in relation to issues impacting on staff and to ensure effective partnership working
* Payroll and Finance Teams in relation to budgetary, expense and staff pay queries

External* Working closely with the Scottish Government and NHS Boards to manage and develop the vaccination and immunisation programme within Scotland.
* Will also engage with local and regional resilience partnerships, local authorities, Health & Social Care Partnerships and other stakeholder organisations to ensure understanding of and engagement with the programme.
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| **11. QUALIFICATIONS AND/OR EXPERIENCE SPECIFIED FOR THE POST** |
| Educated to degree level with an appropriate postgraduate qualification or equivalent corresponding level of experience. **Experience*** Demonstrable experience at a managerial level preferably within a relevant health care setting
* Proven skills of the management and development of staff in the delivery of a high quality service
* Experience of managing an operational service, preferably at a national level
* Experience of forging effective relationships with internal and external stakeholders
* Experience of managing change
* Project management experience

**Skills and knowledge** The person demonstrates the following:* Effective communication, influencing and facilitating skills
* Excellent interpersonal and relationship building skills
* Evidence of leadership qualities and people management skills
* Ability to analyse complex data and use findings to better manage demand and deployment
* Performance management expertise
* Strong and sound decision making and problem solving abilities
* A good understanding of information governance
* Good knowledge of budgeting and resource allocation procedures
* Able to demonstrate a sound knowledge and understanding of the broad framework within which the PHS operates.
* Excellent planning and organisational ability

The post holder is expected to lead by example at all times, demonstrate the highest standards of personal and professional conduct that support the PHS Values and Behaviours and respect the diversity that makes up a complex multi-disciplinary workforce. |
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| **12. EQUIPMENT AND MACHINERY*** Standard office conditions with ongoing use of VDUs
* Frequent driving that can be for extended periods of time in adverse traffic conditions
* Frequent use of mobile phones and electronic personal organisers

**13. SYSTEMS**In order to develop and present business plans and performance reports the post holder requires advanced knowledge of use and practical application of MS office software, and other bespoke software tools used for balanced scorecard management, performance analysis and reporting and resilience reporting.The post holder will also use:* Tableau reports
* Office 365
* HR and Payroll systems such as eESS, TURAS, Crown Flexi-time system, SSTS, eExpenses
* Microsoft project
* Microsoft teams

The post holder will have a good understanding of how to analyse complex data and data trendsThe post holder is responsible for ensuring that all staff managed enter, store and transmit data in accordance with data protection, freedom of information and confidentiality policies/legislation. |
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| **14. PHYSICAL, MENTAL, EMOTIONAL AND ENVIRONMENTAL DEMANDS OF THE JOB****Physical Effort**A significant part of the working day will be spent at the workstation, dealing with operational management issues. Good keyboard proficiency required. **Mental Effort**The post requires ability to concentrate for long periods of time, e.g. when resolving complex operational or staff related problems, analysing data performance, calculating budgetary spend. despite occasional interruptions with critical and urgent matters such as requests for responses for ministerial briefings, media enquiries and rapid response requests.Concentration is also required when attending meetings (1-2 hours) with staff, stakeholders etc., when undertaking such activities as e-mail correspondence or telephone conversations and when drafting standard operating procedures, developing PowerPoint presentations, business plans and reports. Due to the nature of the programme, there will be a significant element of unpredictability in the working day in terms of telephone calls or unexpected work requests/issues and there is a requirement for the post holder to make sound judgements in dealing with interruptions, changing from one task to another, if required, prioritising effectively and adjusting plans The post holder will frequently be required to work to tight time constraints in relation to team and operational performance and meeting project deadlines.**Emotional Effort**There may be exposure to staff issues when undertaking line management responsibilities. Some staff will be resistant to changes in working practices and the post holder will need to deal with these in a diplomatic and sensitive manner. The post holder will guide and support staff in their teams during times of change and uncertainty in order to provide reassurance and help maintain emotional stability. In situations like this, the post holder is required to maintain composure and emotional resilience There will be occasional exposure to distressing or emotional circumstances in relation to staff management issues such as formal conduct and capability proceedings or in providing support to staff in relation to sensitive personal matters.Working Conditions* Standard shared/open plan office conditions and equipment, as well as working from home on a regular basis
* Exposure to unpleasant working conditions is rare

The post holder may be required to travel to other sites throughout Scotland. |
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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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